



**Council - Regular Meeting
Agenda**

Tuesday, March 26, 2019

6:00 p.m.

Council Chambers

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STAFF REPORT

Title: Council - Regular Meeting March 12, 2019

Meeting Date: March 26, 2019

Executive Summary:

Background:

Alternatives:

Recommended Action:

That the minutes of Council's regular meeting held March 12, 2019 be accepted as presented.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer



Council - Regular Meeting

Tuesday, March 12, 2019

6:00 p.m.

Council Chambers

Council Present: Mayor Craig Copeland
Councillor Bob Buckle
Councillor Duane Lay
Councillor Vicky Lefebvre
Councillor Kirk Soroka
Councillor Chris Vining

Council Absent: Councillor Jurgen Grau

Staff Present: Chief Administrative Officer Kevin Nagoya
General Manager of Corporate Services Linda Mortenson
General Manager of Infrastructure Services Azam Khan
General Manager of Planning & Development Services Howard Pinnock
General Manager of Community Services Glenn Barnes
Manager of Strategic Initiatives Andrew Serba
Intermediate/Recording Secretary Valerie Saini

Staff Absent: Executive Secretary Cindy Reimer

CALL TO ORDER

The meeting was called to order at this time being 6:01 by Mayor Copeland.

ADOPTION OF AGENDA

Resolution # CRM20190312.1001

Moved by Councillor Soroka

That the agenda be adopted as presented.

Carried Unanimously

DISCLOSURE OF INTEREST

None.

MINUTES APPROVAL

Council - Regular Meeting February 26, 2019

Resolution # CRM20190312.1002

Moved by Councillor Buckle

That the minutes of Council's regular meeting held February 26, 2019 be accepted as presented.

Carried Unanimously

PUBLIC QUESTION PERIOD

Mr. Craig Konechny of 1405 Horseshoe Bay Estates Cold Lake queried if the City would consider purchasing event tents that the public could then come and rent from the City?

Mayor Copeland thanked Mr. Konechny for his inquiry.

PUBLIC HEARINGS

None.

DELEGATIONS

2018 World Town Planning Day Awards Presentation

As part of the celebration for the 2019 World Town Planning Day, the City held a colouring contest for children in the community.

Mayor Copeland recognized and presented certificates/gifts to the following 2019 World Town Planning Day colouring contest winners:

Reed Fillier - Age 5 & under

Annalise Dyck - Age 6-9

Brandy Boisvert - Age 10 and over

Photos were taken of the winners.

Alberta Emergency Services Medal/Bar Presentations

Mayor Copeland welcomed MLA Scott Cyr, an Alberta Ambulance Society member, and the Cold Lake Fire-Rescue (CLFR) members to the Council meeting at this time being 6:12 p.m.

MLA Cyr and Mayor Copeland presented Meloney Cross of the Alberta Ambulance Society with her Alberta Emergency Services Medal (AESM), 22 year Service Bar, and certificate.

MLA Cyr and Mayor Copeland presented the following Cold Lake Fire-Rescue individuals with their Alberta Emergency Services Medal (AESM), and certificate:

- Captain Dave Fitch (Service Bar 22 years & 32 years) - Bronze and Silver rosette - 37 years of service - All Cold Lake
- Assistant Chief Doug Sirant (Service Bar 22 years & 32 years) - Bronze and Silver rosette - 33 years of service - Barrhead/Cold Lake
- Fire Chief Jeff Fallow (Service Bar 22 years) - Bronze rosette - 30 years of service - All Cold Lake
- Deputy Chief Norm Hollis (Service Bar 22 years) - Bronze rosette - 29 years of service - Military/Cold Lake
- Captain Jason Spears (Service Bar 22 years) - Bronze rosette - 26 years of service - All Cold Lake

Recipients not present to accept their AESM and certificates were as follows:

- Deputy Chief Kelly Sweeney (Service Bar 22 years) - Bronze rosette - 31 years of service - All Cold Lake
- Firefighter Brent Stasuik (Service Bar 22 years) - Bronze rosette - 30 years of service - Glendon/Cold Lake
- Deputy Chief Hugh McKay (Service Bar 22 years) - Bronze rosette - 27 years of service - All Cold Lake
- Lieutenant Mel Griffith (Service Bar 22 years) - Bronze rosette - 26 years of service - All Cold Lake

Photos were taken, and Mayor Copeland congratulated all recipients.

Cold Lake RCMP Detachment, Cold Lake Victim Services, and Cold Lake Police Dog Service - Staff Sgt. Buchanan and Sgt. Ryan Howrish

Mayor Copeland welcomed Cold Lake RCMP Detachment S/Sgt. Scott Buchanan, Sgt. Ryan Howrish, Cold Lake Victim Services Unit (VSU) Mr. Dave Zimmerman (Victim Services Program Manager), and Police Dog Service (PDS) Constable Jason Jaques and Police Dog Harp.

S/Sgt. Buchanan, Sgt. Howrish, and Mr. Zimmerman presented a PowerPoint presentation to the Corporate Priorities Committee of Council regarding the following:

- 2018 Year End RCMP/Victim Services Report;
- Cold Lake Victim Services Unit (VSU) 2018 Statistics Report;
- Highlights since last visit to Council being March 13, 2018;
- Policing priorities for 2019/2020 year that starts April 1, 2019; and
- Addressed issues, questions, comments, or concerns that Mayor and Council had.

Constable Jaques and Police Dog Harp gave the Corporate Priorities Committee of Council a brief demonstration of Harp searching for a hidden item.

S/Sgt. Buchanan, Sgt. Howrish, Mr. Zimmerman, Constable Jaques, and Harp left the meeting at this time being 7:18 p.m.

Resolution # CRM20190312.1003

Moved by Councillor Vining

That the meeting be recessed at this time being 7:19 p.m., and reconvened at the call of the Chair.

Carried Unanimously

MLA Cyr left the meeting at this time being 7:34 p.m.

Mayor Copeland reconvened the meeting at this time being 7:35 p.m.

OLD BUSINESS

Bylaw No. 638-AD-19 - Bylaw to Amend Council Code of Conduct Bylaw No.618-AD-18

Resolution # CRM20190312.1004

Moved by Councillor Soroka

That Bylaw No. 638-AD-19, being a Bylaw to Amend Council Code of Conduct Bylaw No. 618-AD-18, in the City of Cold Lake, be given second reading.

Carried Unanimously

Resolution # CRM20190312.1005

Moved by Councillor Lay

That Bylaw No. 638-AD-19 be given third and final reading.

Carried Unanimously

Bylaw No. 641-BD-19 - Bylaw to Establish the Cold Lake Elected Official Compensation Review Committee

Resolution # CRM20190312.1006

Moved by Councillor Soroka

That Bylaw No. 641-BD-19, being a Bylaw to Establish the Cold Lake Elected Official Compensation Review Committee, in the City of Cold Lake, be given second reading.

Carried Unanimously

Resolution # CRM20190312.1007

Moved by Councillor Lefebvre

That Bylaw No. 641-BD-19 be given third and final reading.

Carried Unanimously

Request for Funding - Ronald McDonald House Charities Northern Alberta (RMHCNA) 2019 Charity Events

Resolution # CRM20190312.1008

Moved by Councillor Lefebvre

That Council support the Ronald McDonald House Charities Northern Alberta (RMHCNA) 2019 events as follows:

- \$1,000.00 Sponsor - Run for Ronald scheduled for Saturday, May 4, 2019 in Cold Lake
- \$1,000.00 Sponsor - Charity Golf Classic: Lakeland Region scheduled for Saturday, June 15, 2019 at the Cold Lake Golf & Winter Club

with funds to come from Council Goodwill (1-2-11-20-229).

Carried Unanimously

NEW BUSINESS

Tax Arrears Agreement - Tax Roll No. 4000027123

Resolution # CRM20190312.1009

Moved by Councillor Vining

That Council accept the Property Tax Arrears Agreement for Tax Roll No. 4000027123.

Carried Unanimously

Tax Arrears Agreement - Tax Roll No. 4000028008

Resolution # CRM20190312.1010

Moved by Councillor Soroka

That Council accept the Property Tax Arrears Agreement for Tax Roll No. 4000028008.

Carried Unanimously

Agreement - 2018 ID 349 Regional Collaboration Fund

Resolution # CRM20190312.1011

Moved by Councillor Soroka

That Council authorize the City of Cold Lake to submit the application as presented and enter into the 2018 ID 349 Regional Collaboration Fund Agreement.

Carried Unanimously

Amending Agreement - Municipal Sustainability Initiative (MSI)

Resolution # CRM20190312.1012

Moved by Councillor Vining

That Council authorize the City of Cold Lake to execute the amending agreement with Her Majesty the Queen in Right of the Province of Alberta as represented by the Minister of Municipal Affairs for the two (2) year extension of the Municipal Sustainability Initiative (MSI) Program.

Carried Unanimously

Grant Agreement - Parent Link Centre Grant

Resolution # CRM20190312.1013

Moved by Councillor Lefebvre

That Council authorize the City of Cold Lake to enter into the Parent Link Centre Grant Agreement with Her Majesty the Queen in Right of Alberta respecting the 2019/2020 fiscal year.

Carried Unanimously

Grant Agreement - Parent Link Centre Indigenous Enhancement Grant

Resolution # CRM20190312.1014

Moved by Councillor Vining

That Council authorize the City of Cold Lake to enter into the Parent Link Centre - Indigenous Enhancement Grant Agreement with Her Majesty the Queen in Right of Alberta as represented by the Minister of Children's Services.

Carried Unanimously

Conditional Grant Agreement - 2018/2019 Fire Services Training Program

Resolution # CRM20190312.1015

Moved by Councillor Lay

That Council direct the City of Cold Lake to enter in a conditional grant agreement with Her Majesty the Queen in Right of Alberta as represented by the Minister of Municipal Affairs respecting the 2018/2019 Fire Services Training Program.

Carried Unanimously

Conditional Grant Funding Agreement - 2018/19 Alberta Community Partnership Intermunicipal Collaboration Component

Resolution # CRM20190312.1016

Moved by Councillor Buckle

That Council authorize the City of Cold Lake to enter into a Conditional Grant Funding Agreement with Her Majesty the Queen in Right of Alberta as represented by the Minister of Municipal Affairs respecting the 2018/19 Alberta Community Partnership Intermunicipal Collaboration Component for the Inter-Municipal Development Plan (IDP) Project.

Carried Unanimously

Cold Lake First Nations - Municipal Community Economic Development Initiative

Resolution # CRM20190312.1017

Moved by Councillor Soroka

That Council authorize a joint application to the Community Economic Development Initiative (CEDI) program between the City of Cold Lake, Cold Lake First Nations, and the Municipal District of Bonnyville No. 87.

Carried Unanimously

Lakeland Industry and Community Association (LICA) Membership

Resolution # CRM20190312.1018

Moved by Councillor Vining

That Council postpone New Business Item 9.10 - Lakeland Industry and Community Association (LICA) Membership to the May 21, 2019 Corporate Priorities Committee meeting.

Postponed

Letter of Support - Cold Lake Public Library and Lakeland Multicultural Association

Resolution # CRM20190312.1019

Moved by Councillor Lay

That Council authorize the letter of support to the Cold Lake Library Board and Lakeland Multicultural Association (LMA) to accompany their Alberta Culture Days Grant Program application "Mosaic of Cultures" highlighting their attempts at bringing cultural events to the community and the positive impacts that they are having in the City of Cold Lake.

Carried Unanimously

Request for Funding - Portage College Student Scholarship Fundraising Dinner

Resolution # CRM20190312.1020

Moved by Councillor Lefebvre

That the City of Cold Lake provide a scholarship in the amount of \$1,000.00, plus a silent auction item of City of Cold Lake merchandise, to the Portage College Student Scholarship Fundraising Dinner being held at the Portage College Lac La Biche Campus on Saturday, April 6, 2019, with funds to come from Council Goodwill (1-2-11-20-229).

Carried Unanimously

Request for Funding - Hearts for Healthcare Society 2019 Hearts for Hospital Gala

Resolution # CRM20190312.1021

Moved by Councillor Vining

That the City of Cold Lake purchase one (1) table in the amount of \$800.00 towards the Hearts for Healthcare's 2019 Hearts for Hospital Gala being held at the Cold Lake Energy Centre on Saturday, May 4, 2019 with funds to come from Council Goodwill (1-2-11-20-229), and confirm that the City of Cold Lake has committed to \$20,000 for doctor recruitment initiatives subject to the execution of a funding agreement with Hearts for Healthcare and articulating the financial need to access the funding and the specific commitments for the funding.

Carried Unanimously

COMMITTEE REPORTS

Minutes February 7, 2019 Economic Development Advisory Committee
Information.

Minutes February 11, 2019 Occupational Health & Safety Committee
Information.

Minutes March 2, 2019 Northern Lights Library System Executive
Information.

Minutes March 2, 2019 Northern Lights Library System Board
Information.

STAFF REPORTS

Chief Administrative Officer's Monthly Report - February 2019
Information.

Report to Chief Administrative Officer - Corporate Services - February 2019
Information.

Report to Chief Administrative Officer - Infrastructure Services - February 2019
Information.

Report to Chief Administrative Officer - Planning and Development - February 2019 and 2018 Annual Report
Information.

Report to Chief Administrative Officer - Community Services - February 2019 and 2018 Year End Report
Information.

COUNCIL HIGHLIGHTS/ REPORTS

Mayor & Council reported on their recent activities and attendance at various events.

NOTICES OF MOTION /PROCLAMATIONS/ ANNOUNCEMENTS

None.

QUESTIONS

None.

Resolution # CRM20190312.1022

Moved by Councillor Vining

That the meeting be recessed at this time being 9:18 p.m., and reconvened at the call of the Chair.

Carried Unanimously

Mayor Copeland reconvened the meeting at this time being 9:28 p.m.

Resolution # CRM20190312.1023

Moved by Councillor Vining

That Council extend the Council meeting past the 9:30 p.m. sunset clause in Section 4.7(17) of Bylaw No. 308-BD-07, being the Procedural Bylaw of the City of Cold Lake, and as amended by Bylaw No. 383-BD-10.

Carried Unanimously

IN CAMERA

Off-Site Levy Agreement - Islamic Society of Cold Lake

Present: Mayor Copeland, Councillors Buckle, Lay, Lefebvre, Soroka, and Vining, Chief Administrative Officer K. Nagoya, General Manager of Corporate Services L. Mortenson, General Manager of Infrastructure Services A. Khan, General Manager of Planning & Development Services H. Pinnock, General Manager of Community Services G. Barnes, Manager of Strategic Initiatives A. Serba, and Intermediate/Recording Secretary V. Saini.

That the following sections of the FOIP Act apply for exemption of the disclosure:

- FOIP Section 16, Disclosure harmful to business interests of a third party
- FOIP Section 24, Advice from officials

Resolution # CRM20190312.1024

Moved by Councillor Vining

That the meeting go "In-Camera" at this time being 9:28 p.m., pursuant to Section 197(2) of the Municipal Government Act, 2000, Chapter M-26 and amendments thereto, and Division 2 of Part 1 of the Freedom of Information & Protection of Privacy Act, Revised Statutes of Alberta 2000, Chapter F-25 and amendments thereto, to discuss Privileged Information with regard to an Off-Site Levy Agreement - Islamic Society of Cold Lake.

Carried Unanimously

Resolution # CRM20190312.1025

Moved by Councillor Vining

That the meeting come "Out-of-Camera" at this time being 9:44 p.m.

Carried Unanimously

4 Wing Cold Lake - Cold Lake Golf and Winter Club

Present: Mayor Copeland, Councillors Buckle, Lay, Lefebvre, Soroka, and Vining, Chief Administrative Officer K. Nagoya, General Manager of Corporate Services L. Mortenson, General Manager of Infrastructure Services A. Khan, General Manager of Planning & Development Services H. Pinnock, General Manager of Community Services G. Barnes, Manager of Strategic Initiatives A. Serba, and Intermediate/Recording Secretary V. Saini.

The following sections of the FOIP Act apply for exemption of the disclosure:

- FOIP Section 16, Disclosure harmful to business interests of a third party
- FOIP Section 23, Local public body confidences
- FOIP Section 24, Advice from officials
- FOIP Section 27, Privileged information

Resolution # CRM20190312.1026

Moved by Councillor Lefebvre

That the meeting go "In-Camera" at this time being 9:44 p.m., pursuant to Section 197(2) of the Municipal Government Act, 2000, Chapter M-26 and amendments thereto, and Division 2 of Part 1 of the Freedom of Information & Protection of Privacy Act, Revised Statutes of Alberta 2000, Chapter F-25 and amendments thereto, to discuss Privileged Information with regard to 4 Wing Cold Lake - Cold Lake Golf and Winter Club.

Carried Unanimously

Resolution # CRM20190312.1027

Moved by Councillor Vining

That the meeting come "Out-of-Camera" at this time being 10:13 p.m.

Carried Unanimously

ADJOURNMENT

Resolution # CRM20190312.1028

Moved by Councillor Vining

That the meeting be adjourned at this time being 10:13 p.m.

Carried Unanimously

Mayor

Chief Administrative Officer



STAFF REPORT

Title: Council - Corporate Priorities Committee Meeting March 19, 2019

Meeting Date: March 26, 2019

Executive Summary:

Background:

Alternatives:

Recommended Action:

That the minutes of Council's Corporate Priorities Committee meeting held March 19, 2019 be accepted as presented.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer



Council - Corporate Priorities Committee Meeting

Tuesday, March 19, 2019

6:00 p.m.

Council Chambers

Council Present: Mayor Craig Copeland
Councillor Jurgen Grau
Councillor Duane Lay
Councillor Vicky Lefebvre
Councillor Kirk Soroka
Councillor Chris Vining

Council Absent: Councillor Bob Buckle

Staff Present: Chief Administrative Officer Kevin Nagoya
General Manager of Corporate Services Linda Mortenson
General Manager of Infrastructure Services Azam Khan
General Manager of Planning & Development Services Howard Pinnock
General Manager of Community Services Glenn Barnes
Manager of Strategic Initiatives Andrew Serba
Intermediate/Recording Secretary Valerie Saini
Planner Brad Schultz (In Gallery)
Manager of Legislative Services Kristy Isert (In Gallery)

CALL TO ORDER

The meeting was called to order at this time being 6:00 by Mayor Copeland.

ADOPTION OF AGENDA

Resolution # CPC20190319.1001

Moved by Councillor Lay

That the agenda be adopted as presented.

Carried Unanimously

DISCLOSURE OF INTEREST

None.

PUBLIC QUESTION PERIOD

None.

OLD BUSINESS

McSweeney and Associates - Economic Development Strategy

Ms. Shawna Lawson and Mr. Art Lawson of McSweeney and Associates provided the Corporate Priorities Committee of Council with two (2) extensive PowerPoint presentations regarding the Economic Development for the City of Cold Lake.

Comprehensive discussions and questions ensued.

Resolution # CPC20190319.1002

Moved by Councillor Vining

That the meeting be recessed at this time being 7:20 p.m., and reconvened at the call of the Chair.

Carried Unanimously

Ms. Lawson and Mr. Lawson left the meeting at this time being 7:25 p.m.

Mayor Copeland reconvened the meeting at this time being 7:29 p.m.

Fischer Storm Water Pond - Environmental Approvals

Chief Administrative Office K. Nagoya provided the Corporate Priorities Committee of Council with the latest update on the status of the regulatory approval required for the construction of the Fischer Storm Water Pond.

Brief questions and discussions ensued.

The Corporate Priorities Committee of Council accepted the update as information.

Downtown Commercial Area Parking

General Manager of Planning and Development Services H. Pinnock and Planner B. Shultz provided the Corporate Priorities Committee of Council with a PowerPoint presentation outlining the results from the open house held with downtown business owners regarding parking concerns.

Lengthy questions and discussions ensued.

The Corporate Priorities Committee accepted the presentation as information.

Policy Development for Financial Allocations in Respect of Community Service Grants

Chief Administrative Officer K. Nagoya provided the Corporate Priorities Committee of Council with changes to Recreation and Culture Grant Policy No. 097-RC-07.

Extensive discussions and questions ensued with feedback being provided to Administration.

The Corporate Priorities Committee of Council advised Administration to bring amendments to Recreation and Culture Grant Policy No. 097-RC-07 back to a regular meeting of Council for consideration.

Manager of Legislative Services K. Isert left the meeting at this time being 8:40 p.m.

NEW BUSINESS

Bylaw No. 014-AN-97 - Bylaw for Penalties on Unpaid Taxes

General Manager of Corporate Services L. Mortenson provided the Corporate Priorities Committee of Council with information regarding Bylaw No. 014-AN-97 being a Bylaw for Penalties on Unpaid Taxes.

Brief discussions and questions ensued.

The Corporate Priorities Committee of Council advised Administration to keep Bylaw No. 014-AN-97 as is with no changes being made.

Addresses for Annexed Properties

General Manager of Planning and Development Services H. Pinnock and Planner B. Shultz provided the Corporate Priorities Committee of Council with information regarding the addresses for the newly annexed properties.

Brief discussions and questions ensued.

The Corporate Priorities Committee of Council accepted the report as information.

Business Licensing Concerns

General Manager of Planning and Development Services H. Pinnock and Planner B. Shultz provided the Corporate Priorities Committee of Council an update from a letter received from the Cold Lake Regional Chamber of Commerce detailing the issues and concerns to the City's licensing and regulation of businesses and home-based businesses.

Brief discussions and questions ensued with feedback being provided to Administration.

The Corporate Priorities Committee of Council accept the letter provided as information.

Planner B. Shultz left the meeting at this time being 9:05 p.m.

Amendments to the Local Authorities Election Act

General Manager of Corporate Services L. Mortenson provided the Corporate Priorities Committee of Council with recent amendments to the Local Authorities Election Act.

Brief questions and discussions ensued.

The Corporate Priorities Committee of Council accepted the amendments to the Local Authorities Election Act as information.

Minister of Environment and Climate Change - Response

Manager of Strategic Initiatives A. Serba provided the Corporate Priorities Committee of Council with an update on the letter received from the Honourable Catherine McKenna, Minister of Environment and Climate Change, detailing the concerns over the current downturn in Alberta's energy sector.

The Corporate Priorities Committee of Council accepted the letter as information.

Coalition of Canadian Municipalities for Energy Action

Chief Administrative Officer K. Nagoya provided the Corporate Priorities Committee of Council with an update to the Coalition of Canadian Municipalities for Energy Action.

The Corporate Priorities Committee of Council accepted the update as information.

Resolution # CPC20190319.1003

Moved by Councillor Lefebvre

That Council extend the Council meeting past the 9:30 p.m. sunset clause in Section 4.7(17) of Bylaw No. 308-BD-07, being the Procedural Bylaw of the City of Cold Lake, and as amended by Bylaw No. 383-BD-10.

Carried Unanimously

QUESTIONS

None.

Resolution # CPC20190319.1004

Moved by Councillor Vining

That the meeting be recessed at this time being 9:19 p.m., and reconvened at the call of the Chair.

Carried Unanimously

Mayor Copeland reconvened the meeting at this time being 9:25 p.m.

IN CAMERA

Legal - 4 Wing Cold Lake Golf and Winter Club

Present: Mayor Copeland, Councillors Buckle, Grau, Lay, Lefebvre, Soroka, and Vining, Chief Administrative Officer K. Nagoya, General Manager of Corporate Services L. Mortenson, General Manager of Infrastructure Services A. Khan, General Manager of Planning & Development Services H. Pinnock, General Manager of Community Services G. Barnes, Manager of Strategic Initiatives A. Serba, and Intermediate/Recording Secretary V. Saini.

The following sections of the FOIP Act apply for exemption of the disclosure:

- FOIP Section 16, Disclosure harmful to business interests of a third party
- FOIP Section 23, Local public body confidences
- FOIP Section 24, Advice from officials
- FOIP Section 27, Privileged information

Resolution # CPC20190319.1005

Moved by Councillor Lefebvre

That the meeting go "In-Camera" at this time being 9:25 p.m., pursuant to Section 197(2) of the Municipal Government Act, 2000, Chapter M-26 and amendments thereto, and Division 2 of Part 1 of the Freedom of Information & Protection of Privacy Act, Revised Statutes of Alberta 2000, Chapter F-25 and amendments thereto, to discuss Privileged Information with regard to Legal - 4 Wing Cold Lake Golf and Winter Club.

Carried Unanimously

Resolution # CPC20190319.1006

Moved by Councillor Soroka

That the meeting come "Out-of-Camera" at this time being 9:58 p.m.

Carried Unanimously

ADJOURNMENT

Resolution # CPC20190319.1007

Moved by Councillor Vining

That the meeting be adjourned at this time being 10:00 p.m.

Carried Unanimously

Mayor

Chief Administrative Officer



STAFF REPORT

Title: Communities in Bloom (CIB) Cold Lake - Lisa Borowitz and Jazelle Daly

Meeting Date: March 26, 2019

Executive Summary:

Delegation - Communities in Bloom (CIB) Cold Lake
Lisa Borowitz and Jazelle Daly

Cold Lake Communities in Blooms is looking to present Council with their progress involving merging of the Community Garden Society and its responsibilities as well as an initial update for 2019 National evaluation.

Background:

Alternatives:

Recommended Action:

Type the recommendation here

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer



Delegation Application

To: The Office of the Chief Administrative Officer

I/We, Lisa Borowitz (780)573-9990 I/We, Jazelle Daly (780)201-5299
(Name) (Telephone Number) (Name) (Telephone Number)

Mailing Address 102, 7825-51 St, Cold Lake AB, T9M0B6
E-mail Address cibcoldlake@outlook.com, jdaly@coldlake.com

request to appear as a delegation before Cold Lake City Council at a meeting to be held on March 26, 2019.

*Please Note: In the event of several delegations, please indicate an alternate date or you will be assigned to the next available meeting.

The purpose of the delegation is to present the following: (see reverse for requirements)

- A copy of all information regarding the topic must accompany the application.

Communities in Bloom Cold Lake is absorbing the community garden society and its responsibilities.

This includes a request to renew the contract for use of the land the garden is on with the City of Cold Lake.

Initial update on Communities in Bloom National participation for 2019.

* Where the subject matter of a delegation pertains to legal matters, personnel, and/or private property issues, the City of Cold Lake reserves the right not to hear such delegations.

I/We acknowledge that only the above matter will be discussed during the delegation.

Signed [Signature] Date Mar 20/19
Signed [Signature] Date March 20/19

Return completed application to the City of Cold Lake

5513-48 Avenue, Cold Lake, AB T9M 1A1

Phone: (780) 594-4494 Ext. 7967

Fax: (780) 594-3480

Email: creimer@coldlake.com

Form 11-00-06

FOR INTERNAL USE ONLY

Request Approved by [Signature]

Date Approved for MARCH 26/19

cc: _____

☐ Other

Information on this form is collected for the sole use of the City of Cold Lake and is protected under the authority of the Freedom of Information and Protection of Privacy Act, Sec. 33 (c) which regulates the collection, use and disclosure of personal information.



STAFF REPORT

Title: Lakeland Multicultural Association - Evert Chandra and Kunal Jadav

Meeting Date: March 26, 2019

Executive Summary:

Delegation - Lakeland Multicultural Association representatives Evert Chandra and Kunal Jadav

Seeking support (financial and in-kind) for 2019 events.

Background:

Alternatives:

Recommended Action:

Type the recommendation here

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer



Delegation Application

To: The Office of the Chief Administrative Officer

I/We, Evert C Chandra 7802142044 I/We, Kunal Jadav 7805459593
(Name) (Telephone Number) (Name) (Telephone Number)

Mailing Address 3406 901 16th Street, Cold Lake, AB T9M 0C3

E-mail Address lakelandmulticultural@gmail.com

request to appear as a delegation before Cold Lake City Council at a meeting to be held on March 26, 2019.

*Please Note: In the event of several delegations, please indicate an alternate date or you will be assigned to the next available meeting.

The purpose of the delegation is to present the following: (see reverse for requirements)

- A copy of all information regarding the topic must accompany the application.

We are representing Lakeland Multicultural Association and we are approaching council for support (financial and in kind) for our 2019 events.

** Where the subject matter of a delegation pertains to legal matters, personnel, and/or private property issues, the City of Cold Lake reserves the right not to hear such delegations.*

I/We acknowledge that only the above matter will be discussed during the delegation.

Signed Evert Chandra Date March 20, 2019

Signed _____ Date March 20, 2019

Return completed application to the City of Cold Lake

5513-48 Avenue, Cold Lake, AB T9M 1A1

Phone: (780) 594-4494 Ext. 7967

Fax: (780) 594-3480

Email: creimer@coldlake.com

Form 11-00-06

FOR INTERNAL USE ONLY

Request Approved by [Signature]

Date Approved for MARCH 26, 2019

cc: _____

☐ Other



STAFF REPORT

Title: Cold Lake Fighter Jets Football Club - Damen Schaub and Andrew Heliotis

Meeting Date: March 26, 2019

Executive Summary:

Delegation - Cold Lake Fighter Jets Football Club

Damen Schaub and Andrew Heliotis

Present the "Cold Lake Fighter Jets Football Club" and their outlook for the season as well as a sponsorship package customized for the City

Background:

Alternatives:

Recommended Action:

Type the recommendation here

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer



Delegation Application

Office of the Chief Administrative Officer

DAMEN SCHAUB 780-815-1703 INVe, ANDREW HELIOTIS 780-545-3793
(Name) (Telephone Number) (Name) (Telephone Number)

Address 4907-57 AVE COLD LAKE AB; T9M 0J1

Address DAMEN.SCHAUB@GMAIL.COM

I to appear as a delegation before Cold Lake City Council at a meeting to be held on MARCH 26TH, 2019.

Note: In the event of several delegations, please indicate an alternate date or you will be assigned to the next available meeting.

Purpose of the delegation is to present the following: (see reverse for requirements)

Copy of all information regarding the topic must accompany the application.

OUR INTENTION IS TO PRESENT THE "COLD LAKE FIGHTER JETS FOOTBALL CLUB"
TO CITY COUNCIL. THE PRESENTATION WILL CONSIST OF A POWER POINT PRESENTATION WITH
OUR OUTLOOK FOR THE SEASON AS WELL AS A SPONSORSHIP PACKAGE CUSTOMIZED FOR THE
CITY.

If the subject matter of a delegation pertains to legal matters, personnel, and/or private property issues, the City of Cold Lake reserves the right not to accept such delegations.

I acknowledge that only the above matter will be discussed during the delegation.

[Signature] Date MAR. 19, 2019
[Signature] Date MAR 20, 2019

completed application to the City of Cold Lake

City Avenue, Cold Lake, AB T9M 1A1

(780) 594-4494 Ext. 7967

(780) 594-3480

reimer@coldlake.com

FOR INTERNAL USE ONLY

Request Approved by [Signature]

Date Approved for MARCH 26/19

cc: _____

☐ Other



STAFF REPORT

Title: Cold Lake Cruisers - Bill Parker

Meeting Date: March 26, 2019

Executive Summary:

Delegation - Cold Lake Cruisers representative Mr. Bill Parker
Cold Lake Cruisers Car Show being held the weekend of August 16-18, 2019. Provide an update and request assistance and permission to work with the Community Events Programmer in growing the weekend into a festive event.

Background:

Alternatives:

Recommended Action:

Type the recommendation here

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

MAR 21 2019



CITY of COLD LAKE

City of Cold Lake

Delegation Application

To: The Office of the Chief Administrative Officer

I/We, Bill Parker (Name) (Telephone Number) I/We, 780-201-5112 (Name) (Telephone Number)

Mailing Address 1942 FOREST DRIVE COLD LAKE, ALBERTA T9M1M1

E-mail Address gt069@telusplanet.net

request to appear as a delegation before Cold Lake City Council at a meeting to be held on MARCH 26, 2019.

*Please Note: In the event of several delegations, please indicate an alternate date or you will be assigned to the next available meeting.

The purpose of the delegation is to present the following: (see reverse for requirements)

- A copy of all information regarding the topic must accompany the application.

Cold Lake Cruisers Car Show weekend August 16-18 2019. We would like to advise Council an update and to request assistance and permission to work with the Community Events program in growing this weekend into a festive event.

* Where the subject matter of a delegation pertains to legal matters, personnel, and/or private property issues, the City of Cold Lake reserves the right not to hear such delegations.

I/We acknowledge that only the above matter will be discussed during the delegation.

Signed [Signature] Date March 21/2019

Signed _____ Date _____

Return completed application to the City of Cold Lake

5513-48 Avenue, Cold Lake, AB T9M 1A1

Phone: (780) 594-4494 Ext. 7967

Fax: (780) 594-3480

Email: creimer@coldlake.com

Form 11-00-06

FOR INTERNAL USE ONLY

Request Approved by [Signature]

Date Approved for MARCH 26, 2019

cc: _____

☐ Other

Information on this form is collected for the sole use of the City of Cold Lake and is protected under the authority of the Freedom of Information and Protection of Privacy Act, Sec. 33 (c) which regulates the collection, use and disclosure of personal information.



STAFF REPORT

Title: City Financial Reports - February 2019

Meeting Date: March 26, 2019

Executive Summary:

Administration presents monthly financial information to Council which includes accounts payable cheques, bank reconciliation and variance reports.

Background:

As of February 28, 2019 the bank had a balance of \$7,617,566. The Investment portfolio had a book value of \$61,129,587 inclusive of accrued interest, and a market value of \$59,345,120. Figures for the February 28, 2019 variance report are as follows:

	YTD	Budget	%
Revenue	\$4,476,015	\$52,160,253	8.58
Expenses	\$4,739,764	\$52,160,253	9.09

Alternatives:

Recommended Action:

Administration recommends that Council accept the financial reports for the period ending February 28, 2019 including accounts payable cheque numbers 130520 to 130946.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

2/07/19 14:24:20
(AP14670)

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Cheque #	Cheq Date	Vendor #	Vendor Name	Cheque Amount
130520	2019/02/08	3729	A & B REFRIGERATION & HEATING	659.38
130521	2019/02/08	11941	ACHIEVING EDEN LTD	5,681.09
130522	2019/02/08	687	AECOM CANADA LTD.	14,613.80
130523	2019/02/08	5782	ALBERTA UNION OF PROVINCIAL EMPLOY	3,559.50
130524	2019/02/08	1704	ALBERTA WATER & WASTEWATER OPERATO	120.00
130525	2019/02/08	6593	AMSC INSURANCE SERVICES LTD.	2,302.26
130526	2019/02/08	104	B & R ECKEL'S TRANSPORT LTD.	2,009.46
130527	2019/02/08	7189	BONNYVILLE & DISTRICT FCSS	26,945.73
130528	2019/02/08	6089	BONNYVILLE WATER CONDITIONING LTD.	28.00
130529	2019/02/08	9960	BR2 ARCHITECTURE	620.75
130530	2019/02/08	11107	BUMPER TO BUMPER	186.52
130531	2019/02/08	2572	BUSY BEE SANITARY SUPPLIES INC.	2,289.11
130532	2019/02/08	5823	CANADIAN LINEN & UNIFORM SERVICE	361.93
130533	2019/02/08	9798	CANADIAN TIRE #450	79.78
130534	2019/02/08	11869	CIMCO REFRIGERATION	2,880.30
130535	2019/02/08	11329	CINTAS CANADA LIMITED	104.55
130536	2019/02/08	9478	CLASSIC EXPRESS INC.	3,150.00
130537	2019/02/08	8735	COLD LAKE FOODS (2003) INC	235.95
130538	2019/02/08	12324	COLLABRIA	11,667.82
130539	2019/02/08	2392	COPELAND, CRAIG JOHN	608.64
130540	2019/02/08	12384	CTOMS	189.00
130541	2019/02/08	7532	DEGRUCHY, ANDREW J	158.02
130542	2019/02/08	5855	DELL CANADA INC.	3,810.14
130543	2019/02/08	8303	DESCHAMPS, RYAN	191.33
130544	2019/02/08	4963	DEWHURST, MAXINE	84.96
130545	2019/02/08	2974	DOLLAR STORE PLUS	172.46
130546	2019/02/08	9123	EASTLINK	233.68
130547	2019/02/08	11989	EDMONTON KUBOTA LTD.	418.87
130548	2019/02/08	5203	ENVIROWAY DETERGENT MFG. INC.	1,695.49
130549	2019/02/08	4484	EXOVA CANADA INC.	71.80
130550	2019/02/08	1735	FIRST TRUCK CENTRE LLOYDMINSTER IN	446.90
130551	2019/02/08	3595	FLEETWOOD CONSTRUCTION LTD.	1,921.76
130552	2019/02/08	1633	GARDENERS JUNCTION GREENHOUS	708.75
130553	2019/02/08	6983	HOGAN, MELANIE	1,005.00
130554	2019/02/08	3698	GOVERNMENT OF ALBERTA	21.00
130555	2019/02/08	134	GRAND & TOY	66.17
130556	2019/02/08	4241	GRAND CENTRE GOLF & COUNTRY CLUB	766.00
130557	2019/02/08	2307	HOLLIS, BARBARA	105.00
130558	2019/02/08	82	JESTER PAINT SUPPLY LTD.	1,427.79
130559	2019/02/08	5040	JOE JOHNSON EQUIPMENT INC.	69.26
130560	2019/02/08	7745	JOHN DEERE FINANCIAL	423.51
130561	2019/02/08	6672	JUST CHECKING RESOURCES INC.	1,207.50
130562	2019/02/08	6750	KINETIC BMS INC.	821.68
130563	2019/02/08	1536	LAREDO TRUCKING INC	28,959.00
130564	2019/02/08	4546	LAWSON PRODUCTS INC.	23.22
130565	2019/02/08	5001	LAY, DUANE	217.80
130566	2019/02/08	117	LOCAL AUTHORITIES PENSION	80,521.21
130567	2019/02/08	12380	MARTIN, MARIE	89.50
130568	2019/02/08	12366	MCDONAGH, JAIME	288.00
130569	2019/02/08	11777	MEIER, DAWN	84.38
130570	2019/02/08	6476	MOORE CANADA DBA RR DONNELLEY	283.50
130571	2019/02/08	12202	NAMS CANADA INC.	582.75
130572	2019/02/08	11754	NORTHERN TREE SERVICES INC.	315.00
130573	2019/02/08	262	OK TIRE - COLD LAKE	132.56
130574	2019/02/08	6694	PARR, LORRAINE	44.90
130575	2019/02/08	3289	PJ'S LIQUOR STORE	181.80

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Cheque #	Cheq Date	Vendor #	Vendor Name	Cheque Amount
130576	2019/02/08	11348	POSTMEDIA PAYMENT CENTRE	2,541.00
130577	2019/02/08	9	RECEIVER GENERAL FOR CANADA	136,437.08
130578	2019/02/08	12315	RESPECT NEWS	425.25
130579	2019/02/08	12055	RISING SUN SERVICES 2005 LTD	157.50
130580	2019/02/08	12381	SANTOS, DENNIS	54.07
130581	2019/02/08	5966	SCHEFFER ANDREW LTD. PLANNERS & EN	656.25
130582	2019/02/08	8105	SCHULTZ, BRADLEY	42.46
130583	2019/02/08	8404	SERBA, ANDREW W	728.84
130584	2019/02/08	12385	SHELL CANADA LIMITED	48.66
130585	2019/02/08	8679	SOLIDEARTH GEOTECHNICAL	4,469.07
130586	2019/02/08	10091	SOUTHLAND TRANSPORTATION LTD.	115,434.81
130587	2019/02/08	2220	STAR AUTO & INDUSTRIAL LTD.	1,413.18
130588	2019/02/08	124	SYLOGIST LTD.	152,843.85
130589	2019/02/08	6492	THE I DO SHOP	2,167.83
130590	2019/02/08	11518	TILLEY AUCTIONS	400.00
130591	2019/02/08	12383	TKACHUK, GRACE	89.50
130592	2019/02/08	12224	TSE TECHNOLOGIES INC.	422.10
130593	2019/02/08	12161	UNTEREINER, ALLISON	1,400.00
130594	2019/02/08	12386	UNTEREINER, BRANDON	66.61
130595	2019/02/08	71	URLACHER CONSTRUCTION LTD.	4,656.76
130596	2019/02/08	12338	VALLEY BLADES LIMITED	296.63
130597	2019/02/08	9163	VALLEY TRAFFIC SUPPLIES	2,428.53
130598	2019/02/08	8522	WIEBE, AMBER M	315.00
130599	2019/02/08	11500	WINDERMERE REGISTRY	550.00
130600	2019/02/08	12382	YAGMINAS, AMANDA	635.00
130601	2019/02/08	7894	LAKELAND LAWN CARE (1743626 ALBERT	9,497.25
*** Total : \$				644,021.49
*** Total # Of Cheques:				82

Library Cheques:
130602-130605

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Cheque #	Cheq Date	Vendor #	Vendor Name	Cheque Amount
130606	2019/02/15	2670	ACCURATE ASSESSMENT GROUP	10,692.00
130607	2019/02/15	12354	AGAT LABORATORIES	120.75
130608	2019/02/15	12310	AGGREKO CANADA, INC.	7,877.96
130609	2019/02/15	4990	ALBERTA AIRPORTS MANAGEMENT ASSOCI	200.00
130610	2019/02/15	8446	ALBERTA DEFENSIVE TACTICS TRAINING	888.01
130611	2019/02/15	12390	ALBERTA FIRE TRAINING OFFICERS ASS	100.00
130612	2019/02/15	9153	ALBERTA MUNICIPAL SERVICES CORPORA	258,652.42
130613	2019/02/15	12044	ALBERTA ONE-CALL CORPORATION	100.80
130614	2019/02/15	1704	ALBERTA WATER & WASTEWATER OPERATO	2,664.00
130615	2019/02/15	1355	AMSC INSURANCE SERVICES LTD	1,191.04
130616	2019/02/15	1355	AMSC INSURANCE SERVICES LTD	2,438.05
130617	2019/02/15	9605	AXIA CONNECT LTD.	929.25
130618	2019/02/15	104	B & R ECKEL'S TRANSPORT LTD.	876.64
130619	2019/02/15	3169	BEAUDOIN, PHILIP	225.00
130620	2019/02/15	5720	BEST WESTERN COLD LAKE INN	397.90
130621	2019/02/15	12142	BLACK DRAGON FIREWORKS INC.	7,500.00
130622	2019/02/15	10351	BLUEBIRD CONTRACTING LTD.	17,839.50
130623	2019/02/15	11107	BUMPER TO BUMPER	461.42
130624	2019/02/15	2572	BUSY BEE SANITARY SUPPLIES INC.	5,020.65
130625	2019/02/15	1706	CANADA POST CORPORATION	1,571.77
130626	2019/02/15	5823	CANADIAN LINEN & UNIFORM SERVICE	215.77
130627	2019/02/15	9798	CANADIAN TIRE #450	2,424.12
130628	2019/02/15	3054	CITY OF EDMONTON	300.00
130629	2019/02/15	650	CLEARTECH INDUSTRIES INC.	1,133.49
130630	2019/02/15	8735	COLD LAKE FOODS (2003) INC	288.11
130631	2019/02/15	4517	COLD LAKE SENIORS' SOCIETY	2,000.00
130632	2019/02/15	8276	COLD LAKE WOMEN OF INFLUENCE COMMI	2,000.00
130633	2019/02/15	1248	CUBEX LIMITED	3,052.90
130634	2019/02/15	3119	CUETS FINANCIAL	451.97
130635	2019/02/15	11050	DD CONTRACTING & CONSTRUCTION LTD.	20,737.50
130636	2019/02/15	2657	DE LAGE LANDEN FINANCIAL SERVICES	4,192.12
130637	2019/02/15	8303	DESCHAMPS, RYAN	455.12
130638	2019/02/15	2974	DOLLAR STORE PLUS	174.30
130639	2019/02/15	12394	DUNN, TRACY	54.07
130640	2019/02/15	38	ELECTRIC SERVICES GRAND CENTRE LTD	1,089.85
130641	2019/02/15	1877	EMCO CORPORATION	133.18
130642	2019/02/15	4484	EXOVA CANADA INC.	71.80
130643	2019/02/15	579	FALLOW, JEFF	68.00
130644	2019/02/15	3595	FLEETWOOD CONSTRUCTION LTD.	19,018.33
130645	2019/02/15	9978	FOUNTAIN TIRE (COLD LAKE) LTD.	135.08
130646	2019/02/15	3754	GERRY'S EXPRESS LUBE INC.	536.50
130647	2019/02/15	25	GOVERNMENT OF ALBERTA	220.00
130648	2019/02/15	1538	GOVERNMENT OF ALBERTA	329.70
130649	2019/02/15	134	GRAND & TOY	7.47
130650	2019/02/15	12397	HANN, MEGAN	55.36
130651	2019/02/15	185	HARVIE'S GLASS & MIRROR LTD.	1,294.65
130652	2019/02/15	761	HOLLIS, NORMAN	73.45
130653	2019/02/15	9248	HOWATT, MELCOLM C	98.52
130654	2019/02/15	47	IMAGES STUDIOS	630.00
130655	2019/02/15	12393	IPLAYCO CANADA INC.	4,632.16
130656	2019/02/15	286	J.D. COLLISION LTD.	4,347.85
130657	2019/02/15	82	JESTER PAINT SUPPLY LTD.	84.00
130658	2019/02/15	7745	JOHN DEERE FINANCIAL	749.08
130659	2019/02/15	12396	JOHNSON, BRADLEY	85.36
130660	2019/02/15	7091	KHAN, AZAM	1,590.00
130661	2019/02/15	11781	KTI LIMITED	3,071.16

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Cheque #	Cheq Date	Vendor #	Vendor Name	Cheque Amount
130662	2019/02/15	12391	KTS ADVERTISING GROUP	785.66
130663	2019/02/15	1215	KYTECH CANADA INC.	690.64
130664	2019/02/15	7458	L.D. SEPTIC TANK CLEANING	787.50
130665	2019/02/15	2993	LAKELAND HUMANE SOCIETY	13,590.08
130666	2019/02/15	50	LOOMIS EXPRESS	257.05
130667	2019/02/15	2842	M/T SINC PLUMBING & HEATING	6,864.90
130668	2019/02/15	5726	MAC TOOLS DISTRIBUTOR	185.55
130669	2019/02/15	7519	MARAIYESA, TOLULOPE	431.63
130670	2019/02/15	3160	MCINTOSH, MICHELE	207.00
130671	2019/02/15	3292	MCMILLAN, SEAN T	816.72
130672	2019/02/15	11686	MOESKER, ISAAC	57.71
130673	2019/02/15	3127	NAGOYA, KEVIN	1,359.11
130674	2019/02/15	8001	NEWCAP INC.	319.10
130675	2019/02/15	8126	NORTH EAST GAS CO-OP LTD	396.38
130676	2019/02/15	12389	NORTHERN TRUCK & IND SUPPLY	212.77
130677	2019/02/15	11334	NORTHERN WOODS & WATER HIGHWAY ASS	3,000.00
130678	2019/02/15	8308	NSC MINERALS	8,520.66
130679	2019/02/15	6694	PARR, LORRAINE	484.70
130680	2019/02/15	2167	PETTY CASH - ADMIN	454.84
130681	2019/02/15	9903	PETTY CASH - GOLF & CURLING CLUB	92.08
130682	2019/02/15	2175	PITNEY WORKS	7,413.50
130683	2019/02/15	11348	POSTMEDIA PAYMENT CENTRE	1,023.75
130684	2019/02/15	12240	PREVOST, A DIVISON OF VOLVO GROUP	115.04
130685	2019/02/15	64	PUROLATOR COURIER LTD	259.96
130686	2019/02/15	4461	QUALITY CLASSROOMS	426.93
130687	2019/02/15	10294	REEVES, KARL	157.49
130688	2019/02/15	1109	RELAY DISTRIBUTING	23.59
130689	2019/02/15	12006	RMA FUEL LTD.	23,779.50
130690	2019/02/15	559	ROBERTSHAW REFRIGERATION LTD	48.30
130691	2019/02/15	8277	ROGUSKI, DAVID	63.00
130692	2019/02/15	110	RONA	267.45
130693	2019/02/15	4554	ROSIE SEPTIC TANK SERVICE LTD	94.50
130694	2019/02/15	12009	RURAL MUNICIPALITIES OF ALBERTA	10,379.35
130695	2019/02/15	11896	SAFE ROADS HIGHWAY PRODUCTS ALBERT	579.28
130696	2019/02/15	841	SAFETY CODES COUNCIL	327.70
130697	2019/02/15	8450	SHAW DIRECT	133.30
130698	2019/02/15	11579	SITE RESOURCE GROUP INC.	8,966.24
130699	2019/02/15	8355	SKINNER, LAURA	102.38
130700	2019/02/15	2291	SMART ELECTRICAL CONTRACTORS (2007	99.75
130701	2019/02/15	2220	STAR AUTO & INDUSTRIAL LTD.	1,157.70
130702	2019/02/15	5985	TOMKO SPORTS SYSTEMS ALBERTA	7,550.00
130703	2019/02/15	12387	TOPOLIE, JUANITA	150.00
130704	2019/02/15	6090	TST CANADA	251.98
130705	2019/02/15	6868	ULINE CANADA CORPORATION	211.49
130706	2019/02/15	71	URLACHER CONSTRUCTION LTD.	40,940.42
130707	2019/02/15	12338	VALLEY BLADES LIMITED	3,755.36
130708	2019/02/15	7109	VERANOVA PROPERTIES LTD	68.32
130709	2019/02/15	3154	VINING, CHRIS	552.87
130710	2019/02/15	12395	VONGRAD, LEE	414.22
130711	2019/02/15	3768	WESTERN BUDGET MOTEL LTD. - HEAD O	93.10
130712	2019/02/15	11500	WINDERMERE REGISTRY	240.00
130713	2019/02/15	12388	ZAKALL, STEVEN	89.50
130714	2019/02/15	10180	1756389 ALBERTA LTD.	11,230.53
130715	2019/02/15	12392	2018 WOLRD JR. A CHALLENGE LAKELAN	616.88

*** Total : \$

556,645.59
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Cheque #	Cheq Date	Vendor #	Vendor Name	Cheque Amount
130724	2019/02/22	123	ACKLANDS - GRAINGER INC.	1,040.26
130725	2019/02/22	687	AECOM CANADA LTD.	2,280.80
130726	2019/02/22	5782	ALBERTA UNION OF PROVINCIAL EMPLOY	3,555.86
130727	2019/02/22	18	ALBERTA URBAN MUNICIPALITIES ASSOC	14,802.21
130728	2019/02/22	3074	ALTALIS	1,222.20
130729	2019/02/22	1355	AMSC INSURANCE SERVICES LTD	84,933.34
130730	2019/02/22	1355	AMSC INSURANCE SERVICES LTD	476,865.73
130731	2019/02/22	6593	AMSC INSURANCE SERVICES LTD.	2,302.26
130732	2019/02/22	8842	ASHAM CURLING SUPPLIES	228.90
130733	2019/02/22	832	ASSOCIATED ENGINEERING ALBERTA LTD	2,275.36
130734	2019/02/22	2934	ATCO ELECTRIC LTD.	443.29
130735	2019/02/22	9800	AWARE360 LTD.	3,183.60
130736	2019/02/22	4312	AXIA SUPERNET LTD.	712.19
130737	2019/02/22	10135	A2Z OFFICE FURNISHINGS	73,132.50
130738	2019/02/22	2741	BELL CANADA	3.43
130739	2019/02/22	12402	BENT, CHAD	341.08
130740	2019/02/22	6089	BONNYVILLE WATER CONDITIONING LTD.	35.00
130741	2019/02/22	11107	BUMPER TO BUMPER	1,405.80
130742	2019/02/22	2572	BUSY BEE SANITARY SUPPLIES INC.	20.40
130743	2019/02/22	5823	CANADIAN LINEN & UNIFORM SERVICE	190.36
130744	2019/02/22	6795	CDW CANADA INC	344.91
130745	2019/02/22	7934	CHICKENS JOHN'S PETTING ZOO	1,890.00
130746	2019/02/22	2803	COLD LAKE FIREFIGHTER SOCIAL FUND	250.00
130747	2019/02/22	8735	COLD LAKE FOODS (2003) INC	42.85
130748	2019/02/22	111	COLD LAKE HOME HARDWARE BUILDING C	543.31
130749	2019/02/22	12198	COLD LAKE MINOR HOCKEY ASSOCIATION	5,000.00
130750	2019/02/22	278	COMMUNICATIONS COLD LAKE INC.	2,081.21
130751	2019/02/22	2392	COPELAND, CRAIG JOHN	155.98
130752	2019/02/22	12400	CRAIG, ANDREW	105.00
130753	2019/02/22	7691	CWB NATIONAL LEASING	3,677.92
130754	2019/02/22	5855	DELL CANADA INC.	379.64
130755	2019/02/22	10422	DOVE CENTRE	32.00
130756	2019/02/22	11414	EMERGENCY RESPONSE MANAGEMENT CONS	3,793.13
130757	2019/02/22	10163	ENTERPRISE RENT A CAR CANADA COMPA	395.51
130758	2019/02/22	4484	EXOVA CANADA INC.	71.80
130759	2019/02/22	6553	FITNESS EQUIPMENT SERVICES	12,331.29
130760	2019/02/22	967	FM GRAPH X	2.05
130761	2019/02/22	11784	GAUTHIER, MURRAY	1,530.00
130762	2019/02/22	11881	GOLDLINE CURLING - CALGARY	183.86
130763	2019/02/22	134	GRAND & TOY	100.32
130764	2019/02/22	5511	GRAU, JURGEN	635.17
130765	2019/02/22	9808	HARDLINE CURLING EQUIPMENT	509.25
130766	2019/02/22	185	HARVIE'S GLASS & MIRROR LTD.	17,062.50
130767	2019/02/22	12399	HESCO	92.81
130768	2019/02/22	82	JESTER PAINT SUPPLY LTD.	1,311.90
130769	2019/02/22	7091	KHAN, AZAM	647.00
130770	2019/02/22	6428	KNELSEN SAND AND GRAVEL LTD.	266,783.72
130771	2019/02/22	11464	LAKELAND COLLEGE - PESTICIDES	360.00
130772	2019/02/22	352	LAKELAND CREDIT UNION	2,120.62
130773	2019/02/22	117	LOCAL AUTHORITIES PENSION	80,429.32
130774	2019/02/22	55	MAC'S MOBILE LOCK	89.25
130775	2019/02/22	2843	MAINTENANCE ENFORCEMENT PROGRAM	1,102.80
130776	2019/02/22	790	MARINA BOWLING CENTRE	3,129.00
130777	2019/02/22	12366	MCDONAGH, JAIME	168.00
130778	2019/02/22	12088	MCSWEENEY & ASSOCIATES CONSULTING	4,200.00
130779	2019/02/22	8001	NEWCAP INC.	2,432.64

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130780	2019/02/22	8308	NSC MINERALS	4,094.72
130781	2019/02/22	12401	PARKWORKS, INC.	40,414.27
130782	2019/02/22	11262	PEDERSEN, CHARLOTTE	226.79
130783	2019/02/22	3289	PJ'S LIQUOR STORE	1,105.86
130784	2019/02/22	11348	POSTMEDIA PAYMENT CENTRE	2,109.45
130785	2019/02/22	64	PUROLATOR COURIER LTD	438.48
130786	2019/02/22	7186	R.L. ELECTRIC MOTOR REWINDING	3,144.24
130787	2019/02/22	9	RECEIVER GENERAL FOR CANADA	137,046.45
130788	2019/02/22	378	RECEIVER GENERAL FOR CANADA	175.00
130789	2019/02/22	368	RECREATION FACILITY PERSONNEL	1,659.00
130790	2019/02/22	110	RONA	39.89
130791	2019/02/22	12009	RURAL MUNICIPALITIES OF ALBERTA	128.79
130792	2019/02/22	850	SAFE-NET GROUP INC.	189.00
130793	2019/02/22	8105	SCHULTZ, BRADLEY	840.52
130794	2019/02/22	5052	SE DESIGN AND CONSULTING (2009) IN	7,973.85
130795	2019/02/22	1252	SIGN SOLUTIONS	496.05
130796	2019/02/22	2291	SMART ELECTRICAL CONTRACTORS (2007	99.75
130797	2019/02/22	8679	SOLIDEARTH GEOTECHNICAL	7,350.00
130798	2019/02/22	5672	STAPLES #332 COLD LAKE	643.61
130799	2019/02/22	2220	STAR AUTO & INDUSTRIAL LTD.	1,439.26
130800	2019/02/22	238	SUPERIOR INDUSTRIES INC.	31,421.25
130801	2019/02/22	12398	SWAMP CATS LTD.	500.00
130802	2019/02/22	492	TELUS MOBILITY INC.	4,377.95
130803	2019/02/22	8823	THE BEAVER RIVER BANNER	207.90
130804	2019/02/22	9873	THE INSPECTIONS GROUP INC.	6,978.95
130805	2019/02/22	12181	THOMPSON INFRASTRUCTURE LTD.	151,200.00
130806	2019/02/22	71	URLACHER CONSTRUCTION LTD.	34,524.03
130807	2019/02/22	448	VAL APPRAISALS	619.50
130808	2019/02/22	6587	VEREBURN MEDICAL 2017 LTD.	462.83
130809	2019/02/22	2743	WFR WHOLESALE FIRE & RESCUE LTD	428.40
130810	2019/02/22	285	WORKERS' COMPENSATION BOARD-ALBERT	23,748.07
130811	2019/02/22	2538	4 IMPRINT, INC.	5,272.10
*** Total : \$				1,552,315.29
*** Total # Of Cheques:				88

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Cheque #	Cheq Date	Vendor #	Vendor Name	Cheque Amount
130815	2019/02/26	5800	COLD LAKE ENTERTAINMENT SOCIETY	6,500.00
130816	2019/02/26	12407	DESROSIERS, BARRY	343.20
130817	2019/02/26	5511	GRAU, JURGEN	375.00
130818	2019/02/26	12404	H FACTOR PRODUCTIONS	13,999.87
130819	2019/02/26	12347	HIGHLAND METALCRAFT LTD.	24,444.00
130820	2019/02/26	4587	K3 PROMOTIONS INC.	693.00
*** Total : \$				46,355.07
*** Total # Of Cheques:				6

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130821	2019/03/01	3729	A & B REFRIGERATION & HEATING	210.00
130822	2019/03/01	123	ACKLANDS - GRAINGER INC.	764.14
130823	2019/03/01	8218	ALBERTA MUNICIPAL HEALTH & SAFETY	158.39
130824	2019/03/01	8299	ALLDATA CANADA SERVICES LTD.	1,575.00
130825	2019/03/01	12420	ASPEN, MICHAEL	1,220.00
130826	2019/03/01	2934	ATCO ELECTRIC LTD.	78.43
130827	2019/03/01	58	ATCO GAS	199,798.01
130828	2019/03/01	104	B & R ECKEL'S TRANSPORT LTD.	2,936.40
130829	2019/03/01	6678	BELL	441.00
130830	2019/03/01	8747	BERNIER'S DIESEL & AUTO REPAIR & P	486.03
130831	2019/03/01	12406	BERRY, VANETTA	56.23
130832	2019/03/01	12142	BLACK DRAGON FIREWORKS INC.	40,000.00
130833	2019/03/01	12416	BONNYVILLE CURLING CLUB	1,440.00
130834	2019/03/01	176	BONNYVILLE NOUVELLE	1,445.96
130835	2019/03/01	11638	BRULE, BEVERLEY	120.00
130836	2019/03/01	9362	BRULLER CORPORATION	1,064.41
130837	2019/03/01	3225	BUCKLE, ROBERT	2,266.68
130838	2019/03/01	11107	BUMPER TO BUMPER	620.33
130839	2019/03/01	2572	BUSY BEE SANITARY SUPPLIES INC.	391.71
130840	2019/03/01	5823	CANADIAN LINEN & UNIFORM SERVICE	2,135.11
130841	2019/03/01	9798	CANADIAN TIRE #450	793.30
130842	2019/03/01	12417	CARSY'S MEDAL MOURNING	50.00
130843	2019/03/01	239	CENTRAL SHARPENING	1,182.30
130844	2019/03/01	10215	CHIASSON, LESLEY A	91.31
130845	2019/03/01	11329	CINTAS CANADA LIMITED	202.64
130846	2019/03/01	5533	COLD LAKE FIGURE SKATING CLUB	700.00
130847	2019/03/01	8735	COLD LAKE FOODS (2003) INC	526.54
130848	2019/03/01	111	COLD LAKE HOME HARDWARE BUILDING C	63.98
130849	2019/03/01	12408	COLD LAKE JETS SENIOR MEN'S FOOTBA	2,500.00
130850	2019/03/01	12410	COLD LAKE SAILING ASSOCIATION	500.00
130851	2019/03/01	278	COMMUNICATIONS COLD LAKE INC.	380.60
130852	2019/03/01	12415	COUTURE, LUC	203.05
130853	2019/03/01	12400	CRAIG, ANDREW	105.00
130854	2019/03/01	9298	CREVIER, JOANNIE	250.00
130855	2019/03/01	3408	CUMMINS CANADA ULC	412.21
130856	2019/03/01	2657	DE LAGE LANDEN FINANCIAL SERVICES	563.80
130857	2019/03/01	1891	DIGITAL CONNECTION	13,731.23
130858	2019/03/01	12413	DRUMMOND, SARAH JANE	105.00
130859	2019/03/01	38	ELECTRIC SERVICES GRAND CENTRE LTD	4,355.36
130860	2019/03/01	10163	ENTERPRISE RENT A CAR CANADA COMPA	265.31
130861	2019/03/01	4484	EXOVA CANADA INC.	1,211.26
130862	2019/03/01	1735	FIRST TRUCK CENTRE LLOYDMINSTER IN	474.75
130863	2019/03/01	10165	G & C DJ SERVICES	525.00
130864	2019/03/01	11639	GANTZ HEAVY EQUIPMENT & OILFIELD R	1,269.46
130865	2019/03/01	6983	HOGAN, MELANIE	720.00
130866	2019/03/01	12414	GOULARD, CARISSA	300.00
130867	2019/03/01	8493	GOVERNMENT OF ALBERTA	100.00
130868	2019/03/01	11511	GPS CITY CANADA	79.68
130869	2019/03/01	134	GRAND & TOY	99.27
130870	2019/03/01	2307	HOLLIS, BARBARA	165.00
130871	2019/03/01	82	JESTER PAINT SUPPLY LTD.	447.94
130872	2019/03/01	8469	JMAA ARCHITECTURE LTD.	85,206.51
130873	2019/03/01	5040	JOE JOHNSON EQUIPMENT INC.	16,589.99
130874	2019/03/01	12368	JOHNSTON, ERIC	2,805.53
130875	2019/03/01	7771	KOBA ENTERTAINMENT	4,200.00
130876	2019/03/01	2815	KOOCANUSA PUBLICATIONS	1,612.80

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130877	2019/03/01	1215	KYETECH CANADA INC.	514.50
130878	2019/03/01	4587	K3 PROMOTIONS INC.	157.88
130879	2019/03/01	158	LAKE CITY MOTOR PRODUCTS LTD.	184.56
130880	2019/03/01	2552	LAKELAND CENTRE FOR FASD	2,000.00
130881	2019/03/01	9863	LAKELAND GYMNASTICS CLUB	120.00
130882	2019/03/01	8130	LAKELAND LOCKSMITH	245.00
130883	2019/03/01	3681	LANGLOIS, RYAN D & MELISSA	700.00
130884	2019/03/01	4546	LAWSON PRODUCTS INC.	3,139.69
130885	2019/03/01	2842	M/T SINC PLUMBING & HEATING	3,748.50
130886	2019/03/01	12405	MARAIYESA, BABATUNDE	759.74
130887	2019/03/01	3844	MCSNET	73.40
130888	2019/03/01	10068	MEADOW POWER AND EQUIPMENT LTD.	2,968.69
130889	2019/03/01	9126	MEIER, ALEXANDRA	136.49
130890	2019/03/01	11777	MEIER, DAWN	37.50
130891	2019/03/01	6476	MOORE CANADA DBA RR DONNELLEY	8,322.30
130892	2019/03/01	1262	MUNICIPAL WORLD INC.	62.21
130893	2019/03/01	7188	MUSICWORKS LTD.	31.50
130894	2019/03/01	8001	NEWCAP INC.	50.40
130895	2019/03/01	8308	NSC MINERALS	4,083.18
130896	2019/03/01	262	OK TIRE - COLD LAKE	3,923.30
130897	2019/03/01	6694	PARR, LORRAINE	256.90
130898	2019/03/01	12418	PENNER, FRED	4,200.00
130899	2019/03/01	10472	PICKLEBALL DEPOT LTD.	125.69
130900	2019/03/01	1048	PITNEY BOWES	453.06
130901	2019/03/01	3289	PJ'S LIQUOR STORE	5,183.26
130902	2019/03/01	12240	PREVOST, A DIVISON OF VOLVO GROUP	48.26
130903	2019/03/01	8270	QUICKSERVICE TECHNOLOGIES INC.	630.00
130904	2019/03/01	11797	QUIZNOS	136.50
130905	2019/03/01	351	RECEIVER GENERAL FOR CANADA	6,142.00
130906	2019/03/01	190	REDHEAD EQUIPMENT LTD	529.57
130907	2019/03/01	1109	RELAY DISTRIBUTING	23.59
130908	2019/03/01	12006	RMA FUEL LTD.	13,662.38
130909	2019/03/01	110	RONA	353.15
130910	2019/03/01	12009	RURAL MUNICIPALITIES OF ALBERTA	9,968.66
130911	2019/03/01	11561	SALTER, BRANDON E	323.01
130912	2019/03/01	5966	SCHEFFER ANDREW LTD. PLANNERS & EN	732.38
130913	2019/03/01	5052	SE DESIGN AND CONSULTING (2009) IN	606.38
130914	2019/03/01	10462	SELECT ENTERTAINMENT	8,400.00
130915	2019/03/01	5884	SHRED-IT INTERNATIONAL ULC	283.61
130916	2019/03/01	2220	STAR AUTO & INDUSTRIAL LTD.	1,073.51
130917	2019/03/01	6409	SUPERIOR PROPANE	1,516.90
130918	2019/03/01	20	TELUS COMMUNICATIONS INC	6,434.59
130919	2019/03/01	12302	THE DAILY GOODS	143.75
130920	2019/03/01	10178	TOYS R US (CANADA) LTD.	420.60
130921	2019/03/01	6090	TST CANADA	570.37
130922	2019/03/01	6868	ULINE CANADA CORPORATION	1,801.24
130923	2019/03/01	71	URLACHER CONSTRUCTION LTD.	49,726.95
130924	2019/03/01	12409	U14 LADIES RHINOS VOLLEYBALL CLUB	500.00
130925	2019/03/01	9864	U15 GIRLS RHINOS VOLLEYBALL CLUB	500.00
130926	2019/03/01	12412	U17/U18 MENS RHINOS VOLLEYBALL CUB	500.00
130927	2019/03/01	448	VAL APPRAISALS	724.50
130928	2019/03/01	8522	WIEBE, AMBER M	140.00
130929	2019/03/01	12314	WILSON, TANYA	52.55
130930	2019/03/01	11500	WINDERMERE REGISTRY	90.00
130931	2019/03/01	12419	ZONE4 SYSTEMS INC.	753.38

*** Total : \$

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130945	2019/03/01	523	GRIFFITH, MELVIN R	3,500.00
*** Total : \$				3,500.00
*** Total # Of Cheques:				1

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Cheque #	Cheq Date	Vendor #	Vendor Name	Cheque Amount
130946	2019/03/01	11335	FLOAT - ENERGY CENTRE	750.00
*** Total : \$				750.00
*** Total # Of Cheques:				1

MONTH END CASH SUMMARY
CITY OF COLD LAKE
2/28/19

	BANK CURRENT	INVESTMENTS	TOTAL
Receipts:	\$3,848,044	<u>Lakeland Credit Union -February 1, 2019</u>	\$0
Cash Receipts	\$2,961,099	Purchase (Redemption)	\$0
Auto Debits - UT/TX	\$583,389	Balance as February 28, 2018	\$0
Interest	\$1,115	Accrued interest - Credit Union	\$0
Common Shares	\$0	Balance as at February 28, 2019	\$0
Cancelled Cheques	\$27,841		
Returned Cheques	(\$9,386)	<u>ATB Financial - February 1, 2019</u>	\$19,000,000
Stale Dated Cheques	\$0	Purchase (Redemption) - GIC	\$0
Interest Received Investment	\$24,948	Balance as February 28, 2019	\$19,000,000
Transfer from Investment	\$3,976,400	Accrued Interest-ATB	\$282,220
Alberta Capital Debenture	\$0	Balance as February 28, 2019	\$19,282,220
Total Receipts	\$11,413,450		
Disbursements:		INVESTMENTS	
Accounts Payables	\$3,196,983		
Payroll	\$576,897	<u>Wood Gundy</u>	
Bank Wires & Drafts	\$14,106	Investment-Book Value February 1, 2019	\$43,987,800
Alberta Capital Debenture	\$0	Premium paid on Bonds February 1, 2019	\$1,471,764
Trans (from) to Investment	\$0	Redeemed CIBC Full Service Flexible GIC	(\$3,976,400)
ASFF Payment	\$6,001		\$0
Service Charges	\$1,896		
Total Disbursements	\$3,795,884	Investments-Book Value as at February 28, 2019	\$41,483,164
NET BALANCE:	\$7,617,566	Accrued Interest-Fixed income securities	\$364,203
		Accrued Interest-High Interest Savings Accounts	\$0
Statement end balance:	\$7,926,228	WG Balance as February 28, 2019	\$41,847,367
O/S deposits	\$103,116	WG Market Value	\$40,062,900
Cash on hand	\$400	TOTAL INVESTMENTS MARKET VALUE	\$59,345,120
Sub Total	\$8,029,744		
		TOTAL INVESTMENTS-BOOK VALUE	\$61,129,587
Less:Outstanding cheques	\$412,179		
NET BALANCE:	\$7,617,566		

MAYOR

CHIEF ADMINISTRATIVE OFFICER

CITY SUMMARY OF VARIABLE REVENUES/EXPENSES BY FUNCTION

2/28/19

REVENUES	YTD ACTUAL	BUDGET	VARIANCE	% OF BUDGET
LEVY(penalties,investment returns)	2,107,063	500,000	- 1,607,063	421.41%
ADMINISTRATION	16,476	85,000	68,524	19.38%
POLICING	42,418	293,500	251,082	14.45%
FIRE RESCUE SERVICES	14,000	241,870	227,870	5.79%
BYLAW/SPEC CONSTABLES	16,376	166,700	150,324	9.82%
PUBLIC WORKS	5,821	350	- 5,471	1663.27%
INFRASTRUCTURE SERVICES	-	10,000	10,000	0.00%
AIRPORT	26,783	118,350	91,567	22.63%
SPECIAL TRANSPORTATION	1,673	8,500	6,827	19.68%
PUBLIC TRANSPORTATION	7,122	20,000	12,878	35.61%
WATER	264,925	2,920,000	2,655,075	9.07%
SEWER	149,607	1,750,000	1,600,393	8.55%
WASTE DISPOSAL	220,014	1,918,000	1,697,986	11.47%
RECYCLING	66,420	715,586	649,166	9.28%
FCSS	3,445	45,000	41,555	7.65%
DAYCARE/SENIORS	9,724	24,145	14,421	40.27%
CEMETERY	500	5,000	4,500	10.00%
MUNICIPAL SERVICES	106,954	262,000	155,046	40.82%
ECONOMIC DEVELOPMENT	151	46,400	46,249	0.33%
LAND, HOUSING & BLDG RENTAL	27,805	61,428	33,623	45.26%
RECREATION ADMIN-LEISURE	-	25,000	25,000	0.00%
ARENA	120,091	462,200	342,109	25.98%
ENERGY CENTRE	85,821	1,037,000	951,180	8.28%
GOLF & WINTER CLUB	74,887	460,700	385,813	16.26%
PARKS & SPORTS FIELDS	-	28,500	28,500	0.00%
MARINA	22,353	238,921	216,568	9.36%
TOTAL VARIABLE REVENUES	3,390,429	11,444,150	8,053,721	29.63%

FIXED REVENUES				
LEVIES/REQUISITIONS	93,378.05	30,095,619.00	30,002,241	0.31%
PROVINCIAL GRANTS	116,450	827,717	711,267	14.07%
OTHER LOCAL GOV'T	83,218	647,267	564,049	12.86%
FEDERAL GRANTS	-	325,000	325,000	0.00%
LAND SALES	-	-	-	0.00%
TRANSFER FROM RESERVE	-	-	-	0.00%
FEES FOR SERVICE RUSC	792,540	792,500	- 40	100.01%
LEVY - ID349 (CAPITAL)	-	8,028,000	8,028,000	0.00%
TOTAL FIXED REVENUES	1,085,586	40,716,103	39,630,517	2.67%
TOTAL REVENUES	4,476,015	52,160,253	47,684,238	8.58%

EXPENSES	YTD ACTUAL	BUDGET	VARIANCE	% OF BUDGET
COUNCIL & LEGISLATIVE	73,080	397,671	324,591	18.38%
ADMINISTRATION	900,267	5,450,567	4,550,300	16.52%
POLICING	67,770	2,858,600	2,790,830	2.37%
FIRE RESCUE SERVICES	188,820	1,071,600	882,780	17.62%
DISASTER SERVICES	2,438	75,050	72,612	3.25%
BYLAW/SPEC CONSTABLE	82,373	788,260	705,887	10.45%
PUBLIC WORKS	973,824	5,092,490	4,118,666	19.12%
INFRASTRUCTURE SERVICES	90,587	745,700	655,113	12.15%
AIRPORT	36,678	210,700	174,022	17.41%
SPECIAL TRANSPORTATION	18,495	143,500	125,005	12.89%
PUBLIC TRANSPORTATION	120,241	914,600	794,359	13.15%
STORM SEWER	15,923	207,100	191,177	7.69%
WATER SUPPLY/DISTRIBUTION	296,281	2,272,390	1,976,109	13.04%
WATER TREATMENT/RESERVOIR	46,189	571,210	525,021	8.09%
SEWER COLLECTION	191,254	2,110,160	1,918,906	9.06%
LIFT STATIONS	33,565	384,580	351,015	8.73%
WASTE DISPOSAL	127,099	1,898,660	1,771,561	6.69%
RECYCLING	63,369	714,298	650,929	8.87%
FCSS	139,315	1,032,200	892,885	13.50%
DAYCARE/PLAYSCHOOL	4,314	30,600	26,286	14.10%
SENIORS	6,523	69,000	62,477	9.45%
CEMETERY	-	35,680	35,680	0.00%
MUNICIPAL SERVICES	87,159	778,850	691,691	11.19%
ECONOMIC DEVELOPMENT	118,956	717,900	598,944	16.57%
LAND, HOUSING & BLDG RENTAL	913	14,530	13,617	6.29%
RECREATION ADMINISTRATION	145,546	654,867	509,321	22.23%
ARENA	367,584	1,373,166	1,005,582	26.77%
ENERGY CENTRE	263,485	2,542,310	2,278,825	10.36%
GOLF & WINTER CLUB	101,103	953,630	852,527	10.60%
PARKS & SPORTS FIELDS	104,986	1,519,646	1,414,660	6.91%
MARINA	17,934	457,200	439,266	3.92%
LIBRARY	-	79,782	79,782	0.00%
MUSEUM	24,601	15,000	- 9,601	164.01%
TOTAL VARIABLE EXPENSES	4,710,672	36,181,497	31,470,825	13.02%

FIXED EXPENSES				
REQUISITIONS	6,001	-	- 6,001	0.00%
DEBENTURES	-	3,994,192	3,994,192	0.00%
LOCAL IMPROVEMENT ALLOC	-	2,615	2,615	0.00%
TRANSFER TO CAPITAL RESERVE	-	1,245,000.00	1,245,000	0.00%
ALLOWANCES	-	1,200,000	1,200,000	0.00%
TRANSFER TO OTHER AGENCY	23,090	1,236,949	1,213,859	1.87%
CONTINGENCY	-	300,000	300,000	0.00%
TRANSFER TO CAPITAL (ID349)	-	8,000,000	8,000,000	0.00%
TOTAL FIXED EXPENSES	29,091	15,978,756	15,949,665	0.18%
TOTAL EXPENSES	4,739,764	52,160,253	47,420,489	9.09%

Note:

These numbers do not include the reversal of all year end accrual entries.



STAFF REPORT

Title: Bylaw No. 642-LU-19 - Amend LUB No. 382-LU-10 to Rezone Lots 8, Block 1, Plan 182-2733

Meeting Date: March 26, 2019

Executive Summary:

Application to rezone the lands described as Lots 8, Block 1, Plan 182 2733 from PS-Public Service to DC-Direct Control.

Background:

In 2016, the driveway to Ecole Voyageur School was realigned to remove the temporary access that crossed a private parcel of land, and align the new driveway with the intersection of 69 Avenue and 47 Street. As part of this process, a surplus portion of the Ecole Voyageur school site that lay adjacent to 69 Avenue would be subdivided off and transferred to the City. In order for the School Board to transfer these lands to the City, the lands first needed to be declared surplus and approved for disposal by the Minister of Education.

The initial letter, which took approx. one (1) year, from the Minister declaring the school lands as surplus contained an erroneous legal description of the lands, which caused a delay in registering the survey plan with the Land Titles Office. A corrected letter, which took approx. another year, was obtained from the Minister's office in late 2018 that allowed for the registration of the survey plan and transfer of the surplus school lands to the City.

It is the City's intent to eventually market the lands for development. The current zoning of the lands is PS-Public Service which provides for uses such as educational, government, health care and recreational services but does not allow for residential or commercial uses. Given that the lands are directly adjacent to the school, Administration determined that rezoning the lot to DC-Direct Control would be the best option to move forward, both in terms of maximizing flexibility to accommodate potential development, while also ensuring that any proposed use of the property is compatible with the school.

Under the proposed DC-Direct Control zoning, any future development on the property would be approved directly by City Council, in a similar fashion to a Municipal Planning Commission meeting. The DC zoning also protects adjacent residents, business operators and public services as they would have the opportunity to address Council prior to any decisions being made regarding future development on the property.



It should be noted that Administration will also be considering the merits of a subdivision to separate the access road that is contained within the parcel.

Alternatives:

Council may consider the following alternatives:

- 1) Proceed to give Bylaw 642-LU-19 first reading and direct Administration to set the required statutory Public Hearing.
- 2) Defeat first reading of Bylaw 642-LU-19
- 3) Accept as information only.

Recommended Action:

Administration recommends that Council proceed to give Bylaw No. 642-LU-19 first reading and direct Administration to set the required statutory Public Hearing.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

CITY OF COLD LAKE
BYLAW #642-LU-19
A BYLAW TO AMEND LAND USE BYLAW NO. 382-LU-10

A BYLAW OF THE CITY OF COLD LAKE IN THE PROVINCE OF ALBERTA, TO
AMEND LAND USE BYLAW NO. 382-LU-10 BY REZONING PLAN 182 2733 BLOCK 1
LOT 8 FROM PS-PUBLIC SERVICE TO DC-DIRECT CONTROL

PURSUANT to sections 639 and 640(2) of the *Municipal Government Act*, RSA 2000, Chapter M-26, a council must adopt a land use bylaw which divides the municipality into districts which prescribe the use(s) of land and buildings within said districts; and pursuant to section 191(1) of the *Municipal Government Act*, RSA 2000, Chapter M-26 as amended, Council may pass, amend or repeal a bylaw;

WHEREAS the City of Cold Lake Land Use Bylaw No. 382-LU-10 was passed by Council on June 23, 2010;

WHEREAS Council deems necessary to rezone the land described as Plan 182 2733 Block 1 Lot 8 from PS-Public Service to DC-Direct Control;

NOW THEREFORE the Council of the City of Cold Lake in the Province of Alberta, in Council duly assembled, hereby enacts as follows:

SECTION 1 – TITLE

1. This Bylaw shall be cited as the “Bylaw to rezone Plan 182 2733 Block 1 Lot 8 from PS-Public Service to DC-Direct Control”.

SECTION 2 – REZONING APPROVAL

2. The City of Cold Lake Land Use Bylaw No. 382-LU-10 is hereby amended by:
 - 2.1 The approval of the rezoning of Plan 182 2733 Block 1 Lot 8, attached to and forming part of this bylaw as Schedule ‘A’ from PS-Public Service to DC-Direct Control.

SECTION 3 – ENACTMENT

3. This Bylaw shall come into full force and effect at the beginning of the day that it is passed.

FIRST READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta this __ day of ____, A.D. 2019, on motion by Councillor_____.

**CARRIED
UNANIMOUSLY**

SECOND READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta this ____day of ____, A.D. 2019 on motion by Councillor_____.

**CARRIED
UNANIMOUSLY**

THIRD AND FINAL READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta this _ day of ____, A.D. 2019, on motion by Councillor_____.

**CARRIED
UNANIMOUSLY**

Executed this_____ day of _____, 2019

CITY OF COLD LAKE

MAYOR

CHIEF ADMINISTRATIVE OFFICER

Schedule 'A'

Bylaw 642-LU-19

Plan 182 2733 Block 1 Lot 8

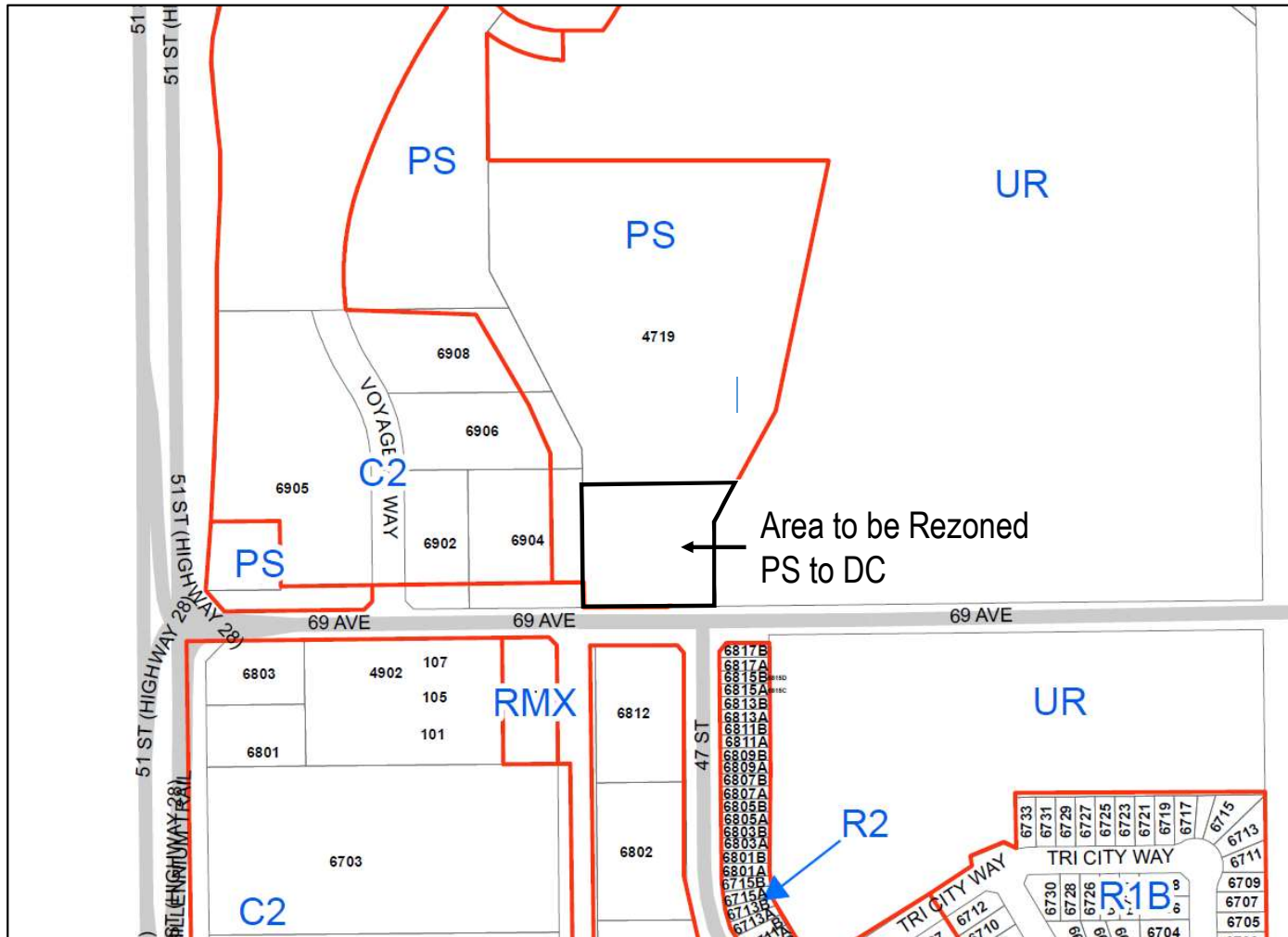


Location Map

Bylaw 642-LU-19



Bylaw 642-LU-19





STAFF REPORT

Title: Bylaw No. 643-BD-19 - Bylaw to Establish the Cold Lake Community Grant Advisory Committee

Meeting Date: March 26, 2019

Executive Summary:

Council has discussed developing a program to establish a standardized process for administering grants to organizations that currently come directly to Council as a delegation to request assistance. Bylaw No. 643-BD-19, Cold Lake Community Grant Advisory Committee Bylaw is being presented for Council consideration of first reading.

Background:

The new process for grant administration was first proposed in 2018:

- At the **December 11, 2018, Regular Meeting of Council**, Councillor Vining gave a “Notice of Motion” for the January 8, 2019 regular meeting of Council to have Council consider giving Administration direction to develop a policy/program to establish a standardized process and advisory committee to review funding requests that address a community service need. This would be a significant change in the process that Council currently uses to consider funding requests, whereby community groups and individuals attend Council directly as a delegation and request funds.
- At the **January 8, 2019 Regular Meeting of Council**, Council directed Administration to prepare such a policy/program as recommended by Councillor Vining’s “Notice of Motion” presented to Council December 11, 2018. The purpose of the program is to shift from a case-by-case consideration of grant/sponsorship applications to a standardized process that benefits from a transparent, fair, depoliticized and formalized process that increases community accountability for municipal contributions, supports long term planning of municipal expenditures and a maximized use of funds from other sources of investment. The amended process would address the growing number of requests for financial support from community members and organizations for various projects, community events, individual needs, fundraising, etc. in a fair and equitable way.
- At the **February 19, 2019 Corporate Priorities Meeting** administration recommended a process centralized around the establishment of a new “Community Grant Advisory Committee” which would review grant applications submitted in accordance with particular established City of Cold Lake policies. The



Committee would review grants already established under the Community Capital Project Grant (Policy No. 202-AD-16), Facility Booking Discounts (Policy No. 154-RC-14), and a revised Recreation and Culture Grants (Policy 097-RC-07). Council considered two new grant opportunities under the Recreation and Culture Grant Policy for Community Event Grants and Major Community Event Grants, as well as the significantly revised catch all “Other Funding and Goodwill Requests”.

- At the **March 19, 2019 Corporate Priorities Meeting** administration presented amendments made to the Community Grant Advisory Committee Bylaw and the Recreation and Culture Grant Policy, as a result of feedback received from Council at the February 19, 2019 meeting. Significant amendments included incorporation of a quarterly intake/grant review cycle, introduction of an Arts, Culture and Heritage Funding grant, and explanation around the ‘grant fund’. Council had further discussion on the program and requested that it be brought to a Regular Meeting of Council for consideration.

Administration has made a couple of minor revisions to Bylaw No. 643-BD-19, Cold Lake Community Grant Advisory Committee Bylaw, since the last time the draft was before Council:

- Removal of:
 - 4.1.3 Additional facility discounts under section 3.6.2 of Policy No. 54—RC-14, Facility Booking Discounts
- The addition of:
 - 4.2.4 provide recommendations to Council on the budgeted amounts for the grant programs under the Committees mandate, and
 - 4.2.5 review and make recommendations to the policies under the direction of the Committee to Council as necessary.

Administration has prepared Bylaw No. 643-BD-19, Cold Lake Community Grant Advisory Committee Bylaw for Council’s for consideration on first reading. The revised Recreation, Culture and Goodwill Grant (Policy 097-RC-07) will be presented for Council’s consideration after 3rd and final reading of this bylaw.

Alternatives:

1. Council may give Bylaw No. 643-BD-19, Cold Lake Community Grant Advisory Committee Bylaw first reading, as presented.
2. Council may request Bylaw No. 643-BD-19, Cold Lake Community Grant Advisory Committee Bylaw be brought back to a Corporate Priorities Meeting for further deliberation.



Recommended Action:

Administration recommends that Council give Bylaw No. 643-BD-19 being a Bylaw to Establish Cold Lake Community Grant Advisory Committee first reading, as presented.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

**CITY OF COLD LAKE
BYLAW 643-BD-19**

**A BYLAW OF THE CITY OF COLD LAKE IN THE PROVINCE OF ALBERTA, TO
ESTABLISH THE COLD LAKE COMMUNITY GRANT ADVISORY COMMITTEE**

WHEREAS the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended, authorizes Council to pass bylaws in relation to the establishment, functions, procedure and conduct of Council Committees and other bodies;

WHEREAS Council wishes to establish Cold Lake Community Grant Advisory Committee within the City of Cold Lake;

NOW THEREFORE pursuant to the authority of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended, the Council of the City of Cold Lake duly assembled, enacts:

SECTION 1 - TITLE

- 1.1 This Bylaw shall be cited as the “Cold Lake Community Grant Advisory Committee Bylaw”.

SECTION 2 - DEFINITIONS

In this Bylaw:

- 2.1. “City” means the municipal corporation of the City of Cold Lake, or the geographical area falling within the municipal boundaries of the City of Cold Lake, as the context requires;
- 2.2. “Committee” means the Cold Lake Community Grant Advisory Committee as provided for in this Bylaw;
- 2.3. “Council” means the Mayor and Members of Council of the City of Cold Lake;
- 2.4. “Member of Council” means an elected member of the Council of the City of Cold Lake;
- 2.5. “Organizational Meeting of Council” means. The annual organizational meeting of Council as set out in the Cold Lake Procedural Bylaw;
- 2.6. “Recording Secretary” means a person appointed to the position of recording secretary of the Committee;
- 2.7. “Simple Majority” means more than 50% of votes or persons;
- 2.8. “Staff Advisor” means a person appointed by the Chief Administrative Officer to the position of staff advisor to the Committee; and

SECTION 3 - ESTABLISHMENT

- 3.1 A Committee is hereby established pursuant to section 145(1) of the *Municipal Government Act*, RSA 2000, c M-26, as amended.

SECTION 4 – MANDATE

- 4.1 The mandate of the Committee is to review funding requests that address a community service need and make recommendation to Council for funding which aligns with established grant and sponsorship programs, within budgeted allocations for the programs, including:
- 4.1.1 Policy No. 202-AD-16, Community Capital Project Grant

4.1.2 Policy No. 097-RC-07, Recreation, Culture and Goodwill Grant (as amended)

4.2 The Committee shall

4.2.1 receive grant applications (in accordance with specific grants established through City policies),

4.2.2 review the grant applications to determine whether they satisfy the criteria established by the City policies (including where deemed appropriate by the Committee hearing directly from the applicants),

4.2.3 provide Council with a recommendation including short summary of funding requests, whether it adheres to the grant policy, and amount of support,

4.2.4 provide recommendations to Council on the budgeted amounts for the grant programs under the Committees mandate, and

4.2.5 review and make recommendations to the policies under the direction of the Committee to Council as necessary.

4.3 The Committee acknowledges that the final decision to fund and determination of the grant allocation would be made by Council, in Council's sole discretion.

SECTION 5 - MEMBERSHIP

5.1 The Board shall consist of a minimum of five (5) members and a maximum of ten (10) members who shall be appointed by resolution of Council. The Board shall be composed of:

5.1.1 Two (2) Members of Council; and

5.1.2 Two (2) member-at-large members shall be designated for representatives who are between the ages of 16 and 24 years at the time of appointment. However, if one of these positions becomes vacant, and there are no suitable applicants for Committee positions that are between the ages of 16 and 24 years, Council may either (1) appoint an application who is not between the ages of 16 and 24 to that vacant position, or (b) leave the position vacant until an application is received from a suitable application that is between the ages of 16 and 24.

5.2 All persons appointed as members of the Board shall be residents of the City of Cold Lake and shall remain members of the Board only during such time as they continue to be residents of the City of Cold Lake, unless the Council passes a resolution stating otherwise.

SECTION 6 - TERM OF OFFICE

6.1. The term of office for the Board members-at-large shall be for a maximum of two (2) years,

6.1.1 commencing on the date of the Organizational Meeting of Council, unless there is a vacancy or Council has provided otherwise by resolution, and

6.1.2 expiring on the date of the Organizational Meeting of Council in the year of the expiry of the term, unless Council has provided otherwise by resolution.

6.2. The term of office for the Member of Council shall be for a maximum of two (2) years,

6.2.1 commencing on the date of the Organizational Meeting of Council, unless there is a vacancy or Council has provided otherwise by resolution, and

6.2.2 expiring at the time of a general election, by resolution of Council or such time as the Member of Council ceases to be on the City of Cold Lake Council.

6.3. Council may reappoint any member of the Committee to additional term(s) should Council deem such reappointment to be in the best interests of the City and the Committee.

- 6.4. In the event of a vacancy occurring prior to completion of the appointed term, the person appointed to fill the vacancy shall hold office for the remainder of the term for the position in which the vacancy has arisen. Completion of the unexpired term shall not be considered a full term appointment.
- 6.5. If any member of the Committee is absent from three (3) consecutive regular meetings of the Committee during their term, Council, on recommendation from the Committee, may declare a vacancy in respect of the office of such member.
- 6.6. Council may, with reason; request the resignation of any member of the Committee at any time prior to the expiry date of the member's term of office.
- 6.7. Any member may resign from the Committee at any time upon sending a written notice to the City Executive Secretary advising of the resignation and the effective date.

SECTION 7 - CHAIRPERSON AND VICE-CHAIRPERSON

- 7.1. At the first meeting of the Committee, and annually thereafter at a meeting of the Committee, a chairperson and a vice-chairperson of the Committee shall be elected by a vote of a simple majority of those members of the Committee present.
- 7.2. The Member of Council and staff advisor appointed to the Committee shall not be eligible for the position of chairperson or vice-chairperson.
- 7.3. A member may be re-elected to the position of chairperson or vice-chairperson.
- 7.4. The duties of the chairperson shall consist of:
 - 7.4.1. presiding at the regular and special meetings of the Committee;
 - 7.4.2. direction and control of the operation of the Committee;
 - 7.4.3. direct consultation with the Staff Advisor, and
 - 7.4.4. providing all information and material for inclusion in an agenda for all regular and special meetings of the Committee to the staff advisor at least five (5) days prior to the meeting for which the agenda is prepared.
- 7.5. The duties of the vice-chairperson shall consist of:
 - 7.5.1. fulfilling the duties of the chairperson in his or her absence; and
 - 7.5.2. acting as the spokesperson for the activities of the Committee
- 7.6. Where the chairperson and vice chairperson are both absent from a meeting of the Committee, one of the other members of the Committee shall be elected as the chairperson by a simple majority of members present to preside over that meeting.

SECTION 8 - ROLE OF STAFF

- 8.1. The Chief Administrative Officer (CAO) may appoint a Staff Advisor and/or Recording Secretary to the Committee and may, where appropriate, attend meetings of the Committee in a non-voting, ex-officio capacity.
- 8.2. The role of the CAO or Staff Advisor, would be that of an advisor to the Committee in respect of those matters within the jurisdiction of the Committee mandate set out in Section 4.1.
- 8.3. The duties of the Recording Secretary, or the Staff Advisor where a Recording Secretary is not appointed, shall consist of:
 - 8.3.1. Attendance at all regular and special meetings for the Committee;
 - 8.3.2. Attendance at all regular or special meetings of any sub-committees of the Committee as required by the Committee;

- 8.3.3. To prepare and provide an agenda to the Committee at least two (2) clear working days prior to the meeting for which the agenda is prepared; and
- 8.3.4. To perform all other administrative duties as may be assigned by the Committee from time to time.

SECTION 9 - REMUNERATION AND EXPENSES

- 9.1. Members of the Committee shall serve their term of office with the Committee in a voluntary capacity.
- 9.2. The Committee Chairperson may make a formal request to Council to remuneration and reimbursement of any traveling and living expenses where Council requests a Committee Member to attend a conference, seminar or other meeting outside of the jurisdiction of the City. Council shall be under no obligation to reimburse or remunerate any Committee Member. Remuneration and/or reimbursement shall be at the sole discretion of Council.

SECTION 10 – MEETINGS

10.1. Regular and Special Meetings:

- 10.1.1. The first meeting of the Committee shall take place at a time to be designated by resolution of Council.
- 10.1.2. A regular meeting of the Committee shall generally be held once a month, at a time and place determined by the Committee, but may be changed from time to time at the Committee’s discretion as long as notice is provided for in accordance with section 195 of the *Municipal Government Act*.
- 10.1.3. Special meetings may be called on twenty-four (24) hours’ notice by the chairperson or at the request of a simple majority of the members of the Committee as long as notice is provided for in accordance with section 195 of the *Municipal Government Act*.

10.2. Minutes:

A minute book shall be kept and the minutes of all regular and special meetings shall be recorded therein by the Recording Secretary or a member of the Committee if a Recording Secretary has not been appointed by the CAO. Copies of all minutes shall be filed with the office of the CAO within 10 days of the meeting at which such minutes were adopted and shall be circulated to all members prior to the next regular meeting.

10.3. Report

The Chairperson, in consultation with the Staff Advisor if this position has been appointed by the CAO, shall prepare an annual report for Council on the activities of the Committee, which must include an evaluation of each member desiring reappointment and any recommendations to Council for re-appointment, and the skills, knowledge and experience of the applicants recommended for membership.

10.4. Quorum

- 10.4.1. A quorum for regular and special meetings of the Committee shall be a simple majority of the voting members of the Committee, one of whom shall be either the chairperson or vice-chairperson.
- 10.4.2. The decision of the majority of the members present at a meeting duly convened shall be deemed to be the decision of the whole Committee.
- 10.4.3. Only those Committee members present at a Committee meeting shall vote on any matter before the Committee and in the event of a tie, the motion shall be lost.

10.5. Delegations

- 10.5.1. Persons wishing to be heard by the Committee shall, unless otherwise decided by the Committee, give notice in writing within seventy-two (72) hours of the meeting of the Committee at which that person wishes to be heard.
- 10.5.2. Where a person or representative of any group wishes to address the Committee, the Committee may, by a vote of a simple majority of members, allow a person or representative to address it.
- 10.5.3. Notwithstanding section 10.5.1 and 10.5.2, Council may appoint liaison(s) from local or regional interest groups to attend Committee meetings to provide information. The requirements under sections 10.5.1 and 10.5.2 shall not apply to liaisons appointed by Council.

10.6. Rules of Procedure

The Committee may make rules as are necessary for the conducting of its meetings and its business that are consistent with this Bylaw, the Cold Lake Procedural Bylaw and the *Municipal Government Act*, Revised Statues of Alberta 2000, Chapter M-26, as amended.

SECTION 12 – DUTIES OF THE COMMITTEE

- 12.1. In addition to any duties and responsibilities of the Committee set out in this Bylaw, the duties and responsibilities of the Committee shall be determined by resolution of Council in accordance with the mandate as stated in section 4 of this Bylaw.
- 12.2. The Committee may advise Council with respect to the making of policies as the Committee deems necessary from time to time. Provided such policies are not inconsistent with the powers herein conferred.
- 12.3. The Committee shall review this Bylaw annually and make recommendations to Council for any changes deemed necessary.
- 12.4. Council may request that the Committee provide it with input, either verbally or in writing pertaining to a budget outlining the proposed expenditures of the Committee for the next year. Any input provided by the Committee with respect to such budget is deemed to be that of the Committee and not of the administration of the City.

SECTION 13 - ENACTMENT

- 13.1 This bylaw shall take effect on the date of passing third and final reading.

FIRST READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta this __ day of __, A.D. ____, on motion by Councillor ____.

SECOND READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta this __ day of ____, A.D. __, on motion by Councillor ____.

THIRD AND FINAL READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta this__ day of _____, A.D. ____, on motion by Councillor_____.

Executed this__ day of _____,2019

CITY OF COLD LAKE

MAYOR

CHIEF ADMINISTRATIVE OFFICER



STAFF REPORT

Title: Tax Arrears Agreement - Tax Roll No. 4000020133

Meeting Date: March 26, 2019

Executive Summary:

As per Section 418(4) of the Municipal Government Act, Council may enter into an agreement with an owner in tax arrears for payment of the arrears over a period not exceeding 3 years. Tax Roll No. 4000020133 is presently in arrears of taxes to the City of Cold Lake. The owner of the property has agreed to make minimum monthly payments of \$370.00 starting February 28, 2019. The tax account for this property will be paid in full including estimated future levies and all penalties by January 31, 2022. If the agreement is breached, the City will immediately start tax forfeiture procedures.

Background:

As per Section 412 of the MGA, by March 31 the municipality must prepare and register a tax arrears list for any properties that are more than one year in tax arrears. The registrar advises the property owners by August 1 that their property will be sold if the arrears are not brought into a current position by March 31 of the next year. If the taxes are not paid and an agreement is not entered into with the owner, the City must offer the property for sale at a public auction.

There were 40 properties that were placed on the two year arrears list that had a tax notification placed on their property on March 31, 2018. As of March 20, 2019, there are 11 properties remaining on the list. 3 of these properties have a tax agreement in place.

There were 38 properties placed on the arrears list on March 31, 2017. Currently remaining are 3 properties in total, 1 vacant commercial, 1 vacant residential and 1 designated manufactured home. These properties must be sold per tax sale legislation by March 31, 2019 if there is no arrears agreement in place and the arrears remains unpaid.

There is one property that was put on the tax arrears list in 2015 that has defaulted on their tax agreement with The City of Cold Lake that will also have to be sold by public auction by March 31, 2019 if the arrears remains unpaid.

Currently all properties that were placed on the tax arrears list on March 31, 2016 with an arrears balance have a tax agreement in place.

As of March 20, 2019, there are currently 19 properties on tax agreement.



Alternatives:

Council may consider the following options:

1. Council may consider declining the signed agreement.
2. Council may approve the signed agreement enabling the owner to bring taxes to a current position within three years.

Recommended Action:

Administration recommends that Council accept the Property Tax Arrears Agreement for Tax Roll No. 4000020133, as presented.

Budget Implications (Yes or No):


No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

MEMORANDUM OF AGREEMENT made in duplicate this 17th day of **December, 2018**.

BETWEEN:


(hereinafter referred to as the "Landowner")

AND

The City of Cold Lake
(hereinafter referred to as the Municipality)

WHEREAS, the Landowner is the owner of the parcel legally described as **Plan 5346KS, Block 26, Lot 4** (hereinafter referred to as the "Lands") and,

WHEREAS, the Landowner acknowledges that the Lands are in tax arrears, as property taxes have not been paid since June 30, 2017, and are subject to tax recovery proceedings; and,

WHEREAS, the Landowner wishes to enter into an agreement to provide for the timely payment of all tax arrears and any taxes that will be levied during the term of this Agreement; and

WHEREAS, the Municipality is agreeable to entering into such an agreement, pursuant to section 418(4) of the *Municipal Government Act* (MGA);

NOW THEREFORE THIS AGREEMENT WITNESSES that in consideration of the mutual terms, covenants, and conditions herein, the parties hereto agree as follows:

- 1. **TERM OF THIS AGREEMENT**
The term of this Agreement shall be from February 1, 2019 to January 31, 2022.
- 2. **METHOD OF PAYMENT**
 - a) Payment shall be made as calculated within "Schedule A," hereto attached and forming part of this Agreement.
 - b) Payment shall be received on or before the last day of each month beginning on the 28th day of February, 2019.
 - c) The Landowner hereby acknowledges and agrees that if he fails to make payment in accordance with 2(a) above, unless prior written waiver is provided by the Municipality, during the term of the Agreement, this Agreement shall be null and void, and the Municipality shall be entitled to proceed with tax recovery actions in accordance with the MGA.
 - d) Should the Landowner sell the lands at any time during the term of this Agreement, all tax arrears, penalties, and costs to which the Municipality is entitled under Division 8 of Part 10 of the MGA shall immediately become due and payable.

3. **MUNICIPAL RESPONSIBILITIES**

- a) The Municipality agrees that it shall not pursue tax recovery proceedings relating to the property while this Agreement is in effect.
- b) The Municipality further agrees that upon full payment of all arrears the tax recovery notification shall be removed within thirty (30) days of funds being deposited with the Municipality.

4. **GENERAL**

- a) This Agreement shall inure to the benefit of and be binding upon the parties hereto and, except as hereinafter may otherwise be provided, upon their executors, administrators, successors and assigns, if any.
- b) This Agreement shall be interpreted and governed in accordance with the laws of the Province of Alberta and the forum for all disputes arising from this Agreement shall be the Courts of the Province of Alberta.
- c) All terms, conditions and covenants within this Agreement shall be severable. Should any term, condition, or covenant herein be declared invalid or unenforceable by any court having the jurisdiction to do so, the remaining terms, conditions and covenants of this Agreement shall not be thereby affected and shall remain in full force and effect.
- d) The landowner must keep the current year taxes in good standing.

5. **TERMINATION**

This Agreement shall come to an end:

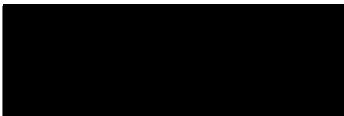
- a) If the Landowner fails to make a payment contemplated by the Agreement on the date it is required;
- b) If the Landowner files for, or is placed in, bankruptcy; or
- c) Some other party takes legal proceedings in respect of the Property.

Upon termination the full amount of the outstanding taxes (including interest) is immediately payable to the Municipality.


6. **REPRESENTATIVES**

For the purposes of this Agreement, the following named individuals are the representatives of the parties to this Agreement and are hereby enabled to perform all obligations of the parties to this Agreement as contained within this Agreement:

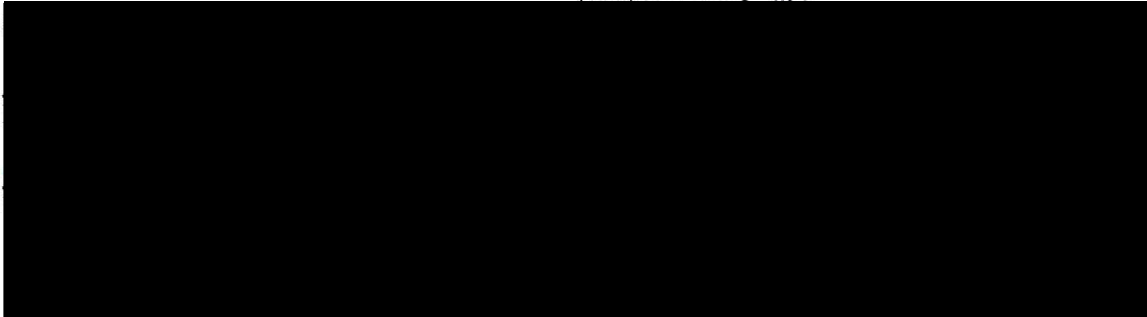
For the Landowner:



For the Municipality:

Linda Mortenson
General Manager of Corporate Services
City of Cold Lake
5513 – 48 Avenue, Cold Lake, AB T9M 1A1
(780) 594-4494 

7.



Tax Redemption Calculation					
Roll # 4000020133					
	Levy Charges	Payment	Interest	Balance	
Balance Fwd				\$5,715.10	
February 28, 2019		\$ 370.00		\$5,345.10	
March 31, 2019		\$ 370.00		\$4,975.10	
April 30, 2019		\$ 370.00		\$4,605.10	
May 31, 2019	\$ 1,945.62			\$6,550.72	Estimated based on 2018 Levy + 5%
May 31, 2019		\$ 370.00		\$6,180.72	
June 30, 2019		\$ 370.00		\$5,810.72	
July 1, 2019			\$ 38.91	\$5,849.63	
July 31, 2019		\$ 370.00		\$5,479.63	
August 1, 2019			\$ 38.91	\$5,518.55	
August 31, 2019		\$ 370.00		\$5,148.55	
September 1, 2019			\$ 38.91	\$5,187.46	
September 30, 2019		\$ 370.00		\$4,817.46	
October 1, 2019			\$ 38.91	\$4,856.37	
October 31, 2019		\$ 370.00		\$4,486.37	
November 1, 2019			\$ 38.91	\$4,525.28	
November 30, 2019		\$ 370.00		\$4,155.28	
December 1, 2019			\$ 38.91	\$4,194.20	
December 31, 2019		\$ 370.00		\$3,824.20	
January 1, 2020			\$ 458.90	\$4,283.10	
January 31, 2020		\$ 370.00		\$3,913.10	
February 28, 2020		\$ 370.00		\$3,543.10	
March 31, 2020		\$ 370.00		\$3,173.10	
April 30, 2020		\$ 370.00		\$2,803.10	
May 31, 2020	\$ 2,042.90			\$4,846.00	Estimated based on 2019 Levy + 5%
May 31, 2020		\$ 370.00		\$4,476.00	
June 30, 2020		\$ 370.00		\$4,106.00	
July 1, 2020			\$ 40.86	\$4,146.86	
July 31, 2020		\$ 370.00		\$3,776.86	
August 1, 2020			\$ 40.86	\$3,817.71	
August 31, 2020		\$ 370.00		\$3,447.71	
September 1, 2020			\$ 40.86	\$3,488.57	
September 30, 2020		\$ 370.00		\$3,118.57	
October 1, 2020			\$ 40.86	\$3,159.43	
October 31, 2020		\$ 370.00		\$2,789.43	
November 1, 2020			\$ 40.86	\$2,830.29	
November 30, 2020		\$ 370.00		\$2,460.29	
December 1, 2020			\$ 40.86	\$2,501.15	
December 31, 2020		\$ 370.00		\$2,131.15	
January 1, 2021			\$ 255.74	\$2,386.88	
January 31, 2021		\$ 370.00		\$2,016.88	
February 28, 2021		\$ 370.00		\$1,646.88	
March 31, 2021		\$ 370.00		\$1,276.88	
April 30, 2021		\$ 370.00		\$906.88	
May 31, 2021	\$ 2,145.04			\$3,051.93	Estimated based on 2020 Levy + 5%
May 31, 2021		\$ 370.00		\$2,681.93	
June 30, 2021		\$ 370.00		\$2,311.93	
July 1, 2021			\$ 42.90	\$2,354.83	
July 31, 2021		\$ 370.00		\$1,984.83	
August 1, 2021			\$ 39.70	\$2,024.53	
August 31, 2021		\$ 370.00		\$1,654.53	
September 1, 2021			\$ 33.09	\$1,687.62	
September 30, 2021		\$ 370.00		\$1,317.62	
October 1, 2021			\$ 26.35	\$1,343.97	
October 31, 2021		\$ 370.00		\$973.97	
November 1, 2021			\$ 19.48	\$993.45	
November 30, 2021		\$ 370.00		\$623.45	
December 1, 2021			\$ 12.47	\$635.92	
December 31, 2021		\$ 370.00		\$265.92	
January 1, 2022			\$ 31.91	\$297.83	
January 31, 2022		\$ 297.83		\$0.00	



STAFF REPORT

Title: Tax Arrears Agreement - Tax Roll No. 4010325002

Meeting Date: March 26, 2019

Executive Summary:

As per Section 418(4) of the Municipal Government Act, Council may enter into an agreement with an owner in tax arrears for payment of the arrears over a period not exceeding 3 years. Tax Roll No. 4010325002 is presently in arrears of taxes to the City of Cold Lake. The owner of the property has agreed to make minimum monthly payments of \$325.00 starting March 31, 2019. The tax account for this property will be paid in full including estimated future levies and all penalties by February 28, 2022. If the agreement is breached, the City will immediately start tax forfeiture procedures.

Background:

As per Section 412 of the MGA, by March 31 the municipality must prepare and register a tax arrears list for any properties that are more than one year in tax arrears. The registrar advises the property owners by August 1 that their property will be sold if the arrears are not brought into a current position by March 31 of the next year. If the taxes are not paid and an agreement is not entered into with the owner, the City must offer the property for sale at a public auction.

There were 40 properties that were placed on the two year arrears list that had a tax notification placed on their property on March 31, 2018. As of March 20, 2019, there are 11 properties remaining on the list. 3 of these properties have a tax agreement in place.

There were 38 properties placed on the arrears list on March 31, 2017. Currently remaining are 3 properties in total, 1 vacant commercial, 1 vacant residential and 1 designated manufactured home. These properties must be sold per tax sale legislation by March 31, 2019 if there is no arrears agreement in place and the arrears remains unpaid.

There is one property that was put on the tax arrears list in 2015 that has defaulted on their tax agreement with The City of Cold Lake that will also have to be sold by public auction by March 31, 2019 if the arrears remains unpaid.

Currently all properties that were placed on the tax arrears list on March 31, 2016 with an arrears balance have a tax agreement in place.

As of March 20, 2019, there are currently 19 properties on tax agreement.



Alternatives:

Council may consider the following options:

1. Council may consider declining the signed agreement.
2. Council may approve the signed agreement enabling the owner to bring taxes to a current position within three years.

Recommended Action:

Administration recommends that Council accept the Property Tax Arrears Agreement for Tax Roll No. 4010325002, as presented.

Budget Implications (Yes or No):


No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

MEMORANDUM OF AGREEMENT made in duplicate this 13th day of **March, 2019**.

BETWEEN:


(hereinafter referred to as the "Landowner")

AND

The City of Cold Lake
(hereinafter referred to as the Municipality)

WHEREAS, the Landowner is the owner of the parcel legally described as **Plan 1525457, Block 6, Lot 1A-103** (hereinafter referred to as the "Lands") and,

WHEREAS, the Landowner acknowledges that the Lands are in tax arrears, as property taxes have not been paid since June 11, 2016, and are subject to tax recovery proceedings; and,

WHEREAS, the Landowner wishes to enter into an agreement to provide for the timely payment of all tax arrears and any taxes that will be levied during the term of this Agreement; and

WHEREAS, the Municipality is agreeable to entering into such an agreement, pursuant to section 418(4) of the *Municipal Government Act* (MGA);

NOW THEREFORE THIS AGREEMENT WITNESSES that in consideration of the mutual terms, covenants, and conditions herein, the parties hereto agree as follows:

1. TERM OF THIS AGREEMENT

The term of this Agreement shall be from March 13, 2019 to February 28, 2022.

2. METHOD OF PAYMENT

- a) Payment shall be made as calculated within "Schedule A," hereto attached and forming part of this Agreement.
- b) Payment shall be received on or before the last day of each month beginning on the 13th day of March, 2019.
- c) The Landowner hereby acknowledges and agrees that if he fails to make payment in accordance with 2(a) above, unless prior written waiver is provided by the Municipality, during the term of the Agreement, this Agreement shall be null and void, and the Municipality shall be entitled to proceed with tax recovery actions in accordance with the MGA.
- d) Should the Landowner sell the lands at any time during the term of this Agreement, all tax arrears, penalties, and costs to which the Municipality is entitled under Division 8 of Part 10 of the MGA shall immediately become due and payable.

3. MUNICIPAL RESPONSIBILITIES

- a) The Municipality agrees that it shall not pursue tax recovery proceedings relating to the property while this Agreement is in effect.
- b) The Municipality further agrees that upon full payment of all arrears the tax recovery notification shall be removed within thirty (30) days of funds being deposited with the Municipality.

4. GENERAL

- a) This Agreement shall inure to the benefit of and be binding upon the parties hereto and, except as hereinafter may otherwise be provided, upon their executors, administrators, successors and assigns, if any.
- b) This Agreement shall be interpreted and governed in accordance with the laws of the Province of Alberta and the forum for all disputes arising from this Agreement shall be the Courts of the Province of Alberta.
- c) All terms, conditions and covenants within this Agreement shall be severable. Should any term, condition, or covenant herein be declared invalid or unenforceable by any court having the jurisdiction to do so, the remaining terms, conditions and covenants of this Agreement shall not be thereby affected and shall remain in full force and effect.
- d) The landowner must keep the current year taxes in good standing.

5. TERMINATION

This Agreement shall come to an end:

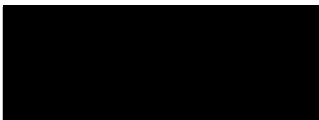
- a) If the Landowner fails to make a payment contemplated by the Agreement on the date it is required;
- b) If the Landowner files for, or is placed in, bankruptcy; or
- c) Some other party takes legal proceedings in respect of the Property.

Upon termination the full amount of the outstanding taxes (including interest) is immediately payable to the Municipality.

6. REPRESENTATIVES


For the purposes of this Agreement, the following named individuals are the representatives of the parties to this Agreement and are hereby enabled to perform all obligations of the parties to this Agreement as contained within this Agreement:

For the Landowner:



For the Municipality:

Linda Mortenson
General Manager of Corporate Services
City of Cold Lake
5513 – 48 Avenue, Cold Lake, AB T9M 1A1
(780) 594-4494

7. A large black rectangular redaction box covering the signature and any text for item 7.

Tax Redemption Calculation

Roll # 4010325002

	Levy Charges	Payment	Interest	Balance	
Balance Fwd				\$6,715.88	
March 31, 2019		\$ 325.00		\$6,390.88	
April 30, 2019		\$ 325.00		\$6,065.88	
May 31, 2019	\$ 1,133.41			\$7,199.29	Estimated based on 2018 Levy + 5%
May 31, 2019		\$ 325.00		\$6,874.29	
June 30, 2019		\$ 325.00		\$6,549.29	
July 1, 2019			\$ 22.67	\$6,571.96	
July 31, 2019		\$ 325.00		\$6,246.96	
August 1, 2019			\$ 22.67	\$6,269.63	
August 31, 2019		\$ 325.00		\$5,944.63	
September 1, 2019			\$ 22.67	\$5,967.30	
September 30, 2019		\$ 325.00		\$5,642.30	
October 1, 2019			\$ 22.67	\$5,664.96	
October 31, 2019		\$ 325.00		\$5,339.96	
November 1, 2019			\$ 22.67	\$5,362.63	
November 30, 2019		\$ 325.00		\$5,037.63	
December 1, 2019			\$ 22.67	\$5,060.30	
December 31, 2019		\$ 325.00		\$4,735.30	
January 1, 2020			\$ 568.24	\$5,303.54	
January 31, 2020		\$ 325.00		\$4,978.54	
February 28, 2020		\$ 325.00		\$4,653.54	
March 31, 2020		\$ 325.00		\$4,328.54	
April 30, 2020		\$ 325.00		\$4,003.54	
May 31, 2020	\$ 1,190.08			\$5,193.62	Estimated based on 2019 Levy + 5%
May 31, 2020		\$ 325.00		\$4,868.62	
June 30, 2020		\$ 325.00		\$4,543.62	
July 1, 2020			\$ 23.80	\$4,567.42	
July 31, 2020		\$ 325.00		\$4,242.42	
August 1, 2020			\$ 23.80	\$4,266.22	
August 31, 2020		\$ 325.00		\$3,941.22	
September 1, 2020			\$ 23.80	\$3,965.03	
September 30, 2020		\$ 325.00		\$3,640.03	
October 1, 2020			\$ 23.80	\$3,663.83	
October 31, 2020		\$ 325.00		\$3,338.83	
November 1, 2020			\$ 23.80	\$3,362.63	
November 30, 2020		\$ 325.00		\$3,037.63	
December 1, 2020			\$ 23.80	\$3,061.43	
December 31, 2020		\$ 325.00		\$2,736.43	
January 1, 2021			\$ 328.37	\$3,064.80	
January 31, 2021		\$ 325.00		\$2,739.80	
February 28, 2021		\$ 325.00		\$2,414.80	
March 31, 2021		\$ 325.00		\$2,089.80	
April 30, 2021		\$ 325.00		\$1,764.80	
May 31, 2021	\$ 1,249.59			\$3,014.39	Estimated based on 2020 Levy + 5%
May 31, 2021		\$ 325.00		\$2,689.39	
June 30, 2021		\$ 325.00		\$2,364.39	
July 1, 2021			\$ 24.99	\$2,389.38	
July 31, 2021		\$ 325.00		\$2,064.38	
August 1, 2021			\$ 24.99	\$2,089.37	
August 31, 2021		\$ 325.00		\$1,764.37	
September 1, 2021			\$ 24.99	\$1,789.36	
September 30, 2021		\$ 325.00		\$1,464.36	
October 1, 2021			\$ 24.99	\$1,489.36	
October 31, 2021		\$ 325.00		\$1,164.36	
November 1, 2021			\$ 23.29	\$1,187.64	
November 30, 2021		\$ 325.00		\$862.64	
December 1, 2021			\$ 17.25	\$879.90	
December 31, 2021		\$ 325.00		\$554.90	
January 1, 2022			\$ 66.59	\$621.48	
January 31, 2022		\$ 325.00		\$296.48	
February 28, 2022		\$ 296.48		\$0.00	



STAFF REPORT

Title: Economic Development Strategy - Draft

Meeting Date: March 26, 2019

Executive Summary:

The City of Cold Lake's draft Economic Development Strategy was presented to the Corporate Priorities Committee of Council at its March 19, 2019 meeting. No feedback was provided and the strategy is now presented for adoption by Council.

The Economic Development Strategy is intended as a road map, or a set of guidelines, to spur economic development initiatives from Council and its Economic Development Advisory Committee (EDAC). The strategy will be amended from time to time to ensure that it is consistent with Council's strategic priorities and other programs, plans and services approved by council. The project deadline under this grant is April 1, 2019.

After a successful application to the 2017 intake of the Community and Regional Economic Support (CARES) Program, the City of Cold Lake retained McSweeney and Associates to facilitate the creation of the Economic Development Strategy.

The grant application was spearheaded by EDAC, which felt that development of a new strategic plan to guide economic development would assist with the committee's mandate. The committee felt that the previous document, *Action Plan 2006/2007: An Economic Development Strategy for the City of Cold Lake*, was a benefit to its work, but that it had become outdated.

Background:

The attached draft strategy was created through:

- Document and statistical review conducted by McSweeney and associates.
- A stakeholder meeting.
- Online survey with over 400 responses.
- A public open house.
- One-on-one interviews with key stakeholders.
- Three focus groups with representatives from 4 Wing; the Oil and Gas Sector; and Tourism and Culture Operators.
- A working session with participants from the stakeholder meeting.
- A final survey sent to stakeholders.

On October 12, 2017, EDAC passed the following motion:



Moved by I. Myshaniuk that EDAC submit, to Council, the Community and Regional Economic Support (CARES) Program application for approval and request \$25,000.00 matching funds, half of the \$50,000.00 applied for, to hire a consultant to develop a Strategic Plan for Economic Development in the City of Cold Lake.

**CARRIED
UNANIMOUSLY**

EDAC had been looking at means of updating and/or building upon the City's previous economic development plan and felt that the opportunity to have the work done with the help of the CARES program was a timely opportunity. The previous economic development plan, *Action Plan 2006/2007: An Economic Development Strategy for the City of Cold Lake*, has been attached for council's reference.

A draft CARES application, outlining EDAC's rationale for the project and vision of what can be achieved through the project's successful completion, has been attached along with the minutes of the October 12 EDAC meeting.

The CARES program's mandate is to fund initiatives that create a measurable impact and align with one or more of the following program outcomes:

- improving local business environment and/or regional economic collaboration
- increasing support for entrepreneurs and small and medium-sized enterprises (SMEs) to grow and succeed
- enhancing support for businesses and industries that provide diversification to a community or a region
- increasing investment that drives high-value job creation

Alternatives:

- Council may pass a motion adopting the Economic Development Strategy as presented.
- Council may decline to adopt the Economic Development Strategy.
- Council may pass a motion to adopt the Economic Development Strategy with amendments.

Recommended Action:

Administration recommends that Council pass a motion to accept the Economic Development Strategy report, as presented.



Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer



January 2019



Economic Development Strategy

for the City of Cold Lake



Economic Development Strategy

for the City of Cold Lake

Prepared: January 2019



McSweeney & Associates

121 Crystal Green Bay | Okotoks, Alberta | T1S 2N4

1-855-300-8548 | consult@mcsweeney.ca | www.mcsweeney.ca

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1. INTRODUCTION

1.1. Purpose/Call to Action

Located on the shore of Alberta's seventh largest lake, a three-hour drive northeast of Edmonton and 20 minutes west of the Saskatchewan border, the City of Cold Lake (Cold Lake) is home to over 15,000 residents.

Cold Lake offers a great quality of life, with the City and the surrounding area having beautiful natural settings, state-of-the-art recreation and sport facilities, a multi-purpose Family and Community Support Services (FCSS) facility, urban and rural trail systems, and a provincial park next door with pristine lakes. Cold Lake itself is well known for its world-class sport fishery, pristine water and surrounding habitats which draw hundreds of bird species and an abundance of wildlife to its shores. One of the City's challenges is lack of awareness of its quality of life and a perception that it is isolated and 'at the end of the road'.

The City is the regional centre for northeast Alberta, supplying retail and services to surrounding rural communities. Its main industries of employment include oil and gas, the Federal Government (military) and tourism. Cold Lake is part of Alberta Hub – the region's Regional Economic Development Alliance (REDA) that is currently working on several projects that could positively affect the City, including broadband and aerospace development. It is also home of one of the Province's Rural Alberta Business Centres (RABC)¹, that is a valuable business/entrepreneur support resource for the City and region.

The City of Cold Lake and its Cold Lake Economic Development Advisory Committee (EDAC) have seen a number of successes in the past decade, guided in large part by the City's Action Plan 2006/2007: An Economic Development Strategy for the City of Cold Lake. The downturn in Alberta's economy over the past 3 years has necessitated that every municipality consider implementing an economic development program, that the boom economy never required. Over the past few years, the impetus to diversify the local economy has also gained momentum as businesses throughout Alberta look to respond to the pressures of a changing economy. Effective economic development is both planned and resourced – and the City of Cold Lake and its Economic Development Advisory Committee (EDAC) have responded by taking the first step towards economic sustainability by commissioning an Economic Development Strategy.

Like many Alberta communities, economic prosperity has, until recently, come easily and economic development has been more a function of growth management. However, communities are now having to take a more proactive and competitive approach to economic development – and Cold Lake is no exception.

¹ There is some uncertainty around the Province's future funding of their four RABC's. In the event that Cold Lake's RABC is shut down, there will be a void in entrepreneur support that has become especially important since the recession began as many former employees who want to stay in Cold Lake are now starting their own enterprises.

A new Economic Development Strategy will provide the City with a roadmap to create the economic future that the community aspires to. It also guides City's efforts in meeting new challenges in Alberta's transforming economy so it will not miss out on emerging opportunities. The City and its EDAC recognise that facilitating an environment that assists existing businesses expand/diversify and/or reposition themselves in a changing economy, and that attracting new businesses are vital to Cold Lake's future vitality. Recognising that 75-85% of all job growth typically will come from its existing employers, the City is committed to understanding its business base (and gaps), the challenges and opportunities businesses face and how the City can facilitate business retention, growth and investment.

The Strategy accomplished the following project goals:

1. Identify and align the current priorities of Cold Lake's economic development partners.
2. Create a united vision and direction for economic development.
3. Identify and prioritize new economic development tactics and best practices.
4. Define clear actions, projects and desired outcomes.

The strategy also provides direction on best practices for retention and attraction of employers and jobs, residential magnetism, and increased economic investment to the City. It also focuses on producing continuous momentum by defining clear, achievable/realistic actions and desired outcomes.

Very importantly, at the basis of the Strategy is the economic vision for the City. This vision provides the compass for all decisions that affect economic development, including infrastructure spending, staffing and incentive offers. In fact, almost all budget decisions made by Council will somehow affect economic development, either positively or negatively. Extensive consultation process gained the input of over 550 people that were either businesses, residents (including high school students) and stakeholders. One of the questions was around aspirations for the City of Cold Lake. This feedback was used in developing what the essence of what is the desired state of Cold Lake's economy in the future.

Economic Vision

The City of Cold Lake boasts a vibrant, entrepreneurial and diversified economy, offering opportunities for its residents and newcomers alike. It is widely recognised as an important location for companies in the aerospace (both civilian and military), oil and gas or regional healthcare industries.

Its high quality of life with its educational, sports and cultural assets make it a magnet for its highly skilled workforce and for the hundreds of thousands of visitors the City attracts each year.



2. PROCESS FOLLOWED

The process followed to create the 2018 City of Cold Lake Economic Development Strategy was comprised of a document review, statistical analysis and community consultation.

The study began with a familiarization tour of the City and a municipal document review, followed by a statistical analysis of the City's economy and demographics that yielded a current situational analysis report, after which a thorough consultation process was followed that included:

- A session with Council, the City's Economic Development Committee and stakeholders;
- An open-house community consultation at the Lakeland Inn;
- A series of one-on-one interviews with businesses and economic development stakeholders;
- Three focus group sessions with representatives from military contractors, tourism & culture and the oil and gas sector;
- A discussion with the City of Cold Lake Youth Council who then produced a short video and assisted with an on-line survey for high school students that yielded 37 responses;
- An online community survey that received 409 responses; and
- A working session with key stakeholders.



This process led to the creation of a detailed realistic and doable short, medium and long-term Strategy for the next five years, and accompanying Implementation Plan with an aim of:

- Identifying means of helping the existing business community retain employees while also identifying opportunities for existing businesses to expand and/or reposition themselves in a changing economy.
- Identifying challenges that businesses in the community may face and the means through which these may either be overcome or mitigated.
- Supporting retention, expansion and attraction of new investment into the region's business community to achieve long-term, sustainable employment growth numbers.
- Outlining best practice approaches to tourism development and regional marketing, including identifying and engaging regional tourism partners.
- Assessing and recommending any missing ingredients (i.e. policy/procedures/etc.) needed to successfully retain and attract investment within key sectors.
- Providing a framework for the Cold Lake Economic Development Advisory Committee to continue in its mandate of advising the Cold Lake City Council on economic development initiatives and opportunities for business stimulus programs within the City of Cold Lake.

The Economic Development Strategy is based on a comprehensive understanding of the City, its economy, businesses and stakeholders, as well as their collective aspirations.



**TOP
10**

3. CITY OF COLD LAKE'S TOP 10 PRIORITY ACTIONS & TIMELINES

Experience indicates that presenting a small number of key strategic actions for communities to focus on is far more effective than a long laundry list of items that seems impossible to implement. While the remainder of this report and the implementation plan will elaborate on these priorities, below are the **Top 10 Priority Actions**, focused on providing initiatives which are necessary to be carried out first and are the foundational actions required to realise the City of Cold Lake's Economic Vision. These initiatives are aimed at strengthening both the community and economy.

ACTION	SUGGESTED TIMING	LEAD / SUPPORT
1. Assemble 'Team Cold Lake' with senior staff, a Councillor with the economic development portfolio and key external stakeholders that meet monthly to ensure the Strategy and its workplan are being implemented, address any challenges or opportunities that may arise, and adjust the workplan when necessary.	Immediate	CAO Strategic Initiatives
2. Assess the water, waste water, electrical, gas and broadband capacity of the City to ensure that these utilities support and encourage progressive and growing businesses, investment and residential growth. Proactively budget infrastructure spending to facilitate growth and the servicing of annexation lands.	Short-term	CAO Council Planning Infrastructure staff Utility firms serving City of Cold Lake
3. Assess development land to determine what is required to create a "shovel ready" supply and approaches for working with investors and developers to achieve the outcomes the City wishes to see. Developers can assist in setting targets for a readily marketable supply of employment lands.	Immediate	Planning Local developers
4. Engage residents and businesses to create a Community Vision for the City of Cold Lake. The objective is to provide a shared view of the future that engages the original component communities that make up the City of Cold Lake and will assist in the shaping of future growth that incorporates the additional new land being added to the City.	Immediate	CAO Strategic Initiatives Planning
5. Develop a way-finding program that builds upon community branded signage to build community identity and to support tourism and the cultural assets of the City. Use the same visual identity on all community communications and marketing pieces.	Immediate	CAO Communications

ACTION	SUGGESTED TIMING	LEAD / SUPPORT
6. Develop a transportation strategy that improves access and safety for businesses and residents. This includes the establishment and promotion of the City's new airport, improvement of highways 28 and 55 in partnership with neighbouring municipalities and the Province - considering ways to decrease the perception that Cold Lake is 'the end of the road' ²	Immediate – Long-Term	Strategic Projects Communications
7. Design and deliver a Business Retention and Expansion (BR+E) Program to initiate and maintain a proactive engagement with businesses and establish ongoing relationships to stay abreast of issues facing businesses. This will support efforts to retain existing businesses as well as plan for both internal growth and attraction of key suppliers required by local businesses.	Immediate	Strategic Initiatives
8. Complete a workforce retention and attraction strategy and action plan that responds to the needs of employers and potential investors. A key focus should be on creating an exciting hub of knowledge economy jobs in aerospace and energy production.	Immediate	Strategic Initiatives
9. Develop tourism. Work closely with existing organizations to promote tourism for the City, including Travel Alberta, the Municipal District of Bonnyville and private operators. Encourage collaboration and regular communication to avoid timing conflicts and to enable joint marketing. Create an asset inventory of attractions, cultural assets and supporting infrastructure and identify gaps. The gaps may include new tourism products and packages – more reasons for tourists to stop and spend time and money in the City of Cold Lake. Monitor visitors through the Chamber and private partnerships.	Immediate – Short-term	Strategic Initiatives Chamber of Commerce
10. Take a "Centre of Excellence" approach to developing the Aerospace sector. Take advantage of anticipated construction and Future Fighter developments that will drive workforce demand and potential new businesses. Build on Art Smith Academy and extend to high school and into college. Leverage College resources as well as other sources of training, skill development and advanced learning.	Short-term	Strategic Initiatives Portage College CAO Council Chamber

Immediate = 2019-2020 | Short term = before the end of 2021 | Long term = before the end of 2024

² Highway 55 connects with 63 and continues east down to Prince Albert and then through Winnipeg to the port at Thunder Bay

4. STAKEHOLDER CONSULTATIONS

4.1. Strategic Plan Update Consultation Process

Approximately 550 stakeholders were consulted throughout this process. The consultations consisted of confidential one-on-one interviews, an open house as well as an online survey open to the public, three focus groups with key sectors and a working session with targeted stakeholders.

4.1.1. Interviews & Community On-Line Surveys

One-on-one interviews were undertaken with City businesses and other economic development stakeholders such as senior staff, the Chamber, the RABC, CFB Cold Lake, Cold Lake First Nation, Alberta Hub and several others. The same seven open-ended questions were used to guide both those interviews and the on-line surveys (for both general public and high school students). These questions probed into the major strengths and challenges of doing business in the City and looked forward to defining future opportunities, aspirations and results. All participants provided feedback on these questions, providing a statistically significant result.

4.1.2. Focus Groups and Open House

Focus Groups were held with company representatives from three key sectors: Aerospace, oil & gas and tourism/culture. In addition, a general community open house was held at the Lakeside Inn where community members answered the same seven questions.

4.1.3. Working Session

The Working Session was held November 6, 2018 and was attended by approximately 25 key community stakeholders which included representation from Council, the business community, regional and Provincial support agencies, the Canadian Forces Base, the City of Cold Lake Chamber of Commerce, City of Cold Lake staff, the Reeve of the MD of Bonnyville, and the Cold Lake First Nations Economic Development Officer and Chief Executive Officer.

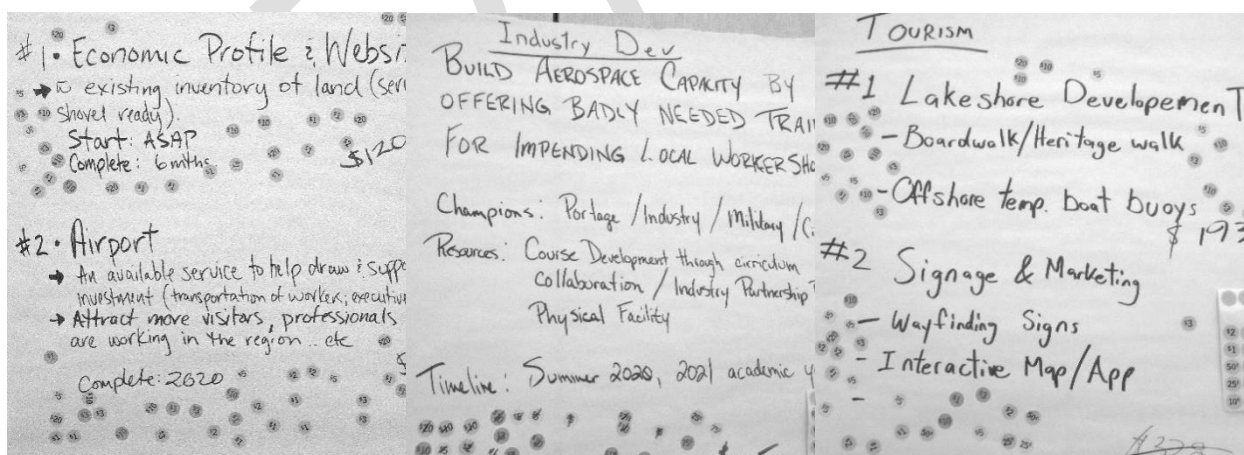


The purpose of the Summit was to bring together economic development, community and business leaders to review the project findings to date, to get confirmation on the themes that were derived from the research, and to begin strategizing and crafting action items for each of those themes that emerged from the consultation process. The themes that were brought forward to the presentation and were validated were:

			
Investment Readiness	Community Development	Industry Development	Tourism

Working groups identified projects (and actions?) that would address the challenges and opportunities under each theme. They then presented their work to the entire group in a "Dragon's Den"-type format. Everyone then voted with their 'money' to prioritise the various projects/actions that varied from marina improvements to training for military ground crew!

See Appendix A for detailed project descriptions. The advantage of considering these projects is that some already have identified champions and buy-in from those who attended the Working Session.



Informal Investment Readiness Review

McSweeney & Associates undertook an informal investment readiness assessment by reviewing the adequacy of the City of Cold Lake's tools and indicators including:

- Web Presence – Economic Development Site.
- Economic/Community Profile.
- Industrial and Commercial Land and Building Inventories.
- Investment Marketing Tools.
- Adequacy and Readiness of Employment Lands.
- How Investment Inquiries/Requests are Handled.

It was determined that the City of Cold Lake is missing key elements that should be undertaken in order to prepare the City for investment.

Web Presence: The City requires a comprehensive economic development section with all the essential information required by a site selector/investor (regional and local maps, community profile, workforce). Ideally, it should be a separate site as it has a different audience/target than the City site, but if a section of the City site, there should be link from the homepage. There should also be links to the economic development strategy and pertinent reports.

Economic/Community Profile: There is currently no economic/community profile available.

Industrial and Commercial Land and Building Inventories: Requires an inventory of available land and buildings and all property including information on servicing, zoning, maps, etc.

Investment Marketing Tools: There are currently no marketing tools available, even for key sectors.

Adequacy and Readiness of Employment Lands: Currently there is an inadequate supply of ready to be serviced employment land and very little shovel-ready industrial land. Some vacant commercial sites are available in the City..

How Investment Inquiries/Requests are Handled: To date the inquiries are dealt with by the CAO, Mayor or planner on an ad hoc basis. There is no central contact or investment enquiry handling/tracking program.



5. STATISTICAL ANALYSIS

5.1. Data Sources

Please note that every effort has been made to use the most current data available. There are four major sources of information for the remainder of this document:

- The 2011 and 2016 Census from Statistics Canada;
- SuperDemographics 2018 from Manifold Data Mining Inc.;
- EMSI Analyst 2018; and
- Canadian Business Patterns (CBP) – June 2017 and June 2012.

Canadian Business Patterns

The major sources of information for the Business Registry are updates from the Statistics Canada survey program and from Canada Revenue Agency's (CRA) Business Number account files. This CRA administrative data source allows for the creation of a universe of all business entities.

Manifold Projection Method

Production of 2018 Demographic data estimates are partially based on population statistics collected by Statistics Canada via Census every 5 years. Manifold estimates demographic data annually, including population projections for 5 and 10 years in the future. Manifold methodologies are based on the following techniques:

- Enhanced cohort survival methods;
- Nearest neighborhood and regression techniques; and
- Structural coherence techniques.

Manifold Data Sources include:

Statistics Canada	Real Estate Boards/Companies
Health Canada	Canadian Bankers Association
Regional Health Ministries	Bank of Canada
Citizenship and Immigration Canada	Canada Post Corporation
Regional School Boards	Consumer and business directories books
Flyer Distribution Association	Publications of hospitals, CMHC, BBM and partners
Proprietary survey and research	

EMSI Analyst

EMSI data brings the various snapshots of the Canadian economy together in a single picture. First, it aligns the geographies of the data from 2001 to the present, which means the Cold Lake of 2001 is the same as the Cold Lake of 2018. This results in geographically detailed data (down to the Census Subdivision level) that is applicable to today's economy.

The data is remarkably detailed, giving you information on 305 industry classifications using the NAICS system and 522 occupations from Statistics Canada's NOCs classification system in over 4,300 integrated geographical areas. The data is updated twice a year, so users have the most current information possible. And to top it all off, it adds 10-year projections based on the CBR data so that it provides a sense of the future alongside the past and present.

EMSI Data Sources include:

Canadian Business Registry (CBR)

2001, 2006, and 2011 Census data

Survey of Employment, Payroll and Hours (SEPH)

Labour Force Surveys (LFS)

Canadian Occupational Projection System (COPS)

CANSIM Demographics

Postsecondary Student Information System (PSIS) Education Data

5.2. Statistical Analysis



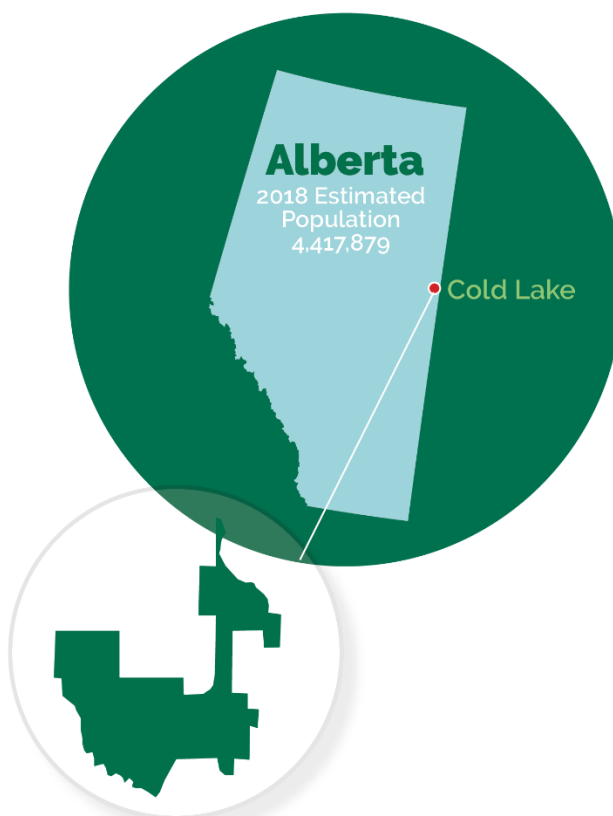
A Snapshot of COLD LAKE

Location

Nestled on the shore of Alberta's seventh largest lake, a three hour drive north east of Edmonton and 20 minutes west of the Saskatchewan border, Cold Lake is home to over 15,000 residents. The community of choice for many workers in the nearby oil patch, the City of Cold Lake is also the proud home of 4 Wing, one of Canada's busiest fighter bases.

The City and the surrounding area boast beautiful natural settings, complimented by state-of-the-art recreation and sport facilities, urban and rural trail systems, a provincial park and pristine lakes. Cold Lake itself is well known for its world-class sport fishery, pristine water and surrounding habitats which draw hundreds of bird species and an abundance of wildlife to its shores.

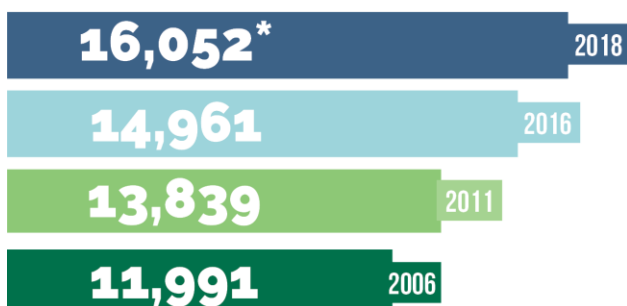
The City has grown to become the retail hub of north east Alberta, but has also kept its warm, rural roots. The main industries of employment include the oil and gas industry, the Federal Government, defense and tourism.



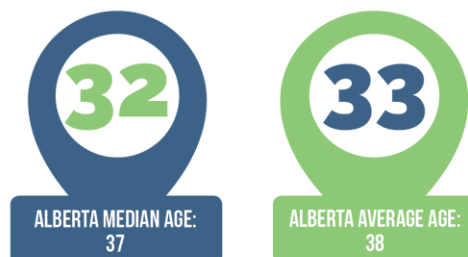
Demographics



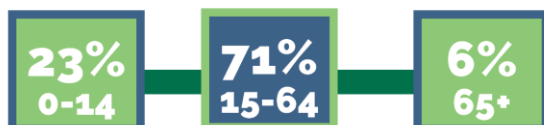
CENSUS POPULATION



MEDIAN & AVERAGE AGE



AGE PROFILE



POPULATION BY GENDER



18%

1 Year Mobility

Residents that had moved within the previous year



51%

5 Year Mobility

Residents that had moved within the previous 5 years

HIGHEST EDUCATION LEVEL

29%

Secondary

63%

Post-secondary



LANGUAGE

86%

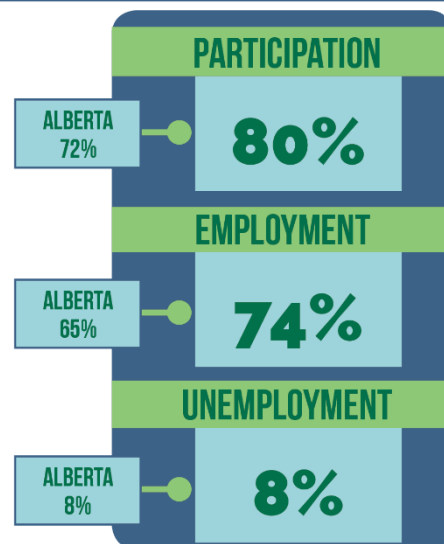
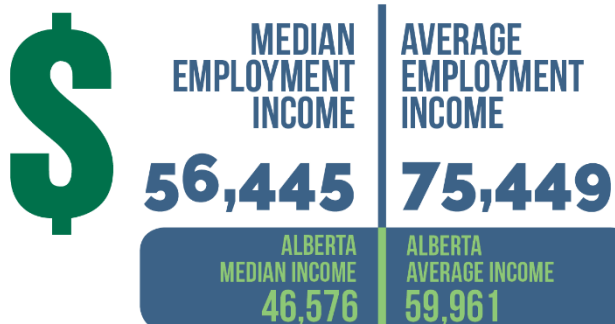
ENGLISH ONLY

14%
BILINGUAL

* All data is 2018 population estimates from Manifold SuperDemographics, unless otherwise specified.



Labour Force



RESIDENT LABOUR FORCE EMPLOYMENT

TOP 5 INDUSTRIES*



Public Administration
(23%)



Mining, Quarrying & Oil & Gas Extraction
(15%)



Retail Trade
(11%)



Construction
(8%)



Health Care & Social Assistance
(7%)

TOP 5 OCCUPATIONS*



Sales & Service
(21%)



Trades, Transport & Equipment Operators
(17%)



Education, Law & Social, Community & Govt Services
(16%)



Business, Finance & Administration
(10%)



Management
(10%)

* by labour force employment

*All data is 2018 population estimates from Manifold SuperDemographics, unless otherwise specified.

5.3. Statistical Overview



Population and Age Structure Profile

This subsection examines the characteristics of the population in the City of Cold Lake. Table 1 illustrates population changes in Cold Lake from 2001 to 2018 compared to Alberta. The census population grew by 25% over the past 2 census periods.

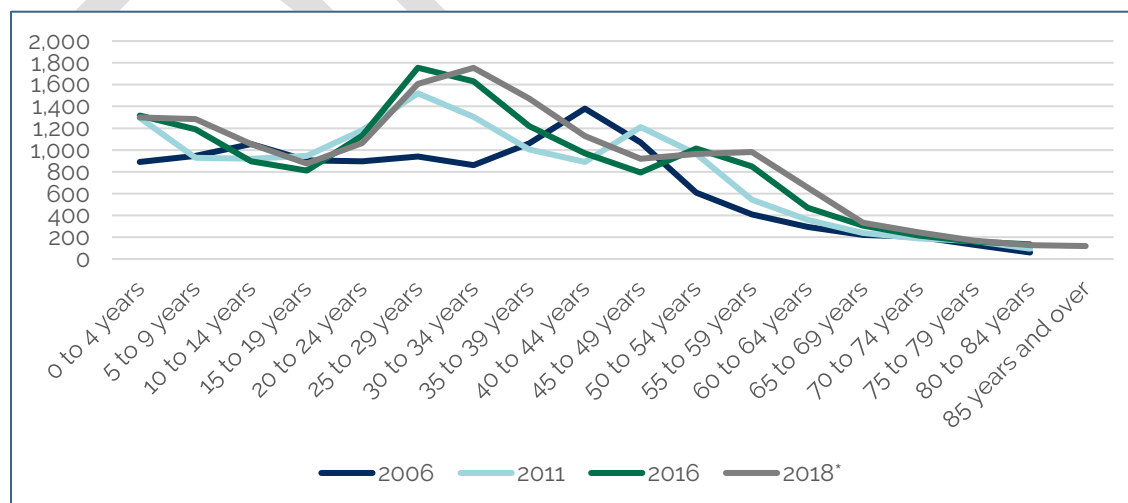
Table 1: Population Change, Cold Lake vs. Alberta, 1996-2018

	2001	2006	2011	2016	2018*
Cold Lake Population Count	11,520	11,991	13,839	14,961	16,052
Growth	-2.3%	4.1%	15.4%	8.1%	/
Alberta Population Count	2,974,807	3,290,350	3,645,257	4,067,175	4,417,879
% Change from Previous Census	10.3%	10.6%	10.8%	11.6%	/

Source: Statistics Canada Census data 1996, 2001, 2006, 2011 2016; Manifold SuperDemographics 2018. Manifold population estimates vs. Census data are not directly comparable.

Figure 1 shows age profile over the last 3 census periods, and 2018. The most significant growth is in the group of persons aged 15 to 44, the "working age population". The population aged 50 to 69 years old has also shown notable growth, however, there has only been a marginal change in the "retirement age" population (65 and older).

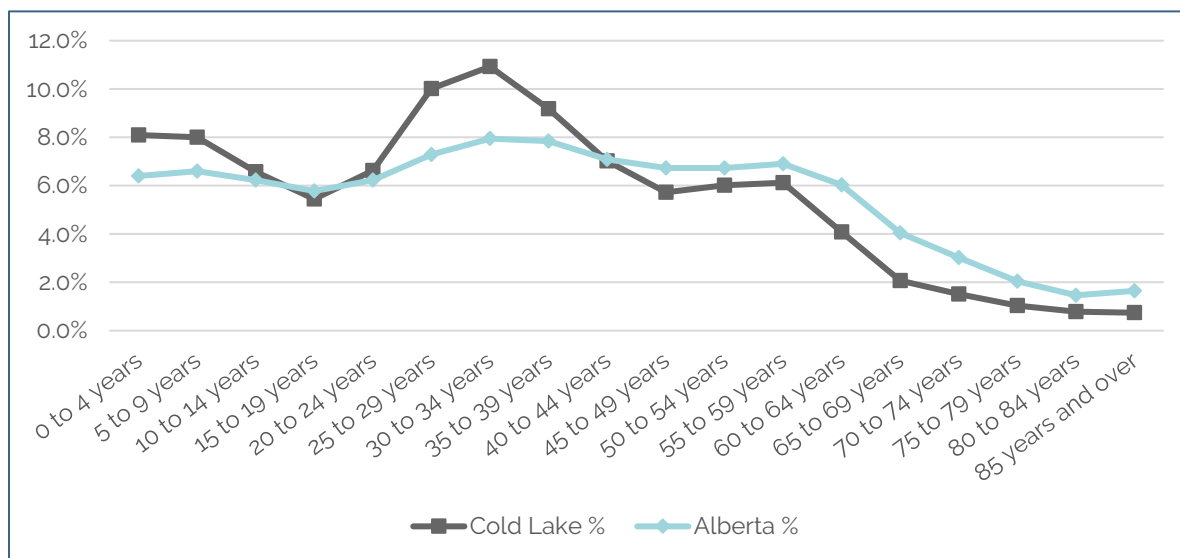
Figure 1: Percent Population by Age, Cold Lake, 2006-2016, 2018



Source: McSweeney & Associates from Statistics Canada Census data 2006, 2011 and 2016, and Manifold Data Mining Inc. SuperDemographics 2018

Figure 2 contrasts the age profile of residents in the City of Cold Lake and Alberta, in 2018.

Figure 2: Percent Population by Age, Cold Lake vs. Alberta, 2018



Source: McSweeney & Associates and Manifold Data Mining Inc. SuperDemographics 2018

Compared to the Province, the City of Cold Lake has a larger percentage of its population within the age range of 0 to 44, and less of its population in the age range of 50 years and older. Cold Lake has a younger population than the Province as measured by the median age (32 vs. 37 in Alberta), and average age (33, vs 38 in Alberta).

32
Median Age

37 in Alberta

33
Average Age

38 in Alberta



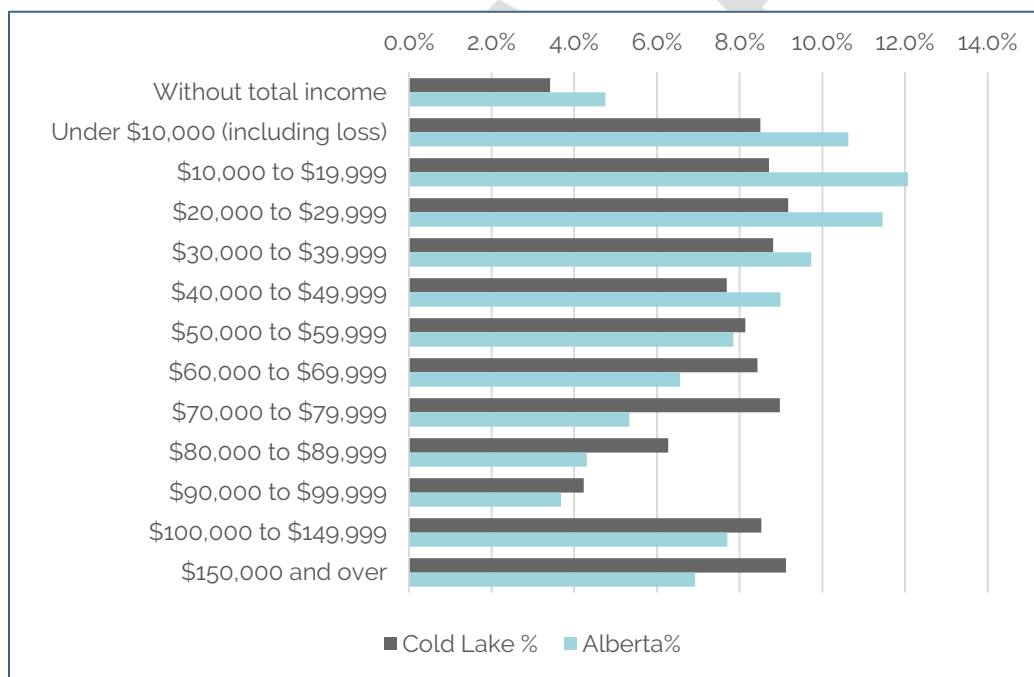
Income

This subsection describes the income earning capacity of the population of the City of Cold Lake. Using the information in Figure 3, the following observations can be made with respect to incomes³:

- The income distribution in Cold Lake is more equally distributed than in Alberta, with over 50% of the population earning above \$50,000.
- In 2018, the City of Cold Lake median individual total income was \$60,208, while in Alberta, the median individual income was \$47,572.
- The 2018 average individual income for the City of Cold Lake was \$78,593, versus \$62,758 for Alberta.

Figure 3 shows the distribution of total personal income for residents of Cold Lake.

Figure 3: Total Personal Income Levels by Percentage of the Population, 2018



Source: Manifold Data Mining Inc. 2018 (2017 incomes).

³ As noted previously, all income data uses the year previous; therefore 2018 data uses 2017 incomes.

\$60,208

City of Cold Lake
median individual total income

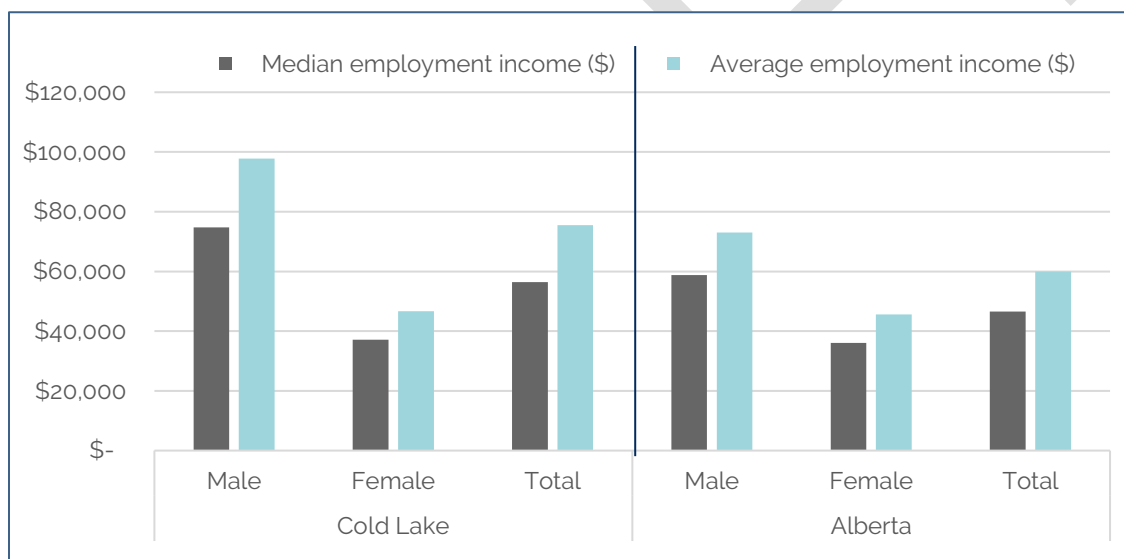
\$78,593

City of Cold Lake
average individual income

Figure 4 shows median and average employment incomes in Cold Lake and Alberta, by gender. The following can be said about employment incomes in the City of Cold Lake:

- City of Cold Lake residents have a median employment income 21% higher than that of the Province, and an average employment income 26% greater than the Province.
- City of Cold Lake males have a median employment income 100% higher than females, and an average employment income 110% higher than females.

Figure 4: Employment Income, Cold Lake vs. Alberta, 2018



McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics .2018 (2017 incomes).

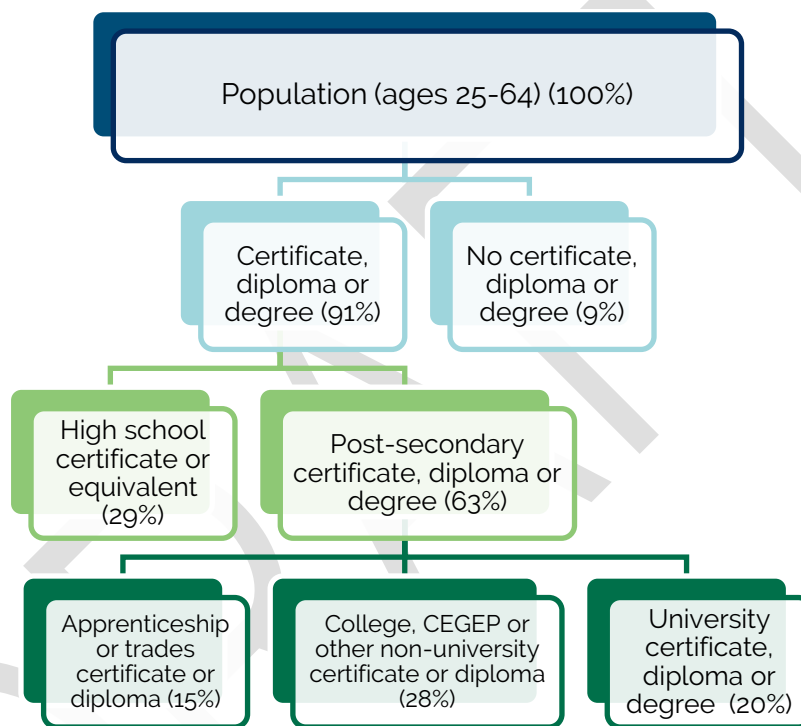
City of Cold Lake residents have a **median employment income 21% higher** than that of the Province, and an **average employment income 26% greater** than the Province.



Education

This subsection reviews the level of education and major fields of study for residents of City of Cold Lake. Figure 5 outlines the education levels obtained by City of Cold Lake residents ages 25-64, as compared to Alberta. Definitions may be found in the footnote.

Figure 5: Education Attainment Breakdown for Cold Lake, 2018⁴



Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2018

⁴ 'High school diploma or equivalent' includes persons who have graduated from a secondary school or equivalent. It excludes persons with a post-secondary certificate diploma or degree.

'Post-secondary certificate diploma or degree' includes 'apprenticeship or trades certificates or diplomas' 'college CEGEP or other non-university certificates or diplomas' and university certificates diplomas and degrees.

'Apprenticeship or trades certificate or diploma' includes Registered Apprenticeship certificates (including Comparisons with other data sources suggest that the category 'University certificate or diploma below the bachelor's level' was over-reported in the NHS. This category likely includes some responses that are actually college certificates or diplomas bachelor's degrees or other types of education (e.g. university transfer programs bachelor's programs completed in other countries incomplete bachelor's programs non-university professional designations). We recommend users interpret the results for the 'University certificate or diploma below the bachelor's level' category with caution.

'University certificate diploma or degree above bachelor level' includes the categories 'University certificate or diploma above bachelor level' 'Degree in medicine dentistry veterinary medicine or optometry' 'Master's degree' and 'Earned doctorate.'



Labour Force Profile

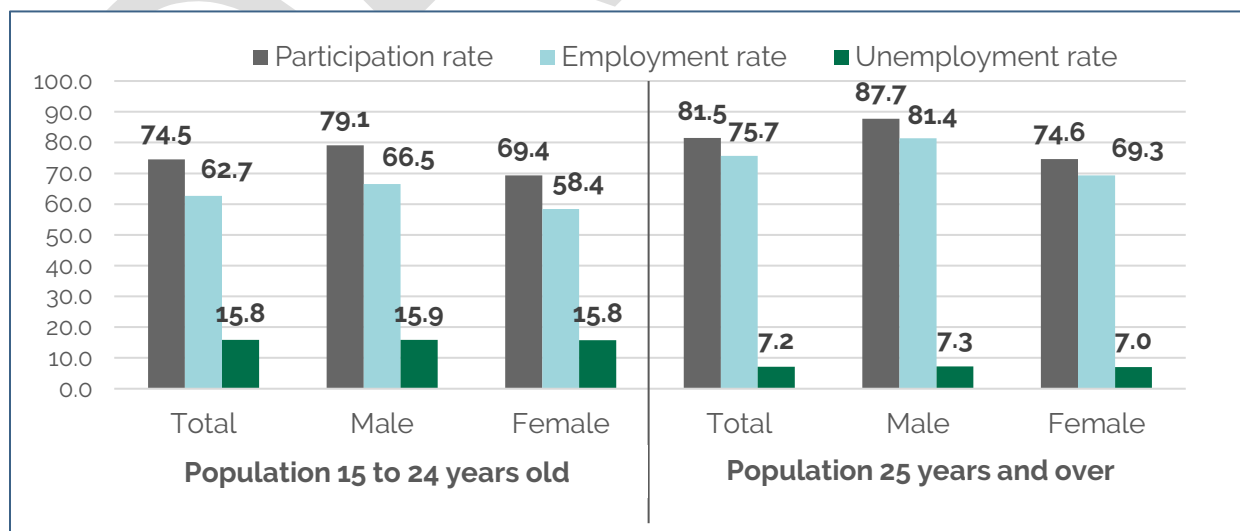
This section profiles the labour force that lives and works in City of Cold Lake. The first subsection has key employment indicators for the resident labour force, subsequent subsections describe the labour force available to city based on commuting flows. Overall, the City of Cold Lake has higher participation rates than the Province, as well as lower unemployment.

Key Indicators

Key indicators for the labour force are used to highlight the underemployed/under-utilized labour groups. For example, by examining labour force by gender and by age, one can quickly perceive that males under 25 years have the highest unemployment rate. Furthermore, women overall have a participation rate approximately 13 percentage points lower than men in Cold Lake. This indicates an opportunity to grow the labour supply by increasing women's participation.

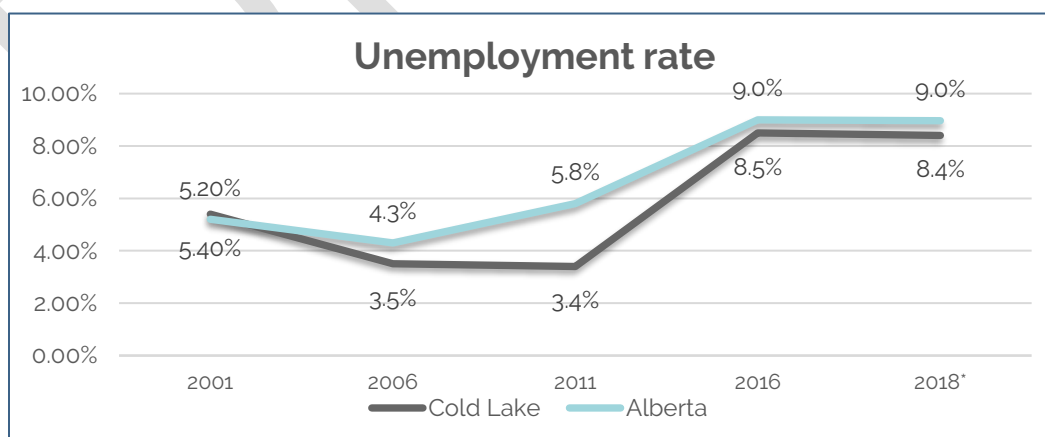
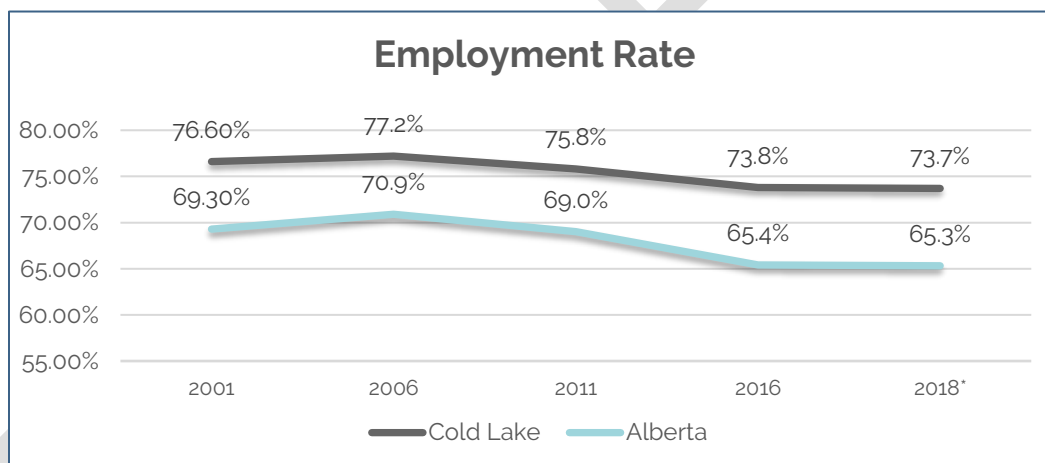
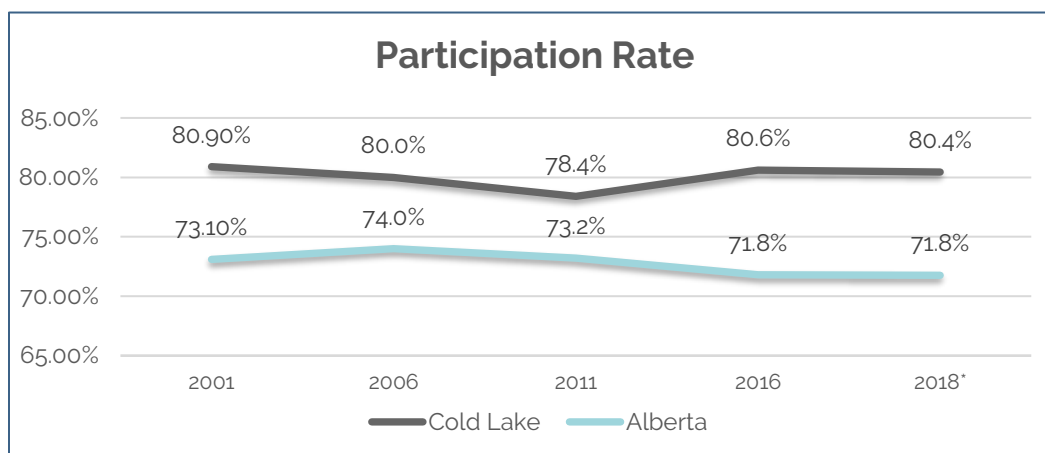
Labour Force Activity	Cold Lake	Alberta
Total population 15 years +	12,414	3,568,242
In the labour force	9,985	2,560,490
Employed	9,144	2,330,889
Unemployed:	841	229,600
Not in the labour force	2,429	1,007,752
Participation rate	80.44	71.76
Employment rate	73.66	65.32
Unemployment rate	8.42	8.97

Figure 6: Key Labour Force Statistics, 2018



Source: Manifold SuperDemographics 2018

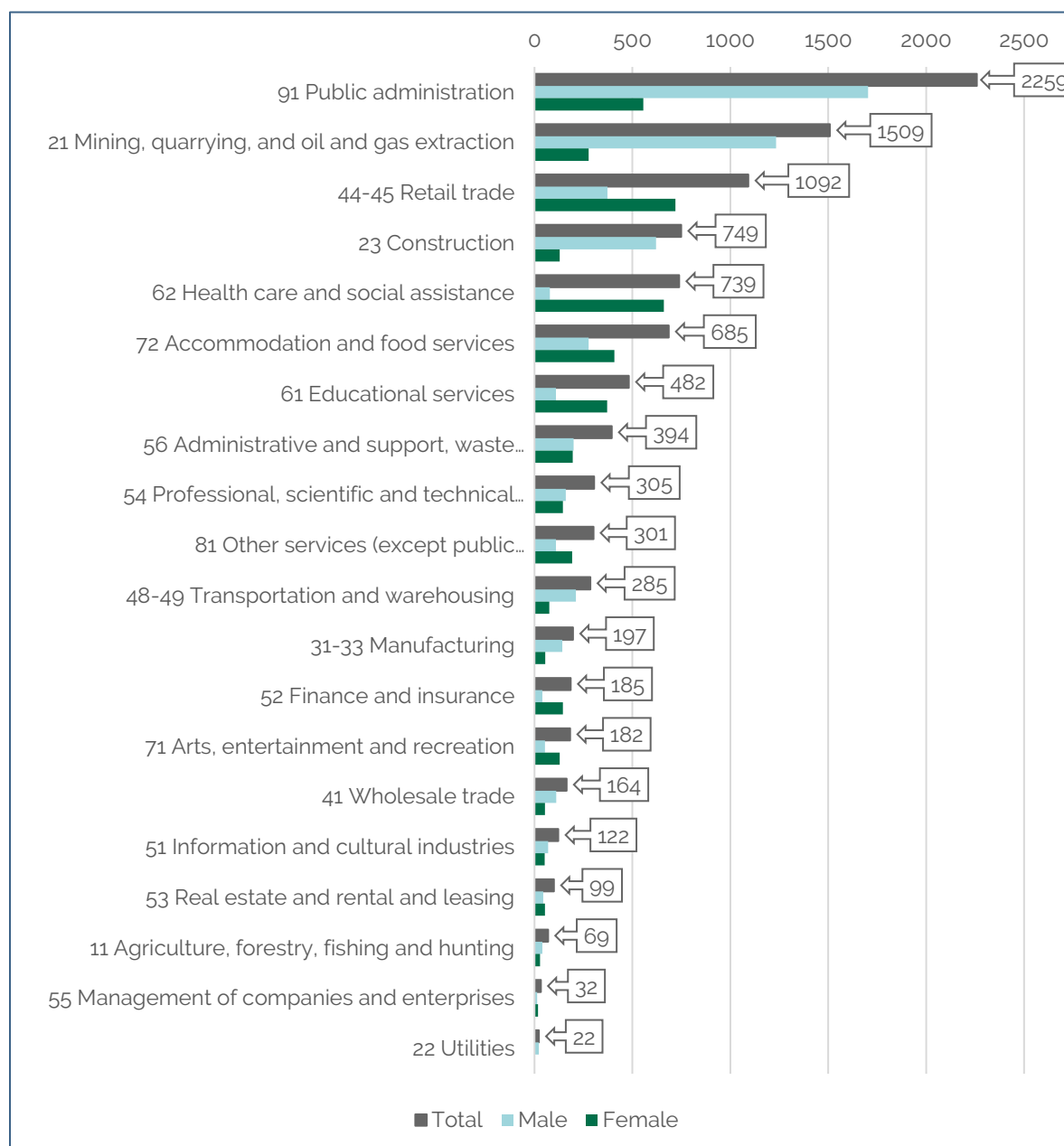
The following three tables illustrate labour force participation, employment and unemployment rates between 2001 to 2018. Participation has been on the rise since 2011, while employment has slightly decreased, which has resulted on a notable increased in unemployment between 2011 to now.



Source: McSweeney & Associates from Statistics Canada Census data 2006, 2011 and 2016, and Manifold Data Mining Inc. SuperDemographics 2018

The resident labour force of the City of Cold Lake most commonly works in the following industries: Public administration, mining, quarrying, and oil and gas extraction and retail trade. The largest employing industries employ more men more than women.

Figure 7: Resident Labour Force by Industry, 2018



Source: Manifold SuperDemographics 2018. Note that the numbers beside the bars represent the total number of City of Cold Lake residents working in the industry.



Labour Market Surplus/Gaps

The labour market surplus or gap is defined as the difference between the number of jobs (by industry) in the City and the number of resident workers in the City employed in that industry.

The City of Cold Lake has a surplus of approximately 829 jobs, which indicates there are more jobs than resident workers employed in that industry, making City of Cold Lake a net importer of labour. A labour market **gap** is apparent in some industries in which the number of resident workers employed in particular industries exceed the number of jobs available in those industries in Cold Lake. This may represent an opportunity for Cold Lake to attract those industries based upon the availability of labour force.

The industries with the largest gap (where workers out-number jobs are highlighted in red) are mining, quarrying, and oil and gas extraction; accommodation and food services; arts, entertainment and recreation, finance and insurance; and information and cultural industries.

Description	Employed in Cold Lake	Resident of Cold Lake	Net Import
Construction	1,567	749	818
Administrative and support, waste management and remediation services	758	394	364
Retail trade	1,359	1,092	267
Other services (except public administration)	433	301	132
Educational services	611	482	129
Health care and social assistance	831	739	92
Transportation and warehousing	351	285	66
Unclassified	162	114	48
Professional, scientific and technical services	333	305	28
Utilities	26	22	4
Real estate and rental and leasing	101	99	2
Manufacturing	192	197	(-5)
Public administration	2,253	2,259	(-6)
Wholesale trade	141	164	(-23)
Agriculture, forestry, fishing and hunting	41	69	(-28)
Management of companies and enterprises	0	32	(-32)
Information and cultural industries	62	122	(-60)
Finance and insurance	92	185	(-93)
Arts, entertainment and recreation	85	182	(-97)
Accommodation and food services	417	685	(-268)
Mining, quarrying, and oil and gas extraction	1,000	1,509	(-509)
Total	10,815	9,986	829

Source: EMSI Analyst 2018



Economic Base Analysis

The list of industries on the previous page gives an indication of industries which could be successful in the City given the labour force supply, and could be further developed, along side supporting industries.

The economic base analysis will reveal industries which are currently successful: large, growing, concentrated, projected to grow and with large export sales.

This section investigates industry statistics pertinent to the local economy of the City of Cold Lake. Thus, **the central region of study for this section will be the City of Cold Lake, benchmarked to the REDA (Northeast Alberta HUB – including 32 municipalities) and Alberta.**

This section reports industry statistics related to exports, employment, and businesses for the local economy with the aim of uncovering key industries that either exist or are emerging in the City today,

The Statistics Canada "North American Industry Classification System" (NAICS) of classifying industries is used for this report. The largest groupings or aggregations of industries categories are called Sectors, which are broken down into sub-sectors, which are then further broken down into Industries. An example of this breakdown follows:

Sector Level	31-33 Manufacturing industries
Sub-sector Level	336 Transportation equipment manufacturing
Industry Level	3364 - Aerospace product and parts manufacturing



Export Sales

This subsection investigates export sales by industry, whereby export sales are the sales values of goods/services produced inside the local economy and sold/consumed outside the of the City.

The City of Cold Lake's total export sales amounted to 2.4\$ billion dollars.

Listed below are industries in order of export sales made outside of the City of Cold Lake.

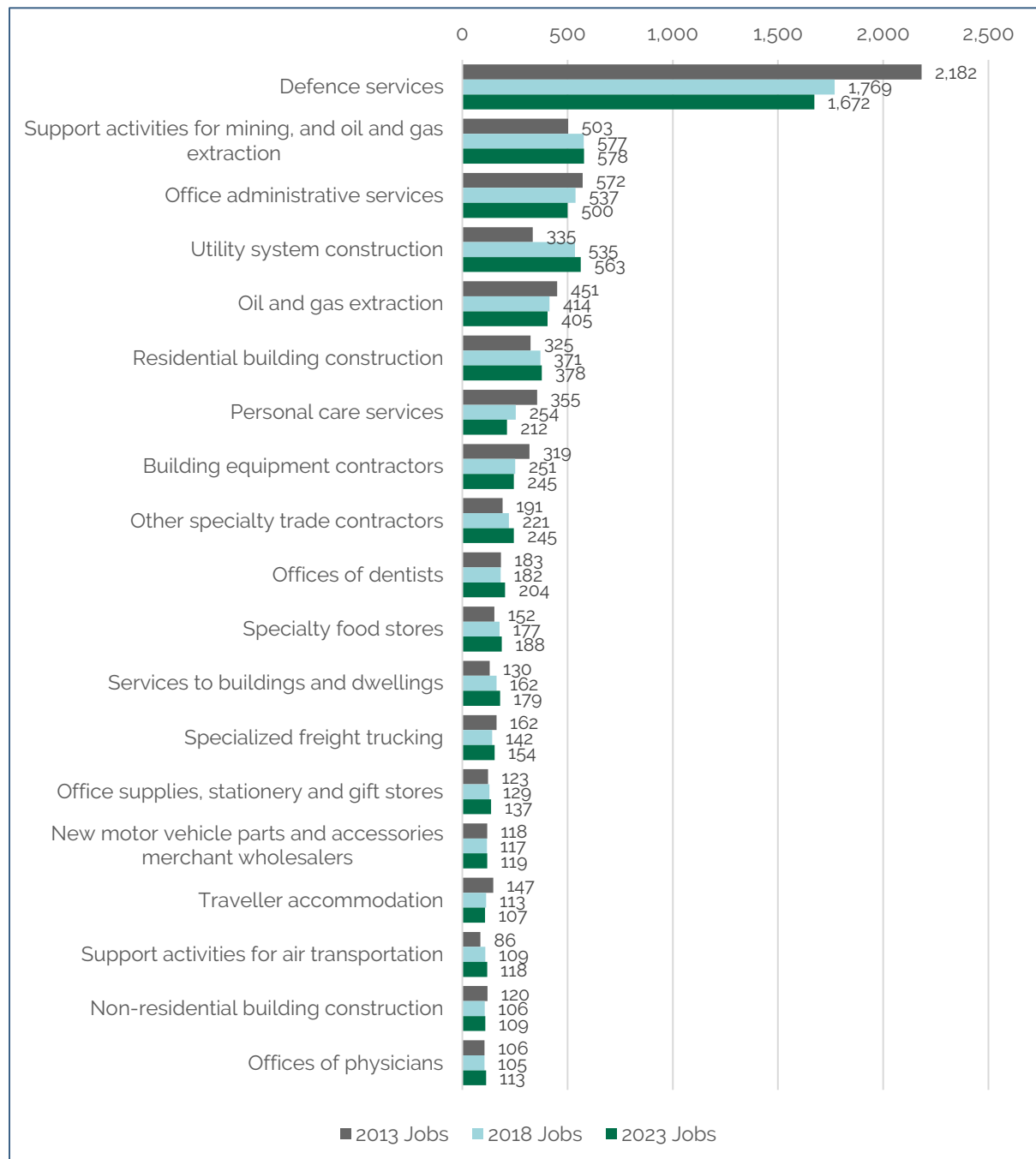
Table 2: Export Sales Dollars Flowing into the City of Cold Lake, by Industry

NAICS	Industry	Cold Lake	Cold Lake %	REDA %	Alberta %
2111	Oil and gas extraction	\$935,687,762	37.9%	30.4%	39.6%
9111	Defence services	\$395,713,087	16.0%	4.5%	0.5%
3241	Petroleum and coal product manufacturing	\$180,813,208	7.3%	7.4%	7.3%
2371	Utility system construction	\$93,289,098	3.8%	4.5%	3.2%
5611	Office administrative services	\$71,975,733	2.9%	0.7%	0.3%
2131	Support activities for mining, and oil and gas extraction	\$68,714,907	2.8%	8.1%	3.0%
3364	Aerospace product and parts manufacturing	\$59,546,571	2.4%	0.6%	0.1%
2361	Residential building construction	\$45,357,629	1.8%	0.5%	0.9%
4152	New motor vehicle parts and accessories merchant wholesalers	\$36,648,161	1.5%	0.3%	0.2%
4841	General freight trucking	\$30,149,334	1.2%	0.6%	0.5%
6221	General medical and surgical hospitals	\$28,507,150	1.2%	2.2%	0.2%
2382	Building equipment contractors	\$28,143,316	1.1%	0.7%	1.7%
4881	Support activities for air transportation	\$24,541,925	1.0%	0.2%	0.1%
2389	Other specialty trade contractors	\$24,412,781	1.0%	0.9%	0.9%
2362	Non-residential building construction	\$23,939,788	1.0%	0.9%	1.2%
5311	Lessors of real estate	\$20,305,234	0.8%	0.6%	0.6%
9130	Local, municipal and regional public administration	\$17,717,948	0.7%	1.7%	0.6%
8131	Religious organizations	\$16,347,966	0.7%	0.4%	0.0%
9112	Other federal services (9112-9119)	\$15,933,860	0.6%	0.8%	0.8%
1110	Farms	\$15,234,914	0.6%	5.9%	1.6%
6212	Offices of dentists	\$13,927,957	0.6%	0.2%	0.1%
5413	Architectural, engineering and related services	\$13,418,939	0.5%	0.5%	1.8%

Source: 2018 EMSI Analyst, based on 2013 National Input-Output Tables

To better understand which sectors are supporting the most jobs, Figure 8 shows the largest industries in the City of Cold Lake by number of jobs in 2013 and in 2018, as well as projections for 2023. This analysis does not include publicly-funded industries related to health and education.

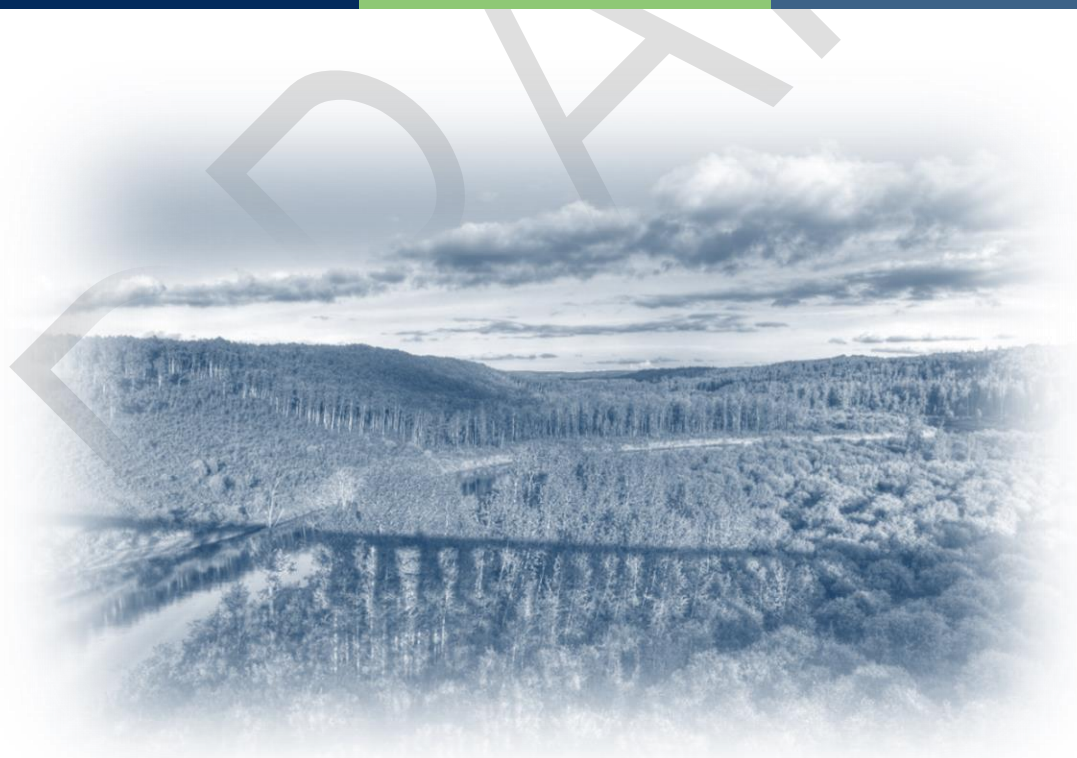
Figure 8: Largest Industries by Number of Jobs, 2013 - 2023



Source: EMSI Analyst.

Based on Figure 8, the following can be concluded about industry employment for the City of Cold Lake:

Largest Industries by Total Employment	Fastest Growing Industries by Employment Growth	Emerging Industries with Largest Projected Growth in Total Employment
<ol style="list-style-type: none"> 1. Defence services 2. Support activities for mining, and oil and gas extraction 3. Office administrative services 4. Utility system construction 5. Oil and gas extraction 	<ol style="list-style-type: none"> 1. Utility system construction 2. Support activities for mining, and oil and gas extraction 3. Other specialty trade contractors 4. Support activities for air transportation 5. Investigation and security services 	<ol style="list-style-type: none"> 1. Other information services 2. Utility system construction 3. Support activities for air transportation 4. Other specialty trade contractors 5. Services to buildings and dwellings



6. STRENGTHS, CHALLENGES, OPPORTUNITIES, ASPIRATIONS AND RESULTS (SCOAR™)



The following comprehensive SCOAR™ (Strengths, Challenges, Opportunities, Aspirations, Results) Analysis was prepared by analyzing the current statistics and data, a document review plus the feedback from elected officials, staff, stakeholders and residents engaged in the consultation.



- Stable, young, diverse population
- The Lake – offers natural beauty for residents and tourism asset for visitors
- Oil and gas sector offers accumulated wealth plus ongoing work and potential for future development
- CFB Cold Lake brings in both military personnel and contractors – many stay or return to live in Cold Lake permanently
- Stable employment and economic base from the Military base – employs over 1800 military staff plus 700 full-time civilian workers
- Good amenities – playing fields, arenas, marina area, good shopping
- Free public transport for workers
- Portage College that offers that offers trades training and a number of specially designed programs
- Small town feel with the amenities of a larger centre
- Good supply of land for future development
- Mayor, council and local leaders are focused on amenities that will attract residents and support future growth
- Friendly, strong sense of community



- Heavy reliance on Oil & Gas results in boom and bust cycles
- Lack of land that can be quickly developed (lack of Shovel-ready properties)
- Need more development of the lake-front – marina is too small, needs more shops and attractions at the Lake
- Need better way-finding signage for visitors to find the Lake, museum, shopping areas

- Lack of healthcare options and specialized services that are only available in Edmonton or Calgary
- Lack of capacity in Portage College to meet business & community needs
- Museum needs a long-term plan for its updating and improvement
- Lack of air service for both passengers and air freight
- Lack of awareness of available incentives for business improvements and expansions such as municipal tax rebates and business improvement grants.
- More employment options for residents; business diversification
- No dedicated Economic Development Officer to work with the business community and regional/government partners
- Continue to develop productive partnerships with neighbouring communities
- Petty crime – theft and vandalism
- Need more events to attract visitors
- High commercial and residential rents in spite of high vacancy rates
- Declining house values but increasing mill rates perceived as negative
- Highway 28 needs widening and more passing lane section, especially between Bonnyville and Cold Lake



- Lakefront development – recreation and accommodation
- More programs offered through Portage College, aligned with employer needs
- Aerospace development for civilian-focused technologies
- Construction, engineering and support service companies for both the oil & gas and aerospace industries
- Events and festivals including theatre
- Specialty stores and boutique retail stores
- Family restaurants near the lake
- Airport and related services
- Big box stores that offer quality with value pricing
- More year-round recreation
- Tourism options



- Lower unemployment rate – less cyclical economy
- Growth of new industries – more attractive employment options
- Growth and development that is planned and distributed over north and south parts of the City.
- Attractive local shops
- Lake front developed to offer more tourism and business possibilities
- Family-friendly, safe community – low crime rate
- Downtown area is redeveloped, open longer hours for shopping with more reasons to shop there
- Slow but steady growth that maintains a stable local economy
- Affordable flights to Edmonton and Calgary and beyond
- Pedestrian friendly areas in the city



- The gap between north and south is developed to feel like one community
- Great first impression when entering the city
- Attractive parks and green space
- Affordable housing with lower vacancy rates
- More variety of recreation, sports and cultural activities
- Good range of health care options supported by adequate numbers of doctors and health care workers
- Advanced education options for residents – linked to industry and jobs in the region
- More resilient economy supported by diverse industrial base.
- Good roads in a well-planned and organized community
- Stores and homes are attractive and well maintained – reflecting community pride



7. CITY OF COLD LAKE STRATEGIC ECONOMIC DEVELOPMENT ACTION PLAN

The following action areas have been derived through a rigorous process that included a thorough study of the City's economic base analysis, a target sector review, a full consultation and stakeholder engagement exercise and the City of Cold Lake SCOAR™.

These strategic areas of focus are where the City of Cold Lake should centre their resources.



Strategic Actions



7.1. Theme #1 – Investment Readiness

When investors want to invest in an area, they are looking for a strong, well-organized municipality with the capacity to meet their business needs. **The key to retaining existing and attracting new business is to undertake all the actions to be 'investment-ready' and 'business-friendly'.**

1. Assemble 'Team Cold Lake' with senior staff, a Councillor with the economic development portfolio and key external stakeholders that meet monthly to ensure the Strategy and its workplan are being implemented, address any challenges or opportunities and adjust workplan when necessary. This team should have at least one member of Council but should overall be a staff team that is mandated to implement economic development initiatives. In speaking with EDAC members, it was felt that they should have more of an advisory role rather than a doing role, as they all have their own full-time jobs/businesses and do not have a say over Council budgets.
2. Assess development land to determine what is required to create a "shovel ready" supply and approaches for working with investors and developers to achieve the outcomes the City wishes to see. Developers can assist in setting targets for a readily marketable supply of development.
3. Eliminate off-site levies in areas targeted for development and maintain off-site levies elsewhere until such time as those are planned for development.
4. Assess the water, waste water, electrical, gas and broadband capacity of the City to ensure that these utilities support and encourage progressive and growing businesses, investment and residential growth. Proactively budget infrastructure spending to facilitate growth.
5. Concentrate development in the areas where services can be readily extended from existing development. Investors and developers should be encouraged to locate in the planned, appropriately zoned growth areas to avoid unnecessary off-site levies, eliminate unexpected costs, delays and servicing complications.
6. Review policies and procedures, including process time, and any special policies, bylaws or procedures required to enable the desired level of control is delivered in a user-friendly manner. Benchmark process times against neighbouring/competing communities.

7. Use the economic base analysis to understand sectors/industries with the greatest competitive advantage and focus attraction efforts on those key sectors/industries. This would include developing sector knowledge, relationships and attending relevant conferences and trade shows in those sectors.
8. Work on measures to build the City of Cold Lake's reputation as a business-friendly place. An example might be an investment "concierge" (usually the EDO) to work with developments above a certain threshold to guide them through the necessary steps to reach a successful outcome with no delays or unpleasant surprises.
9. Compile and maintain a list of available development properties and their details.
10. Develop an Economic Development website to focus on information required by potential investors and to help direct them to available properties.

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7.2. Theme #2 – Community Development

Community development directly impacts the positive growth of the economy. The role of community development is, in part, one of the building blocks to support economically strong and vibrant communities. The assets and services helped to shape the community into what it is today and will, in part, dictate what it will be in the future.

1. Promote and gain buy-in to Cold Lake's Economic Vision:

Economic Vision

The City of Cold Lake boasts a vibrant, entrepreneurial and diversified economy, offering opportunities for its residents and newcomers alike. It is widely recognised as an important location for companies in the aerospace (both civilian and military), oil and gas or regional healthcare industries. Its high quality of life with its educational, sports and cultural assets make it a magnet for its highly skilled workforce and for the hundreds of thousands of visitors the City attracts each year.

2. Use the Economic Vision as a guiding principle for expenditure and strategic planning decisions.
3. Engage residents and businesses to create a Community Vision for the City of Cold Lake (testing and reinforcing Economic Vision). The objective is to provide a shared view of the future that engages the original component communities that make up the City of Cold Lake and will assist in the shaping of future growth that incorporates the additional new annexed land being added to the City.
4. Develop Planning and Development Guidelines that direct future growth and types of development that reflects the vision of the community. The Vision created in #2 is the aspiration of the community. The guidelines direct delivery of that Vision.
5. Develop a transportation strategy that improves access and safety for businesses and residents. This includes the establishment and promotion of the City's new airport in the shorter term and improvement of highways 28 and 55 in partnership with neighbouring municipalities and the Province - considering ways to decrease the perception that Cold Lake is 'the end of the road' (e.g. Highway 55 connects with 63 and continues east down to Prince Albert and then through Winnipeg to the port at Thunder Bay).
6. Develop and implement a healthcare improvement and recruitment strategy alongside Hearts for Healthcare. Adequate healthcare and access to specialists was a key

impediment cited by both employers and residents and filling that void is imperative to completing the quality of life equation for Cold Lake.

7. Undertake the revitalization of the core areas of the City to “design out” petty crime, grow sustainable downtown businesses and address inviting entrance ways into the core areas. Plan and design adequate, convenient parking that will facilitate easy movement of people and vehicles, making downtown shopping a more enjoyable experience. Avoid street frontage parking/strip malls, developing parking lots behind the stores wherever possible – let the storefronts sell your downtown!
8. Develop a way-finding program that builds upon community branded signage to build community identity and to support tourism and the cultural assets of the City.
9. Develop a Communications Plan to collectively communicate the messages between government, businesses, CFB Cold Lake and residents.
10. Develop a Community Improvement Plan to encourage updating and improvement of properties in targeted areas of the City. This could include the formation of a Business Revitalization Zone (BRZ) that would access development tools and incentives not allowed otherwise.
11. Build upon Volunteer Appreciation program, celebrating and acknowledging volunteerism.
12. Plan a ‘Home-Coming’ event that brings back graduates to the City and strategically exposes them to the quality of life offer and employment / business development prospects and supports. This has proven a very successful investment/resident attraction initiative for communities as investors that have roots in a community are more likely to stay even through downturns.
13. As the City’s economic analysis indicates, women may represent an available labour supply in Cold Lake. Develop a project with Lakeland Employment Services for female and male spouses who come to Cold Lake with their families to find meaningful employment and utilize their skills, even if on a rotating basis. This will also differentiate Cold Lake from other Canadian Forces Bases.
14. Cold Lake is in a prime place to capitalise on the demand for skills in the aviation industry. Expand the Art Smith Aviation Academy curriculum to grade 12 in one of the high schools and tie that in to post-secondary education with SAIT, the new Elevate Learning Centre at Edmonton International Airport or others. This will develop home-grown talent as well as attract students from North America and overseas – establishing Cold Lake as the place to be if you are serious about a career in aviation.



7.3. Theme #3 – Industry Development

Most future growth will be driven by people and businesses already in the City of Cold Lake.

The Economic Analysis identified leading industries and competitive advantages. Indicators can be used to guide the efforts of the City of Cold Lake and provide a focus for Industry Development.

1. Take a "Centre of Excellence" approach to developing the Aerospace sector. Take advantage of anticipated construction and Future Fighter developments that will drive workforce demand and potential new businesses.
 - a. Build on an strengthen Art Smith Academy and extend to high school and into college. Leverage College resources as well as other sources of training, skill development and advanced learning to build Cold Lake's reputation as a centre of excellence in the aerospace industry.
 - b. Develop the municipal airport site for support industrial development, including servicing.
 - c. Cooperate with SAIT and other PSIs (even outside of Alberta) to offer the experiential side of their aerospace programs.
2. Further develop the Business Directory that is searchable to aid in communication with key businesses and to help identify gaps in value chains that a new or existing business might fill. Potential investors will be curious about the types of businesses already in the City that they might work with either as suppliers or as users of their goods or services. The Directory can serve an additional purpose in emergency response management and demonstrate good stewardship of City of Cold Lake businesses.
3. Design and deliver a Business Retention and Expansion (BR+E) Program to initiate and maintain proactive engagement with key businesses and establish an ongoing relationship that the City can build upon to stay abreast of issues facing businesses in the City. It can also use the BRAPE tool as part of this BR+E Program. The ongoing engagement with businesses will support efforts to retain existing businesses as well as plan for both internal growth and attraction of key suppliers required by local businesses.
4. Assess the water, waste water, electrical, gas and broadband capacity of the City to be sure that these utilities support and encourage progressive and growing businesses. Needs differ from one sector to the next; business engagement through BR+E will identify the extent to which utility needs are being met.
5. Assess the workforce needs and training requirements of businesses to take advantage of opportunities that are available while meeting the needs to the business community as it grows, evolves and requires new technologies and workforce capabilities. Take advantage of foreseeable developments at CFB Cold Lake as well as associated civilian applications of aerospace technology. Portage College is a powerful asset in the community and can be an ally in addressing future opportunities.
6. Based on workforce needs, ensure housing stock and amenities are of a calibre to retain and attract highly skilled talent, their spouses or partners and families.

7. Develop a plan to capitalize on expected developments at the new civilian airport facility. The airport provides an important service for businesses and residents and also provides a focal point for new business opportunities that may be associated with the facility.



7.4. Theme #4 – Tourism

Tourism can be a major economic driver for the City of Cold Lake's economy. In addition, visitors who enjoy the City and area are the best prospects for new residents and investment. The sector encompasses local/regional activities such as food and accommodations, retail, festivals and events, sporting activities, arts, culture and heritage. To achieve the best benefit from tourism, there needs to be a plan to ensure that it grows and develops consistent with the community's vision. Tourism can serve a vital role in introducing people – potential new investors, skilled workers and residents to the City of Cold Lake, its quality of life and the natural beauty of the area.

1. Work closely with existing organizations to promote tourism for the City, including Travel Alberta and Municipal District of Bonnyville. Encourage collaboration and regular communication to avoid timing conflicts and to enable joint marketing.
2. Create an asset inventory of attractions, cultural assets and supporting infrastructure and identify gaps. The gaps may include new tourism products and packages – more reasons for tourists to stop and spend time and money in the City of Cold Lake.
3. Develop the Lake front and business offer in Cold Lake North. Work with existing businesses, Cold Lake First Nations, property owners and stakeholders to focus on developing an offer and work with surrounding area to keep visitors longer.
4. Create and implement a Tourism Signage program building upon community identity/brand and way-finding identified under the Community Development theme.
5. Develop a sports tourism strategy with enhanced programming to fully occupy the excellent arenas, new soccer pitch, playing fields and other facilities on a year-round basis.
6. Form two separate committees from the current Recreation and Culture Committee and allocate funding to both.
7. Develop a long-term plan for the development of the Museum as part of Cold Lake's Unique Selling Proposition (USP), perhaps as Drumheller has done with the Royal Tyrell, working with DND and local experts and volunteer board, This could be developed into a true destination!
8. Work with theatre, cultural tourism, including Cold Lake FN groups to develop a strategy to capitalize on their efforts. Promote and grow the theatre and cultural opportunities that exist and would benefit from improved collaboration with Travel Alberta and the ongoing efforts being supported in the Municipal district of Bonnyville to promote features, events and tourism bundles that include theatre and culture. This could include charter packages from Edmonton.

8. CONCLUSION

The City of Cold Lake is faced with a number of challenges and opportunities. At time of the writing of this report, the annexation of a significant area of land for future development is nearing completion. The development of a new airport facility is awaiting final approval. CFB Cold Lake is preparing for a new generation of fighter jets along with facilities and staff to support them. At the same time, oil and gas dependent businesses are enduring a long and painful period of depressed prices. Decisive action is needed to secure the economic future of the City and assure that opportunities are not missed.

There is current risk of missing opportunities at CFB Cold Lake and with oil & gas support businesses due to a lack of skilled people among other factors. Immediate action is needed to avert further eroding of potential opportunities. To capitalize on opportunities and mitigate risks, a number of actions are recommended:

1. The City needs to be more engaged and proactive in steering future economic development. Growth and investment driven by oil and gas might return and if it does then the City needs to be prepared to quickly land those opportunities. An emphasis needs to be placed on diversifying the economy in the event that oil and gas does not return with the same vigour as in previous economic cycles.
2. There is much work to be done with greater control by the City. EDAC may serve an advisory role but the required actions are beyond what can be expected of a volunteer group. The work requires the time and attention of an economic development professional to manage the process and capitalise on the existing culture of economic development awareness and teamwork within the City.
3. New employment lands need to be developed systematically to enable a reasonable supply of shovel-ready land availability that can be serviced at a reasonable cost.
4. Existing commercial areas within the City require some redevelopment with a view to greater integration of the former communities into a more consistent look and feel with amenities and features that will appeal to a young, highly skilled population.
5. Tourism, culture, arts and theatre represent economic opportunities in their own right. Additionally, they play a vital role in building the attractiveness and appeal of the City to attract and retain an increasingly skilled population with high expectations of the community that will be their home.

6. Developments at CFB Cold Lake will require a significant increase in the number of skilled maintenance people. Similarly the military contractors will require new and more complex skills in their workforce. The City must be proactive in collaborating with military contractors, Portage College, 4-Wing and other training facilities to assure that as much skill upgrading of existing staff as possible can be accomplished. In addition, new talent may need to be attracted to the City from other jurisdictions, Retention and attraction of new talent will be vital. Ongoing engagement with employers will help to identify and address attraction and retention issues.

7. There have been ongoing challenges in attracting doctors and some professionals (engineers, management staff) to the City. A factor identified has been career opportunities for spouses and partners. An initiative is required to identify opportunities in the City or nearby for partners and spouses as part of any talent recruitment program.

8. Issues facing the City require extensive collaboration with the MD of Bonnyville, Cold Lake First Nations and the HUB (Regional Economic Development Alliance). Working together, the communities can better address the big issues of workforce development, transportation, highway improvements and marketing of both tourism and investment opportunities that would be more difficult to accomplish individually.



APPENDIX A—PROJECT DESCRIPTIONS

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Action Plan 2006/07

An Economic Development
Strategy for the City of Cold Lake



Message from EDAC Chair

It is my pleasure, on behalf of the Economic Development Advisory Committee, to introduce Action Plan 2006: An Economic Development Strategy for the City of Cold Lake.

This pro-active development strategy represents City Council's commitment to transform Cold Lake to a regional service centre. Servicing the needs of residents and industry in Northeast Alberta and Northwest Saskatchewan.

It is imperative that the City strives to create a more diversified tax base to ensure long term financial sustainability. The City needs to create an environment that provides local job opportunities for its citizens. The Action Plan will address these critical issues in a pro-active manner.

Economic growth in Cold Lake is inevitable. Unplanned economic growth could actually accentuate land use conflicts and detrimentally affect the quality of life in our City. The Action Plan will ensure that new growth meets our social, economic and environmental objectives.

The Action Plan is a work in progress. It is imperative that the residents of Cold Lake review this document and identify areas where they can play a role. On behalf of the Economic Development Advisory Committee, I encourage all residents to participate in the future of Cold Lake.

Michelle Bourdon
Chairperson

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EXECUTIVE SUMMARY

The Action Plan 2006/2007 layout within this document is a dynamic strategy that is fluid enough to change with the environment and resources that are available. Many of the projects are linked together and as successfully completed will open up new economic opportunities for the community of Cold Lake.

This document identifies the need for community based economic development strategies and what the Cold Lake Economic Development Advisory Committee's role is. Much of the strategy contained herein is derived from the community facilitation sessions held in May/June of 2005.

Section I [Introduction] of the Action Plan is a justification for the economic development function and identifies broad economic development objectives. The next section [Economic Outlook] is a brief historical perspective on the City, followed by global, national, and provincial macro-economic analyses that identify trends and opportunities. Section III [Economic Development Principles] introduces the approach to economic development that embodies community collaboration and empowerment towards common goals. The next section [SWOT Analysis] identifies strengths, weaknesses, opportunities and threats in the form of a competitive analysis from a local perspective. Section V [Strategic Priorities] focuses on the action items identified by the Economic Development Advisory Committee over the 2005 fiscal year. Section VI [Action Plan 2006/2007] represents the actionable items that the City and its partners will address in Year I of this plan. Section VII [Performance Monitoring] is a framework to measure the overall efficiency and effectiveness of Action Plan. Section VIII list some projects that could be looked at in the future but are not specifically addressed in the short term. Any of these projects could be looked at as resources become available or community priorities change.

1 INTRODUCTION

"If you don't know where you're going any road will take you there."

When it comes to economic development, nothing is truer. Unless concept and direction are clearly established, policy becomes chaos. This Action Plan provides the blueprint for the City of Cold Lake's economic success.

The strategy is an important first step in the economic development process. This document is a work in progress. The implementation plan will be continually revised as the mission is constantly changed by a turbulent, changing global economy. The challenge is to gain the commitment and involvement of the business community, the general public, City Council and staff in implementing the strategy.

The Economic Development Advisory Committee was re-energized in 2005 and has worked to identify the strategic priorities that this plan addresses. The Action Plan is based on community consultation. The Action Plan is linked to the constraints inherent in environmental and financial parameters that prevail in contemporary municipal government.

This Action Plan is a blueprint for Cold Lake's economic success over the next five years and it will be reviewed on an annual basis. The document will serve as a starting point in setting a five-year vision for the City of Cold Lake. The work plan outlined in Section VII covers a period of two years and will be updated on an annual basis. It is imperative that stakeholders review this document and identify areas in which they can play a role as partners.

1.1 Why plan for economic development?

The City of Cold Lake is growing at a moderate pace that has the potential to rapidly accelerate. The ten year population projections for the City range between 15,000 and 22,000. It appears that growth in Cold Lake is inevitable therefore why does the City need to plan for economic development?

The notion that the private economy should be left alone assumes that markets are perfectly competitive. This model is based on assumptions that are highly unlikely. Perfect competition assumes that all market participants have perfect information with no externalities; there are a large number of buyers and sellers such that no participant can distort the market. In reality the market is full of imperfections. The perfect competition model does not produce a balance between social, economic, and environmental activities.

Inadequate economic development planning and uncoordinated investment promotion activities would accentuate land use conflicts and detrimentally affect the quality of life in our communities. A pro-active approach to economic development is required to ensure the following positive outcomes are achieved.

1. Addressing economic objectives identified in public consultation process.
2. Creating a complete community with its own identity where people live,

- work, shop and spend their leisure time closer together.
3. Responding to the downloading of more responsibility from senior levels of government and addressing the impact on municipal finances.
 4. Sharing of resources and expertise offered by local stakeholders both internally and externally to avoid duplication and fragmentation.

Another argument for economic development planning is that communities are in competition with one another. Local government structure puts local economies head to head in a battle for economic survival. Cities that do not plan effectively lose.

Effective economic development planning helps to avoid these potential problems by:

- defining a common vision that integrates all the community stakeholders;
- developing a strategic planning environment to achieve the vision; and,
- coordinating the stakeholders through role identification to attain the vision.

1.2 Cold Lake Economic Development Advisory Committee (EDAC)

EDAC Mission Statement: “To promote, initiate, expand and enhance the full economic potential of the Community of Cold Lake by recognizing and using local and regional assets and worldwide opportunities to improve the standard and quality of life of our residents.

The Economic Development Advisory Committee mission statement clearly precludes a conventional approach to economic development, which is identified as; a staff person maintaining a small office, preparing strategies for marketing, business attraction and business retention. The staff within the confines of their physical resources, imagination and budget undertakes implementation of strategies. This very structured, conventional approach can result in the perception that the City is hiding behind the need for confidentiality and is virtually a secret society. There is no participation from the community, little understanding of the activities and limited results, giving rise to a high level of dissatisfaction.

The solution: to bring the economic development department and the community together in a partnership, harnessing and focusing their energy to achieve a greater economic advantage. This partnership will generate many benefits by encouraging the economy, the environment and the people to become the **“Cold Lake Advantage”**. The role of the economic development office becomes one of facilitation and coaching to empower internal and external organizations to achieve broad-based community objectives identified through public consultation. The first round of public consultation was done in May of 2005 resulting in the identification and prioritization of issues under the four pillars of economic development.

The success of this concept will depend on the ability of community partners to change their mindsets to make the transition from command and control to a team approach and working outside the box. The Cold Lake Advantage is the core that provides the energy, motivation, training and coaching to stimulate a high level of productive activity within the community, in general. By nurturing and feeding the collective attitude, this concept can generate an awesome power, surpassing the wildest expectations.

Economic Development Objectives

1. To promote a positive corporate identity that positions the City as a business friendly community with a superior quality of life.
2. To create employment opportunities suited to the local labour pool.
3. To expand and diversify the tax base.
4. To support small business development, expansion and retention.
5. To attract new investment that meets social, environmental and economic objectives

2 ECONOMIC OUTLOOK

Cold Lake is best characterized a community in transition. Critical issues facing the City include a tight labour market, with competition for labour compounded by a housing and affordable housing supply issues. There is also a lack of industrial based businesses. It is imperative that the City strives to create a more diversified tax base to ensure long-term financial sustainability. The City needs to create an environment that provides local job opportunities for its citizens.

2.1 Historic Perspective

Military

In the early 1950s, an army of construction workers started building Canada's premier fighter base in the heart of the Lakeland. Half a century later, 4 Wing carries on that tradition, and continues to be at the cutting edge of military fighter aviation. The year 2004 marked the Gold Jubilee of a unique relationship between CFB Cold Lake and the communities of the Lakeland. For the last fifty years, the City of Cold Lake has enjoyed a relationship unmatched between a Canadian Forces Base and the civilian world.

4 Wing Cold Lake began in 1952 when the site was chosen by the Royal Canadian Air Force for an air weapons training base. In 1953, the federal government signed an agreement with the provinces of Alberta and Saskatchewan for the use of a tract of land 180 km by 65 km for use as an air weapons range. This was and continues to be the "raison d'être" for 4 Wing Cold Lake and its operations.

The Cold Lake Air Weapons Range (CLAWR) has evolved to the point where it is considered to be one of the finest facilities of its kind in the world. The CLAWR covers an area of 1.17 million hectares straddling the Alberta/Saskatchewan border. Several factors unique to the CLAWR make it an ideal choice for combined air operations training. The heavily forested terrain with numerous lakes resembles European topography and differs from the desert conditions in southwestern Nevada. For these reasons, the internationally renowned Maple Flag Exercise is held on the range every year with ever growing success.

Oil

Discovery of bitumen deposits at Cold Lake dates to the 1920s, but it wasn't until a geologic survey was completed in 1961 that the huge potential of the Cold Lake oil-

sands deposit became known. In 1962, Imperial Oil drilled 10 evaluation wells on leases it acquired at Cold Lake several years earlier. The company began construction in 1964 of its first experimental pilot operation at Ethel Lake. With two additional pilot operation in 1972 and 1975 paved the way for a commercial-scale project at Cold Lake.

A planned, \$13-billion megaproject that would have produced 160,000 barrels a day of bitumen and upgraded it into synthetic crude oil was shelved in 1981 because of prevailing business conditions. The disappointment felt by the huge project team soon gave way to excitement over plans for a phased, step-by-step approach. Instead of the huge megaproject, smaller production units or phases were developed as markets and business conditions allowed. Construction of the first two phases of commercial development began in 1983, now production from recent phases coming online in late 2002 has increased production capacity to more than 150,000 barrels a day.

To date, Imperial's total investment in the Cold Lake commercial project is about \$2.3 billion, with an additional \$260 million invested in research, technology development and pilot projects.

There are many other oil companies that have been active in the Cold Lake Oilsands development. They are Canadian Natural Resources, Encana Energy, Husky Oil, Devon Resources and Black Rock Energy.

Tourism

The lake provides excellent opportunities for recreation. With improved roads the access to Cold Lake has drawn recreational users from all over the province. The Province government has seen the value of tourism and developed the Cold Lake Provincial Park as well as the English and French Bay Recreational areas. Increased leisure time will continue to make these recreational opportunities important to the community.

2.2 Alberta Caveats

Alberta has a population growth rate of 1.9%. The vibrant economy of Alberta combined with the retiring baby-boomers has created a labour shortage that is effecting the economic growth of the province.

1. The high wages that are paid to the oil industry workers has drawn many workers out of the retail and service sectors of the economy, leaving many businesses understaffed, with resulting losses of customer service.
2. The high demand for construction workers and equipment has created a highly inflationary cost of construction for all types of construction, making the business case for start-ups and construction of non-oil related businesses more difficult.

2.3 Social Structure

- Young population
- Semi-transient
- Highly educated
- More jobs than people
- International exposure
- Above average income

Emphasis on quality of life

Demographic changes as a result of an aging population and increased immigration will result in dramatic shifts in social and recreational services. These populations have different political values and voting patterns. The emergence of “gray power” as a political force is already a reality.

This population will place a considerable amount of emphasis on crime prevention, health care, leisure and recreation.

2.4 Global Trends, Global Integration, Deregulation and Reregulation

The Canadian economy has made the transition from industrialization to the information age. The production of goods to meet Canada’s demand requires 20% of the workforce. The production and provision of services within Canada account for the remaining 80% of the workforce.

The major OECD countries are experiencing an aging population that creates major impacts on investment and consumption patterns. Furthermore, the birth rate has been declining steadily resulting in zero natural growth rates. This phenomenon can be offset by immigration and Canada is counting on immigration as a prime source of population growth. Younger active people primarily of Asian descent are being targeted. This activity has important social and economic policy implications.

There is a new emerging economy in North America that is moving away from manufacturing and towards knowledge intensive and niche-based entrepreneurial.

- Tourism has grown into an \$8.5 billion industry.
- Knowledge-based services such as software, information technology, consulting engineers and architecture have excellent potential.
- Education services have long term export potential in a highly competitive marketplace.
- Transportation industries have the potential to be an export engine.
- Communication industries have seen explosive growth in wireless and fibre optic technology.
- Knowledge-based manufacturing will continue to be a competitive growth industry. (Goldberg, 1998, pp 10-18.)

Historically, the Alberta economy was characterized as a resource-based commodity economy producing homogeneous products at world prices. In recent times there has been some movement into the value-added product strategy, in the agriculture, forest and petroleum industries.

The major implication is heightened global competition. Companies have to make effective use of technological change and must adapt to new markets more efficiently than their competition.

Companies that are dynamic that can address change effectively will succeed, while those unable to adapt to this high paced environment will disappear. There will be an

explosion of new opportunities in service producing markets.

Organizations that can integrate new technology into their operations will have a significant competitive advantage. They require the ability to process massive amounts of information about their internal environment, their customers, and potential customers, about emerging global trends.

There is a new emerging economy in Alberta that is entrepreneurial, knowledge intensive and niche-based. A successful economic development strategy must embrace the new economy and prepare the City for an era of rapid change, ongoing learning, competition and exciting opportunities posed by change.

2.4.1 Aerospace

This global industry is rebounding from the impacts of post-9-11 travel and has now surpassed the pre 9-11 levels. There are many segments that are rapidly growing including the Unmanned Vehicle Systems, composite materials fabrication and testing. In Canada during 2005, passenger traffic increased by 10% and air freight by 4% over previous years.

2.4.2 Tourism

Tourism is regarded as a major economic engine over the past decade. It has grown into an \$8.5 billion industry that includes business travellers, conventions, sporting events and holiday vacationers. Tourism product development includes golfing and skiing, entertainment, nature and adventure tourism. Changing demographics make this an industry of the future.

2.4.3 Educational Services

Many community colleges have been aggressive in catering to international students. There are excellent prospects for continued export growth in this highly competitive marketplace. Strong growth should continue in primary, secondary and ESL as well as in the post secondary sector and especially in the highly lucrative management and executive training areas.

2.4.4 Knowledge-based Services

In the case of software, with modern information technology and the internet, most people can work at home, making it even more difficult to assess its scale and impact.

This population will place a considerable amount of emphasis on crime prevention, health care, leisure, recreation, and culture. A changing ethnic mix will also result in social structure and value changes.

3 ECONOMIC DEVELOPMENT PRINCIPLES

From the SWOT and other related documents identified a number of consistent messages and themes. For planning purposes these themes are being presented as underlying principles of Cold Lake's Action Plan 2006.

3.1 Coordinated Approach

A coordinated and cooperative approach to economic development must be incorporated into the plan. It is important to use the skills and abilities of the participating partners internally within City Hall and externally within the community. The challenge is to harness this interest and energy, focus it in a common direction and use it to drive socio-economic initiatives. The role of the economic development office will become one of facilitation and administration. The partnership will provide a forum for all community groups, businesses and citizens to participate in issues of common interest.

3.2 Balanced Approach

The Action Plan must strive to enhance quality of life that the citizens of Cold Lake have articulated they want through public consultation. Quality of life enhancement results from managing the community in a way that balances the social, economic and environmental implications of our activities in order to meet the needs of the public without compromising the ability of future generations to benefit from similar services.

Sustainable economic development recognizes that economic development and quality of life are part of the same equation. Community leaders, business executives, City planners, entrepreneurs, public servants, social service workers all have a contribution to make. They have to articulate a vision for the City that includes a priority list of services, facilities and employment opportunities that impact so markedly on the community's quality of life.

We know that the quality of life in Cold Lake is dependent on sustaining beneficial economic activity, including the creation of more jobs and long-term employment opportunities. Increased employment means increased tax revenues, which means better social, educational, cultural and community development services and facilities, all of which directly affect the quality of life available to our citizens. Only business and industry can make investments in income producing ventures, therefore, it would be beneficial to reduce the obstacles to investment by having well defined plans, simple procedures and less complex regulations.

3.3 Smart Community

Information technology will break down access barriers, reduce traffic congestion and open up City Hall on a 7-day X 24- hour basis. Utilization of technology in all of Cold Lake's marketing efforts will reduce the cost of spreading the message around the world.

3.4 Regional Approach

The City will work cooperatively with the MD of Bonnyville, Town of Bonnyville, Cold Lake First Nations, and Elizabeth Metis Settlement on projects that have regional significance. The City will work closely to provide input and receive support on regional issues such as labour and transportation.

3.5 Flexibility

The Action Plan must be flexible and organizations involved in implementing the strategy will be open to new opportunities. This multi-year strategy will be reviewed on

a quarterly basis with an opportunity to make mid-course corrections if required.

3.6 Leadership

The business community holds the City accountable for the responsible management of our economic future; therefore, City Hall will exercise leadership in the pursuit of economic development for the City. The economic development advisory committee will provide research and recommendations on matters as directed by Council. The EDAC committee will provide the public with an annual progress report.

4 COMPETITIVE ANALYSIS

No strategic plan would be complete without a discussion of the strengths and weaknesses of Cold Lake. The following SWOT analysis is from the public input sessions. Items from Appendix A mentioned by 3 or more groups were included in the following summary.

4.1 Strengths

- Recreational opportunities provided by exceptional natural resources and beauty. Natural resources will continue to provide an important strength for the future.
- Strong economic base founded on oil and military.
- Diverse culture and cultural backgrounds, including first nations, strong francophone and international components.
- Millennium Trail and other trail systems (African Lake).
- Strong retail presence which helps establish Cold Lake as a regional trading centre. This has expanded the trading area.
- Competent, well-trained labour force with a diversity of skills and high educational background.
- New regional college, along with post-secondary opportunities.
- Health Care services, modern hospital with regional influence.

4.2 Weaknesses

- Lack of affordable housing.
- Labour force shortages.
- Transient nature of the community, as a result of short-term military and oilfield employment trends. This results in low community pride and involvement.
- There is a lack of developed industrial land to support new opportunities.
- Roads system – lack of dangerous goods route and high traffic volumes that create dangerous intersections.

4.3 Opportunities

- Aerospace Industry has growth potential because of the labour market created by former military personnel remaining in the community. This labour force has reached a threshold that can supply the skills required to support many areas of opportunity in this diverse industry.
- Tourism has an opportunity for growth in Cold Lake. New tourism infrastructure may be required to take advantage. Forests, lakes, rivers and wilderness all have strong roles to play in future economic success.
- There are opportunities for the construction of affordable housing options within the community.

4.4 Threats

- The increasing cost of housing and utilities limits the number of people who can afford to live in Cold Lake. This in turn limits the labour force required to staff the retail and service industries.
- Apathy and lack of community involvement reduces the quality of life, fewer volunteers mean that many needs go unfulfilled in the community.
- Increased drug and criminal activities.
- Continued provincial and federal downloading.

This Action Plan intends to build on the community's strengths while overcoming or minimizing the weaknesses and seizing opportunities.

5 STRATEGIC PRIORITIES

The Economic Development Advisory Committee consulted with the community through a public input and strategic planning process in May/June of 2005. The following items were identified and ranked by the community in order of priority. EDAC has established four adhoc working groups that are looking at each of these area to develop a strategy that can be effectively implemented to start to solve some of these challenges.

Four Pillars from SWOT Analysis

5.1 Opportunity Identification / Attraction & Investment

	Community Priorities
• Create an affordable housing plan.	28
• Develop an Industrial Development Plan.	10
• Create a Retail Business Development Strategy.	5

There are numerous opportunities to attract new investment in targeted industries, particularly in retail, oil, and aerospace. Cold Lake's location can provide quality of life that is very appealing for companies. It is imperative that Cold Lake does not remain one of Canada's best-kept secrets. EDAC will work to identify opportunities that will complement and build on the asset base that exists in the Community. EDAC will work toward the development of new business and investment within the community of Cold Lake.

5.2 Retention & Expansion

	Community Priorities
• CLN role in business development.	19
• Create plan to support local businesses.	18
• Downtown Revitalization.	4

Small business will continue to be the major engine of growth in Cold Lake generated locally by business formation and expansion. A hallmark of a successful economic development strategy is the ability to establish an environment that encourages local entrepreneurs and small business. EDAC will work to retain and expand the existing business community in Cold Lake. Through a variety of initiatives, emphasis will be placed on encouraging young people in the community to consider business as an exciting and rewarding option.

5.3 Marketing and Promotion

	Community Priorities
• Develop a comprehensive marketing strategy.	19
• Develop a communication/marketing plan for area.	17
• Develop and Promote an Immigration plan.	8

Cold Lake is open for business and needs to project that image globally. Through creative planning and an external communication strategy the “Cold Lake Advantage” will be aggressively marketed throughout the world. EDAC will assist in the Promotion and Marketing of the Community of Cold Lake.

The tourism industry will be the natural resource industry of the new millennium. The City requires a comprehensive strategy to ensure that this potential becomes a reality. The City can focus on a number of areas including, meetings and conventions, golfing, skiing, eco-tourism, recreation, heritage and arts and culture.

5.4 Community Lifestyle Development

	Community Priorities
• Develop plan to deal with community transportation.	28
• Investigate activities/entertainment for youth.	20

EDAC will work to support and enhance the high quality of life in the Community of Cold Lake - in other words, the Quality of Life impact assessment will always influence the selection of opportunities.

6 ACTION PLAN

EDAC Action Plan represents a comprehensive work plan for the year 2006 and 2007.

6.1 Monthly Breakfast

Citizens of Cold Lake are important contributors to the economic development process. It is therefore important to keep them informed and in touch with economic development activities taking place. Ensuring a knowledgeable community as it relates to economic development is important. The monthly breakfast allows the local media and the community to be informed of the progress being made and the challenges being addressed. The EDAC website will be utilized to communicate between the Working Groups and EDAC members.

6.2 Cold Lake Ambassadors

There are many individuals and groups who travel and represent the community indirectly to various areas. The Ambassador’s program is to recognize these individual and to support their efforts. Each month up to 10 ambassadors will be recognized and presented with an Ambassador’s package which contains samples of materials that they can distribute. They will be encouraged to keep up the good work. This program is designed to encourage a sense of pride in the community of Cold Lake.

6.3 Affordable Housing

The one issue facing Cold Lake residents is related to affordable housing- according to a public opinion survey conducted in 2005 as part of the City’s strategic planning process. The Opportunity Identification working group has spent over six months researching this topic to identify some of the issues and determine the order of

magnitude. They will present their findings and recommendations in the 2nd quarter of 2006.

6.4 Communications and Marketing Strategy:

- Develop a marketing plan that identifies key target markets along with strategies that can be used to extract the greatest return on investment of the limited resources available. These markets will include tourism products, business, and labour force attraction.
- The review and recommend changes to City of Cold Lake Marketing materials based upon the Marketing Plan.
- B-Card CD ROMs will be sent to qualified prospects and will be made available to real estate agents and recruiters.
- The City website will be upgraded to provide potential investors with accurate and timely information regarding site selection.
- Local business and residents will have an opportunity to participate in an ongoing economic development forum.

6.5 Tourism Strategy

- The Economic Development Advisory Committee will establish a tourism focus group that includes key stakeholders in the tourism industry sector, namely, the Chamber of Commerce, Cold Lake Ag Society, Leisure & Parks Services Department, Cold Lake Museum, and accommodations representatives.
- The tourism focus group will develop a comprehensive list of tourism - related stakeholders to begin work on a comprehensive inventory of tourism resources in the Region.
- The tourism focus group will encourage the development of a broad-based marketing campaign that includes contributions from all regional players.
- A comprehensive tourism website will be developed and linked to the City website.
- The Economic Development Advisory Committee will proactively seek out new investment opportunities in the tourism sector.

6.6 Business Retention Strategy

- The Economic Development Advisory Committee will identify key local businesses to be earmarked for Business Visitation Program. The purpose of a BVP is to identify some of the challenges faced by local businesses and to work with them to come up with solutions.

6.7 Aerospace Strategy

The aerospace industry has the potential to create new sustainable jobs and income in the City of Cold Lake. The industry can build on the numerous military personnel who choose to stay in the community after serving with the Canadian Military. This industry will create excellent opportunities to diversify into a global market utilizing local strengths.

- Build database of former military personnel and skills available in area for pursuit of aerospace.
- Develop a comprehensive marketing plan.
- **Target Industry Sectors** – Military, UAV, Lighter-Than-Air, Engine Test

- **Aerospace Park** – Airport Expansion, Land Subdivision, City Services, Tax Revenue
 - Develop an airport that has a runway suitable for landing 737 size aircraft and land adjacent that is available and suitable for commercial / industrial development.
 - Sub-divide land and sell property for private and commercial hangar development.
 - Seek out public/private partnership opportunities to invest in aerospace infrastructure, for example, aerospace industrial park.
- **Training Centre** – Composite Materials Fabrication, Electronics, Robotics, Avionics, Maintenance & Repair
 - Seek out partnership opportunities with NAIT, SAIT, DeVry, U of A, and Portage College to encourage aerospace course offerings that will support industry growth and lead to the development of an aerospace training centre.
- **Research** – Communications, Composite Materials, Flight
 - Seek out research and development opportunities that would utilize the human resource knowledge in the area. (ie UVS Centre of Excellence, Aircraft Certification Facilities)
- **Business Incubator** – Research to Commercialization, Start-Up Companies

6.8 High Technology Industry Strategy

High Technology industry is clean and green and is one the fastest growing global industrial sectors. The City of Cold Lake needs to look at ways to attract this industry with proper planning and targeting.

- A high tech focus group will be formed that will include Portage College, DeVry, UofA, and Science Council of Alberta to identify target markets.
- Develop high-tech competitions that utilize communications tools, robotics, and new materials fabrication. The goal is to start small and grow to global recognition and competition.

6.9 Small Business Development

- The Economic Development Advisory Committee will host a forum of all small business providers to develop a small business development action plan. The ultimate goal is the creation of a business development center that provides small business with one window access to government programs, financing, education and marketing.
- The development of a small business development roadmap that will detail all the legal requirements for operating in the City of Cold Lake and local resources available to support local business. This publication will be available online as well as in hardcopy.

7 PERFORMANCE MONITORING

This section identifies performance indicators that can be used to monitor the City's overall success in achieving its economic development objectives. Performance monitoring requires the cooperation and input of all City departments and community stakeholders.

7.1 Measuring the Effectiveness of a Business Attraction Program

Business attraction programs are typically the most visible aspects of a community's economic development efforts. One major relocation project can pump new life into a local economy. Combined with ancillary spin-offs, a community can reap economic rewards for years from such projects, and not surprisingly, the competition for such investment has become fierce.

A variety of organizations contribute to these marketing efforts. Municipal, Provincial and Federal governments, Chambers of Commerce, Labour organizations, utilities, developers, regional entities, and local businesses among others provide individual leadership for marketing initiatives. The ability to work together to establish a unifying vision and some measure of coordination for the marketing activities of these organizations is a key factor in the success of business attraction programs.

Most business programs consist of several components that when operated in tandem are designed to provide the community with exposure to as many expansions, relocations, or new business developments as possible. These usually consist of an overall marketing campaign, which includes a mix of advertising, public relations, and networking; target marketing efforts directed towards specific business sectors, clusters or geographic areas; and, marketing support efforts which include the development and maintenance of marketing materials and management of the prospect through the sales effort.

Economic development organizations employ a number of efforts to evaluate and monitor their business attraction programs. Communities that receive investments typically want to know if they are better off as a result of the economic development group's effort, so they must look at measures that capture economic benefit. At the same time, the funding source, whether it is the government or the private sector, typically wants to know if the money is being wisely spent.

Therefore they tend to look at measures of organizational efficiency or productivity. Finally the business itself, which is the target of all the effort, evaluates an economic development organization on the quality and utility of the services it provides. The following list provides the data requirements necessary to develop a comprehensive monitoring system.

7.1.1 Economic Benefits

- Number of Businesses
- Number and Types of Jobs Created
- New Investment
- Property Tax Enhancement

7.1.2 Organizational Efficiency

- Number of Contacts: produces baseline data; year over year quantitative effort; there are no guidelines to determine an appropriate number of contacts per organization.
- Number of Leads: focuses on firms that have a real interest in locating in an area and are a better indicator of a successful promotion program; there are no guidelines to determine an appropriate number of leads per

organization.

- Number of Qualified Prospects: includes businesses that fit well with the business attraction strategy and are seriously considering investing into the area.

7.2 Measuring the Effectiveness of a Business Starts, Retention and Expansion Program

Business retention and expansion programs are a fundamental aspect of economic development work. If a community's businesses are strong and providing jobs most of the economic development organization's larger social, economic and community objectives can be achieved.

There are three primary reasons supporting existing businesses is a critical factor to longer-term economic development success.

1. The vast majority of growth comes from existing businesses and expansions.
2. The competitor communities are becoming increasingly aggressive in their attraction efforts, which means that an area's existing business base is being targeted in an attempt to lure businesses away; and
3. Communities that cannot effectively meet the needs of their existing business base are not as likely to attract new businesses.

Many economic development agencies make an aggressive effort to learn about problems before companies consider leaving. Pro-active contact systems are now being developed to learn about company problems before they reach a critical phase. The initial step for most organizations is to conduct a survey as a diagnostic tool to understand company plans for the future. Organizations usually strive to target companies that are most at risk or are the most important economic actors in their jurisdictions.

7.2.1 Economic Benefits

- Number of new business licenses
- Number of companies that have expanded
- Number of retained companies
- Number of jobs
- Total investment in a community

7.2.2 Organizational Efficiency

- Number of business visits
- Number of companies assisted
- Number of interviews and surveys conducted

7.3 Measuring the Effectiveness of Tourism Marketing

There are several indirect methods of measuring the impacts of tourism marketing efforts. The number of responses to the 800 telephone line, or number of hits on the website directly following a marketing event or advertisement will indicate the amount of interest originally generated. Statistic from various events and sites can be compared to previous trends and other communities to determine variances. Rubber tire tourism is

subject to weather patterns and attendance is not always true indicator of the effectiveness of marketing efforts. Therefore long-term patterns are often used to gauge response, unfortunately this does not identify which particular promotion is the most effective.

8 OTHER PROJECTS

There are numerous other projects that have been identified to be looked at some point in the future. This following list is not exhaustive but time and resources do not foresee many of these projects to be pursued during the timeframes identified in this Action Plan, unless there is a change in priorities and resources.

- Air Passenger Service
- Air Show
- Alberta Government 500 Million High Tech Investment Fund
- Bitumen Highway and Connector
- Business Prospecting
- Cold Lake Technology Development Association
- Commercial Space Inventory Database
- Commercial Leakage Study
- * Communications
- Community Investment Support Program
- * Convention Attraction Program
- Corporate Care Program
- Developers Data Base
- * Ft McMurray Opportunities
- Golf Tour Package
- Highway Signage
- Incubator Mall
- Industrial Park
- Lakeshore Business Development
- Land Sales
- Marina Expansion
- MD/Bonnyville Tourism Partnership – Wings & Water
- MDS Aerospace
- Museum
- * Sport Tourism Development
- * Tourism Radio
- * Tourism Infrastructure & Capacity Study
- Trade Initiatives AETE
- Trade Shows
- * Website Maintenance
- Unmanned Air Vehicles UAV's

9 REFERENCES

Goldberg, Michael (1998), *The British Columbia Economy into the Millennium: Perspectives and Possibilities*, (Vancouver, BC: The University of British Columbia).

APPENDIX A - SWOT

The following list of Strengths, Weaknesses, Opportunities, and Threats are presented as collected during the public consultation meeting held in May and June. The number in brackets refers to the number of groups that identified a particular item. There were 6 groups.

Identified **Strengths** of the Community of Cold Lake

Business & Industry

Diverse Shopping (4)	Farming
Big Box Stores (3)	Fish Hatchery
Economic Base strong (military & oil) (2)	Flight to Calgary (schedule Air Services)
Airports (2)	Human Resources
Chamber - strong (2)	Imperial Park
Enormous Potential (2)	Job Market Good
Space (room) for expansion (2)	Little Shops
Tim Horton's / McDonalds (2)	Media Exposure /Award Winning Paper
Food Service (2)	Oilfield Resource
Industry - oil (2)	Parking downtown - good
AETE	Rona
Agricultural ties strong	Size (demographics, potential for growth)
Business Climate - great	Skilled Workforce
Development	Trading Area - large
Economy Good	Travelling Rx services

Recreation & Tourism

Recreation - lots of (6)	Athletic Community
Lake & Parks (by lake) (6)	Global experience
Marina (5)	Good off roading (ATV)
Millennium Trail (5)	Hunting Great
Tourist attraction(4 wing, lakeshore, marine) (3)	Info (tourism)
Fishing Good (3)	Kids Parks
Maple Flag (2)	Not winter - summer (all 2 weeks)
Wild life (2)	Outdoors
Winter Activities (2)	Rinks
Ski Hill (2)	Rodeo
Agplex, JJ Parr (2)	Snowmobile Trail in Town
Beaches (2)	Swimming Pool
Parks Camping (MD & Prov.) (2)	Tourism (fish hatchery)
Bird watching (2)	Variety of things to do (social)
Campgrounds / trailer parks (2)	X-Country Trails
Activities/Events	

People & Community

Diversity (Culture, Language) (6)	Healthy
Diverse Religious Community (4)	Highly Educated Population
Clubs & Associations (4)	History
Base (3)	Isolation
Safe (3)	Legion
Volunteer Base Good (3)	Natural Beauty (lakes)
Young Population (3)	Nature
Friendly (2)	New Council
Ag. Society Strong (2)	Not Flat
Age Diversity (2)	Opportunity for Community Involvement
Artistic Community, performing arts (2)	People
Natural Resources (Water, Forest) (2)	Quality of Life
Active	Retirement Area
Caring	Services Available (lots of) for single parents
Clean / Environment	Small Town Atmosphere
Community Involvement	Social Services
Community Spirit	Transiency (fresh ideas)
Cosmopolitan Population (turn over healthy)	Unique City Gate
Growing Community	Welcoming Community

Community Facilities

Expanded Education - college (5)
 Hospital - health services (5)
 Schools (variety) (3)
 Libraries (2)
 Access to Facilities
 Aux. Hospital
 City Info Ctr.

Courthouse
 Facilities (library etc.)
 Health Clinic
 Long Term Care
 New Education Facilities
 Senior Centres (two)
 Seniors Lodge

Misc. Identified Strength

New Council good (new ideas etc.) (2)
 Water - best in Canada (2)
 City Promotion

Green Space
 Housing - Reasonable
 Trees

Transportation

Hwy Access
 Roadways into the Community – good

Identified Weaknesses of the Community of Cold Lake**Business & Industry**

Labour Force - lack of (5)
 Affordable housing - lack of (4)
 Air Services - lack of (2)
 Airport & services (2)
 Industrial Park (2)
 Low Income & Senior's Housing (2)
 Marina too small / Full Marina (2)
 Access to skilled tradesmen -lack of
 Accommodation - Maple Flag
 Affluence \$\$\$ - lack of
 Base Controls
 Beautification of outside of buildings - lack of
 Business in C.L.N. - lack of
 Clothing Stores (men's/ladies)
 Cottage Industry - lack of
 Customer service - poor
 Diverse Retail
 Downtown Facilities - few
 Economical Services - lack of
 Expensive Housing & Food
 High Density Housing - lack of
 Highly Skilled Jobs - lack of
 Industry - Aerospace - lack of
 Industry / commercial tax base - lack of

Liquor Stores & Bars - too many
 Low Rental Properties
 Music Store / Equipment
 No Costco
 No guidelines for development
 Real estate increase in market value
 Rental Properties
 Rental Vacancy Rate (low) - low income
 Restaurants - lack of good
 Retail all in C.L. South
 Serviced Industrial Park - none
 Single Business Voice
 Small Opportunity for Capitol Investment
 Specialized Dental services - lack of
 Specialized medical services - lack of
 Specialty Shops
 Sport Shopping
 Taxi's - lack of
 Trade Schools - lack of
 Ugly Downtown
 Waterfront Parking
 Waterfront Usage / development
 Youth Jobs - lack of

Community Related

Transient Community (leads to apathy) (3)
 Design & Planning - poor (2)
 Infrastructure (roads/sewer) - poor & old (2)
 Infrastructure (sewer & water) - lack of (2)
 Isolation (2)
 North & South - Distance between (2)
 North & South Rivalry & Medley & First Nations (2)
 Soft crime increasing & Drug use (2)
 Youth Activities (teen ctr, art facilities - besides sports)(2)
 Community / Heritage Fund
 Community Apathy
 Community Identity - lack of
 Community Official Plan - lack of
 Co-ordination of community events - lack of

Decision Making on Council - lack of
 Doctors (general& specialized) - shortage
 End of the Road
 Handicap Access
 High Utilities
 Lack of money for facilities
 Location - end of highway
 Major Medical - distance for
 Medical Services
 Medical Tests
 Military / Community Understanding
 Military vs. Community
 No Sense of Community (whole)
 Not many seniors

Partnerships & Cooperation - lack of
 Poor Community Representation by Council
 Poor Water/Sewer to First Nations
 Road & Sidewalk Clearing
 Sidewalks (curb access) - lack of
 Too many ATV (town)

Marketing & Tourism

Destination
 Marketing (tourism, Lake, activities) - lack of
 Poor Promotion of Community Events
 Tourist attractions (lake/advertise) - more

Transportation Weaknesses

Dangerous goods route - lack of (3)
 Efficient Public Transit (3)
 Roads - lack of good (2)
 Transportation - lack of (2)
 Dangerous Intersections
 Highway Access (poor)

Rec. & Community Facilities

Access to Rec. Facilities
 Activities for Youth
 Arena State Deterioration
 Child Care Facility - lack of
 City Assets are aging
 Duplication Local Services (libraries)

Misc. Identified Weaknesses

Climate (3)
 Post Secondary Education - lack of (2)
 Noise from jets
 Not accentuating natural beauty (ugly little houses)

Under Utilization of Ethnic Diversity
 Unity - lack of
 Vision - lack of
 Volunteerism - lack of
 Zoning (commercial/residential/industrial)

Tourist Development - lack of
 Downtown Advertising / revitalizing continues
 Communication - lack of

Highways - high volume / single lane
 Signage from Lloyd. To C.L. - none
 Transportation (economical)
 Transportation (within community)
 Transportation to outside

Green Space vs. Development
 Modern Rec. Infrastructure (besides base)
 Not Adequate Sports Ties
 Seniors Facilities Lacking
 Seniors Lodge - aging

Policing - increased crime
 Policing Manpower - lack of
 Weak Secondary Education

Identified Opportunities of the Community of Cold Lake

Business & Industry

Aerospace Industry (6)
 Cottage Industry (3)
 Low Income Housing (3)
 Marina Expansion (2)
 Expansion of Imperial Park (2)
 Regional Airport - improve (2)
 Air Services (2)
 Serviced Industrial Park (2)
 Water Marketing (2)
 Ag. Sector / Diversify
 Attraction of new contractors & developer
 B. & B. - more
 Business - huge potential
 Business Development
 CLFN Casino
 Conference Centre (retreat)
 Downtown Revitalization

Economic Development Opp. (1st Nation/MD/City)
 Educated Workforce
 High Density Housing
 High Skilled Job Sector - develop
 Industrial Base
 More Retail Business - London Drugs
 Natural Health Facilities / Services (Spa)
 Oilfield Service Industry encourage within city limits
 Outside Investment (domestic & foreign)
 Recycling Program - pick up system - restarting
 Retail Expansion
 Room for Commercial Development
 Smoke Free Pool Hall - make it!
 T.V. Station (media coverage)
 Training in oil & gas; medical
 Workforce

Community Related

Community Strategic Plan (rec., city services, social services) (4)
 Arts & Culture Facility (2)
 Build Community Pride (2)
 New better bigger fancier Seniors Centres (2)
 Tax Base Increased (2)

Artisans Community
 Build a Beautiful Community w/ Design Excellence
 City Transit
 Cooperation Service Groups
 Cooperative Transportation
 Dangerous Goods Route

Develop a strong community Identity
Economic Diversity to Attract People
Entertainment - variety of
Equitable Revenue Sharing with MD
Guidelines & Planning now to unify the area
Identify ourselves as a Community
Implementation of "Cause Report"
Innovative Partnership
Jericho Youth Centre

Library Amalgamation
Lots of room for expansion between C.L. North-South
Multi-Cultural Society & Programs - develop
Music Festivals
Partnership - benefits
Partnership with CLFN
Regional Economic Development
Streamline 4 communities into 1
Youth Services

Marketing & Promotion

Communication & Marketing / current activities - increase (3)
International Exposure (2)
Expand Tourism - better advertising & diversification
Maple Flag - reach international

Marketing of Marina & Lake & all natural attractions
Meadow Lake Prov. Park
Opportunity to be known as "Jewel" of the Northeast
Partner with NW Sask. Tourism

Rec. & Tourism Related

Tourism Increased (3)
Bike/Camping around Lake
Cabins on Lake
College Hockey Team
Rec. Opportunities
Sea wall at Marina - expansion

Sports Development
Tourism Budget - expand
Tourism Growth Winter & Summer Activity
Waterfront usage improved
Waterslide into Lake
Youth Facilities - better

Misc. Identified Opportunity

Annex outlying population
Attract Medical Services
Expansion of Post Secondary Facilities
Federal Cooperation
Highways & Roads - new
Improve Visibility of Intersection
Military Expansive
New Schools

Political Involvement - Fed/Prov
Post Secondary Education
Post Secondary Facility & Expand Existing Programs
Reduce Crime
Richest community in Canada
Split M.D.
Twinning of Highway

Identified Threats of the Community of Cold Lake

Economic & Business

Increasing Price of Housing (3)
Increased Cost Living (housing, utilities) (2)
Low Rental Property -lack of availability (2)
Medical / Social / Mental Services - lack of (2)
Diversity (commercial/retail) lack of (2)
Labour Shortage (2)
Boom/bust oil (2)
4-Wing in Hotel Business
Affordable and High Density housing
Business Pride - lack of
Business Street Appeal - lack of
Casino (increase social services; alcohol abuse; domestic violence)
Closure of 4-Wing
Commercial Property becoming unaffordable
Cost of Utilities
Crash of Housing Market
Customer service
Defence Spending Cuts Perceived
Doctors & Specialists - lack of
Economic dependency
Existence of Base Housing
Fixation on Expanding Box Stores
Ft. McMurray Syndrome

Hospitality Industry gouging
Imbalance of large box stores
Increasing Wages in Oil field
Industrial Development (base) - lacking
Lack of Service Industry Employees
Liquor Stores - too many
Maple Flag vs. 1st Nations
Military Cuts
Oil reserves depleted (future generations)
Oil Slump
Outside Attractions
Over fishing
Peace Air stops
Possible site of Casino
Price of Oil both up & down
Real-estate Market Bust
Scheduled Air Service - lack of
Serviced Industrial Park - lack of
Skilled Trade workforce - lack of
Support for small business - lack of
Undesirable Businesses increasing
Volatility in the energy sector
Workers / quality - lack of

Municipal Planning

Long Term Plan/Vision - lack of (5)
 Breakdown of Relationships
 Change in Council / administration Perceived threat
 Cold Lake Awareness - lack of
 Communication - lack of
 Community Plan/Vision - lack of
 Decision making process - lack of or too lengthy
 Environmental Impacts (closure of landfill 2008;
 no recycling; pollution; water)
 Image Portrayed
 Inadequate Snow Removal hinders travel
 Infrastructure Deterioration
 Large Scale Planned Subdivision - lack of
 MD of BV favours Bonnyville - lack of cooperation

Money in City - none
 Need for Control
 Poor Roads / systems / D.G.route
 Relationships (city/base/1st nations)
 Retirement Facilities - lack of
 Shore line use
 Strong Leadership - lack of
 Sustainable Infrastructure
 Tax Base - lack of
 Tax Increase
 Transportation (infrastructure / Airport) - lack of
 Transportation (local & affordable)
 Urban Sprawl
 Youth Facilities - lack of (crime / drugs)

People & Community

Small town mentality (2)
 Apathy in Community (2)
 Community Involvement - lack of (2)
 Aging Population
 Citizens not willing to pay for what they want
 Community Pride - lack of
 Cooperation - lack of
 Facility access (youth / seniors)
 Fear of the unknown
 Individual Citizen Accountability
 Keeping Revenue in the Community
 Low Senior Population
 Negative Reporting
 NIMBY
 No voice in Prov/Fed. Or local Municipal Politics

North - South Feuding
 Not taking advantage of what we have
 Panhandling vagrancies
 Parents not being parents
 Political Representation - lack of
 Pride in Community - lack of
 Public & Political Apathy
 Reaction to Change
 Status Quo
 Tolerance for different groups - lack of
 Too much talk too little walk
 Transient Community
 Transient Mentality
 Unity - lack of (drive apart)
 Youth Entertainment - lack of

Misc. Related Threats

Drugs / Criminal Activity (5)
 Finances from Higher Gov't (3)
 Post Secondary - lack of (youth leave) (2)
 Air / Bus Transportation
 Competition of outside communities
 Destruction of natural beauty
 Funding - lack of
 Gov't Change Policies for medical
 Gov't Sending

Level of care in seniors facilities
 Location (end of the road)
 Low Funding for Seniors
 Major Centre - distance from
 Name of City
 Policing - lack of
 Unable to control water quality in Lake
 Weather



STAFF REPORT

Title: Letter of Understanding 4Wing - Outdoor Fitness Park

Meeting Date: March 26, 2019

Executive Summary:

In early March, 2019, the City received a Letter of Understanding from 4 Wing Cold Lake outlining conditions and deliverables for enhancing outdoor recreational opportunities in the vicinity of Col. JJ Parr Sports Facility. The request is specifically pertaining to the development of an Outdoor Fitness Park at the Col. JJ Parr Sports Facility.

Background:

The City recently received a Letter of Understanding from 4 Wing Cold Lake outlining conditions and deliverables for enhancing outdoor recreational opportunities in the vicinity of Col. JJ Parr Sports Facility. 4 Wing's aim is to offer recreational activities for families, kids of all ages, and adults. This recent design plan by 4 Wing encompasses an outdoor exercise park. The Letter of Understanding sets out the expectation for the City to construct and maintain for five (5) years, the new outdoor fitness park. 4 Wing, in exchange, will pay to the City one hundred and thirty thousand dollars (\$130,000) plus up to a fifteen percent (15%) contingency cost (\$19,500) for costs associated with this project. Should the total cost of the project exceed projected costs, at any time, scope of work will be adjusted accordingly.

It is understood that 4 Wing Cold Lake has received funding from a third party to develop the park. It is also understood that an agreement to execute the project must be completed by March 31, 2019 (or Friday of this week).

In Administration's perspective, the request of 4 Wing is an increase to service levels provided to 4 Wing Cold Lake. A similar request was made a couple of years ago; 4 Wing Cold Lake requested the City take on the construction (funded by 4 Wing Cold Lake) and all maintenance and monitoring of the splash park located by the JJ Parr Sports Facility. This request was approved by City Council.

Alternatives:

Council may consider the following actions:

1. Authorize the City of Cold Lake to enter into a Letter of Understanding with 4 Wing Cold Lake for the construction, and maintenance of a new outdoor fitness park located at the Col. JJ Parr Sports Facility.



2. Authorize the City of Cold Lake not to enter into a Letter of Understanding with 4 Wing Cold Lake for the construction, and maintenance of a new outdoor fitness park located at the Col. JJ Par Sports Facility.
3. Receive this report as information

Recommended Action:

The Council authorize the City of Cold Lake to enter into a Letter of Understanding with Her Majesty the Queen in Right of Canada, as represented by the Wing Commander in his Non-Public Property Capacity to develop and maintain for five (5) years a new outdoor fitness park located at the Colonel JJ Parr Sports Facility.

Budget Implications (Yes or No):

Yes

Submitted by:

Kevin Nagoya, Chief Administrative Officer

Office of the Wing Commander
4 Wing Cold Lake
P.O. Box 6550 Stn Forces
Cold Lake AB
T9M 2C6



Bureau de Commandant de l'escadre
4^e Escadre Cold Lake
C.P. 6550 Succ Forces
Cold Lake AB
T9M 2C6

5590-1-3 (Sr Mgr PSP)

February 2019

Mr Kevin Nagoya
Chief Administrative Officer
City of Cold Lake
5513 – 48th Avenue
Cold Lake AB T9M 1A1

Dear Mr. Nagoya:

1. Personnel Support Programs Staff has been working with your staff with regards to the construction of an outdoor fitness park at 4 Wing. Please accept this letter as an interim measure until the Memorandum of Understanding can be updated as follows:

a. City responsibilities:

- (1) responsible for liaising with contractors;
- (2) the construction/contractor once the initial design has been approved;
- (3) maintenance of the outdoor fitness park from 2019 – 2024; and
- (4) annual safety inspections.

b. DND responsibilities:

- (1) coordinating environmental approvals and ground disturbance requests;
- (2) coordinating the seasonal removal, storage and reinstallation of any equipment as/if required;
- (3) repair and replacement of the outdoor fitness park; and

(4) assume maintenance of the structure in 2024.

2. Please indicate your acceptance of the above by signing below and returning the letter to the undersigned. If you require further information regarding this letter, please contact Diana Warbeck, Senior Manager Personnel Support Programs, at 780-840-8000 extension 8217 or via email at diana.warbeck@forces.gc.ca.

Yours truly,

P.J. Doyle
Colonel

City of Cold Lake agrees to accept
the terms of this letter.

City of Cold Lake

Per: _____

Date: _____

Letter of Understanding

BETWEEN:

CITY OF COLD LAKE

5513 – 48 Avenue, Cold Lake, AB T9M 1A1

AND:

**HER MAJESTY THE QUEEN IN RIGHT OF CANADA,
AS REPRESENTED BY COL PAUL DOYLE, WING COMMANDER,
4 WING COLD LAKE,
IN HIS NON-PUBLIC PROPERTY CAPACITY**
(hereinafter referred to as the "Wing Commander")

1. It is understood that the City of Cold Lake has agreed to take on the construction of an outdoor fitness park to be located at **4 Wing Cold Lake**, at a site determined in the proximity of the Col J.J. Parr Sports Centre.
2. It is further understood that the **City of Cold Lake** will be fully responsible for said construction/contractor once the initial design has been approved by **4 Wing Cold Lake**. Consultation where required shall occur with the City of Cold Lake, Glenn Barnes, General Manager of Community Services and Diana Warbeck, Senior Manager Personnel Support Programs.
3. In exchange for service provided above it is understood that **4 Wing Cold Lake** will agree to payment terms as outlined in the project proposal by PlayQuest Recreation, where 4 Wing Cold Lake will pay the following project amounts to the City of Cold Lake upon provision of invoices for services rendered:
 - a. 100% of the project total plus GST or upon receipt of project invoice and no later than 31 March 2019;
 - b. payment upon receipt of invoice for additional costs specifically required in the construction of the outdoor fitness park upon consultation with and approval by 4 Wing Diana Warbeck, Senior Manager Personnel Support Programs. Extra cost maybe related to studies, reports, drainage upgrades, construction overages or change orders through the construction process. This payment shall occur no later than ninety (90) days post construction.

4. Notwithstanding, any approved design, the total construction cost of the 4 Wing Playground shall not exceed One Hundred and Thirty Thousand Dollars (\$130,000.00), plus GST and up to a 15% contingency cost (\$19,500.00) for additional costs associated with this project. If the total costs of the project exceed projected costs, at any time, scope will be adjusted accordingly.

5. In signing below, the Parties acknowledge having read and understood the within Agreement and agree to abide by its terms and conditions.

Col Paul Doyle
4 Wing Commander
In his Non-Public Property Capacity

Kevin Nagoya
Chief Administrative Officer
CITY OF COLD LAKE

SIGNATURE

SIGNATURE

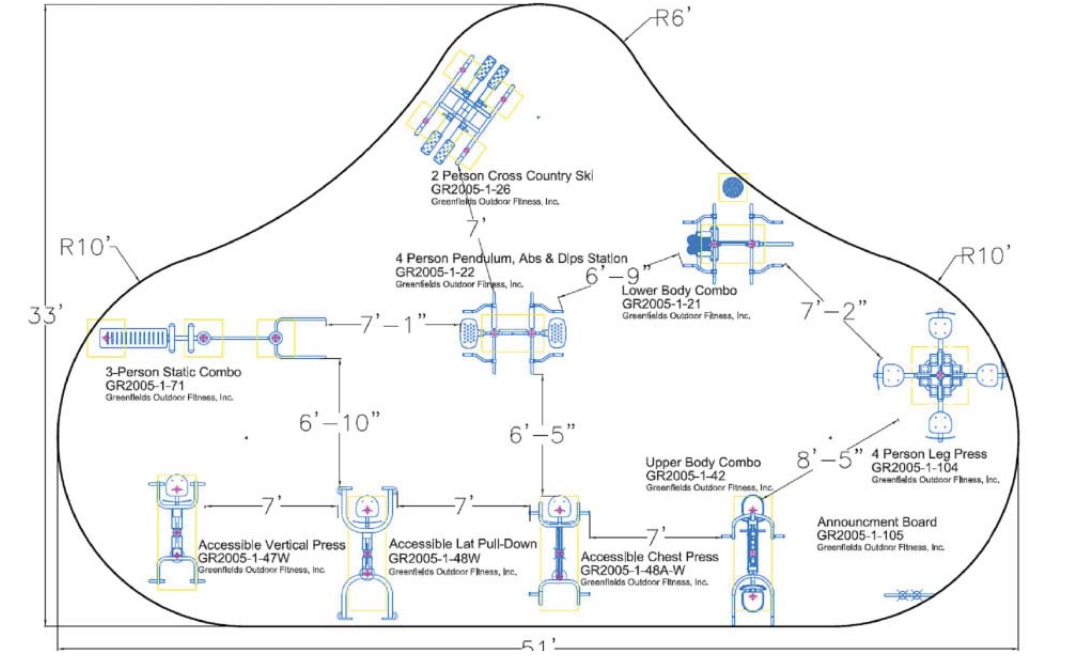
DATE

DATE

9 UNITS 25 USERS



GR2005-1-21	4-Person Lower Body Combo
GR2005-1-22	4-Person Pendulum, Abs & Dips Station
GR2005-1-26	2-Person Cross-Country Ski
GR2005-1-42	2-Person Back & Arms Combo
GR2005-1-47-W	2-Person Accessible Vertical Press
GR2005-1-48-W	2-Person Accessible Lat Pull-Down
GR2005-1-48A-W	2-Person Accessible Chest Press
GR2005-1-71	3-Person Static Combo
GR2005-1-104	4-Person Leg Press



Complete your package with additional amenities

	Benches
	Trash receptacles
	Bike racks
	DogiPot Page 152 of 258



"The exercise equipment was really crucial and wanted by the community because they have no other opportunities to do this."

~ Sharn Stinson-Ure, landscape architect



Greenfields offers custom signage for your fitness zone! Review safety guidelines, acknowledge project donors, or share a fitness plan

MEDIUM SAMPLE PACKAGE 1

maximum fitness opportunities on a minimum footprint

9 UNITS **25 USERS**

Greenfields' Medium Sample Package I package allows for 25 users on just 9 units. Units such as the 3-Person Static Combo provide moderate to advanced-level workouts, while other stations cater to entry-level users.

4-PERSON LOWER BODY COMBO



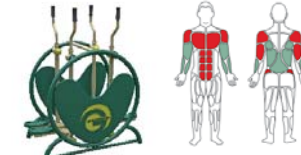
GR2005-1-21

4-PERSON PENDULUM, ABS & DIPS STATION



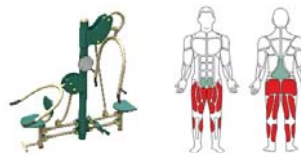
GR2005-1-22

2-PERSON CROSS-COUNTRY SKI



GR2005-1-26

2-PERSON BACK & ARMS COMBO



GR2005-1-42

2-PERSON ACCESSIBLE VERTICAL PRESS



GR2005-1-47-W

2-PERSON ACCESSIBLE LAT PULL-DOWN



GR2005-1-48-W

2-PERSON ACCESSIBLE CHEST PRESS



GR2005-1-48A-W

3-PERSON STATIC COMBO



GR2005-1-71

4-PERSON LEG PRESS



GR2005-1-104



"We saw this as a nice addition to the active programs and services the city otherwise currently provides its community to commit to the philosophy and concept of wellness."
~ Steve Zoet, Director of Community Services, Beverly Hills, CA

< watch the whole interview at greenfieldsfitness.com/beverly-hills-opening.html





PROPOSED EQUIPMENT LIST

GR2005-1-21	4-Person Lower Body Combo
GR2005-1-22	4-Person Pendulum, Abs & Dips Station
GR2005-1-26	2-Person Cross-Country Ski
GR2005-1-42	2-Person Back & Arms Combo
GR2005-1-47-W	2-Person Accessible Vertical Press
GR2005-1-48-W	2-Person Accessible Lat Pull-Down
GR2005-1-48A-W	2-Person Accessible Chest Press
GR2005-1-71	3-Person Static Combo
GR2005-1-104	4-Person Leg Press

These 9 units may serve up to 25 people at a time.

Please be advised that the use of DG (Decomposed Granite) increases the normal wear & tear of all footrests and other platforms used by the users.



Fitness Equipment & Installation Summary

8440 45 Street NW
Edmonton, Alberta T6B 2N6
Rep: Matthew Walker (587) 983-1962

Date	Quotation No.
10/29/2018	5300

Name/Address
National Defense/ Government of Canada Attn: Derek Coe 4 Wing Cold Lake Tel: 780-840-8000 ext 8217

Ship To
National Defense/ Government of Canada Attn: Derek Coe 4 Wing Cold Lake Tel: 780-840-8000 ext 8217

Rep		Terms	Project	
MW		50% Deposit, Balance on Receipt	Medium Fitness Package	
Qty	Unit	Description	Rate	Total
1	LS	SGR2005-1-21 4-Person Lower Body Combo SGR2005-1-22 4-Person Pendulum, Abs & Dip Station SGR2005-1-26 2-Person Cross Country Ski SGR2005-1-42 2-Person Back & Arms Combo SGR2005-1-47-W Wheelchair Accessible Vertical Press SGR2005-1-48-W Wheelchair Accessible Lat Pull Down SGR2005-1-48A-W Wheelchair Accessible Chest Press SGR2005-1-48E COMBO Butterfly & Reverse Fly SGR2005-1-71 Static Combo - Sit-up, Pull-up, Dip Station SGR2005-1-104N 4-Person Leg Press Announcement Board Customer Service - Freight	60,871.50	60,871.50
1	LS	Customer Service - Professional Installation	14,609.17	14,609.17
1950	Ft2	Base Prep, c/w 4" excavation and 4" compacted gravel base	9.25	18,037.50
1950	Ft2	Supply & Install TrueTop poured in place rubber, black	15.50	30,225.00
190	Ln. Ft.	Aluminum edging (for curved shape)	22.50	4,275.00
Note: Quote does not include any landscaping. Area is 30' x 65'				

ACCEPTANCE OF PROPOSAL
<p>The prices, specifications and conditions are satisfactory and are accepted. I authorize PlayQuest to perform the work as specified. Payment will be made as outlined above. Quote pricing valid for 45 days.</p> <p>Signature: _____</p> <p>Print Name: _____</p> <p>Date: _____</p>

Subtotal	\$ 128,018.17
GST	\$ 6,400.91
Total	\$ 134,419.08

GST: 806381877

Appendix A

Inventory of Open Spaces and Linkages

Parkettes (18)				
Open Space Name	Location	Class	Area (ha)	Playground
Beach Avenue Lake Access – Northern (unnamed)	CLN	A	0.11	New in 2012
Beach Avenue Lake Access – Southern (unnamed)	CLN	A	0.07	No
Bear Park	4 Wing	A	0.09	New in 2013
Dogwood Park	4 Wing	A	0.05	Yes
Elm Park	4 Wing	A	0.09	New in 2013
Evergreen Park	4 Wing	A	0.11	Yes
Fir Court	CLN	A	0.10	New in 2012
Forest Heights Park	CLN	A	0.47	New in 2013
Kinder Park	CLS	A	0.24	New in 2012
Lefebvre Heights Park	CLN	A	0.40	New in 2013
Maple Park	4 Wing	A	0.14	Yes
Meadowlark Park	CLS	A	0.27	No
Regent Park	4 Wing	A	0.08	New in 2012
Shipwreck Park	CLS	A	0.38	New in 2010
Tamarac Park	4 Wing	A	0.08	New in 2013
Triangle Park	CLN	A	0.16	No
Tri-City Park (unnamed)	CLS	A	0.37	No
Tri-City Park (unnamed)	CLS	A	0.11	New in 2012
Total			3.32	14
Average			0.18	

Neighbourhood Parks (8)				
Open Space Name	Location	Class	Area (ha)	Playground
Arrowhead Park	CLS	B	0.58	New in 2012
Bibeau Park	CLN	B	1.32	New in 2013
Brady Heights Park	CLS	B	1.07	Yes
Hickory Park	4 Wing	B	0.75	No
Hilltop Park	CLS	B	1.82	New in 2013
Martineau Park	4 Wing	B	1.91	New in 2013
Nelson Heights Park	CLN	B	0.96	New in 2010
Steve Wusyk Park	CLS	B	0.77	New in 2010
Total			9.18	7
Average			1.15	

Community Parks (6)				
Open Space Name	Location	Class	Area (ha)	Playground
Birch Park	4 Wing	C	3.18	New in 2012
Ivan Krook Sr. Memorial Park	CLN	C	3.82	No
Lions Park	CLS	C	5.70	New in 2013
MacKenzie Park	4 Wing	C	2.63	New in 2012
Palm Creek Park	CLS	C	6.45	New in 2012
Sentinel Park	4 Wing	C	3.45	No
Total			25.23	4
Average			4.21	

Regional Parks (3)				
Open Space Name	Location	Class	Area (ha)	Playground
Col. JJ Parr Site	4 Wing	D	11.84	No
Imperial Park	CLC	D	116.60	No
Kinosoo Beach	CLN	D	3.35	Yes
Total			131.79	1
Average			43.93	

Active Parkland*				
*The area for Active Parkland found within other open spaces (i.e. Regional Parks) has not been added to the table below.				
Open Space Name	Location	Class	Area (ha)	Playground
Martineau Sports Fields	4 Wing	E	3.17	No
Nelson Heights Sports Field	CLN	E	1.82	No
Ball Diamonds (27)	Citywide	E	N/A	No
Soccer Fields (21)	Citywide	E	N/A	No
Tennis Courts (6)	Citywide	E	N/A	No
Basketball Courts (4)	Citywide	E	N/A	No
Outdoor Rinks (3)	Citywide	E	N/A	No
Sledding Hills (3)	Citywide	E	N/A	No
Beach Volleyball Courts (2)	Citywide	E	N/A	No
Rugby Fields (3)	Citywide	E	N/A	No
Football Fields (1)	Citywide	E	N/A	No
Skateboard Parks (1)	4 Wing	E	N/A	No
Off-leash Dog Parks (1)	4 Wing	E	6.36	No
Campgrounds (1)	4 Wing	E	11.80	No
Golf Courses (1)	4 Wing	E	190.00	No
Curling Rinks (1)	4 Wing	E	N/A	No
Total (55)			213.15	0

Trails & Linear Open Spaces				
Open Space Name	Location	Class	Area (ha)	Playground
Heritage Park - CFB Cold Lake Front Gate	4 Wing	F	1.50	No
Heritage Trail	CLN	F	0.7 km	No
Joe Heffner Memorial Park	CLS	F	0.54	No
Millennium Trail	Citywide	F	11 km	No
Municipal Reserve (MR)	Citywide	F	15.40	No
Public Utility Lots (PULs)	Citywide	F	6.95	No
Total			24.39	0

Natural Areas				
Open Space Name	Location	Class	Area (ha)	Playground
Environmental Reserve (ER)	Citywide	G	4.37	No
Eugene Dery Urban Forest	CLN	G	0.68	No
Stormwater Ponds (11)	Citywide	G	23.63	No
Total			28.68	0

Other Open Spaces				
Open Space Name	Location	Class	Area (ha)	Playground
Cenotaph Park	CLN	H	0.28	No
Jubilee Park	4 Wing	H	2.01	No
Municipal Cemeteries	Citywide	H	1.59	No
Non-municipal Cemeteries	Citywide	H	2.57	No
Landscape Features	Citywide	H	0.49	No
Elementary Schools	Citywide	H	15.16	Yes
Middle Schools	Citywide	H	12.52	Yes
High Schools	Citywide	H	8.91	No
Vacant Schools (MacKenzie School*) *Federal Heritage Building	4 Wing	H	N/A	Yes
Total			43.53	10

Inventory Summary		
	Area (ha)	Playgrounds
Classification A - Parkette (18 sites)	3.32	14
Classification B - Neighbourhood Park (8 sites)	9.18	7
Classification C - Community Park (6 sites)	25.23	4
Classification D - Regional Park (3 sites)	131.79	1
Classification E - Active Parkland	213.15	0
Classification F- Trails and Linear Open Space	24.39	0
Classification G - Natural Area	28.68	0
Classification H - Other Open Space	43.53	10
Total	479.27	36

Appendix B

Inventory of Active Parkland

Type	Number of Sites	Location
Baseball Diamonds	27	Imperial Park (8)
		Ivan Krook Sr. Memorial Park (2)
		Steve Wusyk Park (1)
		Near Nelson Heights School (1)
		Bibeau Park (t-ball) (1)
		Cold Lake Public School (2)
		Nelson Heights School (1 t-ball)
		North Star School (2)
		Grand Centre Middle School (3)
		Assumption School (2)
		St. Dominic School (1)
		Holy Cross School (2)
		Col. JJ Parr Site (1)
Soccer Fields	19	Imperial Park (6)
		Lions Park (1)
		Lefebvre Heights Park (junior field) (1)
		St. Dominic School (1)
		Cold Lake Middle School (1)
		Grand Centre Middle School (1)
		Nelson Heights School (1)
		Cold Lake Public School (1)
		École Voyageur (1)
		Hospital (junior fields) (1)
		Col. JJ Parr Site (4)
Tennis Courts	6	Ivan Krook Sr. Memorial Park (2)
		Hilltop Park (2)
		Col. JJ Parr Site (2)
Basketball Courts	4	Kinosoo Beach (1)
		Hilltop Park (1)
		Beach Access Parks on Beach Ave (2)

Type	Number of Sites	Location
Outdoor Rinks	3	Nelson Heights Park (1)
		Col. JJ Parr Site (1)
		To be determined Autumn 2013 (1)
Sledding Hills	3	Arrowhead Park (1)
		Bibeau Park (1)
		Brady Heights Park (1)
Beach Volleyball Courts	2	Kinosoo Beach (1)
		Col. JJ Parr Site (1)
Football Fields	1	Grand Centre Middle School
Rugby Fields	3	Imperial Park (1)
		Col. JJ Parr Site (2)
Skateboard Parks	1	Col. JJ Parr Site
Off-leash Dog Parks	1	4 Wing
Campgrounds	1	4 Wing
Golf Courses	1	4 Wing
Curling Rinks	1	4 Wing
Total	73	



STAFF REPORT

Title: Letter of Understanding 4 Wing - Playground

Meeting Date: March 26, 2019

Executive Summary:

In early March, 2019, the City received a Letter of Understanding from 4 Wing Cold Lake outlining conditions and deliverables for enhancing outdoor recreational opportunities in the vicinity of Col. JJ Parr Sports Facility. Most specifically, 4 Wing is requesting for the City to develop and maintain a playground at the Col. JJ Parr Sports Facility. This playground would be replacing the playground located at Bear and Martineau Parks.

Background:

The City of Cold Lake offers a number of recreational facilities, programs and services to local user groups and the broader community. The City strives to create opportunities that enhance individual well-being, contribute to a healthy lifestyle, and offer residents of all ages to be active.

The City recently received a Letter of Understanding from 4 Wing Cold Lake outlining conditions and deliverables for enhancing outdoor recreational opportunities in the vicinity of Col. JJ Parr Sports Facility. 4 Wing's aim is to offer recreational activities for families, kids of all ages, and adults. This recent design plan by 4 Wing encompasses a playground and shade sail. The Letter of Understanding sets out the expectation for the City to construct and maintain the new playground and structures. 4 Wing, in exchange, will pay to the City one hundred and twenty thousand dollars (\$120,000) plus up to a fifteen percent (15%) contingency cost (\$18,000) for costs associated with this project. Should the total cost of the project exceed projected costs, at any time, scope of work will be adjusted accordingly.

It is understood that 4 Wing is receiving funding from a third party to develop the park. It is also understood that 4 Wing is requiring the agreement to be ratified by March 31, 2019 (or this Friday).

4 Wing's Letter of Understanding is seen as being related to the decommissioning of Bear Park and Martineau Park located on 4 Wing Cold Lake. The cost to relocate the parks near the costs to develop a park as new.

The approach for the disposal of surplus goods e.g. the two (2) play structures located at Bear and Martineau Parks, are:



1. In keeping with the Purchasing of Goods and Services Policy, “The CAO (or designate) may provide authority for sale or salvage municipal assets not sold by bid or at auction.”
2. Bring a report, at a later date, to Council with a recommendation for consideration

It should be noted that these park structure were recently replaced and are essentially new. Some community groups have requested for the structures of which they would remove the structures with volunteers.

In Administration's perspective, the request of 4 Wing is a shift to service levels provided to 4 Wing Cold Lake. A similar request was made a couple of years ago; 4 Wing Cold Lake requested the City take on the construction (funded by 4 Wing Cold Lake) and all maintenance and monitoring of the splash park located by the JJ Parr Sports Facility. This request was approved by City Council. This request can also be viewed as reducing two (2) parks to one (1).

Historical Context

Approximately, ten (10) years ago, the City of Cold Lake reviewed the opportunity to close various parks throughout the community and reviewed the opportunity to sell park space that was considered surplus. During this review, it was found that some parks in the community could be closed and developed for other purposes. It was also found that park structures on 4 Wing Cold Lake existed in greater intensity than the parks through Cold Lake North and Cold Lake South. In summary, some parks in Cold Lake North and Cold Lake South had their structures removed. However, any re-purposing of the parks/open spaces, and any removal of any park structures on 4 Wing Cold Lake were squashed by City Council.

Additionally, the City of Cold Lake has never taken over the park structures owned by the school districts located at the previous designated schools. 4 Wing Cold Lake periodically makes the request when issues with maintenance issues arise from these parks. Nor has the City ever taken over the skateboard park at the Col. JJ Parr Facility.

Parkettes

There are eighteen (18) parkettes within the City and 4 Wing Cold Lake encompassing approximately 3.32 hectares (ha) of land averaging 0.18 ha per parkette. Fourteen (14) parkettes currently have some type of play structures.

Neighbourhood Parks



There are eight (8) open spaces classified as neighbourhood parks including those on 4 Wing, providing 9.18 ha of parkland with an average of 1.15 ha per park. Features of each neighbourhood park vary; seven (7) have play structures and some assortment of other amenities including benches and picnic tables.

Community Parks

There are six (6) community parks in the City encompassing approximately 25.23 ha with an average size of 4.21 ha. The amenities within each community park vary; four (4) include play structures while also providing benches and picnic tables.

Regional Parks

The three (3) regional parks in the City have a total area of 131.79 ha. Kinosoo Beach in the north, Imperial Park central and open space surrounding Col. JJ Parr on 4 Wing are Regional Parks as they are destination open spaces; meaning that people seek out these parks because they provide attractive and unique amenities.

Playground Equipment

Currently there are thirty six (36) playground structures within the City including 4 Wing.

Inventory

An inventory and description of the open space is attached titled Appendix A, Inventory Open Spaces and Appendix B, Inventory of Active Parkland.

Alternatives:

Council may consider the following actions:

1. Authorize the City of Cold Lake to enter into a Letter of Understanding with 4 Wing Cold Lake for the construction, and maintenance of a new playground and structure located at the Col. JJ Parr Sports Facility.
2. Authorize the City of Cold Lake not to enter into a Letter of Understanding with 4 Wing Cold Lake for the construction, and maintenance of a new playground and structure located at the Col. JJ Parr Sports Facility.
3. Receive this report as information

Recommended Action:

That Council authorize the City of Cold Lake to enter into a Memorandum of Understanding with Her Majesty the Queen in Right of Canada, as represented by the Wing Commander in his Non-Public Property Capacity to develop and maintain a new playground and structure located at the Colonel JJ Parr Sports Facility.

Budget Implications (Yes or No):



Yes

Submitted by:

Kevin Nagoya, Chief Administrative Officer

Letter of Understanding

BETWEEN:

CITY OF COLD LAKE

5513 – 48 Avenue, Cold Lake, AB T9M 1A1

AND:

**HER MAJESTY THE QUEEN IN RIGHT OF CANADA,
AS REPRESENTED BY COL PAUL DOYLE, WING COMMANDER,
4 WING COLD LAKE,
IN HIS NON-PUBLIC PROPERTY CAPACITY**
(hereinafter referred to as the "Wing Commander")

1. It is understood that the City of Cold Lake has agreed to take on the construction of a playground to be located at **4 Wing Cold Lake**, at a site determined in the proximity of the Col JJ Parr Sports Centre.
2. It is further understood that the **City of Cold Lake** will be fully responsible for said construction/contractor once the initial design has been approved by **4 Wing Cold Lake**. Consultation where required shall occur with the City of Cold Lake, Glenn Barnes, General Manager of Community Services and Diana Warbeck, Senior Manager Personnel Support Programs.
3. In exchange for service provided above it is understood that **4 Wing Cold Lake** will agree to payment terms as outlined in the project proposal by Blue Imp, where 4 Wing Cold Lake will pay the following project amounts to the City of Cold Lake upon provision of invoices for services rendered:
 - a. 50% or \$60,000.00 of the project total plus GST or upon project order and no later than 31 March 2019;
 - b. 50% or \$60,000.00 of the project total plus GST no later than 30 days upon completion of project; and
 - c. payment upon receipt of invoice for additional costs specifically required in the construction of the Playground upon consultation with and approval by 4 Wing Diana Warbeck, Senior Manager Personnel Support Programs. Extra cost maybe related to studies, reports, drainage upgrades, construction overages or change

orders through the construction process. This payment shall occur no later than ninety (90) days post construction.

4. Notwithstanding, any approved design, the total construction cost of the 4 Wing Playground shall not exceed One Hundred and Twenty Thousand Dollars (\$120,000.00), plus up to a 15% contingency cost (\$18,000.00) for additional costs associated with this project. If the total costs of the project exceed projected costs, at any time, scope will be adjusted accordingly.

5. In signing below, the Parties acknowledge having read and understood the within Agreement and agree to abide by its terms and conditions.

Col Paul Doyle
4 Wing Commander
In his Non-Public Property Capacity

Kevin Nagoya
Chief Administrative Officer
CITY OF COLD LAKE

SIGNATURE

SIGNATURE

DATE

DATE



CONFORMS TO THE CAN/CSA-Z614-14 STANDARD
"CHILDRENS PLAYSPACES AND EQUIPMENT"

PERIMETER SHOWN REPRESENTS EXTENT OF REQUIRED SAFETY
SURFACING. WIDTH OF BORDER MATERIAL MUST BE ADDED
BEFORE EXCAVATION.

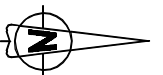
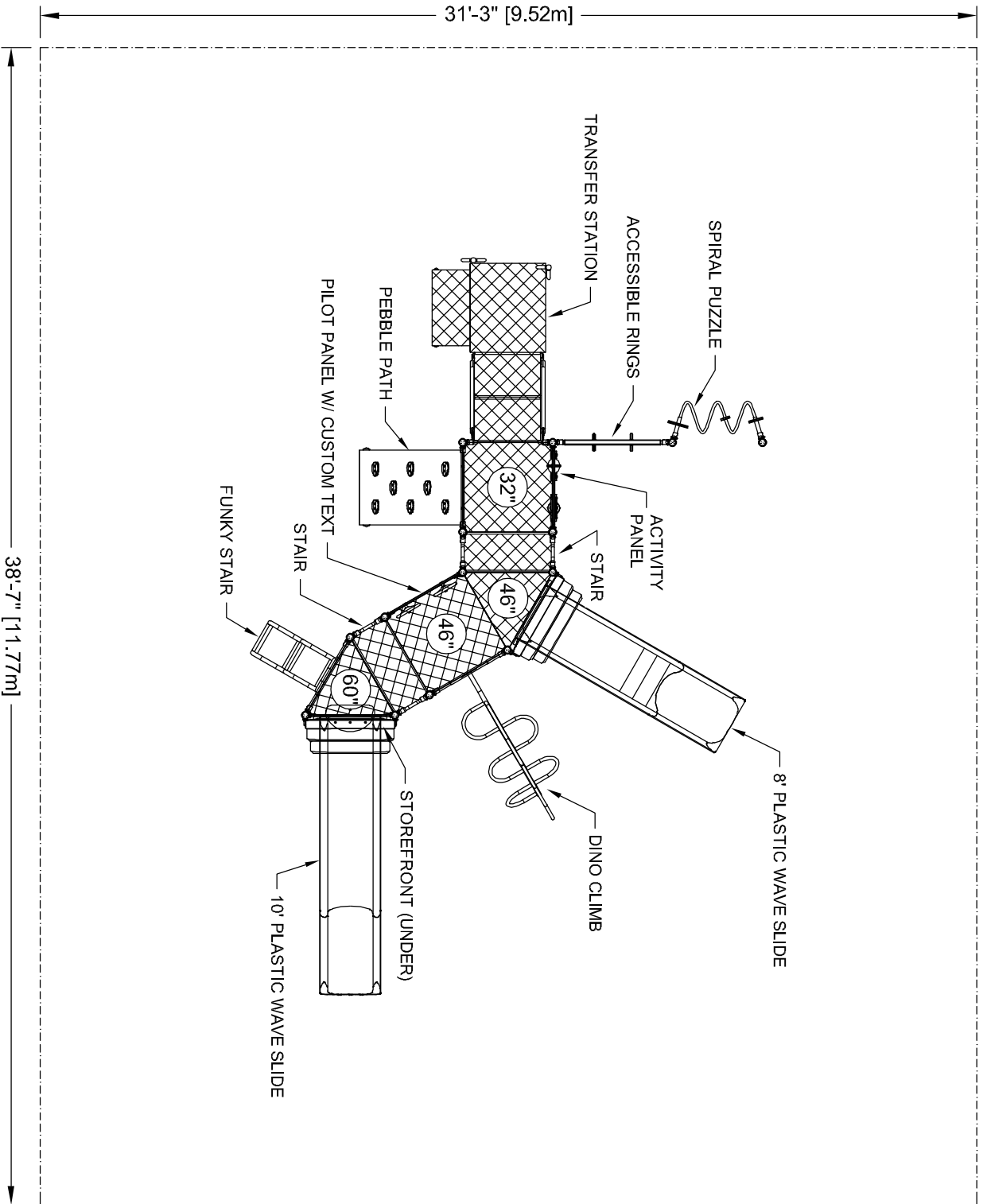
MILITARY BASE
COLD LAKE, AB
BLUE IMP 2

LAYOUT # 107665
JOB # J05164

RECOMMENDED AGES: 2-12
PROTECTIVE SURFACING REQUIRED:
AREA: 1207 (sq.ft) PERIMETER: 140 (ft)
DRAWN BY: AF DATE: 18-JAN-19

BLUEIMP™
Play Strong.

724 - 14TH STREET S.W., MEDICINE HAT, AB, T1A 4V7
TOLL FREE: 1-800-661-1462 FAX: (403) 529-0851
E-MAIL: sales@blueimp.com WEBSITE: www.blueimp.com



BLUE IMP SLIDES MUST BE
INSTALLED WITH SLIDE
BEDS FACING BETWEEN
NORTH AND EAST



Note: Colours shown may not accurately reflect actual colours.



Military Base

layout # 107665-C1
J05164



CITY OF COLD LAKE

WHAT ALBERTA MAKES MAKES ALBERTA

- MANUFACTURING PLANT IS IN MEDICINE HAT, AB
 - FAMILY OWNED BUSINESS SINCE 1917





Made in Canada. Fabricated in Canada. Produced in Canada. No matter how you say it, it's a fact we are proud of. As Canada's longest standing playground and park equipment manufacturer, we continue to fabricate a wide range of products at our facility in Medicine Hat, Alberta.

Understanding Canada's Needs

At Blue Imp, we understand Canada's climate and strive to design products that stand up to weather extremes while offering year-round play value.

Ensuring Quality & Safety

Because Blue Imp is 100% owned and operated in Canada, you can rest assured that the products you buy meet or exceed all CSA standards and were manufactured under safe and fair working conditions.

**Employing Canadians**

Blue Imp provides jobs for Canadians in a wide range of positions, including research and design, drafting, fabrication, finishing, quality control, sales, administration, shipping and installation. In addition, Blue Imp's apprenticeship and training opportunities help to develop Canada's workforce.

Reducing Environmental Impact

Because our products are manufactured right here at home, they are closer to you, which means less transport and lower emissions, both for your initial purchase as well as service and parts in the future.

Building a Stronger Canada

As the engine of the economy, manufacturing fuels other sectors, creating a multiplier effect that generates wealth and job growth for all. When you purchase Blue Imp products, you are helping to build a stronger community and a stronger Canadian economy. As the founder of Blue Imp wisely said, "What Canada makes, makes Canada!"

PLAY LONG. PLAY SAFE. PLAY STRONG.

Kids Are Worth It!

At Blue Imp, we insist on using superior materials because we believe kids are worth it. Playgrounds may look similar at first glance, but when you take a closer look, you will find big differences in design, materials and warranty. Those differences matter to the longevity of your investment and the safety of your children.

Long-Lasting Fun

Blue Imp builds products to make the fun last. Our creative play systems are designed to stand up to enthusiastic play and weather extremes while keeping kids active and wanting more.

Leading Safety

As a safety leader, we ensure that our structures meet or exceed industry standards and believe that safety is about more than simply meeting a standard. Our see-through designs promote easier supervision while our easy-grip steel rail entries and hammerlock connectors help keep kids safe.

Steel Advantages

When it comes to durable fun, steel rules. That's why we prefer to design with steel whenever suitable and possible. Steel is vandal-resistant, weather-proof and kid-proof. In addition, it is static-free and cochlear-implant friendly. As the world's most recycled material, steel is greener, too.

Best Warranty

As the longest-standing Canadian play equipment manufacturer, we continue to stand behind our products with confidence, family pride and the best warranty in the industry.



For more information, visit www.blueimp.com or call 1-800-661-1462

BLUE IMP
Play Strong.™

Caring for our environment and reducing our carbon footprint are important matters for Blue Imp. From our eco-friendly steel products to our PVC-free plastic components, we strive to choose materials that are positive for the environment. In fact, when it comes to green thinking, Blue Imp got a headstart. In the 1930s, long before "recycling" was a concept, Blue Imp founder Simon F. Scott reclaimed the steel tubing from decommissioned steam locomotives to manufacture swings, teeter totters and slides.

Leaner and Greener

Blue Imp continues to move forward with lean manufacturing initiatives to increase efficiency and reduce waste. From improving energy efficiency to ensuring every piece of waste metal is collected for recycling, lean manufacturing helps minimize our impact on the environment.



Eco-Friendly Steel

Blue Imp recognizes that steel is an eco-friendly choice for playgrounds. It's one of the reasons we offer such a wide array of steel playground products. Steel's long lifespan, high recycle content and easy recyclability make it more sustainable than other materials. Steel is the most recycled material on the planet; in fact, two thirds of all new steel comes from recycled input. Once the time comes to replace your equipment, the steel can be easily recycled in most communities.

PVC-Free Plastic Components and Solvent-Free Coatings

Along with steel, Blue Imp chooses materials that reduce environmental impact and risk to children. Our plastic components are a food-grade polyethylene resin free of PVC, lead and other heavy metals and can be fully recycled where facilities exist. Our polyester powder coatings are free of solvents and heavy metals.

Manufactured Right Here

We all know that buying local is greener. Because Blue Imp products are manufactured in Canada, our products are much closer to you, the customer. The same goes for service and parts. Better for you and better for the environment!



BLUE IMP COMPANY PROFILE

Proud to be Canada's longest-standing playground company, Blue Imp specializes in the conception, design, manufacture and distribution of high quality commercial play systems, outdoor fitness equipment and site amenities. The company was founded by Simon F. Scott in 1917 and remains family-owned and operated to this day. Our **101-year** track record is a testament to our commitment to delivering superior products and service to our customers.

- From design services through to project management and installation, Blue Imp provides complete turn-key playground solutions for the educational and municipal markets across Canada.
- Blue Imp boasts a Canada-wide sales network. With professional representation in Edmonton for almost 40 years, Blue Imp is well-positioned to serve communities throughout northern Alberta. Our northern Alberta representatives—Jordan, Kim and Debbie Keith—bring with them 27 years of combined experience in commercial playground sales, project management and customer service.
- Blue Imp's comprehensive, ISO-certified manufacturing facility is based in Medicine Hat, Alberta and is equipped with the latest CNC equipment, ensuring a seamless production process from design and engineering through to fabrication and finishing. All aspects of manufacturing are performed in-house, providing the utmost in quality control, flexibility and ability to customize.
- From the iconic products that established the brand to our latest creations, Blue Imp continues to create innovative play ideas designed to provide rewarding, inclusive play experiences for all ages and abilities.
- Blue Imp insists on using superior materials for the greatest strength, durability and vandal-resistance. As a Canadian company, we understand the importance of designing products to withstand robust use in weather extremes.
- Our high quality products are developed with the core philosophy of putting fun first without compromising safety. With a key team member active on the CSA technical committee, Blue Imp is a leader in shaping playground safety standards.
- While we believe that safety involves much more than meeting standards, we are proactive in ensuring that our products meet or exceed the standards set out in CAN/CSA-Z614-14. Blue Imp is a member in good standing of IPEMA and is an IPEMA certified testing facility. Blue Imp holds SECOR certification.
- It is with confidence and pride that we continue to back our products with the most comprehensive warranty in the industry. Customers can trust in a company that has stood the test of time for 101 years.

- Blue Imp manufactures our products in Medicine Hat, AB and as an Alberta-based manufacturer, we are proud to contribute to the strength and diversity of our economy. What Alberta makes, makes Alberta!
- The proximity of our plant to Edmonton ensures prompt delivery of parts, supplies and service both now and in the future.

Qualified Company Representatives

Debbie Keith, Jordan Keith and Kim Keith – Playground Consultants, Blue Imp Playgrounds 1-877-900-8440

- Over 27 years combined experience in the playground industry and project management
- Jordan: Certified Canadian Playground Safety Inspector
- Trained at Blue Imp head office in Medicine Hat

Verna Scott – President and Sales Manager, Blue Imp Playgrounds 1-800-661-1462

- 29 years experience in the playground industry and project management
- In current position since 1986
- Certified Canadian Playground Safety Inspector
- Oversees and manages Blue Imp sales network

Stuart Scott – Project and Manufacturing Manager, Blue Imp Playgrounds 1-800-661-1462

- MET (Mechanical Engineering Technologist)
- 17 years experience in the playground industry
- Certified Canadian Playground Safety Inspector
- In current position since 1998
- Manages manufacturing process for Blue Imp product line

Mick Parsons – Quality Control Manager, Blue Imp Playgrounds 1-800-661-1462

- Certified Engineering Technologist
- 11 years experience in manufacturing industries
- In current position since 2006
- Oversees quality control within Blue Imp plant and trains manufacturing plant personnel in quality control measures

Chris Philpott – Drafting/Design Manager, Blue Imp Playgrounds 1-800-661-1462

- 27 years drafting experience
- In current position since 2009
- Engineering Department Supervisor
- Certified Canadian Playground Safety Inspector
- Oversees draftsmen in the creation of design layout drawings, shop drawings & installation instructions for use for all Blue Imp products.

Mark Koch

- CSA, IPEMA & ASTM liaison
- Certified Canadian Playground Safety Inspector
- In current position since 1998
- Sits on the CSA technical committee and attends CSA, IPEMA & ASTM meetings to keep Blue Imp up-to-date with all industry safety requirements.

Troy McQueen – Owner of McQueen Playground Installations Inc.

- Blue Imp certified playground installer, construction and site work
- Certified Canadian Playground Safety Inspector
- Excavating/Site work, Owner/Operator of Skid Steer
- Metal structure and construction experience
- Over 25 years in the construction industry
- WHMIS Certification
- Emergency first aid and CPR

PLANNING A NEW PLAYGROUND

PLAYGROUND LOCATION

1. Are there any water table issues or unusually high rocky ground conditions in the location you are considering? Post pile holes will be dug to a depth of approx. 30 inches. If there are high water table issues or high rocky ground conditions please contact us to discuss alternative installation options.
2. The area chosen should be reasonably flat with good drainage for the playground structure. Poor drainage can create large puddles in the playground which can be a hazard for young children.
3. Are there any obstructions in the area – light post, power lines, boulders, trees. If so, do they pose a safety hazard?
4. Make sure there are no nearby sport fields or overhead lines in close proximity to the playground. Call for utility locates to ensure no lines run through the playground.

SITE EXCAVATION/EQUIPMENT INSTALLATION/SURFACING

Excavation

Prior to the installation crew arriving the area required for the playground needs to be excavated and leveled. Safety surfacing (12" inches) and border timbers will be installed after the playground is installed. There are two options for site excavation:

Build it UP or dig it DOWN. If drainage is a problem, always build UP or plan for proper drainage (weeping tile, drainage holes etc.).

Safety Surfacing

12" of an approved safety surfacing is required for playgrounds to meet CSA standards. Safety surfacing is installed after the playground and border timbers are installed.

Sand – Must be washed **playground sand**.

Pea Gravel – Must be 3/8" round. Cannot be crushed gravel or road crush

Border Timbers

Blue Imp's plastic border timbers are cost effective, weather-resistant, maintenance free and made from recycled material. 72" x 12" x 6"

Commercial Installation Includes

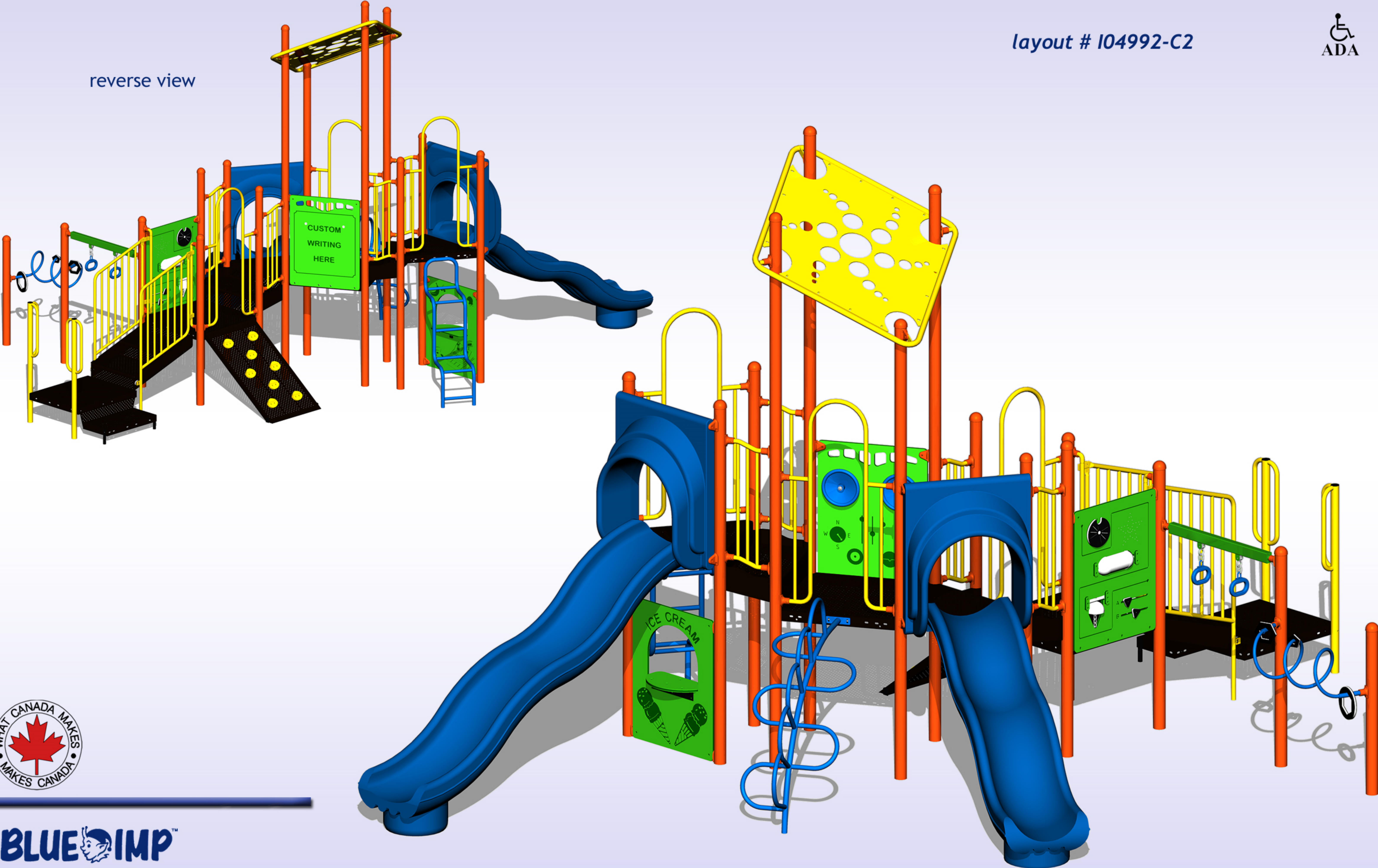
- Communication with client and/or site excavator to ensure site is ready for equipment installation. A level site is required prior to arrival of installers.
- Equipment receiving and unloading.
- Drilling of pilings with skidsteer and auger.
- All labour, manpower and equipment necessary for assembly and installation of playground.
- Concrete supply and placement.
- Travel expenses.
- Garbage disposal.
- Inspection of play structure to ensure all equipment is installed in accordance with manufacturer's instructions and CSA Standards.

Please Note: Commercial Installation does not include site preparation, installation of safety base or border timbers, however arrangements can be made to include this service.

****The owner of the site is responsible to provide the location of underground utilities.** Locating underground utilities can be achieved through a certified utilities locating contractor or through Alberta One Call (1-800-242-3447).



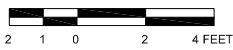
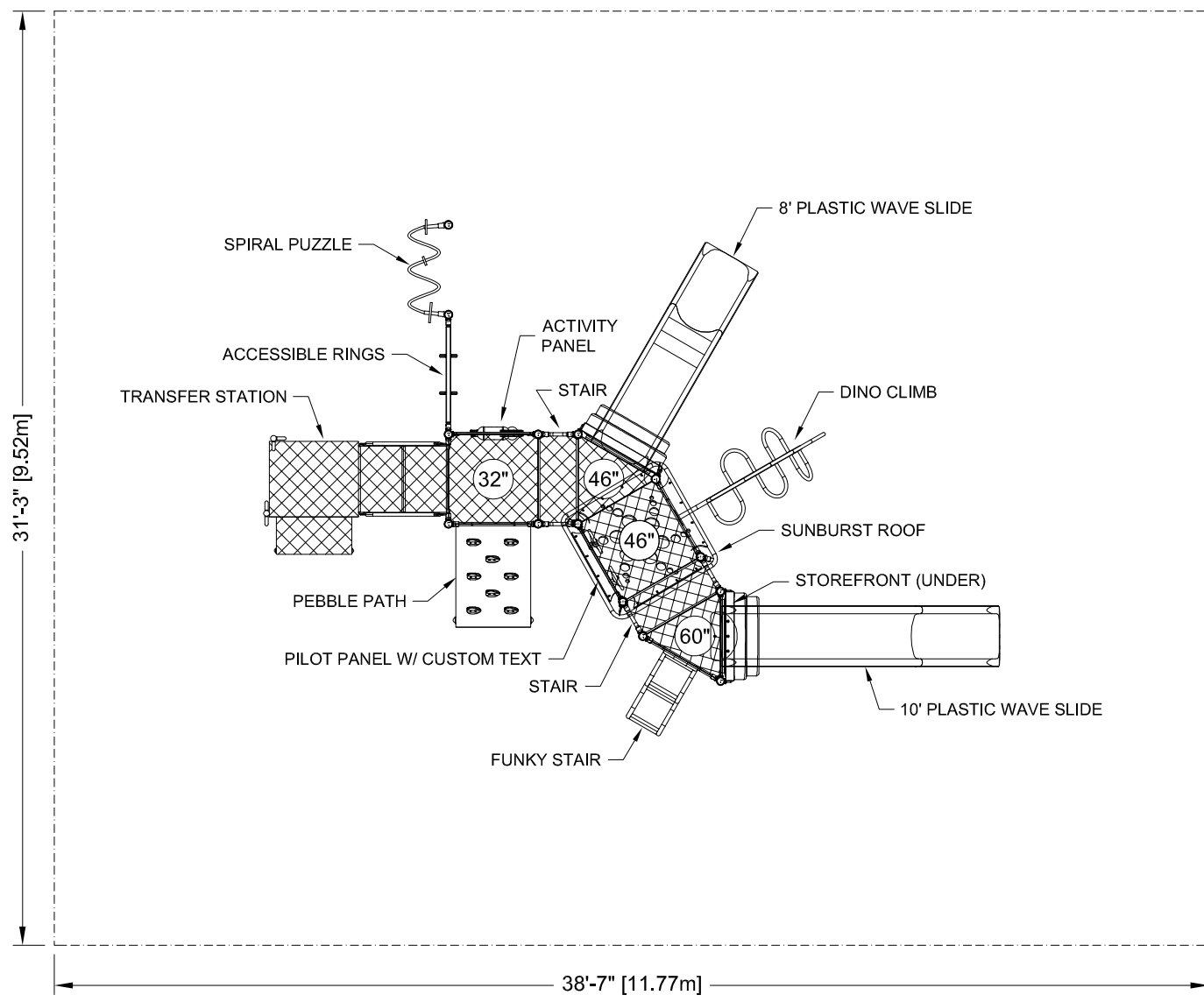
reverse view



DRAWINGS AND SPECIFICATIONS ARE PROPERTY OF S.F. SCOTT MANUFACTURING. THIS DRAWING MAY NOT BE REPRODUCED IN WHOLE OR IN PART WITHOUT THE PRIOR WRITTEN CONSENT OF THE ENGINEERING DEPARTMENT



BLUE IMP RECOMMENDS
THAT SLIDES BE INSTALLED
WITH SLIDE BEDS FACING
BETWEEN NORTH AND EAST



CONFORMS TO THE CAN/CSA-Z614-14 STANDARD
"CHILDREN'S PLAYSPACES AND EQUIPMENT"
CONFORMS TO ADA "AMERICANS WITH DISABILITIES ACT"
(SUBJECT TO THE PRESENCE OF ACCESSIBLE SURFACING)

PERIMETER SHOWN REPRESENTS EXTENT OF REQUIRED SAFETY
SURFACING. WIDTH OF BORDER MATERIAL MUST BE ADDED
BEFORE EXCAVATION.

LAYOUT #: I04992
JOB #:
RECOMMENDED AGES: 2-12
PROTECTIVE SURFACING REQUIRED:
AREA: 1206 (sq.ft) PERIMETER: 140 (ft)
DRAWN BY: EH DATE: 1-DEC-16

Play Strong.

724 - 14TH STREET S.W., MEDICINE HAT, AB, T1A 4V7
TOLL FREE: 1-866-1-468-1468 FAX: (403) 292-0851
E-MAIL: sales@blueimp.com WEBSITE: www.blueimp.com

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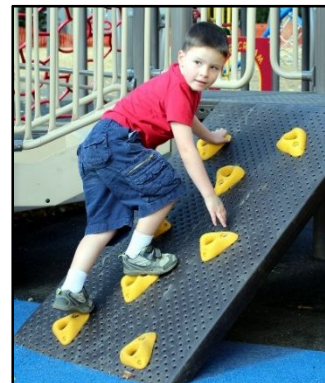
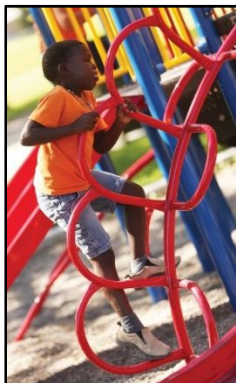
BLUE IMP
July 13, 2018
Cold Lake Base

*Play Value: 25-35 children
can play at a time on the
10 play events on this
exciting playground!*

ABOUT THE PLAY SPACE

CLIMBING ELEMENTS

- Fun and funky climbing up the **funky stair climber**
- Climbing up the spines of the **dino climb** is great fun
- Mimic rock climbing as you scramble up the **pebble path**



SLIDING ELEMENTS

- Little ones love the bouncing feeling as they go down the **8' plastic wave slide**
- It's fun bouncing along on the **10' plastic wave slide**



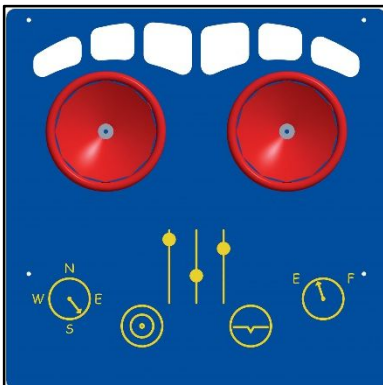
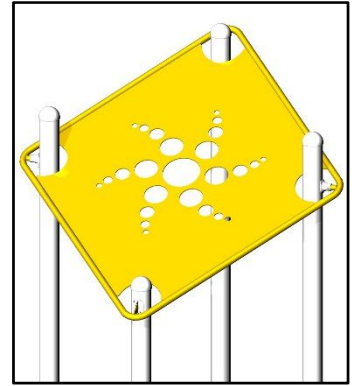
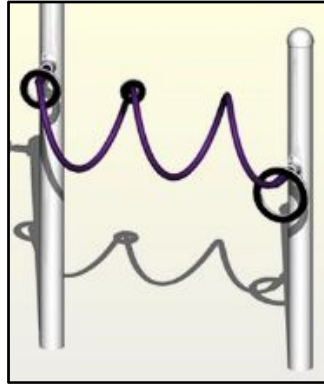
OVERHEAD PLAY/ UPPER BODY DEVELOPMENT

- **Accessible rings** offer smaller children or kids in a wheelchair a lower platform to hang around on



IMAGINATIVE PLAY/SHADE/SOCIAL/ACCESSIBILITY

- Trace, touch, turn, ring, rattle, and roll with the hands-on sensory play at the **activity panel**
- 3 concentric circles that fit into one another on the **spiral puzzle** promotes co-operative play, fine motor skills, and reasoning
- Serve up lunch or put on a puppet show at the **storefront** under the 60" deck
- Escape the sun and play with friends under the **sunburst roof**
- Get ready to soar when you fly by the **pilot panel**
- Accessibility for all abilities via the **transfer station**





Unit Features: Blue Yonder

3	ENTRY FENCE
3	10'-6" POST (IMP)
3	11'-8" POST (IMP)
2	PLATFORM- SQUARE
2	ACCESSIBLE STAIR- 14" (*DU)
2	PLATFORM- TRI
2	9'-4" POST (IMP)
2	SLIDE HOOD- SINGLE WIDE
2	17'-4" POST- HEAVY WALL (IMP)
1	10' PLASTIC WAVE SLIDE
1	8' PLASTIC WAVE SLIDE
1	PEBBLE PATH
1	18'-6" POST- HEAVY WALL (IMP)
1	14'-0" POST (IMP)
1	SPIRAL PUZZLE
1	DINO CLIMB
1	FUNKY STAIR
1	7'-0" POST (IMP)
1	STOREFRONT
1	PILOT PANEL W/ CUSTOM
1	ACTIVITY PANEL
1	TRANSFER STATION- 32"
1	ACCESSIBLE RINGS
1	FLOATING ROOF SUNBURST
1	8'-2" POST (IMP)

Unit Cost \$ 20,027.00

FREESTANDING EQUIPMENT

1	Hip Roof Fabric Shelter 32' x 40' 10' Eave Height, 4 Post Model	\$ 27,724.40
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SUMMARY WITH COMMERCIAL INSTALLATION

Equipment Total	\$ 47,751.40
Commercial Installation of Equipment	\$ 11,250.00
Pour in Place Surfacing	\$ 32,355.00
Freight	\$ 1,540.00
Total Project Costs excluding GST	\$ 92,896.40

Prices listed in effect until August 31, 2018

Freight quote is subject to change after 30 days.

Delivery of Blue Imp equipment: ten to eleven weeks from date of order.

Installation to be billed separately through White Rabbit Holding Ltd.

Owner is responsible for safety fencing if required and location of utilities.

Please have AB One call completed prior to installation.

All installation quotes are based on normal ground conditions (topsoil and clay based). Additional charges may apply for unusual ground conditions including but not limited to unusually rocky or high water table.

The equipment prices listed can be guaranteed to October 31, 2018 with a 35% deposit on Blue Imp equipment only by
December 31, 2018



We are committed to working with you every step of the way ensuring you that your playground is a resounding success!!!

If you can dream it, we can build it.

To start, we connect with you to learn as much as we can about your play equipment needs. From there we can better understand your vision and create a foundation to move forward with the proposal.

Blue Imp has a huge selection of play equipment manufactured right here in Medicine Hat, Alberta not to mention the various other product lines we offer. We have done many custom designs that are unique and specific to each group we work with. To gain a wider perspective on what we can offer we invite you to explore our website at www.blueimp.com and please go through our products in our Blue Imp catalogue.

Considerations when starting

- Playground Location
- Budget to work with
- Obstacles on site
- Timeframe
- Grant & Fundraising Solutions

Our Design Team

Blue Imp offers the kind of trustworthy, personalized service you expect from a family-owned company.

We take your ideal playground and combine it with our engineering design team to create a playground both you and the ultimate users the kids are proud of. All our equipment meets or exceeds the CSA standard while maintaining a high level of exciting play for the children.



Installation

We have multiple trusted installers, freight companies and suppliers to provide either a commercial installation or a volunteer (supervised installation).

Working within the frame work of your municipality or school division we will complete the installation to the standard required.

Our installers take pride in ensuring a smooth and successful installation process. They represent Blue Imp and the final stage of the process. For example, here is what is included in our commercial installs:

- ❖ Communication with client and/or site excavator to ensure site is ready for equipment installation.
- ❖ Equipment receiving and unloading.
- ❖ Drilling of pilings with skid steer and auger.
- ❖ All labour, manpower and equipment necessary for assembly and installation of playground.
- ❖ Concrete supply and placement.
- ❖ Travel expenses.
- ❖ Garbage disposal.
- ❖ Inspection of play structure to ensure all equipment is installed in accordance with manufacturer's instructions and CSA Standards.

Safety Surfacing

We will work on determining the best surface for your budget, preference and accessibility needs. We can source a variety of surfacing options including Engineered wood fibre chips, washed playground sand, 3/8 round pea gravel as well as the poured in place rubber surfacing.

Canadian Dollar Advantage

A dollar is a dollar with Blue Imp. We do not have to convert your currency into the American dollar before selecting your equipment. We offer your greatest value and quality for your dollar.



TOP 10 REASONS TO CHOOSE BLUE IMP!

10. **Quality Matters** - Blue Imp makes products that are built to last.
They are ready for the ultimate challenge ... your kids!
9. **Steel Advantages** - When it comes to durability, steel rules! It's the world's most recycled material and its greener too.
8. **Strong Links** - Children's safety depends on the strength of the link; our standard is the hammerlock connector. Its stronger and safer!
7. **Visibly Safe** - Easier supervision with see-through rail fences to keep kids in sight and out of trouble.
6. **Best Warranty** - Superior quality means we stand behind our product. We will be there for you when you need us.
5. **Going Strong for 101 years!** - Fourth generation of a family owned business. You can count on our experience!
4. **Customers Matter** - Blue Imp offers the kind of trustworthy, personalized service you expect from a family-owned company.
3. **100% Alberta Owned & Operated** – Our manufacturing Plant is in Medicine Hat. What Alberta makes, makes Alberta!
2. **Prompt Service** - We can overnight parts to you as needed.
1. **Customization** - To make it uniquely yours.

I give you my commitment to work with you every step of the way ensuring your playground is a resounding success!





WHAT ALBERTA MAKES MAKES ALBERTA

Submitted by:
Blue Imp Recreational Products of Canada Ltd.
Kim and Jordan Keith
T: 780-481-8440
TF: 1-877-900-8440
jordankeith@shaw.ca
kimberlykeith@shaw.ca
www.blueimp.com

Playground Maintenance Arrangement



August 30, 2001

Col. Cleland
Wing Commander, 4 Wing Cold Lake
P.O. Box 6550 Station Forces
Cold Lake, Alberta
T9M 2C6

RECEIVED
SEP 11 2001
CFHA

Dear Col. Cleland:

The City of Cold Lake Operations Department through a co-operative effort with base personnel has recently worked toward upgrades and inspections of playgrounds contained on the Base.

The "Letter of Intent" from the former Towns prior to amalgamation contemplated that the responsibility for playground maintenance would be turned over to the City of Cold Lake once the playgrounds met Certified Standards.

This condition has now been met and the City of Cold Lake will officially accept responsibility effective September 1st, 2001. Inquires and additional information will be received by Myron Thompson, Director of Operational Services.

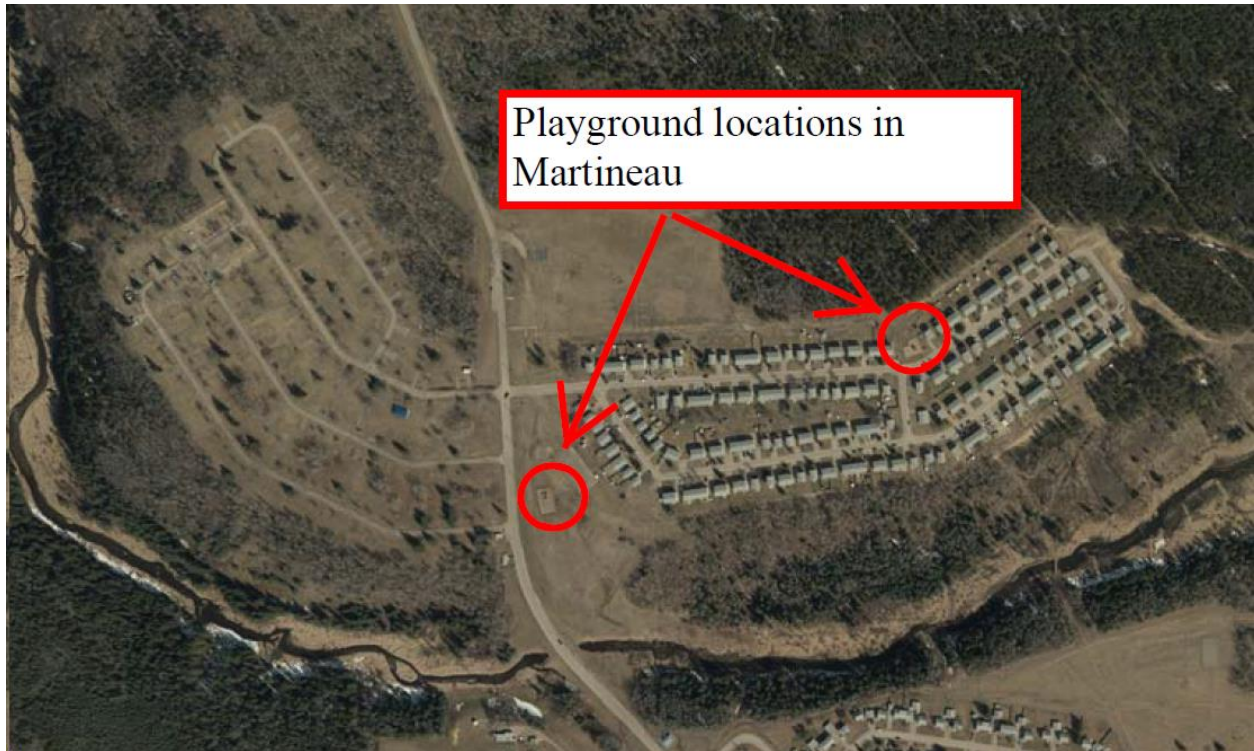
Sincerely,

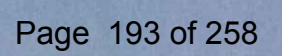
Hansa Thaleshar
Hansa Thaleshar
Mayor,

cc: Major M. Gagnon
Mark Power, CAO
Myron Thompson, Director of Operational Services

/me

Excellent
Done for
11/01/01
copy to Hansa + Myron
CFHA - Chris to me
[Signature]
J.A.M. GAGNON, MAJ WCEO
10/9/01







Appendix A

Inventory of Open Spaces and Linkages

Parkettes (18)				
Open Space Name	Location	Class	Area (ha)	Playground
Beach Avenue Lake Access – Northern (unnamed)	CLN	A	0.11	New in 2012
Beach Avenue Lake Access – Southern (unnamed)	CLN	A	0.07	No
Bear Park	4 Wing	A	0.09	New in 2013
Dogwood Park	4 Wing	A	0.05	Yes
Elm Park	4 Wing	A	0.09	New in 2013
Evergreen Park	4 Wing	A	0.11	Yes
Fir Court	CLN	A	0.10	New in 2012
Forest Heights Park	CLN	A	0.47	New in 2013
Kinder Park	CLS	A	0.24	New in 2012
Lefebvre Heights Park	CLN	A	0.40	New in 2013
Maple Park	4 Wing	A	0.14	Yes
Meadowlark Park	CLS	A	0.27	No
Regent Park	4 Wing	A	0.08	New in 2012
Shipwreck Park	CLS	A	0.38	New in 2010
Tamarac Park	4 Wing	A	0.08	New in 2013
Triangle Park	CLN	A	0.16	No
Tri-City Park (unnamed)	CLS	A	0.37	No
Tri-City Park (unnamed)	CLS	A	0.11	New in 2012
Total			3.32	14
Average			0.18	

Neighbourhood Parks (8)				
Open Space Name	Location	Class	Area (ha)	Playground
Arrowhead Park	CLS	B	0.58	New in 2012
Bibeau Park	CLN	B	1.32	New in 2013
Brady Heights Park	CLS	B	1.07	Yes
Hickory Park	4 Wing	B	0.75	No
Hilltop Park	CLS	B	1.82	New in 2013
Martineau Park	4 Wing	B	1.91	New in 2013
Nelson Heights Park	CLN	B	0.96	New in 2010
Steve Wusyk Park	CLS	B	0.77	New in 2010
Total			9.18	7
Average			1.15	

Community Parks (6)				
Open Space Name	Location	Class	Area (ha)	Playground
Birch Park	4 Wing	C	3.18	New in 2012
Ivan Krook Sr. Memorial Park	CLN	C	3.82	No
Lions Park	CLS	C	5.70	New in 2013
MacKenzie Park	4 Wing	C	2.63	New in 2012
Palm Creek Park	CLS	C	6.45	New in 2012
Sentinel Park	4 Wing	C	3.45	No
Total			25.23	4
Average			4.21	

Regional Parks (3)				
Open Space Name	Location	Class	Area (ha)	Playground
Col. JJ Parr Site	4 Wing	D	11.84	No
Imperial Park	CLC	D	116.60	No
Kinosoo Beach	CLN	D	3.35	Yes
Total			131.79	1
Average			43.93	

Active Parkland*				
*The area for Active Parkland found within other open spaces (i.e. Regional Parks) has not been added to the table below.				
Open Space Name	Location	Class	Area (ha)	Playground
Martineau Sports Fields	4 Wing	E	3.17	No
Nelson Heights Sports Field	CLN	E	1.82	No
Ball Diamonds (27)	Citywide	E	N/A	No
Soccer Fields (21)	Citywide	E	N/A	No
Tennis Courts (6)	Citywide	E	N/A	No
Basketball Courts (4)	Citywide	E	N/A	No
Outdoor Rinks (3)	Citywide	E	N/A	No
Sledding Hills (3)	Citywide	E	N/A	No
Beach Volleyball Courts (2)	Citywide	E	N/A	No
Rugby Fields (3)	Citywide	E	N/A	No
Football Fields (1)	Citywide	E	N/A	No
Skateboard Parks (1)	4 Wing	E	N/A	No
Off-leash Dog Parks (1)	4 Wing	E	6.36	No
Campgrounds (1)	4 Wing	E	11.80	No
Golf Courses (1)	4 Wing	E	190.00	No
Curling Rinks (1)	4 Wing	E	N/A	No
Total (55)			213.15	0

Trails & Linear Open Spaces				
Open Space Name	Location	Class	Area (ha)	Playground
Heritage Park - CFB Cold Lake Front Gate	4 Wing	F	1.50	No
Heritage Trail	CLN	F	0.7 km	No
Joe Heffner Memorial Park	CLS	F	0.54	No
Millennium Trail	Citywide	F	11 km	No
Municipal Reserve (MR)	Citywide	F	15.40	No
Public Utility Lots (PULs)	Citywide	F	6.95	No
Total			24.39	0

Natural Areas				
Open Space Name	Location	Class	Area (ha)	Playground
Environmental Reserve (ER)	Citywide	G	4.37	No
Eugene Dery Urban Forest	CLN	G	0.68	No
Stormwater Ponds (11)	Citywide	G	23.63	No
Total			28.68	0

Other Open Spaces				
Open Space Name	Location	Class	Area (ha)	Playground
Cenotaph Park	CLN	H	0.28	No
Jubilee Park	4 Wing	H	2.01	No
Municipal Cemeteries	Citywide	H	1.59	No
Non-municipal Cemeteries	Citywide	H	2.57	No
Landscape Features	Citywide	H	0.49	No
Elementary Schools	Citywide	H	15.16	Yes
Middle Schools	Citywide	H	12.52	Yes
High Schools	Citywide	H	8.91	No
Vacant Schools (MacKenzie School*) *Federal Heritage Building	4 Wing	H	N/A	Yes
Total			43.53	10

Inventory Summary		
	Area (ha)	Playgrounds
Classification A - Parkette (18 sites)	3.32	14
Classification B - Neighbourhood Park (8 sites)	9.18	7
Classification C - Community Park (6 sites)	25.23	4
Classification D - Regional Park (3 sites)	131.79	1
Classification E - Active Parkland	213.15	0
Classification F- Trails and Linear Open Space	24.39	0
Classification G - Natural Area	28.68	0
Classification H - Other Open Space	43.53	10
Total	479.27	36

Appendix B

Inventory of Active Parkland

Type	Number of Sites	Location
Baseball Diamonds	27	Imperial Park (8)
		Ivan Krook Sr. Memorial Park (2)
		Steve Wusyk Park (1)
		Near Nelson Heights School (1)
		Bibeau Park (t-ball) (1)
		Cold Lake Public School (2)
		Nelson Heights School (1 t-ball)
		North Star School (2)
		Grand Centre Middle School (3)
		Assumption School (2)
		St. Dominic School (1)
		Holy Cross School (2)
		Col. JJ Parr Site (1)
Soccer Fields	19	Imperial Park (6)
		Lions Park (1)
		Lefebvre Heights Park (junior field) (1)
		St. Dominic School (1)
		Cold Lake Middle School (1)
		Grand Centre Middle School (1)
		Nelson Heights School (1)
		Cold Lake Public School (1)
		École Voyageur (1)
		Hospital (junior fields) (1)
		Col. JJ Parr Site (4)
Tennis Courts	6	Ivan Krook Sr. Memorial Park (2)
		Hilltop Park (2)
		Col. JJ Parr Site (2)
Basketball Courts	4	Kinosoo Beach (1)
		Hilltop Park (1)
		Beach Access Parks on Beach Ave (2)

Type	Number of Sites	Location
Outdoor Rinks	3	Nelson Heights Park (1)
		Col. JJ Parr Site (1)
		To be determined Autumn 2013 (1)
Sledding Hills	3	Arrowhead Park (1)
		Bibeau Park (1)
		Brady Heights Park (1)
Beach Volleyball Courts	2	Kinosoo Beach (1)
		Col. JJ Parr Site (1)
Football Fields	1	Grand Centre Middle School
Rugby Fields	3	Imperial Park (1)
		Col. JJ Parr Site (2)
Skateboard Parks	1	Col. JJ Parr Site
Off-leash Dog Parks	1	4 Wing
Campgrounds	1	4 Wing
Golf Courses	1	4 Wing
Curling Rinks	1	4 Wing
Total	73	



STAFF REPORT

Title: Cold Lake RCMP Detachment, Cold Lake Victim Services, and Cold Lake Police Dog Service - March 12, 2019 Delegation

Meeting Date: March 26, 2019

Executive Summary:

Cold Lake RCMP Detachment S/Sgt. Scott Buchanan, Sgt. Ryan Howrish, Cold Lake Victim Services Unit (VSU) Mr. Dave Zimmerman (Victim Services Program Manager), and Police Dog Service (PDS) Constable Jason Jaques and Harp attended the March 12, 2019 regular meeting of Council as a delegation.

S/Sgt. Buchanan, Sgt. Howrish, and Mr. Zimmerman presented a PowerPoint presentation to the Corporate Priorities Committee of Council regarding the following:

- 2018 Year End RCMP/Victim Services Report;
- Cold Lake Victim Services Unit (VSU) 2018 Statistics Report;
- Highlights since last visit to Council being March 13, 2018;
- Policing priorities for 2019/2020 year that starts April 1, 2019; and
- Addressed any issues, questions, comments, or concerns that Mayor and Council may have.

Constable Jaques and Harp gave the Corporate Priorities Committee of Council a brief demonstration of Harp searching for a hidden item.

Background:

Alternatives:

Recommended Action:

That Council accept the Cold Lake RCMP Detachment, Cold Lake Victim Services, and Cold Lake Police Dog Service delegation presentation and report made at Council's March 12, 2019 regular meeting as information.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer





Delegation Application

To: The Office of the Chief Administrative Officer

I/We, S/Sgt. Scott Buchanan Detachment Commander I/We, Dave Zimmerman Victim Services Program Manager

(Name)

(Telephone Number)

(Name)

(Telephone Number)

Mailing Address 4710 - 55 Street, Cold Lake, AB T9M 1N4 (780) 594-3302

E-mail Address scott.buchanan@rcmp-grc.gc.ca

request to appear as a delegation before Cold Lake City Council at a meeting to be held on March 12, 2019.

*Please Note: In the event of several delegations, please indicate an alternate date or you will be assigned to the next available meeting.

The purpose of the delegation is to present the following: (see reverse for requirements)

- A copy of all information regarding the topic must accompany the application.

Present RCMP/VSU 2018 Year End Reports and meet RCMP Members - S/Sgt. Scott Buchanan and Sgt. Ryan Howrish

- Introduce Police Dog Service (PDS) position and dog - Constable Jason Jaques and Harp

- 2018 Year End RCMP/Victim Services Report - S/Sgt. Scott Buchanan

- Cold Lake VSU 2018 Statistics Report - Dave Zimmerman

- Highlights since last visit to Council

- Address any issues, comments or concerns that Mayor and Council may have.

* Where the subject matter of a delegation pertains to legal matters, personnel, and/or private property issues, the City of Cold Lake reserves the right not to hear such delegations.

I/We acknowledge that only the above matter will be discussed during the delegation.

Signed _____ Date _____

Signed _____ Date _____

Return completed application to the City of Cold Lake

5513-48 Avenue, Cold Lake, AB T9M 1A1

Phone: (780) 594-4494 Ext. 7967

Fax: (780) 594-3480

Email: creimer@coldlake.com

Form 11-00-06

FOR INTERNAL USE ONLY

Request Approved by MAF

Date Approved for MARCH 12/19

cc: _____

☐ Other

COLD LAKE RCMP DETACHMENT & COLD LAKE VICTIM SERVICES SOCIETY

2018 YEAR END REPORT

COLD LAKE RCMP

The Royal Canadian Mounted Police at Cold Lake currently has a detachment strength of 36 personnel. The Detachment is comprised of 1 Staff Sergeant, 1 Sergeant, 4 Corporals, 21 Constables, and 9 Detachment Clerks (6 Municipal Employees and 3 Public Service Employees). The detachment area is geographically large and diverse with policing responsibilities for the City of Cold Lake, the eastern portion of the MD of Bonnyville, the Cold Lake First Nations and the Elizabeth Métis Settlement.

The RCMP at Cold Lake provides 24-hour policing services every day of the year. Having RCMP Members available at all times promotes better service delivery and more timely response to calls for service. Cold Lake Detachment has 3 separate watches of Constables who work under the direction of a Corporal supervisor. These 3 Watch supervisors, the General Investigation Section (GIS) Corporal and the Police Dog Service report to the Sergeant Operations NCO, who reports to the Staff Sergeant Detachment Commander. The Staff Sergeant reports to the Chief Superintendent in charge of Eastern Alberta District (EAD) located in St. Paul.

Based on PROS data, Cold Lake generated a total of 8823 files in 2018; a decrease of 70 files or .8% when compared to 8893 files generated in 2017. The Cold Lake Municipal generated 5,587 files a 3.8% 210 file decrease when compared to 5,697 files generated in 2017. The Cold Lake Provincial generated 3,336 files, a 4.4% 140 file increase when compared to 3196 files generated in 2017.

In 2018, the General Investigations Section (GIS) investigated organized crime, specifically the trafficking of illegal drugs. Numerous charges were laid and some are pending further investigation. The unit also assisted with the targeting of prolific offenders by conducting surveillance on known perpetrators heavily involved in drug use and stolen property. The GIS team contributes by building partnerships with the Edmonton Major Crimes Unit, EAD Crime Reduction Unit, Social Development agencies, Corrections, Probation, the MD of Bonnyville and City Peace Officers, all with a view to better serve our community. The team is focused on gathering this intelligence from numerous sources within the community which include but are not limited to: general interactions with the public, anonymous tips from the public, active confidential informant recruitment and inter-agency sharing of information.

The Police Dog Unit started with the Cold Lake Detachment on May 17, 2018. The Unit has been instrumental in apprehending numerous suspects. By the end of 2018 the handler and his dog, Harp, were directly involved in a total of 189 files: 97 within Cold Lake and 92 outside the Cold Lake area. They captured 62 persons: 33 within Cold Lake and 29 outside the City Limits.

For the 2018 calendar year, 1,206 prisoners were held in Cold Lake Detachment cells, compared to 1,280 prisoners in 2017, this is a decrease of 74 prisoners and a decrease in prisoner count volume of 6%.

The Cold Lake RCMP Detachment is broken down into the following contracts (a "contract" indicates different funding sources or funding structures):

Provincial Policing

MD of Bonnyville (Eastern portion), Cold Lake First Nations, and Elizabeth Métis Settlement:

10 RCMP Members, comprised of 1 Staff Sergeant, 2 Corporals and 7 Constables. One of the 7 Constables is committed to the General Investigation Section (GIS) as a developmental secondment and 1 Constable is committed to the Elizabeth Metis Settlement under an Enhanced Agreement, as noted below.

Municipal Policing

City of Cold Lake:

17 RCMP Members, comprised of 1 Sergeant, 2 Corporals, and 14 Constables. This includes: The General Investigation Section, made up of 1 Corporal and 1 Constable; and the Police Service Dog Master and his K9 partner.

First Nations Policing

Cold Lake First Nations and Elizabeth Métis Settlement:

There are currently no Enhanced Policing Agreement positions on the Cold Lake First Nations. However, we have recently designated 1 of the Provincially funded Corporals as the Indigenous Policing Liaison. This member supervises the Elizabeth Métis Settlement Enhanced Constable and works closely with Cold Lake First Nations and Elizabeth Métis Settlement to enhance working relationships, form partnerships, and implement community programming. 1 Constable is assigned solely to the Elizabeth Métis Settlement pursuant to an Enhanced Policing Agreement (1 of the 10 Provincial positions).

Support Staff for all Contracts

9 Support Staff are responsible for assisting members, receiving complaints from the public and keeping the office running smoothly. The Support Staff are comprised of 3 Federal Public Service Employees that includes 1 Office Manager and 2 Detachment Services Assistants, 6 Municipal Support Staff Employees which include 3 Watch Clerks, 2 Detachment Clerks, and 1 Operational/Training Clerk (newly implemented late 2018).

STAFFING

There were 5 transfers from the Cold Lake Detachment in 2018. The 5 Members transferred away this year were Staff Sergeant Jeremie Landry, and Constables Jody Mattinson, Anastasia Fedorova, James Miller, and Caroline Jones. "K" Division RCMP Staffing and Personnel have been doing a good job filling the positions as required. There have been 6 transfers to the Detachment in 2018; Detachment Commander Staff Sergeant Scott Buchanan, Corporal Marie-Eve Mackenzie-Plant in charge of the General Investigation Unit and Constable Jason Jaques with the Police Dog Service. We also received three newly appointed Constables; Jessi Sharma, Ryan Baillie and Thomas Harris. There were 6 maternity and paternity leaves during 2018 along with some cases of extended medical leave.

We had 2 Municipal Detachment Clerks join our team in 2018; Doryn Cross and Lorine Hinse (who filled the new Detachment Clerk position provided from funding by the MD of Bonnyville). A Public Service

Detachment Services Assistant went on maternity leave in December; this position has been back-filled and the new hire will start on the completion of their security clearance (expected to be this Spring).

2018 ANNUAL HIGHLIGHTS

Cold Lake Detachment and Victim Services has participated in many highlights, which illustrate the continued partnerships we enjoy in the communities we serve. The list is not comprehensive, but is indicative of the type of activities that go on outside the enforcement function.

- January, 2018 - Cold Lake RCMP and Cold Lake VSU participated in Festival of Words.
- February, 2018 - Cold Lake RCMP and Cold Lake VSU delivered a Bully Awareness presentation at Cold Lake & District FCSS.
- February, 2018 - Cold Lake RCMP and Cold Lake VSU delivered a Drug Awareness presentation at the Le Goff School on CLFN
- March, 2018 - Cold Lake RCMP and Cold Lake VSU delivered two Distracted driving presentation at the Cold Lake High School.
- April, 2018 - Cold Lake RCMP and Cold Lake VSU delivered a presentation to the Community Helpers group at the Cold Lake High School.
- April 2018 - 3rd Annual Cold Lake Charity Hockey Game Raised over \$22,000.00 with Cold Lake Fire-Rescue for Cold Lake Victim Services
- May, 2018 - Cold Lake RCMP and Cold Lake VSU participated in Mc Happy Days at McDonald's.
- May, 2018 – Cold Lake RCMP and Cold Lake VSU organized and delivered a Bike Rodeo held at Le Goff School on Cold Lake First Nations.
- May 2018 - Cold Lake RCMP and Cold Lake VSU participated in a Community fair at Elizabeth Metis Settlement.
- May, 2018 - Cold Lake RCMP and Cold Lake VSU delivered an Elder Abuse presentation at the Cold Lake Senior's as for Victims and Survivors of Crime Week 2018.
- June, 2018 – Cold Lake RCMP and Cold Lake VSU organized and delivered a Bike Rodeo held at Elizabeth School on Elizabeth Metis Settlement.
- June, 2018 - Cold Lake RCMP and Cold Lake VSU participated in Camp Day at Tim Horton's.
- June, 2018 - Cold Lake RCMP and Cold Lake VSU delivered an Elder Abuse presentation for the seniors at Elizabeth Metis Settlement.

- June, 2018 - Cold Lake RCMP and Cold Lake VSU participated in the Aboriginal Day Parade and aboriginal Day celebrations at Cold Lake First Nations.
- June, 2018 – Cold Lake RCMP participated in a Bike Rodeo held at Cold Lake & District FCSS.
- July, 2018 – Cold Lake RCMP participated in the Canada Day Parade and Canada Day celebrations.
- July, 2018 - Cold Lake RCMP and Cold Lake VSU participated in Treat Days at Cold Lake First Nations.
- August, 2018 - Cold Lake RCMP and Cold Lake VSU participated in the Cold Lake Community Registration Day.
- August, 2018 - Cold Lake RCMP and Cold Lake VSU participated in “Walk a Mile in her Shoes” event that was put on by the Margret Savage Crisis Centre.
- September, 2018 - Cold Lake RCMP participated in a pink walk put on by Cold Lake Bully Free.
- October, 2018 - Cold Lake RCMP delivered Halloween Safety presentations at the Cold Lake First Nations Le Goff School.
- October, 2018 - Cold Lake RCMP and Cold Lake VSU delivered a Distracted driving presentation at the Cold Lake High School.
- November 2018 - Cold Lake RCMP and Cold Lake VSU delivered a Family Violence presentation at Elizabeth Metis Settlement.
- November 2018 - Cold Lake RCMP and Cold Lake VSU participated in a Community fair at Elizabeth Metis Settlement.
- November, 2018 - Cold Lake RCMP and Cold Lake VSU participated in a community Check Stop on the Cold Lake First Nations with Dene Wellness.
- November, 2018 – Cold Lake RCMP and Cold Lake VSU participated in National Child’s Day by having a Child Find ID booth at the Cold Lake Energy Centre.
- November to December, 2018 - 8th Year of Operation Red Nose in Cold Lake. 278 rides were given with a total of 4500 kms traveled. 68 volunteers over 11 nights of operation. \$5487.89 in donations that will go to help out children victims of crime or tragedy.
- November, 2018 - Cold Lake RCMP conducted a Candy Cane check stop with Cold Lake VSU in the City of Cold Lake.
- December, 2018 – Pack the PC fund-raiser was held for Cold Lake Food Bank and Cold Lake Victim Services with Cold Lake RCMP, Military Police, Cold Lake Peace Officers and Fish and Wildlife.

- December, 2018 - Cold Lake RCMP and Cold Lake VSU delivered a Drug Awareness presentation at the Le Goff School on CLFN.

The members of the Cold Lake Detachment have been, and continue to be, visible in the Community working with our various partner agencies. Our involvement included, but is not limited to school visits/presentations, joint patrols/presentations with City and MD Peace Officers, Community Group presentations, Operation Red Nose, Charity Hockey Game with Cold Lake Fire Rescue, Cold Lake Search and Rescue Society and Community Response to Elder Abuse Team (CREAT).

POLICING PRIORITIES

Each year the Cold Lake RCMP prepares an Annual Performance Plan. These plans are prepared through consultation with elected officials and community groups representing the entire area policed by the Cold Lake Detachment. This plan is a yearly document; however, it is managed on the RCMP fiscal year which is from April 1, 2018 to March 31, 2019. Below are some of the year to date (YTD) third quarter results for this annual planning document (ie. *this reflects ¾ of the 2018/19 year*).

Priorities	Year's Goal	YTD
1) Safer roads, Safer Communities		
• Enhance Road Safety: Checkstops	78	46
2) Reduce Impact of Habitual Offenders on the Community		
• Crime Reduction/Warrant Roundups	12	59
3) Contribute to Safer Youth: build and maintain positive relations within the RCMP and with our partners		
• Community & Youth Events/Contacts	278	263
• Meetings with Community and Working Partners	18	27
4) Contribute to Employee Wellness		
• Employee Fitness Sessions	24	21
5) Contribute to Safer and Healthier Aboriginal Communities		
• Increase community involvement.....	78	54

2018 Uniform Crime Reporting (UCR) Statistics

City of Cold Lake

CRIME TYPE	2018	2017	2016
Traffic Offences Criminal Code	121	117	130
Traffic Offences	1095	1219	1184
Provincial Statutes	1117	1053	304
Other Criminal Code	591	634	593
Drug Enforcement	76	93	96
Crimes Against Persons	478	438	441
Crimes Against Property	1184	1410	1301

Rural (MD of Bonnyville)

CRIME TYPE	2018	2017	2016
Traffic Offences Criminal Code	49	41	53
Traffic Offences	724	837	801
Provincial Statutes	173	145	42
Other Criminal Code	54	83	73
Drug Enforcement	14	11	13
Crimes Against Persons	62	58	55
Crimes Against Property	265	330	335

Cold Lake First Nations (149, 149A, 149B)

CRIME TYPE	2018	2017	2016
Traffic Offences Criminal Code	22	7	15
Traffic Offences	48	37	109
Provincial Statutes	163	154	65
Other Criminal Code	90	62	128
Drug Enforcement	10	6	20
Crimes Against Persons	128	93	173
Crimes Against Property	270	196	247

Elizabeth Métis Settlement

CRIME TYPE	2018	2017	2016
Traffic Offences Criminal Code	2	2	4
Traffic Offences	26	48	14
Provincial Statutes	39	23	20
Other Criminal Code	16	25	40
Drug Enforcement	0	2	3
Crimes Against Persons	31	54	34
Crimes Against Property	51	77	57

COLD LAKE VICTIM SERVICES SOCIETY

Cold Lake Victim Services is proud that we have been serving the community of Cold Lake and area for 27 years. Assisting those impacted by crime or tragedy in our community. Cold Lake VSU once again had a record breaking amount of referrals with 1078 files in 2018. Cold Lake VSU seeks to ensure that our clients work towards a state of well-being after experiencing a crime or tragedy.

Cold Lake Victim Services is a not for profit organization, which operates under the guidance of the RCMP. Our Program consists of an RCMP and a Military Liaison Officer, a volunteer Board of Directors, a group of volunteer advocates and three staff members. Cold Lake Victim Services helps people through difficult times. Under the guidance and direction of the Cold Lake RCMP, we provide support, information, and referral services to crime/tragedy victims and their families. Our services are available on a 24-hour basis, they are free and confidential.

We also provide resource material and information on crime information as well as Alberta Justice and Solicitor General – Victims Programs, such as the Financial Benefits, the Victim Impact Statement and the Request for Restitution. Another important aspect of the victim service program is assisting victims going through the Judicial System. Many victims of crime have never been inside a court house. This can be a confusing and traumatic experience which can go on for many months or even years. Trained victim service advocates offer court preparation, court support and keep victims up to date on court proceedings.

A very important piece of victim service work in the Cold Lake region is Victims of Crime Indigenous outreach programming. Cold Lake Victim Services has collaborations between the Cold Lake First Nations and Elizabeth Métis Settlement that are long standing, and are built on strong partnerships. We pride ourselves on our outreach programming in these two communities. We are considered a trusted and accepted “community resource”, by leaders in these Indigenous communities. Building on this trust, we, at Cold Lake Victim Services are dedicated to moving this program forward through our tried and tested team approach.

In 2018, our accomplishments include the National Victims of Crime Awareness week in May – June, the third annual RCMP vs Fire-Rescue Charity Hockey Game. Also, our ongoing involvement with community initiatives that include: Cold Lake Bully Free, Child Find ID kits at the Parent Link centre at FCSS Cold Lake and District, Bike Rodeos for the City of Cold Lake, Cold Lake First Nations and the Elizabeth Métis Settlement, various community presentations and Pack the Patrol Car in December. 2018 also marked our final season hosting Operation Red Nose, Cold Lake Victim Services would like to thank all of our partners, volunteers, sponsors and clients for their support over the past eight seasons. **We know that our program, run by the community, for the community, has made a significant and lasting impact in helping to reduce impaired drivers and creates greater awareness about obtaining a safe ride home during the Christmas season.**

Cold Lake is a not-for-profit organization and our services are free and confidential. For more information, to become a volunteer, to make a contribution or for a presentation about our organization people can inquire at 780-594-3302 ext.3. People can also visit our website at: <http://www.coldlakevictimservices.com>.

The following are some of the notable statistics for Cold Lake Victim Services for the 2018 calendar year:

Victim Services Incident Type

INCIDENT TYPE	2018	2017	2016
Domestic/Family Violence	494	407	392
Assaults	119	117	121
Sexual Assaults	50	55	48
Mischief/Property Damage	48	43	66
Theft and Fraud	121	156	107
Threats and Harassment	52	70	37
Sudden Death	27	26	29
Suicide /Threat of	29	32	38
Motor Vehicle Related	12	19	23
Fire/Arson	13	11	7
Break and Enter	57	56	34
Robbery	21	13	15
Homicide Related	7	9	2
Impaired Driving	3	2	2
On-line Related	5	5	5
Indecent Acts	0	1	2
Drug Related	0	2	0
Non-Criminal Assistance	20	52	28
TOTAL	1078	1076	956

Victim Services Location Occurrence

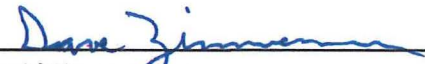
LOCATION	2018	2017	2016
City of Cold Lake	647	686	617
MD of Bonnyville	138	121	87
Cold Lake First Nations	180	138	166
Elizabeth Métis Settlement	53	97	40
Outside Referrals	60	34	46
TOTAL	1078	1076	956

The Cold Lake RCMP, in partnership with Cold Lake Victim Services, is pleased to present this annual report to the communities we serve to help facilitate a greater awareness of the services and programs that are available to all citizens of the Cold Lake region. It has been an absolute pleasure working with and serving the City of Cold Lake, MD of Bonnyville, the Cold Lake First Nations and the Elizabeth Métis Settlement over the past year. Cold Lake RCMP in partnership with Cold Lake Victim Services are looking forward to continuing to provide excellence in policing and services to victims of crime and tragedy in 2019.

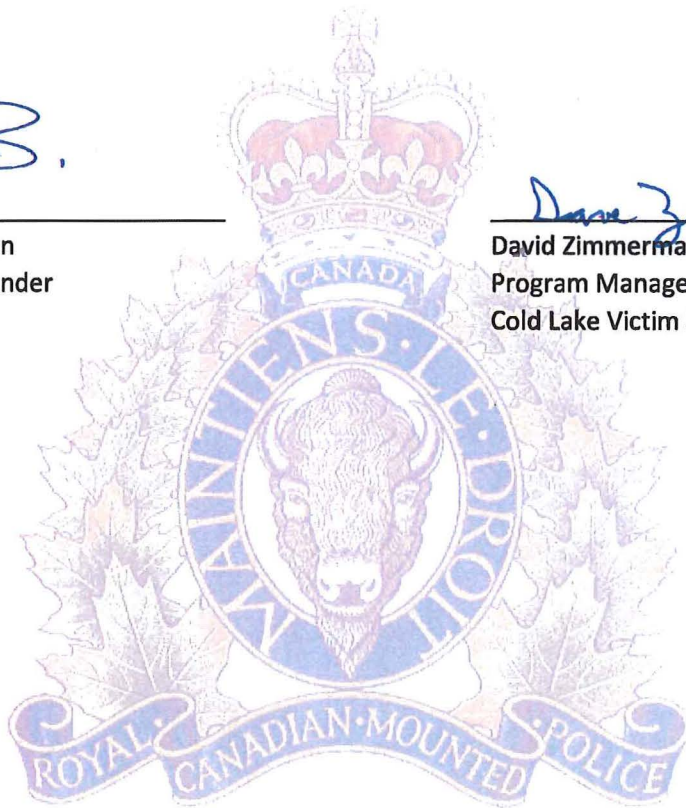
Should you have any questions regarding this report, please contact the Cold Lake RCMP at 780-594-3302 extension "0" or Cold Lake Victim Services extension "3."



S/Sgt. Scott Buchanan
Detachment Commander
Cold Lake RCMP



David Zimmerman
Program Manager
Cold Lake Victim Services



Dissemination List:

City of Cold Lake
MD of Bonnyville
Cold Lake First Nations
Elizabeth Métis Settlement
Eastern Alberta District



STAFF REPORT

Title: Request for Funding - Cold Lake Minor Ball U15 Zone Championships

Meeting Date: March 26, 2019

Executive Summary:

Cold Lake Minor Ball is requesting sponsorship to assist with hosting the U15 Alberta Zone Championships being held in Cold Lake August 16-18, 2019 at Imperial Park with eight (8) teams from all over Alberta representing their respective zone.

Sponsorship levels are as follows:

- \$1,000 Gold Level
- \$500 Silver Level
- \$250 Bronze Level

Background:

For reference purposes we've attached Policy No. 097-RC-97.

Section 4.1.2 Special Event Grants articulates that the purpose of this grant is to encourage and support diverse and comprehensive recreation and culture, special events or tournaments within the City. The Special Event Grant will fund:

- new tournaments or special programs expected to bring nonlocal participants into the community;
- new or unique recreation and culture events within the City.

Events being offered outside the City will not be funded under this grant. Up to a maximum of \$1,000.00 per organization per event each calendar year will be considered. Annual or regularly occurring events will not be eligible.

The above noted are currently delegated to the Recreation and Culture Advisory Committee.

It is understood that the Cold Lake Minor Baseball Association U15 are not seeking for funding under section 4.1.2 Special Event Grant rather they are seeking for funding from City Council under 4.4.4 Other requests and sponsorships that does not require a formal application.



In 2019, Council budgeted \$60,000 for sponsoring functions, goodwill, and other activities for the staff and community. To date, without consideration of this request or any others on March 26, 2019 agenda, \$10,685.00 has formally been allocated from the 2019 Council Goodwill by motion of Council.

Alternatives:

Council may consider the following options:

1. That Council support a sponsorship donation to Cold Lake Minor Ball in the amount of \$____ to host the 2019 U15 Zone Championships being held August 16-18, 2019 at Imperial Park with funds to come from Council Goodwill (1-2-11-20-211).
2. That Council defeat a motion to support a sponsorship donation to Cold Lake Minor Ball in the amount of \$____ to host the 2019 U15 Zone Championships being held August 16-18, 2019 at Imperial Park with funds to come from Council Goodwill (1-2-11-20-211).

Recommended Action:

That Council support a sponsorship donation to Cold Lake Minor Ball in the amount of \$____ to host the 2019 U15 Zone Championships being held August 16-18, 2019 at Imperial Park with funds to come from Council Goodwill (1-2-11-20-229).

Budget Implications (Yes or No):

Yes

Submitted by:

Kevin Nagoya, Chief Administrative Officer

Subject: Cold Lake Minor Ball U 15 Zone Championships

From: cmstabbler@sasktel.net

Date: Mar 13, 2019, 9:19 AM

To: Craig Copeland <CCopeland@coldlake.com>

Good Morning Craig,

On behalf of Cold Lake Minor Ball we are asking for assistance in hosting U 15 Alberta Zone Championships here in Cold Lake August 16th-18th, 2019. There will be 8 teams from all over Alberta to represent their respective zone. I have attached our sponsorship levels and if you are interested in helping us out could you please get back to me by April 15th, 2019. Look forward to hearing from you and working with the many businesses in the City of Cold Lake to make this big event a success.

Michelle Stabbler

On behalf of Cold Lake Minor Ball, I Michelle Stabbler , Vice President of CLMB, am writing this letter asking for assistance from your businesses to host U15 Alberta Baseball Zones right here in Cold Lake Alberta. This event will take place August 16th-18th, 2019 at Imperial Park here in Cold Lake. Cold Lake Minor Ball will be hosting 8 teams from all over Alberta to Cold Lake. This has been an honor to be awarded this event to Cold Lake and we would like your help to make it happen. I have also attached our sponsorship levels with this letter. If you are interested in helping us out in any way please respond to Michelle Stabbler at cmstabbler@sasktel.net or 780-201-9054 by April 15th, 2019. Looking forward to hearing from all of you and we invite you to take in some great baseball action on August 16th-18th,2019.

Cold Lake Minor Ball

C/O Michelle Stabbler

Box 1153

Cold Lake, AB.

T9M1P3

(780)201-9054

cmstabbler@sasktel.net





COLD LAKE MINOR BALL

is hosting

U15 Alberta Zone Championships Baseball

August 16th-18th , 2019

Cold Lake Minor Ball will be hosting 8 teams at the U15 age from all over Alberta to represent their respective Zones.

This is where you come in! We are looking for sponsorship to help with the tournament!

GOLD LEVEL--\$1000

- Business Name and logo in Programs- Half Page
- Business Banner to put up on field fences as signage if your business has one to present to CLMB to use
- Business Name on Roll Up Banners to be displayed at the Imperial Park August 16th-18th,2019
- Honourable mention at Opening Ceremonies by Announcer
- Honourable mention at all games by Announcer
- Logo and Thank you on our CLMB website and CLMB Facebook Page

-

SILVER LEVEL--\$500

- Business Name and logo in Programs- 1/4 Page
- Business Name on Roll Up Banners to be displayed at the Imperial Park August 16th-18th,2019
- Honourable mention at Opening Ceremonies by Announcer
- Logo and Thank you on our CLMB website and CLMB Facebook Page

BRONZE LEVEL--\$250

- Business Name and logo in Programs- Business Card Size
- Business Name on Roll Up Banners to be displayed at the Imperial Park
August 16th-18th,2019
- Honourable mention at Opening Ceremonies by Announcer
- Logo and Thank you on our CLMB website and CLMB Facebook Page



Recreation & Culture Grant Policy

POLICY NUMBER: 097-RC-07

Approval Date: March 13, 2007
Motion Number: 2007-034
Supersedes: 070-FN-00

Revise Date: July 12, 2016
Repeal Date:
Review Date:

1.0 Policy Intent

The City of Cold Lake is committed to developing a fair grant policy that supports funding to develop or enhance comprehensive and diverse recreation and culture programs within the community.

2.0 Purpose

The main objective of the Recreation and Culture Grant Policy is to provide occasional grant funding to non-profit organizations within the City of Cold Lake, in order to assist in developing and enhancing recreation and cultural programming.

3.0 Policy Statement

3.1 Definitions:

3.1.1 “Non-profit Organization”

An association, club, or society that is operated exclusively for social welfare, civic improvement, pleasure, recreation, or any other purpose except profit. No part of the organization’s income can be payable to or available for the personal benefit of any proprietor member, or shareholder.

3.2 Application Criteria

3.2.1 An organization applying for the Grant must be a “non-profit organization” in good financial standing with the City and be based within the boundaries of the City. Regional teams could be considered.

- 3.2.2 An individual applying for the Grant must be endorsed by and a member of a registered non-profit society in good standing with the City and be based within the boundaries of the City.
- 3.2.3 The organization or individual considered must demonstrate need for financial support. An application must be submitted in advance of expenditures for a program, event, training or travel.
- 3.2.4 An organization must not have received funding from City Council or other City Departments in the same fiscal year for the same purpose or projects.
- 3.2.5 The organization's activities must contribute to developing, stimulating and improving recreation and culture within the City.
- 3.2.6 Organizations seeking funding from multiple sources shall be considered favorably.
- 3.2.7 The organization must acknowledge the contribution from the City in any public communications such as brochures or pamphlets.
- 3.2.8 The grant will not fund:
 - 3.2.8.1. Administrative costs such as personnel expenses, non-program related space rental, insurance, utilities, office supplies, fund-raising expenses and legal fees;
 - 3.2.8.2. Individuals, unless they have the written support of the non-profit organization they are involved with; and
 - 3.2.8.3. Events or programs where the organization applying is serving alcohol.

4.0 Managerial Guidelines

4.1 Categories of Support

4.1.1 Development Grant

The purpose of this grant is to encourage and support new recreation and cultural events in the community. The Development Grant will fund:

- new initiatives by established non-profit organizations;
- provide seed funding for the development of recreation and culture programs by new non-profit organizations.

New organizations or new initiatives, by established eligible non-profit organizations, may be considered for developmental grants for a period of two consecutive years up to a maximum of \$2,000.00 each year, after which they may be considered under other grant categories subject to funding availability.

4.1.2 Special Event Grant

The purpose of this grant is to encourage and support diverse and comprehensive recreation and culture, special events or tournaments within the City. The Special Event Grant will fund:

- new tournaments or special programs expected to bring non-local participants into the community;
- new or unique recreation and culture events within the City.

Events being offered outside the City will not be funded under this grant.

Up to a maximum of \$1,000.00 per organization per event each calendar year will be considered. Annual or regularly occurring events will not be eligible.

4.1.3 Travel Grant

The purpose of this grant is to assist individuals, teams and cultural groups, participating in athletic or cultural events, individually or as a team, who have qualified to compete at a provincial, national or international level.

The Travel Grant guidelines:

- will fund fuel, meals and accommodations associated with travel to competition;
- individuals applying must have written support from an umbrella non-profit organization and must provide receipts, for associated travel costs, upon return; and
- qualifying teams may not request support for each individual member.

Up to a maximum of \$500.00 per individual per calendar year will be considered. Up to a maximum grant of \$1,000.00 per team per year will be considered.

4.1.4 Equipment Grant

The purpose of this grant is to assist new or established non-profit organizations operating within the City of Cold Lake in repairing or purchasing equipment necessary to run programs or enhance existing programs.

The Equipment Grant guidelines:

- up to a maximum of \$500.00 per organization per calendar year;
- educational institutions are not eligible for this grant.

4.1.5 Leadership Grant

The purpose of this grant will be to assist with the development of coaches', officials' and cultural group leaders' who are interested in upgrading their skills and knowledge for the greater benefit of the organization and community. The training clinic/ opportunity must not be available within the City of Cold Lake or be an annual or regular event that is held within the City of Cold Lake.

The Leadership Grant guidelines:

- individual coaches, officials' and cultural group leaders who are applying for this grant must have written support from an umbrella non-profit organization in which they currently or upon completion will be offering these skills to the organization; and
- will fund registration fees, fuel, meals and/ or accommodations associated with attendance at the clinic.

This grant is a 50:50 matching grant with the City willing to match up to a maximum of \$750.00 per individual and/or \$2000.00 per organization per calendar year.

4.2 Evaluation Criteria

The Recreation and Culture Advisory Committee will assess applications on the basis of the following criteria as they pertain to the purpose of the grants:

- New initiatives
- Program quality
- Community need, services and support

- Financial need
- Target audience and membership
- Quantity and quality of impact on the community
- Availability of grant funds

4.3 Reporting on Funding Received

- 4.3.1 A Final Report is required from the recipient upon completion of the funded program, project, training or purchase. Grant Summary Report forms are to be completed no later than 30 days following the expense.
- 4.3.2 If all funds have not been used for the intended or closely related purpose, the surplus must be returned to the City.
- 4.3.3 The City reserves the right to publish the name of an organization or individual in receipt of grant funding, the grant type and dollar value and any outcomes achieved by the recipient in any future publications made by the City.
- 4.3.4 Any change to the program, project, training or purchase must be explained in writing to the City. The City reserves the right to refuse expenses where changes no longer align with grant criteria.
- 4.3.5 All grants must be expended for the purposes requested for unless written authorization from the City has been received to do otherwise.

4.4 Other Funding Requests

- 4.4.1 Where a request for funding is not covered under an existing grant policy or program offered by the City of Cold Lake or is excluded based on the criteria of an existing policy/ program, the organization may wish to make an application directly to Council for funding consideration. Such an application should be addressed to Mayor and Council and clearly outline the following general information:
- the name, address and telephone number of the organization making the application;
 - the name of the primary contact person for the application and their contact information if different from the organization;
 - the status of the organization making the application (not-for-profit, registered charity, government, for profit, etc...);
 - a clear indication of the request being made; and

- details on how the contribution will be acknowledged if approved.
- economic impact of the program, event or equipment on the City of Cold Lake.

4.4.2 Further to the general information, the application shall include the following specific details dependent on the request being made:

4.4.2.1. In the case that the application for funding is for a program or event:

- the name, date and location of the program or event that funds are being requested for;
- a general description of the program or event and its purpose;
- details of where any surplus generated from the event will be allocated to;
- a list of other organizations and the dollar amount that additional funding has been requested from;
- a detailed event budget (Only an event budget is necessary unless the request exceeds \$2000); and
- any additional information deemed appropriate to making a decision regarding the application.

4.4.2.2. In the case that the application for funding is for equipment or other material asset:

- details of the asset for which funding is being request;
- a description of the function/ uses and need for such an equipment within the organization and the benefit it would have to the greater community;
- demonstration of financial need by the organization including an understanding of fundraising efforts already completed or in progress;
- details of other funders either confirmed or in process; and
- any additional information deemed appropriate to making a decision regarding the application.

- 4.4.2.3. In the case that the application for funding is based on a structured fundraising program (i.e. Bronze, Silver, Gold Sponsorship) and a detailed fundraising package is available, the cover letter only needs to cover details not outlined in such a package.
- 4.4.2.4. In the case that the application for funding exceeds \$2000.00 (two thousand dollars) the organization making application shall provide the last audited financial statements of the organization as a whole (except where a structured fundraising package is being used).
- 4.4.2.5. Council reserves the right to ask any applicant to attend as a delegation to Council to speak about an application. In the case the application for funding exceeds \$10,000 (ten thousand dollars) the organization making application shall make a delegation to Council.

Approval of an expense in one fiscal year does not imply ongoing support for a program or event or the replacement of equipment in future years.

Applications shall be received at least 30 days prior to the event to allow appropriate time for consideration by Council.

5.0 References

6.0 Persons Affected

Community Services Department
Corporate Services
Recreation and Culture Advisory Committee

7.0 Revision/Review History

- Supersedes Policy 070-FN-00
- Repealed by Motion 2007-036 on March 13, 2007
- Amended October 28, 2014, Motion No. CM20141028.1006
- Amended November 25, 2014, Motion No. CM20141125. 1027
- Amended July 12, 2016, Motion No. 20160712.1005

July 21, 2016

Date

July 26 2016

Date

J. M. H.

Chief Administrative Officer

U

Mayor



STAFF REPORT

Title: Minutes October 12, 2018 Northern Alberta Mayors and Reeves Caucus

Meeting Date: March 26, 2019

Executive Summary:

Minutes Northern Alberta Mayors and Reeves Caucus October 12, 2018

Background:

Alternatives:

Recommended Action:

Type the recommendation here

Budget Implications (Yes or No):

Submitted by:

Kevin Nagoya, Chief Administrative Officer

NORTHERN ALBERTA MAYORS' AND REEVES' CAUCUS MEETING

Sherwood Park Golf Course - Strathcona County, AB

October 12, 2018

Present:

Mayor Gerald Aalbers	City of Lloydminster
Reeve Larry Armfelt	Athabasca County
Reeve Joe Blakeman	Lac Ste. Anne County
Deputy Mayor Loraine Berry	Town of Gibbons
Deputy Mayor Colette Borqun	Lac La Biche County
Mayor Herb Castle	Town of Grande Cache
Deputy Reeve Brian Coleman	Westlock County
Mayor Tanni Doblanko	Leduc County
Mayor Michael Doerksen	Town of Drayton Valley
Mayor Rod Frank	Strathcona County
Mayor Tyler Gandam	City of Wetaskiwin
Mayor Allan J. Georget	Town of Spirit River
Reeve Don Gulayec	County of Two Hills
Reeve Bart Guyon	Brazeau County
Mayor Jim Hailes	Town of Fox Creek
Mayor Alanna Hnatiw	Sturgeon County
Mayor Stuart Houston	City of Spruce Grove
Mayor David Hutton	Town of Bon Accord
Deputy Mayor Stacey Hryciuk	County of Vermilion River
Mayor Don Iveson	City of Edmonton
Mayor Gale Katchur	City of Fort Saskatchewan
Councillor Jon Dziadyk	City of Edmonton
Deputy Mayor Justin Laurie	Town of Stony Plain
Councilor Vicky Lefebvre	City of Cold Lake
Mayor Ralph Leriger	Town of Westlock
Reeve Craig Lukinuk	Smoky Lake County
Mayor Vern Lymburner	Town of Valleyview
Mayor Tim MacPhee	Town of Vegreville
Mayor Norman Mayer	City of Camrose
Mayor Caroline McAuley	Town of Vermilion
Mayor Marcel Michaels	Town of Hinton
Mayor Maureen Miller	Town of St. Paul
Mayor Omer Moghrabi	Lac La Biche County
Mayor Raymond Ralph	Town of Devon
Mayor Rod Shaigec	Parkland County
Mayor Mel Smith	Town of Redwater
Mayor John Stewart	Town of Beaumont
Councillor Chris Thiessen	City of Grande Prairie
Reeve Steve Upham	County of St. Paul
Mayor Wally Yachimetz	Town of Calmar
Mayor Kevin Zahara	Town of Edson

Also In Attendance:

- Bernie Borgeson, Director of Marketing, Edmonton Economic Development
- Charissa Kangudie, Policy Analyst, Strathcona County
- Bin Lau, Strategic Advisor, City of Edmonton
- Joan Laventure, Office Manager & Executive Assistant, City Edmonton
- Nicole Martel, Executive Officer, AUMA
- Yetunde Oke, Chief Advisor, Policy & Coordination, Intergovernmental Affairs, City of Edmonton
- Jackie Porayko, Strategist, Intergovernmental Affairs, Strathcona County
- Yonathan Sumamo, Global Public Affairs

Guest Speakers:

- Bob Murray, Managing Director, Denton's Government Affairs & Public Policy Practice Group
- Elan MacDonald, Senior Vice President, Global Public Affairs National Client Development
- Vivian Krause, Writer
- Minister Francois-Philippe Champagne, Infrastructure and Communities
- Cory Janssen, Alta ML Co-founder
- Dalibor Petrovic, Deloitte Partner

Opening Remarks and Introduction:

Councillor Jon Dziadyk called the meeting to order at 9:06 a.m. and acknowledged the meeting is on the traditional land of Treaty 6 Territory. Councillor Dziadyk thanked Strathcona County for the pleasure of co-hosting with Mayor Rod Frank and noted that Don Iveson was on his way. He thanked Strathcona County for a beautiful reception, highlighting the Spark Center.

Councillor Dziadyk highlighted the beautiful venue for the meeting and shared that he was an employee at Strathcona County for two years and knew the County quite well. Washrooms and fire exits were noted.

Councillor Dziadyk welcomed the host, Mayor Rod Frank, highlighting his 30 years of corporate law and experience running small businesses.

Host Welcome

Mayor Rod Frank welcomed everyone to the meeting and noted the tours provided in the afternoon with Gerry Gabinet and Glen Lawrence hosting. Mayor Frank thanked the City of Edmonton and Strathcona County staff for providing the administrative coordination of the event and highlighted the topics covered by the guest speakers.

Councillor Dziadyk thanked Mayor Frank for his comments and asked caucus to approve the meeting agenda. The agenda was approved by a show of hands.

Councillor Dziadyk noted that invitations were sent to three provincial ministers to the event: the Minister of Treasury Board and Finance, the Minister of Municipal Affairs, and the Minister of Economic Development and Trade. These invitations were provided in order to carry forward the conversations about the replacement of the Municipal Sustainability Initiative. Unfortunately, all three ministers sent their regrets.

Adoption of Agenda and Minutes

Moved: Councillor Dziadyk

That the agenda for October 12, 2018 and minutes of the June 15, 2018 Northern Alberta Mayors' and Reeves' Caucus Meeting be adopted as presented.

Carried

US Mexico Canada Agreement: Analysis of NAFTA 2.0

Presenter: Dr. Bob Murray, Managing Director, Government Affairs & Public

Policy Practice, Dentons

Dr. Murray provided a summary on NAFTA negotiations and their impacts. A copy of his presentation will be distributed to NAMRC.

Mayors' Comments/Questions:

How could Canadian business & different levels of government band together to represent themselves in key challenges?

Dr. Bob Murray

- Congress is key pressure point. Congress has to ratify any trade agreement the administration signs. The outcome of this trade deal needed to not jeopardize their local economies or mid-term election results.
- Team Canada Approach: federal, provincial and some urban municipalities banding together to harmonize the message and to choose key influencers. Pivotal was the involvement of the business community on both sides of the border coordinated by the Federal government, Chambers of Commerce, and the business community.
- Other foreign policy priorities have been ignored due to the time constraint that this issue has created. With a 6-year sunset clause, the renegotiation of NAFTA 2.0 requires that we start renegotiating in about a year.

One of the biggest deals about steel tariffs was that we were importing China's steel, including it in our manufacturing, and shipping it to the States as a Canadian good. Is this practice going to end?

Dr. Bob Murray

- We were doing this with other products as well, not just steel which is why that veto clause was so important to the Americans in order to protect their markets from Chinese goods. They wanted to use their tariff regime appropriately for Chinese goods that were exempt under premise that they were Canadian goods. The discussion is still going on the steel side of things.

Can the US stop us from selling bitumen to China?

Dr. Bob Murray

- We could sign a sector specific agreement with China. So far, we've mainly seen a focus on comprehensive agreements, but we will have to wait for the accompanying text for limitations on

sector specific agreements.

Would they add a monetary line in the text? Would this apply to agreements with Pakistan & India?

Dr. Bob Murray

- They've set thresholds, for example diluent. These thresholds that are usually agreed to are in areas of traditional practices. We wouldn't want to agree to a sector specific agreement, like bitumen, not in our primary interest to profit.
- The limitation would apply to any comprehensive agreement with any country/ "non-market economy".
- There is a general shift in the attitudes in populist attitudes on the notion of free trade. Populism is not unique to the right, but it seems western democracy's right wing parties are starting to take exception to the idea of free trade with the concept that it's better to go it alone.
- This agreement retains 90% of the original NAFTA, but it is the beginning of shift in general attitudes on the purposes of free trade agreements are and who benefits. It is going to be incumbent on leaders in western democracies to be able to articulate clearly what the benefits and trade-offs are going to be.
- An advantage that the Trump administration is able use is that "99.9% of people have never read the agreement and they have no idea what life without it would be so it's really easy to vilify these agreements". This ability to tap into fear such as the trend with the ratification over CETA with the Italian government is being used.
- The other trend is that there are a number of governments that have traditionally been opposed to free trade agreements that are suddenly really interested in the global realignment of the economy, including China & India. Balancing a fundamental realignment and being able to maintain free trade regimes while responding to right side concerns is going to be fascinating.

The trade dispute mechanism: basically, the US terms this a "sovereignty right"?

Dr. Bob Murray

- This is why they wanted things decided in their courts. "The best way for us to get our way will be in our courts." The US pushed for this in the first NAFTA negotiation as well.

How do we create certainty for the business community?

Dr. Bob Murray

- In response to the certainty comment, yes, until things are ratified, I think there is reason to just recognize the risk. This agreement has allowed us to re-engage with US market.
- The US will be able to have a lot of influence on interest rates and their demands to raise interest rates. The saving grace is what's happening with the Bank of England. The pressure will be enormous for Canada to raise its interest rates in fairly short order.

Alberta and the Environment: A Closer Look

Presenter: Vivian Krause

Vivian Krause provided a full presentation on how efforts to build energy infrastructure is being influenced by organizations outside of Alberta and Canada. A full copy of her presentation will be distributed to NAMRC.

Mayors' Comments/Questions:

This is a disturbing presentation and certainly not what we thought was happening. What can we do?

Vivian Krause

- There are a lot of things that are necessary. The most important thing – as someone who has worked in NP, I don't want to sue NPs. Litigate NPs. Just a cease & desist. "If you're just keeping Canadian oil out of overseas market, then you're not doing environmental work and you're not using less."
- When we did legal review, identify potential defendants – campaign strategy keeping oil landlocked is an admission to do economic harm.

This is sovereignty infringement and we have been targeted and it has nothing to do with the environment, it's about the economy.

This "conspiracy theory", why is the first time we've heard of it and how do we get this out? Can you provide us with the tools for credibility, because for any of us would be hearsay.

Vivian Krause

- I have talked to all media and they all say “why are we hearing this from you?” The day anyone from the government phones them up, it will make the use. I’m a citizen, I’m a blogger. What had happened to farmed salmon in BC (prop up the market in Alaska’s salmon), is happening to oil.
- For Obama to get funding for his legacy project, he couldn’t approve a pipeline.

We as leaders need to take a few 747s and go to Ottawa.

Vivian Krause

- Maybe go to New York and talk to the Rockefellers.

What do you think about the quality of the UN paper on environment?

Vivian Krause

- I have no doubt the environment is changing. The question is why. Are fossil fuels the only reason why? I don’t think so. IPCC is Rockefeller Foundation funded – charged with investigating only the human causes of change.

Election Advocacy:

Presenter: Elan MacDonald, Senior Vice-President, National Client Development, Global Public Affairs

Elan MacDonald provided an overview of the changes in government relations and how to best navigate this in an election cycle. A full copy of her presentation will be distributed to NAMRC members.

Mayors’ Questions/Comments

How do you stand out in an election cycle?

Elan MacDonald

- Find the issues that are already on the radar, for example, policing. Figure out who is holding the pen with the policy. Find an issue that is already part of the public discourse.

How do you coordinate messaging within your municipal voices?

Elan MacDonald

- There's no silver bullet. The chair & CEO have to align messaging. AUMA creates general messaging that everyone can land – fairness around funding. Tie your individual project back to the general principal that is being advocated by the larger voice.

Will a budget be dropped before the election?

Elan MacDonald

- No. I don't think so because it never helps the election – it leads to the defeat of one party.
- There might be specific dollar amounts for a constituency. Won't come back to sit long in the spring probably.

There are two different sides to the spring election. What is that probability that the NDP would go a full 5 years.

Elan MacDonald

- The Premier is strong on her word: she said she would adhere to a fixed election date. However, time not on her side. The UCP is putting one million a month in the bank. Her election will be on the strength of the leader because she's holding better than the decline of the party. She needs to build on the trust she's built with Albertans.

Government of Canada Remarks:

Mayor Iveson provided an introduction for the Minister and details of their announcement this morning.

Presenter: Honourable Minister François-Philippe Champagne, Infrastructure and Communities

Minister Champagne gave an overview of the priorities and initiatives in his portfolio. A full copy of this presentation will be distributed to NAMRC members.

Mayors' Comments/Questions:

We heard at FCM there is \$300 million social infrastructure funding coming to the province – only \$7 million dollars being released next year. Opportunities exist, but can't do much with that. Ambrose was looking to put monies into social opportunities.

Minister

- I found out about this yesterday. 10 year agreement – different provinces have different capacities – provinces say “you have to respect our fiscal capacities”. The safeguard to that is that when the project list from the province is submitted, we need to assess fairly and balanced. Need to all pull in the same direction and working together with what all the provinces say.

Why can't the agreements be between municipalities and the federal government because we can't even get meetings with the provincial ministers to get their piece of funding?

Minister

- I appreciate the comments. Where there's fiscal capacity, we should be able to get there. Fair & equitable is the safeguard.

We appreciate the rural component of this funding – our projects have 9 out of 10 components of the requirements. Is there capacity in your office to work around qualifying requirements?

Minister

- I wanted to announce on this trip. But we are this close. The reason I was coming was not only for Fort Edmonton, but also for Vegreville. I have pushed every single civil servant.
- Sometimes you have to dream in politics; otherwise you're stuck with the current reality. I want regional offices to administer this, have a simplified form and have a way of respecting governance to achieve the same objectives. Most municipalities don't have full time engineers on staff; consultant engineers sometimes aren't efficient for small communities.

Oil brings the lifeblood to this province, currently it is \$35 a barrel. We need that message carried back to Cabinet – there is no greater economic issue in this country than getting that oil to tidewater. We are leaving tax money on the table municipally, provincially, federally. We need to get that economic horse on its feet; otherwise we can't address the social issues.

Minister

- You need to create the well before you can distribute it. Well said – there was an element of surprise in the court decision. We live in a country where the rule of law exists. We will just be better – we need to get it right. The court has spoken. I think we are all

relieved that Minister Sochi is from Alberta and gets it. You're talking to a trade minister that has been out west and is a chief "bragger" of Canada and I will continue to tell that story in my new ministry.

Why Artificial Intelligence Matters

Mayor Iveson provided an introduction to the next speakers and brief comments.

"Deliverology" – municipalities do deliverology. We have been quietly building world class AI expertise and technology in Edmonton. It will change the nature of employment, the way we deliver services. Technology is going to help us make different decisions as governments. Some people say data is the new oil. If we do it right, we can do both. It's not just a thing that makes your phone act differently; it will make you work differently.

Presenters: Dalibor Petrovic, Deloitte Partner and Cory Janssen, Alta ML Co-Founder

The co-presenters updated NAMRC on where artificial intelligence is today and where it can take us in the future. A copy of their full presentation will be distributed to NAMRC members.

Mayors' Comments/Questions

It makes sense in urban locations. In small rural locations, how does economic development apply?

Janssen

- For every PhD we hire, it creates 5 jobs. In Fort MacMurray this makes us competitive on a global scale and creates more efficiency.

Petrovic

- How do we use data to improve their productivity by 5-10%? There are new ways to see how the industry will look in the future. We create products that we sell elsewhere.

Mayor Iveson

- What do we do in Alberta: food, forestry, oil. This kind of technology is one of the answers to that. You all have business in your communities that could benefit from that. RBC is using AI for fraud detection. Mitsubishi came to us and to the U of A. Your people should be thinking about how this applies. Think about what data could do

for waterworks. In our business, “world class” is cliché – but we are on the map because what we are doing is world class. Take that away and think about the possibilities - how this can improve our competitiveness in food production and overall competitiveness. It reinforces the narrative that we don’t cause problems, we solve problems.

Alberta Urban Municipalities Association & Rural Municipalities of Alberta Updates

Presenter: Barry Morishita, President, AUMA

- o Conference – all four of our leaders spoke from relatively the same page at our conference – policing, cannabis.
 - AUMA is also working with Global Public Affairs. They bring an expertise and we need to work together to get this done. There is no bigger voice for the candidates than municipal leaders, they need to know our issues. If they have policy positions that aren’t congruent with ours, we need to ask them why.
 - Municipalities are the single conduit between everything and the world. The value of municipalities has to be elevated in the mind of every single constituent.
 - Pull together and make the next six months count for all of us.

Meeting Conclusion

Mayor Frank

As this meeting’s host he wanted to thank all of the guest speakers. He also shared his appreciation to donations to the swag bags - Rogers Hometown Hockey, Strathcona County Economic Development, as well as local business - Jacek Chocolates.

Mayor Iveson

He expressed his appreciation to Strathcona County for their hospitality, hoped everyone enjoys their lunch and the afternoon’s tours.

The meeting adjourned at 12:25 pm.



STAFF REPORT

Title: Minutes November 16, 2018 North East Muni-Corr Ltd.

Meeting Date: March 26, 2019

Executive Summary:

Minutes North East Muni-Corr Ltd. November 16, 2018

Background:

Alternatives:

Recommended Action:

Type the recommendation here

Budget Implications (Yes or No):

Submitted by:

Kevin Nagoya, Chief Administrative Officer

**NORTH EAST MUNI-CORR LTD.
BOARD MEETING MINUTES
November 16, 2018**

DIRECTORS PRESENT

Craig Lukinuk, Smoky Lake County
Maureen Miller, Town of St. Paul (Video)
Dale Hedrick, County of St. Paul
Gene Sobolewski, Town of Bonnyville

Duane Lay, City of Cold Lake
Ross Whitelaw, Town of Smoky Lake
Roy Dyck, Village of Vilna
Ed Duchesne, M.D. of Bonnyville

ALTERNATES

Ron Boisvert, Town of St. Paul
Ray Prevost, Town of Bonnyville

Bob Buckle, City of Cold Lake
Johnny Cherniwchan, Smoky Lake County

OTHERS

Tim Mahdiuk, Controller
Marvin Bjornstad, RRTS

Marianne Janke, Administrative Coordinator

1. CALL TO ORDER:

Chair Hedrick called the meeting to order at 10:00am.

2. ADOPTION OF AGENDA:

It was moved by Director Dyck to approve the agenda with the following additions:

6.2 Renumeration

Carried

3. ADOPTION OF MINUTES:

Director Sobolewski noted an issue with the wording of 6.5 and asked for more detail to be included.

It was moved by Director Boisvert to table this item to the next meeting.

Carried

4. BUSINESS FROM MINUTES

4.1 Bonnyville Regional Water Services Commission Contract

Administration provided the latest legal opinion on this matter. Administration and Controller both brought forward the suggestion the Board consider signing all pending contracts; Cold Lake Regional Water Utility Commission, Bonnyville Regional Water Services Commission and the Highway 28/63 Regional Water Services Commission for a ten-year term and at no cost.

Discussion included whether or not the Board would be protecting Muni-Corr's assets by doing so, others felt the five-year term was long enough for non Muni-Corr parties to receive access at no charge and it was noted that it would not be fair to ask Municipalities to provide funds to Muni-Corr Ltd. for operations if needed when non Muni-Corr parties were getting access for free.

It was moved by Director Sobolewski to enter into agreements with Cold Lake Regional Water Utility Commission, Bonnyville Regional Water Services Commission and the Highway 28/63 Regional Water Services Commission as per our standard ten-year agreement.

Carried

Director Sobolewski inquired why some emails from Administration were only sent to the Executive instead of all Muni-Corr members. He felt, since the water line contracts were an ongoing issue, all correspondence should have been sent to all members. Administration noted ensuring the day to day operations and preparation for Board meetings is the responsibility of the Executive. Director Sobolewski's comments were taken under advisement.

It was moved by Director Lay to hire Leo Demossiac as Muni-Corr's on-site representative for the waterline construction and reclamation between Bonnyville and Cold Lake and to bring a copy of the contract to a future meeting.

Carried

4.2 Payroll Contracts/Agreements

Administration provided the legal opinion confirming the Administrator is an employee of the organization. Clarification of the relationship between the Administrator and Alberta's Lakeland Destination Marketing Organization was asked for and Marvin Bjornstad provided a brief background of the relationship. It was noted by Bob Buckle the Board discussed the position years ago and was comfortable with the management of the organization and is supportive of the Administrator. Tim Mahdiuk added the overtime agreement is the same on the County of St. Paul uses and it has been vetted by their lawyer and approved at Council. Director Sobolewski stated he felt there was too much ambiguity and time worked is recorded as hours vs. being on a salary. It was noted the Administrator provides a report of hours worked at each meeting for approval by the Board.

It was moved by Director Lukinuk to approve the Payroll Services contract between N.E. Muni-Corr Ltd. and the County of St. Paul.

Carried

It was moved by Director Boisvert to approve the N.E. Muni-Corr Ltd. and Alberta's Lakeland Destination Marketing Organization Agreement.

Carried

It was moved by Director Duchesne to approve the N.E. Muni-Corr Ltd. Overtime Agreement.

Carried

Directors Lukinuk and
Sobolewski opposed

It was moved by Director Boisvert for Administration to bring forward a Terms of Employment document.

Carried

5. Reports

5.1 Trail Steward

No Report

5.2 Riverland Recreational Trail Society – Marvin Bjornstad

Marvin Bjornstad, President of Riverland Recreational Trail Society (RTS) reported Dana Meise was in the press today, having completed his 15,000km. hike across Canada on the Trans Canada Trail.

OHS regulations changed awhile ago, and volunteer organizations have been trying to figure out how to comply with the new components. The Alberta Snowmobile Association has noted individuals can still go out and do maintenance work on their own without being affected by the changes however, if there is an organized work party, then the new regulations apply.

Marvin confirmed RTS is fully insured through Jubilee; now RMA.

5.3 Alberta's Iron Horse Trail – Marianne Janke

A written report was circulated.

It was moved by Director Dyck to accept the reports/hours as presented.

Carried

6. NEW BUSINESS

6.1 Election

It was moved by Director Duchesne to accept Director Miller's resignation as Treasurer.

Carried

Director Miller put her name forward for the position of Vice President.

Further nominations from the floor were called for three times.

It was moved by Director Boisvert to cease nominations.

Carried

Director Lay put his name forward for Treasurer.

Further nominations from the floor were called for three times.

It was moved by Director Whitelaw to cease nominations.

Carried

6.3 Renumeration

It was moved by Director Lukinuk to table this item to the next meeting.

Carried

7. ACCOUNTS PAYABLE

None

8. CONTROLLERS REPORT

It was moved by Director Dyck that the Controller's report dated October 31, 2018 showing a bank balance of \$199,699.55 a savings balance of \$1,460.79; term deposits of \$443,010.00 with interest to date of \$5,747.69 be accepted as presented.

Carried

9. NEXT MEETING

The next N.E. Muni-Corr Ltd. Board meeting is scheduled for Monday, December 10, 2018 at the County of St. Paul Boardroom.

10. ADJOURNMENT

It was moved by Director Lay to adjourn this meeting at 12:30pm.

Carried

Dwayne Yaremkevich, President
Coordinator

Marianne Janke, Administrative



STAFF REPORT

Title: Minutes January 28, 2019 Cold Lake Library Board

Meeting Date: March 26, 2019

Executive Summary:

Minutes Cold Lake Library Board January 28, 2019

Background:

Alternatives:

Recommended Action:

Type the recommendation here

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

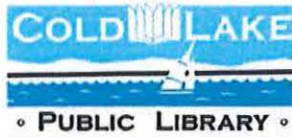


Minutes of The City of Cold Lake Library Board Meeting
Held Monday, Jan 28, 2019
Program Room, South Branch

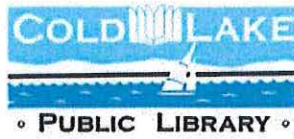
Present: Cynthia Sloychuk, Board Chair
 Marie Manning, Board Vice-Chair
 Darren Robson, Board Secretary / Treasurer
 Councillor Vicky Lefebvre, City of Cold Lake Representative
 Leslie Price, Library Director
 Jeannette Hatta, Board Member
 Daryl Gilroy, Board Member
 Calvin Rideout, Board Member

Absent with regret: Jamie Purkiss, Board Member
 Emily Heyne, Board Member

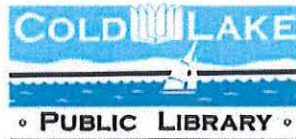
Agenda Item and Discussion	Action
1.0 Call to Order Meeting called to order by Board Chair at 4:31pm.	N/A
2.0 Adoption of Agenda MOTION 2019-001 Moved by Marie that the agenda be accepted.	Carried
3.0 Adoption of Minutes from previous meeting MOTION 2019-002 Moved by Jeanette that the minutes of the Nov 2018 meeting be adopted.	Carried
4.0 Correspondence	N/A
4.1 Letter from MD confirming last quarter payment for 2018	N/A
4.2 Registered Charity Basic Information Sheet to be submitted with annual information returned by June 30	N/A
4.3 Letter from NLLS to City of Cold Lake – payment from City to NLLS will increase by 8 cents per capita this year	N/A
5.0 Reports	N/A
5.1 Board Chair Report No report this month. Cynthia introduced the new Board member. Cynthia would like to do something to recognize Emily's new baby. Leslie will put something together and Board members can contribute. Cynthia and Leslie presented to the MD Council last month, along with the Bonnyville library, and it was well received. Cynthia was surprised	None



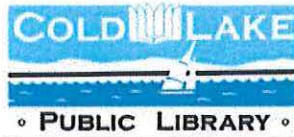
Agenda Item and Discussion	Action
that Bonnyville asked for \$20 per capita when the two libraries had previously agreed to ask for \$19. The two libraries had a 15 minute time slot to present. Bonnyville went first and took 10 minutes, so Cynthia would really like to try for separate presentation slots next year.	
<p>5.2 Library Director Report</p> <p>The Library Director Report for Jan is attached as Appendix 1, and includes the statistics for Nov and Dec. The staff are looking for a new honey distributor. There are a couple small home business possibilities, but none of them provide both liquid and cream honey. The prices are slightly higher, so they are working out a final price. Leslie is wondering if the Staff should continue or if the Fundraising Committee should take over.</p> <p>MOTION 2019-003</p> <p>The Library Director Report was approved by unanimous consent.</p>	Carried
<p>5.3 NLLS Rep Report</p> <p>The NLLS Board and Executive meeting minutes were provided to the Board before the meeting and can be found on the NLLS site.</p> <p>http://www.nlls.ab.ca/Board-Exec-Minutes</p> <p>NLLS is looking at changing the yearly conference structure and dates. Leslie mentioned that NLLS will no longer have a dedicated staff member for Indigenous Services. NLLS has been looking for CLPL staff to expand Indigenous Services to Fishing Lake, which is quite far away, and Leslie told them she doesn't want to take on more at this time. The Staff will continue to provide advice to NLLS or other libraries as required. Vicky will bring up the issue with NLLS council.</p>	None
<p>5.4 Friends of the Library Report</p> <p>Marie reported that at the end of Dec, the Friends have \$249.96 in the chequing account and \$775.59 in the savings account. Marie closed the PO Box, and has left her address with the credit union to receive statements. She will close the Savings account herself, but will need a second Friends member to close the Chequing. The second member has been quite sick, but is now back in CL. There is one last financial report to be submitted before completely shutting down the Friends.</p>	None
<p>5.5 Personnel Committee Report</p> <p>The Personnel Committee did not meet in Nov or Dec.</p>	None



Agenda Item and Discussion	Action
5.6 Policy Committee Report The Policy Committee did not meet in Nov or Dec. However, they will meet soon to work on a new fundraising policy. Leslie needs copies of all policies about Patrons to publish on library site. Darren suggested scanning the signed paper copies and publishing those PDFs to the site. Darren would also like better tracking of final MS Word copies, just before signing.	None
5.7 Financial Committee Report The Financial Committee did not meet in Nov or Dec. The unaudited year-end financial report will be presented as part of the AGM.	None
6.0 Priority Items - AGM	
MOTION 2019-004 Vicky motioned to suspend the Jan Board meeting to hold the 2019 City of Cold Lake Library Board Annual General Meeting, and then resume the Board meeting after completing the AGM. The AGM started at 5:05 pm and ended at 5:21 pm. The regular Jan Board meeting resumed at that time. The minutes for the AGM will be keep separate.	Carried
7.0 Old Business	N/A
7.1 Library Fines Leslie presented a summary of the fine collections over the last 12 months versus the voluntary donations for overdue items during the no fine period over the last 3 months. The average revenue is about the same for both periods. Cynthia is still concerned about lack of patron accountability if no overdue fines. After three months, the item is still considered lost, and the patron still has to pay for a lost item. Leslie felt Staff were better utilized not having to track down overdue items, and interaction with patrons was much better. Cynthia asked the Board how they feel about eliminating overdue fines. MOTION 2019-011 Daryl moved to begin the process of making no overdue fines permanent. Calvin seconded. All members voted in favour. The Policy Committee will review the bylaw addendum that covers fines and penalties. Item open.	Carried Policy
7.2 Plan of Service Leslie had provided the Board with the first draft of the new City of Cold Lake Library 2019-2021 Plan of Service. As there is lots of reading and detail, Cynthia asked the Board to fully review for the Feb Board meeting. Leslie reviewed the examples on the Municipal Services website, and did	Board



Agenda Item and Discussion	Action
not make it as detailed as the last Plan of Service. Leslie also tried a new format and welcomes any feedback. Darren reminded the Board that all tasks/objectives should endeavour to be SMART (Specific, Measurable, Achievable, Relevant, Time-Bound). Item open.	
7.3 Surplus Budget Tracking As summarized in the AGM Financial Summary, the Board should have about \$44K in surplus with the City to start 2019. However, Darren would like to confirm with City staff before committing to any large spending. One idea is to provide power to the garden stage. Leslie would like to repaint both branches. Leslie wants to setup up standing reference computer at each branch and a second stand is required. Leslie has been looking at a digital display board to display current events. Jester's has a used display for about \$2500 – they are typically \$7500 new. Vicky encourage Leslie to collect quotes for the stage power and painting work, so the Board can plan to the surplus spending for the year. Through grants, Leslie will be able to fund work to improve garden accessibility, and general garden improvement. Item open.	Leslie
7.4 Fundraising Committee The Policy Committee still needs to get together with Jeanette and create the policy to govern the Fundraising Committee. Leslie recently received some clarification from PLSB about library fundraising as a charity. It indicates that libraries cannot apply directly for casinos or 50/50 draws. Cynthia mentioned that Lac La Biche moved the Friends under the Board and has this figured out. The Policy Committee will review the Lac La Biche Board policies on fundraising and get back to the Board. Item open.	Policy
7.5 Board MD Representative As the previous MD Council representative did not receive mileage from the MD to attend Cold Lake Library Board meetings, they chose to withdraw as representative. The Bonnyville Library Board does have a MD Council rep. Cynthia would still like to approach the MD Council about providing a rep again, but would like to wait until after the MD decides on 2019 library funding. Item open.	None
8.0 New Business	N/A
8.1 Mosaic Multicultural Event Leslie is looking to host the Mosaic event with the Lakeland Multicultural Association at the library this year. Leslie wanted to let the Board know that she will be applying for an Arts and Culture grant for about \$5000 to assist with the event. The Board had no issues. Item closed.	None



Agenda Item and Discussion	Action
9.0 Next Meeting Monday Feb 25, 2019 at 4:30 PM at the South Branch	None
10.0 Meeting Adjourned at 6:05 pm	N/A



STAFF REPORT

Title: Minutes January 28, 2019 Cold Lake Library Board AGM

Meeting Date: March 26, 2019

Executive Summary:

Minutes Cold Lake Library Board AGM January 28, 2019

Background:

Alternatives:

Recommended Action:

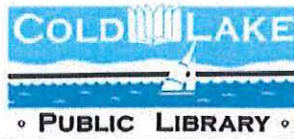
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Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer



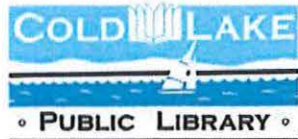
Minutes of The City of Cold Lake Library Board Annual General Meeting
Held Monday, Jan 28, 2019
Program Room, South Branch

Present: Cynthia Sloychuk, Board Chair
 Marie Manning, Board Vice-Chair
 Darren Robson, Board Secretary / Treasurer
 Councillor Vicky Lefebvre, City of Cold Lake Representative
 Leslie Price, Library Director
 Jeannette Hatta, Board Member
 Daryl Gilroy, Board Member
 Calvin Rideout, Board Member

Absent with regret: Jamie Purkiss, Board Member
 Emily Heyne, Board Member

Agenda Item and Discussion	Action
1.0 Call to Order Meeting called to order by Board Chair at 5:05 pm.	N/A
2.0 Adoption of Agenda The AGM Agenda was included as Priority Items 6.1 to 6.4 in the Jan Board Meeting Agenda and adopted as Motion 2019-001.	N/A
3.0 Adoption of Minutes from previous meeting The minutes from the 2018 AGM were captured as part of the Feb 2018 Board meeting minutes and accepted as Motion 2018-029. They will be captured and adopted separately this time.	N/A
4.0 Correspondence	None
5.0 Reports	None
6.0 Priority Items	N/A
6.1 AGM – Review of 2018 Summary of Motions The 2018 Summary of Motions is attached to the minutes as Appendix 1. Vicky would like the any motions pertaining to policies to include the policy name in addition to the policy number in case the number or name changes in the future. MOTION 2019-005 Daryl moved to accept the 2018 Summary of Motions as amended. Calvin seconded. All members voted in favour.	Carried

Agenda Item and Discussion	Action
<p>6.2 AGM – Review of 2018 Financial Report (unaudited) Darren presented the unaudited 2018 financial report, which is attached to the minutes as Appendix 2. Darren went over the differences between the 2018 budget and actual expenses and revenues. The Board has no issues. The actual 2018 audited report is expected in April.</p> <p>MOTION 2019-006 Darren moved to accept the 2018 Financial Report (unaudited). Jeanette seconded. All members voted in favour.</p>	Carried
<p>6.3 AGM – Review of 2018 Year-End Report Leslie presented the Year-End Report that must be submitted to Alberta Municipal Affairs and approved by the Board. It is attached to the minutes as Appendix 3. Calvin pointed out his contact info was incorrect and provide Leslie with up to date info.</p> <p>MOTION 2019-007 Marie moved to accept the 2018 Year-End Report for Alberta Municipal Affairs as amended. Daryl seconded. All members voted in favour.</p>	Carried
<p>6.4 AGM – Board Executive 2019 Elections Cynthia had previously asked Board members to submit their names if they wanted to be consider for Chair, Vice-Chair or Secretary/Treasurer. Cynthia had submitted her name for Chair, Marie had submitted her name for Vice-Chair and Darren had submitted his name for Secretary/Treasurer. Cynthia asked once more if any other Board members would like to submit their names for any Executive positions. There were no further submissions.</p> <p>MOTION 2019-008 Vicky moved that Cynthia be accepted as Chair. Daryl seconded. All members voted in favour.</p> <p>MOTION 2019-009 Marie moved that Darren be accepted as Secretary/Treasurer. Jeanette seconded. All members voted in favour.</p> <p>MOTION 2019-010 Vicky moved that Marie be accepted as Vice-Chair. Jeanette seconded. All members voted in favour.</p>	<p>Carried</p> <p>Carried</p> <p>Carried</p>
7.0 Old Business	None
8.0 New Business	None
<p>9.0 Next Meeting The next AGM will be in Jan 2020.</p>	None



Agenda Item and Discussion	Action
10.0 Meeting Adjourned at 5:21 pm	N/A



STAFF REPORT

Title: Minutes February 13, 2019 Cold Lake Regional Chamber of Commerce

Meeting Date: Click or tap to enter a date

Executive Summary:

Minutes Cold Lake Regional Chamber of Commerce February 13, 2019

Background:

Alternatives:

Recommended Action:

Type the recommendation here

Budget Implications (Yes or No):

Submitted by:

Kevin Nagoya, Chief Administrative Officer



Regular Meeting of the Board of Directors Meeting Minutes

Date/Time: February 13th, 2019 at 6:00pm
Location: Chamber Board Room

ATTENDANCE

PRESENT

President

Ryan Lefebvre

Vice President

Joshua Holman

Directors

Joanne Roch, Lisa Borowitz, Susie O'Connor, Megan Nicholls-Shaub,
Andrea Hemmerling

Executive Director

Sherri Bohme

Secretary

Nicole Mansfield

REGRETS

Bob Buckle, Brittany Tucker, Raymond Cowell, Sherine Leiper

1.0 CALL TO ORDER/INTRODUCTIONS

Call to order 6:08 pm

2.0 CONSENT AGENDA (2MIN)

- 2.1 Minutes of January 9th, 2019 (Sent by email prior to board meeting)
- 2.2 Executive Director's Report (Sent by email prior to board meeting)
- 2.3 Comparison Statement (Sent by email prior to board meeting)
- 2.4 Correspondence Folder was available for all Board Members to view.

Motion: Lisa motioned to accept the consent agenda as presented. Second by Josh. All in Favor. Carried

3.0 Adoption of Agenda (5 Mins)

3.1 Additions to the Agenda

Motion: Susie motioned to accept agenda as amended. Second by Josh. All in favor. Carried

4.0 Unfinished Business

4.1 Home & Leisure Trade Show – Fashion Show entries

- At the 2018 show Gaye (TNT) and Candace (Muse) approached the chamber with the possibility of a fashion show.
- Follow up determined that they didn't want to have a booth but just do the show
- Discussion on how that could look and what options available.

Motion: Joanne motioned that if no booth is purchased than a stage rental price of \$50.00/15 minute slot times be charged. Max time of 1 hour/day (\$200 each) Second by Megan. All in Favor. Carried

4.2 Candidate Endorsement

- Josh and Ryan discussed the documents and have determined that it would be best to create a new committee to review the forms for candidates.
 - o Ryan, Josh, Megan and Andrea will sit on this committee

- Discussion on the Vote Prosperity Campaign by the ACC, committee will bring back recommendations to the board
- Committee will discuss the current name of Endorsement and come up with other possibilities

4.3 City Business License policy

- A letter has been drafted to council regarding the policies around business licenses and those who currently do not have one but operate business within the City
- Enforcement is complaint driven, however a response has been difficult to receive
- Discussion on permits and letter requests
- Add to the current letter already constructed asking for the City to reinforce the bylaws and for a response so we can respond to our concerned members.

4.4 Feast at the Beach

- Committee meeting cancelled.
- Policy contracts started
- Subcommittees need to be created for the different entities of the event
- Logos presented.

Motion: Josh motioned to approve logo #1 with the changes to the font/letter design. Second by Megan. All in Favor. Carried

5.0 New Business

5.1 CCL Network Quote

- Review of a quote received from Communications Cold Lake for internet/phone services
- Savings on current services as well as faster internet and features that currently are not available on our lines

Motion: Ryan motioned to accept the quote to change phone/internet providers with the removal of the fax line. Second by Josh. All in favor. Carried

6.0 Open Discussion

6.1 Presidential and Board Member Highlights

6.1.1 Ryan/Josh/Lisa attended the Bild Alberta Luncheon Feb 6

- UDI have changed their name to Bild Alberta.
- ACC strategic planning session will look at April/May. Send availability to Sherri to book

7.0 Correspondence/Round Table Discussion

7.1 Jan 29 we sent a letter to the Premier urging her and her government to re-evaluate the changes to the curtailment formula

- Ryan & Sherri will be meeting the MD Council Feb 20th. Ryan will be presenting the Chamber annual budget.

8.0 IN CAMERA

9.0 Next Meeting – March 13th, 2019 @ 6:00pm

ADJOURNMENT

The meeting was adjourned at 7:50pm

Recording Secretary – Nicole Mansfield

President – Ryan Lefebvre

Date

Date