



**Council - Regular Meeting
Agenda**

Tuesday, May 14, 2019

6:00 p.m.

Council Chambers

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16. ADJOURNMENT



STAFF REPORT

Title: Council - Regular Meeting April 23, 2019

Meeting Date: May 14, 2019

Executive Summary:

Background:

Alternatives:

Recommended Action:

That the minutes of Council's regular meeting held April 23, 2019 be accepted as presented.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer



Council - Regular Meeting

Tuesday, April 23, 2019

6:00 p.m.

Council Chambers

Council Present: Deputy Mayor Duane Lay

Councillor Bob Buckle

Councillor Jurgen Grau

Councillor Vicky Lefebvre

Councillor Kirk Soroka

Councillor Chris Vining

Council Absent: Mayor Craig Copeland

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

Executive/Recording Secretary Cindy Reimer

CALL TO ORDER

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

ADOPTION OF AGENDA

Resolution # CRM20190423.1001

Moved by Councillor Buckle

That the agenda be adopted as presented.

Carried Unanimously

DISCLOSURE OF INTEREST

Councillor Buckle declared a disclosure of interest with respect to New Business Item 10.1 Bylaw No. 645-LU-19 - Amend LUB No. 382-LU-10 to Establish Parking Overlays in the Downtown Commercial and Lakeshore Commercial Districts.

MINUTES APPROVAL

Council - Regular Meeting April 9, 2019

Resolution # CRM20190423.1002

Moved by Councillor Vining

That the minutes of Council's regular meeting held April 9, 2019 be accepted as presented.

Carried Unanimously

Council - Corporate Priorities Committee Meeting April 16, 2019

Resolution # CRM20190423.1003

Moved by Councillor Soroka

That the minutes of Council's Corporate Priorities Committee meeting held April 16, 2019 be accepted as presented.

Carried Unanimously

PUBLIC QUESTION PERIOD

None.

PUBLIC HEARINGS

Bylaw No. 642-LU-19 (PH) - Amend LUB No. 382-LU-10 to Rezone Lot 8, Block 1, Plan 182-2733

Deputy Mayor Lay declared the public hearing for reviewing Bylaw No. 642-LU-19, being a Bylaw to Amend Land Use Bylaw No. 382-LU-10 to Rezone Plan 182-2733, Block 1, Lot 8 from PS (Public Service) to DC (Direct Control), in the City of Cold Lake, open at this time being 6:02 p.m.

Deputy Mayor Lay reviewed the rules of the public hearing and reminded all individuals of the public hearing protocol and purpose, and then asked Administration to introduce the bylaw.

General Manager of Planning & Development Services H. Pinnock briefly introduced Bylaw No. 642-LU-19, being a Bylaw to Amend Land Use Bylaw No. 382-LU-10 to Rezone Plan 182-2733, Block 1, Lot 8 from PS (Public Service) to DC (Direct Control), in the City of Cold Lake.

Chief Administrative Officer K. Nagoya provided a briefing.

Deputy Mayor Lay opened the floor for public concerns and comments with respect to Bylaw No. 642-LU-19.

As there were no public in attendance to voice their concerns and/or provide comments with respect to Bylaw No. 642-LU-19, Deputy Mayor Lay declared the public hearing closed at this time being 6:06 p.m.

DELEGATIONS

Faber and Company LLP - Peter Johnson

Deputy Mayor Lay welcomed Mr. Peter Johnson of Faber and Company LLP to the Council meeting at this time being 6:02 p.m.

Mr. Johnson, along with General Manager of Corporate Services L. Mortenson, presented and reviewed the City of Cold Lake Financial Statements for the year ending December 31, 2018.

Brief questions from Council ensued during Mr. Johnson's presentation of the 2018 City of Cold Lake Financial Statements.

Deputy Mayor Lay thanked Mr. Johnson for his presentation, and Mr. Johnson left the meeting at this time being 6:22 p.m.

Age Friendly Cold Lake Grant - Cathy Aust and Diane Stonehocker

Deputy Mayor Lay welcomed Ms. Cathy Aust and Ms. Diane Stonehocker to the Council meeting at this time being 6:23 p.m.

Ms. Aust and Ms. Stonehocker provided Council with an introduction to the Age Friendly Cold Lake Society (formerly called Cold Lake Senior's Advocacy Committee) which applied for an Age Friendly Cold Lake grant that will be managed by FCSS.

Ms. Aust and Ms. Stonehocker advised Council of the purpose of the provincial grant in the amount of \$82,218.00 and outlined the activities planned over the next year which will culminate in a strategic plan for older people in Cold Lake.

Ms. Stonehocker advised that the Age Friendly Cold Lake Society will spend the first two-thirds of the year concentrating heavily on social media to change the conversation on what it's like to get older. The last two-thirds will determine what is needed in the community as people age, with a strategic plan document being presented to Council by the end of February 2020.

Ms. Aust and Ms. Stonehocker sought Council's non-monetary support of the grant's purpose and the planned activities.

Questions from Council ensued.

Deputy Mayor Lay thanked Ms. Aust and Ms. Stonehocker for their informative presentation with Ms. Aust and Ms. Stonehocker returning to the gallery at this time being 6:39 p.m.

Christopher Cowden

Deputy Mayor Lay welcomed Mr. Christopher Cowden to the Council meeting at this time being 6:39 p.m.

Mr. Cowden, presented Council with a power point presentation regarding the production of the full-length (approximately 105 minutes), independent, feature film entitled "Moments in Spacetime" which will be shot entirely in the Lakeland and set in Cold Lake from April 30 - May 21, 2019. The set will showcase all the Lakeland has to offer with over \$230,000.00 of budget to be spent within Cold Lake. Mr. Cowden advised that the film will be geared for theatres, Netflix, and film festivals world wide; with an early showing of the film in September or October 2019.

Mr. Cowden also presented the proposed budget noting that support of the film has been phenomenal to date. Mr. Cowden advised that he is looking for support from the City in the amount of \$20,000.00 - \$30,000.00, but any funds that the City could provide would be of benefit.

Mr. Cowden further advised that a press conference has been scheduled for Wednesday, May 15, 2019 wherein the two (2) major Hollywood actors would be revealed, and requested help from the City with respect to providing a location for the press conference.

Questions from Council ensued.

Deputy Mayor Lay thanked Mr. Cowden for his exciting presentation advising that Council would consider the request for funding and provision of a press conference location at their next regular meeting of Council being May 14, 2019.

Mr. Cowden left the meeting at this time being 7:01 p.m.

Age Friendly Cold Lake Society delegates Ms. Aust and Ms. Stonehocker also left the meeting at this time being 7:01 p.m.

CITY FINANCIAL REPORTS

City Financial Reports - March 2019

Resolution # CRM20190423.1004

Moved by Councillor Buckle

That Council accept the financial reports for the period ending March 31, 2019 including accounts payable cheque numbers 130947 to 131387.

Carried Unanimously

OLD BUSINESS

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

Resolution # CRM20190423.1005

Moved by Councillor Lefebvre

That Bylaw No. 642-LU-19, being a Bylaw to Amend Land Use Bylaw No. 382-LU-10 to Rezone Plan 182-2733, Block 1, Lot 8 from PS (Public Service) to DC (Direct Control), in the City of Cold Lake, be given second reading.

Carried Unanimously

Resolution # CRM20190423.1006

Moved by Councillor Grau

That Bylaw No. 642-LU-19 be given third and final reading.

Carried Unanimously

NEW BUSINESS

Bylaw No. 645-LU-19 - Amend LUB No. 382-LU-10 to Establish Parking Overlays in the Downtown Commercial and Lakeshore Commercial Districts

Having declared a disclosure of interest with respect to New Business Item 10.1 Bylaw No. 645-LU-19 - Amend LUB No. 382-LU-10 to Establish Parking Overlays in the Downtown Commercial and Lakeshore Commercial Districts, Councillor Buckle left the meeting at this time being 7:04 p.m.

Resolution # CRM20190423.1007

Moved by Councillor Vining

That Bylaw No. 645-LU-19, being a Bylaw to Amend Land Use Bylaw No. 382-LU-10 to Establish Parking Overlays in the Downtown Commercial and Lakeshore Commercial Districts, in the City of Cold Lake, be given first reading, and that Administration be directed to set the required statutory public hearing.

Carried Unanimously

Councillor Buckle re-entered the meeting at this time being 7:21 p.m.

Resolution # CRM20190423.1008

Moved by Councillor Vining

That the meeting be recessed at this time being 7:21 p.m., and reconvened at the call of the Chair.

Carried Unanimously

Deputy Mayor Lay reconvened the meeting at this time being 7:32 p.m.

Policy No. 197-RC-16 - Recreation User Fee Policy Amendment

Resolution # CRM20190423.1009

Moved by Councillor Soroka

That Council support the amendment to Recreation User Fee Policy No. 197-RC-16 as presented to add Artificial Turf Field and Grandstand Fees to Appendix "C".

Carried Unanimously

2018 Audited Financial Statements

Resolution # CRM20190423.1010

Moved by Councillor Lefebvre

That Council approve the 2018 City of Cold Lake Financial Statements for the year ending December 31, 2018 as presented.

Carried Unanimously

Tax Arrears Agreement - Tax Roll No. 98700

Resolution # CRM20190423.1011

Moved by Councillor Vining

That Council accept the Property Tax Arrears Agreement for Tax Roll No. 98700 as presented.

Carried Unanimously

Tax Arrears Agreement - Tax Roll No. 4000027013

Resolution # CRM20190423.1012

Moved by Councillor Grau

That Council accept the Property Tax Arrears Agreement for Tax Roll No. 4000027013 as presented.

Carried Unanimously

Wicked Watersport Rentals Inc.

Resolution # CRM20190423.1013

Moved by Councillor Soroka

That Council permit Wicked Watersport Rentals Inc. to operate at Kinosoo Beach during the summer months of 2019 subject to the following conditions:

- Wicked Watersport Rentals Inc. must obtain the appropriate business license for the services being provided, in accordance with the City of Cold Lake Business License Bylaw.
- Wicked Watersport Rentals Inc. is considered a mobile vendor and must obtain a Mobile Vendor Permit as per City of Cold Lake Mobile Vendor Policy No. 205-AD-18.
- The business may operate on an available part of the municipal owned property at the beach, free of any charges. A specified space will not be designated and may change from day-to-day.
- Operation on the Provincial leased property of Kinosoo Beach will not be permitted.
- The business may leave a trailer on the beach between operational days.

- The City will not provide any services to Wicked Watersport Rentals Inc. This includes no power, shelter, equipment or security for all equipment or other assets. Wicked Watersport Rentals Inc. must be a completely independent, sustainable operation.
- This letter provides permission to continue to operate in a public park as designated, and will require annual renewal. This appears in accordance with Bylaw No. 539-PL-14. There will be no lease, simply permission to conduct this business in a park.
- The City will require proof of insurance consistent with City standard for the operations and name the City of Cold Lake as an additional insured for work performed from the municipal property. The City of Cold Lake is not responsible or liable for any part of or incidents arising from the operation of Wicked Watersport Rentals Inc., and Wicked Watersport Rentals Inc. will indemnify and save harmless the City, its' employees and agents from and against all claims, losses, damages, costs and expenses made against or incurred by the operation.
- Wicked Watersport Rentals Inc. to provide the City with WCB coverage consistent with City standard.
- The City will NOT provide exclusivity for the operations of Wicked Watersport Rentals Inc. on the beach.
- No sandwich boards will be permitted on the beach. Advertising space may be provided via own mobile set-up.
- The City does not recommend or approve any modification or components be added temporarily or permanently in the water itself. Since this area is not in the City's jurisdiction, appropriate approval will be required from the Province of Alberta by Wicked Watersport Rentals Inc.
- Wicked Watersport Rentals Inc. is solely responsible for any damage to the Park including the irrigation system caused by Wicked Watersport Rentals Inc.
- The City of Cold Lake reserves the right to withdraw its' permission for any reason without notice which is delegated to the Chief Administrative Officer (CAO) or designate.

Carried Unanimously

Cancel May 28, 2019 Regular Meeting of Council

Resolution # CRM20190423.1014

Moved by Councillor Buckle

That Council cancel the May 28, 2019 regular meeting of Council.

Carried Unanimously

Coalition of Canadian Municipalities for Energy Action - Coalition Lobby Days

Resolution # CRM20190423.1015

Moved by Councillor Soroka

That Council approve sending one (1) City representative to the Coalition of Canadian Municipalities for Energy Action - Coalition Lobby Days being held in Ottawa May 1-2, 2019.

In Favor (5): Councillor Lay, Councillor Buckle, Councillor Grau, Councillor Soroka, and Councillor Vining

Opposed (1): Councillor Lefebvre

Carried

COMMITTEE REPORTS

None.

COUNCIL HIGHLIGHTS/ REPORTS

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

NOTICES OF MOTION /PROCLAMATIONS/ ANNOUNCEMENTS

Falun Dafa Day - May 13, 2019

Deputy Mayor Lay proclaimed May 13, 2019 as Falun Dafa Day in the City of Cold Lake.

Early Child Development Awareness Week - May 12-18, 2019

Deputy Mayor Lay proclaimed May 12-18, 2019 as Early Child Development Awareness Week in the City of Cold Lake.

QUESTIONS

Councillor Grau queried as to how many berths are open?

General Manager of Community Services G. Barnes advised that there are approximately twelve (12) open berths.

Councillor Buckle queried regarding garbage pickup on boulevards, etc.?

Chief Administrative Officer K. Nagoya advised that it is part of the grass cutting contract.

Resolution # CRM20190423.1016

Moved by Councillor Vining

That the meeting be recessed at this time being 8:17 p.m., and reconvened at the call of the Chair.

Carried Unanimously

Deputy Mayor Lay reconvened the meeting at this time being 8:24 p.m.

IN CAMERA

Member-at-Large Appointment - Cold Lake and District Family and Community Support Services Advisory Committee

Present: Deputy Mayor Lay, Councillors Buckle, Grau, 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 Executive/Recording Secretary C. Reimer.

The following section of the FOIP Act applies for exemption of the disclosure:

- FOIP Section 17, Disclosure harmful to personal privacy

Resolution # CRM20190423.1017

Moved by Councillor Buckle

That the meeting go "In-Camera" at this time being 8:29 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 a Member-at-Large Appointment - Cold Lake and District Family and Community Support Services (FCSS) Advisory Committee.

Carried Unanimously

Resolution # CRM20190423.1018

Moved by Councillor Vining

That the meeting come "Out-of-Camera" at this time being 8:30 p.m.

Carried Unanimously

Resolution # CRM20190423.1019

Moved by Councillor Buckle

That Council appoint Christopher Vandeborn to the Cold Lake and District Family and Community Support Services (FCSS) Advisory Committee for a term which expires October 2020.

Carried Unanimously

ADJOURNMENT

Resolution # CRM20190423.1020

Moved by Councillor Vining

That the meeting be adjourned at this time being 8:30 p.m.

Carried Unanimously

Mayor

Chief Administrative Officer



STAFF REPORT

Title: Bylaw No. 644-LU-19 - Amend LUB No. 382-LU-10

Meeting Date: May 14, 2019

Executive Summary:

Proposal to amend the LI- Light Industrial district of the Land Use Bylaw to add “Body Art Shop”, “Pawn Shop”, “Second Hand Goods Store” and “Warehouse Sales” as Permitted Uses and “Religious Assembly” as a Discretionary- Development Officer Use.

Background:

The purpose of the amendment is to open up the LI- Light Industrial district to additional uses that may need a relatively large floor area but cannot afford or do not require prime commercial space. It is also intended to give property owners additional flexibility in finding tenants for their buildings.

Administration is of the opinion that it would be appropriate to amend the LUB to add “Second Hand Goods Store”, “Body Art Shop”, “Pawn Shop” and “Warehouse Sales” as Permitted uses within the LI- Light Industrial district to provide these types of businesses with more flexibility in finding a business location.

The following commercial businesses and services would be considered appropriate for inclusion as permitted uses in the LI- Light Industrial District:

SECOND HAND GOODS STORE means a retail store whose merchandise may include previously owned goods offered for sale, or sale on a consignment basis to the general public.

BODY ART SHOP means any room place, establishment, or part thereof, where body piercing and/or tattooing is conducted

PAWNSHOP means a place of business where personal property is received and on which money is advanced with the right or privilege granted to the person to whom the money is advanced to reclaim such property upon the repayment of said money advanced. This use includes any business, other than banks, savings and loan institutions, and similar organizations otherwise regulated by law, which operates a loan or pawn office, or which engages in the business of receiving any article in pledge for loans, or as security for the repayment of money.



WAREHOUSE SALES means the wholesale or retail sale of a limited range of bulky goods from within an enclosed building where the size and nature of the principal goods being sold typically require large floor areas for direct display to the purchaser or consumer. This includes developments where principal goods being sold are such bulky items as furniture, carpet, major appliances and building materials.

Administration is also of the opinion that it would be appropriate to amend the LUB to add “Religious Assembly” as a Discretionary-Development Officer use within the LI-Light Industrial district to provide religious groups with additional flexibility in finding affordable locations.

RELIGIOUS ASSEMBLY means development used by a religious organization for worship and related religious, philanthropic or social activities and includes accessory rectories, manses, meeting rooms, classrooms, dormitories and other buildings. Typical uses include churches, chapels, mosques, temples, synagogues, parish halls, convents and monasteries

No comments have been received through the public notification process.

Bylaw No. 644-LU-19 received first reading at the April 9, 2019 Council Meeting.

Alternatives:

Public Hearing

Recommended Action:

Public Hearing

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

CITY OF COLD LAKE
BYLAW #644-LU-19

A BYLAW OF THE CITY OF COLD LAKE IN THE PROVINCE OF ALBERTA, TO AMEND LAND USE BYLAW NO. 382-LU-10 PERMITTED AND DISCRETIONARY USES WITHIN THE LI-LIGHT INDUSTRIAL DISTRICT

PURSUANT to sections 191(1), 639 and 640(2) of the *Municipal Government Act*, RSA 2000, Chapter M-26 as amended, 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 where council also has the power to amend such land use bylaw;

WHEREAS section 12.8(2) of the Land Use Bylaw No. 382-LU-10 categorizes uses for the LI-Light Industrial District as either Permitted, Discretionary - Development Officer or Discretionary – MPC;

WHEREAS “Body Art Shop”, “Pawn Shop”, “Religious Assembly”, “Second Hand Goods Store”, and “Warehouse Sales” are not identified as uses under the LI-Light Industrial District;

WHEREAS Council has deemed it necessary to include “Body Art Shop”, “Pawn Shop”, “Religious Assembly”, “Second Hand Goods Store”, and “Warehouse Sales” in the LI-Light Industrial District;

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 “Amend Bylaw No. 382-LU-10, Permitted and Discretionary Uses within the LI-Light Industrial District.”

SECTION 2 – AMENDMENT

2. The City of Cold Lake Land Use Bylaw No. 382-LU-10 is hereby amended by:
 - 2.1 Inserting “Body Art Shop”, “Pawn Shop”, “Second Hand Goods Store” and “Warehouse Sales” as Permitted Uses in Section 12.16(2) LI-Light Industrial District.
 - 2.2 Inserting “Religious Assembly” as a Discretionary-Development Officer Use in Section 12.16(2) LI-Light Industrial District.

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 9th day of April, A.D. 2019, on motion by Councillor Buckle.

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



STAFF REPORT

Title: Bylaw No. 645-LU-19 - Amend LUB No. 382-LU-10 to Establish Parking Overlays in the Downtown Commercial and Lakeshore Commercial Districts

Meeting Date: May 14, 2019

Executive Summary:

Bylaw No. 645-LU-19 to amend Land Use Bylaw No. 382-LU-10 to establish Parking Overlays for the Downtown Business District and Lakeshore Business District

Background:

Over the past several years, Administration has received concerns that the City's current parking requirements are difficult for businesses within the downtown area to meet as downtown areas are not designed or intended to accommodate large volumes of vehicle traffic or parking. Administration recognizes the challenges that new or expanded businesses in the downtown area face in meeting the current parking requirements of the Land Use Bylaw.

An open house was held in February to gather feedback from the downtown business community regarding parking. A variety of options were presented for discussion and the majority of the attendees favored relaxing or eliminating parking requirements within the downtown area.

To address this issue, Administration has prepared overlays to modify the standard parking requirements within the Downtown and Lakeshore Business Districts. An overlay is a planning tool that is used to adjust the standard Land Use Bylaw requirements within a defined area, typically where the geographical area the modified requirements pertain to includes multiple zoning districts. In the case of the Downtown Business District, the overlay includes lands zoned C1 as well as RMX while the Lakeshore Business District includes lands zoned LC, PS and RMX as illustrated on the attached maps.

As presented, the overlay would eliminate the requirement for small-to-medium sized businesses to provide on-site parking but retain parking requirements for larger-scale businesses or specific uses that would be expected to generate a high parking demand. The intent is to ensure that larger businesses, and those which would have a significant impact on parking, continue to meet a minimum standard while small-to-medium-sized businesses that have a lesser impact do not require parking.



The bylaw includes some exceptions where on-site parking would be required, based on the type of use or scale of a proposed development:

- In the case of mixed commercial/residential developments parking is still required for the residential component of the development, as the residents would have no other alternative, other than to park on the street if on-site parking was not provided;
- Several specific uses have been identified for exclusion - those which would be expected to have a high demand for parking such as amusement establishments (i.e. Bingo, Casino), larger-scale restaurants (over 150 seats), hotels/motels, participant recreation (over 465m² or 5,000ft²), Religious Assembly, Shopping Centres;
- Administration has observed other municipalities establish a cut off for retail businesses in the 930m²-1,850m² (10,000ft²-20,000ft²) range. As presented, the amendment would require retail businesses in excess of 1,390m² (approximately 15,000ft²) to continue to provide on-site parking.

The existing Section 10.9 of the Land Use Bylaw, which currently provides for parking exceptions such as shared parking or payment of cash-in-lieu will be deleted and replaced with the parking overlays.

No comments regarding the proposed amendment were received in response to the Notice of Public Hearing prior to the Council agenda deadline.

Bylaw No. 645-LU-19 received first reading at the April 23, 2019 meeting of Council.

Alternatives:

Public Hearing

Recommended Action:

Public Hearing

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

**CITY OF COLD LAKE
BYLAW #645-LU-19**

A BYLAW OF THE CITY OF COLD LAKE IN THE PROVINCE OF ALBERTA, TO AMEND LAND USE BYLAW NO. 382-LU-10 TO ESTABLISH PARKING OVERLAYS IN THE DOWNTOWN COMMERCIAL AND LAKESHORE COMMERCIAL DISTRICTS

PURSUANT to sections 191(1), 639 and 640(2) of the *Municipal Government Act*, RSA 2000, Chapter M-26 as amended, 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 where council also has the power to amend such land use bylaw;

WHEREAS section 10.9 of the Land Use Bylaw No. 382-LU-10 provides for exceptions to the parking requirements within the Downtown Commercial (C1) and Lakeshore Commercial (LC) zoning districts;

WHEREAS Council has deemed it necessary to establish Parking Overlays to vary the parking requirements within the Downtown Business District and Lakeshore Business District beyond the limits of the existing C1 and LC zoning districts;

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 “Amend Bylaw No. 382-LU-10, to establish Parking Overlays for the Downtown Business District and Lakeshore Business District”

SECTION 2 – AMENDMENT

2. The City of Cold Lake Land Use Bylaw No. 382-LU-10 is hereby amended by:

2.1 Deleting:

10.9 PARKING EXCEPTIONS IN THE DOWNTOWN COMMERCIAL (C1) AND LAKESHORE COMMERCIAL (LC) DISTRICTS

- (1) In order to promote a pedestrian friendly environment within the Downtown Commercial (C1) and Lakeshore Commercial (LC) Districts and to encourage higher density mixed-use developments, the following shall apply:
 - (a) The Development Authority may give credit for on-street parking providing such on-street parking stalls about the development and provided that the use of said stalls have not been pre-empted by a fire hydrant, yellow-curb line, loading zone, entrance or some obstruction which prevents the use of the said stalls for public parking;
 - (b) If deemed acceptable, the Development Authority may:
 - (i) Accept payment-in-lieu of the number of off-street parking spaces deficient for a new development, expansion of an existing use or change of use of a building, which payment amount shall be based upon the amount of money Council deems reasonable (taking into consideration the current market value of land and the current construction costs) in return for the equivalent parking space to be provided by the City elsewhere in the District in which the development is proposed; or
 - (c) Notwithstanding the provisions of 1(a) and (b) above, the Development Authority may allow a reduction in off-street parking spaces required for a development if, in the opinion of the Development Authority, the proposal would not create an unacceptable demand for on-street parking and would not interfere with highway safety.

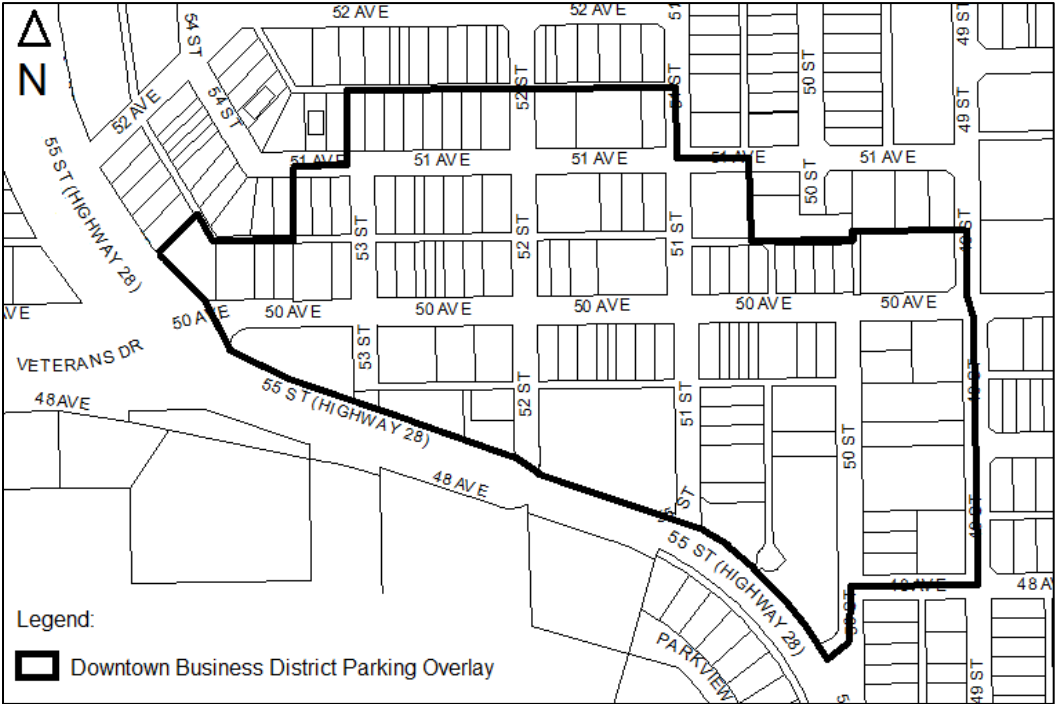
2.2 Inserting:

10.9 PARKING OVERLAYS

- (1) Downtown Business District Parking Overlay
 - (a) The parking requirements specified in Section 10.5 shall not apply within the boundaries of the Downtown Business District Parking Overlay as shown on Figure 10.9-1.

- (b) Notwithstanding the provisions of 1(a) above, residential uses shall provide the number of parking spaces as set out in Table 10.5-6.
- (c) Notwithstanding the provisions of 1(a) above, the following uses shall provide the minimum number of parking spaces as required by section 10.5:
 - (i) Amusement Establishments, Indoor;
 - (ii) Amusement Establishments, Outdoor;
 - (iii) Eating and Drinking Establishments with a seating capacity exceeding 150 persons;
 - (iv) Hotels;
 - (v) Motels;
 - (vi) Participant Recreation, Indoor with a gross floor area exceeding 465m²;
 - (vii) Religious Assembly;
 - (viii) Retail Store with a gross floor area exceeding 1390m²;
 - (ix) Shopping Centre;
 - (x) Spectator Entertainment with a gross floor area exceeding 465m²

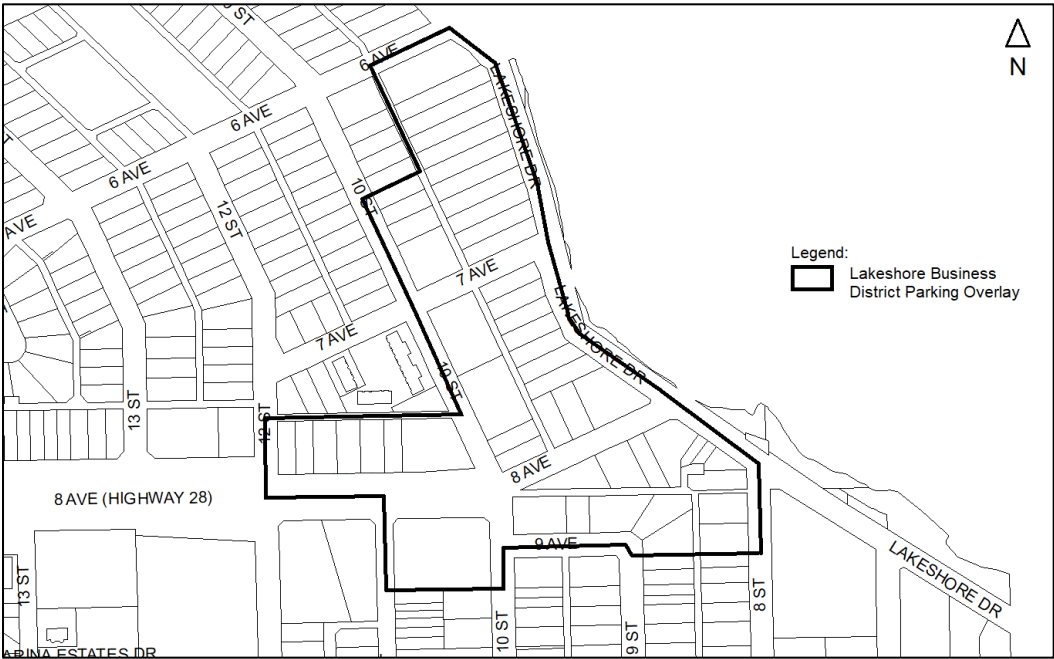
Figure 10.9-1: Downtown Business District Parking Overlay



(2) Lakeshore Business District Parking Overlay

- (a) The parking requirements specified in Section 10.5 shall not apply within the boundaries of the Lakeshore Business District Parking Overlay as shown on Figure 10.9-2:
- (b) Notwithstanding the provisions of 2(a) above, residential uses shall provide the number of parking spaces as set out in Table 10.5-6.
- (c) Notwithstanding the provisions of 2(a) above, the following uses shall provide the minimum number of parking spaces as required by section 10.5:
 - (i) Amusement Establishments, Indoor;
 - (ii) Amusement Establishments, Outdoor;
 - (iii) Eating and Drinking Establishments with a seating capacity exceeding 150 persons;
 - (iv) Hotels;
 - (v) Motels;
 - (vi) Participant Recreation, Indoor with a gross floor area exceeding 465m²;
 - (vii) Religious Assembly;
 - (viii) Retail Store with a gross floor area exceeding 1390m²

Figure 10.9-2 Lakeshore Business District Parking Overlay



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 23rd day of April, A.D. 2019, on motion by Councillor Vining.

**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

Location Map

Downtown Business District Parking Overlay



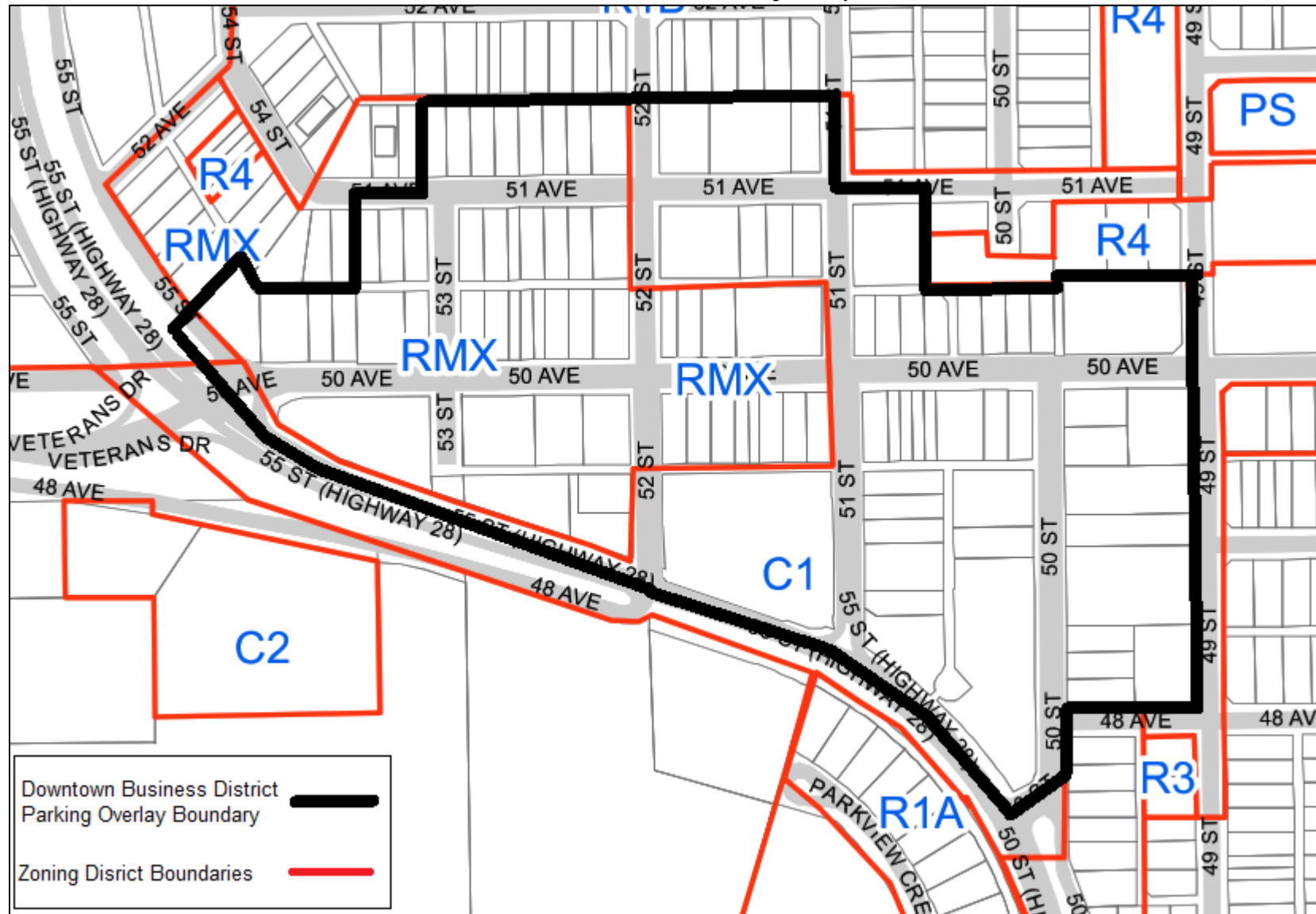
Location Map

Lakeshore Business District Parking Overlay



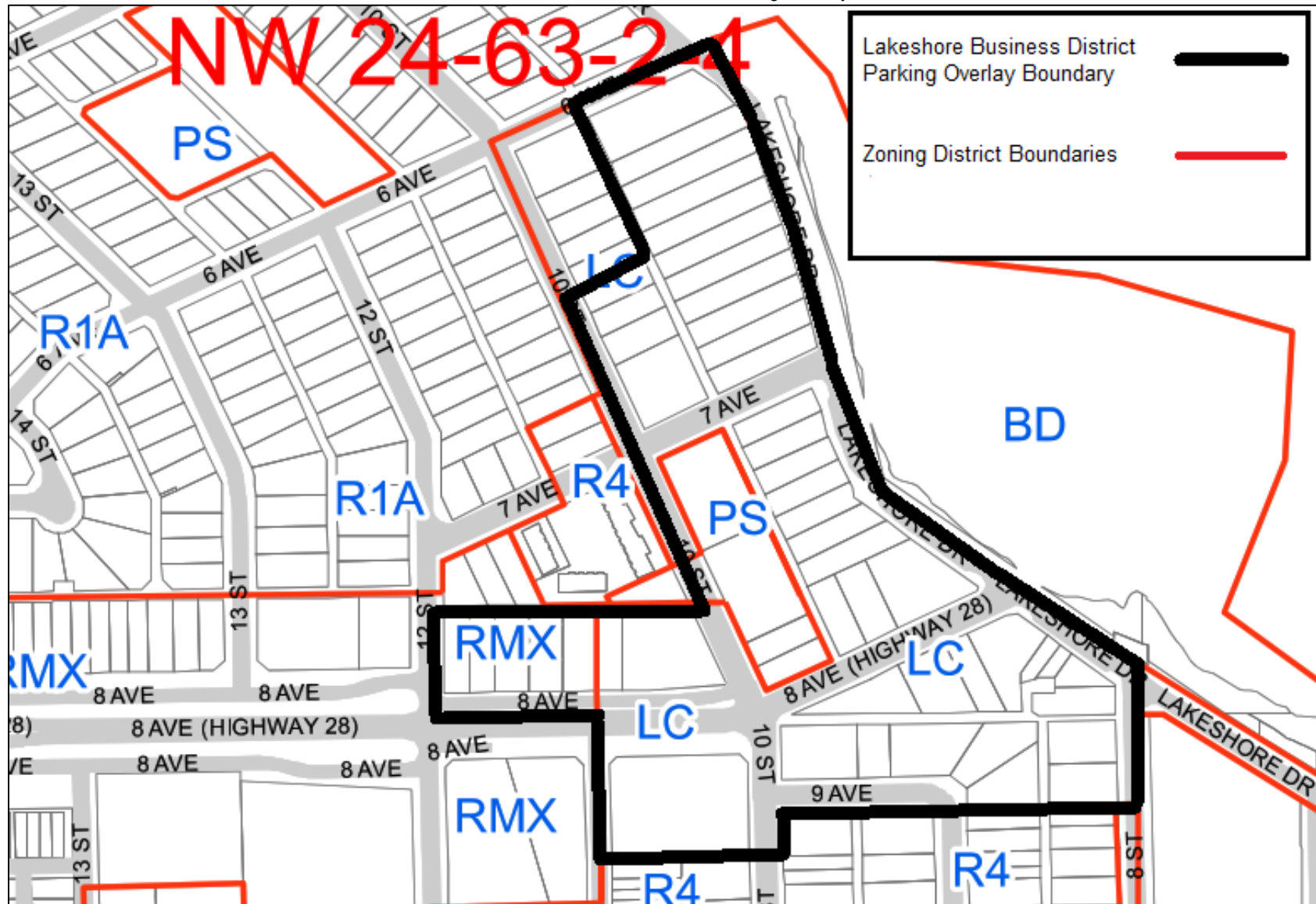
Zoning Map

Downtown Business District Parking Overlay



Zoning Map

Lakeshore Business District Parking Overlay





STAFF REPORT

Title: Lakeland Industry and Community Association (LICA) - Erin Ritchie and Arianne Crook

Meeting Date: May 14, 2019

Executive Summary:

Delegation - Lakeland Industry and Community Association (LICA) representatives Ms. Erin Ritchie and Ms. Arianne Crook

Provide an update on LICA's initiatives within the region including LICA's education and outreach programs, air monitoring, and environmental programs.

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, Erin Ritchie 403-200-9880 I/We, Arianne Crook 780-207-5960
(Name) (Telephone Number) (Name) (Telephone Number)

Mailing Address 5107 W- 50 Street, P.O Box 8237, Bonnyville AB, T9N 2J5

E-mail Address lica2@lica.ca

request to appear as a delegation before Cold Lake City Council at a meeting to be held on May 14, 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.

To provide an update on LICA's initiatives within the region including
LICA's education & outreach programs, air monitoring, and environmental programs.
With this presentation LICA hopes for the City of Cold Lake to renew its membership
with LICA and create future partnerships with the city.

* 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 April 8, 2019

Signed [Signature] Date April 8, 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 MAY 14, 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: Cold Lake Community Mobilization Project Review - Ted Greenaway

Meeting Date: May 14, 2019

Executive Summary:

Delegation - Mr. Ted Greenaway

Presentation of the April 2019 report "Imagine Cold Lake Revisited"

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, Ted Greenaway 780-995-1225

I/We, _____

(Name)

(Telephone Number)

(Name)

(Telephone Number)

Mailing Address iWonder Development Inc., 445 King Street, Spruce Grove, AB, T7X 2C6

E-mail Address ted@iwonder.ca

request to appear as a delegation before Cold Lake City Council at a meeting to be held on May 14, 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.

Presentation of the April 2019 report 'Imagine Cold Lake Revisited'.

This is a retrospective review of the Imagine Cold Lake community mobilization project completed in 2012

and the experiences since 2012 of the five Community Priority Teams which were formed as a result of the project.

The presentation will focus on what has been learned about supporting such teams and recommendations
about Community Priorities where similar team work should focus moving forward.

* 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 Kim Schmuck Date May 6, 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 May 14/19

cc: _____

☐ Other

IMAGINE COLD LAKE REVISITED

REPORT PRESENTATION TO
COLD LAKE CITY COUNCIL

May 14, 2019

zWONDER
DEVELOPMENT INC.

1

PURPOSE OF 'IMAGINE COLD LAKE REVISITED'

Review and make recommendations on:

1. Updating Assessment and Summit
2. Community Team priorities
3. Enhancing Community Teams

zWONDER
DEVELOPMENT INC.

2

IMAGINE COLD LAKE

STRENGTH BASED COMMUNITY ASSESSMENT

IMAGINE COLD LAKE

ASSESSMENT 2011

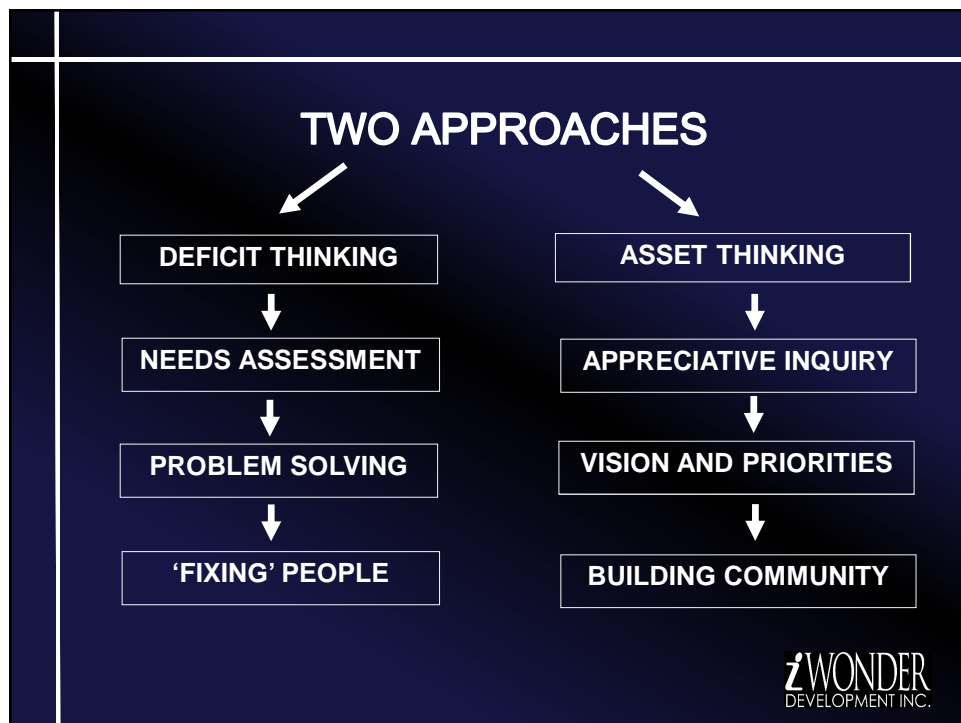
IMAGINE COLD LAKE COMMUNITY SUMMIT

SUMMIT 2012

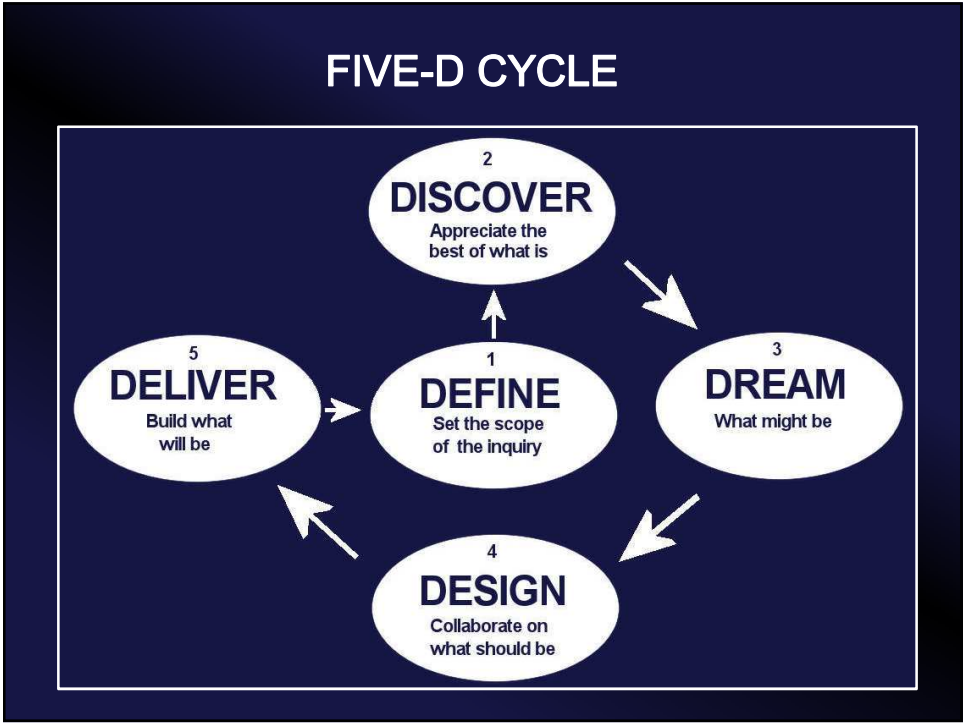
IMAGINE COLD LAKE REVISITED

REVIEW 2018

3



4



5

IMAGINE COLD LAKE

STRENGTH BASED COMMUNITY ASSESSMENT



APPRECIATIVE INQUIRY INTO THE CITY OF COLD LAKE
SOCIAL SERVICES & COMMUNITY DEVELOPMENT
STRENGTH – SUCCESS – VISION – PRIORITY

FINAL REPORT
January 2012

1
DEFINE
Set the scope
of the inquiry

2
DISCOVER
Appreciate the
best of what is

3
DREAM
What might be

iWONDER
DEVELOPMENT INC.

6


1

DEFINE

Set the scope
of the inquiry

SCOPE OF INQUIRY:

Community and Social Services
in Cold Lake and District



7

2

DISCOVER

Appreciate the
best of what is

INQUIRY RESPONSES

Community leader interviews	29
Online survey submissions	143
Focus group sessions	8
Impromptu group discussions	4
Comment cards	1



8

ASSESSMENT QUESTIONS



1. What brought you to Cold Lake?
2. Why stay in Cold Lake?
3. What is good about Cold Lake?
4. What successful community initiatives have you been involved in?
5. What factors contributed to the success of those initiatives?

Basic Asset Mapping done previously by FCSS.

iWONDER
DEVELOPMENT INC.

9

SUCCESS FACTORS

- respect and cooperation
- public and personal awareness
- vision of mission accomplished
- positive focus
- employer, friend and family support
- authority, resources and infrastructure

iWONDER
DEVELOPMENT INC.

10

SUCCESS FACTORS (CONTINUED)

- compassionate serving leadership
- staff and volunteer training
- valuing staff and volunteers daily
- pursuit of excellence through:
 - careful advance planning, and
 - continuous evaluation and improvement



11

SAMPLE BREAKTHROUGH STATEMENT

In Cold Lake we are successful when we:
provide service agencies and
community groups with authority to
pursue their mandates, sufficient
financial support and administrative
infrastructure

Valuable for ongoing evaluation.



12

FINAL ASSESSMENT QUESTION



6. Over the next five to ten years, what three priorities would you like to see to make this an even better place to live?

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DEVELOPMENT INC.

13

PRIORITIES IDENTIFIED

1. Affordable Living and Housing
 - Housing for All
2. Families and Persons in Crisis
 - Family Treatment Centre
 - Enhanced Men's Services including a shelter and crisis programming including suicide prevention

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DEVELOPMENT INC.

14

PRIORITIES IDENTIFIED (cont'd)

3. Newcomer Support

- Newcomer Welcome Kit
- Service Information Hub

4. Youth Services and Facilities

- More focus on youth 14 to 25
- Youth Emergency Shelter



15

PRIORITIES IDENTIFIED (cont'd)

5. Seniors Advocacy

- Social and recreational needs of seniors
- Aging-in-place housing



16

IMAGINE COLD LAKE COMMUNITY SUMMIT

STRENGTH
BASED
COMMUNITY
ASSESSMENT

4
DESIGN
Collaborate on
what should be

December 2012

APPRECIATIVE INQUIRY INTO THE CITY OF COLD LAKE
SOCIAL SERVICES & COMMUNITY DEVELOPMENT
STRENGTH – SUCCESS – VISION – PRIORITY

COMMUNITY SUMMIT REPORT

zWONDER
DEVELOPMENT INC.

17

SUMMIT PURPOSE:

1. Present results of Community Assessment
2. Establish five Community Teams to advance the five Community Priorities
 1. Participants each choose their team
3. Begin the Design of the Teams' work in preparation for 'Stage 5: Deliver'.

4
DESIGN
Collaborate on
what should be

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DEVELOPMENT INC.

18




19



20

IMAGINE COLD LAKE REVISITED




APPRECIATIVE INQUIRY INTO THE CITY OF COLD LAKE
 SOCIAL SERVICES & COMMUNITY DEVELOPMENT
 STRENGTH – SUCCESS – VISION – PRIORITY

RETROSPECTIVE REVIEW
 April, 2019

STRENGTH BASED COMMUNITY ASSESSMENT

Fall 2018




21

PURPOSE OF 'IMAGINE COLD LAKE REVISITED'

Review and make recommendations on:

1. Updating Assessment and Summit
2. Community Team priorities
3. Enhancing Community Teams



22

REVIEW METHOD

1. Twenty Five Interviews – non-scientific
2. Community Priority Team participants
3. Focused on:
 - a) Social priority implications of economic changes
 - b) Learnings from teams' experience



23

UPDATE ASSESSMENT AND SUMMIT?

1. 2012 study cast a vision for Cold Lake
2. 2018 study sufficient to task
3. Full repeat of 2012 study unnecessary
4. Need to focus on urgent priorities
5. Community Summit not recommended
6. Consider single-team 'mini-summits'



24

COMMUNITY TEAM PRIORITIES

Reduced Priority:

- Affordable Living and Housing

Heightened Priority:

- Families and Persons in Crisis

Roughly Unchanged Priority

- Newcomer Support
- Youth Services and Facilities
- Seniors' Advocacy



25

FAMILIES AND PERSONS IN CRISIS

1. Agencies 'at the max' 'maxed out'
2. Shelter needs
3. Alarming common theme of increasing self-harm, i.e. suicide. Tip of iceberg?



26

TEAM EXPERIENCES

1. Much accomplished – not all by teams
2. No Teams still operating
3. Longevity varied widely



27

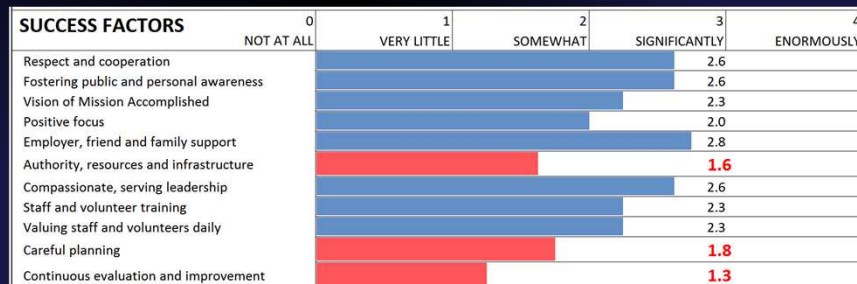
TEAM CHALLENGES

1. Members were individuals not agencies
2. Mobile residents and employees
3. Volunteer core small and tiring
4. Number and scope of teams ambitious
5. Effort to support teams underestimated



28

CONTRIBUTIONS OF PAST SUCCESS FACTORS TO SUCCESS OF COMMUNITY TEAMS



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DEVELOPMENT INC.

29

RECOMMENDATIONS

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DEVELOPMENT INC.

30

No need to update Community Assessment or to repeat Community-Wide Summit.



31

FOCUS OF TEAMS

1. Create a single new Team to address Community Mental Health and Suicide Prevention
2. Support that Team thoroughly and well
3. Once first Team is stable, consider forming a second to address Family Treatment Centre or Community Economic Development



32

ENHANCING TEAMS

1. Affirm FCSS as the 'backbone' organization
2. Formalize function and structure of teams
3. Mandate from and reporting to City Council
4. Teams led by one prominent community member and one FCSS staff person
5. Agencies as Team members
6. Agency representation by leader (CEO, ED) and a front-line staff person



33

ENHANCING TEAMS (cont'd)

7. Annual member review to ensure succession
8. Formal planning and continuous improvement through Action Research and Developmental Evaluation
9. Each Team a learning and teaching body
10. Review experience, success and learnings of each Team more often, e.g. every one to two years



34

EVOLUTION OF COMMUNITY DEVELOPMENT

Do development:

- **TO** the people
- **FOR** the people
- **THROUGH** the people
- **WITH** the people
- **BY** the people

zWONDER
DEVELOPMENT INC.

35

Thank you !

zWONDER
DEVELOPMENT INC.

36



STAFF REPORT

Title: Bylaw No. 644-LU-19 - Amend LUB No. 382-LU-10

Meeting Date: May 14, 2019

Executive Summary:

Proposal to amend the LI- Light Industrial district of the Land Use Bylaw to add “Body Art Shop”, “Pawn Shop”, “Second Hand Goods Store” and “Warehouse Sales” as Permitted Uses and “Religious Assembly” as a Discretionary- Development Officer Use.

Background:

The amendment is to open up the LI- Light Industrial district to additional uses that may need a relatively large floor area but cannot afford or do not require prime commercial space. It is also intended to give property owners additional flexibility in finding tenants for their buildings.

Administration is of the opinion that it would be appropriate to amend the LUB to add “Second Hand Goods Store”, “Body Art Shop”, “Pawn Shop” and “Warehouse Sales” as Permitted uses within the LI- Light Industrial district to provide these types of businesses with more flexibility in finding a business location.

The following commercial businesses and services would be considered appropriate for inclusion as permitted uses in the LI- Light Industrial District:

SECOND HAND GOODS STORE means a retail store whose merchandise may include previously owned goods offered for sale, or sale on a consignment basis to the general public.

BODY ART SHOP means any room place, establishment, or part thereof, where body piercing and/or tattooing is conducted

PAWNSHOP means a place of business where personal property is received and on which money is advanced with the right or privilege granted to the person to whom the money is advanced to reclaim such property upon the repayment of said money advanced. This use includes any business, other than banks, savings and loan institutions, and similar organizations otherwise regulated by law, which operates a loan or pawn office, or which engages in the business of



receiving any article in pledge for loans, or as security for the repayment of money.

WAREHOUSE SALES means the wholesale or retail sale of a limited range of bulky goods from within an enclosed building where the size and nature of the principal goods being sold typically require large floor areas for direct display to the purchaser or consumer. This includes developments where principal goods being sold are such bulky items as furniture, carpet, major appliances and building materials.

Administration is also of the opinion that it would be appropriate to amend the LUB to add “Religious Assembly” as a Discretionary-Development Officer use within the LI-Light Industrial district to provide religious groups with additional flexibility in finding affordable locations.

RELIGIOUS ASSEMBLY means development used by a religious organization for worship and related religious, philanthropic or social activities and includes accessory rectories, manses, meeting rooms, classrooms, dormitories and other buildings. Typical uses include churches, chapels, mosques, temples, synagogues, parish halls, convents and monasteries

No comments have been received through the public notification process.

Bylaw 644-LU-19 received first reading at the April 9, 2019 Council Meeting. Subject to the outcome of the public hearing, Administration recommends that Council proceed to give Bylaw 644-LU-19 second as well as third and final reading.

Alternatives:

Council may consider the following alternatives:

1. Proceed to give Bylaw No. 644-LU-19 second as well as third and final reading subject to the outcome of the public hearing.
2. Defeat second reading of Bylaw No. 644-LU-19.
3. Accept as information only.

Recommended Action:

Administration recommends that Council proceed to give Bylaw No. 644-LU-19 second as well as third and final reading subject to the outcome of the public hearing.

Budget Implications (Yes or No):



No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

CITY OF COLD LAKE
BYLAW #644-LU-19

A BYLAW OF THE CITY OF COLD LAKE IN THE PROVINCE OF ALBERTA, TO AMEND LAND USE BYLAW NO. 382-LU-10 PERMITTED AND DISCRETIONARY USES WITHIN THE LI-LIGHT INDUSTRIAL DISTRICT

PURSUANT to sections 191(1), 639 and 640(2) of the *Municipal Government Act*, RSA 2000, Chapter M-26 as amended, 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 where council also has the power to amend such land use bylaw;

WHEREAS section 12.8(2) of the Land Use Bylaw No. 382-LU-10 categorizes uses for the LI-Light Industrial District as either Permitted, Discretionary - Development Officer or Discretionary – MPC;

WHEREAS “Body Art Shop”, “Pawn Shop”, “Religious Assembly”, “Second Hand Goods Store”, and “Warehouse Sales” are not identified as uses under the LI-Light Industrial District;

WHEREAS Council has deemed it necessary to include “Body Art Shop”, “Pawn Shop”, “Religious Assembly”, “Second Hand Goods Store”, and “Warehouse Sales” in the LI-Light Industrial District;

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 “Amend Bylaw No. 382-LU-10, Permitted and Discretionary Uses within the LI-Light Industrial District.”

SECTION 2 – AMENDMENT

2. The City of Cold Lake Land Use Bylaw No. 382-LU-10 is hereby amended by:
 - 2.1 Inserting “Body Art Shop”, “Pawn Shop”, “Second Hand Goods Store” and “Warehouse Sales” as Permitted Uses in Section 12.16(2) LI-Light Industrial District.
 - 2.2 Inserting “Religious Assembly” as a Discretionary-Development Officer Use in Section 12.16(2) LI-Light Industrial District.

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 9th day of April, A.D. 2019, on motion by Councillor Buckle.

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



STAFF REPORT

Title: Bylaw No. 645-LU-19 - Amend LUB No. 382-LU-10 to Establish Parking Overlays in the Downtown Commercial and Lakeshore Commercial Districts

Meeting Date: May 14, 2019

Executive Summary:

Bylaw No. 645-LU-19 to amend Land Use Bylaw No. 382-LU-10 to establish Parking Overlays for the Downtown Business District and Lakeshore Business District.

Background:

Over the past several years, Administration has received concerns that the City's current parking requirements are difficult for businesses within the downtown area to meet as downtown areas are not designed or intended to accommodate large volumes of vehicle traffic or parking. Administration recognizes the challenges that new or expanded businesses in the downtown area face in meeting the current parking requirements of the Land Use Bylaw.

An open house was held in February to gather feedback from the downtown business community regarding parking. A variety of options were presented for discussion and the majority of the attendees favored relaxing or eliminating parking requirements within the downtown area.

To address this issue, Administration has prepared overlays to modify the standard parking requirements within the Downtown and Lakeshore Business Districts. An overlay is a planning tool that is used to adjust the standard Land Use Bylaw requirements within a defined area, typically where the geographical area the modified requirements pertain to includes multiple zoning districts. In the case of the Downtown Business District, the overlay includes lands zoned C1 as well as RMX while the Lakeshore Business District includes lands zoned LC, PS and RMX as illustrated on the attached maps.

As presented, the overlay would eliminate the requirement for small-to-medium sized businesses to provide on-site parking but retain parking requirements for larger-scale businesses or specific uses that would be expected to generate a high parking demand. The intent is to ensure that larger businesses, and those which would have a significant impact on parking, continue to meet a minimum standard while small-to-medium-sized businesses that have a lesser impact do not require parking.



The bylaw includes some exceptions where on-site parking would be required, based on the type of use or scale of a proposed development:

- In the case of mixed commercial/residential developments parking is still required for the residential component of the development, as the residents would have no other alternative, other than to park on the street if on-site parking was not provided;
- Several specific uses have been identified for exclusion - those which would be expected to have a high demand for parking such as amusement establishments (i.e. Bingo, Casino), larger-scale restaurants (over 150 seats), hotels/motels, participant recreation (over 465m² or 5,000ft²), Religious Assembly, Shopping Centres;
 - Prior to Council giving 1st Reading to the Bylaw, Council mentioned the potential for exempting larger-scale restaurants of the initial 150 seats for restaurants that are over 150 seats. Subject to Council support, the bylaw would need to be amended to reflect this.
- Administration has observed other municipalities establish a cut off for retail businesses in the 930m²-1,850m² (10,000ft²-20,000ft²) range. As presented, the amendment would require retail businesses in excess of 1,390m² (approximately 15,000ft²) to continue to provide on-site parking.

The existing Section 10.9 of the Land Use Bylaw, which currently provides for parking exceptions such as shared parking or payment of cash-in-lieu will be deleted and replaced with the parking overlays.

No comments regarding the proposed amendment were received in response to the Notice of Public Hearing prior to the Council agenda deadline.

Bylaw 645-LU-19 received first reading at the April 23, 2019 meeting of Council. Administration is recommending that Council proceed to give Bylaw 645-LU-19 second as well as third and final reading subject to the outcome of the Public Hearing.

Alternatives:

Council may consider the following alternatives:

1. Proceed to give Bylaw 645-LU-19 second as well as third and final reading subject to the outcome of the Public Hearing.
2. Defeat second reading of Bylaw 645-LU-19.
3. Postpone second reading and direct administration to propose amendments to Bylaw 645-LU-19 based on feedback for Council's June 11, 2019 regular meeting. (e.g. exempting larger-scale restaurants of the initial 150 seats for restaurants that are over 150 seats).



Recommended Action:

Administration recommends that Council proceed to give Bylaw No. 645-LU-19 second as well as third and final reading subject to the outcome of the Public Hearing.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

**CITY OF COLD LAKE
BYLAW #645-LU-19**

A BYLAW OF THE CITY OF COLD LAKE IN THE PROVINCE OF ALBERTA, TO AMEND LAND USE BYLAW NO. 382-LU-10 TO ESTABLISH PARKING OVERLAYS IN THE DOWNTOWN COMMERCIAL AND LAKESHORE COMMERCIAL DISTRICTS

PURSUANT to sections 191(1), 639 and 640(2) of the *Municipal Government Act*, RSA 2000, Chapter M-26 as amended, 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 where council also has the power to amend such land use bylaw;

WHEREAS section 10.9 of the Land Use Bylaw No. 382-LU-10 provides for exceptions to the parking requirements within the Downtown Commercial (C1) and Lakeshore Commercial (LC) zoning districts;

WHEREAS Council has deemed it necessary to establish Parking Overlays to vary the parking requirements within the Downtown Business District and Lakeshore Business District beyond the limits of the existing C1 and LC zoning districts;

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 “Amend Bylaw No. 382-LU-10, to establish Parking Overlays for the Downtown Business District and Lakeshore Business District”

SECTION 2 – AMENDMENT

2. The City of Cold Lake Land Use Bylaw No. 382-LU-10 is hereby amended by:

2.1 Deleting:

10.9 PARKING EXCEPTIONS IN THE DOWNTOWN COMMERCIAL (C1) AND LAKESHORE COMMERCIAL (LC) DISTRICTS

- (1) In order to promote a pedestrian friendly environment within the Downtown Commercial (C1) and Lakeshore Commercial (LC) Districts and to encourage higher density mixed-use developments, the following shall apply:
 - (a) The Development Authority may give credit for on-street parking providing such on-street parking stalls about the development and provided that the use of said stalls have not been pre-empted by a fire hydrant, yellow-curb line, loading zone, entrance or some obstruction which prevents the use of the said stalls for public parking;
 - (b) If deemed acceptable, the Development Authority may:
 - (i) Accept payment-in-lieu of the number of off-street parking spaces deficient for a new development, expansion of an existing use or change of use of a building, which payment amount shall be based upon the amount of money Council deems reasonable (taking into consideration the current market value of land and the current construction costs) in return for the equivalent parking space to be provided by the City elsewhere in the District in which the development is proposed; or
 - (c) Notwithstanding the provisions of 1(a) and (b) above, the Development Authority may allow a reduction in off-street parking spaces required for a development if, in the opinion of the Development Authority, the proposal would not create an unacceptable demand for on-street parking and would not interfere with highway safety.

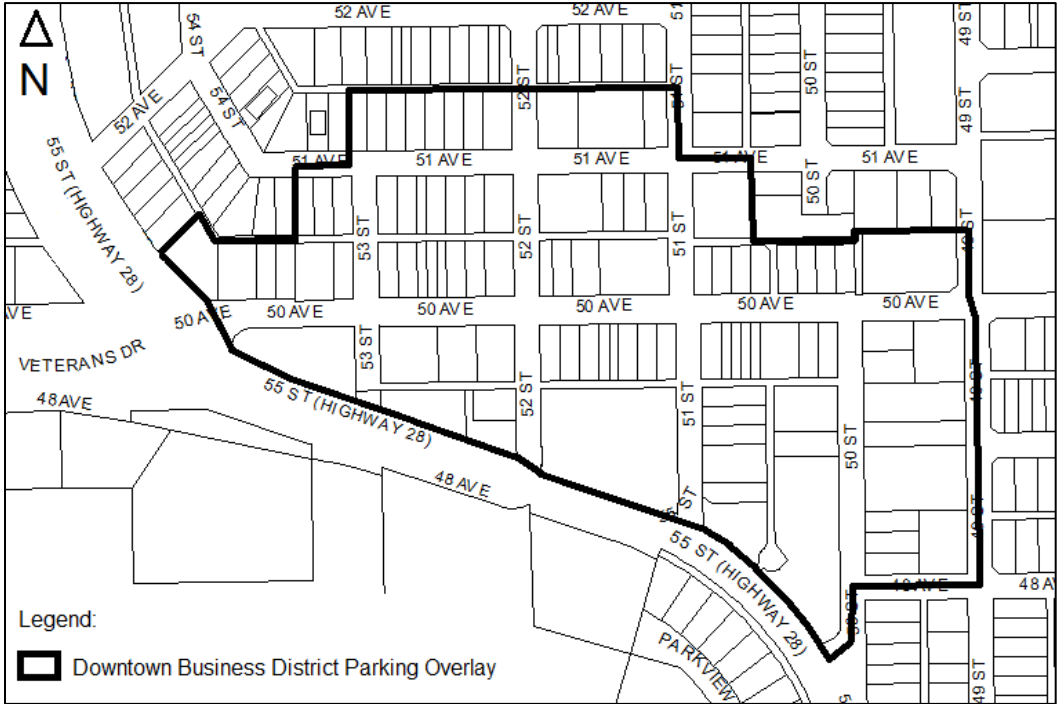
2.2 Inserting:

10.9 PARKING OVERLAYS

- (1) Downtown Business District Parking Overlay
 - (a) The parking requirements specified in Section 10.5 shall not apply within the boundaries of the Downtown Business District Parking Overlay as shown on Figure 10.9-1.

- (b) Notwithstanding the provisions of 1(a) above, residential uses shall provide the number of parking spaces as set out in Table 10.5-6.
- (c) Notwithstanding the provisions of 1(a) above, the following uses shall provide the minimum number of parking spaces as required by section 10.5:
 - (i) Amusement Establishments, Indoor;
 - (ii) Amusement Establishments, Outdoor;
 - (iii) Eating and Drinking Establishments with a seating capacity exceeding 150 persons;
 - (iv) Hotels;
 - (v) Motels;
 - (vi) Participant Recreation, Indoor with a gross floor area exceeding 465m²;
 - (vii) Religious Assembly;
 - (viii) Retail Store with a gross floor area exceeding 1390m²;
 - (ix) Shopping Centre;
 - (x) Spectator Entertainment with a gross floor area exceeding 465m²

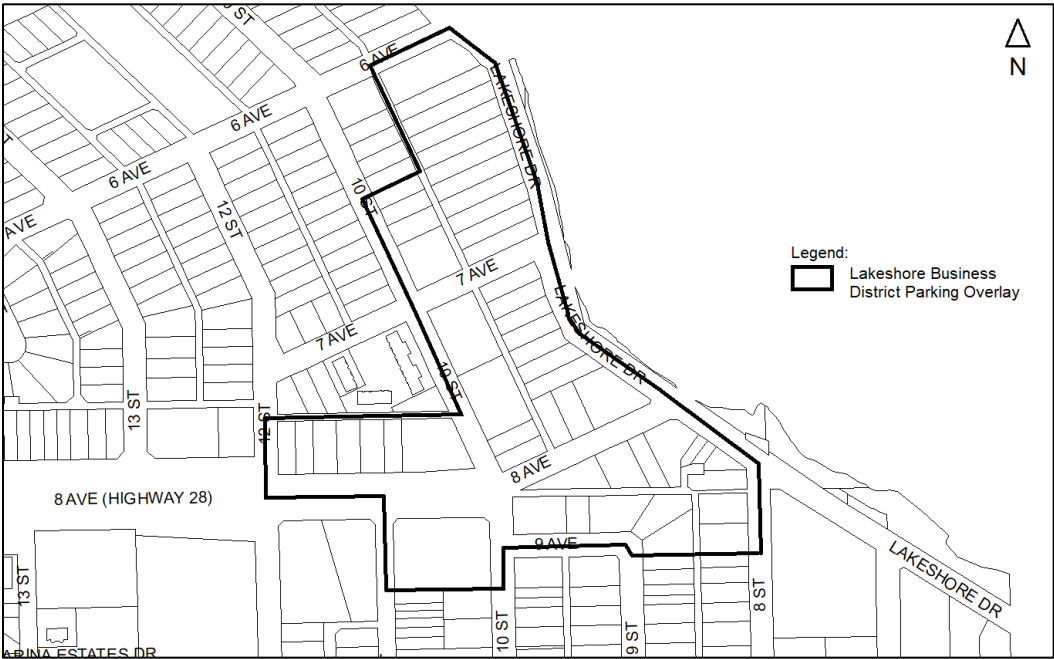
Figure 10.9-1: Downtown Business District Parking Overlay



(2) Lakeshore Business District Parking Overlay

- (a) The parking requirements specified in Section 10.5 shall not apply within the boundaries of the Lakeshore Business District Parking Overlay as shown on Figure 10.9-2:
- (b) Notwithstanding the provisions of 2(a) above, residential uses shall provide the number of parking spaces as set out in Table 10.5-6.
- (c) Notwithstanding the provisions of 2(a) above, the following uses shall provide the minimum number of parking spaces as required by section 10.5:
 - (i) Amusement Establishments, Indoor;
 - (ii) Amusement Establishments, Outdoor;
 - (iii) Eating and Drinking Establishments with a seating capacity exceeding 150 persons;
 - (iv) Hotels;
 - (v) Motels;
 - (vi) Participant Recreation, Indoor with a gross floor area exceeding 465m²;
 - (vii) Religious Assembly;
 - (viii) Retail Store with a gross floor area exceeding 1390m²

Figure 10.9-2 Lakeshore Business District Parking Overlay



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 23rd day of April, A.D. 2019, on motion by Councillor Vining.

**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

Location Map

Downtown Business District Parking Overlay



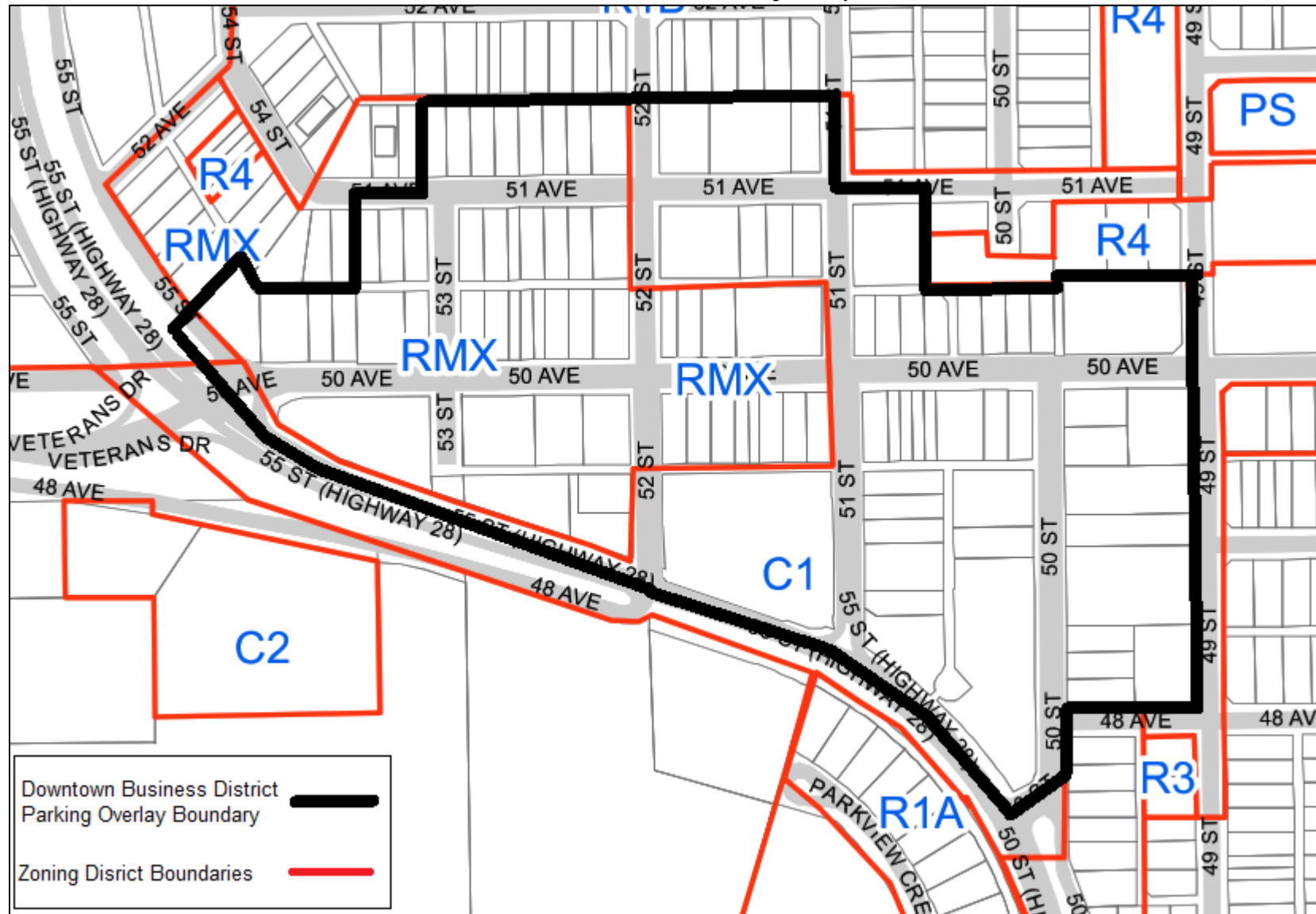
Location Map

Lakeshore Business District Parking Overlay



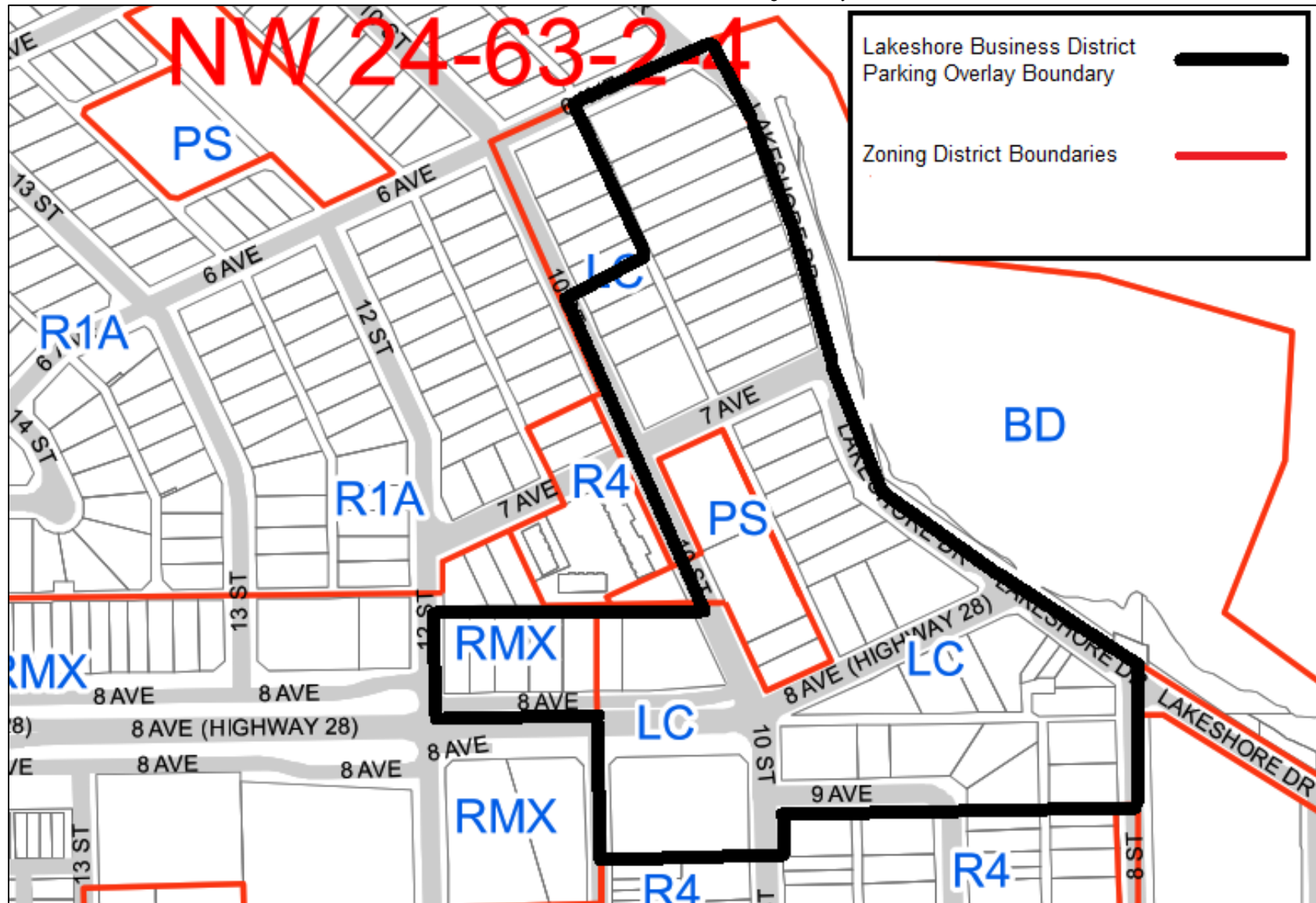
Zoning Map

Downtown Business District Parking Overlay



Zoning Map

Lakeshore Business District Parking Overlay





STAFF REPORT

Title: Bylaw No. 646-AD-19 - Cemetery Bylaw

Meeting Date: May 14, 2019

Executive Summary:

The purpose of this report is to present to Council a cemetery bylaw which has been created to replace the existing Bylaw No. 431-AD-12 Cemetery Bylaw. The Bylaw has been drafted in alignment with the Master Plan adopted in August 2017 of which provided the City with a vision and strategy for the long-term sustainability of its cemeteries.

Background:

The Plan articulates the key consultation findings and how cemeteries can be recognized as valuable community spaces. These findings are:

- Internal stakeholders noted the need for updating the Cemetery Bylaw, implementing standard operating procedures for grave opening and closing and maintenance, enhancing records management systems, increasing the range of services and interment options offered on a fee for service basis, improving signage and increasing the overall profile of the cemeteries within the community.
- External stakeholders expressed a desire for new service offerings such as columbaria, green burial, scattering and a new Field of Honour. A need for improved maintenance, access, and enhanced snow removal were also noted.
- Members of the public strongly supportive of the concept designs presented, and support the City offering new interment and memorialization options, especially columbaria, a memorial wall, green burial and a cenotaph. Upgrading the cemetery driveways and access, improving overall aesthetics, and introducing walking paths, benches and rest areas were noted as priorities for improvement.

Acknowledging the magnitude of work expressed in the Plan, the implementation of the objectives were distributed between two (2) City operational departments:

- Site Improvements, Infrastructure Services
- Operational Requirements, Community Services.



Held in the Cemetery Master Plan is the recommend to update the City's bylaw in conjunction with introducing new forms of interment and cemetery improvements. In response, administration was presented with a new bylaw which:

- Update compliance with Acts and Legislation and the City role;
- Expand and update definitions;
- Add clarification respecting legalities of Ownership;
- Address new forms of interment that are not currently offered by the City;
- Support key consultation findings for improving overall aesthetics, adornments and safety;
- Update enforcement of the bylaw.
- Clarity to City's role and responsibility for maintenance of grave covers and headstones, and under what circumstances grave makers which fall into disrepair leaving the options open for the City to document, remove, repair or restore them at the cost of the rights holder
- Introduction of a Cemetery Management policy to support administrative and customer service.

Acknowledging the legislative need for Council to adopt a bylaw respecting cemetery management and regulation. There is also the need to provide an administration framework for operations and maintenance though policy. The aim of the report is to present to Council a draft cemetery bylaw. The Cemetery Management policy is be presented separately after Council considers the new cemetery bylaw and before the cemetery bylaw receives third and final reading.

The aim of the Cemetery Management policy is to provide Administration with the policy framework to administer and effectively respond to changes respecting fees, interment needs, operational objectives, and alternative burial options as presented in Schedules A, B, C, D respectively.

Throughout the Cemetery Bylaw, Council will note that the bylaw references the Cemetery Management policy. It is for this reason that the Cemetery Management policy is presented in conjunction with the Cemetery Bylaw.

Alternatives:

Council may consider the following options:

1. Proceed to give Bylaw No. 646-AD-19, being the Cemetery Bylaw first reading as presented.
2. Proceed to give Bylaw No. 646-AD-19, being the Cemetery Bylaw first reading as amended.
3. Defeat first reading of Bylaw No. 646-AD-19, being the Cemetery Bylaw.
4. Refer the Bylaw to the next Corporate Priorities Committee meeting



Recommended Action:

That Council proceed to give Bylaw No. 646-AD-19, being the Cemetery Bylaw, first reading as presented.

Budget Implications (Yes or No):

Yes

Submitted by:

Kevin Nagoya, Chief Administrative Officer

BYLAW NO. 646-AD-19
CEMETERY MANAGEMENT BYLAW

A BYLAW OF THE CITY OF COLD LAKE IN THE PROVINCE OF ALBERTA, TO PROVIDE FOR THE MANAGEMENT, REGULATION, OPERATION AND MAINTENANCE OF THE CITY OF COLD LAKE CEMETERIES.

PURSUANT to the *Cemeteries Act of Alberta 2000, C-3* and the *Cemeteries Act, General Regulation, Alberta Regulation 249/1998*;

WHEREAS Council deems it necessary and in the public interest to provide for the management, regulation, operation, and maintenance of the City of Cold Lake cemeteries;

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 may be cited for all purposes as “City of Cold Lake Cemetery Management Bylaw”.

SECTION 2 – DEFINITIONS

In this Bylaw terms defined in the “*Cemeteries Act of Alberta 2000, C-3* and the *Cemeteries Act, General Regulation, Alberta Regulation 249/1998*” shall have that meaning unless expressly defined otherwise herein, and

- 2.1 “**adult**” means an individual over the age of eighteen (18) years of age;
- 2.2 “**applicant**” means an individual who has made petition to the City for a right of interment, an interment or a memorial permit and may also mean an individual who is an interment rights holder, the legal representative of a deceased or the heir or successor of a deceased, or a funeral service provider, funeral director or memorial supplier acting as the individual’s agent;
- 2.3 “**at-need**” means at the time of death or after a death has occurred;
- 2.4 “**burial**” means the in-ground burial of human remains or cremated remains in a grave;
- 2.5 “**burial permit**” means a legal document issued under the *Vital Statistics Act of Alberta* acknowledging the registration of a death;
- 2.6 “**Bylaw**” means the City of Cold Lake Cemetery Management Bylaw No. 646-AD-19 as may be amended, revised, consolidated or repealed and replaced from time to time;
- 2.7 “**CAO**” means the Chief Administrative Officer of the City of Cold Lake, or their designate;
- 2.8 “**casket**” (or “**container**”) means a container used to enclose human remains for interment but does not include a grave liner, burial vault or an urn;
- 2.9 “**cemetery**” or “**City cemetery**” means land owned by the City that is set apart to be used, now or at a future date as a place of interment of human remains or cremated remains and includes any incidental or ancillary buildings on the land, including but not limited to the ‘*Lakeview Cemetery*’ and the ‘*Grand Centre Memorial Park*’;
- 2.10 “**cemetery legislation**” means the ‘*Cemeteries Act of Alberta 2000, C.3*’ and includes all regulations made thereunder as amended or repealed and replaced from time to time;
- 2.11 “**cemetery services**” means the supply of any service rendered at a City cemetery in respect of any lot or plot, grave stone, grave marker or monument or other form of memorial;
- 2.12 “**cemetery supplies**” means grave liners, grave stones, grave markers or monuments, other forms of memorial or bases for use in a city cemetery;
- 2.13 “**child**” means an individual between the age of one (1) year and seventeen (17) years of age;
- 2.14 “**City**” means The City of Cold Lake and together or separately may also mean and include, the Mayor and Council of the City, a department of the City, a person or persons employed by the City, or a person or an agent authorized by the City to perform work related to the development, management, operation, provision of service, care and maintenance of a City cemetery;
- 2.15 “**columbarium**” means a structure or building or an area in a structure or building that contains niches for the interment of cremated remains;
- 2.16 “**comingled**” means the intentional or unintentional mixing of the cremated remains of more than one individual;
- 2.17 “**Council**” means the elected Mayor and Council of the City of Cold Lake;
- 2.18 “**cremated remains**” means the human bone fragments remaining after cremation and also includes residue of other materials cremated with the human remains;
- 2.19 “**disinterment**” means the removal of human remains or cremated remains from a plot in which the

remains are interred for the purpose of an alternative disposition or relocation;

- 2.20 **“exhumation”** means the exposure of interred human remains for the purposes of viewing or examination are re-interred into the same plot after the viewing or examination has been completed;
- 2.21 **“family member”** means a spouse, a child (natural, adopted or step), a parent or stepparent, a sibling (natural, adopted or step), a grandparent or step grandparent, or a grandchild (natural, adopted or step);
- 2.22 **“fees”** means the fees prescribed for cemetery goods and services which form a part of this Bylaw and which, from time-to- time, may be amended, or repealed and replaced;
- 2.23 **“funeral director” or “funeral service provider”** means an individual licensed to;
 - 2.23.1 arrange, conduct or direct funeral services, bereavement rites and ceremonies;
 - 2.23.2 care for or prepare human remains prior to disposition;
 - 2.23.3 transfer human remains or direct or supervise the transfer of human remains;
- 2.24 **“grave liner”** means a receptacle with a lid, constructed of a durable material, that may or may not have a bottom, into which a casket holding human remains or an urn holding cremated remains is placed to provide reinforcement of a plot as part of an interment;
- 2.25 **“green burial”** means a natural form of interment that satisfies criteria set out in *Cold Lake Policy No. 206-AD-19, Cemetery Management Policy*;
- 2.26 **“holiday”** means any day or part of a day as may be proclaimed from time to time as a holiday to be observed by the City;
- 2.27 **“human remains”** means a dead human body in any stage of decomposition, or the body of a stillborn infant in any stage of decomposition, but does not include cremated remains;
- 2.28 **“infant”** means an individual less than one (1) year of age and includes a stillborn infant;
- 2.29 **“interment”** means disposition of human remains or cremated remains by burial or inurnment;
- 2.30 **“interment right”** means a right of use for the interment of human remains or cremated remains in a plot at a City cemetery granted in perpetuity and acquired through purchase, inheritance or permitted transfer and issued in accordance and compliance with cemetery legislation and the *‘Cemetery Management Bylaw*,
- 2.31 **“interment rights certificate”** means a document, set out in a form prescribed by the City, that describes a right of interment and the terms and conditions that govern the right of interment in a City cemetery plot;
- 2.32 **“interment authorization”** means a document, set out in a form prescribed by the City, that is completed and signed at-need by the person having the legal authority to authorize the interment of human remains or cremated remains of a deceased person;
- 2.33 **“inurnment”** means the placement of cremated remains in a niche or buried in a plot;
- 2.34 **“legal representative”** means an individual who, or an agency that, by order of priority set out in *Section 11 of the Alberta Cemeteries Act General Regulation* has the right to control the disposition of the human remains or cremated remains of a deceased person;
- 2.35 **“Medical Health Officer”** means a person appointed from time to time under the *‘Public Health Act’* to act as medical officer of health in the province of Alberta;
- 2.36 **“memorial”** means a product used or intended to be used to identify a plot or to memorialize a deceased individual, as set out in *Cold Lake Policy No. 206-AD-19, Cemetery Management Policy*.
- 2.37 **“niche”** means one kind of a plot, a space, usually within a columbarium, used or intended to be used for the interment of cremated remains;
- 2.38 **“perpetual care”** means the long-term preservation, care and maintenance, in perpetuity and in a proper manner, of a City cemetery.
- 2.39 **“plot”** (includes but is not limited to a **“grave”** or **“niche”**) means a designated space in a City cemetery to be used or intended to be used for;
 - 2.39.1 the interment of human remains or cremated remains under a right of interment;
 - 2.39.2 the installation of a memorial to memorialize a deceased individual or stillborn child;
- 2.40 **“Public Health Act”** means the *‘Public Health Act, Revised Statues of Alberta, Chapter 2000 C. P-37’*;
- 2.41 **“rights holder”** means a person who:
 - 2.41.1 has purchased a right of interment to be held in their name for a plot in a City cemetery;
 - 2.41.2 has a right of interment, registered in their name, for a plot in a City cemetery but is not the original purchaser;
 - 2.41.3 is the legal representative of a deceased person who has a right of interment held in their name for a

- plot in a City cemetery;
- 2.41.4 has, in compliance with this Bylaw, had a right of interment for a plot in a City cemetery transferred to them, to be held in their name;
- 2.41.5 is a legal heir or successor of a deceased interment rights holder and by demonstration of a right of legal succession, to the satisfaction of the City, may be entitled to inherit control of a deceased person's right of interment for a plot in a City cemetery;
- 2.41.6 **"scatter"** means the irreversible dispersal of cremated remains in a defined area or feature within a City cemetery where such dispersal may result in the comingling of cremated remains previously scattered in the scattering location;
- 2.41.7 **"urn"** means a container used for the containment of cremated remains;

SECTION 3 - PURPOSE & APPLICATION OF BYLAW

- 3.1 The following described real properties are set aside, held, laid out, developed, improved, used and maintained, as City cemeteries and dedicated for that use, and shall continue to be for that purpose and shall not be used for any other purpose;
 - 3.1.1 Lakeview Cemetery:
Legally described as Lot B, Plan 429 NY, and at;
Civic Address, 2205 – 1 Avenue NW, Cold Lake;
 - 3.1.2 Grand Centre Memorial Park:
Legally described as Lot A, Plan 9120678, and at;
Civic Address, 4608 – 38 Avenue, Cold Lake;
- 3.2 City cemeteries are acquired, established and laid out to provide suitable space for the interment of human remains and cremated remains or for the scattering of cremated remains and for the purpose of making approved cemetery services available to all persons, irrespective of race, faith, orientation or any other form of categorization, and are established more specifically;
- 3.3 The City shall have the full and complete control and management over the land, buildings, plantings, roads, utilities, books and records of the City cemeteries including but not limited to the right to manage, maintain or alter the interment areas, memorials, roads and pathways, buildings, utility infrastructure, change or remove plantings, grade, alter in shape or size, or otherwise develop or change all or any part of a City cemetery as they deem necessary or appropriate and subject only to compliance with any applicable requirement of cemetery legislation.

SECTION 4 - GENERAL PROVISIONS & REGULATIONS

- 4.1 The days and hours of operation of the City cemeteries shall, for the following purposes, be;
 - 4.1.1 **Cemetery Visiting:** Cemeteries are open every day of the year for visiting between 8:00 a.m. and sunset. No individual, without the express written permission of the City, shall be in a City cemetery between one (1) hour after sunset and 8:00 a.m. the following morning;
 - 4.1.2 **Interment Services:** upon satisfying terms and conditions established further in this Bylaw, may occur on any day of the year at a time approved by the City and arranged with a licensed funeral service provider;
 - 4.1.3 **Cemetery Arrangements:** cemetery arrangements and the payment of Cemetery fees shall be made at the Cold Lake City Hall, 5513 – 48 Avenue, Monday through Friday at regular office hours. City Hall is closed on Saturday, Sunday and holidays observed by the City.
- 4.2 Floral tributes may be placed at a City cemetery in accordance with the following rules:
 - 4.2.1 on the day of an interment and for a period of seven (7) days following, fresh cut flowers, wreaths, artificial and seasonal floral tributes are permitted on the plot or at the base of the columbarium. After seven (7) days, these flowers may be removed and disposed of by the City, without prior notice;
 - 4.2.2 at all other times, a limit of one (1) flower vase of fresh cut flowers, wreaths, artificial and seasonal floral tributes, and potted plants are permitted providing they are placed on a plot monument, on the monument's base or the cement runner. The placement of any form of floral tribute shall not be permitted at the base of any columbarium;
 - 4.2.3 all forms of floral tributes, including potted plants, are placed with the understanding that, without prior notice, they may be removed and disposed of by the City should they become unsightly, detract from the general aesthetic of adjacent plots or pose a safety risk to cemetery visitors or workers;
- 4.3 Placing any form of decoration, adornment, personal memento, or other extraneous object, unless in compliance with this Bylaw, is not permitted on any plot in a City cemetery. Unauthorized items placed on any plot or in any City cemetery may, without prior notice, be removed or ordered removed by the City.

This includes, but is not limited to, photographs, pictures, frames, solar lights, boxes, shells, toys, wire screens, decorative rock, trellises, benches, or any other form of memorabilia.

- 4.4 Small non-decomposing and non-perishable personal objects or mementos that easily fit within a niche when closed, may be permitted to be placed within a columbarium niche and shall not be a hazard, harm or destroy the structure.
- 4.5 No open flame, candle, or burning of any substance or other material may take place inside a City cemetery without prior authorization given by the CAO and conducted under the direct supervision of the City.
- 4.6 The City is not liable for the deterioration, damage or loss of flowers, decorations, adornments or any other article attached to or placed on a plot or at a memorial site.
- 4.7 No plot or other part of a City cemetery may be decorated or adorned in any manner by any person other than the City, or an authorized agent of the City.
- 4.8 No tree, shrub, plant, bulb, flower or other decorative plant feature may be planted, pruned, cut down, removed or otherwise altered on a plot or anywhere else within the limits of a City cemetery. Where any such work is necessary it shall be performed only by the City, or an authorized agent of the City.
- 4.9 Cemetery roadways are for the exclusive use of interment processions, cemetery patrons, or other individuals as may be approved by the City. Every operator of a vehicle shall, at all times, obey the directions and orders of the City and no vehicle shall exceed fifteen (15) kilometers per hour.
- 4.10 No person shall drive or park a vehicle over any lawn, garden or flower bed without the express permission of and subject to the supervision of the City subject to the exception that the City shall, at all times, have the right of passage in any manner it sees fit over every plot and all the land of every City cemetery so as to ensure that cemetery operations and maintenance can be performed in a safe, efficient and timely manner.
- 4.11 In a City cemetery no person shall,
 - 4.11.1 scatter, dispose of, or inter any cremated remains or bury any human remains except in compliance with this Bylaw and any rule or regulation made thereto;
 - 4.11.2 willfully or negligently destroy, mutilate, deface, damage, vandalize, injure or remove anything from a City cemetery, including and without limitation, any memorial, plant, flower, tree, rock or other item located within the limits of a City cemetery;
 - 4.11.3 play any manner of sports, sports game or sports activity or carry out any activity other than attendance at an interment, memorial service, or the visitation of a plot for the purpose of paying respect to the dead;
 - 4.11.4 operate a snowmobile or any other form of recreational all-terrain vehicle;
 - 4.11.5 conduct them self in a manner so as to disturb the peace, quiet and good order of the cemetery generally or an interment or memorial service that is being conducted therein;
 - 4.11.6 bring into or dump any rubbish, debris or other offensive item or matter or make an unauthorized removal of any cemetery refuse, waste or rubbish;
 - 4.11.7 allow a child or children under the age of sixteen (16) years within the limits of a cemetery that is not accompanied by a parent, guardian or an adult supervisor;
 - 4.11.8 bring any pet or animal, other than a certified personal assistance animal, into a City Cemetery;
 - 4.11.9 otherwise violate any provision of this Bylaw.
- 4.12 All work within City cemeteries shall be performed by the City, employees of the City or authorized agents of the City. An individual or contractor that performs work on behalf of a rights holder or legal representative of a deceased or their heirs or successors shall supply to the City, prior to commencement of any work, proof of the firm's or the contractor's Workers Compensation Insurance, Public Liability Insurance and Motor Vehicle Insurance in a form and amount acceptable to the City.
- 4.13 A contract worker working in a City cemetery shall immediately cease work in the immediate vicinity of any interment or memorial service until the conclusion of the service and all persons attending have left the area where the service was being conducted.
- 4.14 No work may be performed at a City cemetery outside of the regular business hours of the City except where such work is necessary and has been authorized and approved by the City.
- 4.15 Notwithstanding article 5.11.3 of this Bylaw the City shall have the authority to conduct or permit to be conducted public or private events within a City cemetery that are, in the opinion of the City, deemed appropriate for and in keeping with the dignity and purpose of a cemetery.
- 4.16 The City shall be responsible for the management, control and charge of the City cemeteries and when an individual or corporation, through their immediate behavior, or a pattern of behavior, disturbs the peace, quiet and good order of a City cemetery or contravenes any article of this Bylaw, the City may take such steps it deems appropriate to expel the person or corporation from a City cemetery and refuse the admission of them entering into a City cemetery in the future. The person or corporation may be subject to application

of a penalty as set out in 'Section 12.0 Penalty for Infractions' of this Bylaw.

SECTION 5 - INTERMENT RIGHTS

- 5.1 The City, subject to payment of an established fee, may grant an interment right for a vacant plot in a City cemetery on an at-need or a reserve basis.
- 5.2 The interment rights and interment specifications for plots in a City cemetery shall be those set out in *Cold Lake Policy No. 206-AD-19, Cemetery Management Policy* and as may be current at the time of the purchase or use of an interment right.
- 5.3 An applicant of an interment right, who pays in full the fee set out in Schedule "A" of this Bylaw, shall issued, by the City, an 'Interment Rights Certificate' to which sets out the rights of plot use attributed to the purchaser identified on the certificate.
- 5.4 An interment rights holder, at the time of purchase, shall reserve the right to use a plot they have purchased for themselves and authorize or assign the right of any secondary rights in a plot to another person to use or to control the exercise of an interment right where an assignee so named shall be a family member of the rights holder.
- 5.5 An interment rights holder may designate only one plot in a City cemetery for their own use.
- 5.6 Where evidence of a clear line of assignment, transfer, inheritance, succession or authority for an interment right that survives an original rights holder is not provided by the legal representative of an original rights holder then the City shall have the authority to:
 - 5.6.1 determine, through a process of due diligence and in a form prescribed by the City, the individual or individuals who may be entitled to exercise a surviving right of interment and under what conditions a surviving right of interment may be exercised, or;
 - 5.6.2 where a clear and distinct right of succession cannot be reasonably ascertained, prohibit the use of any surviving interment rights in a plot.
- 5.7 The exercise of an interment right, every interment or every other form of disposition of human remains or of cremated remains or installation of a memorial within the limits of a City cemetery is subject to;
 - 5.7.1 all provisions of this Bylaw as may be in effect at the time of purchase or use;
 - 5.7.2 payment in full of any applicable fee set out in Schedule "A" of this Bylaw as is in effect at the time of purchase or use;
 - 5.7.3 compliance with this Bylaw the terms, conditions, design, plot plan, interment and memorial parameters, standards of operation and maintenance set out in *Cold Lake Policy No. 206-AD-19, Cemetery Management Policy*, as are in effect at the time of purchase or use.
- 5.8 Subject to at-need plot demand, the City shall have the right to limit or suspend the reserve sale of interment rights in a City cemetery at any time. The City shall not sell, on a reserve basis, more than fifty percent (50%) of the developed plots available at any given time in a City cemetery.
- 5.9 The City may, by special agreement, with a society, faith group or other organization, reserve or sell interment rights for a contiguous block of plots in a section of a City cemetery under such terms and conditions as the City deems appropriate and where such section shall be used exclusively for the interment of deceased members of the society, faith group or other organization. Upon such an agreement being made no individual shall be provided an interment in that section, unless an application for interment is accompanied by a certificate from the society, faith group or organization, stating that the individual is entitled to interment in the reserved section. The City, under this provision, shall never sell or reserve more than ten (10%) percent of the developed plots available at any given time in a City cemetery.

SECTION 6 - TRANSFER & RECLAMATION OF INTERMENT RIGHTS

- 6.1 The private sale or transfer of interment rights, without the City's knowledge, participation or approval, is prohibited and the City shall have no obligation to honor an interment right acquired under such a transaction and subsequently presented to the City for use or surrender.
- 6.2 The surrender of an interment right back to the City, for an unused plot, may be permitted and the City shall purchase interment right back at 85% of the original fee collected at the time of purchase, and transaction shall be made in compliance with cemetery legislation in effect at the time the surrender is made, providing:
 - 6.2.1 there are no interments in or memorials on a plot being surrendered;
 - 6.2.2 the original interment rights holder or their legal representative has made written application to
 - 6.2.3 the City, in a form prescribed by the City, stating their desire to surrender the interment right;
 - 6.2.4 the original Interment Rights Certificate is surrendered to the City;
 - 6.2.5 the administration fee for the surrender of an interment right, as set out in Schedule "A" of this

Bylaw, is paid to the City;

- 6.3 Pursuant to cemetery legislation, an interment right for an unused plot may be reclaimed by the City if all of the following have occurred;
- 6.3.1 there are no interments in or memorials on a plot being reclaimed;
 - 6.3.2 not less than forty (40) years has elapsed from the original date of purchase and there has been no contact from or with the original purchaser, their legal representative, heirs or successors;
 - 6.3.3 notice of the intent to reclaim the interment right has been sent to last known address of record for the interment rights holder;
 - 6.3.4 public notice of the plot reclamation has been published at least once a week for two (2) consecutive weeks in at least one newspaper or other publication circulating in the area;
 - 6.3.5 the City can demonstrate all due diligence has been made to locate and contact the interment rights holder and the City has still had no response from the original rights holder, their legal representative, heirs or successors.
- 6.4 Where an interment right for a plot has been reclaimed under article 7.3 and resold, and the interment right is subsequently required for use by the original rights holder or their heir or successor, then the City shall provide an interment right of equal or greater value that has been chosen from the available plots of the cemetery by the original interment rights holder or their heir or successor.

SECTION 7 - INTERMENT, DISINTERMENT & EXHUMATION

- 7.1 Only human remains or cremated human remains may be interred or scattered in a City cemetery.
- 7.2 Every interment of human remains or cremated remains, and every scattering of cremated remains in a City cemetery shall be consistent with *Cold Lake Policy No. 206-AD-19, Cemetery Management Policy* and conducted in a manner consistent with the dignity of adjacent plots and the cemetery.
- 7.3 No interment, scattering, disinterment or exhumation at a City cemetery shall be permitted until:
- 7.3.1 the legal representative of a deceased completes, signs and delivers to the City an interment authorization, in a form prescribed by the City;
 - 7.3.2 it is ascertained that the deceased holds a valid interment right at a City cemetery or a rights holder at a City cemetery provides authorization for a deceased's human remains or cremated remains to be interred in a plot for which they hold an interment right;
 - 7.3.3 all outstanding indebtedness to the City relating to an interment right to be exercised, the interment fee and the fee for any other service by the City have been paid in full to the City prior to any grave excavation, grave liner installation and gravesite preparation occurring at a plot in a City cemetery;
 - 7.3.4 proper notice, as per 8.6, in a manner prescribed by the City, has been provided to the City;
 - 7.3.5 for human remains, a copy of a province of Alberta burial permit has been surrendered to the City and for cremated remains, a certificate of cremation has been surrendered to the City;
 - 7.3.6 where a death has occurred in a jurisdiction other than the province of Alberta, a disposition document confirming legal registration of the death in another jurisdiction, has been surrendered to authorized funeral director and the City.
- 7.4 The City shall have the right to approve interment times and to control, limit or restrict the types and numbers of interments that may occur in a City cemetery on a given day.
- 7.5 Advance notice for an interment is required. Normally notice and all documents and fees related for an interment shall be delivered to the City;
- 7.5.1 at least twenty-four (24) hours in advance of a proposed interment time, of which not less than eight (8) hours are regular operating hours of the City;
 - 7.5.2 the failure to provide advance notice to the City may result in an interment booking being delayed or denied;
 - 7.5.3 no booking or notice for an interment will be accepted by the City more than sixty (60) days in advance of a proposed date of interment.
- 7.6 In the instance an interment is requested in a period shorter than the notice periods set out in article 8.6 of this Bylaw the interment may, at the discretion of the City, be accommodated but may be subject to payment of an administrative fee set out in Schedule "A" of this Bylaw.
- 7.7 Upon provision of advance notice and authorization, to the satisfaction of the City, interments at a City cemetery;
- 7.7.1 may occur on any day of the week;
 - 7.7.2 shall occur during daylight hours and shall conclude within two (2) hours of an time approved by

the City;

- 7.7.3 interments occurring on a Saturday, Sunday or a holiday observed by the City may be subject to an overtime fee set out in Schedule “A” of this Bylaw.
- 7.8 The City shall have the authority to suspend or cancel interment services and limit or prohibit public access to part or all of a City cemetery where weather, road or grounds conditions or other extraordinary circumstance may warrant or pose a hazard to the public, City personnel or their agents.
- 7.9 Only the City or a person authorized by a funeral director or the City, shall excavate, prepare and close a plot in a City cemetery.
- 7.10 Every interment service in a City cemetery shall be conducted by or performed under the direct supervision of a licensed funeral service provider engaged by and at the expense of a deceased individual’s legal representative. The funeral service provider shall be responsible for providing proper notice of an interment to the City, arranging to have the grave marked and excavated, placement and removal of gravesite artificial greens and the lowering device used for an interment and supervision of and responsibility for all persons attending an interment service under their care.
- 7.11 Every in-ground interment of human remains shall be made into a grave liner of a design approved by the City and purchased by the legal representative of the deceased. The only permitted exception to the requirement for a grave liner is for the interment of an infant or interment into a green burial plot.
- 7.12 The funeral service provider shall be responsible for the installation of the grave liner on a day arranged with the City where the City shall have the plot marked to ensure the correct installation location.
- 7.13 It is the responsibility of the legal representative of a deceased or their agent or their funeral service provider to provide such means and individuals to transfer and deliver human remains to an interment plot for interment.
- 7.14 An individual, family or a group of people, may witness the filling of a grave (‘witness fill’) providing:
- 7.14.1 the funeral service provider, as part of the normal notice for and authorization of an interment, shall inform the City of the witness fill request;
- 7.14.2 all proceedings during a witness fill process are the responsibility of, conducted at the direction of and at the liability of the arranging funeral service provider;
- 7.14.3 every individual present at a witness fill process shall follow every instruction given by the funeral service provider directing the interment service;
- 7.14.4 a witness fill service may be subject to an administrative fee set out in Schedule “A” of this Bylaw and shall be paid in full to the City prior to the interment service.
- 7.15 Cremated remains for interment into an in-ground plot or a niche plot shall be enclosed in an urn or container of a design, size and material approved by the City.
- 7.16 The interment of cremated remains into a human remains plot may only be made after the human remains interment(s) are made in the plot and further subject to any applicable conditions set out in *Cold Lake Policy No. 206-AD-19, Cemetery Management Policy*.
- 7.17 The City may make provision for and permit the scattering of cremated remains within a City cemetery where such scattering shall be limited to only designated areas or scattering features.
- 7.18 Only an authorized funeral director or an individual authorized by the City may place cremated remains into a cemetery plot or perform a scattering of cremated remains at a City cemetery.
- 7.19 Where permitted, scattering of cremated remains in a City cemetery shall from the moment of scattering be considered a permanent and non-recoverable disposition of the cremated remains.
- 7.20 Where an interment is directed under the Public Health Act written instructions with respect to all procedures to be followed on the interment, to protect the health and safety of all persons who may come into contact with the burial container bearing the human remains, shall be provided to the City by a medical health officer or their agent in advance of the interment.
- 7.21 Every disinterment or exhumation of human remains or cremated remains from a plot in a City cemetery shall be arranged by and conducted under the supervision of a licensed funeral service provider, engaged by and at the expense of an applicant, in compliance with cemetery legislation and in a manner consistent with the dignity of adjacent plots, the City and general community standards.
- 7.22 In the instance an applicant requests a discretionary disinterment of human remains or cremated remains from a plot under their control then the applicant shall first provide in writing to the City at their expense and in a form prescribed by the City, a document setting out;
- 7.22.1 such proof as the City may request, up to and including sworn affidavits, to establish the identity and the legal right and authority of the applicant to make the request;
- 7.22.2 such other information as the City may reasonably request as to the purpose and reason for the disinterment;

- 7.22.3 and with the understanding the provision of such information shall not bind the City to permit a discretionary disinterment, the City shall have the right to require an applicant making a discretionary disinterment request to acquire, at their expense, a Court order that compels the City to permit the disinterment requested.
- 7.23 No disinterment or exhumation shall be allowed until;
- 7.23.1 the legal representative of the deceased who has the right to authorize the disinterment of a deceased person's remains, pursuant to *Section 11 of the Alberta Cemeteries Act General Regulation*, has acquired, completed, duly signed and provided, to the funeral director and the City, an official disinterment authorization;
- 7.23.2 in the instance where the legal representative of the deceased to be disinterred is not the rights holder for the plot, written authorization from the rights holder to open and close the plot for the disinterment/exhumation shall be provided to the City, in a form prescribed by the City;
- 7.23.3 all outstanding indebtedness to the City relating to a right of interment, the exercise of the disinterment/exhumation from the plot, and any other service provided or product supplied to facilitate a disinterment/exhumation, has been paid in full to the City subject to the fees set out in Schedule "A" of this Bylaw.
- 7.24 No disinterment or exhumation of human remains or cremated remains shall be permitted from a green burial plot except where ordered by a Court of competent jurisdiction.
- 7.25 Except where ordered by a Court of competent jurisdiction or under the Public Health Act, no person other than employees or authorized agents of the City along with any duly contracted funeral service provider or funeral director shall be permitted to be present at the disinterment or exhumation of human remains or cremated remains from a plot in a City cemetery.
- 7.26 A funeral service provider employed at the expense of an applicant for a disinterment or exhumation shall be responsible for the arrangement, performance and supervision of;
- 7.26.1 the excavation of soil from a plot, opening of a plot or niche to permit access to and removal of the human or cremated remains buried in the plot or interred;
- 7.26.2 the physical removal of the interred human or cremated remains from the plot or niche and transfer of those remains into a container that fully encloses the remains;
- 7.26.3 the removal and disposition of any intact remnants of a grave liner;
- 7.26.4 the closure of the plot when the disinterment/exhumation is complete and restoring of grounds in the plot area to an acceptable form.
- 7.27 Other than the recovery of the human remains or cremated remains readily apparent and present in a plot opened for a disinterment the City makes no representation or warranty as to what other material, personal effect or other extraneous item may be recovered at a disinterment or exhumation.
- 7.28 The application for and authorization of a disinterment/exhumation shall grant the City sole and discretionary authority to dispose of, in a safe, environmentally sensitive and dignified manner, all extraneous materials that may incidentally be recovered from a plot as part of the residue from a disinterment or exhumation, including but not limited to remnants of a burial casket, urn, other form of burial container or a grave liner or burial vault present from the date of the original interment.
- 7.29 A disinterment or exhumation in a City cemetery shall, without exception, be performed on a day and at a time of the City's choosing.
- 7.30 The re-interment of disinterred human remains or cremated remains into another plot within a City cemetery shall comply with this Bylaw in every way and as may be applicable.

SECTION 8 – MEMORIALS

- 8.1 The installation of every memorial or any form of memorial in a City cemetery shall conform to the *City of Cold Lake Cemetery Management Bylaw* and the rules and regulations of *Cold Lake Policy No. 206-AD-19, Cemetery Management Policy* as is in force at the time a memorial is to be installed, not at the date when a right of interment was purchase, when an interment was made or when the memorial was purchased, and shall conform to the plan established for the plot.
- 8.2 It is the responsibility of a rights holder or the legal representative of a deceased to arrange for the supply and installation of a memorial on a City cemetery plot. The City shall have no responsibility or obligation to place or install, at the City's expense, any form of temporary or permanent memorial at an interment plot or a remembrance site.
- 8.3 A rights holder is required to keep in proper repair, at their expense and to the satisfaction of the City, all memorials on their plot. If a memorial installed on a City cemetery falls into a state of disrepair, the City may document its condition and shall have the authority, without prior notice, to have the memorial removed, repaired, or restored at its sole discretion, at the expense of a rights holder. The City is under no obligation to take any action whatsoever related to a memorial which may have fallen into a state of

disrepair.

- 8.4 Where an applicant for a memorial permit is a memorial supplier, it is the responsibility of the memorial supplier to confirm the correct location for a memorial or a companion memorial proposed for installation and to further confirm the correct layout for a companion inscription on a memorial.
- 8.5 The City shall have the authority to refuse to issue a memorial permit to an applicant if the applicant has failed to comply with the requirements of this Bylaw and/or those set out in *Cold Lake Policy No. 206-AD-19, Cemetery Management Policy*. Where such a refusal may occur, the City shall inform the applicant of what is not compliant about the memorial application and the steps that must be taken to resolve the deficiency.
- 8.6 The City shall have the authority to reject a memorial, despite the prior issuance of a memorial permit, when a memorial delivered for installation does not match the specifications described in a memorial permit application or does not comply with the requirements of this Bylaw. Where such a refusal may occur, the City shall inform the applicant of what is not compliant about the memorial delivered for installation and the steps that must be taken to resolve the deficiency.
- 8.7 Where it is determined a memorial or its installation do not comply with this Bylaw and *Cold Lake Policy No. 206-AD-19, Cemetery Management Policy* then the City may request and require, at the expense of a rights holder or their legal representative, that the non-compliant memorial be moved, reinstalled or permanently removed from a City cemetery.
- 8.8 The City shall be responsible to maintain the land on which a memorial is placed or installed but shall not be responsible for the maintenance of any memorial. The City shall not be liable for, or obligated to repair, any scratch, breakage or damage to a memorial in a City cemetery except where it can be shown any such a scratch, breakage or damage has been caused by the gross negligence of the City, its employees or its agents.

SECTION 9 - CEMETERY FEES

- 9.1 The fees established by Council for City cemeteries shall be set out in Schedule “A” of this Bylaw and shall be made available to the public upon request.
- 9.2 The City shall from time to time and on a regular basis review, establish, add, amend, delete or repeal and replace the fees set out in Schedule “A” of this Bylaw.

SECTION 10 - CEMETERY ADMINISTRATION

- 10.1 This Bylaw establishes the Council of the City of Cold Lake as the trustees of all City cemeteries as now currently exist or may exist in the future.
- 10.2 The Council, as trustees of the City cemeteries, delegates the authority to the CAO or his designate to be responsible for:
 - 10.2.1 designating and empowering an employee of the City or authorizing an agent of the City to oversee the development, management, and administration of the operation, care and maintenance of the City cemeteries in accordance with all applicable legislation of Alberta or Canada, and regulations made thereto, and any bylaw of the City as amended, including SECTION 11 Perpetual Care and Maintenance, of this Bylaw;
 - 10.2.2 the administration, interpretation and enforcement of this Bylaw and where the application and enforcement of this Bylaw shall be conducted in a consistent, fair and equitable manner in every case and circumstance with every user of a City cemetery;
 - 10.2.3 ensuring all records, including financial records, maps and any other information needed for the management, administration, operation and maintenance of the City cemeteries are created, collected and retained as required under cemetery legislation and all other applicable legislation or regulation of the City, Alberta or Canada;
 - 10.2.4 ensuring all rights of interment, permits and contracts are issued as required by and in compliance with cemetery legislation and as authorized by this Bylaw;

SECTION 11 - PERPETUAL CARE & MAINTENANCE

- 11.1 The Council, as trustees of the City cemeteries, delegates the authority to the CAO or his designate to ensure;
 - 11.1.1 the care and maintenance of the City cemeteries is performed in accordance with all applicable legislation of Alberta or Canada, and regulations made thereto, and any bylaw of the City as may be amended, revised, consolidated or replaced from time to time;
 - 11.1.2 the City cemeteries are maintained to an aesthetic appearance consistent with general community standards;

- 11.1.3 the roads, entrances, pathways, grounds and landscaping of the City cemeteries are maintained in a safe, operational and good state of repair;
- 11.1.4 no offence is committed in the administration and operation of a City cemetery;
no public health nuisance or safety hazard arises from the operation of a City cemetery.

SECTION 12 - PENALTY FOR INFRACTIONS

- 12.1 Any individual or corporation is guilty of an offence if the person or corporation:
 - 12.1.1 contravenes this Bylaw;
 - 12.1.2 willfully obstructs an Officer or assaults an Officer in the exercise or performance of their duties related to this Bylaw, with the intent to resist or prevent the lawful arrest or detainment of themselves or another person.
 - 12.1.3 An individual who or corporation that is guilty of an offence is liable, upon summary conviction, to a fine of not more than \$10,000 and not less than \$50, or imprisonment of not more than one (1) year or both fine and imprisonment.
- 12.2 A Municipal Violation Tag or Provincial Violation Ticket may be issued for an offence.
- 12.3 An individual or corporation receiving the Municipal Violation Tag may on or before thirty (30) days of the date issued:
 - 12.3.1 pay the fine amount to avoid prosecution of the offence;
 - 12.3.2 request that a Provincial Violation Ticket be issued in place of the Municipal Violation Tag to allow that individual or corporation to attend court with respect to the offence.
- 12.4 An individual or corporation receiving a Provincial Violation Ticket, where a voluntary fine amount is indicated on the ticket may:
 - 12.4.1 pay the voluntary fine amount by the date specified to avoid prosecution of the offence;
 - 12.4.2 attend or have their agent attend, court on the required date indicated on the ticket and elect to enter a plea with respect to the offence.
- 12.5 An individual or corporation receiving a Provincial Violation Ticket, where there is no voluntary fine amount indicated, must appear in court.
- 12.6 Acting on behalf of the Council of the City of Cold Lake enforcement of this Bylaw, depending on the situation, circumstance and severity of violation, shall be performed by the CAO or their designate, Municipal Enforcement or the RCMP.

SECTION 13 – ENACTMENT/REPEAL

- 13.1 This Bylaw shall come into full force and effect immediately upon the date of its final passage.
- 13.2 City of Cold Lake Bylaw No. 431-AD-12 is hereby repealed.

FIRST READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta this ____day of_____, A.D. 20____, 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. 20____, 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. 20____, on motion by Councillor _____.

CITY OF COLD LAKE

MAYOR

CHIEF ADMINISTRATIVE OFFICER

SCHEDULE 'A'
CEMETERY FEES

ITEM	FEE
PLOTS: Human Remains	
Infant / Child Plot:	\$ 300.00
Standard Adult Plot (Single-Depth): <i>-allows for One (1) Full Burial prior to Four (4) Cremated Remains</i>	500.00
Standard Adult Plot (Double-Depth): <i>- allows for Two (2) Full Burials in the same plot</i>	1,250.00
Field of Honour Plot:	300.00
Green Burial Plot:	1,000.00
PLOTS: Cremated Remains	
Standard / Green Burial Cremation Plot:	\$ 500.00
Columbarium Niche Plot:	1,250.00
Standard Adult (cremation only) Plot: <i>- allows for Six (6) Cremated Remains only</i>	500.00
Green Burial (cremation only) Plot:	1,000.00
MEMORIALS: Installation Permits	
Flat Marker Permit	\$ 75.00
Upright Monument Permit	75.00
Columbarium Niche Plate Permit	125.00
Green Burial Inscription Permit	75.00
INTERMENT / SERVICES: Administration / Records Management	
Interment - Infant/Child: Human Remains	\$ 50.00
Interment - Adult: Human Remains	125.00
Interment – In-Ground: Cremated Remains	75.00
Interment – Niche: Cremated Remains	75.00
Scattering: Cremated Remains	50.00
Saturday / Sunday / Holiday - Services	200.00
Late Notice for Interment	125.00
Disinterment / Exhumation	500.00
GENERAL: Administration & Records Management	
Transfer of Interment Right – to another individual and Name Change for Plot	\$100.00
Transfer of Interment Right returned to City of Cold Lake <i>will be purchased by the City at 85% of the original cost charged to the Owner by the City.</i>	
Records Fee – Second (double-depth) Interment of Human Remains	75.00
Records Fee – Secondary Interment in Occupied Plot – Cremation Urn	75.00
Witness Close & Fill of Grave	<i>nil</i>
Records – Amend / Correct / Add to an Existing Record	50.00

Services are subject to availability. All fees are subject to change. All fees are subject to GST. Prices are effective January 1, 2019.



Cemetery Management Policy

POLICY NUMBER: 206-AD-19

Approval Date:

Revise Date:

Motion Number:

Repeal Date:

Supersedes: New

Review Date:

1.0 Policy Intent

The City of Cold Lake is committed to the management, regulation, operation and maintenance of the City of Cold Lake cemeteries. The City wishes to provide the public, its agents, contractors, and funeral service providers with guidelines pertaining to interment rights & specifications, memorial specifications, and green burial specifications. The guidelines are not intended to be interpreted as rigid policies, but rather provide a guide outlining the City's minimum requirements.

2.0 Purpose

The purpose of the Cemetery Management Policy is to ensure the City of Cold Lake cemeteries conform to minimum expectations and delegate authority to Administration to update the guidelines from time to time when required.

3.0 Policy Statement

- 3.1 The City of Cold Lake shall establish interment rights and specifications, memorial specifications, and green burial specifications.
- 3.2 The management, regulation, operation and maintenance of the City of Cold Lake cemeteries shall be implemented in accordance with the guidelines outlined in this policy.

4.0 Managerial Guidelines

- 4.1 The Interment Rights and Specifications have been attached hereto as Appendix "A".
- 4.2 The Memorial Specifications have been attached hereto as Appendix "B".
- 4.3 The Green Burial Specifications have been attached hereto as Appendix "C".

5.0 References

N/A

6.0 Persons Affected

- City of Cold Lake Staff.
- The public.

7.0 Revision/Review History

N/A

Date

Chief Administrative Officer

Date

Mayor

SCHEDULE 'A'
INTERMENT RIGHTS & SPECIFICATIONS

SECTION 1.0 INTERMENT RIGHTS

- 1.1 The *City of Cold Lake Cemetery Management Bylaw, Cold Lake Policy No. 206-AD-19, Cemetery Management Policy* together with the rules and regulations that follow here shall apply to rights of interment, the interment of human remains and the interment or scattering of cremated remains in a City cemetery.
- 1.2 The City, subject to payment of an established fee, may grant an interment right for a vacant plot in a City cemetery on an at-need or a reserve basis.
- 1.3 Possession of an interment right;
 - 1.3.1 confers to a rights holder, a right in perpetuity to use, in compliance with the *Cemetery Management Bylaw* and any rules and regulations made thereto, a plot for the interment of human remains or cremated remains for a person named on an Interment Rights Certificate;
 - 1.3.2 does not confer to a rights holder, any title to, ownership of, or interest in the land of a City cemetery or of a plot or any other special privilege over any land of a City cemetery;
 - 1.3.3 does not require the City to permit an interment of human remains or cremated remains into a plot until the rights holder complies in all other respects with the *Cemetery Management Bylaw* and any rules and regulations made thereto as it relates to the interment of human remains or cremated remains, or the scattering of cremated remains or the purchase and placement of a memorial and, without limitation, the payment of all fees.
- 1.4 An applicant may, on an at-need or on a reserve basis and upon payment in full for a fee set out in *Cold Lake Bylaw No. 646-AD-19, Cemetery Management Bylaw*, purchase an interment right for not more than four (4) human remains or cremated remains plots.
- 1.5 Generally, and except where it may be otherwise set out in the *Cemetery Management Bylaw* and any rules and regulations made thereto, the City shall offer for sale, and a right of interment shall confer the following permitted uses for a human remains interment plot:
 - 1.5.1. Infant / Child Plot:

This form of plot is limited to the interment of the human remains of one (1) infant or child and the secondary interment of the cremated remains of not more than four (4) persons who have a direct and immediate family (parent, sibling or grandparent) relationship to the interred infant or child;
 - 1.5.2. Standard Adult Plot:

This form of plot is limited to the interment of the human remains of not more than two (2) persons and the secondary interment of the cremated remains of not more than four (4) persons;
 - 1.5.3. Green Burial Plot:

This form of plot is limited to the interment of the human remains of not more than one (1) person and the secondary interment of the cremated remains of not more than three (3) persons and the use of a green burial plot is subject to *Cold Lake Policy No. 206-AD-19, Cemetery Management Policy*.

- 1.6 Generally, and except where it may be otherwise set out in the *Cemetery Management Bylaw, Cold Lake Policy No. 206-AD-19, Cemetery Management Policy* and any rules and regulations made thereto, the City shall offer for sale and a right of interment shall confer the following permitted uses for a cremated remains interment plot:
- 1.6.1 Standard / Green Burial Cremation Plot:
This form of plot is limited to the interment of the cremated remains of not more than two (2) persons and the use of any form of green burial plot is subject to *Cold Lake Policy No. 206-AD-19, Cemetery Management Policy*;
 - 1.6.2 Columbarium Niche Plot:
This form of plot is limited to the interment of the cremated remains of not more than two (2) persons;
 - 1.6.3 Standard Adult (cremation only) Plot:
This form of plot, normally intended for human remains interment, may be purchased for the purpose of making only cremated remains interment and in this instance, this plot is limited to the interment of the cremated remains of not more than six (6) persons;
 - 1.6.4 Green Burial (cremation only) Plot:
This form of plot, normally intended for human remains green burial, may be purchased for the purpose of making only cremated remains burial and in this instance, this plot is limited to the interment of the cremated remains of not more than four (4) persons.
- 1.7 The CAO may, in a special or emergent at-need circumstance, permit the sale of the interment rights for more than four (4) but not more than ten (10) plots of any type to an applicant and under such terms and conditions as the CAO deems appropriate.
- 1.8 The City shall have the authority to establish other interment rights for plots in a City cemetery that may have the same classification as the plots described herein but may also have a different interment capacity and memorial criteria specific to their design and location in a City cemetery.

SECTION 2.0 INTERMENT PLOT SIZE

- 2.1. **HUMAN REMAINS:** Plots designed, laid out and designated for the interment of human remains shall be the following;
- 2.1.1. Infant / Child Plot:
Shall not exceed, but may be less than 1.2 meters (4') wide by 2.8 meters (9') long;
 - 2.1.2. Standard Adult / Green Burial Plot:
Shall not exceed 1.2 meters wide (4') by 2.8 meters (9') long;
- 2.2. **CREMATED REMAINS:** Generally, plots designed, laid out and designated for the interment of cremated remains shall be the following;
- 2.2.1. Standard / Green Burial Cremation Plot:
Shall not exceed 0.6 meters (2') wide by 0.6 meters (2') long;
 - 2.2.2. Cremation Niche:
The dimensions of a niche, which may vary depending on a columbarium design, shall be those that are designed for and provided to the City by a columbarium / niche supplier;
 - 2.2.3. Standard Adult / Green Burial (cremation only) Plot:

Shall not exceed 1.2 meters wide (4') by 2.8 meters (9') long.

- 2.3. Interment plots may be laid out separately, in combinations or in combination of one plot type with another plot type.
- 2.4. In every instance, the official dimensions of any plot in a City cemetery shall be those set-out in the design plan and subsequent plot survey completed for the cemetery in which they are located.
- 2.5. The City shall have the authority to vary the dimensions of a plot or group of plots as circumstances may dictate or as it deems appropriate for the operation and maintenance of the Cemetery.

SECTION 3.0 INTERMENTS

The following specifications shall be followed in making an interment of human remains or cremated remains into a plot at a City cemetery.

- 3.1. **HUMAN REMAINS:** Every interment of human remains into a plot in a City Cemetery shall be made as follows:
 - 3.1.1. **Infant / Child Plot:**

Every interment of an infant/child human remains shall be made at a depth where, after being filled and closed, there shall be, where a grave liner has been used, not less than twenty-four (24) inches (0.6 m) of soil between the finished surface of the plot and the uppermost surface of the grave liner in the plot, or where no grave liner has been used, there shall be not less than thirty-six (36) inches (0.9 m) between the finished surface of the plot and the uppermost surface of the casket or container enclosing the infant or child resting in the plot;
 - 3.1.2. **Standard Adult Interment Plot:**

In every instance, the first interment of human remains shall be made at the lowest depth of the plot and shall be of sufficient depth to permit a future second interment of human remains and where, after the second interment of human remains in a plot, after being filled and closed, there shall be, where grave liners have been used, not less than twenty-four (24) inches (0.6 m) of soil between the finished surface of the plot and the uppermost surface of the grave liner in the upper level of the plot or, where no grave liners have been used, there shall be not less than thirty-six (36) inches (0.9 m) between the finished surface of the plot and the uppermost surface of the casket or container enclosing the human remains resting in the upper level of the plot;
 - 3.1.3. **Green Burial Plot:**

Every green burial of human remains shall be made at a depth where, after being filled and closed, there shall be not less than thirty-six (36) inches (0.9 m) between the finished surface of the plot and the uppermost surface of the shroud, casket or container enclosing the human remains resting in the plot.
- 3.2. **CREMATED REMAINS:** Every interment of cremated remains into a plot in a City Cemetery shall be made as follows:
 - 3.2.1. **In-Ground Interment:**

Every interment of cremated remains shall be made at a depth where after, being filled and closed, there shall be not less than twelve (12) inches (30.5 cm) of soil between the finished surface of the plot and the uppermost surface of the cremated remains resting in the plot.

- 3.2.2. Niche Interment:
A niche shall be opened and closed according the design parameters and specifications established by and provided to the City by the columbarium supplier.
- 3.3. The secondary interment of cremated remains into a human remains plot shall only be permitted after the human remains interment(s) has (have) been made into the plot.
- 3.4. The number of permitted interments into any plot shall, without exception, be limited to the number set-out for interment rights in articles 1.5 and 1.6 of this Schedule.
- 3.5. After interment, the installation of a memorial on any plot in a City cemetery shall comply with the *Cemetery Management Bylaw* and *Cold Lake Policy No. 206-AD-19, Cemetery Management Policy* as is in force at the time of the memorial installation.

SECTION 4.0 CREMATION SCATTERING

- 4.1. The City may create designated areas or features within a City cemetery for purpose of accommodating the scattering of cremated remains.
- 4.2. The scattering of cremated remains in a City cemetery is strictly prohibited except for scattering in a designated area or feature of a City cemetery.
- 4.3. Areas or features designed, laid out and designated for the scattering of cremated remains shall be of sufficient size and design to permit for the discreet, dignified, comingled disposition of cremated remains.
- 4.4. Scattered cremated remains shall not be assigned a unique, individual plot descriptor or locator but shall, for the purposes of maintaining cemetery records, be recorded as having been scattered in a designated scattering area or feature of a City cemetery.
- 4.5. The scattering of cremated remains shall be made into a feature designed to contain comingled cremated remains or onto the surface of the ground in a designated scattering area of a City Cemetery.
- 4.6. Where, subject to the written permission of the City, cremated remains have been scattered onto the surface of the ground the City may, after the scattering, place a shallow layer of leaf or bark mulch over the scattered cremated remains to protect the cremated remains from disturbance.
- 4.7. The scattering of cremated remains shall always be performed by or under the supervision of a City employee or an authorized agent of the City and every scattering shall be made in a respectful and dignified manner.

SCHEDULE 'B'
MEMORIAL REGULATIONS

SECTION 1 MEMORIAL GENERAL RULES

- 1.1 The *City of Cold Lake Cemetery Management Bylaw, Cold Lake Policy No. 206-AD-19, Cemetery Management Policy* together with the rules and regulations that follow here shall apply to the installation of any form of memorial in a City cemetery.
- 1.2 Every memorial and the installation thereof in a City cemetery shall conform to the plan established for the plot and the section of the City cemetery in which the memorial is proposed to be installed.
- 1.3 Every memorial shall be constructed of granite, or bronze on a granite base or another material that is permanent and durable, approved by the City and that conforms to this Schedule.
- 1.4 No memorial, inscription, engraving, ornamentation or combination thereof that makes any reference to a pet or pets or is inconsistent with the dignity of adjacent plots, the cemetery or community standards, shall be placed on any memorial.
- 1.5 No memorial shall be installed on a plot until:
 - 1.4.1 an application for a permit to install a memorial has been approved by the City;
 - 1.4.2 an applicant for a memorial permit submits plans and specifications describing fully the memorial's proposed size, design, material, inscription and location have been submitted to the City, in a form prescribed by the City;
 - 1.4.3 all outstanding indebtedness as relates to the interment right, plot, interment, and memorial installation has been paid in full to the City;
 - 1.4.4 and upon satisfying all of the above, a memorial permit may be issued by the City to authorize installation of the memorial.
- 1.6 The type and design of a memorial and, the maximum width, depth and thickness of a memorial and, the form and style of a memorial inscription is conditional on the type of plot or plots on which it is being installed.
- 1.7 No memorial may be installed or placed on a plot prior to the interment of human remains or cremated remains into the plot.
- 1.8 No memorial shall have a photographic appliqué or emblem of any type that is attached solely by an adhesive. Any form of photograph or emblem must be an integral part of the memorial either cast in bronze or sand-blasted or laser-etched on granite.
- 1.9 Every memorial, at a City cemetery shall be installed, relocated or removed, subject to the direction of the City, by a memorial supplier or agent authorized by the City and at the owner's expense.

SECTION 2 MEMORIAL SPECIFICATIONS

- 2.1 Except for the thickness of a flat memorial installed flush with the ground, which shall be not less than three (3") inches (7.6 cm) thick, the memorial dimensions set out in this schedule may have a variance of not more than plus-or-minus one (1") inch (2.5 cm).
- 2.2 Every memorial foundation in a City cemetery shall be made of concrete of not less than one thousand five hundred forty two (1,542) kilograms P.S.I strength and not less than a 10.2 cm (4 inches), a standard, acceptable to the City and shall incorporate design elements to address local

weather extremes, grounds conditions and the potential effects of ground frost and freezing.

2.3 **Flat Markers:**

A memorial taking the form of a flat marker to be installed flush with the ground shall be

2.3.1 installed at the applicant's expense, on a concrete foundation and installation shall consist of:

2.3.1.1 excavation of the installation site;

2.3.1.2 placement and compaction of sufficient consolidated aggregate materials and/or concrete to ensure a stable and level, vertical and horizontal installation of the flat marker flush with the surface level of the plot.

2.3.2 a granite memorial that is smooth sawn on the bottom and its sides and the side surfaces shall be true and perpendicular with the memorial's top surface and the inscription and design shall be carving or engraving on the face of the memorial;

2.3.3 a bronze memorial anchored onto a granite base which shall be both wider and longer than the bronze marker and has a border of exactly two (2") inches (5 cm) of the base surface exposed on all sides and, the base top, bottom and sides shall be smooth sawn and, the side surfaces shall be true and perpendicular with the base's top surface and, the base shall be not less than three (3") inches (7.6 cm) thick;

2.3.4 a bronze memorial anchored onto a reinforced concrete base which shall have a border of not more than two (2") inches (5 cm) of concrete exposed on all sides and;

2.3.4.1 the concrete base shall consist of one (1) mat of No. 3 steel reinforcing bar placed in the center of the three (3") inch (7.6 cm) slab and protected from the edges with one and one-half (1.5") inches (3.8 cm) of concrete. This form of mat shall have not less than two (2) pieces of reinforcing bar running the width of the base and three shorter pieces running the length of base, or;

2.3.4.2 the concrete base may consist of not less than two (2) layers of No. 9 wire reinforcing mesh placed in the center of the slab and spaced 0.4" inches (1cm) to 0.8" inches (2 cm) apart from the other, and;

2.3.4.3 the concrete base for a bronze memorial shall be not less than three (3") inches (7.6 cm) thick;

2.3.5 a bronze memorial mounted on a granite or concrete base shall not exceed the maximum permitted size of memorial that may be permitted on a plot;

2.3.6 the scrolls, letters, figures or other design elements of a bronze memorial shall not be raised more than one-half (0.5") inch (1.2 cm) above the finished surface of the memorial.

2.4 **Upright Monuments:**

A memorial taking the form of an upright monument, of a maximum height of 1.02 meters (3 feet 4 inches), installed above the ground level of a plot shall be:

2.4.1 installed at the applicant's expense, on a concrete foundation and installation shall consist of:

2.4.1.1 excavation of the installation site ;

2.4.1.2 placement so that the top edge of the monument foundation shall be in alignment with all other foundations in that particular row and compaction of sufficient consolidated aggregate materials and installation of a reinforced

- concrete pad that:
- a) for a standard upright monument is not less than six (6") inches (15.24 cm) thick;
 - b) for a large upright monument is not less than eight (8") inches (20.3 cm) thick;
 - c) is not less than two (2") inches (5 cm) wider and longer than the base of the monument to be installed on the plot;
 - d) ensures the stable and level, vertical and horizontal installation of the upright monument above the surface level of the plot.
- 2.4.2 a monument base shall be made of granite and shall first be installed and secured to its foundation in a manner approved by the City and the bottom of the granite base shall be smooth sawn and unpolished so as to permit effective placement of the base on the foundation;
- 2.4.3 a monument base side surfaces shall be true and perpendicular with the base's top surface and may be smooth sawn or rock pitch and may be polished or unpolished, and;
- 2.4.4 a monument base shall be wider and longer than the monument tablet in order to provide a minimum border of two (2") inches (5 cm) to a maximum border of four (4") inches (10.1 cm) of the base surface exposed on all sides, and;
- 2.4.5 a monument tablet shall be constructed of granite and attachment of a monument tablet to its base shall be with dowel pins and / or an adhesive epoxy compound approved by the City and, in the instance where dowels are mandated by the City, the dowels shall be made of a non-corrosive material, be centered on the base, be not less than six (6") inches (15.2 cm) in length and evenly extended into both the tablet and the base, and installed in a 'dry' mode, and;
- 2.4.6 a monument tablet shall be not less than six (6") inches (15.2 cm) thick and may be no thicker than a dimension that leaves not less than a two (2") inch (5 cm) to a maximum of a four (4") inch (10.1 cm) border of the monument base surface exposed on all sides and shall not extend over the space where a plot may be opened to accommodate the interment of human remains;
- 2.4.7 a monument tablet inscription lettering, plaque or other form of adornment or decoration and design shall be carved or engraved on the face of the tablet only, or a bronze plaque securely anchored to the face of the tablet with non-corrosive fasteners and / or an adhesive epoxy approved by the City. Nothing shall be placed on the back or on any side of an upright monument base or monument tablet.
- 2.5 No inscription, lettering, plaque or other form of adornment or decoration shall be placed on the back or on any side of an upright monument base or monument tablet.
- 2.6 No upright monument shall be installed to extend over the space where a plot has been or may be opened to accommodate the interment of human remains.
- 2.7 An upright monument with a design feature that is an integral part of a monument tablet may be permitted so long as the monument and design feature conform to the size specifications set out in these specifications.
- 2.8 A monument in the form of a freestanding design shall not be permitted.
- 2.9 No monument shall have any uncovered vertical joint.

2.10 No form of candleholder, lantern or other form of fixture may be attached in any manner to a memorial or placed adjacent to where a memorial is installed.

2.11 Niches:

A memorial taking the form of a niche plate:

2.9.1 shall, subject to the plate size, have an inscription carved or engraved on the surface of the plate that consists solely of the given name(s) or initials, the surname, the year of birth and the year of death of the individual interred in the niche;

2.9.2 shall not have any other form of symbol, decoration or other form of adornment engraved, inscribed or attached to the surface of the plate;

2.9.3 every inscription shall be made in a font style, size and layout that is consistent with adjacent niches and with the overall design established by the City for the columbarium of which they are a part.

2.12 Green Burial Memorials:

A memorial inscription on a green burial communal memorial feature shall be of a design, font, size, format and layout that is consistent with similar or adjacent inscriptions and with the overall design established for a green burial area or a green burial communal memorial of which the inscription is a part, and:

2.10.1 No inscription shall be made on a green burial memorial until;

2.10.1.1 the inscription is approved by the City;

2.10.1.2 all outstanding indebtedness to the City relating to the right of interment for a plot, interment or scattering and the engraving of the inscription has been paid in full.

2.10.2 Every memorial inscription made on a green burial memorial shall be;

2.10.2.1 placed on the memorial designated for the plot or group of plots where a green burial was made;

2.10.2.2 recorded sequentially on the appropriate memorial as interments occur;

2.10.2.3 composed on one line, as space may permit, of an inscription limited to the given name(s) and/or initial(s) and the surname of a deceased and the year of birth and the year of death of a deceased.

2.10.2.4 engraved to a standard depth in a standard font established by the City for the memorial where the inscription is being made;

2.10.2.5 made by an authorized agent of the City.

2.10.3 The City shall have the right to determine when inscriptions are made on a green burial memorial and shall arrange to have new inscriptions made as they may accumulate at a minimum of two (2) times in each calendar year.

2.10.4 There is no obligation to have a memorial inscription made on a green burial memorial after a green burial or cremation scattering in a green burial area;

2.10.5 The City shall have the right to maintain, reposition, move, relocate or otherwise change a green burial memorial as deemed necessary and subject to compliance with cemetery legislation.

2.13 Temporary Memorials:

At the time of an interment the City may permit a temporary, non-permanent marker, of a design

and size approved by the City, to be placed on a plot and shall be limited to placement on the plot for a period not more than six (6) months from the date of interment. The City shall have the authority to remove and dispose of, without prior notice, a temporary, non-permanent marker remaining on a plot where more than six (6) months have expired from the date of interment.

SECTION 3 PLOT TYPES & PERMITTED MEMORIALS

Generally, the following specifications shall constitute the type and number of memorials permitted on different plot types that may be designed and laid-out in a City cemetery:

3.1 Infant / Child Plot:

This form of plot may have memorial markers installed flush with the ground which are limited to:

- 3.1.1 one (1) flat marker that is twelve (12") inches (30.4 cm) deep by twenty (20") inches (50.8 cm) wide by three (3") inches (7.6 cm) thick memorializing not more than one (1) infant/child, and;
- 3.1.2 not more than two (2) additional flat markers that are twelve (12") inches (30.4 cm) deep by twenty (20") inches (50.8 cm) wide by three (3") inches (7.6 cm) thick memorializing not more than two (2) persons each.

3.2 Flat Marker Plot:

This form of plot may have memorial markers installed flush with the ground which are limited to:

- 3.2.1 where the single-depth or double-depth interment of human remains is made, one (1) flat marker that is eighteen (18") inches (45.7 cm) deep by thirty (30") inches (76.2 cm) wide by three (3") inches (7.6 cm) thick and memorializing not more than two (2) person, and;
- 3.2.2 for the permitted secondary interment of cremated remains;
 - 3.2.2.1 two (2) additional flat markers that are twelve (12") inches (30.4 cm) deep by twenty (20") inches (50.8 cm) wide by three (3") inches (7.6 cm) thick and memorializing not more than two (2) persons each, or;
 - 3.2.2.2 not more than four (4) flat markers that are eight (8") inches (20.3 cm) deep by twelve (12") inches (30.4 cm) wide by three (3") inches (7.6 cm) thick and memorializing not more than one (1) person each.

3.3 Side-by-Side Flat Marker Plot:

This form of plot may have memorial markers installed flush with the ground which are limited to:

- 3.3.1 one (1) flat marker, installed over the center line of the adjoined plots, that is eighteen (18") inches (45.7 cm) deep by forty-eight (48") inches (121.9 cm) wide by three (3") inches (7.6 cm) thick and memorializing a maximum of four (4) persons, or;
- 3.3.2 two (2) flat markers, installed one (1) on each of the adjoined plots, that are eighteen (18") inches (45.7 cm) deep by thirty (30") inches (76.2 cm) wide by three (3") inches (7.6 cm) thick and memorializing not more than two (2) persons, and;
- 3.3.3 for the permitted secondary interment of cremated remains;

3.3.3.1 not more than four (4) flat markers installed not more than two (2) on each of the adjoining plots that are twelve (12") inches (30.4 cm) deep by twenty (20") inches (50.8 cm) wide by three (3") inches (7.6 cm) thick and memorializing not more than two (2) persons each, or;

3.3.3.2 not more than eight (8) flat markers, installed not more than four (4) on each of the adjoining plots, that are eight (8") inches (20.3 cm) deep by twelve (12") inches (30.4 cm) wide by three (3") inches (7.6 cm) thick memorializing not more than one (1) person each.

3.4 Upright Monument Plot:

This form of plot shall, as its primary form of memorial, have an upright monument and may also have additional memorial markers installed flush with the ground which are limited to:

3.4.1. one (1) upright monument with a base that is twelve (12") inches (30.4 cm) deep by thirty-six (36") inches (91.4 cm) wide by six (6") inches (15.2 cm) high AND a monument tablet that is thirty (30") inches (76.2 cm) wide by not more than thirty (30") inches (76.2 cm) high by eight (8") inches (20.3 cm) thick memorializing not more than two (2) persons, and;

3.4.2. for the permitted secondary interment of cremated remains;

3.4.2.1 two (2) additional flat markers that are twelve (12") inches (30.4 cm) deep by twenty (20") inches (50.8 cm) wide by three (3") inches (7.6 cm) thick and memorializing not more than two (2) persons each, or;

3.4.2.2 not more than four (4) flat markers that are eight (8") inches (20.3 cm) deep by twelve (12") inches (30.4 cm) wide by three (3") inches (7.6 cm) thick and memorializing not more than one (1) person each.

3.5 Side-by-Side Upright Monument Plot:

This form of plot shall, as its primary form of memorial, have one (1) large upright monument or two (2) standard upright monuments and may also have additional flat markers installed flush with the ground which are limited to:

3.5.1 one (1) large upright monument, installed over the center line of the adjoining plots, that has a base that is sixteen (16") inches (40.6 cm) deep by forty eight (48") inches (121.9 cm) wide by eight (8") inches (20.3cm) high AND a monument tablet that is thirty six (36") inches (86.3 cm) wide by not more than forty (40") inches (101.6 cm) high by twelve (12") inches (30.4 cm) thick memorializing a maximum of four (4) persons, or;

3.5.2 two (2) standard upright monuments, installed one (1) on each of the adjoining plots, that consist of a base that is twelve (12") inches (30.4 cm) deep by thirty six (36") inches (91.4 cm) wide by six (6") inches (15.2 cm) high AND a monument tablet that is thirty (30") inches (76.2 cm) wide by not more than thirty (30") inches (76.2 cm) high by eight (8") inches (20.3 cm) thick memorializing not more than two (2) persons each, and;

3.5.3 for the permitted secondary interment of cremated remains;

3.5.3.1 not more than four (4) flat markers installed not more than two (2) on each of the adjoining plots that are twelve (12") inches (30.4 cm) deep

by twenty (20") inches (50.8 cm) wide by three (3") inches (7.6 cm) thick and memorializing not more than two (2) persons each, or;

- 3.5.3.2 not more than eight (8) flat markers, installed not more than four (4) on each of the adjoining plots, that are eight (8") inches (20.3 cm) deep by twelve (12") inches (30.4 cm) wide by three (3") inches (7.6 cm) thick memorializing not more than one (1) person each.

3.6 Standard Cremation Plot:

This form of plot may have memorial markers installed flush with the ground which are limited to:

- 3.6.1 one (1) flat marker that is twelve (12") inches (30.4 cm) deep by twenty (20") inches (50.8 cm) wide by three (3") inches (7.6 cm) thick memorializing not more two (2) persons, or;
- 3.6.2 up to two (2) flat markers, installed flush with the ground, that are eight (8") inches (20.3 cm) deep by twelve (12") inches (30.4 cm) wide by three (3") inches (7.6 cm) thick memorializing not more than one (1) person.

3.7 Flat Marker (cremation only) Plot:

This form of plot may have memorial markers installed flush with the ground which are limited to:

- 3.7.1 three (3) flat markers that are twelve (12") inches (30.4 cm) deep by twenty (20") inches (50.8 cm) wide by three (3") inches (7.6 cm) thick and memorializing not more than two (2) persons each, or;
- 3.7.2 not more than four (4) flat markers that are eight (8") inches (20.3 cm) deep by twelve (12") inches (30.4 cm) wide by three (3") inches (7.6 cm) thick and memorializing not more than one (1) person each.

3.8 Columbarium Niche Plot:

This form of plot shall have as its primary form of memorial an inscription made on the face of the niche plate in a design, font style, size and layout that is consistent with this Schedule and with the overall design established by the City for the columbarium of which the niche is a part.

3.9 Green Burial Human Remains or Cremated Remains Plot:

This form of plot does not permit for the installation of any form of memorial on the interment plot. Memorialization for a green burial plot shall only be made at a communal memorial feature established by the City for a green burial area.

SECTION 4 POLICY & SCHEDULE APPLICATION

- 4.1 The memorial standards and specifications set out in the *Cold Lake Policy No. 206-AD-19, Cemetery Management Policy* and this Schedule shall be in effect after the date of adoption of this Policy and shall not retroactively apply to any memorial installed on or before the date of adoption of *Cold Lake Policy No. 206-AD-19, Cemetery Management Policy*.
- 4.2 For an interment right, plot or plot purchased, or interment made, prior to the date of the adoption of *City of Cold Lake Cemetery Management Bylaw, the Cold Lake Policy No. 206-AD-19, Cemetery Management Policy* and its accompanying Schedules the City, and subject to the written approval of the City, may at its sole discretion permit a limited exemption to this Schedule

where such an exemption shall be made solely for the purpose of matching a pre-existing memorial on a plot.

- 4.3 Notwithstanding any form of matching exemption under article 4.2 of this Schedule,
- 4.3.1 the installation of any form of grave cover or cap in any City cemetery is prohibited and, for any form of grave cover or cap that pre-exists no matching or replacement exemption shall be granted by the City.
- 4.3.2 The City shall have the authority, without prior notice, to remove and restore the surface of any grave in a City cemetery with soil and turf and to dispose of any grave cover, cap, curb, coping, fence, railing, adornment or flower vase that, in the judgement of the City is in an advanced state of disrepair, has created an uneven or unsafe ground condition, become a safety hazard to persons using, visiting or working in the Cemetery or that has otherwise deteriorated to an unsightly state that is inconsistent with the dignity of adjacent plots and the general aesthetic of the Cemetery.
- 4.4 Memorials and monuments are installed in the Cemetery at the owner's risk and the City assumes no responsibility for damage or loss due to vandalism, deterioration, theft, etc. It is the owner's responsibility to contact an Insurance Agent to discuss the possible coverage for loss.
- 4.5 The donation and dedication of a memorial planting, memorial bench or other form of custom memorial feature at a City cemetery may be permitted, at the expense of the applicant, subject to a request being made, the approval of the City and providing that;
- 4.5.1 an application for installation, in a form prescribed by the City, is made to the City giving the proposed specifications, design and materials of the proposed memorial, to be purchased by the applicant;
- 4.5.2 the application and site selection must be approved in writing by the City before any delivery or installation may proceed and must conform to the plan of the City cemetery as determined by the City;
- 4.5.3 a dedicated item or custom memorial shall only be installed, removed or modified in a City cemetery by a memorial dealer or an authorized agent of the City and under the supervision of the City at the expense of the applicant and subject to the terms and conditions, as may be applicable, set out in the Bylaw;
- 4.5.4 the placement of a dedicated item or custom memorial does not confer to a donor or applicant any privilege over or control of the land upon which the donated memorial may be situated.

SCHEDULE 'C'
GREEN BURIAL

1. The *City of Cold Lake Cemetery Management Bylaw, Cold Lake Policy No. 206-AD-19, Cemetery Management Policy* together with the rules and regulations that follow here shall apply to the provision of green burial rights of interment, green burial interment of human remains and cremated remains in a green burial area, memorialization, planting and visitation in a green burial area in a City cemetery.
2. Interment rights for a green burial plot may be purchased on an at-need or a reserve basis for the following type of green burial plot:
 - 2.1 a single-depth interment plot which can be used for the interment of the human remains of one (1) person and the secondary interment of the cremated remains of a not more than two (2) persons;
 - 2.2 a double-depth interment plot which can be used for the interment of the human remains of two (2) persons and the secondary interment of the cremated remains of a not more than two (2) persons;
 - 2.3 where no interment of human remains will be made into a green burial plot, the plot may be used for the interment of the cremated remains of not more than four (4) persons.
3. Green burial plot assignment shall only be made at the time a plot is required for an interment of human remains or cremated remains.
4. The City shall have the authority to control a green burial area and the assignment of plots to be used for interment where such assignment shall be subject to the plot use, planting and ecosystem management plan established by the City for the green burial area where a plot is located.
5. Human remains proposed for interment in a green burial plot shall:
 - 5.1 be in a natural state and shall not be embalmed;
 - 5.2 be clothed, wrapped or shrouded in natural and fully biodegradable fiber or material;
 - 5.3 be enclosed in a biodegradable shroud, casket or alternative container that is approved by the City for use in a green burial plot;
 - 5.4 be enclosed in a shroud, casket or alternative container with a rigid base that permits the dignified transport and safe handling of the human remains by all persons so charged.
6. For human remains green burial, a shroud, casket or alternative container shall:
 - 6.1 comply with any provision set out for caskets or containers set out in cemetery legislation;
 - 6.2 be approved for use in a green burial area of the cemetery by the City prior to a scheduled interment service;
 - 6.3 not have any interior upholstery, shroud, bag or other form of lining that is fabricated from a non- biodegradable material;
 - 6.4 be primarily constructed of fully biodegradable and environmentally sustainable materials;
 - 6.5 with the exception of minimally necessary structural hinges, nails and screws,

- not have any extraneous part, fixture or decoration attached that is made of plastic, metal, or other non-biodegradable material;
- 6.6 not have a high gloss or polish finish achieved through the application of a synthetic or environmentally hazardous, toxic or non-biodegradable chemical or agent;
- 6.7 not be constructed with the use of a synthetic or environmentally hazardous, toxic or non-biodegradable glue, epoxy or other form of bonding agent;
- 6.8 not have any non-biodegradable personal item, memento or article placed inside the space occupied by the human remains;
- 6.9 have, as a function of their design, a safe and secure means with which to facilitate the dignified transfer of the human remains enclosed to the interment site and lowered into the excavated plot.
- 7. Cremated human remains proposed for disposition in a green burial area shall be enclosed in an urn or container that;
 - 7.1 is approved for use by the City, prior to a scheduled interment service, in a green burial area;
 - 7.2 is made of a fully biodegradable material which may include recycled and unbleached paper or cardboard;
 - 7.3 shall not have any interior plastic, metal or other form of permanent or semi-permanent liner, container or bag.
- 8. Shrouds, caskets, urns or alternative containers that are constructed from fibre-board, particleboard, plywood, non-sustainable or exotic wood, hardwood, metal, bleached or non-recycled cardboard or other form of non-sustainable, non-biodegradable or artificial material are prohibited from interment in a green burial plot.
- 9. The legal representative of a deceased person to be interred in a green burial plot, or their funeral service provider or authorized agent shall ensure a shroud, casket, urn or alternative container proposed for interment in a green burial plot in a City cemetery is a City approved container.
- 10. The City shall have the right to approve, or refuse to accept, for burial any shroud, casket, urn or alternative container proposed for interment in a green burial plot.
- 11. No form of exterior grave liner is permitted in a green burial interment plot.
- 12. The interment of human remains in a green burial plot or section shall be considered non-recoverable from the date of interment. The City shall have no obligation, except where ordered by a Court of competent jurisdiction, to disinter or exhume human remains from a green burial plot or section.
- 13. The interment or scattering of cremated remains in a green burial area shall be considered irreversible and non-recoverable from the date of interment or scattering. The City shall have no obligation and shall not be required to recover cremated remains interred or scattered in a green burial area.
- 14. The City shall install communal memorials of a design of their choosing for the purpose of making approved memorial inscriptions to commemorate green burial interment and cremated remains scattering, and inscriptions made on communal memorials shall comply with *Cold Lake Policy No. 206-AD-19, Cemetery Management Policy*.

15. Floral tributes that accompany human remains or cremated human remains as part of an interment service shall be permitted to remain on a plot for a maximum of two (2) weeks. After two (2) weeks the City, or their authorized agent, shall have the right, without prior notice, to remove and dispose of the floral tributes on a green burial plot.
16. Except for floral tributes accompanying an interment service no other floral tributes, artificial flowers, potted plants, planting, memorial, vase, decoration or adornment of any form or type may be placed on a green burial plot. The City, or their authorized agent, shall have the right, without prior notice, to remove and dispose of any unauthorized flower, potted plant or planting on a green burial plot.
17. The City, or their authorized agent, shall have the right, without prior notice, to remove and dispose of any unauthorized memorial, memorial object, decoration, adornment or memento from a green burial plot or a green burial area.
18. To maintain a balance of planting species in green burial areas only the City, or their authorized agent, shall make plantings according to a pre-established planting plan for the area.
19. Only locally indigenous trees, bushes, shrubs, groundcover and wildflowers native to and typical of those found in the City's climate zone shall be planted in a green burial area.
20. Planting in a green burial area shall only be done as is seasonally appropriate for the type of planting to be made.
21. Depending on the location of a plot used, an interment rights holder or the legal representative of a deceased may be offered a choice of planting for a plot and may be offered the opportunity to participate in the planting process for their plot.
22. The City shall have the right to manage, maintain and alter the interment areas, memorials, roads and pathways, change or remove plantings, grade, alter in shape or size, or otherwise to change all or any part of a green burial area as they deem necessary and subject only to compliance with any applicable requirements of cemetery legislation.
23. The City shall establish and maintain pedestrian paths and visitation zones around green burial communal memorials to facilitate visitation.
24. To protect and maintain the health and integrity of green burial area plantings and eco-systems the City shall have the right to limit, restrict or prohibit the visitation of individual graves in any green burial area in a City cemetery.
25. The City shall have the right to limit, restrict or prohibit vehicle access to any green burial area in a City cemetery.



Submitted to the City of Cold Lake on September 29, 2016

City of Cold Lake Cemetery Services Master Plan

Submitted to:



Submitted by:





E . L e e s & A s s o c i a t e s C o n s u l t i n g L t d .

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EXECUTIVE SUMMARY

The City of Cold Lake is committed to providing quality cemetery services to the citizens of Cold Lake and as such commissioned LEES+Associates to deliver a comprehensive Cemetery Services Master Plan that provides a clear road map to guide the development and operation of the cemeteries, and meet the cemetery needs of the community into the future.

This Executive Summary highlights the key findings, recommendations and actions proposed to move the cemetery system towards long term, sustainable cemetery operations.

CONSULTATION KEY FINDINGS

Key findings that emerged from the City staff, stakeholder and community consultations, include:

- **Internal stakeholders** who attended the site visits and staff workshop noted the need for updating the Cemetery Bylaw, implementing standard operating procedures for grave opening and closing and maintenance, enhancing records management systems, increasing the range of services and interment options offered on a fee for service basis, improving signage and increasing the overall profile of the cemeteries within the community.
- **External stakeholders** who attended the workshop expressed a desire for new service offerings such as columbaria, green burial, scattering and a new Field of Honour. A need for improved maintenance, access, and enhanced snow removal were also noted.
- **Members of the public** who attended the Open House are strongly supportive of the concept designs presented, and support the City offering new interment and memorialization options, especially columbaria, a memorial wall, green burial and a cenotaph. Upgrading the cemetery driveways and access, improving overall aesthetics, and introducing walking paths, benches and rest areas were noted as priorities for improvement.

OPPORTUNITIES + CONSTRAINTS KEY FINDINGS

- **Lakeview Cemetery** (2.0 acres) is located in Cold Lake North. The cemetery is 74% sold within around 50 traditional in-ground plots remaining. The cemetery has an attractive park-like character. Opportunities for improvement include improving access and circulation for visitors and operations, increasing the range of cremation interment options to include columbaria and scattering, creating a formalized storage area, marking and celebrating the existing Veterans area, adding benches and seating, and enhancing signage and wayfinding.
- **Grand Centre Memorial Park** (1.9 acres) is located in Cold Lake South. The cemetery is 30% developed. The cemetery is on a sloping site creating attractive view towards the west. Opportunities for improvement include improving access and circulation for visitors and operations, increasing the range of interment and memorialization options to include columbaria, scattering, and other cremated remains interment options, creating specialized interment areas, enhancing buffers and fencing, creating a formalized storage area, adding benches and seating, adding trees and other character defining elements, and improving signage and wayfinding from Hwy 28.



DEMOGRAPHICS, MARKET + CULTURAL TRENDS ANALYSIS

Key findings that emerged from analysis of the City of Cold Lake's cemetery market include:

- The City population has been growing at an average rate of 2.6% per year for 5 years;
- The City's future population growth will increase to an average 3.0% per year over the next 25 years;
- The City population is on average, younger than the rest of the Municipal District of Bonnyville and the rest of the Province;
- The City has averaged a lower death rate (4.4 deaths per 1,000 people) than the rest of the Province (5.6 deaths per 1,000 people) over the past 5 years;
- The City has a lower cremation rate (68.1% in 2015) than the Province (70.3% in 2015). The cremation rate is increasing across the Province of Alberta;
- Casket market capture was below average compared to the standard market capture rate of casket burials in Cold Lake cemeteries from 2011 to 2015;
- Cremated remains market capture was below average compared to the standard market capture rate for cremated remains in Cold Lake cemeteries from 2011 to 2015;
- In the next 25 years, the City's death rate will increase to 5.3 per 1,000, due to the passing of the large Baby Boom Generation;
- In the next 25 years, the City will experience approximately 2,850 deaths, and
- In the next 25 years, 500 residents (18%) from the City of Cold Lake will choose casket burial and 2,350 residents (82%) from the City of Cold Lake will choose cremation.

DEMAND/NEEDS ANALYSIS + FUNCTIONAL PLAN

Key findings that emerged from the land needs assessment are that Cold Lake Cemeteries:

- Will experience 540 interments – 160 caskets (30%) and 380 cremated remains (70%) interments in the next 25 years;
- Will sell all existing burial plots within 5 years, assuming demand is met by all inventory as it remains available from both Lakeview Cemetery and Grand Centre Memorial Park;
- Have enough plots available to bury residents for another 20 to 26 years, and
- Will need to develop slightly less than **1 acre** of land over the next 25 years to meet sales and interment demand after the existing inventory is used, depending on the City's in-fill strategy, new service offerings and its density plan for future development.
- 1.4 acres of land is available for development at Grand Centre Memorial Park therefore the City does not need to acquire new land to meet 25 years of forecast demand. However, additional land will be required to meet a longer horizon of community interment needs.

It is recommended that the City of Cold Lake:

- Consider the development of in-fill areas at Lakeview Cemetery;
- Prioritize development of smaller, 2 ft. by 2 ft. cremation lots to the current interment offer;
- Add and install new cremation options such as columbaria niches, scattering gardens and family vessels into the City's cemetery inventory. This will decrease the high demand and pressure on the use of land for the in-ground burial of cremated remains;



- Develop a green burial section to respond to community interest in this type of interment, and to further diversify the current offerings at Cold Lake Cemeteries;
- Develop 1 acre of land at Grand Centre Memorial Park within 5 years to accommodate new plot sales. This will meet the City's cemetery needs for the next 25 years;
- Designate 2 acres of land adjacent to Grand Centre Memorial Park as future cemetery lands to be developed as needed within 15 to 20 years, when City capital funds permit.
- Begin to track and report the number and type of multiple interments in each lot sold at each cemetery site, to better evaluate the sites' interment density. This includes recording the number of caskets and urns within each in-ground burial lot at each cemetery site, and how many double depth interments take place each year, and
- Plan to revisit the cemetery land needs assessment five years after the recommendations in this study are implemented in order to effectively respond to updates in land use and interment trends that emerge from new services offered (such as green burial) as well as enhanced operations and community engagement.

OPERATIONAL REVIEW + BUSINESS MODEL FOR CEMETERY SERVICES

It is recommended that the City of Cold Lake:

- Change the pricing structure to include "Resident" and "Non-Resident" fees. Create a Non-Resident Boundary Map for the fees that aligns with the planning boundaries used by the Province of Alberta;
- Define "Resident" in the Cemetery By-law as anyone who has lived within or has owned property within the City of Cold Lake limits, for a minimum of 5 years;
- Inform the community that the cemetery rates structure will change and fees increased in 2017. Provide residents with a means to provide feedback about the proposed changes;
- Increase prices annually, at a minimum, by the rate of inflation (approximately 2%), as annually defined by the Bank of Canada, Consumer Price Index;
- Raise Cold Lake cemeteries prices in 2017 to better align rates with those offered within the Alberta cemetery market. Specific price recommendations are in Chapter 7.
- Evaluate the feasibility of providing interments through City staff or by the City directly contracting interment services;
- Discuss potential alliances with industry partners to provide new memorial and grave-side service options. The City should acknowledge partners in future marketing efforts;
- List prices for interments in the fee schedule, including rates for burying adults, children and infant caskets, urns, niche opening and closing, scatterings, etc. Consider adding distinct rates for weekends, holidays and double depth burial;
- Offer new cemetery products and services, including smaller cremation graves, green burial, columbaria niches, scattering areas, family vessels, new memorialization options and accessories, and grave-side set-up. Proposed rates for new offerings are in Chapter 7;
- Update and expand upon the Definitions section in the cemetery bylaw;
- Add clarification around legalities of Ownership in the cemetery bylaw;
- Move all monument type and size requirements to Schedule "B" in the cemetery bylaw;



- Add rules and conditions in the bylaw for new forms of interment that are not currently offered at the cemeteries (e.g. scattering, columbaria, family vessels and green burial);
- Incorporate clarifying details about ornamentation emphasizing the importance of safety in the bylaw. Create a handout for families with key policies regarding planting;
- Provide clarity on enforcement of the bylaw;
- Adopt new definitions for veterans of the Armed Forces and Protection Services and policy for the new Field of Honour in the cemetery bylaw;
- Revise the bylaw to clarify who is responsible for grave cover and headstone maintenance, and the circumstances under which cracked or broken grave covers should be removed.
- Adopt specialized cemetery software that enhances record-keeping and performance measurement (e.g. Stone Orchard Software) and links records to electronic maps of graves. Implement the iCemetery App for use by field work staff, contractors and the public;
- Begin the process of reconciling the inventory, interment and customer records at Lakeview Cemetery to enable more efficient land management and customer service;
- Create an organizational chart which outlines a reporting structure as well as roles, responsibilities for all those involved in the cemeteries;
- Develop standard operating procedures for grave marking, opening/closing, maintenance, etc.;
- Formalize the procurement of a contractor to perform opening and closing, with clear reporting structure to the City and review and renewal of the contract every 5 years;
- Establish the role of a Cemetery Manager, responsible for administration and maintenance;
- Hold quarterly meetings per year with all City staff who are involved in the cemeteries;
- Hold one meeting per year with the City staff and external cemetery stakeholders;
- Send at least one member of City staff to a cemetery conference or training every year, building cemetery knowledge within the staff team;
- Replace tracked backhoe with wheeled equipment. Require use of 4' x 8' plywood boards to reduce turf impacts;
- Plan to increase care and maintenance at both City cemetery sites (e.g. the City could plow snow on site to provide some pedestrian access through winter);
- Identify a budget, staff resources and vision for a City cemeteries' marketing strategy. This should include developing a plan for "start-up" initiatives such organizing social media accounts, community events and cemetery walking tours;
- Adopt the proposed alternate business model in Chapter 7 to guide future planning. This model includes price increases and creation of a perpetual care fund;
- Add new revenue accounts to enhance performance measurement and the ability to track sales by customer segment (resident/non-resident), product/service type (casket plots, cremation plots, niches, permits, etc) and time of sale (at-need/pre-need);
- Add new expense accounts to enhance the City's ability to track costs by function; these could include creating new accounts and account groupings for administration costs, maintenance costs, contractor costs (for interments), etc;



- Draft policies for posting cemetery-related sales and expenses to ensure consistent and accurate reporting. This includes posting an appropriate % portion of maintenance and labor expenses from the Parks budget to cemetery expense accounts;
- Meet with the representatives of the churches receiving a City transfer of funds to support their cemeteries. Gather information and evaluate whether the annual transfer should continue. If it is decided that it should, then draft an updated agreement that outlines the terms, conditions, accountability and responsibilities of all parties involved;
- Create a Perpetual Care Fund by consulting with an investment specialist. Contribute 30% of annual plot sales and 10% of columbaria niche sales to the PCF annually. The City will need to decide on the appropriate measures to increase the PCF balance;
- Transfer future profits to a new Development Fund. This will fund future inventory, land acquisitions and improvements to cemetery site infrastructure;
- Monitor changes in revenue, expenses, profit/loss and community response, to ensure the proposed marketing plan and financial strategies evolve as expected and that the impact of these changes on the cemetery-community relationship is measured, and
- In 5 to 10 years, revisit the market capture, and financial projections for the cemeteries.

CONCEPT DESIGNS + SITE IMPROVEMENT RECOMMENDATIONS

- Concept designs are proposed for Grand Centre Memorial Park and Lakeview Cemetery, outlining access and circulation improvements as well as recommendations for new interment, amenity and landscape areas.
- The proposed concept designs will provide approximately 30 years of additional burial capacity.

DEVELOPMENT + PHASED IMPLEMENTATION PLAN

- The total estimated costs for the proposed improvements are:
 - Grand Centre Memorial Park – Phase 1: \$810,631 and Phase 2: \$510,315
 - Lakeview Cemetery – Phase 1: \$551,401 and Phase 2: \$301,990

CONCLUSION

The purpose of this comprehensive Cemetery Services Master Plan is to review the cemetery needs of the City, outline recommendations to enhance the cemetery properties and operations over the coming years, and serve as a guide for future development.

This plan will assist the City of Cold Lake in preparing to effectively meet the future interment and service needs of the community for the foreseeable future and charting a path forward that will move this important social service towards long term sustainability in its future operations.



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Sophie Ke, Intermediate Secretary of Corporate Services

COMMUNITY STAKEHOLDERS

CAF St. Mark's Protestant Chapel
Cold Lake Community Church
Cold Lake Mosque
Cold Lake Seniors' Society
Community Baptist Church
Family and Community Support Services
Lakeland Lutheran Church
Momento Funeral Chapel
Points West Living Residents Association
Royal Canadian Legion Br. 211
RCAF Association
United Church

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1 INTRODUCTION

1.1 OVERVIEW

The City of Cold Lake is committed to providing quality cemetery services to the citizens of Cold Lake and as such commissioned LEES+Associates to deliver a comprehensive Cemetery Services Master Plan to provide a clear road map to guide the development and operation of the cemetery system, and meet the needs of the community into the future.

This Cemetery Services Master Plan provides the City with a vision and strategy for the long term sustainability of its cemetery operations. The plan considers how best to provide attractive interment options to the City's growing population and how cemeteries can be recognized as valuable community spaces. The end result is a concise set of recommendations for improvements to the physical, operational and business components of the cemetery system.



Report chapters can be summarized as follows:

1. Introduction

- An overview of the City of Cold Lake cemetery master plan project;

2. Methodology

- A summary of the analysis and planning methodologies used in this plan;

3. Demographics, Market + Cultural Trends Analysis

- An analysis of the Cold Lake cemetery market, demographics, disposition trends, interment practices, and future demand;

4. Consultations

- A summary of the key findings from the cemetery immersion workshop, and City staff, stakeholder and community consultations for this project;

5. Opportunities + Constraints

- A summary of the key opportunities and constraints for the two cemetery sites analyzed through this project;

6. Demand-Needs Analysis + Functional Plan

- A comparison of the forecasted cemetery demand to the remaining land supply at Cold Lake cemeteries. A spatial-needs analysis in this section summarizes current site capacity and provides time estimates for the cemeteries' remaining developed and undeveloped land;

7. Operational Review + Business Model

- An analysis and key recommendations concerning City cemetery offerings, operations, bylaws, policies, procedures, financial performance, and the establishment of a sustainable Perpetual Care Fund;

8. Concept Design Options + Site Improvements

- a. Concept design options for each cemetery site, and a summary of recommended aesthetic and functional improvements;

9. Development + Phased Implementation Plans

- a. A phasing plan that outlines a prioritized list of development initiatives, and order of magnitude cost estimates to provide a roadmap for capital planning and future improvements at each cemetery site;

10. Conclusion

- a. This chapter concludes the City of Cold Lake cemetery master plan, and

11. Appendices

- a. Supplementary and supporting details for the City of Cold Lake Cemetery Services Master Plan key findings and recommendations.



2 METHODOLOGY

2.1 DATA ASSEMBLY

LEES+Associates gathered background information from City Staff concerning historic cemetery operations. This information was analyzed in conjunction with external cemetery market research and a review of demographic, disposition and interment activity in the City of Cold Lake. Data sources reviewed in the process of generating this report include, but are not limited to:

- Alberta Vital Statistics and Alberta Municipal Affairs data;
- Statistics Canada, (National Census 2006 + 2011 and Household Survey 2011);
- Cold Lake Municipal Census (2006 to 2015);
- Cemetery Bylaw # 431-AD-12 and Land Use Bylaw 382-LU-10;
- Cemetery Maps and Aerial Photos;
- Municipal Development Plan 2007 – 2037;
- Open Space and Linkages Plan 2013, and



- Additional cemetery records, financial reports and correspondence provided by City of Cold Lake staff.

2.2 STAFF, STAKEHOLDER + COMMUNITY CONSULTATION

LEES+Associates engaged internal and external cemetery stakeholders in the process of information gathering and analysis through a cemetery immersion workshop with City Staff, and a workshop with external stakeholders including private sector and community representatives to achieve a holistic perspective of the City's cemetery operations, as well as land, cultural and social needs. Feedback from the staff and stakeholder workshops is summarized in **Appendix A**.

2.3 ANALYSIS TOOLS + METHODOLOGY

This analysis examines the expected demand, land need, inventory (developed interment space for sale), and remaining land capacity at the City's cemeteries. Death data for the City of Cold Lake segmented by disposition type (cremation versus casket) was obtained from Alberta Vital Statistics. The majority of those served by Cold Lake cemeteries are residents of the City of Cold Lake, therefore in this report, it is assumed the primary market catchment area for Cold Lake cemeteries is defined by the boundaries of the City of Cold Lake.

Future demand for cemetery services was extrapolated from historic death and disposition trends, and a determination of cemetery use patterns, known as "market capture." Cemetery market capture was calculated by comparing annual interments (provided by City Staff) to the number of deaths reported by Alberta Vital Statistics. For these analyses, market capture rates were assumed to remain consistent over the next 25 years. If changes to cemetery operations (such as increased sales, marketing, maintenance and community engagement initiatives) are implemented, then it is possible that market capture rates would increase.

The primary tool for this analysis is LEES+Associates' Cemetery Business Case Analysis Tool (CBCAT). The CBCAT is municipal cemetery planning tool specifically developed for tracking and analyzing market trends in Canada. The CBCAT incorporates baseline historic market data and cemetery sales activity data within a pro-forma template used for long term land needs and financial forecasting.

Business model analyses and financial projections in this report build upon the Demographic, Market and Cultural Trends Analysis, as market changes are expected to be key sales and cost drivers. Alternative scenarios are presented based on a detailed sensitivity analysis of key variables to determine how the City could achieve more sustainable cemetery operations.



City of Cold Lake Cemetery Services Master Plan - FINAL Report



Figure 1: Cold Lake Cemeteries Aerial Photographs (Left - Lakeview Cemetery, Right - Grand Centre Memorial Park),
Source: City of Cold Lake.



3 DEMOGRAPHICS, MARKET + CULTURAL TRENDS ANALYSIS

This chapter identifies the regional context, age distribution, population profile, death, cremation and burial trends that affect cemetery land capacity and service options for Cold Lake cemeteries.

3.1 REGIONAL CONTEXT

Originally three communities, the City of Cold Lake was formed by merging the Town of Grand Centre, the Town of Cold Lake, and Medley (Canadian Forces Base 4 Wing). Grand Centre is locally known as Cold Lake South. The original Cold Lake is known as Cold Lake North. The City of Cold Lake was incorporated in the year 2000.

The City of Cold Lake is situated in the Municipal District of Bonnyville, 300 km (190 mi) northeast of Edmonton, near the Alberta-Saskatchewan provincial border. The area surrounding the City is sparsely populated, and consists mostly of farmland. The Cold Lake Air Weapons Range, located to the north of the City, is the country's premier air weapons training base.



The City maintains and operates two cemeteries to serve residents of the area; Grand Centre Memorial Park and Lakeview Cemetery. Both cemeteries offer traditional in-ground burial or in-ground cremation.

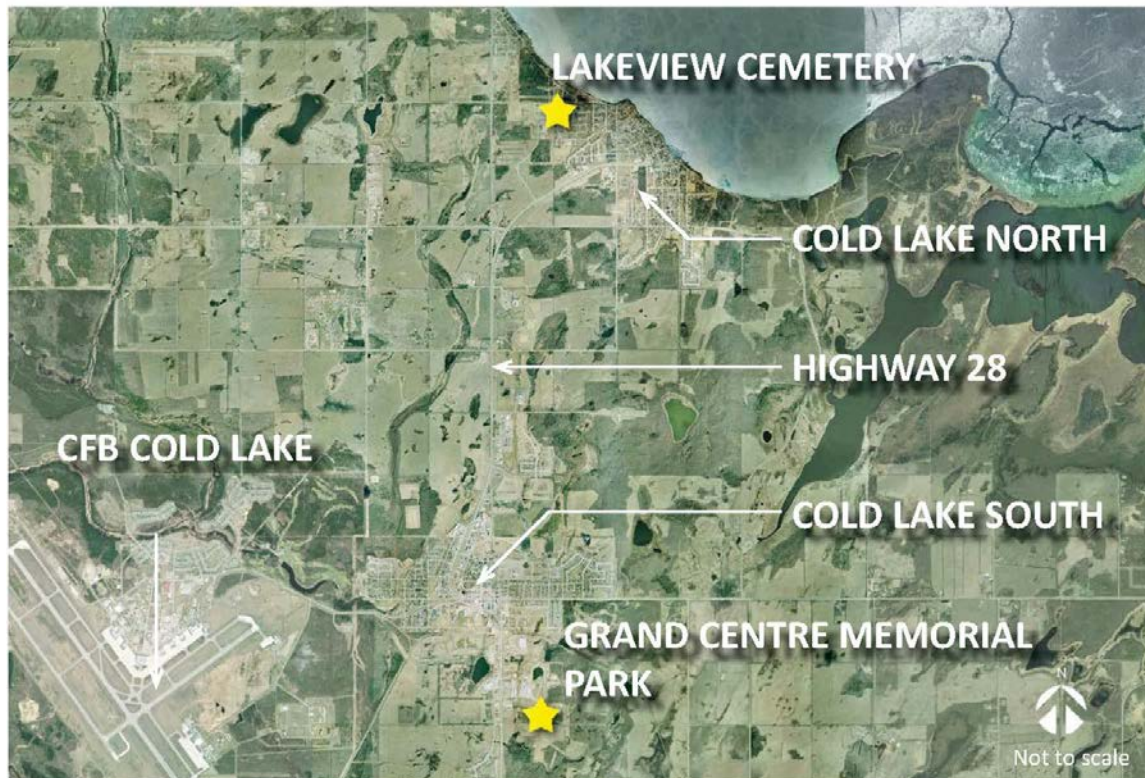


Figure 2. Cemetery location map, Source: LEES+Associates.

Lakeview Cemetery is located at 2205 1st Ave, Cold Lake, Alberta. Lakeview Cemetery was established in 1930 by the United Church. The City of Cold Lake officially took over the ownership, management and maintenance of the cemetery in January 2001. The land for the existing Lakeview Cemetery is 8,087 sq. meters (2.0 acres). The historic Northern half of this cemetery with 613 plots is 100% sold. The Southern section of the cemetery featuring 20 concrete runners with 200 plots, is 74% sold, which equates to approximately 50 traditional in-ground burial plots remaining. There is a small Field of Honour for veterans in the Northern half of the cemetery; no plots remain available within this section.

Grand Centre Memorial Park (also known by the community as “Cold Lake South”) is located at 4608 38th Ave, Cold Lake, Alberta. Grand Centre Memorial Park was established in 1992. The site is 7,810 sq. meters (1.9 acres). The cemetery has five concrete runners installed on the Eastern side with 180 plots which occupy approximately 30% of the site. The rest of the land is undeveloped.



Most graves, unless otherwise marked, are 4 feet wide and 10 feet 6 inches long with a 2-foot cement ribbon along the top side.

Ensuring that the cemeteries remain relevant to the community they serve means accommodating the needs of the significant proportion of the Cold Lake population that are shorter term or transient residents due to their association with the Canadian Forces Base and the oil and gas industry. In addition, the City of Cold Lake has a significant First Nations population from the Cold Lake First Nations Band, and the Cold Lake 149 Reserve, although it is understood from stakeholder consultations that most members of these communities are laid to rest on reserve. The City of Cold Lake has a growing Muslim population with approximately 30 Muslim families living in Cold Lake at this time (Ajaz Quaraishi, personnel communication, June 29, 2016). According to stakeholder consultations, most members of the Cold Lake Muslim community are buried in Edmonton.

There are 10 other cemeteries located within the cemetery market area of Cold Lake operated by private and religious groups that are likely to serve community residents. These cemeteries are identified on the regional map shown in Figure 4 and include the following sites:



Figure 3: Alberta Municipal District Map 2013,
Source: Wikimedia Commons.

Duclos Memorial United Church Cemetery (G)

- Lies 16 miles [25.7 km] to the Southwest (SW) of Cold Lake North, in Alberta;
- Owned by the United Church of Canada, run by volunteers;
- <http://www.findagrave.com/cgi-bin/fg.cgi?page=cr&CRid=2237012&CScn=Duclos+&>

Golden Ridge Roman Catholic Cemetery (F)

- Lies 44 miles [70.8 km] to the East Southeast (ESE) of Cold Lake, in Saskatchewan.
- Also known as: Saint Mary Roman Catholic Cemetery, and
- <http://www.findagrave.com/cgi-bin/fg.cgi?page=cr&CRid=2237877>



Holy Family Cemetery (H)

- Lies 27 miles [43.5 km] to the West Southwest (WSW) of Cold Lake, in Alberta, a
- Owned by the Holy Family Church, Catholic Diocese, and
- <http://www.findagrave.com/cgi-bin/fg.cgi?page=cr&CRid=2417442&CScn=Holy+Family+Cemetery+&CScntry=10&>

North Pine Mennonite Cemetery (C)

- Lies 17 miles [27.4 km] to the East (E) of Cold Lake, in Saskatchewan;
- Owned by the Emmanuel Mennonite Church, and
- <http://www.findagrave.com/cgi-bin/fg.cgi?page=cr&CRid=2574136&CScn=North+Pine+Mennonite&>

Our Lady of the Assumption Roman Catholic Cemetery (D)

- Lies 4 miles [6.4 km] to the South Southwest (SSW);
- <http://www.stdominicparish.ca/>

Rife and District Cemetery (J)

- Lies 38 miles [61.2 km] to the West Southwest (WSW) of Cold Lake;
- <http://www.findagrave.com/cgi-bin/fg.cgi?page=cr&CRid=2547881&CScn=Rife&CScntry=10&>
- <http://www.cwgc.org/find-a-cemetery/cemetery/2090844/Rife%20and%20District%20Anglican%20Cemetery>

Sacred Heart Russian Greek Catholic Cemetery (I)

- Lies 27 miles [43.5 km] to the West Southwest (WSW) of Cold Lake, in Alberta;

Saint Dominic Roman Catholic Cemetery (B)

- Lies less than 2 miles to the South Southeast (SSE), in the vicinity of Cold Lake, in Alberta;
- <http://geneofun.on.ca/cems/ab/ABBON1411>, and
- <http://www.findagrave.com/cgi-bin/fg.cgi?page=cr&CRid=2344866&CScn=Saint+Dominic+Roman+Catholic+Cemetery&>

Sideview Cemetery (E)

- Lies 48 miles [77.2 km] to the West (W) of Cold Lake. Owned by the Sideview Cemetery Company,
- Owned by Sideview Cemetery Company, and
- <http://www.findagrave.com/cgi-bin/fg.cgi?page=cr&CRid=2260857&CScn=Sideview+Cemetery+&>

St-John the Evangelist Anglican Church Cemetery (K)

- 4,810 50th Ave, Cold Lake, and
- Owned by Anglican Diocese of Edmonton.

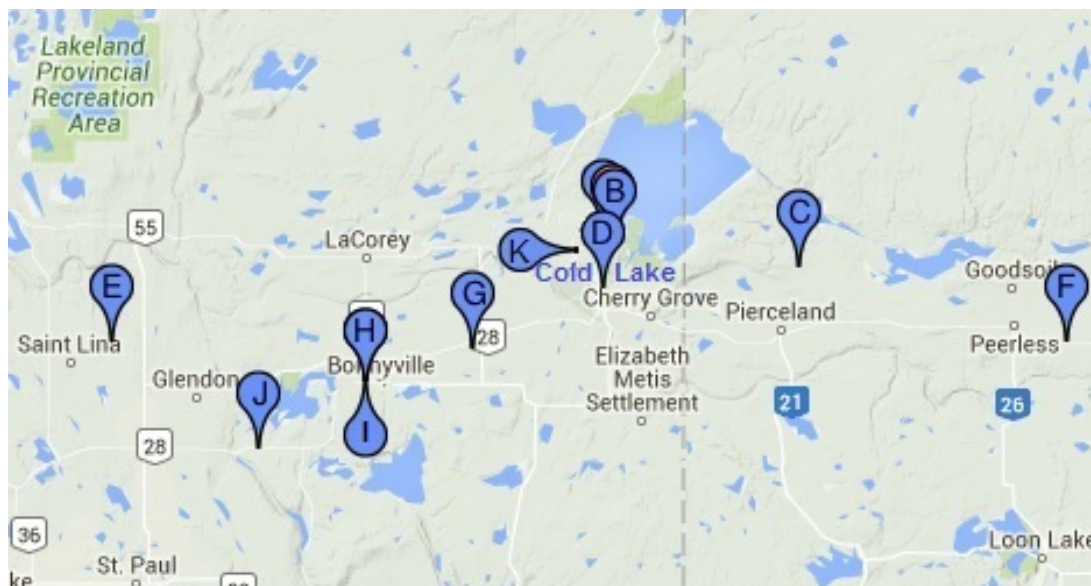


Figure 4: Cemetery Sites in the Cold Lake Region, Source: Roadside Thoughts.com.

3.2 DEMOGRAPHIC PROFILES

In summary, demographic research shows that:

- The City of Cold Lake has a younger than average population – the median age in the City is 30.5; in the Municipal District of Bonnyville it is 37.1 and across the Province of Alberta it is 36.5;
- A full 29% of the City's population is not affiliated with any particular religion;
- The most prevalent religion in the City is Catholicism at 35%;
- "Other religions" groups in the City include those who are Muslim, Sikh, Buddhist and those who follow traditional Aboriginal spirituality;
- 77% of City residents are Caucasians of European descent. A high proportion of these are from a heritage originating in the British Isles, France, Germany and Ukraine, and
- The City's largest minority group is Aboriginals composing 12% of the total population.

Over the past five years, the City has been growing at an average rate of 2.6% per year, slightly faster than the rest of the Province at 2.4%. The military and oil sectors are currently driving growth in the community, with military personnel increasingly choosing to stay in Cold Lake and living out their lives in the community.

Over the past five years, the City's death rate has averaged 4.4 deaths per 1,000 population, which is lower than the Provincial average of 5.6 deaths per 1,000 population.

The following graph shows the distribution of religions in the City of Cold Lake as of the 2011 National Household Survey.

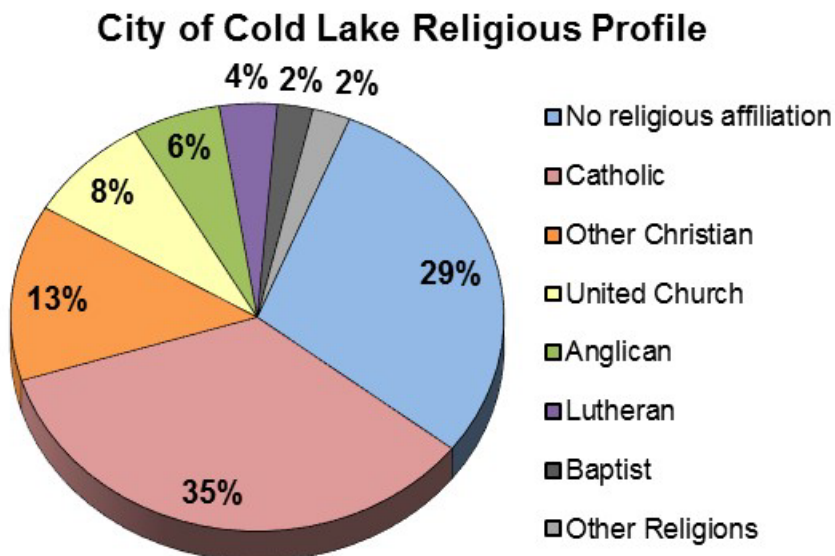


Figure 5: City of Cold Lake Religious Profile, Source: National Household Survey 2011.

Additional demographic details can be found in “**Appendix B – Demographic Profiles.**”

3.3 DISPOSITIONS + INTERMENTS PROFILE

Disposition is the way in which human remains are transformed after the event of death, in preparation for any formal viewing or visitation, ritual, rite, service or ceremony. Disposition in this analysis means the casket burial or cremation of a cemetery customer.

Canadian disposition trends indicate that cremation is becoming the preferred option nationwide. The average cremation rate in Canada rose from **56% in 2006** to **67% in 2014**, and is expected to continue to rise in most provinces (including Alberta).

The average cremation rate in Alberta was **60% in 2006** and increased to **69% in 2014**.

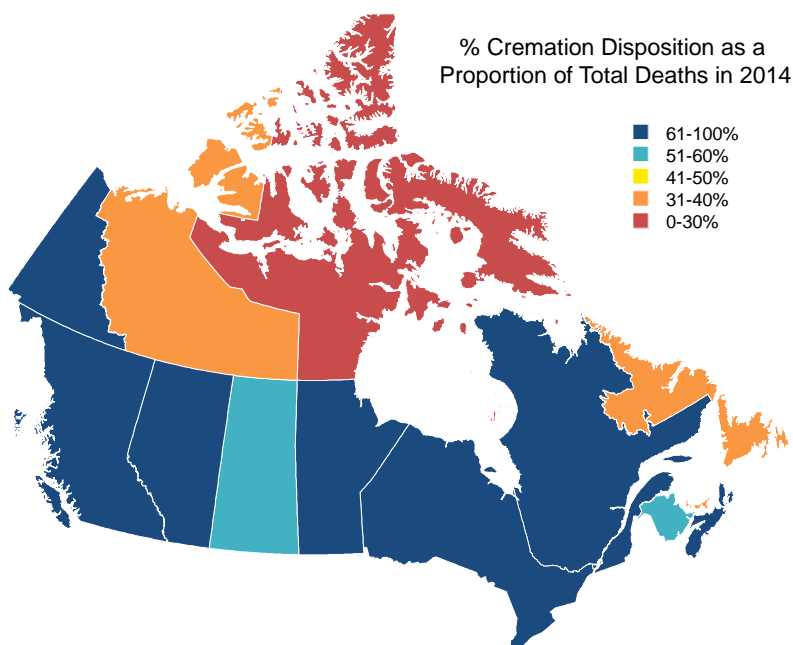


Figure 6: Canadian Rates of Cremation, Source: Cremation Association of North America.



In comparison, the annual average cremation rate in the City of Cold Lake was **44%** in 2006 and **61%** in 2014, lower than the Provincial and National averages.

The Cremation Association of North America predicts Alberta cremation rates will rise to **75% by 2019**. If the City's cremation rate increases at the same pace as the Province, it will be **71% by 2019**.

From 2011 to 2015, the City of Cold Lake experienced:

- 334 deaths, of which:
 - 121 residents chose casket burial;
 - 210 residents chose cremation;
 - 3 residents chose to donate their bodies to the Department of Anatomy, and
 - 68 residents were interred in City Cemeteries.
- 20% of all interments during this period were at City Cemeteries;
- 35 of all interments were for casket burial (51%), and
- 33 of all interments were for the burial of cremated remains (49%).

Further disposition and interment information and graphs are available in “**Appendix C – Cemetery Market Dispositions and Market Capture Details.**”

3.4 HISTORIC COMMUNITY USE

The extent to which residents in an area choose to be buried in City cemeteries is known as the market capture. Municipal and religious Canadian cemeteries generally experience the following standard market capture rates under conditions of low to medium competition intensity:

- **80 - 90%** of all casket interments, and
- **10 - 20%** of all cremated remains interments.

These rates are based on our firm's experience, market research and results of monitoring Canadian cemeteries over the last 18 years. From 2011 to 2015, Cold Lake City cemeteries experienced:

- **30%** market capture of all traditional casket burials in City of Cold Lake;
- **16%** market capture of all cremations in the City of Cold Lake, and
- **20%** total market capture of all deaths in the City of Cold Lake.

Historically, most of the deaths in the local First Nations community lead to burials in caskets on reserve. In addition, City staff and local stakeholders report that they are not aware of any active military members from the local military base buried in Cold Lake cemeteries.



Market capture is affected by historic family choice of cemetery, customer satisfaction, marketing, price, distribution, competition, and range of available interment options. Cremated remains usually have a lower capture rate because they can be kept or interred in many different places, or structures, or spread on non-sanctioned ground. Those that opt for in-ground burial usually have no choice but to use a cemetery.

It is important to keep in mind that market capture rates are highly variable depending on the number of private, religious and not-for-profit cemeteries within the same or overlapping service areas.

“Appendix C – Cemetery Market and Market Capture Details” provides additional information on the City’s historic cemetery market capture trends in detailed graphs.

3.5 FUTURE COMMUNITY USE

The following graph summarizes the future cemetery market demand that can be expected for City cemetery services over the next 25 years.

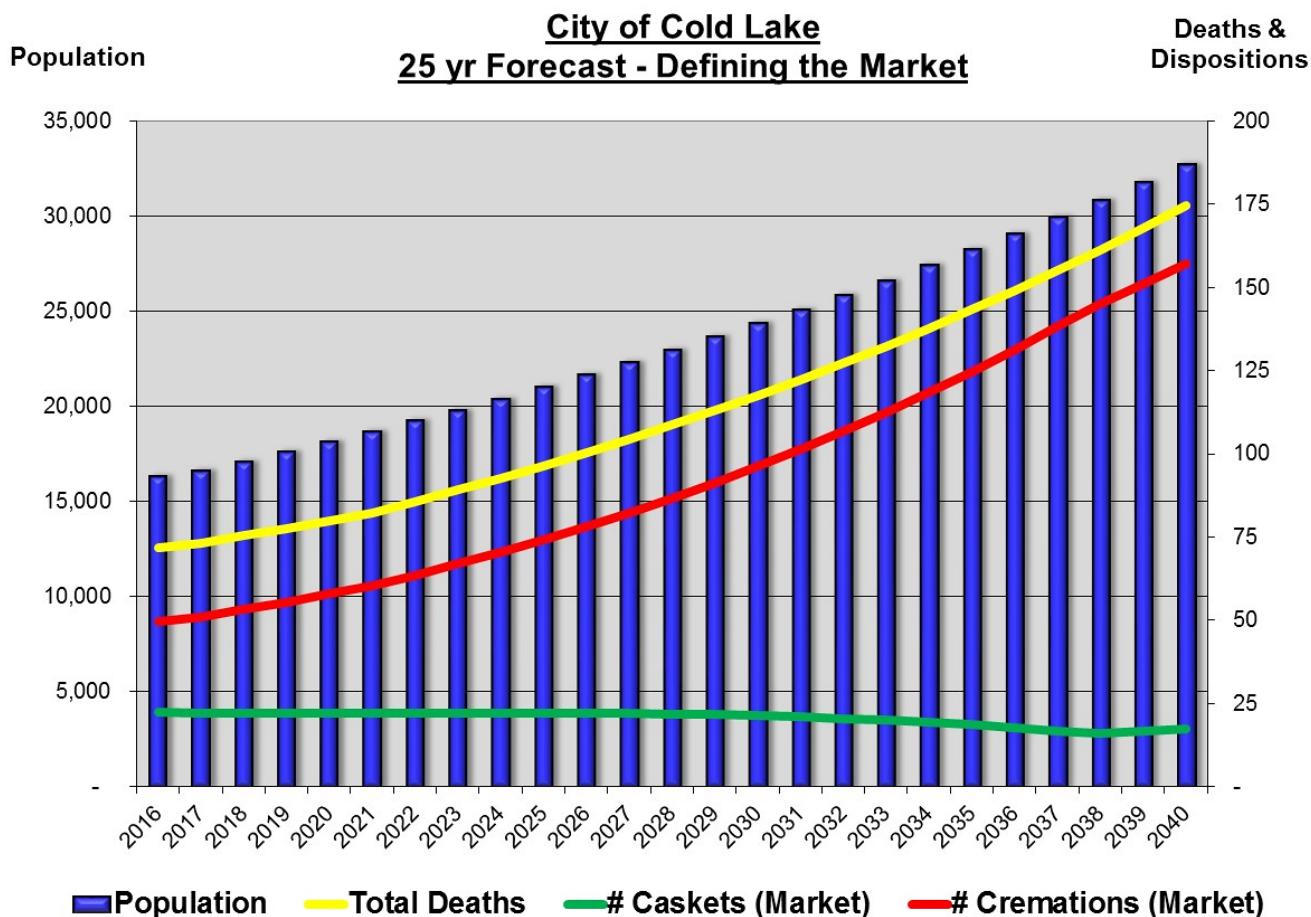


Figure 7: 25 Year Cemetery Market Forecast for the City of Cold Lake, Source: LEES+Associates.



According to the City of Cold Lake's Municipal Development Plan 2007 – 2037, the City is expecting its future growth to increase to an average of 3.0% per year over the next 25 years.

The City's annual rate of death is also expected to increase over the next 25 years due to the anticipated passing of the large "Baby Boom" generation. Demographically, the largest single cohort in Canada is the "Baby Boom" generation: people born between **1952 and 1965**¹.

As this generational cohort reaches its life expectancy, an increase in the demand for cemetery services is expected. According to Statistics Canada, the aging of the population should cause cemetery and funeral related purchasing to accelerate from 2022 to 2032.

The oldest Baby Boom generation members will reach the age of 65 in 2017. The average life expectancy for this cohort is about 80 years. In 2032, the oldest of this group will reach the age of 80. An increase in demand for death-related goods and services is expected prior to this time, around 2022 or sooner. The number of deaths is then expected to decrease again towards 2045, when the youngest of this generation turns 80.

Overall, the average number of deaths in the City of Cold Lake is expected to rise in the upcoming 25-year period from 72 per year in 2016 to 174 per year in 2040.

Assuming current operating practices continue as they are and past trends continue, the City of Cold Lake can expect approximately 2,850 deaths, but only 540 interments at City cemeteries over the next 25 years.

The remaining resident deaths are expected to be accommodated by cemeteries in neighbouring communities, or the many different locations and structures where an urn with cremated remains may be kept or spread on non-sanctioned interment grounds.

¹ "Canada's Baby Boom Is Nothing like the One in the US," Robert L. Brown, Past President of the Canadian Institute of Actuaries, expert advisor EvidenceNetwork.ca,
http://www.huffingtonpost.ca/robert-l-brown/canada-baby-boom_b_6478760.html



The following graph identifies where City of Cold Lake resident deaths are expected to be accommodated over the next 25 years.

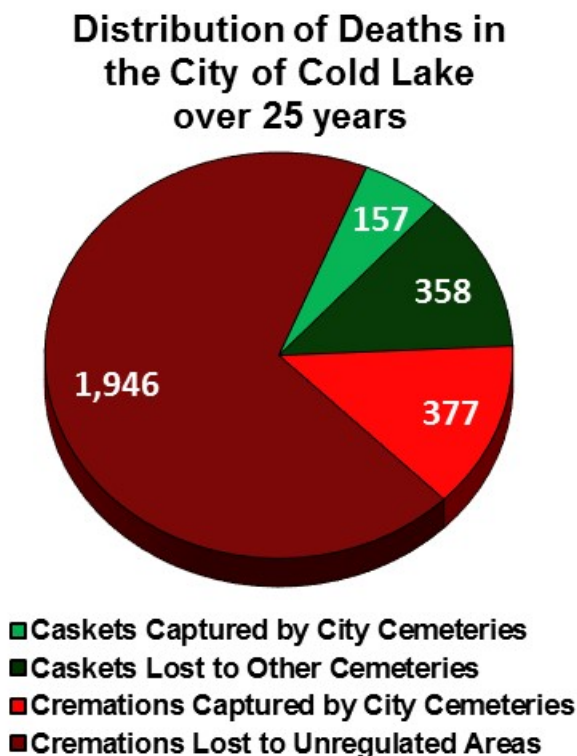


Figure 8: Distribution of Deaths in the City of Cold Lake over the next 25 years, Source: LEES+Associates.

3.6 KEY FINDINGS: DEMOGRAPHIC, MARKET + CULTURAL TRENDS ANALYSIS

Key findings that emerged from this analysis of the City of Cold Lake's cemetery market include:

- The City population has been growing at an average rate of 2.6% per year for 5 years;
- The City's future population growth rate will increase to an average of 3.0% per year over the next 25 years;
- The City population is on average, younger than the rest of the Municipal District of Bonnyville and the rest of the Province;
- The City has averaged a lower death rate (4.4 deaths per 1,000 people) than the rest of the Province (5.6 deaths per 1,000 people) over the past 5 years;



- The City has a lower cremation rate (68% in 2015) than the Province (70% in 2015). The cremation rate is increasing across the Province of Alberta;
- Casket market capture was below average compared to the standard market capture rate of casket burials in City of Cold Lake cemeteries from 2011 to 2015;
- Cremated remains market capture was below average compared to the standard market capture rate of cremated remains in City of Cold Lake cemeteries from 2011 to 2015;
- In the next 25 years, the City of Cold Lake's death rate will increase to 5.3 per 1,000, due to the passing of the large Baby Boom generation;
- In the next 25 years, the City of Cold Lake will experience approximately 2,850 deaths, and
- In the next 25 years, 500 residents (18%) of the City of Cold Lake will choose casket burial and 2,350 residents (82%) from the City of Cold Lake will choose cremation.



4 CONSULTATIONS

This chapter provides a summary of the key findings from the City staff, stakeholder and community consultations for this project.

4.1 THE CONSULTATION PROCESS

In order to bring forward core issues and identify key opportunities and constraints related to the cemetery system, consultations were held with City staff, external stakeholder representatives and the public, including:

1. **Site Visits with Cemetery Staff:** site visits were conducted on April 28 and 29, 2016 at each cemetery site with City of Cold Lake staff who are involved in the administration and maintenance of the cemeteries in order to become oriented and document significant site features, opportunities and constraints.
2. **Internal Cemetery Immersion Workshop:** a workshop was held with City staff on April 29, 2016 including a presentation of cemetery trends and issues in cemeteries internationally, nationally, and locally in Alberta. The workshop included discussion about key staff needs as well as the cemeteries and cemetery services offered.



3. **External Stakeholder Cemetery Immersion Workshop:** a workshop was held with external stakeholders on April 28, 2016 including representatives from local funeral homes, the Legion, CFB Cold Lake, residents' associations, seniors' associations and local faith communities in order to gather stakeholder feedback about the cemeteries.
4. **External Stakeholder Interviews:** follow-up emails and telephone interviews were conducted with external stakeholder representatives who indicated an interest in the project but were not able to attend the workshop.
5. **Public Open House:** a Public Open House was held on June 29, 2016 from 3 - 8pm at the Cold Lake Energy Centre. Conceptual design options and supporting information was displayed, in order to seek feedback and engage the community on the range and type of improvements they would like to see at the cemeteries. Approximately 30 people attended.
6. **Online Questionnaire:** a hard copy feedback form was available at the Open House, and was posted online on the City website for three weeks. Copies of the Open House display boards were also made available online. There were approximately 21 downloads of the Open House boards, and seven people completed the online questionnaire.

4.2 CONSULTATION SUMMARY HIGHLIGHTS

The following is a summary of key findings and issues that were brought forward during the consultation workshops with internal and external stakeholders as well as the Public Open House:

Internal City Staff noted that:

- **The Cemetery Bylaw** requires clarification and updating notably around responsibility for maintenance for grave covers and monuments, enforcement and regulations regarding ornamentation.
- The City requires **standard procedures** for grave layout and marking, grave opening and closing, headstone releveling and addressing sinking graves.
- There is a need for **improved record keeping, maintenance and clarity around roles and responsibilities** for those involved in maintaining, using and administering the cemeteries.
- There is an interest in **increasing the range of services and interment options** offered on a fee for service basis.
- **Wayfinding and educational signage** at the sites could be improved.
- There is interest in **increasing the profile** of the cemeteries, and building community.



External Stakeholders noted that:

- **New service offerings** are desired including columbaria, a green burial area, a designated scattering area, and a new Field of Honour for retired veterans.
- **Poor maintenance** is an issue, particularly at Grand Centre where the dirt road is often muddy and there is a need for enhanced snow removal to improve winter access.
- **Access improvements** should be considered including relocation of the main gate at Lakeview.

Members of the Public noted that:

- They strongly support the **proposed concept designs** presented at the Open House. 100% of questionnaire respondents indicated that they either “support” or “strongly support” the proposed upgrades to the cemeteries.
- Upgrading **cemetery driveways and access**, and **enhancing the overall aesthetics** are the top priorities for improvement.
- Of the new interment and memorialization options proposed, the strongest support is for the **addition of columbaria** (67%), and **memorialization without interment** (100%). Approximately 40% of respondents indicated they would consider **green burial** if it were made available.
- **Walking paths, benches and rest areas, trees and horticultural features** and **improved winter access** are the priorities for improved amenities.
- Other requests for improvements include a **cenotaph**.

Please see “**Appendix A – Staff + Stakeholder Consultations**” for a full summary of staff and stakeholder feedback, and “**Appendix L – Public Open House Summary**” for a full report of community feedback.



5 OPPORTUNITIES + CONSTRAINTS

This chapter provides a summary of the key opportunities and constraints for the two cemetery sites analyzed through this project.

On April 28 and 29, 2016, LEES+Associates and members of the City's Project Team visited Lakeview Cemetery and Grand Centre Memorial Park. From this site analysis a series of opportunities and constraints for the development and enhancement of the cemeteries were determined. Those key elements summarized in this section. Site Analysis Plans accompanying this chapter are located in **"Appendix I – Site Analysis Plans."**



5.1 LAKEVIEW CEMETERY – OPPORTUNITIES AND CONSTRAINTS

- The cemetery entry sign needs renewing and relocation closer to the 22nd Street entry, which is used as the primary entry to the site;
- The pedestrian gate in the northwest corner does not connect to any internal pathways;
- Large mature trees throughout the cemetery create an attractive, park-like character at the site;
- Perimeter trees create a strong boundary, and have been pruned to optimize views in and out of the cemetery;
- The cemetery has a Veterans area but it is full and not well marked;
- The existing internal roadway is not well defined and can be muddy in wet conditions;
- The primary access point on 22nd Street is not aligned with internal roadways;
- There is a lack of seating in the cemetery;
- The materials spoil and supply of concrete vaults should be moved to a less prominent location, and
- Buffering to adjacent residential properties to the south and west could be enhanced.

5.2 GRAND CENTRE MEMORIAL PARK – OPPORTUNITIES AND CONSTRAINTS

- The site's sloping topography creates attractive views towards the west;
- An allee of mature trees gives strong definition to the southern edge of the property;
- The interior of the cemetery lacks trees and other character defining elements;
- The existing dirt road can be muddy in wet conditions;
- The existing chain-link fence and entry gates are unsightly and need replacing;
- The materials spoil should be relocated to a less prominent location;
- The site sometimes serves as an informal park and picnic area for locals in the area, as there are few greenspaces in this part of the City;
- There is a lack of seating in the cemetery;
- The entry lacks signage and a formalized parking area;
- There is a need for directional signage to the cemetery from Highway 28, and
- The access road to the cemetery from Highway 28 is rough and can be difficult to navigate in wet conditions.



6 DEMAND-NEEDS ANALYSIS + FUNCTIONAL PLAN

This chapter compares the forecasted cemetery demand to the remaining land supply at Cold Lake cemeteries and provides a functional plan to guide the City in meeting expected future demand over the next 25 years. The spatial-needs analysis in this chapter summarizes current site capacity and provides estimates of the years of remaining capacity within the cemeteries' remaining undeveloped and developed land.

The analysis in this chapter assumes that community use, market capture rates and historic sales trends will not change and that the City will continue to provide its existing cemetery products and services, with no changes to the current offerings. Increasing the attractiveness of the cemetery sites through greater diversity of products and services, marketing and community engagement and customer service enhancement would likely increase the rate of future land use at Cold Lake cemeteries. It will be important for the City to monitor and address changes in land use patterns in future updates to the City of Cold Lake's cemetery plan, as new community trends are established.



6.1 FUTURE CEMETERY DEMAND

The following graph summarizes the future cemetery activity that can be expected for City cemeteries over the next 25 years.

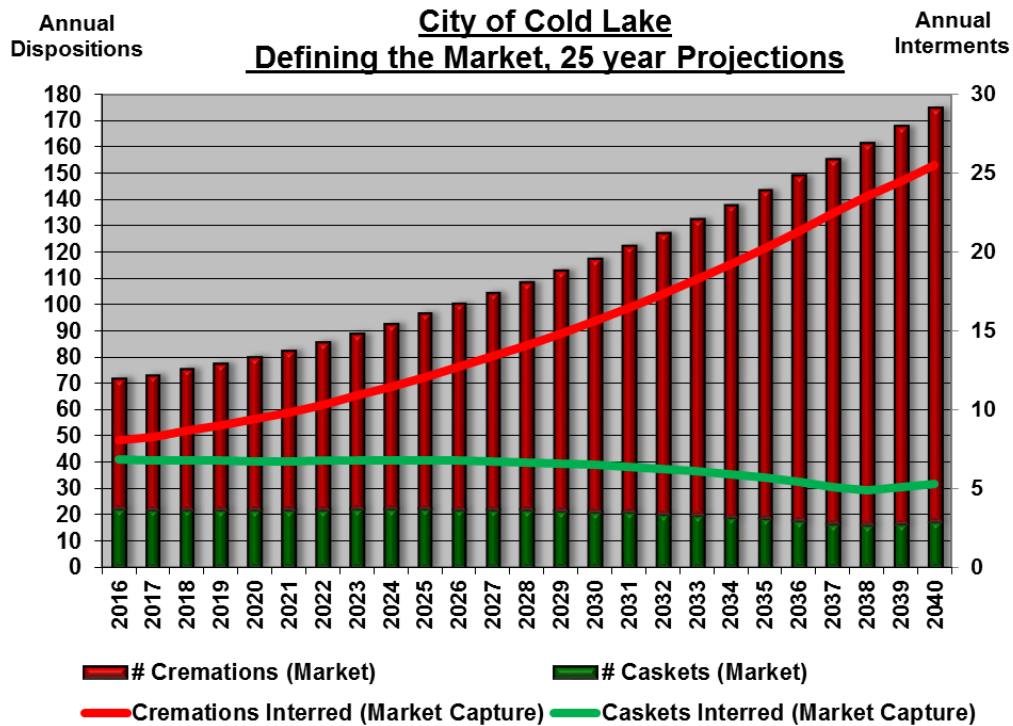


Figure 9: 25 Year Capture Forecast of the City of Cold Lake Cemetery Market, Source: LEES+Associates.

Assuming operating practices and trends continue as they are, the City can expect to receive 540 interments – 160 casket (30%) and 380 cremated remains (70%) interments over the next 25 years.

6.2 EXISTING INVENTORY

All graves in Cold Lake cemeteries are currently 4 ft. x 10.5 ft. with a 2' concrete ribbon. These graves are used for interring both caskets and cremated remains. The City does not offer smaller size graves for infants, children or cremated remains.



The following graph summarizes the distribution of existing developed inventory at Cold Lake Cemeteries.

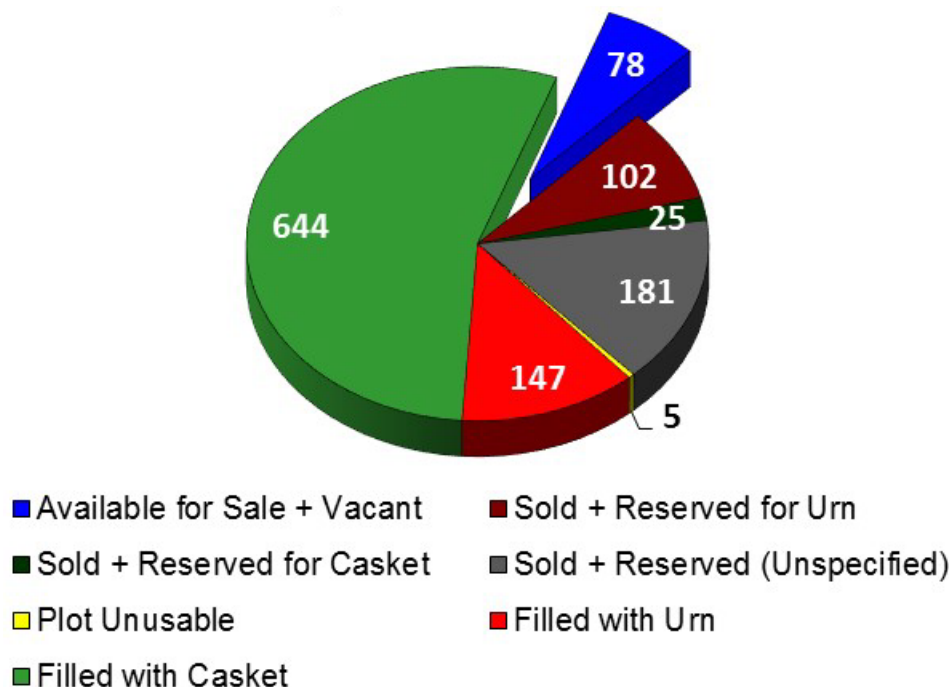


Figure 10: Distribution of Inventory of Existing Inventory at Cold Lake Cemeteries, as of March 15, 2016, Source: City of Cold Lake Inventory Records.

Inventory details by cemetery site can be found in “**Appendix D – Cemetery Inventory Details.**”

After all plots are sold, cemeteries continue to have interments in reserved lots, purchased prior to the time of death. Burials will continue in reserved lots for years after all inventory is sold.

A cemetery site’s total capacity is greater than its inventory, as one lot or niche can contain more than one set of interments. For instance, the City permits multiple interments in a single grave.

When a grave is used for the multiple interment of urns, it may be subdivided into 6 sections, approximately 2 ft. x 3 ft. Graves can also accommodate a combination of a casket and urns. In this case, the area is subdivided into 4 sections, approximately 2 ft. x 4.5 ft. Multiple interments have not been common at City of Cold Lake cemeteries in the past 5 years, with only 5 urns being added to previously purchased plots.

In this assessment, “**Minimum Use**” demand is the remaining time estimate based on the assumption of **one sale and one interment per plot.**

“**Likely Use**” demand is the remaining time estimate based on the expected, long term, average interment capacity for each type of inventory during a cemetery’s entire life cycle. For this analysis, the “Likely Use” of a plot assumes that 50% of families will eventually opt for a double depth, or second burial, within a previously purchased plot over the active life of the cemetery, creating a likely average site capacity of **1.5 interments per burial plot.** Usually this second burial is anticipated to be the interment of an urn with cremated remains.



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The City and local Funeral Home do not explicitly advertise the option of double depth and multiple interments to the community. While the City's Cemetery Bylaw does technically permit double depth burial of caskets, plots at Cold Lake Cemeteries have not typically accommodated multiple casket interments. Historically, the second interment in a burial plot has always been cremated remains.

The table below compares the existing inventory at Cold Lake cemeteries to the expected future demand, and provides estimates for the time remaining before inventory is exhausted.

Cold Lake Cemeteries Developed Inventory	Current Supply (plots)	Likely Use – Average Capacity (inters)	25 Years Demand	Minimum Use, New Plots Needed	Likely Use, New Plots Needed	Minimum Use, Time Horizon	Likely Use, Time Horizon
Plots for Sale	78	118	495	417	377	5 years	5 years
Plots for Interment	386	579	540	154	0	20 years	26 years

Table 1: Estimated Remaining Capacity based on Projected Demand at the Status Quo Market Capture Rate.

Source: Cold Lake Inventory Records + LEES+Associates' Cemetery Market Review.

“**Plots for Interment**” includes both lots that are currently available for sale, as well as lots that have been pre-purchased but are expected to be filled in the future.

6.3 FUTURE LAND NEED

The following table identifies the land area that needs to be developed in order to continue selling lots and carrying out interments after existing developed capacity is used. This scenario assumes that 0.002 acres of land is needed for each new casket-sized burial plot. This will accommodate the average interment space of 4 ft. x 10.5 ft. and surrounding buffer space for monuments, paths and other cemetery infrastructure. In the place of a casket-sized plot, four 2 ft. x 2 ft. cremated remains lots can be placed. Therefore, each new cremation lot would use 0.0005 acres of land.

Inventory	Minimum Use, New Plots Needed	Likely Use, New Plots Needed	Added Land Need under Minimum Use	Added Land Need under Likely Use
Plots for Sale	417	377	0.83 acres	0.75 acres
Plots for Interments	154	0	0.31 acres	0.00 acres

Table 2: Estimated Land Need for 25 years of Sales and Interments at the Status Quo Market Capture Rate,

Source: Cold Lake Inventory Records + LEES+Associates' Cemetery Market Review.

The land need identified in the Table above summarizes the amount of land that needs to be developed to meet the City of Cold Lake's community demand for the next 25 years, or up to 2040.



6.4 OPPORTUNITIES TO EXPAND CAPACITY

BEST PRACTICES FOR EXPANSION

This plan forecasts up to 25 years of cemetery land need for the City of Cold Lake. Typically, it takes Canadian cemetery operators an average of 5 to 7 years to design, obtain government approvals, and develop a cemetery property.

Due to the long initial start-up time, and the multi-generational, perpetual nature of cemeteries, it is the industry best practice for Canadian municipalities to use a longer time horizon of 100 to 150 years for future cemetery capacity planning.

The City currently owns lands to the north of Grand Centre Memorial Park. To effectively meet industry best practice, the City should designate 2 acres of these lands, directly north of Grand Centre, as future cemetery land.



Figure 11. Potential future expansion lands (2 acres) at Grand Centre Memorial Park.



INFILL + UNDEVELOPED CAPACITY

In addition to the developed inventory at Cold Lake cemeteries, the City has undeveloped land and infill capacity at its existing cemetery sites that can be used to create more capacity.

Traditionally, a design measure of approximately 500 casket-sized burial lots per acre of land, is used to develop cemetery sites in Canada. Industry design standards also typically assume that the area of one casket burial lot can also accommodate four 2 ft. x 2 ft. cremation lots.

Lakeview Cemetery's northern half is 100% sold. Lakeview Cemetery's southern half is 74% sold. This site has maximized its development of casket interment inventory, however a cremation garden with columbaria, scattering, and family vessels could be added to the site. In addition, approximately **200 additional in-ground cremation burial lots** could be infilled along the site's existing roads in the future.

Grand Centre Memorial Park is currently 30% developed. Approximately 1.4 acres of land is currently available for development at this site. This could create **675 additional burial plots** to Cold Lake cemeteries, providing approximately **30 years** of additional sales capacity and **35 years** of additional interment capacity to the community.

Therefore, added to the existing inventory, with the full development of Grand Centre Memorial Park, the City could have upwards of 35 years of plot sales and 61 years of interment capacity.

NEW INTERMENT OPTIONS

New service options, such as smaller dedicated cremations plots (2 ft. x 2 ft.), columbaria, family vessels, and scattering areas would increase the horizon of in-ground cemetery inventory, as some of the projected in-ground land use for burial would be converted to these new above-ground interment options, which have a much smaller land use "foot-print."

Smaller burial plots for cremated remains, columbaria niches and scattering gardens are popular, commonly offered cremated remains interment options at Canadian municipal cemeteries. Typically, approximately 25% of all cremated remains interred at Canadian municipal cemeteries are interred in columbaria. Family vessels are a new above-ground interment option at Canadian municipal cemeteries. These are large, secure containers designed to hold several smaller urns that contain the remains of members of one family, or serve as an ossuary for community interment, or comingled cremated remains.



Figure 12. Example of columbaria,
Source: LEES+Associates.



The City of Cold Lake is also considering the addition of “Green Burial” services to Cold Lake cemeteries. Green burial is a new service and revenue stream for most Canadian cemeteries and there is little market trend data currently available to reasonably project the degree of conversion for Cold Lake cemeteries from existing services to green burial. Conversion to green burial often correlates with the degree of marketing investment in community engagement and educating the community about green burial. There is variation in the acceptance of green burial between different geographic areas and communities with different demographic profiles and sustainability culture.

Green burial service providers have observed that the majority of conversion (approximately 80%) to traditional green burial seems to come from families who would have otherwise chosen cremation. Therefore, the City’s projected land use would be expected to increase marginally. However, service providers have also noted a particular interest in the scattering of cremated remains within green burial areas. This would decrease the demand for in-ground burial, consequently decreasing the City’s land use.

At this time, green burial is not very well known in Canadian communities and established green burial service providers still have a relatively low annual capture rate from the market compared with other cemetery services. However, green burial service providers have seen numbers increasing and are confident that these numbers will grow over time, as awareness increases. Additional information is provided in “**Appendix F – New Interment Options.**”



Figure 13: Green Burial Funeral Service, Source: LEES+Associates.

6.5 KEY FINDINGS: DEMAND-NEEDS ANALYSIS + FUNCTIONAL PLAN

Key findings that emerged from this land needs assessment are that Cold Lake cemeteries:

- Will experience 540 interments – 160 caskets (30%) and 380 cremated remains (70%) interments in the next 25 years;
- Will sell all existing burial plots within 5 years, assuming demand is met by all inventory as it remains available from both Lakeview Cemetery and Grand Centre Memorial Park;
- Have enough plots available to bury residents for another 20 to 26 years, and



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- Will need to develop slightly less than **1 acre** of land over the next 25 years to meet sales and interment demand after the existing inventory is used, depending on the City's in-fill strategy, new service offerings and its density plan for future development.
- With 1.4 acres of land available for development at Grand Centre Memorial Park the City does not need to acquire new land to meet 25 years of forecast demand. However, additional land will be required to meet a substantially longer, multi-generational horizon of community interment needs.



Figure 14: Lakeview Cemetery, Source: LEES+Associates.



6.6 RECOMMENDATIONS: DEMAND-NEEDS ANALYSIS + FUNCTIONAL PLAN

It is recommended that the City of Cold Lake:

- Consider the development of cremation in-fill areas at Lakeview Cemetery;
- Prioritize the development of smaller, 2 ft. by 2 ft. cremation lots as an addition to the current interment offer;
- Add and install new cremation interment options including columbaria niches, scattering gardens and family vessels into the City's inventory. This will decrease the high demand and pressure on the use of land for the in-ground burial of cremated remains;
- Develop a green burial section to respond to community interest in this type of interment, and to further diversify the current offerings at Cold Lake cemeteries;
- Develop 1 acre of the undeveloped land at Grand Centre Memorial Park within 5 years to accommodate new plot sales. This will meet the City's cemetery needs for the next 25 years;
- Designate 2 acres of land adjacent to Grand Centre Memorial Park as future cemetery lands to be developed as needed within 15 to 20 years, when City capital funds permit.
- Begin to track and report the number and type of multiple interments in each lot sold at each cemetery site, to better evaluate the sites' interment density. This includes recording the number of caskets and urns within each in-ground burial lot at each cemetery site, and how many double depth interments take place each year, and
- Plan to revisit the cemetery land needs assessment in five years after the recommendations in this study are implemented in order to effectively respond to updates in land use and interment trends that emerge from new services offered (such as green burial) as well as enhanced operations and community engagement.



Figure 15: Grand Centre Memorial Park, Source: LEES+Associates.

LEES+Associates



7 OPERATIONAL REVIEW + BUSINESS MODEL

This chapter provides an analysis and key recommendations concerning City cemetery fees, diversity of offerings, operations, bylaws, policies, procedures, financial performance, and the establishment of a sustainable Perpetual Care Fund.

7.1 REGIONAL CEMETERY MARKET PRICING

RESIDENT AND NON-RESIDENT POLICIES

The current practice of many Canadian municipalities is to charge different rates for cemetery plots to residents and non-residents.

To provide clarity about the criteria for resident cemetery fees, these municipalities will usually define “resident” and “non-resident” in the municipal cemetery bylaw, using language such as:



- **Resident** means a person who currently resides in the municipality (City/Town/Region) and/or is a property owner within the municipality for 5 consecutive years, and
- **Non-resident** means any person who resides beyond the geographical boundaries of the municipality and has not owned property within the municipality for the past 5 years.

Municipalities usually set a qualifying time period for residency, most commonly ranging between 1 and 5 years. Although a less common practice, some Canadian communities do require upwards of 10 years of residency.

The City of Cold Lake does not currently distinguish between residents and non-residents of the community in its cemetery fee schedule.

This is because historically, customers at the cemeteries are mostly locals or families that used to live in Cold Lake.

It is an industry best practice for municipal cemeteries to charge a premium to non-residents. This practice recognizes the financial contribution that residents provide to the cemetery system, indirectly through their contributions to an annual tax subsidy for cemetery operations. Charging non-residents higher rates balances the contributions from families that use the cemetery, by increasing City revenues and decreasing the tax subsidy required to support cemetery operations.



Figure 16: City of Cold Lake Residential Boundaries, Source: Alberta Municipal Affairs, http://www.municipalaffairs.alberta.ca/mc_boundary_maps.

PRICE BENCHMARKING

The tables in this section summarize regional cemetery fees and key benchmarks that identify the average fees for the communities of comparable market profiles to the City of Cold Lake, reviewed in this study. The communities examined include Lac La Biche, Slave Lake, Whitecourt, High River, Camrose, Okotoks, Leduc, Rock View County and Grand Prairie.

The following table summarizes the average **resident grave and niche** fees for the Alberta communities examined in this study. The City of Cold Lake's cemetery rates are generally substantially lower than the regional average rates.



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Product/Service	Cold Lake Rate	Regional Average Rate	Canada Average Rate ²	Comparing Benchmarks to Cold Lake
Adult Casket Grave Resident	\$500	\$892	\$1,250 to \$2,250	Lower than Regional and Canada Benchmarks
Child Casket Grave Resident	\$300	\$645	\$400 to \$1,000	Lower than Regional and Canada Benchmarks
Infant Casket Grave Resident	\$300	\$435	\$250 to \$750	Lower than Regional and on par with Canada Benchmarks
Cremation Grave Resident	\$500	\$598	\$500 to \$1000	On par with Regional and Canada Benchmarks
Veteran's Grave Resident	\$300	\$580	\$625 to \$1,125	Lower than Regional and Canada Benchmarks
Columbaria Niche Resident	not applicable	\$1,284 to \$1,389	\$1,250 to \$4,000	Not offered by Cold Lake Cemeteries

Table 3: Cold Lake Cemeteries Resident Grave Prices Compared to Regional + National Benchmarks –

Source: LEES+Associates.

The following table summarizes the average **non-resident grave and niche** fees for the Alberta communities examined in this study.

Product/Service	Cold Lake Rate	Regional Average Rate	Canada Average Rate	Comparing Benchmarks to Cold Lake
Adult Casket Grave (Flat Marker) Non-Resident	\$500	\$1,144	\$1,550 to \$2,800	Higher than Regional and on par with Canada Benchmarks
Child Casket Grave Non-Resident	\$300	\$858	\$600 to \$1,500	Lower than Regional and Canada Benchmarks
Infant Casket Grave Non-Resident	\$300	\$634	\$500 to \$1,500	Lower than Regional and Canada Benchmarks.
Cremation Grave Non-Resident	\$500	\$709	\$500 to \$750	Higher than Regional and Canada Benchmarks
Veteran's Grave Non-Resident	\$300	\$654	\$775 to \$1,400	Lower than Regional and Canada Benchmarks
Columbaria Niche Non-Resident	not applicable	\$1,419 to \$1,524	\$1,250 to \$4,000	Higher than Regional and on par with Canada Benchmarks

Table 4: Cold Lake Cemeteries Non-Resident Grave and Niche Prices Compared to Regional + National Benchmarks – Source: LEES+Associates.

The City does not offer **opening and closing services** to the community. Currently, the Funeral Home recommends a contractor to the family to provide the opening and closing services at Cold Lake cemeteries, who then bills the family directly. The contractor is typically paid \$850 for the service of opening and closing a grave. This charge is reduced to \$250 for urns as the contractor is able to use a smaller machine (auger) in this circumstance. For winter burials, the contractor has also historically provided snow clearing to grave sites for families prior to a funeral at no extra cost.

It is an unusual practice for Canadian municipalities to grant local funeral homes direct control over burial services at its cemetery sites. More typically, staff from the Public Works or Parks department

² LEES+Associates pricing benchmark studies, 2014 + 2015.



will provide opening and closing services directly to the families or the municipality will establish a direct municipal-contractor arrangement to provide interment services at its cemetery sites.

While the practice of fully outsourcing opening and closing services does reduce the cost of cemetery operations for the City of Cold Lake, it also diminishes the City's ability to manage quality control over interments, fees, and grave-side customer service.

The following table summarizes the average opening and closing fees for the Alberta communities examined in this study.

Product/Service	Cold Lake Rate via Contractor	Regional Average Rate	Canada Average Rate ³	Comparing Benchmarks to Cold Lake
Adult Casket Opening/Closing	\$850	\$639	\$750 to \$1,250	Higher than with Regional rates, and Canada Benchmarks
Child Casket Opening/Closing	\$850	\$624	\$500 to \$1,000	Higher than Regional rates, on par with Canada Benchmarks
Infant Casket Opening/Closing	\$850	\$577	\$250 to \$750	Higher than Regional and Canada Benchmarks
Cremation Grave Opening/Closing	\$250	\$331	\$250 to \$500	On par with Regional and Canada Benchmarks
Columbaria Niche Opening/Closing	not applicable	\$173	\$100 to \$250	The City doesn't offer columbaria niche inurnment

Table 5: Cold Lake Cemeteries Opening/Closing Prices Compared to Regional + National Benchmarks – Source: LEES+Associates.

Canadian municipal cemeteries also typically offer the scattering of cremated remains in areas of flowering plants or in an ossuary at \$100 to \$350 per scattering. Municipal cemeteries also often offer specialized interment areas, such as green burial or Muslim burial areas which accommodate special requirements such as burial in a shroud, direct contact of the casket with the earth, and specialized grave orientation. These interment options are not currently offered to the community at Cold Lake cemeteries.

The cemetery industry's best practice for price benchmarking entails the comparison of prices in communities of comparable supply and demand. This involves identifying and examining the rates of other cemeteries with similar business models, in communities with similar populations, trends, ethnic and religious composition.

Pricing policies often vary significantly between small and large, rural and urban communities, due to the different, competitive markets for cemeteries within each environment. Pricing policies also tend to be very different between municipal, non-profit, religious and private cemeteries. Private cemeteries often charge higher prices to reflect their very wide range of attractive, premium cemetery offerings.

Religious groups often choose to either focus on offering high-end, premium cemetery products and services (similar to private organizations), or at the other end of the spectrum, there are religious groups that offer cemetery services to their members for a fee significantly lower than

³ LEES+Associates pricing benchmark studies 2011 to 2016.



standard market rates. St-Dominic's Cemetery, less than two miles from Cold Lake, is run by a Catholic Society that offers plots for \$250 and a \$250 perpetual care fee. They also offer an urn burial plot at the same price. Families can also pay \$200 for an engraved plaque which is affixed to a remembrance wall for people who were from Cold Lake, but are buried elsewhere.

The City's plot rates are significantly lower than the regional market average. On the one hand, these low rates may make Cold Lake cemeteries more attractive than other sites in the Province. These lower rates provide Cold Lake with a certain sales advantage within the community, decreasing the risk of residents choosing interment outside of the City.

However, cemetery demand is inelastic and there is usually little customer response to price changes provided they are within the normal market range. Therefore, the City can expect to increase rates without incurring a significant loss in sales. In addition, the undervaluing of cemetery land – a limited resource, which is used in perpetuity – is not financially sustainable in the long term nor is it in the best interest of the community to create a cemetery system that is an inadequately resourced, indefinite tax burden.

Therefore, the City needs to increase its fees to generate greater revenues, and better support its cemeteries' sustainability - minimizing the risk that the cemetery system will need to be supported by taxes in the long term.

PRICING PRACTICES

The City last increased its cemetery fees in 2012, when the price of a plot increased from \$300 to \$500. The Canadian cemeteries best practice is to increase fees annually (at minimum) by the rate of inflation. This pricing policy is increasingly becoming the standard across Canada. The Bank of Canada's Consumer Price Index reports that inflation has ranged from 2% to 3% over the past decade.

Typically, non-residents are charged a premium of 25% to 50% on plots at municipal cemeteries. Currently, the City does not charge a premium to non-residents interred at its cemeteries.

Cemetery pricing in most Canadian cemeteries tends to follow consistent market trends. These trends include:

- Larger communities often have higher rates due to the increased demand relative to local supply, and they often offer greater diversity of offerings than smaller communities;
- Cemeteries with a greater diversity of offerings often have greater market capture and charge higher rates than other sites. Families value a variety of interment options and are willing to pay a premium to accommodate their cultural, religious and personal preferences;
- Cemeteries typically charge 1.5 times the standard interment rate for "Double Depth" and "Burial after Hours" on Weekdays, Weekends and Statutory Holidays.

A detailed list of Cold Lake's current cemetery rates and other municipal cemeteries in similar Alberta communities can be found in "**Appendix E – Cemetery Market Prices.**"



7.2 CEMETERY OFFERINGS DIVERSITY

Cold Lake cemeteries currently offer the community a very limited range of product and services. All graves are sized for in-ground casket burial and accommodate both flat and upright markers. The City does not currently offer smaller size graves for infants, children or cremated remains.

There are only two plot rates offered in the City's fee schedule – one rate for adult plots and one rate for child, infant and veteran plots. The City does not offer special rates for indigent/social services cases or cremated remains. The City also does not currently offer any above-ground interment options to the community.

Concrete vaults are mandatory for all graves as of the most recent update of the cemetery bylaw. Concrete ribbons are now used and preferred by staff, due to the clean lines and ease of locating grave plots.

Opening and closing, graveside set-up and casket lowering services are currently handled by the Funeral Home and their designated contractor. The Funeral Home supplies greens and the lowering device. No chairs, or canopy are currently provided to families.

NEW CEMETERY SERVICE OPTIONS

Products and services not currently offered at Cold Lake cemeteries, which are often available at other Canadian municipal cemeteries include:

- Dedicated cremated remains plots (2 ft. x 2 ft.);
- Smaller infant and child plots;
- Columbaria niches;
- Family vessels;
- Cremation ossuaries and scattering areas (gardens, ponds);
- Mausolea crypts and niches;
- A diverse range of memorialization options, and
- Custom grave-side set-up services for a wide range of religious groups, and
- Specialized interment areas, such as green burial, and Muslim burial.

Columbaria niches are increasing in demand across Canada and are very profitable. Columbaria installations are expected to be a key element of long term cemetery development across Alberta. With cremation on the rise and their popularity at Canadian cemeteries, niches are a key source of sales growth and provide effective conservation of limited land capacity. Columbaria construction costs vary widely depending on size, design details and the amenities placed within the adjacent landscape.



Figure 17: Mountain View Cemetery, Columbaria, Family Vessels and Mausoleum, Source: LEES+Associates.



Family vessels are a new product recently introduced to the Province in the Town of Slave Lake and the Regional Municipality of Wood Buffalo. Royal Oak Burial Park in Victoria, BC is the most experienced cemetery site selling these vessels, and provides an optimized benchmark for selling small family vessels at \$6,810 apiece.

Memorialization products are not currently offered by the City of Cold Lake for its cemetery sites. Common memorialization options offered at Canadian municipal cemeteries include memorial walls, benches, and trees, engraved rock markers, statuary, vases, plaques, and wreathes.

“Appendix F – New Interment Options” includes additional details about products and services typically offered at Canadian municipal cemeteries that are not presently offered at Cold Lake cemeteries.



Figure 18: Family Vessel developed for Royal Oak Burial Park, Source: LEES+Associates.

7.3 RECOMMENDATIONS: MARKET PRICES + OFFERINGS

It is recommended that the City of Cold Lake:

- Change the cemetery pricing structure to include **“Resident”** and **“Non-Resident”** fees and create a Non-Resident Boundary Map for the fees that aligns with the planning boundaries used by the Province of Alberta (see Figure 12);
- Define **“Resident”** in the Cemetery Bylaw as anyone who has lived within or has owned property within the City of Cold Lake limits, for a minimum of 5 years;
- Plan to increase prices annually, at a minimum, by the rate of inflation (approximately 2%), as annually defined by the Bank of Canada, Consumer Price Index, and
- Inform the community that the cemetery rates structure will change and fees will be increased in 2017. Provide residents with a means to provide feedback about the changes; Raise cemeteries prices in 2017 to better align rates with those offered within the Alberta cemetery market. Recommendations for changes in pricing include:
 - Increase the adult resident casket grave to \$700 and add a non-resident rate of \$875;
 - Offer a new rate for cremation-only graves, \$500 for residents and \$625 for non-residents;
 - Increase the veteran casket plot rate to \$350 and add a veteran cremation-only plot rate at \$250;
 - Increase the child resident casket grave rate to \$400, and add a non-resident rate of \$475. Add a non-resident infant grave rate of \$375;
 - Increase the Marker/Monument Permit Fee to \$100 (the regional rate averages \$100 per permit in the Province of Alberta);



- Evaluate the feasibility of providing opening and closing services through City staff or by the City directly contracting interment services with an external service provider. This would enable the City to control the quality of grave-side service, improve the opening and closing experience and offer new provisions to families (e.g. a tent, canopy, seating, etc.). If a contract is let, establish a clear reporting structure with regular performance reviews, and a review and renewal of the contract every five years.
- Develop relationships and discuss potential alliances with industry partners (local funeral home and regional monument, niche, urn and other suppliers) to provide and promote their memorialization, accessory and grave-side service options. The City should acknowledge partners in marketing materials and on their website;
- Expand the range of prices for interment services in the City's cemetery fee schedule. Fees should include distinct rates for adults, veterans, children and infant casket plots, cremation urns (in smaller graves), niche opening and closing, scattering, etc. The City should consider offering distinct rates for interment on weekends, and holidays and for double depth burial;
- Add new offerings to enhance the City's list of cemetery products and services. The City should add smaller sized cremation graves, green burial, columbaria niches, scattering areas, family vessels, a new Field of Honour for veterans, interment without memorialization, and accessory and grave-side set-up options, to its list of offerings. Recommended rates for new offerings include:
 - Columbaria niches, with prices ranging from \$1,000 to \$2,500 per niche depending on height and orientation. After columbaria are added, the City should add a new opening and closing rate for niches of \$250 on the fees list;
 - The scattering of cremated remains in designated areas at \$130 per scattering (lower than the National average, but on par with the City of Calgary).
 - Family vessels at \$6,000 per vessel and \$200 for each vessel interment, and
 - Green burial plots offered at the same rate as for non-green burial plots. This is the industry best practice for green burial, as it reflects the intrinsic value of offering an uncommon, sustainable interment alternative and the plot's perpetual land value.



*Figure 19: Royal Oak Burial Park Green Burial Section,
Source: LEES+Associates.*



7.4 CEMETERY BYLAW REVIEW

This section provides an analysis of the City of Cold Lake Cemetery Bylaw No. 431-AD-12 in conjunction with the Alberta Cemeteries Act, C-3 RSA 2000, and the relevant Provincial Regulations.

7.5 KEY FINDINGS – CEMETERY BYLAW

The present Cemetery Bylaw requires updating in order to adequately address new and emerging topics that are currently being raised in the administration, policy, and management of Canadian municipal cemeteries.

The City should prioritize revisions to the bylaw to better meet best practices and current cemetery legislation, and to expand the present document to proactively add and clarify items that are giving legal challenges to cemeteries in Canada. This will improve customer service and prevent potential misunderstandings between the City, families, suppliers, and other community partners in the future. The following sections of the bylaw should be updated in order to meet the current needs of the community and to address future growth, cultural and burial practices.

Introduction

The beginning of the bylaw should declare that the bylaw is in compliance with all Acts and Legislation that govern them in any way. By stating that the bylaw is in accordance with all of the Provincial acts, listed at the beginning of the bylaw, all references to “in accordance (or pursuant) to the Cemeteries Act” can be removed.

Definitions

The City should update and expand the Definitions Section of the bylaw for further clarity and enhanced communication with the community with respect to cemetery and funeral industry terminologies. An updated Definitions Section will provide a more user friendly, concise and clear interpretation of the bylaw, by linking the wording of the Provincial Cemeteries Act and its definitions to the common terms used by the cemeteries and its administration.

Ownership Priority

The bylaw should include a guideline with regard to ownership priorities or designated next of kin – this information is necessary to establish legal rights as generations pass and family members come to the Cemetery to use/reuse family owned interment sites. This is particularly pertinent as blended families and estates become more common.

General Provisions

The City should update the clause around permitted activities within the cemeteries which is currently restricted to funerals or a ceremony of observance in order to expand the range of functions and programming that can occur in the cemeteries, with prior approval of the cemeteries administration.



Monuments

The existing sections of the bylaw dealing with Monuments (specifically, types or materials, minimum and maximum sizes allowed) should be moved to Schedule "B." This would consolidate all monument/marker information in one location while leaving it in a schedule for ease of change or addition. The detailed schedule of monument dimensions and descriptions should be provided to monument suppliers while a short, abbreviated description on monuments should be made available to families as they purchase the appropriate burial space.

New Forms of Interment

Add rules and conditions to address new forms of interment that are not currently offered at Cold Lake cemeteries but will be introduced in the future such as scattering, columbaria niches, family vessels and green burial.

Ornamentation

Ornamentation is a very sensitive issue in all cemeteries. Stronger language emphasizing the importance of safety would add clarity for the community with respect to the cemetery rules concerning ornamentation. Expand the items concerning floral/decorations (items #3, #4) on the handout of most important cemetery regulations (Schedule "C") and include contact information (phone, email) of the cemetery caretaker/office or City Hall as appropriate. Develop a handout for families specific to decorations and plants that can be distributed at the time of a plot sale or interment (see example in "**Appendix G – Cemetery Bylaw Information**").

Enforcement

Clarity around enforcement of the bylaw should be provided through expansion of the Enforcement Sections which describe enforcement of the Rules and Regulations of the Cemetery, special cases, and supervision and control of persons and activities in the Cemetery. An Error Correction Section and Disclaimer Section should be added to address future occasions where the Bylaw is challenged, for example an error in a plot sale.

Veteran Burial

The City's Cemetery Bylaw should be updated to better reflect present day and future Veterans' needs. The current bylaw limits interment in a Veterans' area in the cemetery to those who saw active service "in any war which Canada participated." This definition combined with a diminished inventory has limited burials within a distinct Veterans' section. The City should create a new Veterans' Field of Honour at Grand Centre Memorial Park to ensure the community's Veterans are honoured and recognized for years to come. In tandem with this development, we recommend an update of the definition of Veteran in the bylaw to be in accordance with the Department of Veterans Affairs Canada. Additional information pertinent to Veteran burial, such as reference to the department of Veterans Affairs monument regulations and interment of a Veteran spouse should be included in the bylaw. We also recommend that a new burial section and corresponding definition for Veterans of Protection Services (ie. those who served in police or fire services) be included.



Grave Covers

The Cemetery Bylaw requires updating to remove contradiction and ambiguity around grave covers, and to provide greater clarity regarding who is responsible for maintaining grave covers in the cemetery. The current bylaw states that no new covers are permitted, but also states it is permissible to match a new cover to an existing cover if prior to bylaws. This should be clarified.

Over time, grave covers can pose safety implications for visitors, staff and equipment due to settlement of the ground beneath the covers, and subsequent breaking. In order to start eliminating safety concerns related to old grave covers the bylaw should make clear that when there is damage or concern about safety on existing covers, that the covers will be removed, the ground filled and leveled and seeded at the expense of the Cemetery. The safety implications for visitors, staff and equipment should be emphasized.

When stating the right of the Cemetery to remove monuments to preserve proper appearance – the emphasis should be on the importance of safety. No one can argue about the responsibility and the City's duty when it comes to safety in the cemeteries, whereas proper appearance can be subjective.

7.6 RECOMMENDATIONS: CEMETERY BYLAW REVIEW

It is recommended that the City update the Cemetery Bylaw, in conjunction with the introduction of new forms of interment and other cemetery improvements. The following recommended changes should be incorporated into the update to ensure the bylaw is user friendly, uses current language, reflects the present day and future needs of the community, and is brought in line with Provincial definitions, guidelines and regulations:

- Update the **Introduction** to ensure clarity around compliance with all Acts and Legislation;
- Expand and update the **Definitions** section;
- Add clarification around **legalities of Ownership**;
- Move all **monument** type and size requirements to Schedule “B”;
- Add rules and conditions to address **new forms of interment** that are not currently offered by the City such as scattering, columbaria, family vessels and green burial;
- Incorporate clarifying details about **ornamentation** at the Cemetery emphasizing the importance of safety. Create a handout for families with key policies regarding planting;
- Provide clarity on **enforcement** of the bylaw;
- Adopt new definitions for **veteran burial**, including member of the Armed Forces and Protection Services and policies for the new Field of Honour, and
- Provide clarity around who is responsible for maintenance of **grave covers** and headstones, and under what circumstances cracked or broken grave covers should be removed.



7.7 OPERATIONS REVIEW

RECORDS MANAGEMENT

The City of Cold Lake stores its cemetery records within a Microsoft Access database. The current records management software limits the ability of administrative and operations staff to locate graves in an accurate and timely fashion. A lack of accurate records, particularly at Lakeview Cemetery has led to operational challenges and inefficiencies.

There is an opportunity for the City to enhance the accuracy, transparency, and degree of detail within its records management by upgrading their systems to a dedicated cemetery records management software, such as **Stone Orchard Software**, that integrates interment records with financial information and inventory data, as well as up-to-date, electronic maps of grave locations.

With a cemetery specific software, such as Stone Orchard, the City could link digital records spatially with GIS mapping to improve the City's cemetery site operations and customer service.

This enhanced system would enable the City to meet the cemetery industry's best practices in records management and deliver advantages to Staff and the community including:

- Simple, efficient, secure and accurate record keeping and retrieval;
- The ability for cemetery records to be accessed remotely by Staff and members of the public, and utilized as an historical, educational and genealogical resource;
- A reduction in Staff time needed to respond to requests for information, and
- The ability for Staff and members of the public to easily and accurately locate a grave.

In addition to the cemetery management software and electronic maps, the **iCemetery app** for smartphones would be a significant addition to the City's range of options for serving customers and for timely, convenient grave location by field Staff without having to refer back or return to the office. It is an affordable, easy to use solution that takes advantage of the power of GIS and the standard cemetery records management software available.



Figure 20: Stone Orchard Software GIS Mapping and iCemetery APP can provide digital way-finding in the field, Source: LEES+Associates.



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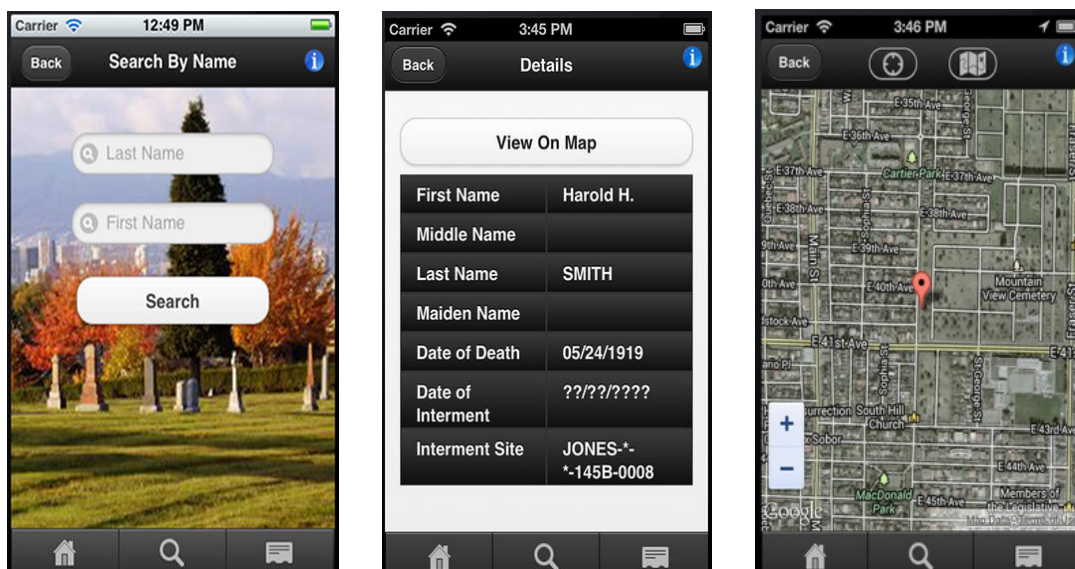


Figure 21: iCemetery screenshots, Source: LEES+Associates.

HUMAN RESOURCES, ORGANIZATION + STANDARD OPERATING PROCEDURES

The General Manager of Corporate Services is responsible for the department under which the administration of the cemeteries falls. Parks, Community Services and Publics Works staff have all been assigned to work on the City cemeteries. No City staff member is exclusively dedicated to cemetery operations. There is no plan or funds currently budgeted to the annual training of staff in cemetery sales, operations and industry trends.

The City of Cold Lake does not currently have a cemetery-specific organizational chart, clearly showing staff responsibilities, reporting relationships and specific support structures for cemetery operations.

The City also does not have an internal standard operating procedures document to guide staff working for the cemetery system, beyond what is presently included in the cemetery bylaw. Standard operating procedures usually include sections with detailed guidance and instruction in:

- i. Provincial Cemetery Legislation;
- ii. Municipal Bylaws and Policies;
- iii. Work Place Safety and Work Safe Procedures;
- iv. Cemetery Section and Grave Location
- v. Measurement and Plot Location;
- vi. Opening and Closing Procedures;
- vii. Cemetery Equipment – Care and Operations, and
- viii. Cemetery Site Maintenance – Snow Removal, Landscape Care, and
- ix. Financial Policies.



ENGAGEMENT + STAKEHOLDER RELATIONSHIPS

Recent evidence collected by research firms such as the Institute for Citizen-Centered Service (ICCS) and the Treasury Board Secretariat from the SQM Group links public sector employee engagement with citizens' service satisfaction and trust and confidence in public institutions.

Encouraging internal City staff engagement includes supporting the diligent and thorough training of cemetery staff, including regular attendance at regional cemetery conferences and enrollment of staff in cemetery industry training seminars.

The City has an opportunity to increase the attractiveness of using its cemeteries by enhancing its customer service. This can be accomplished by encouraging City staff engagement with the funeral home employees and families who use and visit the cemetery sites. There is significant potential for growth through the development of relationships with cemetery stakeholders.

Efficiencies can be gained through a regular quarterly meeting of all City cemetery staff to discuss current operations. This includes staff involved with the cemeteries' management, administration, financial records and field work. The City's cemetery staff would also benefit from an annual meeting with external stakeholders, such the local funeral home and representatives from local interest groups.

FIELD WORK: MAINTENANCE

City staff are responsible for maintaining the two cemetery sites. Historically, maintenance begins on May 1, led by a full-time operator from the Community Services department, with summer student support. No staff member is exclusively dedicated to cemetery maintenance. The operator has many tasks to perform over the summer and cemeteries are only a small part of their duties. The Parks department also hires 18 summer students each summer and some of them do work in the cemeteries, but not exclusively.

The City provides snow plowing to the cemetery gate, but internal roads or pathways are not cleared regularly, therefore there is very little visitation to the cemeteries in the winter. The City does not specifically track snow removal costs for the cemeteries.

The local Funeral Home oversees snow removal within the cemetery to provide access to plots, as required for interment services. Funeral Home representatives report that Grand Centre Memorial Park in particular suffers from lack of winter maintenance and needs to be maintained year round.

At Lakeview Cemetery the alley adjacent to the cemetery is often used for access by cemetery operations and the funeral homes, however it is not regularly plowed. The cemeteries have poor accessibility in winter and the condition of the dirt roads is considered to be a problem. There have been complaints from the community about how the cemeteries look after the snow has melted.

The Community Services department oversees the cutting of the grass and does some maintenance of graves. City staff are not often involved with the direct maintenance of grave sites, apart from sweeping headstones, and topping up and reseeding recent interment sites. The City has experienced challenges with the public when trying to remove personal items from a plot.

Bylaw enforcement is an issue at both cemeteries particularly around personal gardens established by families on grave plots.



There is currently a lack of clarity regarding who is responsible for maintaining grave covers and monuments at the cemetery sites. The City does not currently undertake any headstone releveling.

FIELD WORK: INTERMENTS

The Parks department is responsible for marking each grave with ribbons and stakes before each interment in preparation for the contractor hired by the Funeral Home and families to open and close the plot using a tracked backhoe. Use of the tracked backhoe results in muddy conditions in locations of the cemeteries that see a lot of backhoe use.

These conditions could be improved upon by obtaining alternate wheeled equipment that has less impact on turf, or field staff could lay down 4 ft. x 8 ft. plywood boards along the backhoe's path to improve this situation. There is currently no protocol in place for City staff to inspect and ensure the cleanliness of the site after a funeral service is complete.

Interments are more challenging in the winter time. There is often damage done when graves are dug in the snow. The visibility of existing plots is limited in the winter and it is difficult to mark plots for opening due to presence of snow and freezing ground conditions.

There have been challenges resulting from the indirect contract arrangement in which interment services including opening and closing are outsourced to a contractor. There is a lack of clarity surrounding the nature of the relationships, lines of reporting, authority and responsibility between all parties. This represents a potential liability for the City in the event that something goes wrong.

PARK SPACE + COMMUNITY USE

Employees working in the surrounding businesses of Cold Lake South make use of Grand Centre Memorial Park as a site for informal picnicking and lunch. There are very few community greenspaces or parks in this part of the City.

City cemeteries would benefit from more character-defining elements to make them more park like and more appealing to City residents. Both sites lack seating and benches. The Grand Centre Memorial Park site lacks trees; especially species such as white spruce and pine which are representative of the Cold Lake landscape.

CEMETERY SALES AND MARKETING

The City has not historically allocated a budget or staff time to cemetery marketing, sales or promotional initiatives for its cemeteries. Municipal cemeteries commonly invest **2% to 5%** of projected gross revenues into marketing, community engagement, and promotional initiatives.⁴

The City's current cemetery sales practices are passive in nature, relying mainly on walk-in or call-in business. Currently there are no active strategies in place to attract families or engage the community with Cold Lake's cemeteries. This puts the City in a very weak position compared to proactive competitors and is likely the leading reason for the City's low market capture.

⁴ American Cemetery, August 2014, Marketing Roundtable, Patti Martin Bartsche.



There are a number of free and/or low cost opportunities available to the City to increase public awareness of its cemeteries, including but not limited to:

- **Social Media.** Municipalities often set up cemetery Facebook, Twitter, LinkedIn, YouTube, Pinterest and/or Instagram accounts;
- **Community Events.** Municipalities will often host gatherings at cemeteries celebrating a holiday, religious, cultural and historic events (e.g. Remembrance Day, Halloween, All Souls Night, Mothers and Fathers' Day, etc.). These events may include fundraisers, art exhibitions, performances, annual spring clean ups, etc.; and
- **Walking Tours.** Municipalities will often partner with local museums, genealogical and historical societies, schools, and youth groups to organize the aforementioned events and cemetery walking tours.

There is a wide range of further marketing opportunities available to the City cemeteries. This includes developing a cemeteries webpage on the municipal website, initiating brochure distribution throughout the cemeteries' catchment area, and pursuing active lead generation.



Figure 22: Alberta Cemetery Walking Tour, Source: The Eagle 100.9 FM.

<http://okotoksonline.com/the-agle-100-9-blog/29751-cemetery-tour-history-from-headstones>



7.8 RECOMMENDATIONS – OPERATIONS REVIEW

It is recommended that the City of Cold Lake:

- Adopt specialized cemetery software that enhances record-keeping and performance measurement (e.g. Stone Orchard Software) and links records to electronic maps of graves.
- Begin the process of reconciling the inventory, interment and customer records at Lakeview Cemetery to enable more efficient land management and customer service;
- Implement the iCemetery App for use by operations staff, contractors and the public;
- Create an organizational chart which outlines a reporting structure as well as roles and responsibilities for all those involved in the cemeteries;
- Develop Standard Operating Procedures that address key policies and procedures such as grave marking, opening and closing, standards for maintenance, etc.;
- Formalize the procurement of a contractor to perform grave opening and closing, with clear reporting structure to the City and review and renewal of the contract every 5 years;
- Establish the role of a Cemetery Manager who is responsible for both administration and maintenance;
- Hold four quarterly meetings per year with all City Staff who are involved in the cemeteries;
- Hold at least one annual meeting per year with City Staff and key community stakeholders who are involved with the cemeteries;
- Send at least one member of City staff to a cemetery conference or training every year building cemetery knowledge within their staff team;
- Replace the tracked backhoe with wheeled equipment and require the use of 4' x 8' plywood boards to reduce turf impacts;
- Plan to increase care and maintenance at both City cemetery sites (e.g. the City should plow snow on site to provide some pedestrian access through winter), and
- Identify a budget, staff resources and vision for a City cemeteries' marketing strategy. This should include developing a plan for "start-up" initiatives such organizing social media accounts, community events and cemetery walking tours.



7.9 FINANCIAL PRACTICES + HISTORIC PERFORMANCE

The City would prefer to move its cemetery operations towards costs recovery. Municipal cemetery operations across Canada are increasingly striving for the goal of long term self-sustainability.

FINANCIAL MANAGEMENT + PERFORMANCE

Financial Tracking + Reporting

The City uses the municipal accounting software, Bellamy⁵, which is not linked to its cemetery records system. The City's chart of accounts and internal tracking codes are limited, constraining the City's ability to effectively measure product and service performance at Cold Lake Cemeteries.

The City does not currently record interment revenue since this service is not provided directly by the City. The City does record plots sales, but does not separate its revenue by source or the interment form within each plot. All cemetery sales are recorded under one account entitled "Sale of Plots," including miscellaneous revenue such as permit and transfer fees.

Municipalities that follow best practices track revenue and costs by cemetery site, and have sales accounts for each cemetery product and interment service (e.g. a separate account for casket plots, cremation plots, niches, permits, etc). Highly sophisticated cemetery systems will also have tracking codes or separate accounts to identify resident/non-resident and at-need/pre-need sales.

The City has the opportunity to better manage operating costs by increasing the number of its cemetery expense accounts and grouping them by function. For example, the City could allocate its staff salaries into the following categories, "Staff Salaries – Administration," "Staff Salaries – Maintenance", and "Staff Salaries – Interment (for those that perform interments in the future)."

Supporting Religious Cemeteries

The City has historically transferred \$1,000 annually to the local Anglican and Assumption cemeteries to assist those parishes with maintenance costs of their cemeteries. City records do not include any historical documents that outline the origin, terms or administration of these transfers.

According to staff, the City unofficially took over the management and maintenance of Lakeview Cemetery from the United Church in the 1960's and these transfers may have been set up in an attempt to be fair to other churches operating cemeteries in the community.

Canadian municipalities typically examine and revisit funding transfer arrangements every 5 to 10 year. Ideally, City staff should arrange a meeting with the leaders of the churches that currently receive this annual transfer, to discuss and reconcile how these funds are currently being spent. The church leaders may also have records in their archives concerning the origin and terms of this historic arrangement available to share with the City.

After these groups have been consulted, the City should evaluate whether it is in the community's best interest that these annual transfers continue. If it is decided that these should continue, then an updated agreement concerning the terms, conditions, accountability and responsibilities of all parties should be drafted and approved.

⁵ <http://www.bellamysoftware.com/>



Perpetual Care and Maintenance

Currently, the City does not clearly identify and group cemetery maintenance costs in its chart of accounts, budgets or cemetery income statements. This is a very important performance indicator related to Perpetual Care Fund (PCF) planning.

The City of Cold Lake does not currently have a Perpetual Care Fund. This is a very important factor in the future viability of a cemetery system. Canadian cemeteries typically contribute to a PCF by setting aside a portion of lot fees and/or other cemetery revenue.

Alberta provincial legislation currently mandates **15%** of interment right purchases to a care and maintenance trust fund for all privately owned cemeteries. Religious and municipal cemeteries in Alberta are exempt from this care and maintenance fund requirement. Other Canadian Provinces mandate that municipal cemeteries must also contribute a portion of plot, crypt, niche and permit sales to a dedicated Perpetual Care Fund. Although municipal cemeteries in Alberta are exempt from mandatory contributions, the City of Calgary sets aside **40%** of the rights purchase towards care and maintenance. This is a practice several Canadian municipal cemeteries have adopted: contributing above and beyond the PCF statutory requirements.

In the past decade, interest rates on Perpetual Care Funds have averaged **2% to 5%** under conservative investment practices. Due to recent economic conditions, returns have declined to as low as **1% to 2%** in the past three years, creating new challenges to the long term financial sustainability of cemetery operations. Provincial legislation typically permits cemeteries to withdraw the interest earned, provided it is applied against the cemetery's current year care and maintenance costs. However, Canadian municipal cemeteries that follow best practices retain this interest income within the PCF, leveraging the long term strategic advantage of compounding.

Additional details concerning best practices for cemetery perpetual care and Provincial legislative requirements concerning PCF's, can be found in "**Appendix H – Perpetual Care Overview.**"

Historic Financial Performance

From 2011 to 2015, Cold Lake cemeteries reported an average:

- **\$9,000** loss (net balance) per year;
- **\$5,200** in revenue per year with a decrease of **65%** since 2012. City staff report that sales at Grand Centre have been slow and that higher sales years reported, occurred when families decided to purchase a bulk number of plots;
- **\$14,000** in expenses per year and a **23%** increase in expenses since 2012, and
- **\$7,800** in site maintenance costs each year, not presently included in the Cold Lake Cemeteries financial report.

Cold Lake cemeteries operate at a loss, requiring a tax levy from the City to subsidize cemetery operations. The majority of municipal cemeteries operate in this manner and require tax support.

Budgeted resources for cemetery operations has not historically been reviewed at length and compared to actual financial performance by City staff. Historically, City accounting has allocated an account with **\$10,000** annually for cemeteries, which current cemetery staff were unaware of.



City of Cold Lake Cemetery Services Master Plan - FINAL Report

The following graph summarizes the financial position (Revenue, Expenses and *Net Balance) as reported for Cold Lake cemeteries over the past 5 years. *Net Balance = Revenue – Expenses

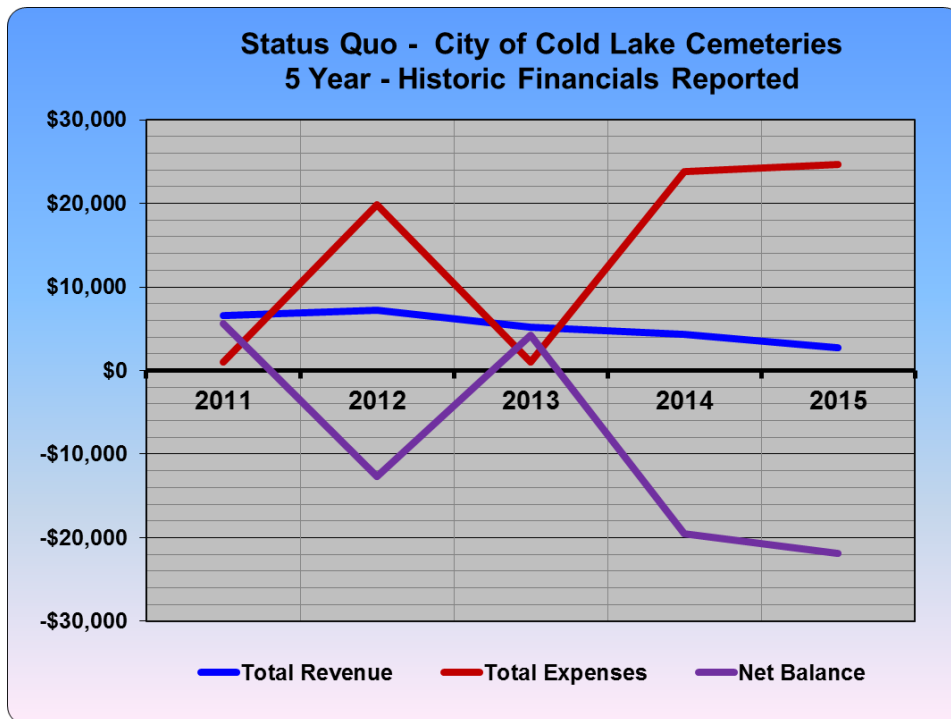


Figure 23: Historic Revenue, Expenses and Net Balance for Cold Lake Cemeteries,
Source: City of Cold Lake Financials.

In practice, total revenue reported is limited to cemetery plot sales. This is because the City does not have other fees listed on its Cemetery Schedule of Fees, such as extra charges for funerals on weekends or statutory holidays, a permit fee for the installation of monuments, the transfer of a burial plot, or a permit fee to in-urn within an occupied plot.

Total expenses reported by the City of Cold Lake for its cemeteries do not include an allocated expense for site maintenance related to the mowing, weed whacking, fertilizer, herbicide, seeding and fuel costs related to the care of City cemeteries.

Total expenses also do not include any portion of regular City staff salaries. The salaries of staff that work on the cemeteries come out of the parks budget as maintenance of cemeteries is a very small portion of what they do over the summer.

In addition, City finance staff do not consistently post the expense of summer student work to the cemetery operations accounts. It is included in the total expenses for 2012, 2014 and 2015. In 2011 and 2013, the level of resourcing for summer students working in cemeteries was approximately the same as in other years, but their compensation was posted to the City's Parks department accounts.



7.10 FINANCIAL PLAN – SCENARIO ANALYSIS

To identify the best strategy for the City's future operations, two scenarios are presented in this section: **Scenario 1: “Maintaining Status Quo”** and **Scenario 2: “New Business Model.”**

“Maintaining the Status Quo” assumes a scenario where there are no changes to the Cold Lake Cemeteries business model. In this scenario, future cemetery prices, offerings and market capture does not change and financial performance is only driven by the future demographic demand and changes in the cemetery market.

The “New Business Model” is a more optimal alternative scenario resulting from changes to the City's internal operations, as well as external market factors.

On the revenue side of the equation, the financial estimates are related to market conversion (number of local families who choose to be interred in the cemetery system), annual rate increases, and anticipated adjustments to the fee schedule.

On the expense side of the equation, costs are related to inflation and prearranged contract agreements that exist (if any). A discussion of the two scenarios concludes this chapter.

The assumptions and expected changes incorporated in both financial scenarios include:

- Demographic and sales trends will define future demand and drive future revenues;
- Market capture will not change significantly in the next 50 years under status quo conditions. Market capture is anticipated to increase if the City invests in community engagement, customer service, marketing and sales initiatives;
- Annual cost increases will be equivalent to the historic rate of inflation at **2% per year**;
- The City will acquire and develop land as needed and actively provide cemetery services for the next 50 years, and
- Forecasts do not include extraordinary capital costs for acquiring land, development, and new infrastructure needed.

Graphs in this section illustrate the key aspects of each financial scenario, including projected revenues, expense, profits and losses (net balance), as well as PCF changes for the next 50 years.

Graphs in this section also refer to “Active Maintenance Cost,” which is the cost of maintaining Cold Lake cemeteries as an active system and “Inactive Maintenance Cost,” which is the cost of maintaining Cold Lake cemeteries as inactive sites (without further interments). Maintenance costs for an inactive site usually decrease to 50% of the site's active maintenance costs, due to lower levels of on-site traffic.



7.11 SCENARIO 1: MAINTAINING STATUS QUO

The following graph summarizes the projected financial position of the Cold Lake cemeteries over the next 50 years under Scenario 1, assuming nothing changes in future cemetery operations.

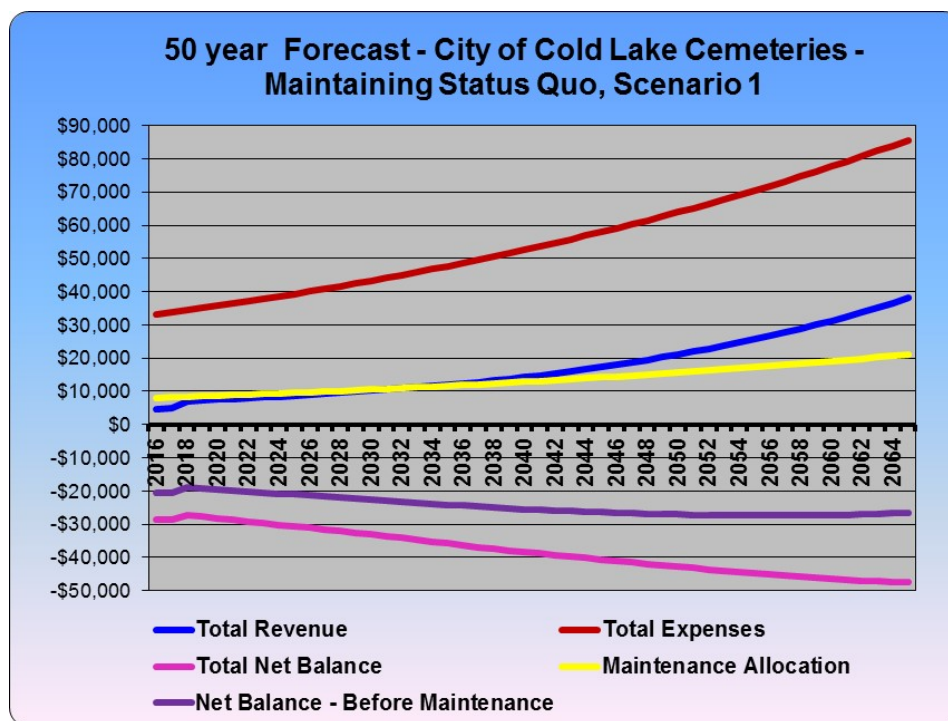


Figure 24: Cold Lake Cemeteries, Scenario 1 - Maintain Status Quo, 50 Year Forecast, Source: LEES+Associates.

The upcoming passing of the “Baby Boom” generation will boost sales, and steadily increase revenue growth over time. However, even with this positive trend, under status quo conditions, Cold Lake cemeteries are not expected to break-even in the foreseeable future.

Currently City Staff estimate that Cold Lake spends approximately **\$7,800** per year on cemetery care and maintenance of Cold Lake cemetery grounds. This is an approximation of a key performance indicator for long term sustainability and requires further tracking, verification and refinement by the City, to ensure all labour time and material costs for site care are accounted for.

Assuming the City’s estimation of 2015 maintenance costs, in 50 years, the costs of site care will increase, from inflation alone, to **\$21,000** per year. If the cemetery system is inactive at that time, then it is expected that the annual cost of supporting site maintenance would drop to **\$10,500** per year, at the lower levels of care provided at a cemetery site with less on-site traffic.

Under this scenario, the City does not have a PCF and would have to perpetually support this cost with an annual tax subsidy. Assuming an interest rate of 2%, the City would need to have a PCF balance of **\$1.1 million**, to fully cover the active care costs in 50 years,



7.12 SCENARIO 2: NEW BUSINESS MODEL

Scenario 2 is an assertive model that increases revenue through increased prices, market capture growth and changes to PCF practices. Key assumptions under Scenario 2 include:

- 2015 was an unusually low sales year. It is assumed that plot sales will increase back up to the average performance experienced in the past five years by 2018, through increased marketing and community engagement initiatives. After 2019, demand and sales will be driven higher by demographic trends;
- Price changes proposed in this chapter will begin in 2017. Cemetery services and products without specific rate changes identified in this chapter will increase by 2% in 2017;
- From 2017 forward, ongoing price increases of **2% per year** will apply to all rates;
- The City of Cold Lake will establish a Perpetual Care Fund in 2017, which will receive a transfer of **30%** of all annual plot sales;
- The City's new PCF will earn an average of **2.0% per year** over the next 50 years, and
- City staff will allocate some of their time towards marketing strategies and community engagement activities for Cold Lake Cemeteries.

The following graph summarizes the financial position of Cold Lake cemeteries over the next 50 years under Scenario 2, assuming the City adopts this study's proposed new model.

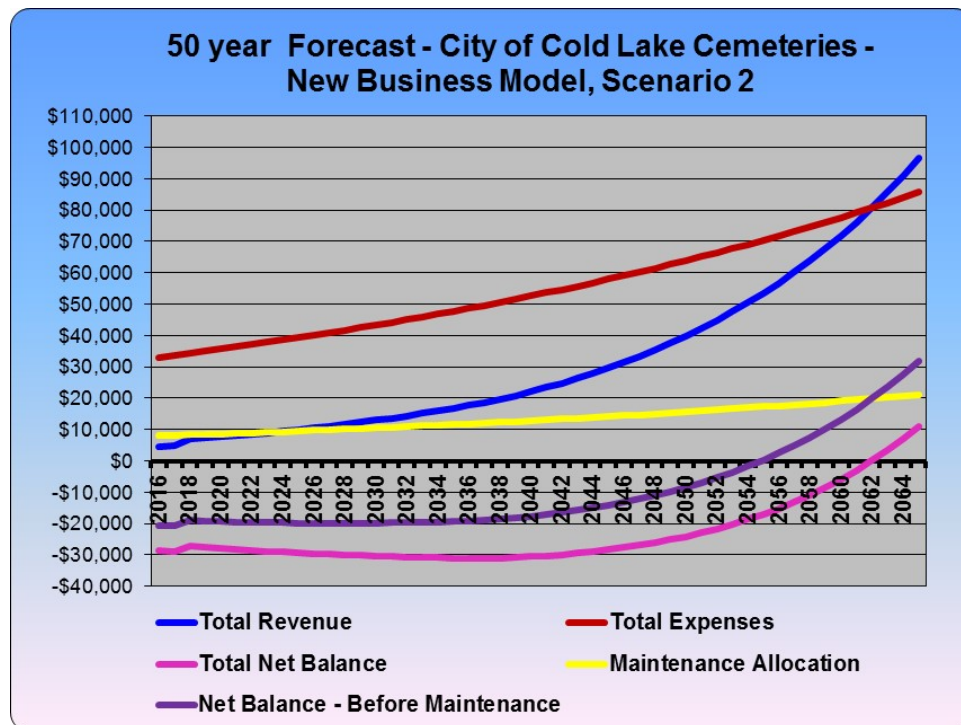


Figure 25: Cold Lake Cemeteries, Scenario 2 – New Business Model, 50 Year Forecast, Source: LEES+Associates.



It is expected under Scenario 2 that Cold Lake cemetery operations will become fully self-sustaining and begin to break even consistently (after maintenance costs are accounted for) in **47 years** or **by 2062**.

After the Cold Lake cemetery system begins to generate a profit, it is recommended that any excess income be allocated as an extra contribution to the new Perpetual Care Fund, as well as a new dedicated Cemetery Development Fund, designed to support capital projects such as developing new inventory, enhancing infrastructure, and purchasing new land in the future.

The projected sales revenue in this scenario does not include new cemetery offerings (e.g. columbaria niches, family vessels, scatterings, etc). This is because the City does not have any established sales patterns or history of demand for these offerings to reasonably extrapolate from. At cemeteries with low sales volumes, any projected revenues from high priced offerings such as columbaria niches are expected to have a substantial impact. Therefore, it is prudent to be conservative about their impact on future cash flows.

The following graph highlights the forecasted Perpetual Care Fund balance, interest income and the maintenance costs to be covered under Scenario 2.

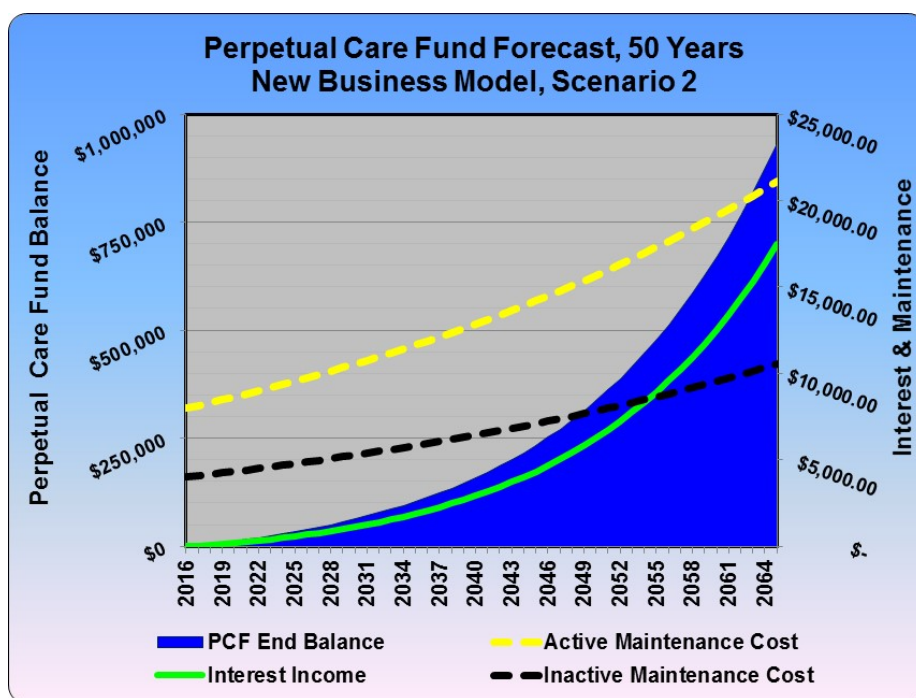


Figure 26: Cold Lake Cemeteries Perpetual Care Fund Forecast, Scenario 2 – New Business Model, Source: LEES+Associates.

Under this scenario, the PCF will reach a balance of **\$930,000** in 50 years. This will generate interest of **\$18,600** per year, at the rate of 2.0%. In this scenario, the City will comfortably achieve basic, inactive site sustainability within **40 years**.



If the City wishes to continue the current level of care (at the forecasted Active Cemetery Cost) using the PCF interest income, then it will likely take approximately **55 years** to achieve full active site sustainability, unless the City chooses to contribute a greater proportion of annual sales to the PCF or budgets a substantial donation to the PCF from its capital or general fund.

The projected PCF balance in this scenario does not include contributions from new cemetery offerings. Municipal cemeteries across Canada will often contribute **10%** of annual columbaria niche sales to further grow their PCF. The City can also choose to adopt this practice in order to further grow the PCF and shorten the timeline to full financial sustainability.

7.13 KEY FINDINGS – FINANCIAL PLAN

The key findings for the operating model and financial plan analysis include:

- Cold Lake cemeteries currently generate an annual loss, requiring tax subsidy from the City to support operations. This is consistent with the performance of most other Canadian municipal cemeteries;
- Increasing prices and City Staff time investment in marketing initiatives is necessary to increase revenue and achieve more sustainable financial projections in the long-term, and
- The City's perpetual care needs are underfunded. Under status quo conditions, when cemeteries become inactive the City will likely have an obligation to cover basic cemetery maintenance through ongoing tax subsidies.

7.14 RECOMMENDATIONS – FINANCIAL PLAN

The following recommendations are expected to improve future cash flows, performance tracking and perpetual care funding. To achieve self-sustaining operations the City should:

- **Adopt Scenario 2** to guide future planning. This will enable the City to:
 - Reduce the City's tax subsidy of cemetery operations;
 - Achieve the recovery of anticipated operating costs with reasonable price increases within the anticipated range of Alberta's cemetery market value, and
 - Improve long-term sustainability by growing a PCF to a balance which will generate sufficient interest to meet future maintenance costs.
- **Add new revenues accounts** to enhance performance measurement and the ability to track sales by customer segment (resident/non-resident), product/service type (casket plots, cremation plots, niches, permits, etc) and time of sale (at-need/pre-need).
- **Add new expense accounts** to enhance the City's ability to track costs by function; these could include creating new accounts and account groupings for administration costs, maintenance costs, contractor costs (for interments), etc.



- **Draft policies for posting** cemetery-related sales and expenses to ensure consistent and accurate reporting. This includes identifying and allocating an appropriate % portion of maintenance and labor expenses from the Parks budget to cemetery expense accounts to accurately track site costs;
- **Meet with the representatives of the churches** receiving a City transfer of funds to support their cemeteries. Gather information and evaluate whether the annual transfer should continue. If it is decided that it should, draft an updated agreement that outlines the terms, conditions, accountability and responsibilities of all parties involved;
- **Establish a Perpetual Care Fund** by consulting with an investment specialist. Contribute 30% of plot sales and 10% of columbaria niche sales to the PCF annually.
 - The City also needs to decide on the appropriate measures to increase the PCF balance, to compensate for the years of sales that did not contribute to perpetual care. This could include donations to the PCF from the City's budget.
- **Transfer future profits to a new Development Fund.** This will fund future inventory, land acquisitions and improvements to cemetery site infrastructure;
- **Monitor changes** in revenue, expenses, profit/loss and community response, to ensure the proposed marketing plan and financial strategies evolve as expected and that the impact of these changes on the cemetery-community relationship is measured, and
- In 5 to 10 years, **revisit the anticipated market capture, and financial projections** for Cold Lake Cemeteries. It will be important to evaluate the response to the City's new cemetery offerings and community engagement efforts, as well as course-correct the City cemetery operations in response to changing market conditions.



8 CONCEPT DESIGNS + SITE IMPROVEMENTS

This chapter provides concept design options for both Grand Centre Memorial Park and Lakeview Cemetery, and a summary of recommended aesthetic and functional improvements. The concept plans have been created in response to the need to:

- Improve the overall aesthetics of the cemeteries;
- Expand the range of interment types offered at each cemetery site to respond to changing community demographics, religious and cultural needs;
- Address access and operational deficiencies that reflect best practices and trends, and
- Enhance the potential for increased programming and use of the cemeteries as important assets in the community's park and open space system.

8.1 GRAND CENTRE MEMORIAL PARK – CONCEPT DESIGN

The following sections describe key recommendations for new interment, amenity and landscape areas designed for Grand Centre Memorial Park (Cold Lake South).

CREMATION GARDEN

A new cremation garden is proposed as a key feature of the cemetery upgrades. The cremation garden will feature ornamental plantings to provide horticultural interest, a sculptural feature and benches situated to optimize views to the west. A variety of cremation interment options are proposed including community columbaria, family vessels, and a scattering garden. Columbaria will be phased in over time, with two units recommended as part of the first phase of development.

GREEN BURIAL AREA

The introduction of a green burial area represents strong interest from stakeholder groups in the community who are interested in more environmentally sustainable interment options, and presents a marketing opportunity for the City to promote sustainability initiatives. More information on green burial is provided in “**Appendix F – New Interment Options.**”



Figure 27. Example of community columbaria,
Source: LEES+Associates



MUSLIM BURIAL AREA

The addition of a specialized interment area for Muslim Burial area reflects the current demographics of the community which has a growing Muslim population, as well as consultations with representatives of the Cold Lake Mosque. Members of the Cold Lake Muslim community currently use cemeteries in the City of Edmonton which provide specialized burial areas. Burial plots in the Muslim Burial Area should be aligned towards Mecca, at 28.19° from North towards East.

ACCESS IMPROVEMENTS

Access improvements proposed for Grand Centre Memorial Park respond to the need to mitigate muddy conditions on the current driveway, and a desire for a more formalized arrival area and processional into the cemetery for visitors. Proposed improvements include paving of the internal cemetery driveway, creation of a formalized parking area at the cemetery entry, as well as improved entry gates for vehicle and pedestrian access. Road access from Highway 28 to the cemetery should be improved in the long-term.

VETERANS PLAZA AND WALK OF HONOUR

The Veterans Plaza and Walk of Honour is designed to honour Veterans, and will include a plaza space for ceremonial purposes, processions and gatherings. A central obelisk defines the plaza space and provides a place for the laying of wreaths. A Field of Honour with areas for in-ground casket and cremation burial is provided for Veterans of the Armed Forces as well as Veterans of Protective Services (e.g., those who served in police or fire services). The Veterans Plaza includes spaces for the installation of columbaria dedicated to Veterans.



Figure 28. Rendering of the proposed Veterans' Memorial Plaza at Grand Centre Memorial Park, Source: LEES+Associates

The Concept Plan for Grand Centre Memorial Park as well as proposed access and interment diagrams are included in “**Appendix J – Cemetery Concept Designs.**”

8.2 LAKEVIEW CEMETERY – CONCEPT DESIGN

The following sections describe key recommendations for new interment, amenity and landscape areas designed for Lakeview Cemetery (Cold Lake North).

CREMATION GARDEN

A new cremation garden is proposed as a key feature of the cemetery upgrades. The cremation garden will feature ornamental plantings to provide horticultural interest, and benches. A variety of cremation interment options are proposed including community columbaria, family vessels, and a scattering garden. Columbaria will be phased in over time, with two units recommended as part of the first phase of development.



Figure 29. Rendering of proposed cremation garden at Lakeview Cemetery, Source: LEES+Associates

ACCESS IMPROVEMENTS

Access improvements proposed for Lakeview Cemetery include relocation of the primary vehicle entry along 22nd St in order to align with the primary internal driveway, and facilitate operational access. The primary east-west driveway will be upgraded for vehicle use, with the north-south driveway enhanced as a pedestrian pathway. A walking loop and benches around the perimeter of the cemetery provide space for reflection, and will increase the park-like function of the cemetery.

The Concept Plan for Lakeview Cemetery as well as proposed access and interment diagrams are included in “**Appendix J – Cemetery Concept Designs.**”

OVERVIEW

Grand Centre Memorial Park (Cold Lake South) is currently 30% developed. The objectives of the design are to:

1. Enhance the overall aesthetics of the cemetery;
2. Respond to the site's topography;
3. Optimize views;
4. Improve access and circulation;
5. Accommodate a wider range of interment and memorialization options, and
6. Provide more opportunities to celebrate and remember loved ones who have passed away.

The proposed expansion will provide approximately 30 years of additional burial capacity.

RENDERING OF PROPOSED VETERAN'S PLAZA



GREEN BURIAL



“Green” or “Natural” Burial is an alternative to traditional burial practices and is seen as more environmentally friendly. The five principles of Green Burial are:

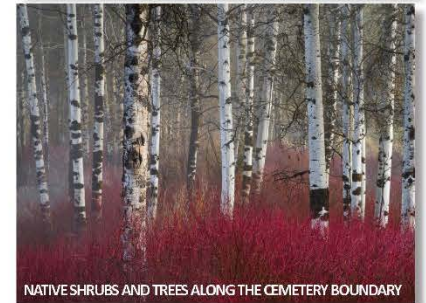
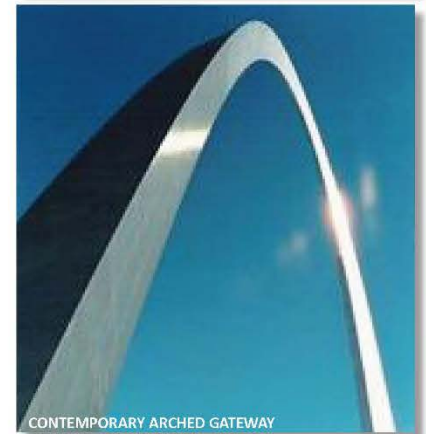
1. No embalming;
2. No outer burial container;
3. A biodegradable casket or shroud;
4. A communal marker, and
5. An element of habitat enhancement.

To find out more visit the Green Burial Society of Canada's website: www.greenburialcanada.ca

CONCEPT DESIGN



PRECEDENT IMAGES



GRAND CENTRE (COLD LAKE SOUTH) - CONCEPT PLAN

COLD LAKE CEMETERY SYSTEM MASTER PLAN

LEES+Associates
Landscape Architects and Planners
509-318 Homer St Vancouver BC Canada V6B 2V2 | p: 604 899 3806
51 Wolseley St Toronto ON Canada M5T 1A4 | p: 416 645 7033
66 Klondike Rd Whitehorse YT Canada Y1A 3M1 | p: 867 332 3806
www.elac.ca



OVERVIEW

The north half of Lakeview Cemetery is currently 100% sold, and the south half is 70% sold. The proposed concept plan will enhance the appearance of the existing site and provide increased capacity. The objectives of the design are to:

- 1. Improve the overall aesthetics of the cemetery;
- 2. Provide a more park like experience with trees and resting areas;
- 3. Improve access and circulation within the site;
- 4. Create additional cremation interment options;
- 5. Enhance the existing Veterans Field of Honour.

The Lakeview Cemetery improvements will provide approximately 30 years of additional cremation interment capacity as part of a phased development.

RENDERING OF PROPOSED CREMATION GARDEN

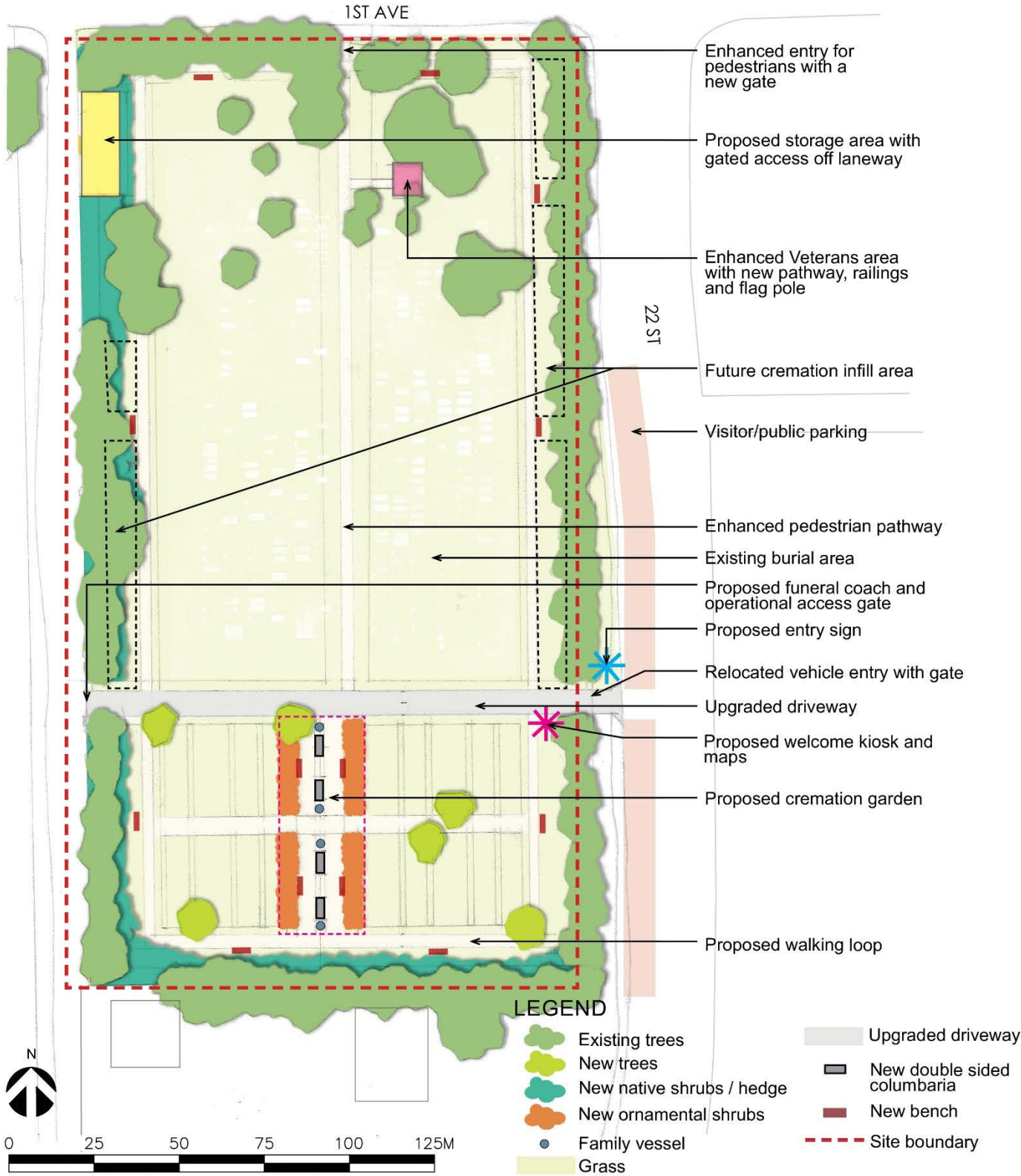


COLUMBARIA

A columbarium is a structure that contains niches for the interment of urns containing cremated remains. Columbaria may be “Family,” or “Community,” based on the number of niches and how they are sold. They have removable shutters for inscriptions and may have ledges for placing reliquary such as flowers or candles.



CONCEPT DESIGN



PRECEDENT IMAGES



LAKEVIEW CEMETERY - CONCEPT PLAN
COLD LAKE CEMETERY SYSTEM MASTER PLAN

LEES+Associates
Landscape Architects and Planners
509-318 Homer St Vancouver BC Canada V6B 2V2 | p: 604 899 3806
51 Wolsley St Toronto ON Canada M5T 1A4 | p: 416 645 7033
66 Klondike Rd Whitehorse YT Canada Y1A 3M1 | p: 867 332 3806
www.elac.ca



9 DEVELOPMENT + PHASED IMPLEMENTATION PLANS

This chapter includes phasing plans that outline a prioritized list of development initiatives, as well as order of magnitude cost estimates to provide a roadmap for capital planning and future improvements at Grand Centre Memorial Park and Lakeview Cemetery.

9.1 PHASING PLANS

It is recommended that the improvements for each cemetery site be delivered in phases. The recommended site changes are prioritized in the tables and figures below and identified as either Phase 1 or Phase 2 priorities.

The proposed phasing reflects the need to balance upcoming demand for new services and an expanded range of interment types along with functional improvements, while spreading the cost of development.

Grand Centre Memorial Park - Proposed Improvements	Phase 1 Development	Phase 2 Development
1. New Cremation Garden (Allow for 2 columbaria in Phase 1)		
2. New Veterans Memorial Plaza		
3. New Tree and Shrub Planting and Fence Upgrade to Buffer		
4. New Pedestrian Pathway		
5. New Pedestrian Entry with Gate, Welcome Kiosk and Maps		
6. Relocated Materials Storage Area		
7. New Asphalt Driveway		
8. New Vehicle Entry Gates		
9. New Parking Area		

Table 6. Summary of Recommended Priorities by Phase - Grand Centre Memorial Park

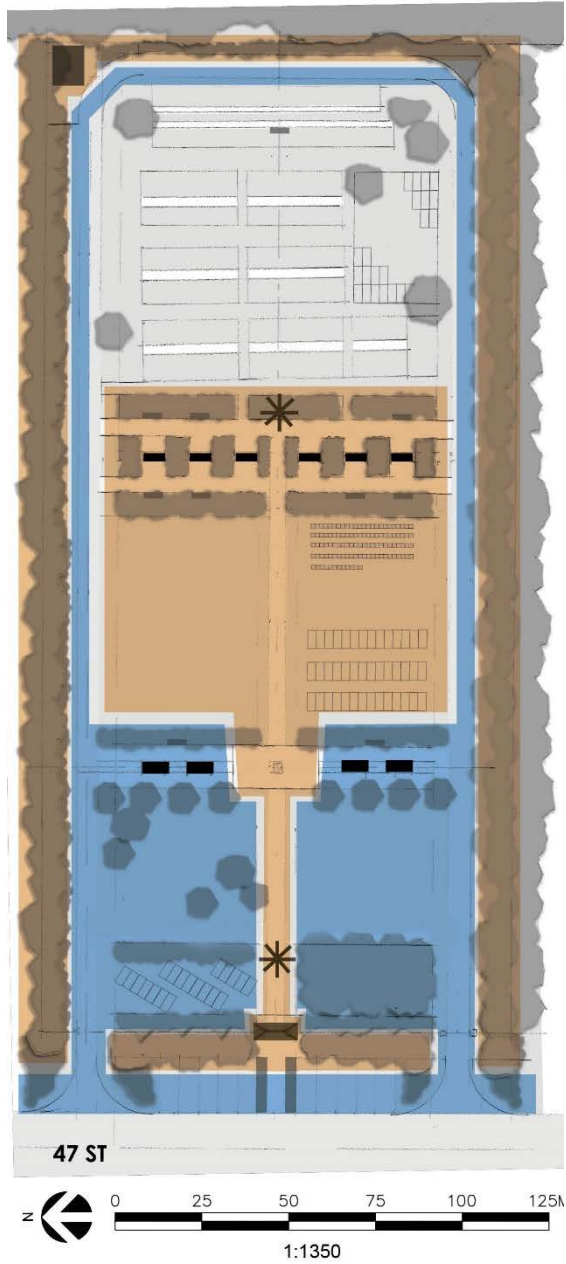


Figure 31. Phasing Plan - Grand Centre Memorial Park

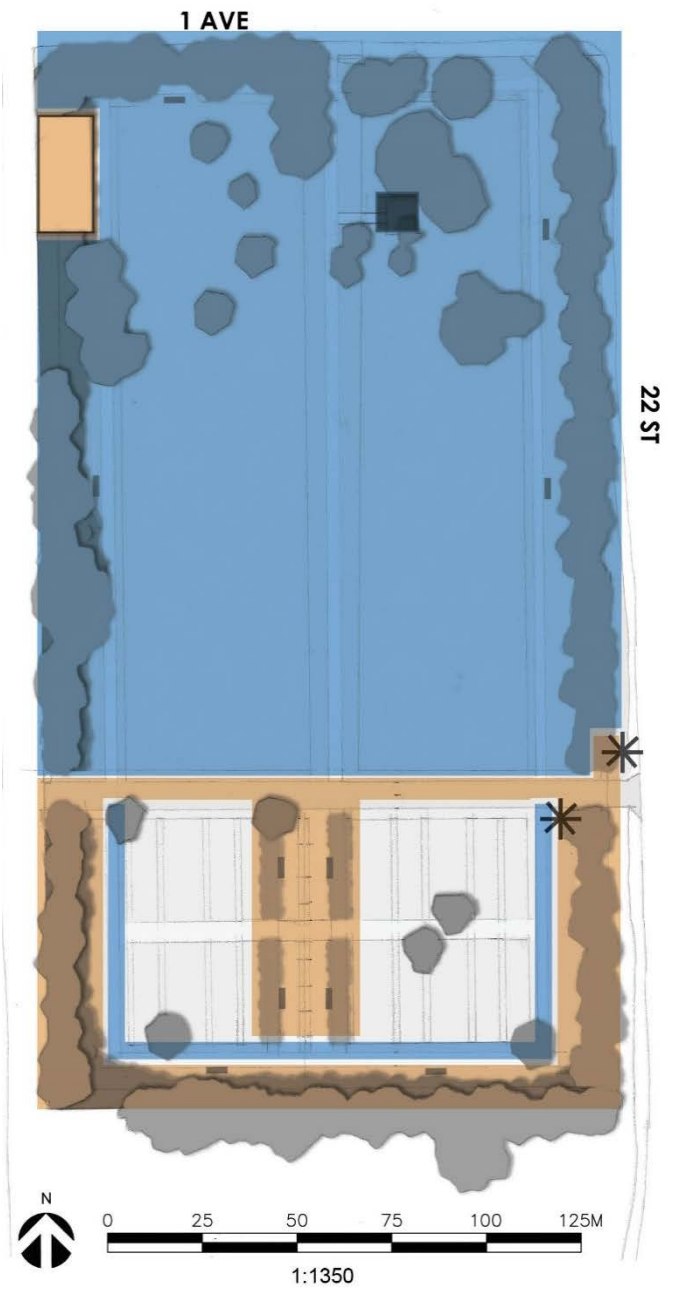


Figure 30. Phasing Plan - Lakeview Cemetery

Lakeview Cemetery - Proposed Improvement	Phase 1 Development	Phase 2 Development
1. New Cremation Garden (Allow for 2 columbaria in Phase 1)		
2. Upgraded Driveway with Relocated Vehicle Entry Gate		
3. Relocated Materials Storage Area		
4. New Entry Sign		
5. Welcome Kiosk and Maps		
6. New Pedestrian Pathways and Walking Loop with Benches		
7. Improved Veterans Area with New Pathway, Railings and Flag Pole		
8. New Native Shrub Planting to Buffer		
9. Existing Gate to North Converted to Pedestrian Only Entry		

Table 7. Summary of Recommended Priorities by Phase - Lakeview Cemetery

9.2 COST ESTIMATES

An opinion of probable costs for the proposed cemetery enhancements is presented in the tables below.

GRAND CENTRE MEMORIAL PARK - PHASE 1 SUMMARY	
ITEM	ESTIMATED COST
SITE PROTECTION, DEMOLITION AND REMOVALS	\$ 2,000.00
NEW EASTERN BOUNDARY FENCE	\$ 12,000.00
CREMATION GARDEN PAVING, LANDSCAPE, SCULPTURE, MEMORIAL WALL, AND BENCHES	\$ 220,134.00
CREMATION GARDEN COLUMBARIA NICHES	\$ 71,180.00
NEW CREMATION GARDEN FAMILY VESSELS AND OSSUARY	\$ 23,100.00
NEW CREMATION BURIAL AREA WITH SECTION MARKERS	\$ 8,180.00
NEW TRADITIONAL IN-GROUND BURIAL AREA WITH SECTION MARKERS	\$ 10,000.00
NEW VETERANS PLAZA WITH MEMORIAL OBELISK, FLAGPOLES AND BENCHES	\$ 79,520.00
NEW SANBLASTED CONCRETE PATHWAY	\$ 35,520.00
NEW PEDESTRIAN ENTRY GATE FEATURE, METAL BOUNDARY RAILINGS , VEHICLE ENTRY GATES, AND SHRUB PLANTING	\$ 100,000.00
NEW TREES AND HEDGING ALONG WESTERN CEMETERY BOUNDARY	\$ 32,320.00
NEW MATERIALS STORE	\$ 7,000.00
TOTAL CONSTRUCTION COSTS	\$ 600,954.00
LANDSCAPE MAINTENANCE	\$ 5,000.00
GENERAL REQUIREMENTS	\$ 7,000.00
DESIGN AND CONSTRUCTION ADMIN FEES @ 15%	\$ 91,943.10
CONTINGENCY @ 15%	\$ 105,734.57
TOTAL	\$ 810,631.67

Table 8. Summary of Estimated Costs - Grand Centre Memorial Park, Phase 1

GRAND CENTRE MEMORIAL PARK PHASE 2 - SUMMARY	
ITEM	ESTIMATED COST
SITE PROTECTION, DEMOLITION AND REMOVALS	\$ 4,900.00
NEW GREEN BURIAL AREA WITH COMMUNAL MARKER	\$ 59,980.00
CREMATION GARDEN PAVING, LANDSCAPE, AND BENCHES	\$ 98,192.00
CREMATION GARDEN COLUMBARIA NICHES	\$ 62,000.00
NEW CREMATION GARDEN FAMILY VESSELS	\$ 15,400.00
NEW TRADITIONAL IN-GROUND BURIAL AREAS WITH SECTION MARKERS	\$ 15,000.00
NEW ASPHALT CEMETERY DRIVEWAY AND PARKING AREA	\$ 88,400.00
NEW NATIVE TREE BUFFER ALONG NORTHERN CEMETERY BOUNDARY	\$ 30,000.00
TOTAL CONSTRUCTION COSTS	\$ 373,872.00
LANDSCAPE MAINTENANCE	\$ 5,000.00
GENERAL REQUIREMENTS	\$ 7,000.00
DESIGN AND CONSTRUCTION ADMIN FEES @ 15%	\$ 57,880.80
CONTINGENCY @ 15%	\$ 66,562.92
TOTAL	\$ 510,315.72
PHASES 1 AND 2 COMBINED TOTAL	\$ 1,320,947.39

Table 9. Summary of Estimated Costs - Grand Centre Memorial Park, Phase 2

LAKEVIEW CEMETERY PHASE 1 - SUMMARY	
ITEM	ESTIMATED COST
SITE PROTECTION, DEMOLITION AND REMOVALS	\$ 2,000.00
NEW MAIN ENTRY GATE AND UPGRADED DRIVEWAY	\$ 99,500.00
CREMATION GARDEN PAVING, LANDSCAPE AND BENCHES	\$ 82,720.00
CREMATION GARDEN MEMORIAL WALL	\$ 20,000.00
CREMATION GARDEN COLUMBARIA NICHES	\$ 86,700.00
NEW CREMATION GARDEN FAMILY VESSELS	\$ 16,400.00
NEW TREES TO EXISTING TRADITIONAL IN-GROUND BURIAL AREA	\$ 8,000.00
NEW SECTION MARKERS TO EXISTING TRADITIONAL IN-GROUND BURIAL AREA	\$ 10,000.00
NEW MAIN ENTRY SIGN	\$ 20,000.00
NEW WELCOME KIOSK WITH MAPPING	\$ 20,000.00
NEW SHRUBS ALONG SOUTHERN AND WESTERN CEMETERY BOUNDARY	\$ 19,618.50
NEW MATERIALS STORE	\$ 20,000.00
TOTAL CONSTRUCTION COSTS	\$ 404,938.50
LANDSCAPE MAINTENANCE	\$ 5,000.00
GENERAL REQUIREMENTS	\$ 7,000.00
DESIGN AND CONSTRUCTION ADMIN FEES @ 15%	\$ 62,540.78
CONTINGENCY @ 15%	\$ 71,921.89
TOTAL	\$ 551,401.17

Table 10. Summary of Estimated Costs - Lakeview Cemetery, Phase 1

LAKEVIEW CEMETERY PHASE 2 - SUMMARY	
ITEM	ESTIMATED COST
SITE PROTECTION, DEMOLITION AND REMOVALS	\$ 5,900.00
NEW INFILL CREMATION AND TRADITIOAL IN-GROUND BURIAL AREAS WITH SECTION MARKERS	\$ 25,000.00
IMPROVED VETERANS PLAZA, MONUMENT RESTORATION, COMMUNAL MARKER, PATHWAY, RAILINGS, BENCH AND FLAGPOLE	\$ 42,000.00
UPGRADE WITH PEDESTRIAN ENTRY GATE AT THE NORTHERN BOUNDARY	\$ 20,000.00
NEW PEDESTRIAN GRAVEL PATHWAYS WITH CONCRETE EDGES	\$ 68,385.00
SIX NEW BENCHES	\$ 24,000.00
NEW NATIVE TREE AND SHRUB BUFFER ALONG WESTERN CEMETERY BOUNDARY	\$ 21,549.00
TOTAL CONSTRUCTION COSTS	\$ 206,834.00
LANDSCAPE MAINTENANCE	\$ 5,000.00
GENERAL REQUIREMENTS	\$ 7,000.00
DESIGN AND CONSTRUCTION ADMIN FEES @ 20%	\$ 43,766.80
CONTINGENCY @ 15%	\$ 39,390.12
TOTAL	\$ 301,990.92
PHASES 1 AND 2 COMBINED TOTAL	\$ 853,392.09

Table 11. Summary of Estimated Costs - Lakeview Cemetery, Phase 2

10 CONCLUSION

This Cemetery Services Master Plan comprehensively reviews the cemetery needs of the City of Cold Lake, and outlines recommendations to serve as a guide to future cemetery site development and operations. This plan will help ensure that the City of Cold Lake will have the resources required to effectively meet the future interment and service needs of the community for the next 25 years, and charts a path forward that will move this important social service towards long term sustainability in its future operations.

11 APPENDICES

- Appendix A – Staff + Stakeholder Consultation**
- Appendix B – Demographic Profiles**
- Appendix C – Cemetery Market and Market Capture Details**
- Appendix D – Cemetery Inventory Details**
- Appendix E – Cemetery Market Prices**
- Appendix F – New Interment Options**
- Appendix G – Cemetery Bylaw Information**
- Appendix H – Perpetual Care Fund Overview**
- Appendix I – Site Analysis Plans**
- Appendix J – Cemetery Concept Designs**
- Appendix K – Cemetery Phasing Plans**
- Appendix L – Public Open House Summary**
- Appendix M – Glossary of Cemetery Terms**

APPENDIX A – STAFF + STAKEHOLDER CONSULTATION

MEETING #1 – SITE VISIT TO GRAND CENTRE MEMORIAL PARK

Date: April 28, 2016 at 1:30 PM

Location: Grand Centre Memorial Park

Attending:

Client Representatives: Tasha Elliott, Jim Fedyk, Shannon Boychuk, George Urlacher, Jazelle Robb, Cindy Reimer, Sophie Ke, Kristy Isert, Robert Serediuk – City of Cold Lake

Cemetery Consultants: Heidi Redman, Richard Cook – LEES+Associates

1. The City provides snow plowing to the cemetery gate; the Funeral Home does snow removal within the cemetery to provide access to plots as required for interments; internal roads or pathways are not cleared regularly, therefore there is very little visitation to the cemeteries in the winter.
2. Maintenance begins on May 1, corresponding with annual hiring of summer students by the City; the summer students cut grass at the cemeteries and sweep headstones along with other parks maintenance duties.
3. By-law enforcement is an issue, particularly around personal gardens established by families on grave plots. These gardens cause maintenance issues at both of the cemeteries, but especially at Grand Centre.
4. There is a lack of moisture at both sites; irrigation is an expectation by many community members.
5. Concrete vaults are mandatory per the most recent update of the bylaw. Previously rough wooden boxes were used.
6. The General Manager of Corporate Services is responsible for the department under which the administration of the cemeteries falls. Cemetery maintenance is handled by Parks.
7. Concrete ribbons are now used and preferred by staff, due to the clean lines and ease of locating grave plots.
8. Groundwater is not an issue at Grand Centre (estimated at 3-4m depth).
9. A contractor handles the opening and closing (not City forces). The contractor is contracted by the Funeral Home but paid for by the family. The funeral home recommends the contractor to the family. The contractor is subcontracted and billed to the family. The funeral home describes it to remain 'arms-length.' The City's perspective is that the funeral home subcontracts the contractor. The City is not involved.
10. There are no pre-dug graves in the winter.
11. Plot sales at Grand Centre have been fairly slow.
12. Customers at the cemeteries are mostly locals or families that used to live in Cold Lake.

13. The military and the oil sector are driving growth in the community. More and more military (CFB) people are staying in Cold Lake and living out their lives in the community.
14. There is no cemetery on the military base.
15. There is often damage when graves are dug in the snow; the visibility of existing plots is limited in the winter and it is difficult to mark plots for opening due to presence of snow and freezing ground conditions.
16. Wayfinding to Grand Centre is an issue. More signage is needed to direct people to the cemetery.
17. There are no trails or green space linkages in proximity to Grand Centre Cemetery. The area is mostly semi-industrial.
18. Maintaining perimeter fencing at the site is important due to the adjacent stables, and to keep out snow machines in the winter.
19. Employees working in the surrounding businesses make use of the site for picnicking / lunch. There are very few community greenspaces or parks in this part of the city.
20. Green burial was discussed on site as a potential new form of interment that may have traction in the community.
21. The cemetery would benefit from more character-defining elements to make it more parklike and more appealing to City residents. The cemetery lacks trees; especially species such as white spruce and pine which are endemic to the Cold Lake landscape.

Notes by: Heidi Redman

MEETING #2 – WORKSHOP WITH EXTERNAL STAKEHOLDERS

Date: April 28, 2016

Location: Golf course meeting room

Attending:

Client Representatives: Tasha Elliott, Jim Fedyk – City of Cold Lake

Stakeholder Representatives: Evelyn Berkshire (Points West Living Residents Association); Bev Brule; Helen Flaming, Judy Soholt (Lakeland Lutheran Church); Cathy Aust (Family and Community Support Services); Mary Ann Latty (Seniors Society/United Church); Jeff Thackeray (Momento Funeral Chapel); Phil Crump (Community Baptist Church); Hayward Eastman (Cold Lake Community Church); John Camp (Cold Lake Community Church); Capt Chris Willis (CAF St. Mark's Protestant Chapel); Todd Rorke (Royal Canadian Legion Br. 211); Keith Reider (RCAF Association)

Cemetery Consultants: Heidi Redman, Richard Cook – LEES+Associates

1. There was a question/comment about how the Grand Centre (GC) cemetery could possibly be an open space when it is so far from everything?
2. Question about wayfinding options within the cemetery itself.

3. Someone shared that most of the deaths in the First nations community lead to burials in caskets on the Cold Lake reserve
4. Comment that Lakeview Cemetery only has vehicle access on the north side which is a very limited space.
 - a. Suggestion for access gate off of 25th Street located about the middle of the parcel length
5. Several concerns raised about the landscaping at each site.
6. The Legion would like to see a Field of Honour in one or both cemeteries (he personally knew of some military members buried in the Grand Centre cemetery)
7. Some comments that the costs associated with a columbarium would affect its viability.
8. Padre Willis from 4 Wing said he hasn't witnessed any active military members buried in Cold Lake.
 - a. Jeff from Memento Funeral Home added that he hasn't seen any active military members buried in Cold Lake either, and
 - b. Interest in a special area for retired military members to be buried was expressed from the Legion.
9. Memento Funeral Home:
 - a. Sees a need for a columbarium.
 - b. Grand Centre cemetery has poor maintenance, poor accessibility in winter (snow removal should be enhanced), dirt road is a problem and needs to be maintained year round.
10. Options discussed:
 - a. At least some interest in green burial was expressed.
 - b. Also an 'official' place to scatter ashes.
 - c. Perhaps a stream to scatter ashes.
11. Pet cemetery:
 - a. Lots of military members have pets
 - b. People don't currently have a lot of options when burying pets
 - c. LEES pointed out there are regulations/restrictions around burying people and pets in the same vicinity
12. Cold Lake Legion:
 - a. Asked if the City can collect info from people when they request a burial about whether the person is a veteran or not.
 - b. Then subsequently pass that info onto the Legion for memorial purposes.

Notes by: Tasha Elliott

MEETING #3 – SITE VISIT TO LAKEVIEW CEMETERY

Date: April 29, 2016 at 9:00 AM

Location: Lakeview Cemetery

Attending

Client Representatives: Tasha Elliott, Jim Fedyk, Shannon Boychuk, George Urlacher, Jazelle Robb, Cindy Reimer, Sophie Ke, Kristy Isert – City of Cold Lake

Cemetery Consultants: Heidi Redman, Richard Cook – LEES+Associates

1. There is a lack of clarity regarding who is responsible for maintaining grave covers and monuments in the cemetery.
2. Once a funeral service at the site is completed, there is currently not a protocol in place for City staff to inspect / ensure cleanliness of the site.
3. Grave marking has been an issue. There are no grave marker pins, which makes grave marking particularly difficult in the older section where many families have reserved side by side plots in very tight locations.
4. There is a need for clean-up after the snow melts, but before the maintenance activity resumes on May 1.
5. The contractor uses a tracked backhoe; this results in muddy conditions in some locations of the cemetery that see a lot of backhoe use. Using wheeled equipment that has less impact on turf, and/or putting 4x8' plywood boards down were discussed as possible options to improve the situation.
6. The alley adjacent to Lakeview Cemetery is used for access by operations and the funeral homes, however it is not regularly plowed.
7. The Materials spoil is currently in a prominent location in the cemetery. It should be moved to a less visible location.
8. Lakeview Cemetery has more foot traffic than Grand Centre due to its location within an established neighbourhood.
9. Ornamentation is managed more consistently and actively at Lakeview Cemetery, and as a result poses less of a problem than at Grand Centre.
10. The site is very dry, and has many sinking graves.
11. There is a small Field of Honour at Lakeview but it is poorly marked, and is full.

12. Graveside set-up and casket lowering is handled by the funeral home (they supply greens and the lowering device). No chairs, or canopy are provided. This may be a service the City could consider providing on a fee for service basis.
13. There have been historic water table issues at Lakeview, but these have now been resolved with installation of a pump system.
14. The City does not undertake any headstone releveled, but field staff would be interested in learning about this and possibly incorporating releveled into the maintenance program.
15. The Cemetery Bylaw requires clarity around who is responsible for maintenance of grave covers and headstones, and under what circumstances cracked or broken grave covers should be removed.
16. Generally, there needs to be more clarity with regards to roles and responsibilities of those involved in maintaining, using and administering the cemeteries.
17. Mother's Day is a very popular event, with many families leaving flowers at the cemetery.
18. There is a lack of seating or benches at the cemetery.
19. Records for the older sections of Lakeview Cemetery exist only in map format. GIS record keeping would be a useful addition to assist with operations.
20. There is a need for section or row markers to help with wayfinding, as well possible use of stakes in the winter to help locate grave rows.
21. The existing concrete ribbons were installed approximately 10-15 years ago.
22. An increase in the maintenance program will require a commensurate increase in staff resources.
23. There is currently minimal signage on site (one entry sign); increased wayfinding and educational signage (regarding bylaw), is required.
24. A handout for families outlining key policies in the bylaw, and what is permissible on site would be helpful to handout at the time of a plot sale or interment.
25. The City is interested in increasing the profile of the cemeteries, and building community.

Notes by: Heidi Redman

MEETING #4 – ADDITIONAL STAKEHOLDER INPUTS

Location: received via email

Stakeholder Representatives: Heather Hiebert (Community Baptist Church Cold Lake)

Cemetery Consultants: Heidi Redman (LEES+Associates)

1. There is an expression of interest in the offering of natural burial options in Cold Lake, with reference to the Natural Burial Association of Canada.

Notes by: HR

Location: via telephone

Stakeholder Representatives: Mahmoud El-Kadri (Cold Lake Mosque)

Cemetery Consultants: Heidi Redman (LEES+Associates)

1. The Cold Lake Mosque currently works with a mosque in Edmonton who arranges burial for members in Edmonton Cemeteries. The Edmonton mosque sends a car to the Cold Lake hospital, provides transportation of the body, and assists with arrangements for a funeral in Edmonton.
2. As far as Mahmoud is aware, all members of the Cold Lake Mosque are currently being buried in Edmonton.
3. There may be potential interest in burial in City of Cold Lake Cemeteries by member of the Cold Lake Mosque in the future. The Muslim community in Cold Lake is small but continuing to grow.
4. There was discussion of the potential for an area of graves within the Cold Lake South cemetery which would accommodate members of the Muslim community to be buried in a plot aligned towards Mecca.

Notes by: HR

Location: Cold Lake Energy Centre

Stakeholder Representatives: Ajaz Quariashi

Cemetery Consultants: H.Redman, R.Cook (LEES+Associates), Jim Fedyk (City of Cold Lake)

1. The local Muslim community is growing with approximately 30 Muslim families in Cold Lake.
2. At this time, the local Muslim community inter their loved ones in Edmonton cemeteries. Interment typically involves burial in shroud with a concrete vault that allows contact with the ground.
3. The capacity shown in the proposed Muslim burial section at Grand Centre looks about right. The design could include the addition of a bench for reading the quran.

Notes by: HR

APPENDIX B – DEMOGRAPHIC PROFILES

The following graphs shows the age distribution of the City of Cold Lake, Municipal District of Bonnyville and Province of Alberta.

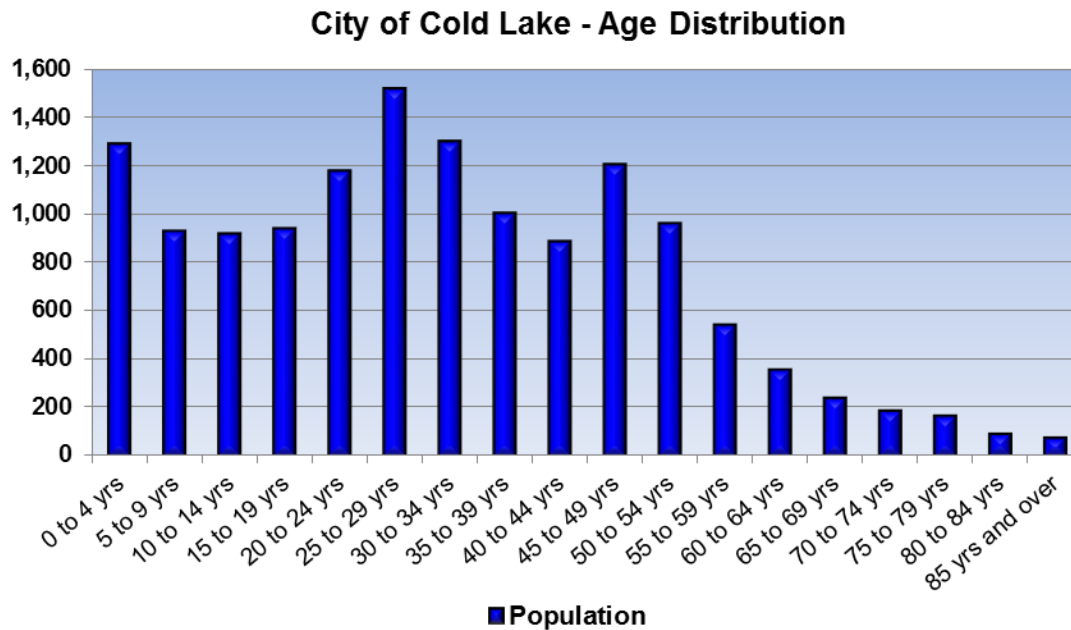


Figure 32: City of Cold Lake's Population Age Distribution as of 2011, Source: Statistics Canada.

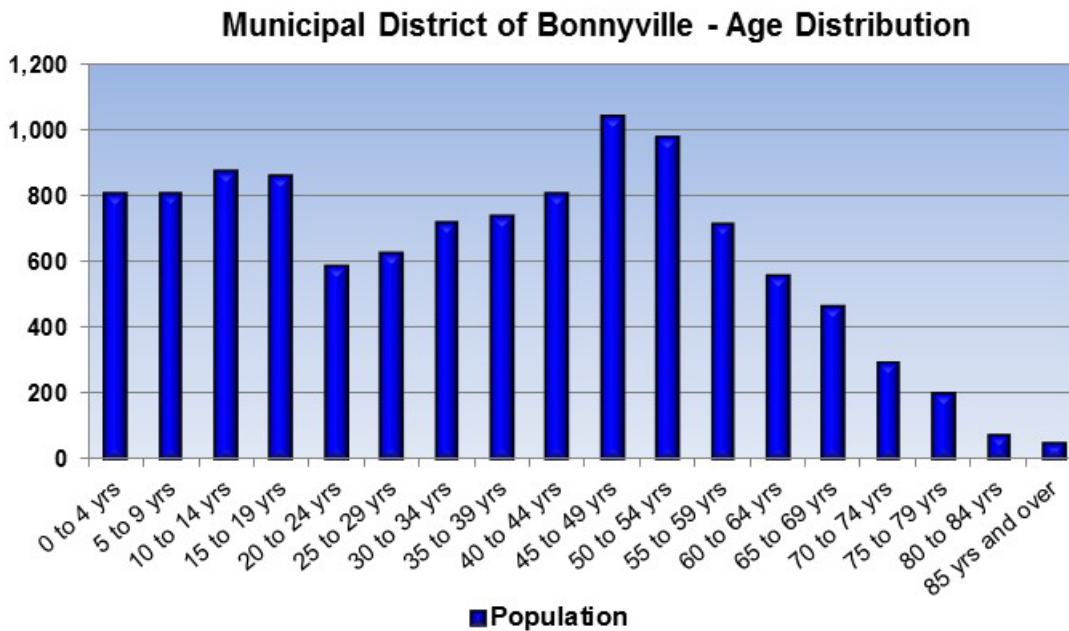


Figure 33: Municipal District of Bonnyville's Population Age Distribution as of 2011, Source: Statistics Canada.

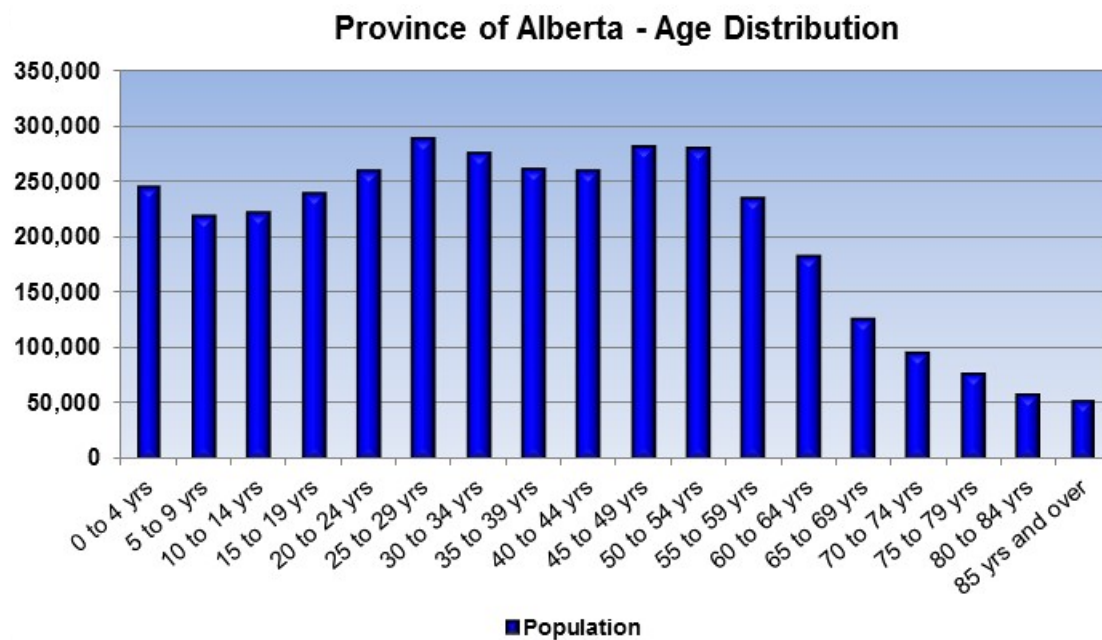


Figure 34: Alberta's Population Age Distribution as of 2011, Source: Statistics Canada.

The following table shows the historic population growth rates for City of Cold Lake and the Province of Alberta, over a 5 year and 10 year period.

Population Measurement	2006 Population	2011 Population	2015 Population	2011-2015 Population Growth/Yr 5 yr *AVG	2006-2015 Population Growth/Yr 10 yr *AVG
City of Cold Lake	12,586	14,240	16,018	2.62%	2.73%
Alberta	3,421,361	3,790,193	4,196,464	2.37%	2.30%

Table 12: Municipal and Provincial Population Growth Rates, Source: Alberta Municipal Census.
*AVG = Annual Average Rate.

The following table shows the death rates in the City of Cold Lake compared to the Province of Alberta over a 5 year and 10 year period.

Deaths Measurement	2006 Deaths	2011 Deaths	2015 Deaths	2011-2015 Deaths/Yr 5 yr *AVG	2006-2015 Deaths/Yr 10 yr *AVG
City of Cold Lake	57	57	72	67	65
Alberta	19,523	21,018	24,299	22,500	21,410
City of Cold Lake Death Rate per 1,000 people	4.53	4.00	4.49	4.41	4.56
Alberta Deaths per Death Rate per 1,000 people	5.71	5.55	5.79	5.62	5.64

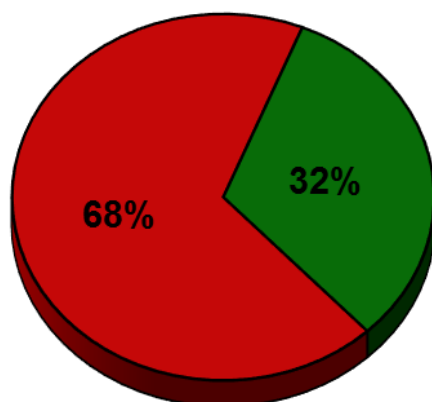
Table 13: Municipal and Provincial Death Rates, Source: Alberta Vital Statistics and Alberta Municipal Census.

The death rate in this report measures the number deaths for each 1,000 individuals in the region's population for a particular year or stated time period.

APPENDIX C – CEMETERY MARKET DISPOSITIONS AND MARKET CAPTURE DETAILS

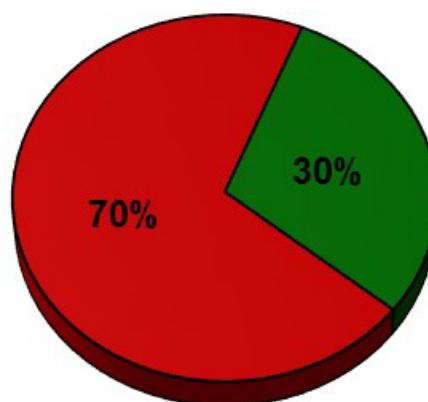
The pie charts below show the rate of disposition in the City of Cold Lake and Alberta in 2015.

**Disposition Preferences -
City of Cold Lake, 2015**



■ Casket Disposition
■ Cremation Disposition

**Disposition Preferences -
Alberta, Canada, 2015**



■ Casket Disposition
■ Cremation Disposition

*Figure 35: Disposition Preferences in the City of Cold Lake and Alberta,
Source: Alberta Vital Statistics, LEES+Associates.*

The following table summarizes the interment activity at City cemeteries over the last 5 years.

Service Type	5 years of City of Cold Lake Cemeteries Activity, 2011-2015		
	Total Interments	Average Interments	% of Total Interments
Traditional Casket	35	7	51%
Cremation Urns	33	7	49%
Total	68	14	100%

*Table 14: Summary of 5 Years of Interments by Service Type at City of Cold Lake Cemeteries,
Source: City of Cold Lake Interment Records.*

The following two graphs summarizes the historic cemetery market that characterized the City of Cold Lake for the past 5 years.

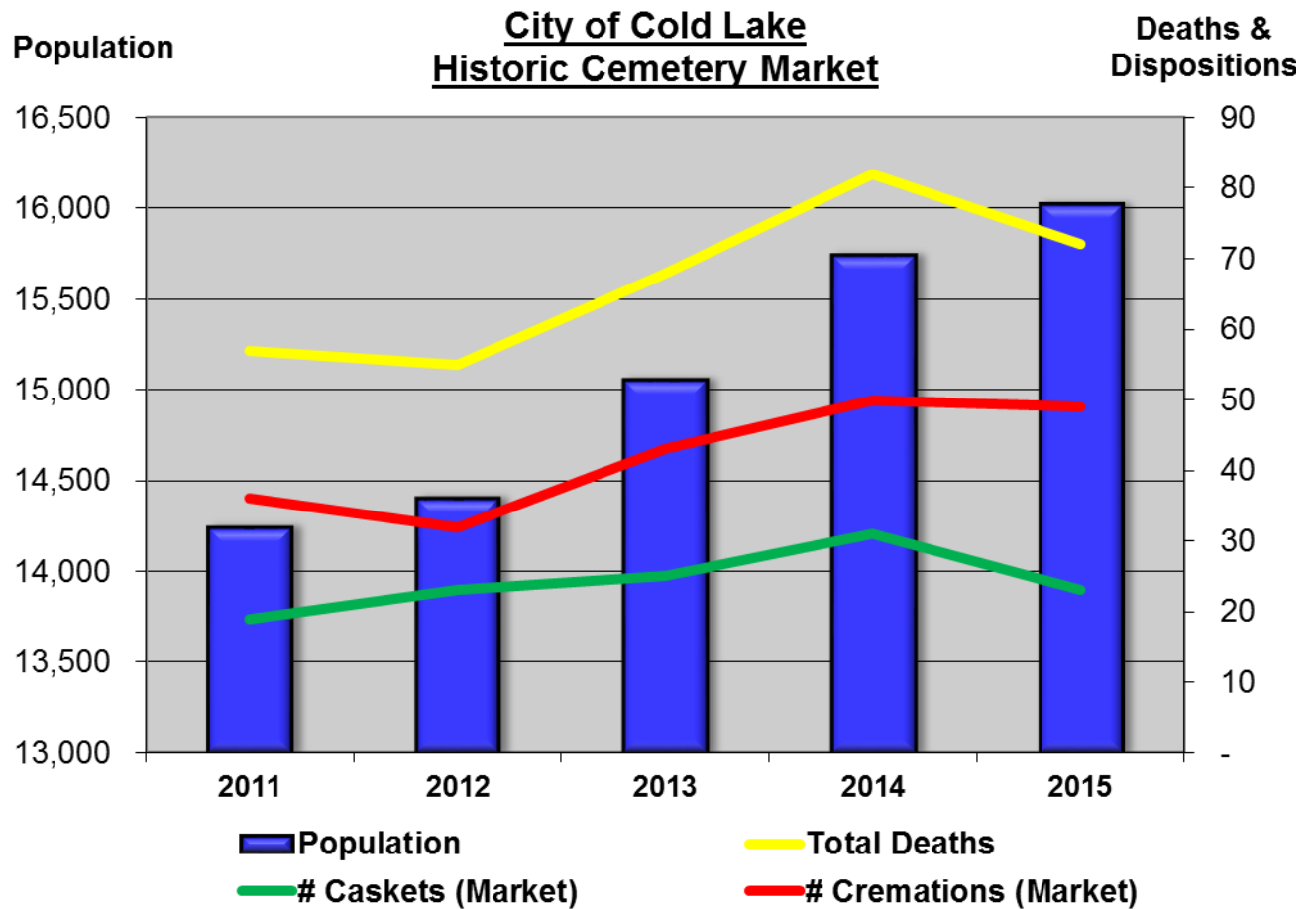


Figure 36: 5 Year City of Cold Lake Cemetery Market Overview, Source: LEES+Associates.

The following graph summarizes the historic cemetery market capture activity that characterized the City of Cold Lake cemeteries for the past 5 years.

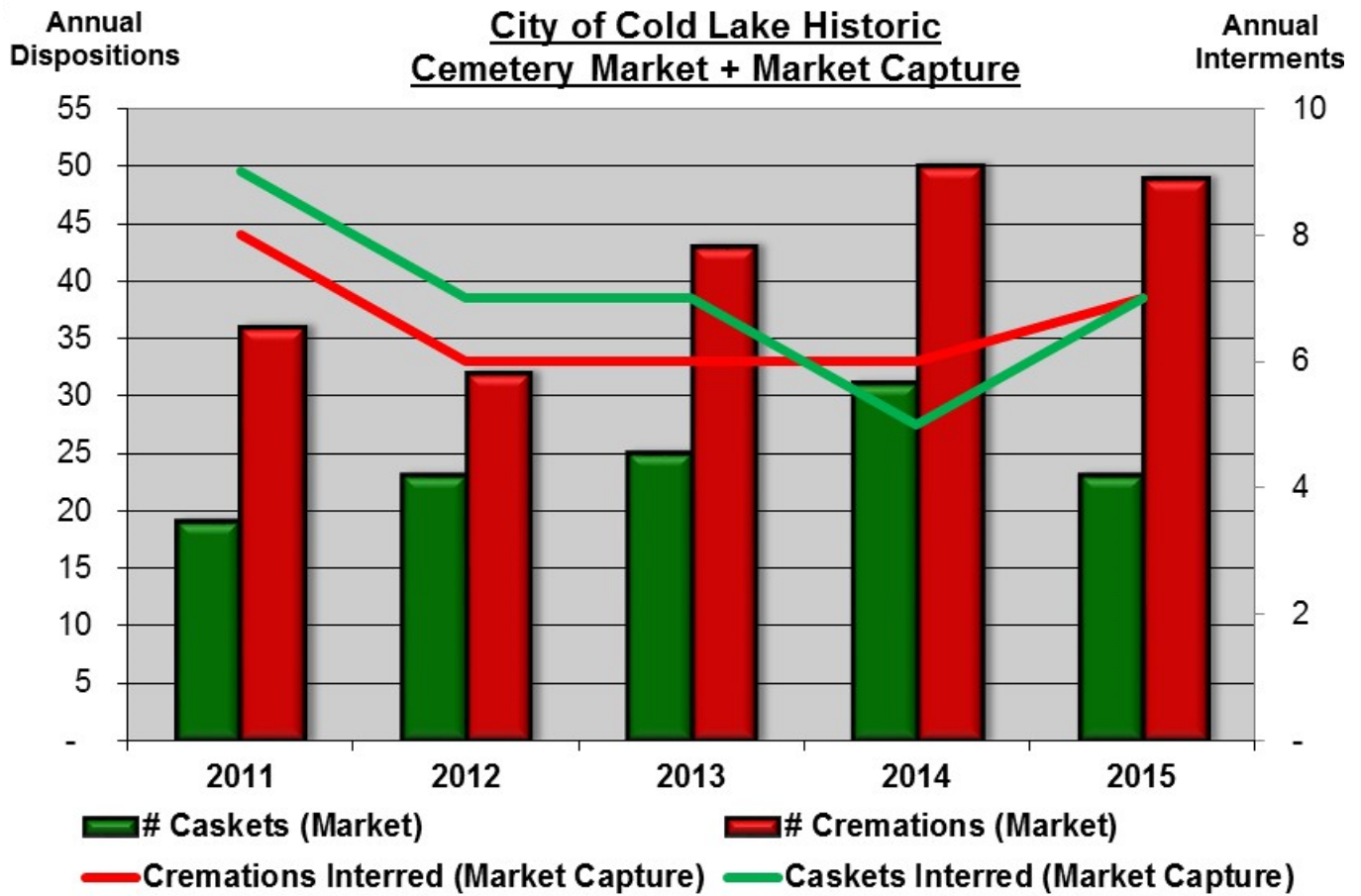


Figure 37: 5 Year Cemetery Market Capture of the City of Cold Lake Cemetery Market,
Source LEES+Associates.

APPENDIX D – CEMETERY INVENTORY DETAILS

The following graph summarizes the distribution of existing inventory at Lakeview Cemetery

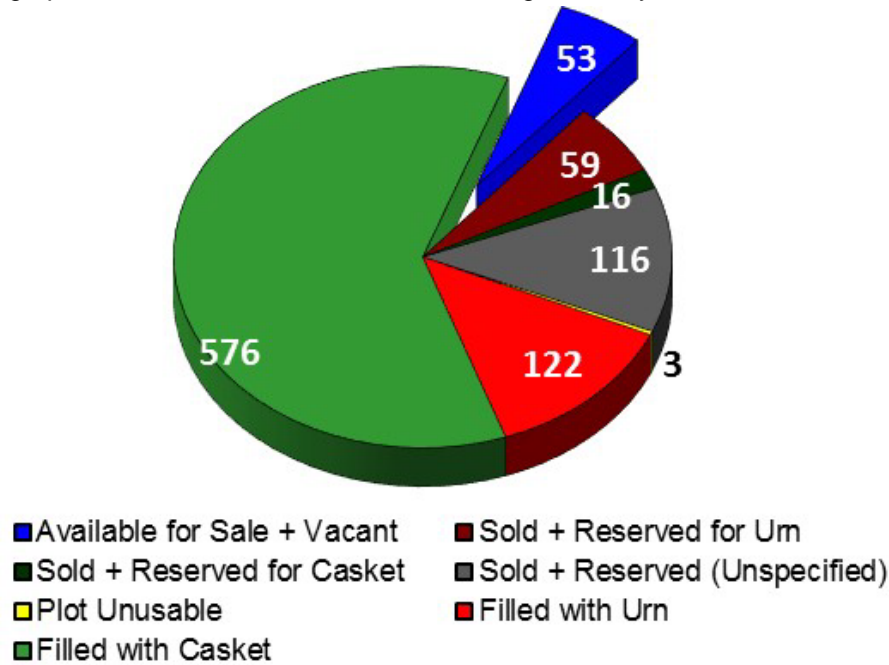


Figure 38: Distribution of Inventory of Existing Inventory at Lakeview Cemetery,
Source: City of Cold Lake Inventory Records.

The following graph summarizes the distribution of existing inventory at Lakeview Cemetery

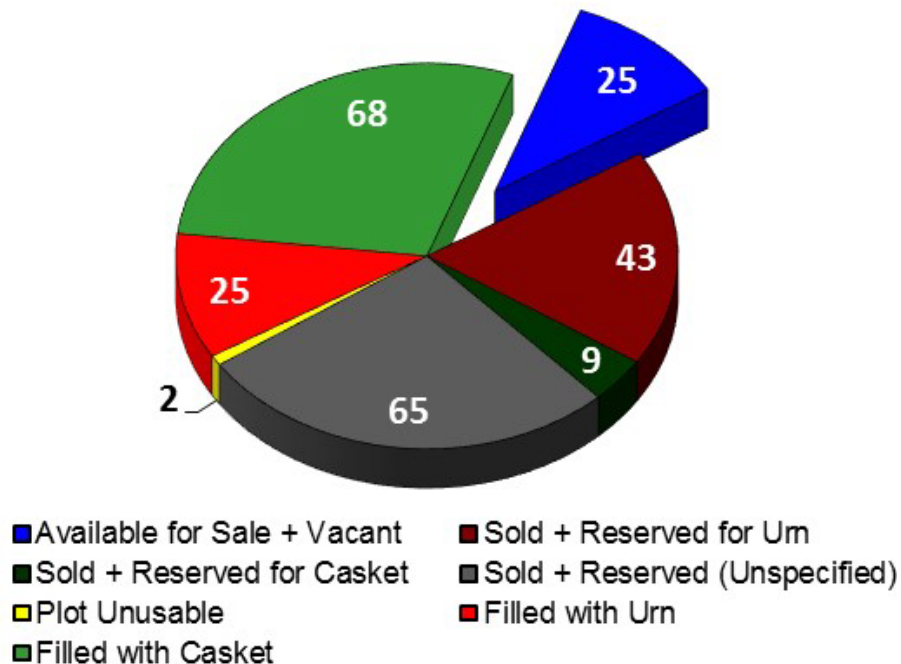


Figure 39: Distribution of Inventory of Existing Inventory at Grand Centre Memorial Park,
Source: City of Cold Lake Inventory Records.

APPENDIX E – CEMETERY MARKET PRICES

City of Cold Lake - 2016 Resident Rates Comparison											
Cemetery Plot / Niche Price Comparison											
Product	City of Cold Lake Resident	Town of Slave Lake Resident	Lac La Biche Resident	Town of Whitecourt Resident	Town of High River Resident	Camrose Resident	Town of Okotoks Resident	Leduc Resident	Rocky View County Resident	Grand Prairie Resident	Average Resident Fee
Population 2011	13,839	6,782	8,402	9,605	12,920	17,286	23,981	24,279	36,461	55,032	20,859
Sale of Cemetery Plots											
Adult Flat Casket Plot	\$ 500.00	\$ 310.00	\$ 550.00	\$ 400.00	\$ 880.00	\$ 752.00	\$ 894.89	\$ 850.00	\$ 2,458.90	\$ 1,325.00	\$892
Adult Upright Casket Plot	\$ 500.00	\$ 310.00	\$ 550.00	\$ 400.00	\$ 880.00	\$ 752.00	\$ 1,081.08	\$ 850.00	\$ 3,046.19	\$ 1,325.00	\$969
Child Plot	\$ 300.00	\$ 310.00	\$ 550.00	\$ 400.00	\$ 880.00	\$ 376.00	\$ 894.89	\$ 475.00	\$ 935.00	\$ 1,325.00	\$645
Infant Plot	\$ 300.00	\$ 310.00	\$ 150.00	\$ 400.00	\$ 310.00	\$ 376.00	\$ 894.89	\$ 100.00	\$ 935.00	\$ 575.00	\$435
Veteran Casket Plot	\$ 500.00	\$ 310.00	\$ 550.00	\$ -	\$ 880.00	\$ 376.00	\$ 468.75	\$ 850.00	\$ 1,240.43	\$ 825.00	\$600
Cremation Flat Plot	\$ 500.00	\$ 310.00	\$ 550.00	\$ 400.00	\$ 290.00	\$ 376.00	\$ 453.02	\$ 450.00	\$ 1,778.32	\$ 575.00	\$568
Veteran Cremation Plot	\$ 500.00	\$ 310.00	\$ 550.00	\$ -	\$ 290.00	\$ 376.00	\$ 220.22	\$ 450.00	\$ 834.27	\$ 675.00	\$421
Columbaria Niche MIN	n/a	\$ 990.00	\$1,500.00	\$ 500.00	n/a	\$1,050.00	\$ 1,305.15	\$ 1,100.00	\$ 3,474.30	\$ 350.00	\$1,284
Columbaria Niche MAX	n/a	\$ 990.00	\$1,500.00	\$ 750.00	n/a	\$1,050.00	\$ 1,443.75	\$ 1,550.00	\$ 3,474.30	\$ 350.00	\$1,389

City of Cold Lake - 2016 Non-Resident Rates Comparison											
Cemetery Plot / Niche Price Comparison											
Product	City of Cold Lake Non-Resident	Town of Slave Lake Non-Resident	Lac La Biche Non-Resident	Town of Whitecourt Non-Resident	Town of High River Non-Resident	Camrose Non-Resident	Town of Okotoks Non-Resident	Leduc Non-Resident	Rocky View County Non-Resident	Grand Prairie Non-Resident	Average Non-Resident Fee
Population 2011	13,839	6,782	8,402	9,605	12,920	17,286	23,981	24,279	36,461	55,032	20,859
Sale of Cemetery Plots											
Adult Flat Casket Plot	\$ 500.00	\$ 310.00	\$ 700.00	\$ 550.00	\$ 880.00	\$1,504.00	\$ 2,357.35	\$ 850.00	\$ 2,458.90	\$ 1,325.00	\$1,144
Adult Upright Casket Plot	\$ 500.00	\$ 310.00	\$ 700.00	\$ 550.00	\$ 880.00	\$1,504.00	\$ 2,927.93	\$ 850.00	\$ 3,046.19	\$ 1,325.00	\$1,259
Child Plot	\$ 300.00	\$ 310.00	\$ 700.00	\$ 550.00	\$ 880.00	\$ 752.00	\$ 2,357.35	\$ 475.00	\$ 935.00	\$ 1,325.00	\$858
Infant Plot	\$ 300.00	\$ 310.00	\$ 150.00	\$ 550.00	\$ 310.00	\$ 752.00	\$ 2,357.35	\$ 100.00	\$ 935.00	\$ 575.00	\$634
Veteran Casket Plot	\$ 500.00	\$ 310.00	\$ 700.00	\$ -	\$ 880.00	\$ 752.00	\$ 1,533.68	\$ -	\$ 1,240.43	\$ 825.00	\$674
Cremation Plot	\$ 500.00	\$ 310.00	\$ 700.00	\$ 550.00	\$ 290.00	\$ 752.00	\$ 1,179.75	\$ 450.00	\$ 1,778.32	\$ 575.00	\$709
Veteran Cremation Plot	\$ 500.00	\$ 310.00	\$ 700.00	\$ -	\$ 290.00	\$ 752.00	\$ 1,234.81	\$ -	\$ 834.27	\$ 675.00	\$530
Columbaria Niche MIN	n/a	\$ 990.00	\$1,500.00	\$ 850.00	n/a	\$1,050.00	\$ 2,037.00	\$ 1,100.00	\$ 3,474.30	\$ 350.00	\$1,419
Columbaria Niche MAX	n/a	\$ 990.00	\$1,500.00	\$ 850.00	n/a	\$1,050.00	\$ 2,425.50	\$ 1,550.00	\$ 3,474.30	\$ 350.00	\$1,524

City of Cold Lake - 2016 Rates Comparison - Cemetery Services Price Comparison											
Service	City of Cold Lake - Via Contractor	Town of Slave Lake	Lac La Biche	Town of Whitecourt	Town of High River	Camrose	Town of Okotoks	Leduc	Rocky View County	Grand Prairie	Average Fees
Population 2011	13,839	6,782	8,402	9,605	12,920	17,286	23,981	24,279	36,461	55,032	20,859
Opening / Closing											
Adult Burial	\$ 850.00	\$515.00	\$700.00	\$350.00	\$310.00	\$1,024.00	\$551.25	\$500.00	\$840.00	\$600.00	\$624
Adult Burial - Weekend/Holiday	\$ 850.00	\$515.00	\$700.00	\$450.00	\$560.00	\$1,575.00	\$897.75	\$750.00	\$850.50	\$1,200.00	\$835
Child Burial	\$ 850.00	\$515.00	\$700.00	\$350.00	n/a	\$1,024.00	n/a	\$300.00	\$500.00	\$600.00	\$605
Infant Burial	\$ 850.00	\$515.00	\$700.00	\$350.00	n/a	\$1,024.00	n/a	\$250.00	\$500.00	\$275.00	\$558
Cremated Remains Burial	\$ 250.00	\$105.00	\$700.00	\$150.00	\$120.00	\$320.00	\$207.90	\$200.00	\$210.00	\$300.00	\$256
Cremation Burial - Weekend/Holiday	\$ 1,050.00	\$155.00	\$700.00	\$150.00	\$120.00	\$320.00	\$279.90	\$200.00	\$346.50	\$300.00	\$362
Columbarium Inurnment	n/a	\$105.00	\$50.00	\$150.00	n/a	n/a	\$207.90	\$100.00	\$210.00	n/a	\$137
Scattering Ashes	n/a	n/a	n/a	n/a	n/a	\$107.00	n/a	n/a	\$543.38	n/a	\$325
Disinterment - Adult Casket	n/a	n/a	\$700.00	n/a	n/a	n/a	\$810.34	n/a	\$3,150.00	\$800.00	\$1,365
Disinterment - Cremated Remains	n/a	n/a	\$700.00	n/a	n/a	n/a	\$465.88	n/a	\$945.00	\$400.00	\$628
Monument Permit	\$75.00	n/a	n/a	n/a	n/a	\$107.00	\$52.50	\$50.00	\$274.43	\$50.00	\$101

APPENDIX F – NEW INTERMENT OPTIONS

Columbaria niches are increasing in demand and can be very profitable. Columbaria installations at cemetery sites should be prioritized as a key element in future development. With cremation on the rise and their popularity at Canadian cemeteries, niches are a key source of sales growth and provide effective conservation of limited land capacity. Columbaria construction costs vary widely depending on size, design details and the amenities placed within the adjacent landscape.

Scattering gardens are areas in a cemetery that provide an attractive natural or ornamental setting, dedicated to the scattering of cremated remains. Scattering gardens often include memorial walls. With increasingly mobile families and people choosing not to inter the cremated remains of their loved ones in a cemetery environment, there is a large market for the sale of plaques that will enable people to memorialize family members whose remains are interred or scattered elsewhere. Developing scattering gardens at cemeteries offers an opportunity to improve the cemetery's means of meeting the rising demand for the interment of cremated remains.

Community and family vessels are large, secure containers designed to hold several smaller urns that contain the remains of members of one family, neighborhood or community group. These vessels are a new interment option in Canada, therefore the introduction of a new product into the community will require target marketing time and investment to increase the awareness of this new option. Best practices advise that vessels inventory be developed in phases, as driven by demand – with small numbers of inventory on hand to show customers. These vessels can be strategically located at attractive positions adjacent to scattering gardens, columbaria and paths.

Green burial is emerging as a type of full body interment that is attracting increasing interest across North America. Also known as “natural burial,” “country burial” or “woodland burial,” this type of interment is an emerging choice in Canada. In 2014, the Green Burial Society of Canada was established. Its role is to promote green burial standards, including cemetery participation in the (international) Green Burial Council's certification system.



Green burial is defined as traditional earth burial with:

- No embalming;
- No use of grave liners or vaults;
- A fully biodegradable burial container (casket or shroud);
- Interment sites planted with only indigenous groundcover, and
- No individual grave markers.

Figure 40: Green Burial Service, Royal Oak Burial Park, Victoria BC, Source: LEES+Associates.

Green burial has three core tenets:

- Social;
- Economic, and
- Environmental Sustainability.

Societal trends exhibit a preference for environmentally sustainable choices, opening up green burial as an attractive service option and new revenue stream. Green burial can generate equivalent or larger margins than other interments due to the intrinsic ethical value families place on this service.

Green burial interment areas can be developed as separate areas of developed cemeteries, such as meadows or a wooded area requiring minimal maintenance, and no individual memorials marking the grave.

Green burial allows for slightly shallower excavations (1.2m/ 4' depth) compared with the 1.8m/6' depth of conventional burials. Excavated soils do not need to be removed, nor does the grave need to be replanted with turf grass. Families typically pay for the re-vegetation of graves with native plant materials, which gradually restores the area to a more natural condition.

In the spring of 2014 the inaugural meeting of the Green Burial Society of Canada occurred. This organization is working collaboratively with the US Green Burial Council to develop a “made in Canada” green burial, funeral and products standard and to advocate for green burial cemeteries and areas within established cemeteries in Canada.

With the involvement of environmentalists, scientists, lawyers, and representatives from the funeral service industry, the US Green Burial Council has set forth the World’s first standards for burial grounds, funeral homes and burial products. The Council maintains all relevant documentation (i.e. conservation easements, deed restrictions, general price lists, material safety data sheets, engineering reports) to demonstrate proof of compliance with green burial standards.

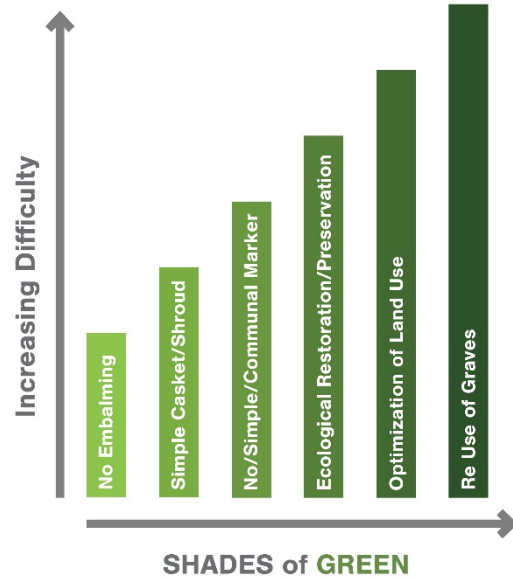


Figure 41: Shades of Green in Green Burial Practices, Source: LEES+Associates.

Best Management Practices:

Green Burial cemeteries and areas within cemeteries are becoming more prevalent in many countries around the world. Royal Oak Burial Park in Victoria, BC opened Canada’s first green burial site in 2008. Waverley cemetery in New South Wales, AU utilizes a ‘Limited Renewable Tenure’ policy whereby a family can purchase a grave and inter three full bodies and 3 cremations for a fixed period.

Green burial has its roots in a desire felt by some to reconnect with the key events of life, including death, and to restore the personal meaning to the traditions that surround these events. Many who would otherwise choose cremation are attracted to green burial, especially as it better meets their environmental values by imposing a much smaller “environmental footprint.”

Choosing green burial is for many an expression of their personal values. Since the people choosing green burial would typically not choose to be interred in a conventional cemetery, offering green burial could be a means of tapping into a market segment that is currently unavailable.

Most people have heard of green burial and are curious to learn more about it. The largest green burial area in a public cemetery in Canada is the “Woodlands” at Royal Oak Burial Park near Victoria, BC. This site opened in late 2008 and since then has sold over 70 at-need and 100 preneed lots. Offering green burial is advantageous in terms of its **marketing value**. Print, TV and radio media are very attuned to stories about green burial. Stephen Olson, the Executive Director of Royal Oak attests to the promotional value of green burial to his cemetery.⁶

Green burial should be just as valued – and valuable – as traditional burial grounds and for that reason should be priced commensurate with other full depth burial sites. Over the long term, maintenance becomes less as a green burial area is expected to return to nature, if not take on a naturalistic, less manicured appearance.

Due to the small number of cemetery sites currently offering green burial, any new dedicated green burial area would have a distinct advantage to capture market share from families interested in the service.

⁶ CTV News, 'More people opting for 'The Green Goodbye'', February 20, 2013

(<http://bc.ctvnews.ca/more-people-opting-for-the-green-goodbye-1.1158345>)

APPENDIX G – CEMETERY BYLAW INFORMATION

EXAMPLE OF TOPICS THAT CAN BE COVERED IN A CEMETERY BYLAW

<p>I. Introduction</p> <p>II. Definitions</p> <p>III. Administration of the Cemeteries</p> <ol style="list-style-type: none"> 1. Application 2. Non-Limitation 3. Amendments 4. Special Cases 5. Error Correction 6. Disclaimer 7. Admission 8. Enforcement <p>IV. Sale and Ownership of Plots</p> <ol style="list-style-type: none"> 1. Responsibilities 2. Address Change 3. Cost 4. Easement 5. Hold Request 6. Documentation 7. Subdivide 8. Cancellation 9. Refunds 10. Error Correction 11. Replacement 12. Resale 13. Reclamation 14. Replot 15. Inheritance 16. Ownership Priority <p>V. Burial/ Interment/ Disinterment</p> <ol style="list-style-type: none"> 1. Authorization 2. Space User 3. Responsibilities 4. Burial Information 5. Documentation 6. Ownership Proof 7. Burial Restriction 8. Notice 9. Information 10. Schedule Times 	<ol style="list-style-type: none"> 11. Scheduling 12. Rescheduling 13. Overtime 14. Burial Receptacle 15. Suitable Container 16. Further Usage 17. Funeral Services 18. Casket Opening 19. Veteran Burial 20. Veteran Expenses 21. Indigent Burial 22. Disinterment Permission 23. Disinterment Requirements 24. Disinterment Restriction 25. Disinterment Procedures <p>VI. Lot Burial Options</p> <ol style="list-style-type: none"> 1. Casket Burial Number 2. Double Depth 3. Total Burial Number 4. Cremains in Full Size Plot 5. Existing Occupied Plots 6. Unauthorized Additional Burial 7. Veteran Restriction <p>VII. Markers and Monuments</p> <ol style="list-style-type: none"> 1. Regulations 2. Material Specifications 3. Permits 4. Authorization 5. Plot Costs 6. Section Guidelines 7. Additional Memorialization 8. Liability 9. Contractors 10. Installation 11. Preneed Memorialization 12. Grave Covers, Vaults, Crypt, Curbing 13. Grave Identification 14. Removal, Alteration, Additions 15. Repair 16. Removal 17. Safety 	<ol style="list-style-type: none"> 18. Work Times 19. Liability 20. Owner Responsibility <p>VIII. Cemetery Operation and Maintenance</p> <ol style="list-style-type: none"> 1. General Maintenance 2. Authority 3. Floral Arrangements 4. Floral Timelines 5. Landscaping 6. Memorial Programs 7. Personal Responsibilities 8. Authorization of Work 9. Times of Work 10. Liability 11. Access 12. Vehicle 13. Activities 14. Behaviour 15. Injury 16. Fire Arms 17. Hours 18. Memorial Services 19. Rule Information 20. Enforcement 21. Changes <p>IX. Flowers and Decorations</p> <ol style="list-style-type: none"> 1. Purpose 2. Planting 3. Authorized Vases 4. Seasonal Memorialization 5. Burial Flowers 6. Seasonal Decorations 7. Retrieval 8. Authorization 9. Liability
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BYLAW HANDOUT SAMPLE

-Decorations, Plants handout

SELECTED REGULATIONS AND GUIDELINES

NO planting of any kind.

Decorating with fresh cut and artificial flowers is appropriate and welcomed. Decorations must be placed within vases approved by the cemetery management and installed by cemetery personnel.

The approved vase is a retractable permanent metal vase that is part of the marker or installed separately in front of the memorial or in the case of an upright monument the vase is attached to the monument.

Artificial flowers can be left in vases all year round, however we encourage fresh flowers if possible in the summer months. Artificial wreaths, crosses and decorations are permitted from October 31 to March 31 only and will be removed without notice after March 31.

At the time of burial, floral tributes will be left on the grave until they are wilted or in the case of artificial flowers left for about a week. Flowers or arrangements will be removed without notice by the cemetery staff to prepare or sod the grave. After sodding, all flowers must be in the approved vases, not set out on the grass.

One week after major holidays all seasonal decorations will be removed. Each week during the mowing season cemetery personnel will remove unsightly (wilted flower) decorations and all decorations not in the approved vases to properly attend to the cleaning and maintenance required through the cemetery.

Flowers, arrangements or decorations removed from the graves will be placed in a common area of the cemetery for families to claim.

No unattended open flames or candles are permitted on any Cemetery property.

No memorials may be set, or borders added except by the Cemetery personal in accordance with the cemetery regulations.

Improperly or unapproved memorials will be removed without further notice.

The cemeteries are open when cemetery employees are not present and there have been occasions when flowers and decoration have been stolen; the cemetery cannot assume any liability for decoration placed at burial sites. Please do not leave articles of value on the grave sites or monuments.

The rules and regulations of the Cemeteries are uniformly enforced. All consideration will be given to family requests and needs but employees working in the cemeteries who happen upon decorations or flowers in violation of the rules will remove the offending items, for the safety of all and the beauty of the Cemeteries.

Visiting hours are daily during day light hours. Anyone found in the cemeteries after dark could be subject to prosecution. No pets are allowed in the Cemetery and children under 16 years of age must be accompanied by an adult.

FOR INFORMATION
CONTACT

APPENDIX H – PERPETUAL CARE FUND OVERVIEW

DEFINITION OF PERPETUAL CARE + LEGISLATIVE REQUIREMENTS

Cemeteries are generally expected to become inactive in the future and subsequently become dependent on a PCF for the care and maintenance of the property. The PCF investment income is used to maintain, secure and preserve the cemetery, including its grounds, buildings, structures and infrastructure, and the equipment used to maintain, secure and preserve the cemetery.

A PCF grows through annual contributions and interest retained within the fund. Annual contributions are often (but not always) provincially legislated. If a PCF is not adequately funded, a tax subsidy will be required to maintain a cemetery after it is full and after operating revenues cease.

This maintenance obligation begins at the time a cemetery is established, extends through the period during which they are active and generating revenue, and continues long after they are full and no longer generating sales.

Canadian Provincial Legislation:

Ontario provincial legislation mandates that all cemeteries contribute **40%** of the price of a right of interment related to an in-ground grave, **15%** of a right of interment related to a columbarium, **20%** of a right of interment related to a mausoleum, and **\$50 to \$200** for each memorial installed at the place of interment.

British Columbia provincial legislation mandates that all cemeteries contribute **25%** of the price of a right of interment related to an in-ground grave, **10%** of a right of interment related to a columbarium or mausoleum, and **\$10** for each memorial installed at the place of interment. In the last two years of pricing research, LEES+Associates has also found British Columbia communities are often contributing above the provincial minimum to the Care and Maintenance Fund - at **30%** of plot sales, **20%** of columbaria and **15%** of mausolea sales.

The level of care at Canadian cemeteries varies widely. While a cemetery is active, it is in the interest of its owner to maintain it so the site will attract families seeking a pleasant, respectful and safe environment for the interment of their loved ones. Once it is no longer active, there is less incentive for an owner to invest in site care and maintenance.

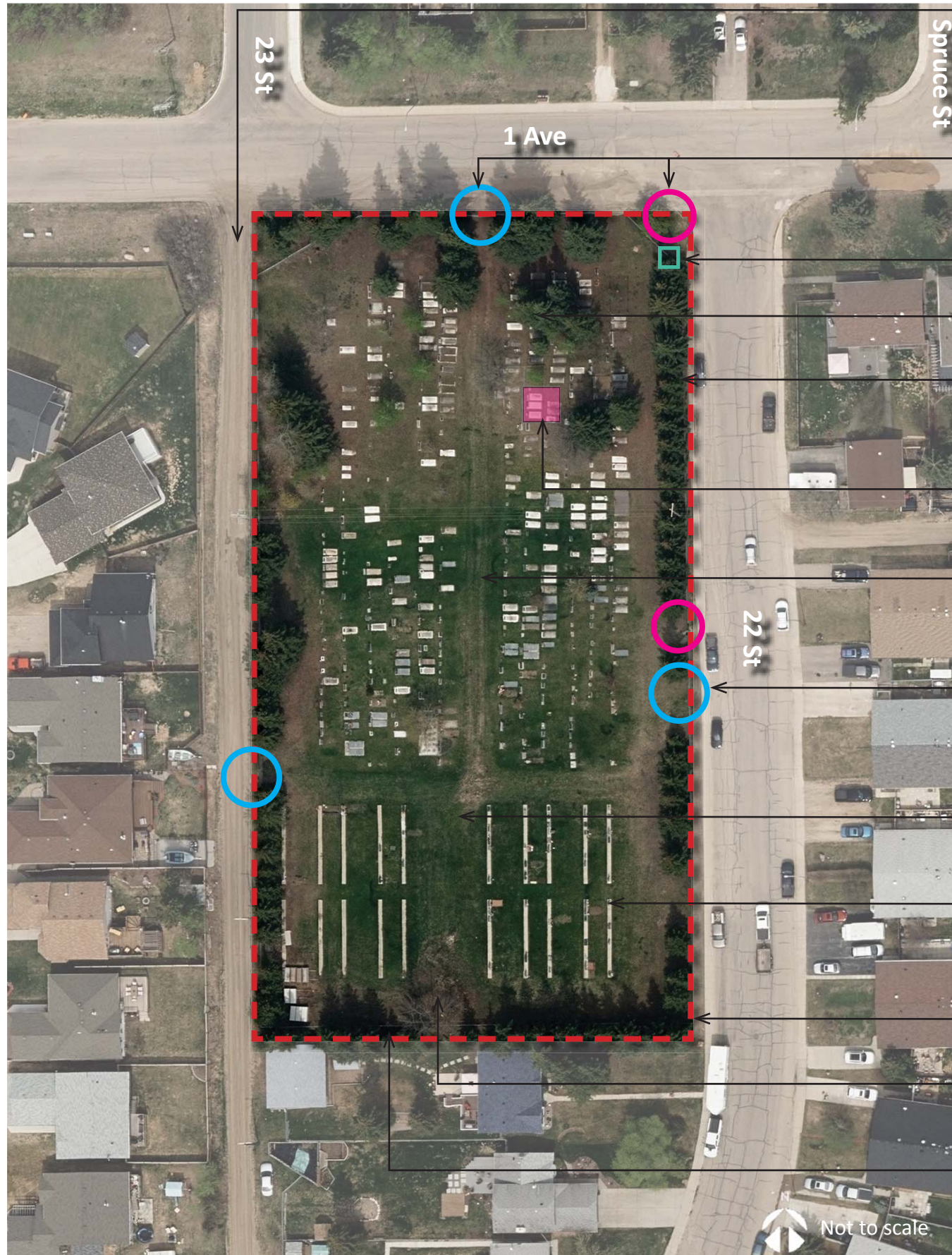
It is important to recognize that long term changes in community demographics, interment choices (cremation or burial) and memorialization practices will have an impact on the level of revenues received. As demand increases, so do projected sales.

Optimal strategies used by Canada's most sustainable municipal cemeteries for the strategic planning of long term care and maintenance include:

- Charging the appropriate **% contributions from sales** to the PCF. The most sustainable municipalities often choose to contribute more than the minimum % required and/or contribute to the PCF from more than just the mandated services;
- Effective investment practices maximize **interest returns**. The most financially sustainable practice is to retain annual interest within the fund and let it **compound** rather than withdraw it annually to cover current operating costs, and
- Tracking the current **maintenance costs** for each cemetery site, which are then projected into the future, is based on the expected rate of inflation. Identifying non-maintenance expenses such as sales and opening/closing costs is important as these will no longer be incurred once the cemetery becomes reliant on PCF interest income.

Canadian municipal cemeteries are increasingly moving away from withdrawing interest income and leaving it to compound within the PCF to maximize long term growth and sustainability.

APPENDIX I – SITE ANALYSIS PLANS



THE ALLEY IS USED FOR ACCESS BY OPERATION AND FUNERAL HOME VEHICLES

THE NORTH SIDE VEHICLE AND PEDESTRIAN GATES ARE NOT USED OFTEN

ENTRY SIGN NEEDS RENEWING AND RELOCATING

LARGE MATURE TREES GIVE CHARACTER TO THE SITE

PERIMETER TREES HAVE BEEN PRUNED CREATING ATTRACTIVE VIEWS IN AND OUT OF THE CEMETERY

THE VETERANS AREA IS FULL AND NOT WELL MARKED

THE EXISTING ROADWAY IS NOT WELL DEFINED

PRIMARY ACCESS POINT IS NOT WELL ALIGNED WITH INTERNAL ROADWAYS

THERE IS A LACK OF SEATING IN THE CEMETERY

CONCRETE RIBBONS PROVIDE CLEAN LINES AND MAKE IT EASIER TO LOCATE GRAVES FOR OPENING AND CLOSING

EXISTING CHAINLINK PERIMETER FENCING

THE MATERIALS SPOIL + SUPPLY OF CRYPTS SHOULD BE MOVED TO A LESS PROMINENT LOCATION

BUFFER TO ADJACENT PROPERTIES COULD BE ENHANCED



VETERANS' AREA



PEDESTRIAN GATE



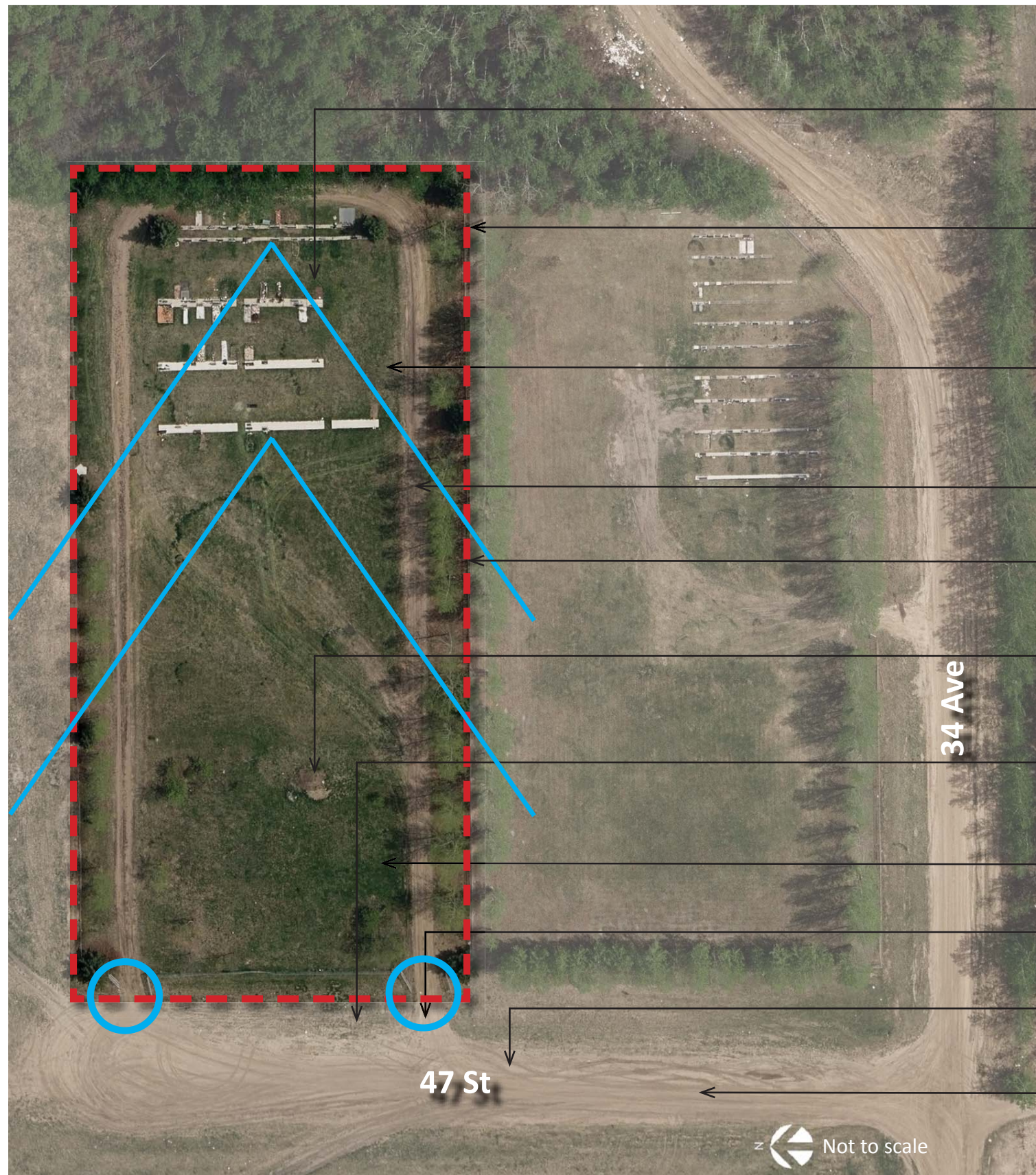
VIEW TOWARDS THE SOUTHEAST

LEGEND

- SITE BOUNDARY
- VEHICLE ACCESS/ GATE
- ENTRY SIGN
- VETERANS AREA
- MAN GATE

LAKEVIEW CEMETERY - SITE ANALYSIS PLAN

CITY OF COLD LAKE CEMETERY SERVICES MASTER PLAN



THE SITE'S SLOPING TOPOGRAPHY
CREATES ATTRACTIVE VIEWS
TOWARDS THE WEST

AN ALLEE OF MATURE TREES
DEFINES THE SOUTHERN EDGE OF
THE PROPERTY, ALONG WITH AN
UNSIGHTLY CHAINLINK FENCE

THE CEMETERY LACKS TREES AND
OTHER CHARACTER DEFINING
ELEMENTS

THE EXISTING DIRT ROAD CAN BE
MUDDY IN WET CONDITIONS

THE EXISTING CHAINLINK
FENCING + ENTRY GATES NEED
REPLACING

THE MATERIALS SPOIL SHOULD
BE RELOCATED TO A LESS
PROMINENT LOCATION

THE SITE IS SOMETIMES USED FOR
PICNICKING AS THERE ARE FEW
GREENSPACES IN THIS PART OF
CITY

THERE IS A LACK OF
SEATING IN THE CEMETERY

THE ENTRY LACKS SIGNAGE AND
A FORMALIZED PARKING AREA

THERE IS A LACK OF DIRECTIONAL
SIGNAGE TO THE CEMETERY
FROM HIGHWAY 28

THE ENTRY ROAD IS ROUGH AND
CAN BE DIFFICULT TO NAVIGATE



VIEWS TOWARDS THE SOUTHWEST



MAIN ENTRY GATE



BOUNDARY WITH ADJACENT CEMETERY

LEGEND

--- SITE BOUNDARY

○ VEHICLE ACCESS/ GATE

< DESIRABLE VIEWS

GRAND CENTRE - SITE ANALYSIS PLAN

CITY OF COLD LAKE CEMETERY SERVICES MASTER PLAN

APPENDIX J – CEMETERY CONCEPT DESIGNS

OVERVIEW

Grand Centre Memorial Park (Cold Lake South) is currently 30% developed. The objectives of the design are to:

- 1. Enhance the overall aesthetics of the cemetery;
- 2. Respond to the site's topography;
- 3. Optimize views;
- 4. Improve access and circulation;
- 5. Accommodate a wider range of interment and memorialization options, and
- 6. Provide more opportunities to celebrate and remember loved ones who have passed away.

The proposed expansion will provide approximately 30 years of additional burial capacity.

RENDERING OF PROPOSED VETERAN'S PLAZA



GREEN BURIAL

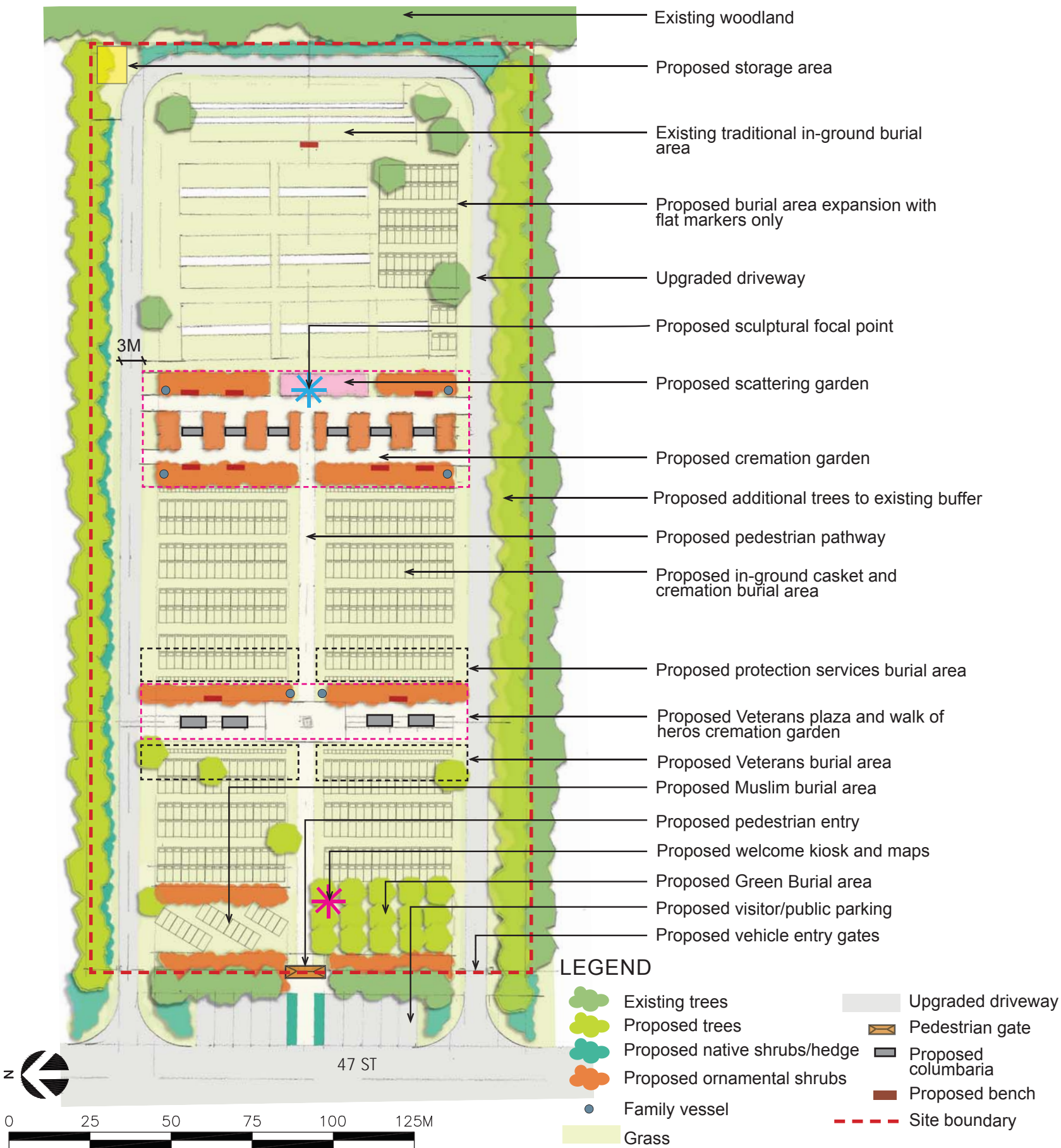


“Green” or “Natural” Burial is an alternative to traditional burial practices and is seen as more environmentally friendly. The five principles of Green Burial are:

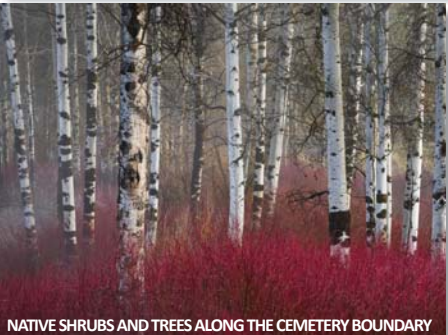
- 1. No embalming;
- 2. No outer burial container;
- 3. A biodegradable casket or shroud;
- 4. A communal marker, and
- 5. An element of habitat enhancement.

To find out more visit the Green Burial Society of Canada's website: www.greenburialcanada.ca

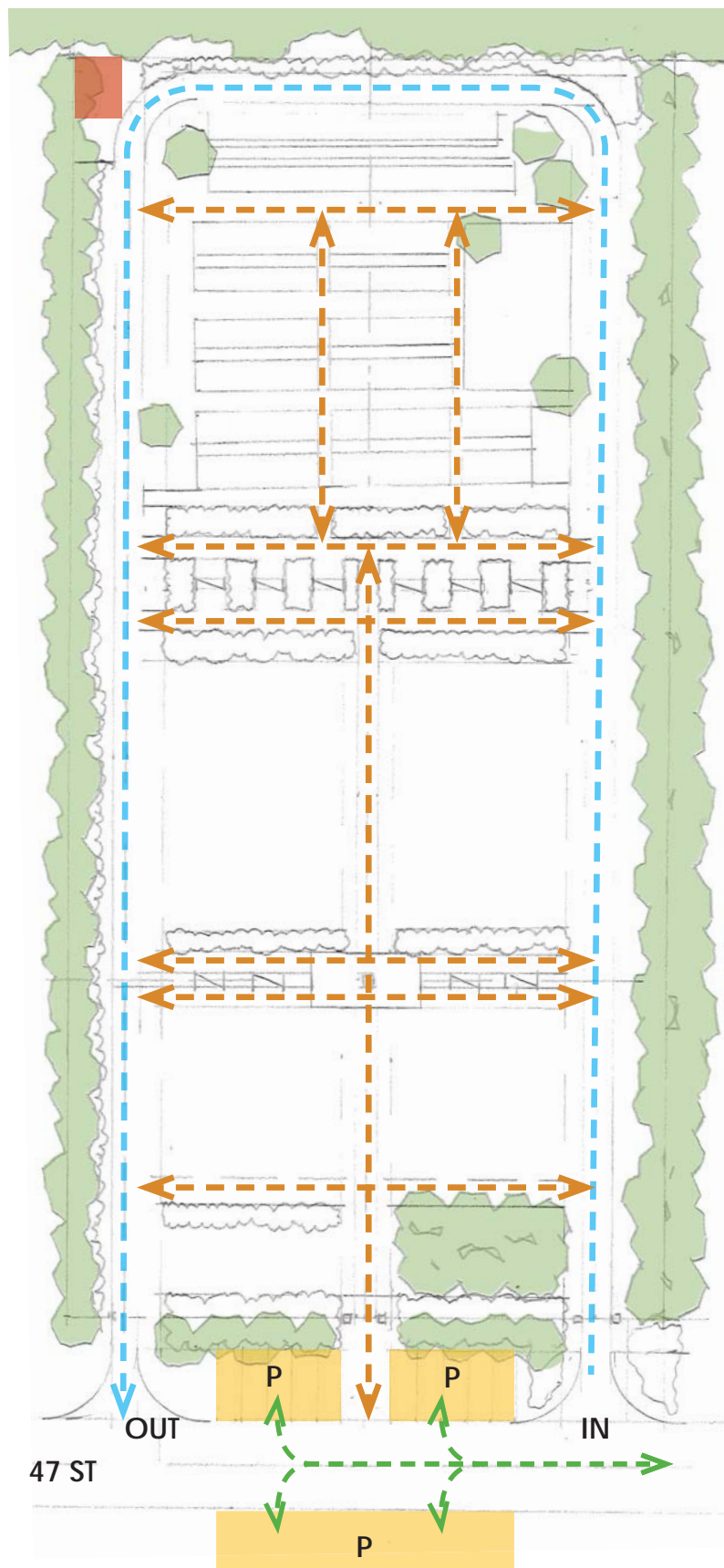
CONCEPT DESIGN



PRECEDENT IMAGES

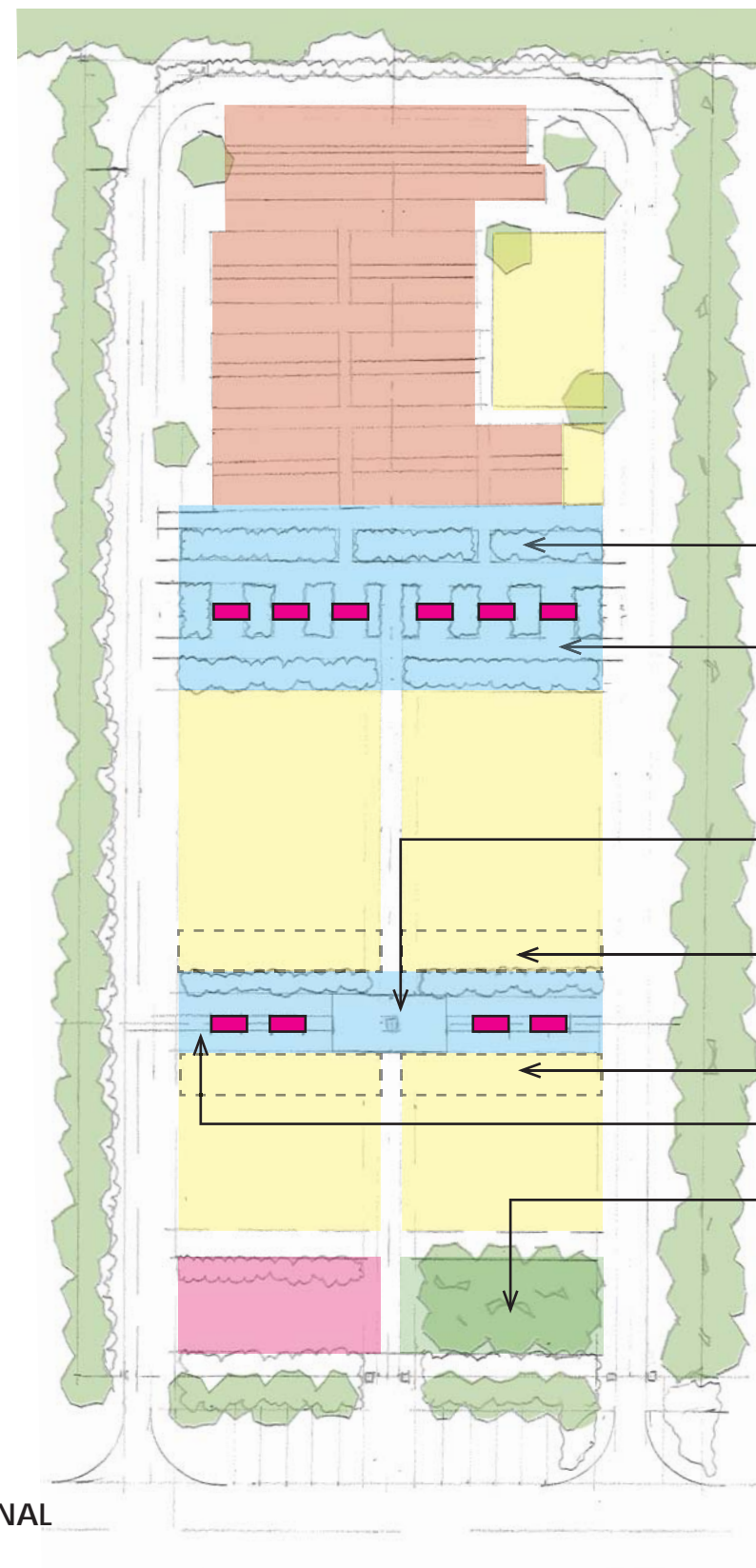


GRAND CENTRE (COLD LAKE SOUTH) - CONCEPT PLAN
COLD LAKE CEMETERY SYSTEM MASTER PLAN

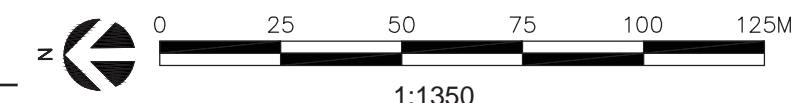


NOTE: MOST VISITORS ARE EXPECTED TO PARK IN STREET PARKING LOTS PROVIDED

- LEGEND**
- MATERIALS STORAGE AREA
 - VISITOR/PUBLIC PARKING
 - PEDESTRIAN CIRCULATION
 - FUNERAL COACH AND OPERATIONAL VEHICLE CIRCULATION
 - VISITOR/PUBLIC VEHICLE CIRCULATION



- LEGEND**
- EXISTING TRADITIONAL IN-GROUND BURIAL
 - NEW MUSLIM BURIAL AREA
 - NEW CREMATION GARDENS
 - NEW TRADITIONAL IN-GROUND BURIAL AREAS
 - NEW GREEN BURIAL AREA
 - NEW DOUBLE SIDED COLUMBARIA



ACCESS AND CIRCULATION DIAGRAM

INTERMENT AND MEMORIALIZATION DIAGRAM

GRAND CENTRE - ACCESS & INTERMENT

CITY OF COLD LAKE CEMETERY SYSTEM MASTER PLAN

OVERVIEW

The north half of Lakeview Cemetery is currently 100% sold, and the south half is 70% sold. The proposed concept plan will enhance the appearance of the existing site and provide increased capacity. The objectives of the design are to:

- 1. Improve the overall aesthetics of the cemetery;
- 2. Provide a more park like experience with trees and resting areas;
- 3. Improve access and circulation within the site;
- 4. Create additional cremation interment options;
- 5. Enhance the existing Veterans Field of Honour.

The Lakeview Cemetery improvements will provide approximately 30 years of additional cremation interment capacity as part of a phased development.

RENDERING OF PROPOSED CREMATION GARDEN

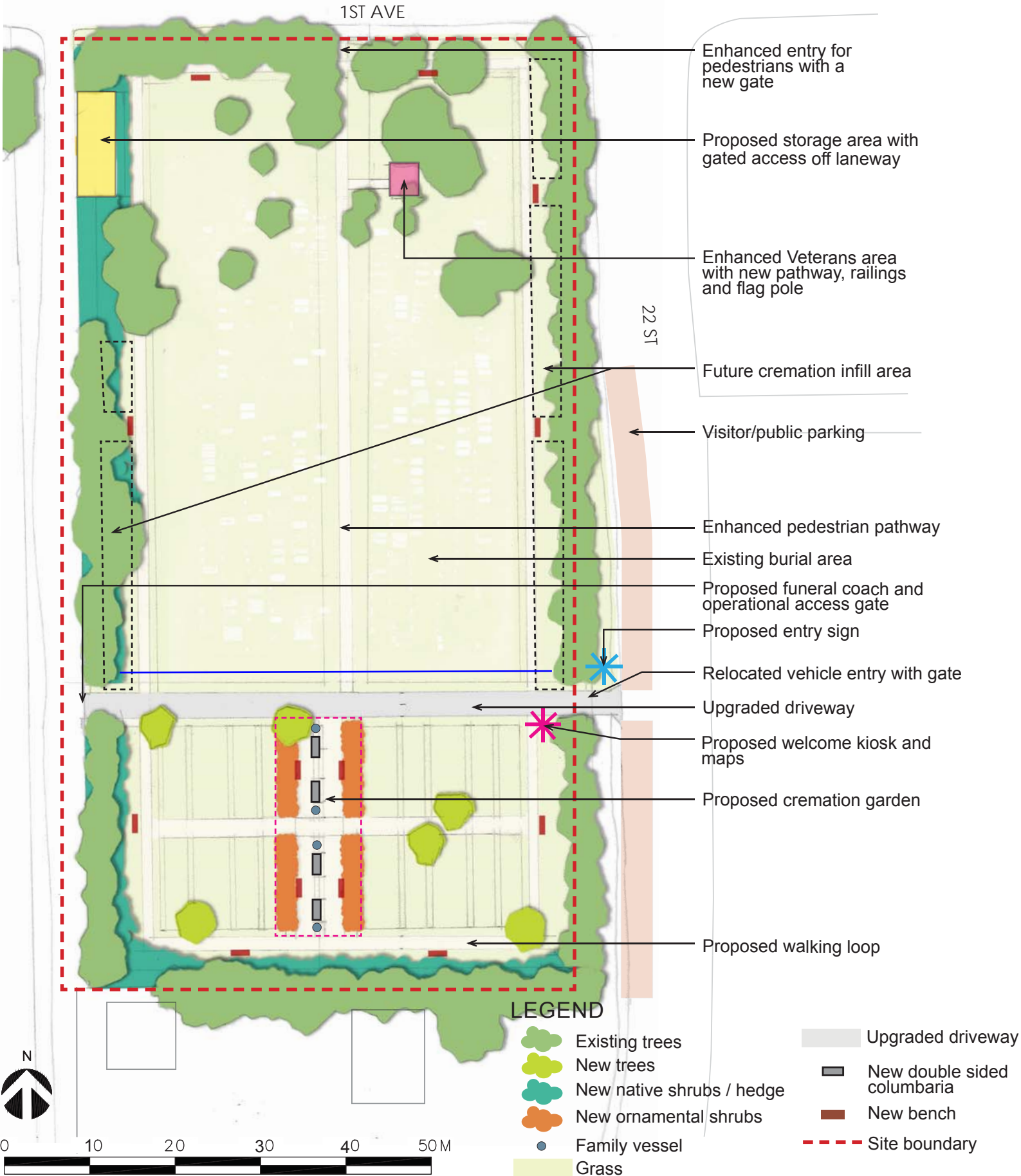


COLUMBARIA

A columbarium is a structure that contains niches for the interment of urns containing cremated remains. Columbaria may be “Family,” or “Community,” based on the number of niches and how they are sold. They have removable shutters for inscriptions and may have ledges for placing reliquary such as flowers or candles.

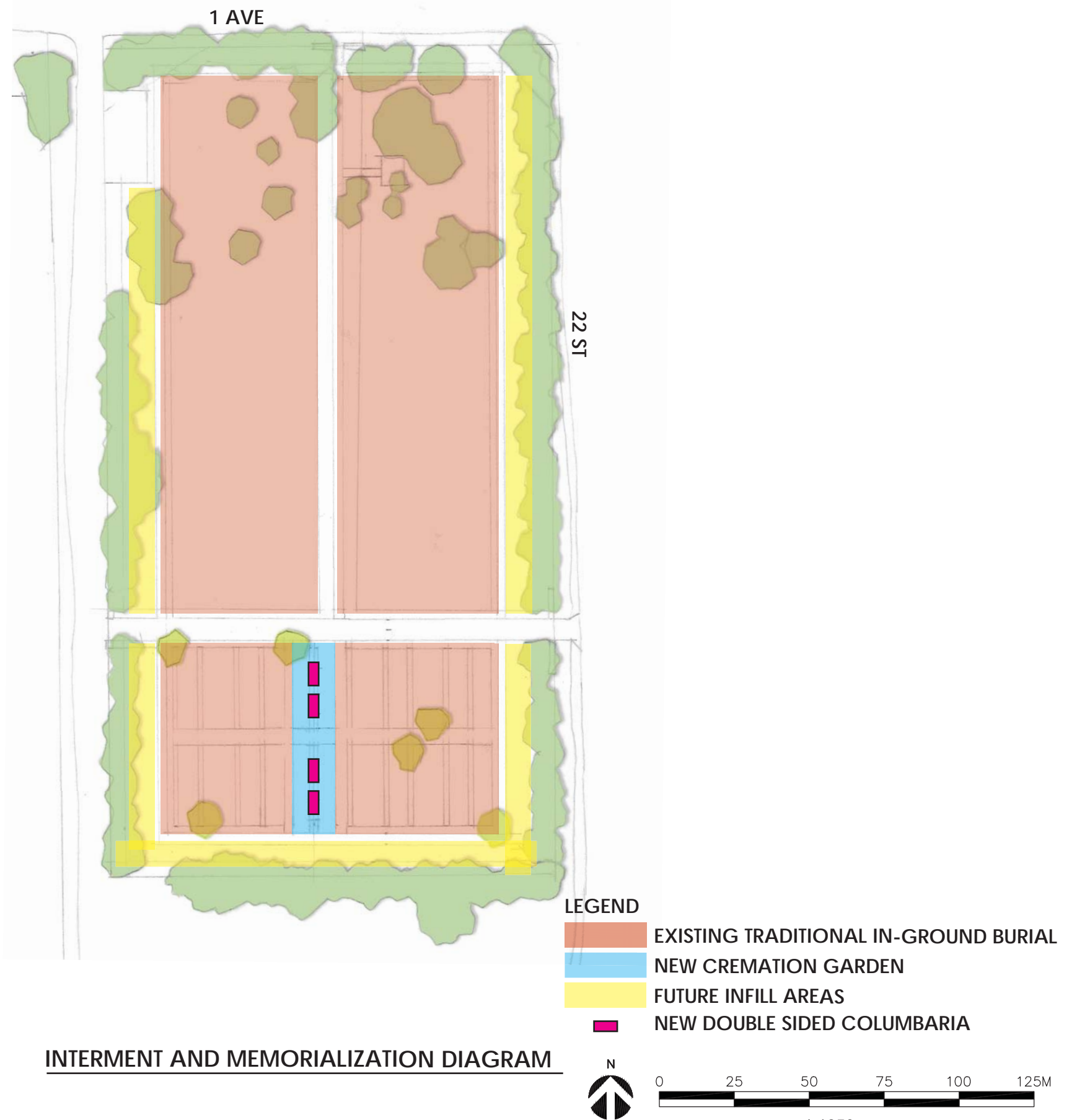


CONCEPT DESIGN



PRECEDENT IMAGES





LAKEVIEW CEMETERY - ACCESS & INTERMENT

CITY OF COLD LAKE CEMETERY SYSTEM MASTER PLAN



IN-GROUND CREMATION GARDEN



BIRCH BOSQUE



DOUBLE-SIDED COLUMBARIA



FAMILY VESSEL



LYCH GATE



GREEN BURIAL AREA



BENCHES WITH ORNAMENTAL PLANTING



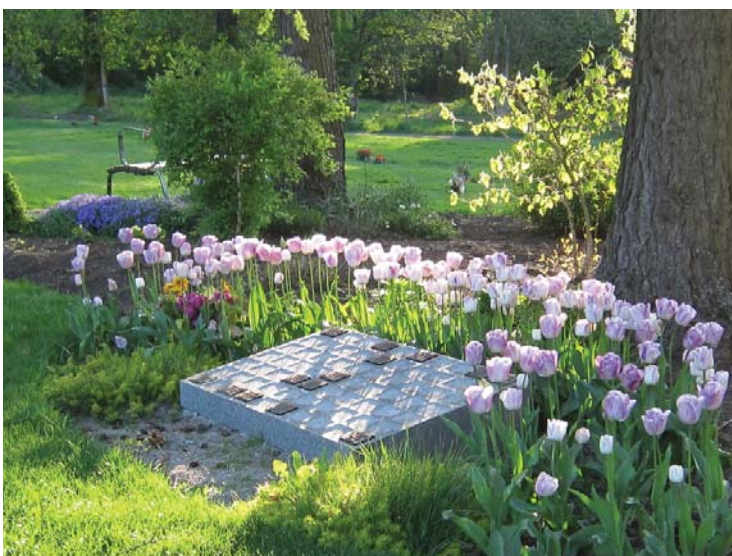
WELCOME KIOSK AND MAPS



MEMORIAL WALL



VETERANS MONUMENT



SCATTERING GARDEN



WALK OF HEROES

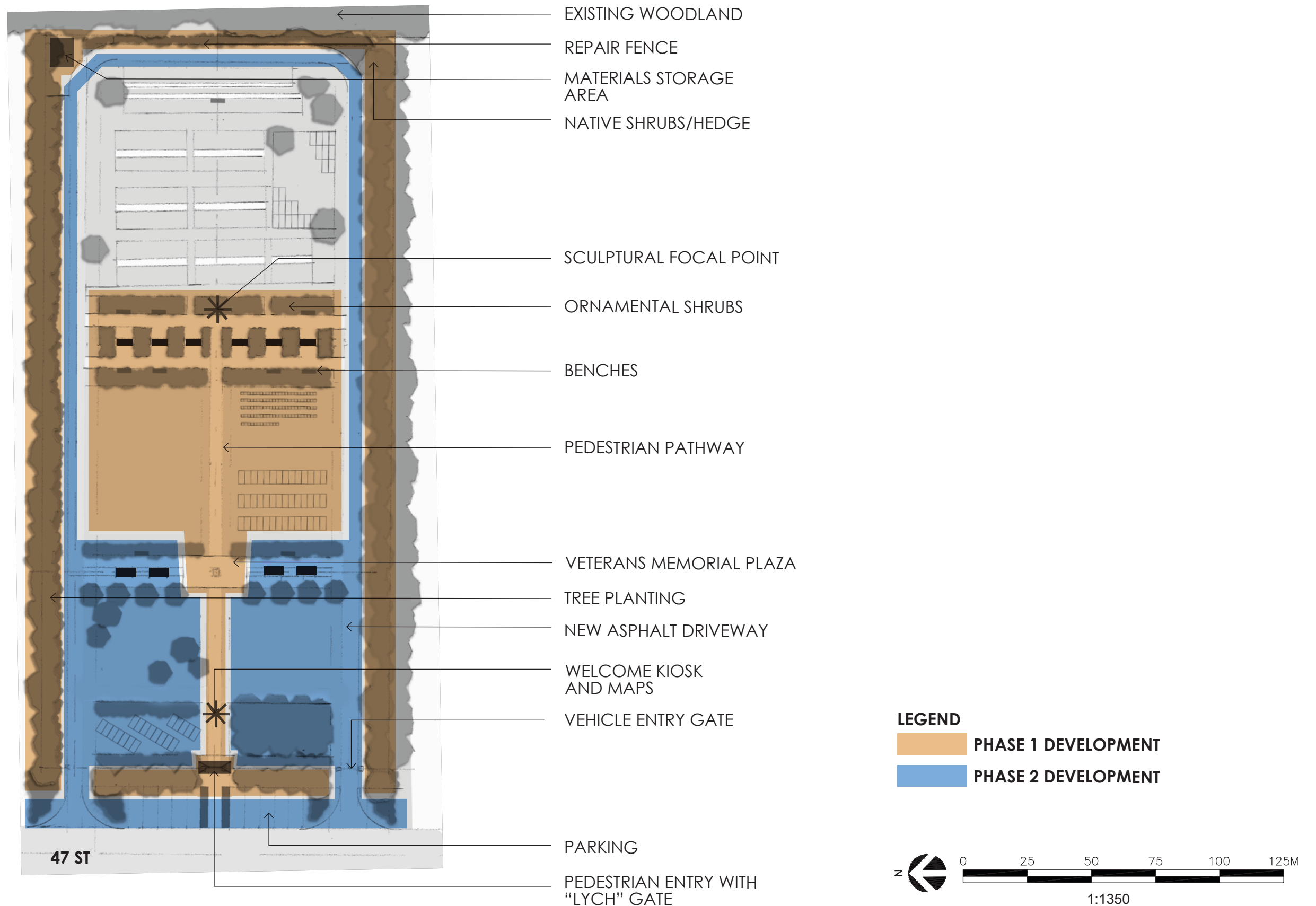


NATIVE SHRUBS

PRECEDENT IMAGES

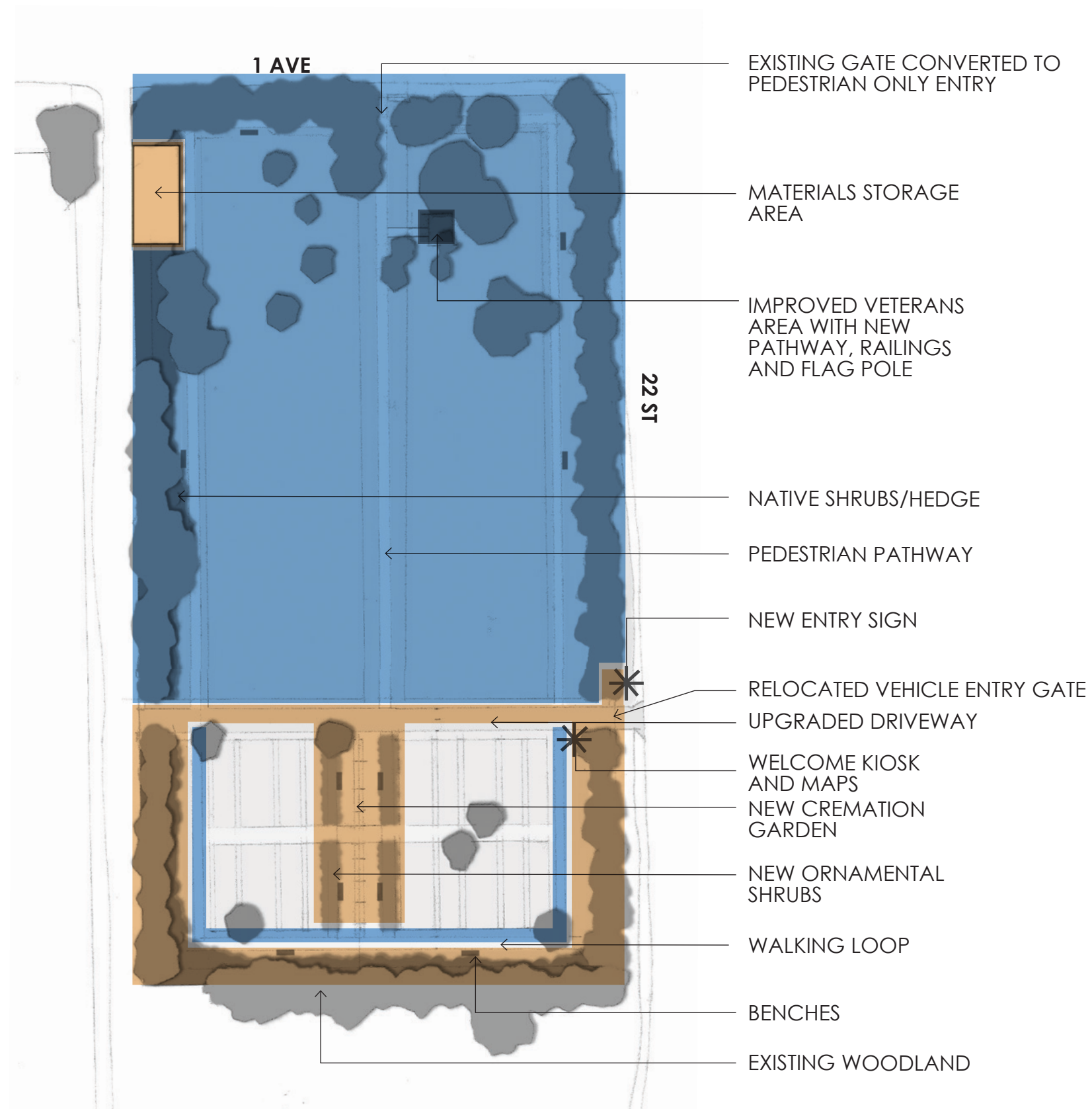
CITY OF COLD LAKE CEMETERY SYSTEM MASTER PLAN

APPENDIX K – CEMETERY PHASING PLANS



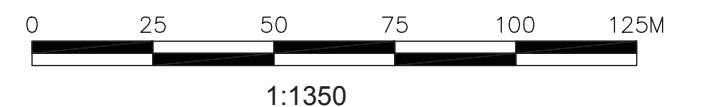
GRAND CENTRE - PHASING PLAN

CITY OF COLD LAKE CEMETERY SYSTEM MASTER PLAN



LEGEND

- PHASE 1 DEVELOPMENT
- PHASE 2 DEVELOPMENT



LAKEVIEW - PHASING PLAN

CITY OF COLD LAKE CEMETERY SYSTEM MASTER PLAN

APPENDIX L – PUBLIC OPEN HOUSE SUMMARY

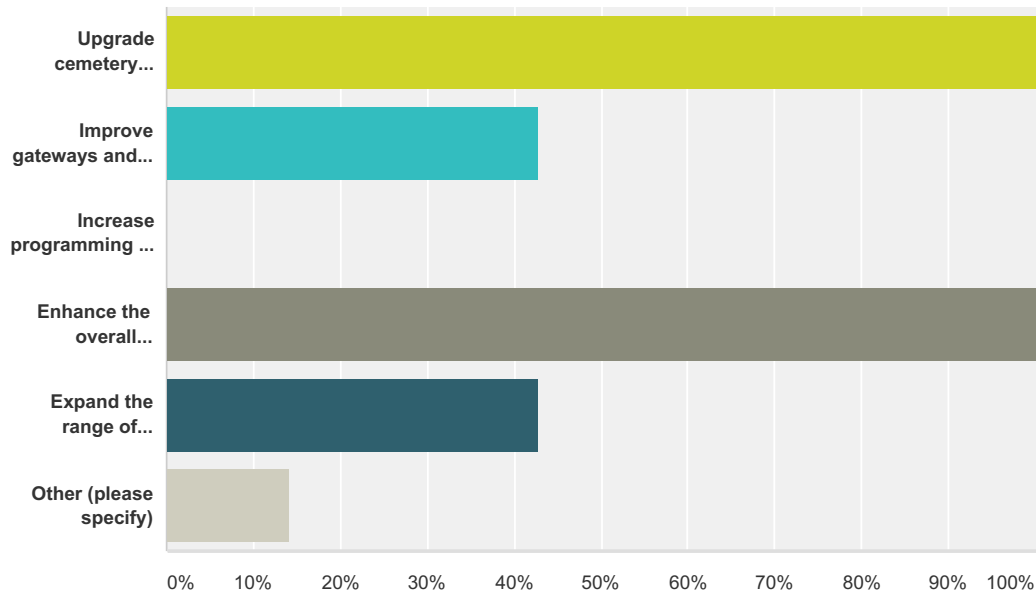
Q1 What is your overall impression of the proposed concept designs?

Answered: 5 Skipped: 2

#	Responses	Date
1	Beauty of trees,etc is exciting... More vegetation, pathways, brick/paving stones, clean finishes	7/6/2016 9:23 PM
2	Absolutely beautiful!	7/5/2016 3:06 PM
3	Great possibility to beautify the areas and make it more welcoming. Hopefully access will be a major improvement.	7/4/2016 11:13 AM
4	Very informative and well laid out.	7/4/2016 10:40 AM
5	Looks great.	7/4/2016 10:37 AM

Q2 What are the top three features that you think the City should include as part of future cemetery improvements? Please choose three.

Answered: 7 Skipped: 0



Answer Choices	Responses
Upgrade cemetery driveways and access	100.00% 7
Improve gateways and fencing	42.86% 3
Increase programming and events at the cemeteries	0.00% 0
Enhance the overall aesthetics of the cemeteries	100.00% 7
Expand the range of interment options at the cemeteries	42.86% 3
Other (please specify)	14.29% 1

Total Respondents: 7

#	Other (please specify)	Date
1	No comments.	7/4/2016 10:37 AM

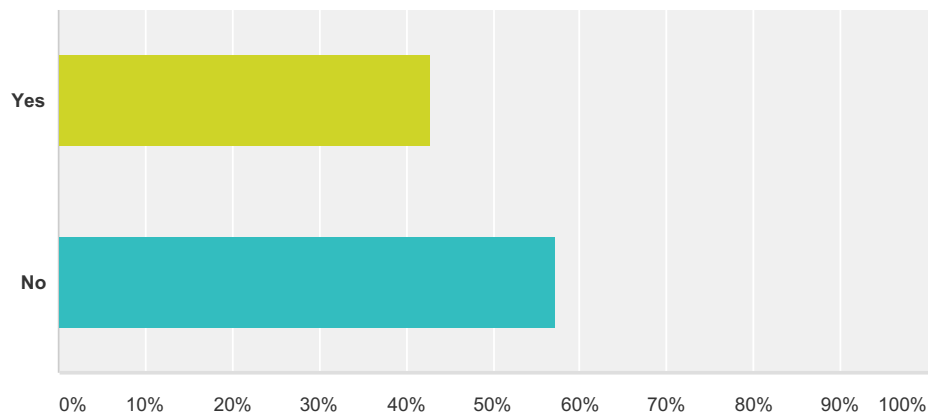
Q3 Are there any additional specific religious, cultural or secular practices that you would like to see accommodated at the cemeteries?

Answered: 2 Skipped: 5

#	Responses	Date
1	Cenotaph, remembrance ceremonies	7/6/2016 9:23 PM
2	Success interfaith practices as well as religious practices are unlaunched.	7/4/2016 11:13 AM

Q4 Green Burial is an interment option that involves no embalming, and burial in a simple biodegradable casket or container. Would you consider Green Burial if it were made available at Grand Centre Memorial Park (Cold Lake South)?

Answered: 7 Skipped: 0

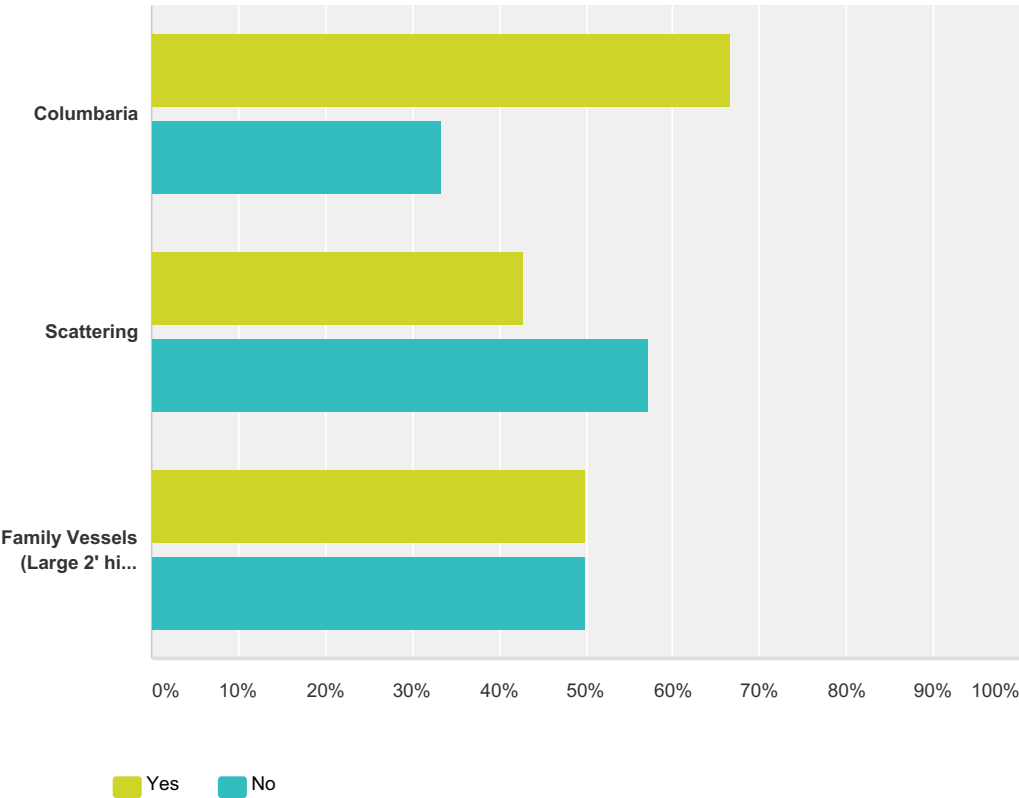


Answer Choices	Responses
Yes	42.86% 3
No	57.14% 4
Total	7

Q5 Would you consider one or more of the following options for cremated remains

interment if they were made available?

Answered: 7 Skipped: 0

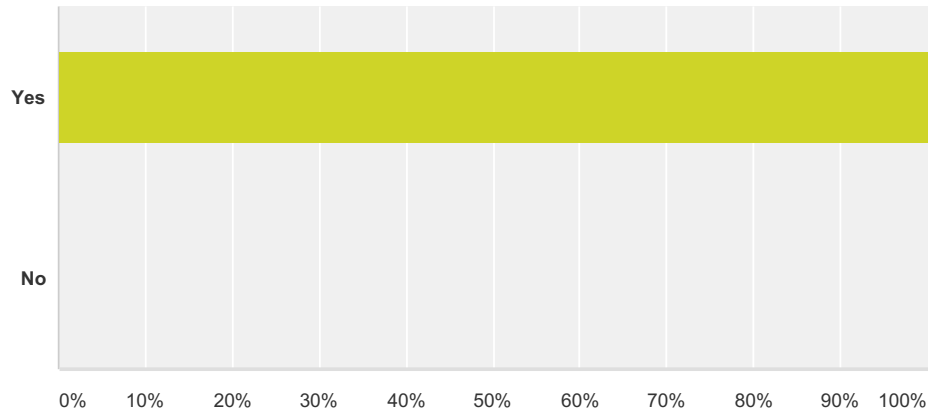


	Yes	No	Total
Columbaria	66.67% 4	33.33% 2	6
Scattering	42.86% 3	57.14% 4	7
Family Vessels (Large 2' high vessels in which multiple urns are nested or cremated remains are commingled)	50.00% 3	50.00% 3	6

Q6 Is an inscription as part of a memorial wall an option your family might choose for commemoration of loved ones, possibly even memorializing those buried elsewhere?

Answered: 6 Skipped: 1

City of Cold Lake - Cemetery System Master Plan

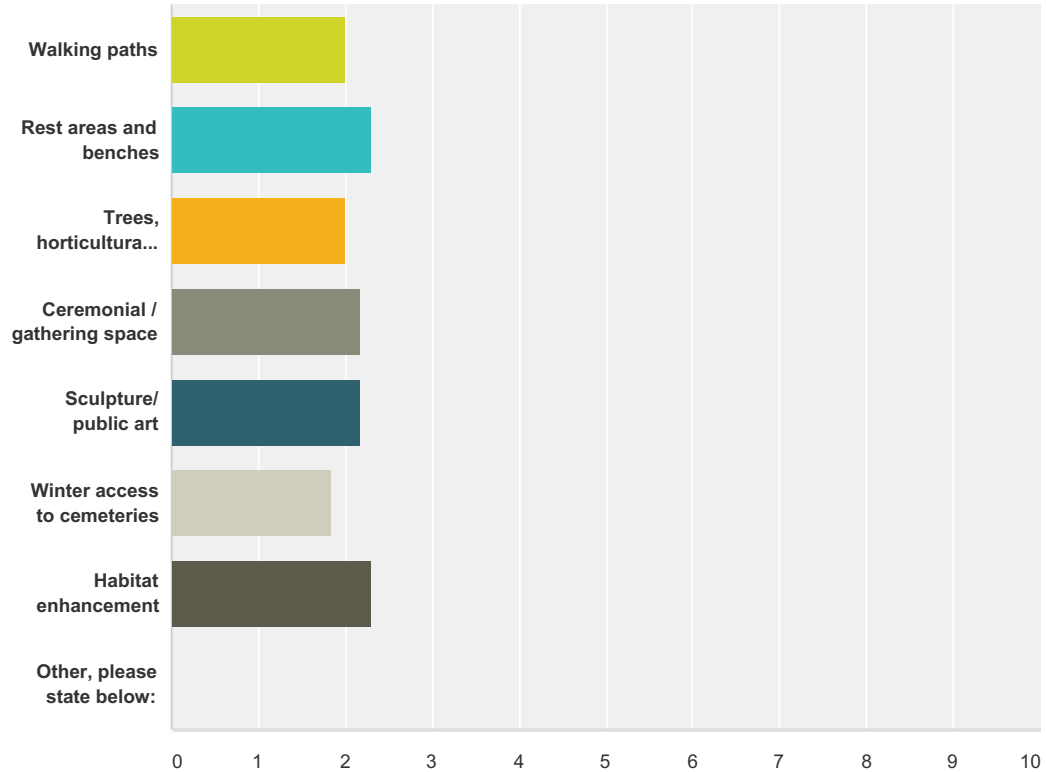


Answer Choices	Responses
Yes	100.00% 6
No	0.00% 0
Total	6

Q7 The cemeteries are intended to accommodate a wide variety of uses other than burial, including acting as extensions of the community's green spaces. What are the MOST IMPORTANT amenities you would like to see in the improved cemeteries?

Answered: 7 Skipped: 0

City of Cold Lake - Cemetery System Master Plan



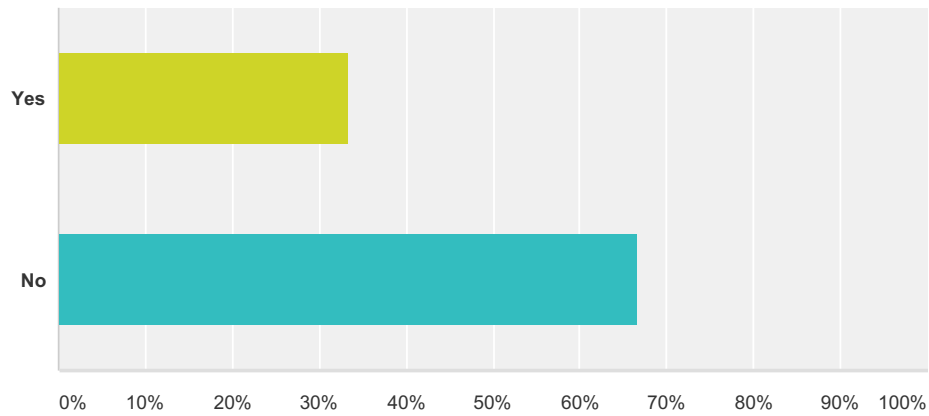
	Very Important	(no label)	(no label)	(no label)	Not Important	Total	Weighted Average
Walking paths	57.14% 4	14.29% 1	0.00% 0	28.57% 2	0.00% 0	7	2.00
Rest areas and benches	28.57% 2	42.86% 3	0.00% 0	28.57% 2	0.00% 0	7	2.29
Trees, horticultural features	57.14% 4	14.29% 1	0.00% 0	28.57% 2	0.00% 0	7	2.00
Ceremonial / gathering space	50.00% 3	0.00% 0	33.33% 2	16.67% 1	0.00% 0	6	2.17
Sculpture/ public art	33.33% 2	33.33% 2	16.67% 1	16.67% 1	0.00% 0	6	2.17
Winter access to cemeteries	66.67% 4	16.67% 1	0.00% 0	0.00% 0	16.67% 1	6	1.83
Habitat enhancement	42.86% 3	14.29% 1	14.29% 1	28.57% 2	0.00% 0	7	2.29
Other, please state below:	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0	0.00

#	Other (please specify)	Date
	There are no responses.	

Q8 Would community events at the cemeteries such as music, candle-lighting services or 'Night for All Souls' appeal to you or your family?

Answered: 6 Skipped: 1

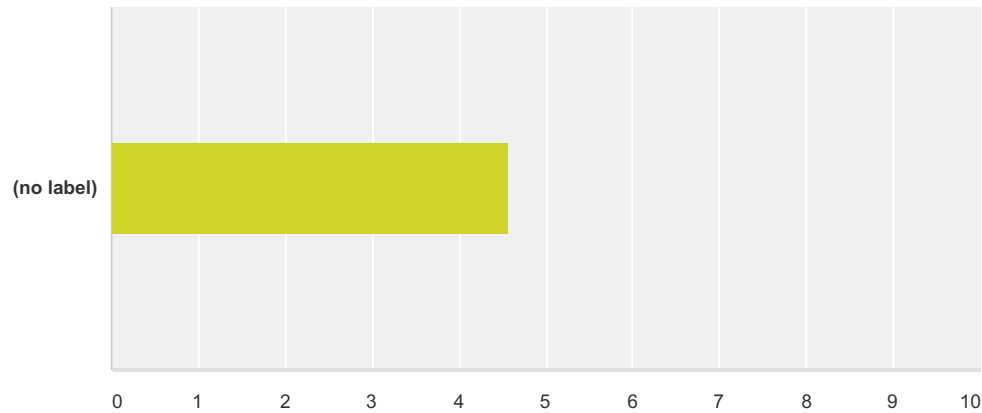
City of Cold Lake - Cemetery System Master Plan



Answer Choices	Responses	
Yes	33.33%	2
No	66.67%	4
Total		6

Q9 Are you supportive of the proposed upgrades to the cemeteries?

Answered: 7 Skipped: 0



	Strongly Opposed	Opposed	Neutral	Support	Strongly Support	Total	Weighted Average
(no label)	0.00%	0.00%	0.00%	42.86%	57.14%	7	4.57
	0	0	0	3	4		

Q10 Do you have any additional suggestions or comments in relation to the Master Plan?

Answered: 3 Skipped: 4

#	Responses	Date
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APPENDIX M – GLOSSARY OF CEMETERY TERMS

ADAPTED FROM VARIOUS SOURCES BY LEES+ASSOCIATES.

AT-NEED	<ul style="list-style-type: none">▪ At the time of, or immediately following, death.▪ Usually refers to the time of purchase of funeral or cemetery services.
BOOK OF MEMORIES	<ul style="list-style-type: none">▪ Plaque with list of names of the deceased who typically are located in areas not readily accessible.▪ A type of memorial monument.
BURIAL	<ul style="list-style-type: none">▪ One form of interment.▪ The placement of human or cremated remains in a grave.
BURIAL LINER	<ul style="list-style-type: none">▪ Similar to a burial vault, however, unlike a vault it only covers the top and sides of the casket
BURIAL PERMIT	<ul style="list-style-type: none">▪ A legal document issued by a regulatory authority authorizing final disposition of human remains.
BURIAL VAULT	<ul style="list-style-type: none">▪ A protective, sealable outer receptacle, into which a casket or urn is placed, designed to restrict the entrance of gravesite elements into the casket or urn.
BYLAWS	<ul style="list-style-type: none">▪ The written regulations, rules or laws governing the organization, management and operation of a cemetery, mausoleum, columbarium or crematorium.
CARE FUND (also known as PERPETUAL CARE FUND or MAINTENANCE FUND)	<ul style="list-style-type: none">▪ An irrevocable trust fund established, held and administered in accordance with applicable law, with the income from the fund to be used for the upkeep and repair of a cemetery, mausoleum or columbarium.
CASKET	<ul style="list-style-type: none">▪ A rigid container usually constructed of wood, metal or similar material, ornamented and lined with fabric, designed for the encasement of human remains.
CASKET ENTOMBMENT	<ul style="list-style-type: none">▪ When a casket is interred in a mausoleum.

CEMETERY SERVICES	<ul style="list-style-type: none">▪ The disposition of human remains by interment or cremation and includes the supply of goods incidental to the provision of such service, but does not include the sale of lots.
COLUMBARIUM (plural: COLUMBARIA)	<ul style="list-style-type: none">▪ A structure, building, an area in a structure or building that contains, as an integral part of the structure or building or as a freestanding sections, niches for the inurnment of cremated remains.▪ Can be “Individual”, “Family” or “Community”, based on the number of niches, and how they are sold.
COMMEMORATION	<ul style="list-style-type: none">▪ A ceremony, service or symbol of memory for a person/people or event
COMMINGLING	<ul style="list-style-type: none">▪ The mixing of the cremated remains of more than one deceased person.
CONTAINER	<ul style="list-style-type: none">▪ A self-contained receptacle or enclosure other than a casket, made of rigid cardboard, pressed wood or other similar material that is of sufficient strength to hold and conveniently transport human remains, but does not include a metal or fibre glass casket, or receptacle or enclosure made of plastic or similar substance, or a pouch or bag.
CREMATED REMAINS	<ul style="list-style-type: none">▪ The human bone fragments that remain after cremation that may also include the residue of any other materials cremated with the human remains.
CREMATION	<ul style="list-style-type: none">▪ The irreversible reduction of human remains to bone fragments through the application of flame and intense heat; in some jurisdictions this may include the repositioning or movement of the body during the process to complete the cremation; and the manual or mechanical reduction of the bone fragments after removal from the cremation chamber.
CREMATION LOT	<ul style="list-style-type: none">▪ A space used, or intended to be used, specifically for the interment of cremated remains.▪ Typically, a smaller than full-sized lot.

CREMATORIUM	<ul style="list-style-type: none"> ▪ The building or part of a building that is fitted with approved appliances for the purpose of cremation human remains and includes everything incidental or ancillary to it.
CRIB GRAVE	<ul style="list-style-type: none"> ▪ A grave lot surrounded by a small picket fence.
CRYPT	<ul style="list-style-type: none"> ▪ One kind of lot. ▪ Typically, a space in a mausoleum used or intended to be used for the entombment of human remains.
DEATH CERTIFICATE	<ul style="list-style-type: none"> ▪ A legal document certifying the vital statistics pertaining to the life and death of a deceased person.
DIRECT (or IMMEDIATE) DISPOSITION	<ul style="list-style-type: none"> ▪ The final disposition of human remains without any formal viewing or visitation, ritual, rite, service or ceremony.
DISINTERMENT	<ul style="list-style-type: none"> ▪ The removal of human remains, along with the casket or container or any remaining portion of the casket or container holding the remains, from the lot in which the remains had been interred.
DOUBLE DEPTH LOT	<ul style="list-style-type: none"> ▪ A lot dug at extra depth at the time of the interment of the first casket to allow for the accommodation of a second interment at regular depth.
EASEMENT	<ul style="list-style-type: none"> ▪ The right acquired, whether or not supported by a certificate, to interment in a lot.
ENTOMBMENT	<ul style="list-style-type: none"> ▪ One form of interment. ▪ The placement of human remains in a mausoleum crypt.
FAMILY COLUMBARIUM	<ul style="list-style-type: none"> ▪ See columbarium
FAMILY ESTATE LOTS	<ul style="list-style-type: none"> ▪ A family estate lot contains 6-12 lots together.
FAMILY VESSEL	<ul style="list-style-type: none"> ▪ A large urn for several cremated remains. Remains may be comingled or may be contained in smaller, individual urns, held within the larger vessel.
FLAT MARKER	<ul style="list-style-type: none"> ▪ A grave marker set flush with the ground.
FUNERAL SERVICES	<ul style="list-style-type: none"> ▪ The arrangements, care and preparation of human remains for interment, cremation or other disposition and includes the supply of goods incidental to the arrangements, care and preparation, but does not include the sale of lots.

GRAVE	<ul style="list-style-type: none">▪ One kind of lot.▪ A portion of ground in a cemetery, used or intended to be used, for the burial of human remains or cremated remains.
GRAVE LINER	<ul style="list-style-type: none">▪ A fibreglass or concrete structure installed over a casket once it has been placed in the grave.
GRAVE MARKER	<ul style="list-style-type: none">▪ Can be in-ground (flat) or upright.
GREEN BURIAL	<ul style="list-style-type: none">▪ A more environmentally conscious alternative to “traditional burial.” Typically includes:<ul style="list-style-type: none">a. no embalming;b. burial directly in the ground without a grave liner or vault;c. a fully biodegradable burial container (casket or shroud);d. interment sites planted with indigenous ground cover, ande. without individual grave markers.
INTERMENT	<ul style="list-style-type: none">▪ Disposition by:<ul style="list-style-type: none">a. burial of human remains or cremated remains in a grave;b. entombment of human remains in a mausoleum, crypt, or;c. inurnment of cremated remains in a columbarium niche.
INURNMENT	<ul style="list-style-type: none">▪ One form of cremated remains interment.▪ The process of placing cremated remains in a receptacle including, but not limited to, an urn and placing the urn into a niche.
LAWN CRYPT	<ul style="list-style-type: none">▪ A concrete or other durable and rigid outer receptacle installed in a grave prior to burial.
LOT	<ul style="list-style-type: none">▪ A space used, or intended to be used, for the interment of human remains or cremated remains under a right of interment and includes a grave, crypt, niche or plot.

LOT HOLDER	<ul style="list-style-type: none"> ▪ The person in whose name the right of interment in a lot is registered in the records of a cemetery and, where the interment has taken place, includes the person who has legally acquired ancillary rights to the lot.
MAINTENANCE FUND (also known as CARE FUND or PERPETUAL CARE FUND)	<ul style="list-style-type: none"> ▪ A fund established for the upkeep and repair of a cemetery, mausoleum or columbarium.
MAUSOLEUM (plural: MAUSOLEA)	<ul style="list-style-type: none"> ▪ A structure or building that contains interior or exterior crypts designed for the entombment of human remains.
MAUSOLEUM CRYPT	<ul style="list-style-type: none"> ▪ A chamber of a mausoleum or sufficient size for entombment of human remains.
MEMORIAL	<ul style="list-style-type: none"> ▪ A product, meeting the bylaw standard of a cemetery, used or intended to be used to identify a lot or to memorialize a deceased person interred or to be interred in a lot, including but not limited to: <ul style="list-style-type: none"> a. a marker, headstone, tombstone monument, plaque, tablet or plate on a lot; or b. a tablet inscription, lettering or ornamentation on a crypt or niche front, or c. a tree, boulder or other feature so identified. ▪ A ceremony, rite or ritual commemorating the life of a deceased individual without the human remains being present.
NECESSARIUM	<ul style="list-style-type: none"> ▪ Necessaria are stations located throughout a cemetery for filling vases and disposing of garbage. They often provide watering cans, flower vases, a rake and hand tools. They should be located within 60m from all graves.
NICHE	<ul style="list-style-type: none"> ▪ One kind of lot. ▪ A space, usually within a columbarium, for placing a receptacle containing cremated remains.
OSSUARY	<ul style="list-style-type: none"> ▪ A vessel for the interment of two or more cremated remains. ▪ Typically, the cremated remains are commingled

OUTER CONTAINER	<ul style="list-style-type: none">▪ A receptacle, which is designed for placement in a lot to accept the placement of a casket or urn.
PERPETUAL CARE FUND (also CARE FUND or MAINTENANCE FUND)	<ul style="list-style-type: none">▪ An irrevocable trust fund established, held and administered in accordance with applicable law, with the income from the fund to be used for the upkeep and repair of a cemetery, mausoleum or columbarium.
PRE-NEED	<ul style="list-style-type: none">▪ Any time prior to death.▪ Usually refers to the time of purchase of funeral or cemetery services.▪ “Pre-need planning” refers to the process of making arrangements and/or entering into contracts regarding future cemetery services for one or more persons who are still alive at the time.
REGISTRAR	<ul style="list-style-type: none">▪ The person responsible for the administration and enforcement of applicable laws and regulations relating to cemetery and funeral services. In British Columbia or Alberta, this person is known as the “Director of Cemeteries.”
SCATTERING	<ul style="list-style-type: none">▪ The irreversible dispersal of cremated remains over land or water, or commingling in a defined area in a cemetery.
SCATTERING GARDEN	<ul style="list-style-type: none">▪ An area within a cemetery, usually providing an attractive natural or ornamental setting, dedicated to the scattering of cremated remains.
SPIRIT HOUSE	<ul style="list-style-type: none">▪ A wooden shelter over a grave to house the spirit of the dead, typical of First Nations cemeteries.
UPRIGHT MARKER	<ul style="list-style-type: none">▪ A grave marker that is not flush with the ground is mounted on a footing and intended to be visible over the surrounding finished grade.
URN	<ul style="list-style-type: none">▪ A receptacle for containing cremated remains.



**CITY OF COLD LAKE
BYLAW #431-AD-12**

TO REGULATE AND CONTROL THE OPERATION OF THE CITY OF COLD LAKE CEMETERY

A BYLAW OF THE CITY OF COLD LAKE IN THE PROVINCE OF ALBERTA, TO REGULATE AND CONTROL THE OPERATION OF THE CITY OF COLD LAKE CEMETERY

PURSUANT to the *Cemeteries Act of Alberta*, Revised Statutes of Alberta 2000, Chapter C-3 and *Cemeteries Act*, General Regulations, Alberta Regulation 249/2010;

WHEREAS Bylaw 431-AD-12 will repeal the Town of Grand Centre Cemetery Bylaw 92-714;

WHEREAS Schedules "A", "B" and "C" which form part of this Bylaw can be amended from time to time by resolution of Council; and

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

TITLE

1. This Bylaw shall be cited as the "Cold Lake Cemetery Bylaw".

DEFINITIONS

2. In this ByLaw:
 - 2.1 "Adult" means any person over the age of eighteen (18) years;
 - 2.2 "Ash Inurnment" means the act of burying cremated remains. The act includes the digging of the grave, placement of the ashes and the backfilling of the grave;
 - 2.3 "CAO" means the Chief Administrative Officer or his/her designate;
 - 2.4 "Caretaker" shall mean the person placed in charge of the day-to-day operations of the Cemetery employed by the City of Cold Lake;
 - 2.5 "Cemetery" means Grand Centre Memorial Park and Lakeview Cemetery, or any other cemetery in the City of Cold Lake operated by and under the control of the City of Cold Lake;
 - 2.6 "Child" means any person between the ages of one (1) year and seventeen (17) years;
 - 2.7 "City" means the City of Cold Lake;
 - 2.8 "Council" means the Council of the City of Cold Lake;
 - 2.9 "Funeral Director" means any registered or licenced embalmer or mortician;
 - 2.10 "Grave" a plot designated for burial of human remains and cremated human remains;
 - 2.11 "Immediate Family Member" means a person's spouse, parents and grandparents, children and grandchildren, brothers and sisters, mother-in-law and father-in-law, brothers-in-law and sisters-in-law, daughters-in-law and sons-in-law;
 - 2.12 "Infant/Stillborn" means a child that is less than one (1) year or a deceased child at the time of birth;
 - 2.13 "Public Services Department" means the Parks and Recreation Department of the Public Services Department of the City of Cold Lake, who are responsible for the maintenance and care of the Cemetery;
 - 2.14 "On-going Maintenance" means a general term used to designate all various types of work the City does to ensure that the burial plots and the continuous foundations are kept in good repair, and that the surrounding grounds are properly cared for; this does not include monument care;
 - 2.15 "Open and Close" means the digging of the grave, the placement of the rough box vault, the supply and placement of the lowering device and City greens, the backfilling and levelling of the grave, site clean-up and placement of funeral decorations, and reestablishment of grass as soon as practicable afterwards. This also applies to the digging of a cremation grave by manual or mechanical means;
 - 2.16 "Veteran" means a person who at any time during his/her life served on a full-time basis for Canada in any war which Canada participated, and who has a Veteran's Affairs registration number.

MONUMENT DESCRIPTIONS

2.17 Monument Descriptions

- 2.17.1 "Concrete Foundation" means a piece of rectangular concrete which is placed to support a monument;
- 2.17.2 "Continuous Monument Foundation" means concrete installed by the City to support monuments. These foundations are continuous in fashion;
- 2.17.3 "Footstone" is a structure of marble, granite or similar material placed at the foot of the grave for memorial purposes. The installation of such monument is not permitted;
- 2.17.4 "Grave Cover" is a structure of marble, granite, or similar material placed on the entire burial plot for memorial purposes and set level with the contour of the ground. The installation of such monument is not permitted;
- 2.17.5 "Grave Decoration" is anything that is placed on a grave for memorial purposes; and
- 2.17.6 "Monument" means a headstone, tombstone, upright or vertical monument, pillow monument, a flat monument that is made of granite, marble, metallic materials, or other materials acceptable to the Public Services Department. All of these are supported by a concrete foundation or a continuous monument foundation which is somewhat lower but level with the surrounding ground contour of the particular grave.

PLOT DESCRIPTIONS

2.18 Plot Descriptions

- 2.18.1 "Double Depth Plot" means a single grave plot (full plot) in which the City will permit the burial of two (2) bodies in separate caskets placed one above the other provided the caskets are placed at minimum depths as required by the *Cemeteries Act of Alberta*, Revised Statutes of Alberta 2000, Chapter C-3 and *Cemeteries Act*, General Regulations, Alberta Regulation 249/2010; and
- 2.18.2 "Full Plot" means a single grave plot measuring 1.2 meters wide by 2.8 meters long.

ADMINISTRATION

- 3. The operation of the Cold Lake Cemetery shall be in accordance with all policies, rules and regulations, and procedures established by the Council of the City of Cold Lake and in accordance with the *Cemeteries Act of Alberta*, Revised Statutes of Alberta 2000, Chapter C-3 and *Cemeteries Act*, General Regulations, Alberta Regulation 249/2010.
- 4. The Caretaker shall be responsible for the selling of the plots, the keeping of all necessary records and the collecting of fees and charges in accordance with the Cemetery.
- 5. The Public Services Department shall have sole control of all matters related to the Cemetery, including but not necessarily limited to, maintenance and enforcement of this Bylaw.
- 6. All fees and charges in connection with the sale, use and care of a plot(s), and/or other facilities which are or may in the future be offered in connection with the Cemetery operation, shall be in accordance with Schedule "A" attached to and forming part of this Bylaw.
- 7. Cemetery information is available at City Hall every day except Saturdays, Sundays and statutory holidays.
- 8. As per the *Cemeteries Act of Alberta*, Revised Statutes of Alberta 2000, Chapter C-3 and *Cemeteries Act*, General Regulations, Alberta Regulation 249/2010, a portion of the fees charged in Schedule "A" provides for perpetual care. Perpetual care and maintenance will include: filling and reseedling of any sinking grave, and generally to do and perform all things necessary and expedient to preserve the said grave plot in a neat and tidy condition, and to properly care for and protect the same so far as the funds available will extend. Perpetual care does not include any responsibility for repair and maintenance of the monument or the concrete foundation.

GENERAL RULES AND CONDITIONS – BURIAL PLOT PURCHASES AND UTILIZATIONS

- 9. Not more than four (4) reserved plots, in the Cemetery, may be purchased by any person or estate, except in special circumstances when approved by the CAO.

10. Reserved plots may be transferred from one (1) immediate family member to another immediate family member, but no transfer shall be valid unless such transfer is duly registered with the Caretaker. The purchaser of a grave or his/her legal representative may not transfer or assign the grave to any other person other than another immediate family member. Fees and charges are in accordance to Schedule "A".
11. An owner of any reserved plot(s) may cancel his/her reservations by advising the City in writing. The City's refund shall be based on a percentage of the value of the plot(s), which shall be an amount representing at least eight-five per cent (85%) of the market value of the plot(s) at the date of resale, as listed in this Bylaw at the time of cancellation in accordance with the *Cemeteries Act of Alberta*, Revised Statutes of Alberta 2000, Chapter C-3 and *Cemeteries Act*, General Regulations, Alberta Regulation 249/2010. Any plot(s) purchased at the prices that reflect Bylaw 92-714 will be refunded at the cost reflected in the schedule less administration charges as set out in Schedule "A".
12. It is a condition of sale of every burial plot(s) that the purchaser expressly waives any claim arising from an error caused by City personnel or operations providing that it was not reasonably possible to avoid such an error. The City's liability shall only extend to a refund of any money paid to the City for a plot(s) providing that the plot(s) suggested as an alternative is/are not acceptable to the purchaser.
13. It is a condition of sale of every burial plot that the City has the right to reclaim all unused burial plots after the period of twenty (20) years has expired if the following conditions have been met:
 - 13.1 the interment space is not in use for interment;
 - 13.2 the Caretaker has not heard from the purchaser of the interment space, or from the purchaser's personal representative, for a period of twenty (20) years;
 - 13.3 the Caretaker has made every reasonable effort to locate the purchaser of the interment space or of the purchaser's personal representative, and has failed;

pursuant to the *Cemeteries Act of Alberta*, Revised Statutes of Alberta 2000, Chapter C-3 and *Cemeteries Act*, General Regulations, Alberta Regulation 249/2010.
14. A full plot shall only be used for:
 - 14.1 the single burial of an infant/stillborn, child or adult;
 - 14.2 no more than one (1) body shall be buried in a single casket except a mother and her infant/stillborn when both are in the same casket;
 - 14.3 the single burial of an infant/stillborn, child or adult, but with the provision that up to four (4) ash inurnments shall be permitted where continuous monument foundations exist or where there is an existing monument;
 - 14.4 a double depth burial;
 - 14.5 a double depth burial, but with the provision that up to four (4) ash inurnments may also occur and shall be permitted where continuous monument foundations exist or where there is an existing monument; or
 - 14.6 cremation purposes only for up to six (6) ash inurnments. In the instances where a continuous monument foundation exists or where there is an existing monument, six (6) ash inurnments are permitted.

GENERAL RULES AND CONDITIONS – INTERMENTS AND DISINTERMENTS

15. No plot(s) (cremation, traditional interment or disinterment) shall be opened for any reason by any person not in employment of the City and under contract with a funeral director. In all cases, a request for opening or disinterment shall be accompanied by such forms and signatures as are required by law by the Government of Canada or Alberta.
16. All single interments require a concrete outer receptacle or liner. All double depth interments require a concrete outer receptacle, or liner, for the lower interment.
17. Burials in the Cemetery shall be permitted during the hours from 8:30 a.m. to 4:30 p.m., excluding declared or Statutory Holidays. Special arrangements may be made for Saturday, Sunday and Statutory Holiday burials, but since Saturday, Sunday and Statutory Holidays are not regular working days, all Saturday, Sunday and Statutory Holiday inurnments/interments shall be charged an established rate as set out in Schedule "A". The only exception for burials will be burials ordered by the Provincial Health Department or during a period of extraordinary happenings.
18. The Funeral Director will perform all the activities involved with the placing and removing of the greens and lowering device which are to be provided by the Funeral Director.

19. A disinterment of a body, regardless of the circumstances, shall not take place until a permit for disinterment is issued by the Provincial Government and copy thereof is presented to the Caretaker. Disinterment must be attended by the funeral home requesting such service. The funeral home must provide the staff to handle the human remains and all necessary equipment, supplies and any related costs will be at the expense of the requestor.
20. No interment shall be permitted in any plot on which there are unpaid charges due and payable to the City.
21. Cemetery plots shall be used only for the burial of human remains and cremains.
22. Ashes may be inurned in any plot already occupied where the person/or next of kin (who is deemed to have authority) gives written permission for such inurnment. The general rules and conditions discussed elsewhere in this Bylaw associated with traditional burials will still apply to inurnment of ashes; fees and charges are different and are in accordance to Schedule "A".
23. No person shall enter upon any portion of Cemetery which is set apart for storage facilities without having first obtained the consent of the Public Services Department.

INTERMENT NOTIFICATION

24. All applications for burials are to be made to the Caretaker at City Hall during regular working hours. Any changes to the initial instructions must also be reported to this office.
25. Advance notice is required in accordance to the following:
 - 25.1 all applications for burial shall be made to the Caretaker at least sixteen (16) working hours before the interment;
 - 25.2 if there is a reason on the part of the grieving family to accelerate the interment time, the Caretaker may consider an application only if the following conditions are met:
 - 25.2.1 at least eight (8) working hours' notice is given.

GENERAL MONUMENT REGULATIONS

26. Monument or monument foundations shall not be erected in the Cemetery unless an application for a permit has been submitted and approved by the Caretaker. Monuments are placed in the Cemetery at the owner's risk and the City assumes no responsibility for damage or loss due to vandalism, etc. It is the owner's responsibility to contact an Insurance Agent to discuss the possible coverage.
27. Concrete, granite or marble covers will not be permitted to be installed. There will be no matching of existing grave covers permitted.
28. Upright monuments shall be placed on a granite or marble base laid on a concrete foundation, such foundations shall be as per specifications in Schedule "B".
29. A concrete foundation shall:
 - 29.1 mean a rectangular piece of concrete of not less than one thousand-five hundred-forty two (1,542) kilograms P.S.I. strength and not less than a 10.2 centimetres thickness;
 - 29.2 be placed level with the surrounding ground contour with no corners protruding; and
 - 29.3 be 10.2 centimetres wider on all sides of the monument or monument base it is going to support.
30. No trees, shrubs or flowers may be planted.
31. No monument, including the monument foundation shall exceed the maximum dimensions stated in Schedule "B".
32. Monuments shall be installed so that the top edge of the monument foundations shall be in alignment with all other foundations in that particular row.
33. Prior to the removal of any monument for any reason, the Caretaker shall be notified.
34. After installation of a monument, no fixture of any type, such as pictures, ornaments, or similar items may be attached or affixed in any manner whatsoever to any part of a monument.

35. Lettered boards, or memorial designs of any description designating graves; other than the standard temporary marker provided by the funeral home, will not be permitted. The standard temporary marker provided by the funeral home must be removed after a period of one (1) year from the date of the burial. The City is not responsible for standard temporary markers.
36. No fences, railing, coping, earthmound, plantings or any other type of material, shall be placed on any burial plot except for a monument placed in accordance with the provisions of this Bylaw.
37. All persons employed by a monument supply company firm shall be subject to the direction and control of the Public Services Department while working in the Cemetery, and shall provide sixteen (16) working hours' notice to inform the Public Services Department of when an installation will take place.
38. The Public Services Department may, from time to time, report to the owners or next of kin on the condition of any monument in need of repair, and it shall be the duty of the owner of such monument, or the next of kin, to repair same within three (3) months' time to the satisfaction of the Public Services Department.
39. All earth, debris, litter and rubbish arising or resulting from work done on any burial plot shall be carefully cleaned up and removed from the Cemetery by the party carrying out such work.
40. Ash inurnments are permitted only after traditional interments have occurred or when no traditional interments will occur. Ash inurnments shall not be permitted under the continuous monument foundation.
41. When an installation of a monument and/or foundation is in non-compliance with the Cemetery Bylaw, a notice identifying the non-compliance will be issued by the Caretaker. If the problem is not rectified in a reasonable amount of time, the Public Services Department has the authority to remove the monument in question.

GRAVE DECORATION

42. Grave decorations placed at the Cemetery shall conform to the following guidelines, refer to:
 - 42.1 the grave decorations must not include lawn ornaments or any items made of glass or china; and
 - 42.2 flowers and potted plants shall not be placed on the turf areas of graves except as provided as otherwise herein.
43. Flowers placed on a grave following the burial may be left for seven (7) calendar days, after which they may be removed and disposed of by the Public Services Department.

GENERAL PROVISIONS

That within the Cemetery:

44. All vehicular traffic shall travel at speeds no greater than fifteen (15) kilometres per hour and shall be restricted to roadways only. Service vehicles will be permitted off the roadways when providing the necessary services of the Cemetery.
45. The use of snowmobiles and other all-terrain recreation vehicles will not be permitted at any time.
46. There will be no canvassing, advertising or placement of advertising trademarks on any monument within the Cemetery.
47. No picnics, parties or gatherings, except for funerals or a ceremony of observance shall be permitted in the Cemetery.
48. No person shall litter or commit any wilful damage to the Cemetery's landscape, or any monument, building or other structure in the Cemetery.
49. No pets or animals are permitted in the Cemetery.
50. The Public Services Department shall have the authority to remove from the grounds any person disturbing the peace or good order of the Cemetery by noisy or improper conduct or language, or any person violating any of the provisions of this Bylaw.



PENALTIES

- 51. Any person who commits any act or omission contrary to this Bylaw is guilty of an offense and is liable on summary conviction of a fine not less than five hundred dollars (\$500.00) and not more than one hundred thousand dollars (\$100,000.00) exclusive of costs or in the case of non-payment of the fine and costs imposed, to imprisonment of any period not exceeding two (2) years.
- 52. Enforcement of this Bylaw shall be by way of the CAO, Caretaker and/or the Public Services Department.

ENACTMENT

- 53. This Bylaw shall come into full force and effect immediately upon the date of its final passage.

FIRST READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta this 13th day of March, A.D., 2012, on motion by Deputy Mayor Vining.

**CARRIED
UNANIMOUSLY**

SECOND READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta this 27th day of March, A.D., 2012, on motion by Councillor Lay.

**CARRIED
UNANIMOUSLY**

THIRD AND FINAL READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 27th day of March, A.D., 2012 on motion by Councillor Buckle.

**CARRIED
UNANIMOUSLY**

CITY OF COLD LAKE



MAYOR



CHIEF ADMINISTRATIVE OFFICER

SCHEDULE “A”
CITY OF COLD LAKE
BYLAW # 431-AD-12

SCHEDULE OF FEES all prices exclude G.S.T.

BURIAL PLOT FOR ADULT	\$500.00
BURIAL PLOT FOR INFANT/STILLBORN and CHILD	\$300.00
BURIAL PLOT FOR FIELD OF HONOR	\$300.00
EXTRA CHARGES FOR FUNERALS ON WEEKENDS and STATUTORY HOLIDAYS	\$200.00
PERMIT FEE FOR INSTALLATION OF MONUMENTS	\$75.00
TRANSFER OF BURIAL PLOT	\$100.00
TRANSFER OF BURIAL PLOT TO CITY OF COLD LAKE	\$100.00
PERMIT FEE TO INURN IN OCCUPIED PLOT	\$100.00

SCHEDULE "B"
CITY OF COLD LAKE
BYLAW #431-AD-12

SPECIAL PROVISIONS FOR MONUMENTS

1. REGULAR SINGLE GRAVE

One upright monument – maximum height 1.02 meters or a flat monument placed at the head of the grave.

When the cremains are to be buried in a grave (previously interred) and where one monument exists, a flat monument measuring not more than .069 meters by 0.51 meters including foundation and placed adjacent to the foundation of the existing monument shall be permitted. Regular concrete foundation is required.

A double cremation monument may be permitted, which would be placed adjacent to existing monument and would measure 1.02 meters by 0.51 meters including foundation. This would only apply in a side-by-side graveside situation and should not be larger than the monument.

2. SIDE-BY-SIDE GRAVE, ONE COMMON STONE (owned by the same individual)

One upright monument (where permitted) or one flat monument placed at the head of the common plots.

3. GRAVE COVERS

Any new concrete or granite covers are not permitted in any section. The matching of existing grave covers will be permitted to any burial plots that were in place prior to this bylaw coming into effect.

4. CONTINUOUS MONUMENT FOUNDATION

In areas where continuous monument foundations are provided, the monuments shall be installed thereon and no other concrete foundation shall be required.

In areas where continuous monument foundations are provided, the concrete boundary of 10.2 centimetres is not necessary.

The placement of cremains under continuous monument foundations will not be permitted.

**SCHEDULE “C”
CITY OF COLD LAKE
BYLAW #431-AD-12**

CITY OF COLD LAKE CEMETERIES IMPORTANT REGULATIONS

The City of Cold Lake Cemetery is owned and maintained by the City of Cold Lake on behalf of its citizens. The general maintenance is carried out by employees of the Public Services Department.

Cemetery information is available at City Hall every day, except for Saturdays, Sundays and Statutory Holidays, during the hours of 8:30 a.m. to 4:30 p.m.

**EXCERPTS FROM THE BYLAW OF THE CITY OF COLD LAKE
GOVERNING THE CITY OF COLD LAKE CEMETERY**

1. **Rules and regulations** made from time to time by City Council shall be binding upon plot owners and upon all other persons to whom they apply.
2. **Vehicle traffic** speed limit is fifteen (15) kilometers per hour and shall be restricted to roadways only.
3. **Grave decorations** must not include lawn ornaments or any items made of glass or china. Such decorations will be removed for maintenance reasons.
4. **Flowers and potted plants** shall be not placed on the turf areas of the graves except for a period as laid out in the Bylaw.
5. **Ash inurnments** are permitted only after traditional interments have occurred or when no traditional interments will occur. Ash inurnments shall not be permitted under the continuous monument foundation.
6. **Cemetery plots** shall be used only for the burial of human remains and cremains.
7. **Monuments or monument foundations** shall be not erected in the Cemetery unless an application for a permit has been submitted and approved by the Caretaker.
8. No **monument**, including the **monument foundation** shall exceed the maximum dimensions as stated in Schedule “B” of this Bylaw.
9. **Monuments**, flowers and decorations are placed in the Cemetery at the owner’s risk and the City assumes no responsibility for damage or loss due to vandalism, etc. “All risk” coverage (theft, vandalism, malicious damage and other extended coverage) may be available through an Insurance Agent.
10. No **fence, railing, coping, earthmound, plantings or any type of memorial** shall be placed on any burial plot except for a monument placed in accordance with the provisions of this Bylaw;
11. No **pets or animals** are permitted in the Cemetery.
12. **Sacred grounds** – A Cemetery is a sacred place. Quiet reverence must be observed by everyone and the Cemetery reserves the right to refuse admission at any time.
13. No **plot(s) (cremation, traditional interment or disinterment)** shall be opened for any reason by any person not in the employment of the City and under contract with a funeral director. In all cases, a request for opening or disinterment shall be accompanied by such forms and signatures as are required by law by the Government of Canada or Alberta.



STAFF REPORT

Title: Bylaw No. 647-AN-19 - Tax Rate Bylaw

Meeting Date: May 14, 2019

Executive Summary:

Annually a tax rate bylaw must be passed in order to generate the taxation revenue required to meet the 2019 approved operating budget of \$52,160,253, which includes a transfer to capital of \$9,245,000. The City must generate \$21,110,619 (2018: \$20,482,643) from municipal taxation to balance the 2019 budget. This amount is inclusive of the estimated \$16,028,000 from the Cold Lake Air Weapons Range and the allowance of \$1.2M for the PILT dispute.

Assessment notices were mailed on March 6, 2019, and as per regulation the tax payers have 67 days to appeal their assessments. The appeal deadline for 2019 is May 13, 2019.

Administration is requesting first reading of the taxation bylaw inclusive of \$1.2M allowance for PILT with the tax rates to be as follows: Residential Tax rate 8.2505, Multi-Family Residential rate 8.6490, and Non-residential rate of 12.6079. These rates establish an average municipal tax increase of 2.70% to generating sufficient taxation revenue as budgeted in the 2019 budget. These rates are Municipal tax rates only and do not include the School Board or Lakeland Housing Foundation Requisitions. Inclusion of the requisition will generate an approximate 0.55% increase. The tax rate bylaw will be brought to Corporate Priorities May 21, 2019 for further discussion.

Background:

Council passed the 2019 Operational Budget on December 11, 2018 in the amount of \$52,160,253 with \$21,110,619 to be generated from taxation revenue. The budget was passed with an estimated average tax increase of 3.07%. However, the bylaw presented shows an average increase of 2.70% to all assessment classes. Taxes are dependent on the assessed value of a property in relation to other properties in the City. The tax rate is set per \$1000 of assessment. All assessments are based on market values as at July 2018 and condition as of Dec 31, 2018. If the requisitions inclusive of the estimate requisition for Schools are included the average increase would be approximately 0.55%.

Administration is also providing other options if Council wishes to consider them. Option 1: same rate as last year which will equate to a deficit of 1.4M. Options 2 and 3



are both calculated with an average of no increase to Municipal taxes with the difference of option 3 making Multi family the same as the residential rate. Both these options would require a transfer of approximately 560,000 from accumulated surplus to balance the 2019 Operational Budget. Option 4 and 5 both will generate the funds from taxation to balance the 2019 Operational budget. Option 4 presents Residential and Multifamily rates the same while option 5 will give an equal increase of Municipal taxes to all classes.

The City appealed the 2013 to 2018 Payment in lieu of taxes (PILT) to the Dispute Advisory Board (DAP) stemming from a discrepancy between the City's Assessor's assessment and the Federal Assessors assessment of the 4 Wing property. The 2019 budget includes a PILT allowance of \$1.2M. The City will again apply for deferral of the portion of the school board requisition relating to PILT in 2019.

The City's total assessment decreased by \$96.8M when compared to prior year. Total growth was \$600,000 and the inflationary decrease was \$97.4M. The City's assessment increased just over \$7M from the annexation of lands which will generate \$31,500 in taxation revenue. The City however sustained a huge decrease in assessments due to the demolition of properties on 4 Wing (Martineau area).

Under the Order in Council regarding the Annexation the City of Cold Lake must tax the annexed land at the same tax rate as the MD or the tax rate of the City of Cold Lake whichever is lower up to and including 2069 unless the criteria is met as per the Annexation agreement. The 2018 MD tax rates are 2.7663 Residential, 5.0000 Farmland and 15.0000 for Non-Residential.

Administration has provided for informational purposes on the attached spreadsheet a projected average increase of 2.7% to municipal taxes. Due to the timing of the 2019 provincial election the education tax requisition has not been released. Municipalities have been forced to estimate the requisition and the tax rates. The City has estimated the requisition based on 2018 equalized assessment utilizing 2018 school rates to generate the City school tax rate. The City estimates the 2019 School requisition to be \$6,829,815 and have set the tax rates accordingly. If the requisition is received prior May 23, 2019 the 2019 tax rate bylaw will be amended prior to 3rd and final reading. Administration does not anticipate it the requisition being received prior to the approval of the tax rate bylaw and will allocate any difference as an over or under levy in 2020.

The Lakeland Seniors Foundation's requisition is \$200,340.41. (2017: \$201,915.20) which requires a tax rate of 0.0893 to generate the funds required. A tax rate of 0.0786 will be utilized to generate \$1,954.05 for the Designated Industrial Property Requisition.



The City has no control over these requisitions; they are collected by the City and forwarded in full to the respective party.

Administration will bring the tax rate bylaw to the corporate priorities meeting on May 21, 2019 for further discussion with 2nd and 3rd reading of the bylaw scheduled for May 23, 2019. Tax Notices will be mailed by May 31, 2019 with a due date of June 30, 2019.

Alternatives:

Council may consider the following options:

1. Council may give first reading to Bylaw 647-AN-19 the 2019 Tax Rate Bylaw with further discussion at Corporate Priorities
2. Council may not give first reading to Bylaw 647-AN-19 the 2019 Tax Rate Bylaw and consider amending the 2019 Operating Budget.

Recommended Action:

Council approve Administration's recommendation to give first reading to Bylaw 647-AN-19 the 2019 Tax Rate Bylaw with the Municipal Residential tax rate of 8.2505, Multi-Family Residential rate of 8.6490, Non-Residential tax rate of 12.6079, Annexed Residential 2.7663, Annexed Farmland 5.0000, and Annexed Non-Residential 12.6079. Education tax rates of 2.7774 residential, and 3.7879 non-residential, a tax rate of .0893 for the Lakeland Lodge and Housing requisition and a tax rate of 0.0786 for the Designated Industrial Property requisition.

Budget Implications (Yes or No):

yes

Submitted by:

Kevin Nagoya, Chief Administrative Officer

CITY OF COLD LAKE
BYLAW # 647-AN-19

A BYLAW OF THE CITY OF COLD LAKE, IN THE PROVINCE OF ALBERTA, TO AUTHORIZE THE RATES OF TAXATION TO BE LEVIED AGAINST ASSESSABLE PROPERTY FOR THE 2019 TAXATION YEAR

WHEREAS the City of Cold Lake has prepared and adopted detailed estimates of the municipal revenue and expenditures as required, at the Council meeting held on December 11, 2018 and ;

WHEREAS the estimated municipal expenditures and transfers set out in the budget for the City of Cold Lake for 2019 total \$52,160,253.00 and;

WHEREAS the estimated revenues and transfers from all sources other than taxation is estimated at \$31,049,634.00 and the balance of \$21,110,619.00 is to be raised by general municipal taxation, and;

WHEREAS the requisitions including any under or over levy are:

Alberta School Foundation Fund (ASFF)	
Residential/Farmland	4,008,882.93
Non-residential	1,972,100.04
Opted Out School Boards	
Residential/Farmland	568,905.07
Non-residential	279,926.96
ASFF Requisition Allowance	
Senior Foundation	200,340.41
Designated Industrial Properties	1,954.05 and;

WHEREAS the Council of the City of Cold Lake is required each year to levy on the assessed value of all property tax rates sufficient to meet the estimated expenditures and the requisitions, and;

WHEREAS the Council is authorized to classify assessed property and to establish different rates of taxation in respect to each class of property, subject to the Municipal Government Act, Chapter M-26, Revised Statutes of Alberta, 2000, and Order in Council 356/2018 for Annexed land and;

WHEREAS the assessed value of all taxable and GIL property in the City of Cold Lake as shown on the assessment roll is:

	<u>Assessment</u>
Residential	1,571,093,110
Multi Family Residential	71,085,500
Non-residential	594,416,310
Farmland	166,300
Machinery and Equipment	509,690
Residential - Annexed	5,854,000
Farmland - Annexed	131,340
Non-residential - Annexed	1,168,520
Seniors Housing	-
TOTAL ASSESSMENT	2,244,424,770

NOW THEREFORE under the authority of the Municipal Government Act, the Council of the City of Cold Lake, in the Province of Alberta, enacts as follows:

1. That the Chief Administrative Officer is hereby authorized to levy the following rates of taxation on the assessed value of all property as shown on the assessment roll of the City of Cold Lake:

	Tax Levy	Assessment	Rate
General Municipal			
Residential/Farmland	12,963,675.76	1,571,259,410	8.2505
Multi Family Residential	614,818.49	71,085,500	8.6490
Non-residential	7,494,341.39	594,416,310	12.6079
Machinery & Equipment	6,426.12	509,690	12.6079
Residential - Annexed	16,193.92	5,854,000	2.7663
Farmland - Annexed	656.70	131,340	5.0000
Non-residential - Annexed	14,732.58	1,168,520	12.6079
TOTAL MUNICIPAL	21,110,844.97	2,244,424,770	
ASFF			
Residential/Farmland	3,646,800.22	1,313,026,652	2.7774
Non-residential	848,167.08	223,914,856	3.7879
TOTAL ASFF	4,494,967.31	1,536,941,508	
Opted Out School Boards			
Residential/Farmland	931,047.24	335,222,598	2.7774
Non-residential	1,403,882.76	370,622,974	3.7879
TOTAL OPTED OUT SCHOOL BOARDS	2,334,930.01	705,845,572	
Senior Foundation	200,326.40	2,243,296,770	0.0893

Designated Industrial Property	1,954.05	24,860,690	0.0786
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2. That this Bylaw shall take effect on the date of the third and final reading

FIRST READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 14th day of May, 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 23rd day of May, A.D. 2019, on motion by _____.

**CARRIED
UNANIMOUSLY**

THIRD AND FINAL READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 23rd day of May, A.D. 2019, on motion by _____.

**CARRIED
UNANIMOUSLY**

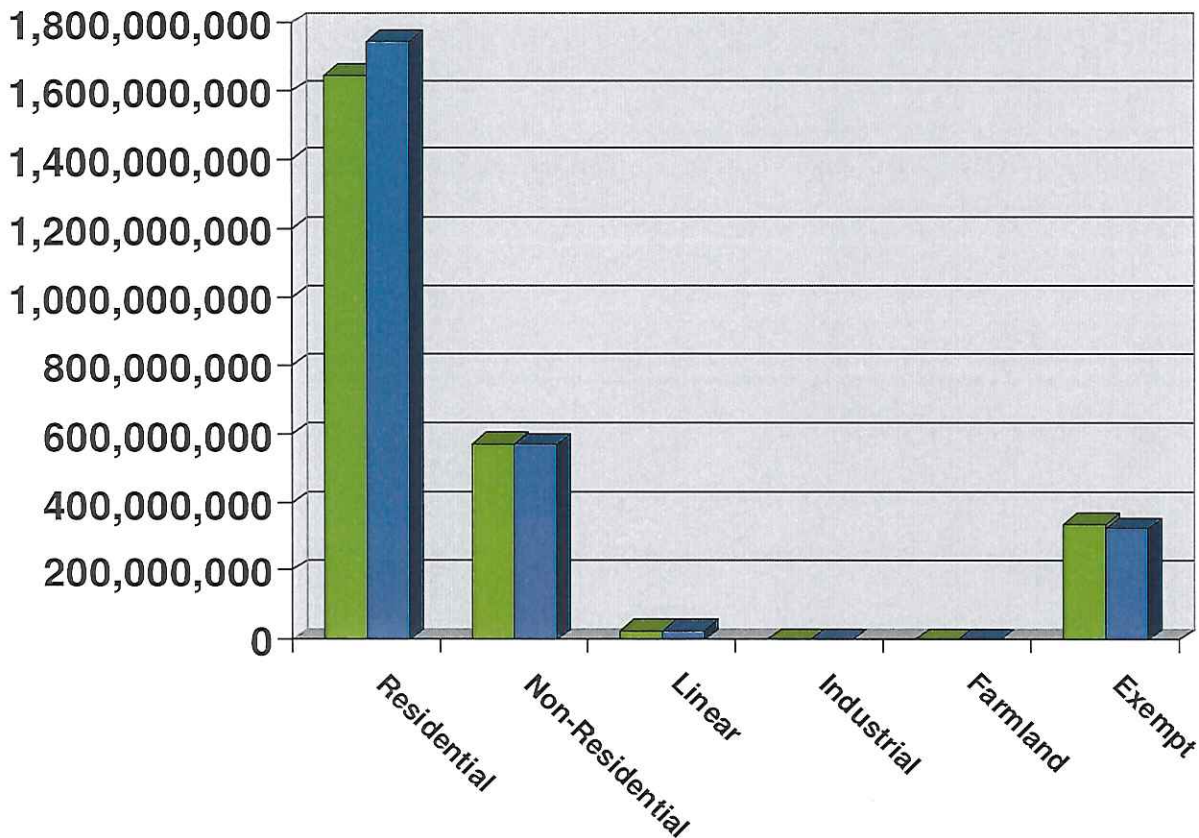
CITY OF COLD LAKE

MAYOR

CHIEF ADMINISTRATIVE OFFICER

	2018 Land	Impr	Total	2017 Land	Impr	Total	Difference	
							\$	%
Residential	443,665,720	1,204,478,090	1,648,143,810	489,281,650	1,259,145,170	1,748,426,820	-100,283,010	94%
Non-Residential	123,447,080	447,786,750	571,233,830	134,901,840	433,882,630	568,784,470	2,449,360	100%
Linear	0	24,024,210	24,024,210	0	23,444,240	23,444,240	579,970	102%
Industrial	47,700	788,780	836,480	47,700	523,460	571,160	265,320	146%
Farmland	297,640	0	297,640	166,500	0	166,500	131,140	179%
Exempt	72,177,700	265,657,740	337,835,440	71,282,310	251,634,830	322,917,140	14,918,300	105%
Taxable Total	567,458,140	1,677,077,830	<u>2,244,535,970</u>	624,397,690	1,716,995,500	<u>2,341,393,190</u>	-96,857,220	96%
Grand Total	639,635,840	1,942,735,570	<u>2,582,371,410</u>	695,680,000	1,968,630,330	<u>2,664,310,330</u>	-81,938,920	97%

Assessment Class Totals



2019 TAX RATE SCENARIOS

[illegible]



Welcome to MERO

Welcome to MERO (Municipal Education Requisition Online).

Due to the timing of the 2019 provincial election, neither the 2019 provincial budget, nor the 2019 education property tax requisition have been released. This notice is intended to provide clarity regarding the 2019 education property tax requisition and options available to municipalities to prepare 2019 tax bylaws.

No information is available on the timing or content of Budget 2019, including the amount of funding required to support the Kindergarten to Grade 12 education system. In light of this, municipalities may choose to estimate a 2019 education property tax requisition, or may wish to delay setting a property tax bylaw until further information is available.

Municipalities may estimate a local education property tax rate by:

- using the 2019 equalized assessment data and the 2018 uniform education tax rates; or
- using their 2018 Education Property Tax requisition; or
- using any other method that can be explained to taxpayers.

Once a 2019 provincial budget has been released, if the education property tax requisition is different from what municipalities have collected based on their own estimate, there are options to resolve the collection of too much or too little revenue:

- If there is an increase in the requisition, municipalities will need to use municipal funds or reserves to cover the difference, and can recoup the difference in their 2020 local education property tax rate calculation.
- If the final Budget 2019 reduces their estimated requisition, municipalities can account for the difference in their 2020 local education tax rate calculation.

In accordance with the *School Act*, municipalities will continue to make quarterly payments to the Alberta School Foundation Fund (ASFF) based on 2018 amounts. Payments to ASFF and opted out school boards should be made according to the quarterly invoices.

Once Budget 2019 has been announced and the 2019 uniform education property tax rates have been approved by an Order in Council, subsequent payments will be adjusted to account for any changes that may have occurred.

For further information regarding this matter, please contact an Education Property Tax and Equalized Assessment advisor at (780) 422-7125 or by email at taxprogramdelivery@gov.ab.ca.

RECEIVED
JAN 15 2019
CITY OF COLD LAKE



Lakeland
Lodge and Housing Foundation

Box 7143 Bonnyville, AB T9N 2H5
Telephone: (780) 826-6202
Fax: (780) 826-5085

January 10, 2019

City of Cold Lake
5513-48 Street
Cold Lake, Alberta
T9M 1A1

RE: 2019 REQUISITION NOTICE

This letter is to inform you that Lakeland Lodge and Housing Foundation Board of Directors approved a three-year \$800,000.00 thousand-dollar requisition amount on September 19, 2016. The years included in this three-year period are 2017, 2018 and 2019.

Your 2019 quarterly payments are based on the 2019 equalized assessment report attached and a breakdown of total amount is included in this correspondence. Your quarterly payments are due on the 15th of March, June, September and December.

If you have any questions or concerns, please call Connie Surgeson at (780)826-6202 or email at lakeland@telusplanet.net.

Sincerely yours,

Connie Surgeson
Chief Administrative Officer

Lakeland Lodge and Housing Foundation
2019 Requisition

\$ 800,000.00	Equalized Assessment	Percent	Annual Requisition
City of Cold Lake	\$ 2,387,088,904.00	25.033%	\$ 200,262.92
Town of Bonnyville	\$ 1,040,930,775.00	10.916%	\$ 87,328.06
M.D of Bonnyville	\$ 5,965,144,221.00	62.555%	\$ 500,441.01
Village of Glendon	\$ 46,799,883.00	0.491%	\$ 3,926.24
S.V Pelican Narrows	\$ 63,703,062.00	0.668%	\$ 5,344.32
S.V Bonnyville Beach	\$ 32,153,212.00	0.337%	\$ 2,697.47
Total	\$ 9,535,820,057.00	100%	\$ 800,000.00

Provincial 2019 Equalized Assessment Report

Municipality Type	Municipality	Residential	Farmland	Non Residential (Non regulated)	NR Linear Property	NR Railway	NR Co-generating M&E	Machinery and Equipment	Grand Total
City	AIRDRIE	9,361,868,172	41,793,660	1,643,599,122	72,247,210	1,830,800	0	7,048,000	11,128,386,964
	BROOKS	1,060,582,919	190,900	311,453,116	25,247,660	0	0	2,004,800	1,399,479,395
	CALGARY	215,586,873,848	8,741,625	64,159,226,848	2,666,080,460	269,369,195	0	354,854,928	283,045,146,904
	CANROSE	2,143,096,670	1,064,120	602,617,201	25,685,540	0	0	62,512,400	2,834,975,931
	CHESTERMERE	3,477,050,898	1,142,100	152,460,171	20,004,850	0	0	278,410	3,650,936,429
	COLD LAKE	1,787,673,844	166,500	575,499,240	23,444,240	0	0	305,080	2,387,088,904
	EDMONTON	129,022,194,213	20,307,019	40,694,074,934	1,815,396,460	12,833,895	0	845,590,634	172,410,397,155
	FORT SASKATCHEWAN	3,571,157,630	904,300	1,197,868,710	100,186,290	184,510	0	1,512,684,080	6,382,985,520
	GRANDE PRAIRIE	6,715,694,147	3,194,510	2,945,762,482	124,071,140	636,910	0	45,374,750	9,834,733,939
	LACOMBE	1,548,183,750	645,720	301,241,757	15,641,700	408,130	0	2,530,970	1,868,652,027
	LEDUC	4,001,737,997	1,067,600	2,024,729,897	53,504,960	1,093,810	0	4,344,120	6,086,478,384
	LETHBRIDGE	10,432,544,116	2,281,220	2,460,872,029	230,263,490	1,425,000	0	186,204,000	13,313,589,855
	LLOYDMINSTER	2,263,151,199	100,420	900,684,602	46,169,120	150,300	0	124,516,400	3,334,772,041
	MEDICINE HAT	6,828,078,415	1,419,206	1,481,757,056	245,104,040	3,293,300	11,537,300	345,745,220	8,916,934,537
	RED DEER	11,937,517,352	1,759,000	3,735,605,331	147,472,130	999,320	0	36,928,670	15,860,281,803
	SPRUCE GROVE	4,847,128,600	333,200	1,007,846,066	36,672,210	0	0	13,213,500	5,905,193,576
	ST. ALBERT	10,601,555,600	534,700	1,654,632,105	75,708,740	184,100	0	30,093,900	12,362,709,145
	WETASKIWIN	1,065,531,158	1,225,650	311,930,747	19,935,890	0	0	20,964,580	1,419,588,025
		426,251,620,528	86,871,450	126,161,861,414	5,742,836,130	292,409,270	11,537,300	3,595,194,442	562,142,330,534
Specialized Municipality	CROWSNEST PASS, Municipality of	819,337,112	574,740	86,313,031	51,130,800	0	0	4,245,910	961,598,593
	JASPER, Municipality of	867,536,445	0	544,466,750	44,054,890	11,129,600	0	2,545,000	1,469,732,685
	LAC LA BICHE COUNTY	1,217,435,056	21,981,410	505,897,833	1,255,032,770	2,974,330	0	1,655,194,820	4,658,516,219
	MACKENZIE COUNTY	878,882,236	44,584,980	301,430,686	801,637,440	3,671,130	0	351,971,880	2,382,178,352

March 15, 2019

Mr. Kevin Nagoya
Chief Administrative Officer
City of Cold Lake
5513-48 Avenue
Cold Lake, Alberta T9M 1A1

Email: knagoya@coldlake.com

Subject: 2019 Tax Year Designated Industrial (DI) Property Tax Requisition

A major component of the recent legislated change within the *Municipal Government Act* has the cost of centralization of DI Property assessments recovered through a requisition paid by the DI property assessed persons.

The mechanism used to collect this requisition is an additional tax rate on the municipal tax notice for DI property owners within each municipality. The 2019 provincial uniform tax rate for all DI property assessment was set at **\$0.0786** per \$1000 of DI property assessment as per Ministerial Order No.010/19.

If the total requisition payable by a municipality is less than \$50.00, the DI tax rate must still be applied to DI property owner's tax bills, but there will be no requirement to remit it to the province.

The details of the requisition amount and any balance forward from the 2018 requisition for your municipality is included in the attached notice.

If you have any questions about the requisition, please contact Ken Anderson, Manager, Finance and Administration at (780) 427-8962 or email at ken.anderson@gov.ab.ca.

Sincerely,



Steve White
Provincial Assessor

Attachments

Notice

2019 Tax Year Designated Industrial Property Tax Requisition

Payable to: Government of Alberta

Please remit to:

Provincial Assessor's Office
Municipal Affairs
Assessment Services Branch
15th floor, Commerce Place
10155 - 102 Street
Edmonton, Alberta T5J 4L4

Page: 1 of 1
Notice #: 0525-2019
Notice Date: March 15, 2019
Muni Code: 0525
Total Amount Due: \$ 1,954.05

Notice to:

Mr. Kevin Nagoya
Chief Administrative Officer
City of Cold Lake
5513-48 Avenue
Cold Lake, Alberta T9M 1A1

Due Date: Due and payable 30 days after your Municipal Tax due date.

City of Cold Lake - 2019 Tax Year Designated Industrial Property Tax Requisition

Ministerial Order	2018 Designated Industrial Property Assessment	2019 Designated Industrial Property Tax Rate	2019 Requisition Amount	Balance forward from 2018	Total Amount Due
010/19	\$24,860,690	0.0786	\$ 1,954.05	\$ 0.00	\$ 1,954.05

All taxable designated industrial property (including Linear Property) is subject to the requisition. Machinery and Equipment exempt from taxation under section 364(1.1) of the Municipal Government Act is not subject to the designated industrial property requisition tax rate. DI Properties where GIPOT is paid are not subject to the requisition.

DI Assessments may change during the year and the requisition total may fluctuate. **It is imperative that the uniform rate set by the Minister is the rate applied, any variance in the requisition total will be adjusted at year end.**

Should you have questions or concerns about this invoice, please contact Ken Anderson, Manager, Finance and Administration, Assessment Services Branch, Municipal Affairs at (780) 427-8962 or email at ken.anderson@gov.ab.ca



ALBERTA
MUNICIPAL AFFAIRS

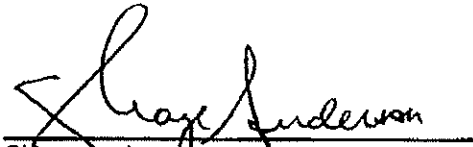
*Office of the Minister
MLA, Leduc-Beaumont*

MINISTERIAL ORDER NO. MAG:010/19

I, Shaye Anderson, Minister of Municipal Affairs, pursuant to Section 359.3(2) of the *Municipal Government Act*, make the following order:

The property tax rate for the 2019 designated industrial property requisition shall be \$0.0786 per \$1,000 of designated industrial property assessment.

Dated at Edmonton, Alberta, this 14th day of June, 2019.


Shaye Anderson
Minister of Municipal Affairs



2019 DRAFT OPERATING BUDGET	2019 Revenue	2019 Expenses	Funded from Taxes
CORPORATE SERVICES			
Municipal Levy (ID 349 - \$16m, City \$21m)	37,138,619		- 37,138,619
General Administration	2,091,266	2,002,482	- 88,784
Human Resources		872,900	872,900
Information Systems		1,620,450	1,620,450
Finance	74,500	941,260	866,760
Legislative	500	413,760	413,260
Corporate Communications		569,000	569,000
Contingency		300,000	300,000
Allowances & Reserves		1,200,000	1,200,000
Transfer to Capital		9,245,000	9,245,000
INFRASTRUCTURE SERVICES			
Public Works	10,350	6,588,531	6,578,181
Airport	118,350	210,700	92,350
Storm Sewers	-	345,786	345,786
Water Supply and Distribution	3,395,500	2,902,193	- 493,307
Waste Water Collection	2,067,000	2,494,740	427,740
Solid Waste Management	1,918,000	1,898,660	- 19,340
Recycling	715,586	714,298	- 1,288
Public Transportation	20,000	914,600	894,600
COMMUNITY SERVICES			
Police Services	818,500	2,948,289	2,129,789
Fire Services	241,870	1,466,363	1,224,493
Disaster Services	60,000	75,050	15,050
Animal Control/Bylaw Enforcement	166,700	987,280	820,580
FCSS	616,718	1,251,845	635,127
Seniors	6,000	69,000	63,000
Cemetery	5,000	36,680	31,680
Special Transportation	8,500	143,500	135,000
Recreation Programs and Grants	530,000	1,602,867	1,072,867
Arenas	462,200	2,980,100	2,517,900
Energy Centre	537,000	2,745,353	2,208,353
Parks, Sportsfields and Open Spaces	28,500	1,524,647	1,496,147
Cold Lake Marina	238,921	457,200	218,279
Golf & Winter Club	460,700	953,630	492,930
Library	-	518,309	518,309
Museum	-	154,502	154,502
Land, Housing and Building Rentals	61,429	14,530	- 46,899
Daycare Playschool	18,145	30,600	12,455
PLANNING & DEVELOPMENT			
Planning	304,000	778,850	474,850
Economic Development	46,400	187,300	140,900
Totals	52,160,253	52,160,253	0



2019 OPERATING BUDGET (Approved) Dec 11, 2018

Revenue		Included				Description
1	Growth					
2	ID349	8,028,000				Operating portion of ID 349 taxation revenue
3	ID 349	8,000,000				Transfer to capital
4	Intermunicipal Cooperation Program	479,319				Intermunicipal Cooperation Program (Md of Bonnyville)
5	MSI Operating	116,947				
6	Sewer	269,380				Increase from 60% to 70% of water
Notable Impacts to Expenditures						Description
7	Wages	250,000				Newly negotiated CBA
8	Arena - Debenture payment	645,859				Debenture payment \$11m Arena debenture
9	North Arena	233,000				Keeping North Arena open
10	Grandstand expenses	26,900				Utilities, Insurance, Non contracted services and supplies
11	PILT Allowance	100,000				
12	Fuel prices	75,000				Increase in fuel prices
13	Power and Gas	130,000				5% Utility increase across the City includes carbon levy
	2018 Projected Tax Increase	0	7.22%			
Changes to Budget		Included		Not Included		
1	Amortization	0	0.00%	8,637,615	42.17%	Fund Depreciation of Tangible Capital Assets
2	Utility rate increase	-170,000	-0.83%	-170,000	-0.83%	4% utility rate increase
3	Recycling rate increase	-50,000	-0.24%	-50,000	-0.24%	8% increase. 5183 at \$9.25 (currently \$8.50) and 1282 units at \$5.50 (currently \$5) per month
4	Fuel price increase (Airport)	-4,600	-0.02%	-4,600	-0.02%	Cost of fuel approx \$82,500 plus \$12,000 for maintenance = \$94,500 , current revenue is \$90,750. 5% increase is \$4,600
5	Transit fee		0.00%		0.00%	
6	Transit Service Level	-100,000	-0.49%		0.00%	Increase/decrease traffic routes. \$56k - 1 hour
7	Special Events Subsidy Program	30,000	0.15%	30,000	0.15%	Grants for events hosted by organizations in the community
8	Kinosoo beach		0.00%	20,000	0.10%	Landscape/sod for playground (Parked to capital and subject to grant approval)
9	Kinosoo beach		0.00%	40,000	0.20%	Tree removal(Parked to capital and subject to grant approval)
10	Kinosoo beach		0.00%	40,000	0.20%	Landscape/sod forest area(Parked to capital and subject to grant approval)
11	Kinosoo Club		0.00%	50,000	0.24%	Last year's presentation (Fishing club) Annual commitment
12	Council wages	0	0.00%	24,500	0.12%	Discussion on whether wage will be changed to accommodate the deletion of the allowable 1/3, 9% increase
13	Council wages	9,211	0.04%	9,211	0.04%	3.0% CPI for September 2017 to September 2018
14	Mayor wages	0	0.00%	80,000	0.39%	Full time mayor \$70,00 to \$100,000 of comparable size
15	Council goodwill	-40,000	-0.20%	30,000	0.15%	Currently \$100,000
16	IT devices		0.00%	8,400	0.04%	Council IT devices including ipads
17	Grandstand		0.00%		0.00%	Revenue for the Grandstand
18	IDP		0.00%	100,000	0.49%	Grant application pending. Included in Capital budget
	MDP		0.00%	125,000	0.61%	Included in Capital Budget
19	Billboard campaign		0.00%	25,000	0.12%	Patterson billboard campaign
	Community and Regional Economic Support (CARES) Grant		0.00%	150,000	0.73%	Aerospace Economic Development Grant (\$50,000 - \$100,000) Fund from restricted surplus
21	North Arena Ice plant disposal		0.00%	40,000	0.20%	
22	Reduction of FCSS top up funding	-65,000	-0.32%	-65,000	-0.32%	Funding Grants maturing (New Horizons for senior and Welcoming and Inclusive Communities Grant)
23	Rock Wall		0.00%	0	0.00%	Attempt for cost recovery with 3 part time staff
24	Debenture payment deferral	-325,000	-1.59%	-325,000	-1.59%	Debenture payment budgeted for 2018 not yet paid
25	Intermunicipal Collaboration Fund (ICF)		0.00%		0.00%	For discussion
26	AB 55 plus Games		0.00%	100,000	0.49%	To fund 2019 AB 55 Games
27	Capital Grant Policy		0.00%	50,000	0.24%	Carried forward amount from 2018 to fund capital grant policy in 2019
28	Census		0.00%	40,000	0.20%	Municipal census
29	Meals on Wheels		0.00%	-3,000	-0.01%	Future programming. \$3,000 already included in the budget
30	Seasonal lights		0.00%	130,000	0.63%	Increase to Seasonal lights (2019 required: \$38,500) Previously restricted \$91,500
31	Rural Alberta Business Centre (RABC)	0	0.00%	187,500	0.92%	\$62,500 per annum for a 3 year period to keep the doors open totalling \$187,500
32	Rural Alberta Business Centre (RABC)	0	0.00%	12,000	0.06%	Cost to maintain incubator space at \$12,000 per annum
33	Hearts for Healthcare		0.00%	20,000	0.10%	Physician recruitment program. Delegation under tab 12 of budget binder
34	Ronald McDonald House	0	0.00%	5,000	0.02%	\$500 - \$5000. Refer to tab 12 of budget binder
35	Concert	-50,000	-0.24%	-50,000	-0.24%	Concert \$300k expenses, \$250k revenue.
36	Museum operating increase	11,674	0.06%	11,674	0.06%	Conduct review of museum operations . Increase opening hours for school visits
37	Museum capital increase		0.00%	50,000	0.24%	Conduct review of museum building
38	Library operating increase	2,833	0.01%	2,833	0.01%	
39	Kinosoo Performing Arts		0.00%	7,000	0.03%	40th anniversary celebration
40	North Ice Plant Rental		0.00%	100,000	0.49%	
41	PILT Allowance	-100,000	-0.49%	-100,000	-0.49%	
	Proposed Tax Rate Increase	-850,882	3.07%	9,358,133	45.69%	

To be restricted from 2018 Surplus

Debenture payment deferral	325,000
Billboard campaign	25,000
2019 AB 55 plus games	100,000
Capital Grant Policy	50,000
Seasonal lights	38,500
Hearts for Healthcare	20,000
Kinosoo performing arts	7,000
North Arena ice plant rental	100,000
PILT Allowance	100,000
	765,500

Restricted surplus - prior years

Community and Regional Economic Support (CARES) Grant	150,000
Seasonal lights	91,500
	241,500



STAFF REPORT

Title: Policy No. 205-AD-18 - Mobile Vendor Policy Revisions

Meeting Date: May 14, 2019

Executive Summary:

Administration has drafted revisions to Mobile Vendor Policy No. 205-AD-18 which would allow the organizer of a special event to obtain a single permit to cover all vendors operating at the event.

Background:

Council approved the Mobile Vendor Policy No. 205-AD-18 on May 8, 2018 to regulate the operation of food and merchandise vendors within the City. As originally drafted, the Policy does not provide an option for event organizers to obtain a single permit to cover all vendors operating at their event and relies on each individual vendor to obtain the necessary Vendor Permit. It is anticipated that large events would include both local vendors (who would already have permits in place) as well as those from outside the community.

As presented, the revised Policy includes a new section titled “Vendor Event Organizer Permits” which outlines the requirements. Under the proposed changes, the event organizer who opts to obtain a Vendor Event Organizer Permit would be responsible for compiling and submitting the required documentation and safety inspection information for all Vendors who will be operating at their event. The event organizer would also be responsible for providing insurance if the event is being held on City property and obtaining a Business Licence to cover all vendors operating at the event. These measures would significantly reduce the cost for individual vendors wishing to participate in local events. As drafted, the revised Policy also includes provisions to amend the permit, if the event organizer needs to alter the list of vendors approved to operate at their event. The proposed fee for a Vendor Event Organizer Permit is \$200, whereas the Special Event permit for an individual vendor is \$150.

Administration sees several advantages to offering a single permit for event organizers:

- Offering a single permit for events would reduce the cost for vendors wishing to operate at local events, as each individual vendor would not require a separate permit, insurance or Business Licence;



- A reduced cost has the potential to make it easier for event organizers to attract vendors to their events;
- A single permit would streamline the approval process and provide Administration with a single point of contact regarding the event, while still ensuring that all vendors operating at the event meet the requirements of the Policy and Safety Codes requirements.

Ultimately, it would be at the discretion of the event organizer if they wish to obtain a single Vendor Event Organizer permit, or to have each Vendor acquire individual permits per the current practice. Several groups seeking to host vendor events have inquired about the possibility of the City issuing an umbrella-type of permit that would cover all vendors at their event. Given the potential advantages of a single permit, Administration is of the opinion that the City should provide event organizers with this option.

Administration is recommending that Council pass a motion to adopt revised Policy No. 205-AD-18 as presented.

Alternatives:

Council may consider the following options:

1. Pass a motion to adopt the revised Mobile Vendor Policy No. 205-AD-18 as presented.
2. Defeat a motion to adopt the revised Mobile Vendor Policy No. 205-AD-18 as presented.
3. Defer this item to the May 21, 2019 Corporate Priorities meeting for discussion.
4. Accept as information only.

Recommended Action:

Administration recommends that Council pass a motion to adopt the revised Mobile Vendor Policy No. 205-AD-18 as presented.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer



Mobile Vendor Policy

POLICY NUMBER: 205-AD-18

Approval Date: May 8, 2018

Revise Date: October 26, 2018

Motion Number: CM20180508.1006

Repeal Date:

Supersedes:

Review Date:

1.0 Policy Intent

The City of Cold Lake wishes regulate the operation of Mobile Vendors on Private Lands and Public Lands within the City.

2.0 Purpose

The purpose of the Mobile Vendor Policy is to establish a standardized permit application and review procedure for mobile vendors operating within the City and provide conditions of operation to minimize risks associated mobile vendor operation.

3.0 Policy Statement

- 3.1 In order to ensure transparency and consistent administration, the City of Cold Lake shall establish standardized regulations, a permit application and review procedure for Mobile Vendors operating within the City.
- 3.2 Mobile Vendor regulations shall balance encouraging the development of the mobile vending industry with managing the potential of risks and nuisances.

4.0 Managerial Guidelines

- 4.1 For the purposes of this Policy, the following definitions shall apply:
 - 4.1.1 “Applicant” means any person(s) or organization applying to obtain a Mobile Vendor Permit.
 - 4.1.2 “Arts and Crafts Vendor” means a Merchandise Vendor exclusively selling their own handicrafts/handmade items for sale.
 - 4.1.3 “CAO” means the Chief Administrative Officer of the City of Cold Lake.

- 4.1.4 “City” means the municipal corporation of the City of Cold Lake.
- 4.1.5 “Development Officer” means a Development Officer of the City.
- 4.1.6 “Food Vendor”, means any Mobile Vendor offering prepared food/meals and beverages for sale. This does not include vendors selling produce or fresh or frozen meats and fish.
- 4.1.7 “Ice Cream Vendor” means any Mobile Vendor exclusively offering ice cream and frozen desserts for sale from a mobile vehicle or cart.
- 4.1.8 “Mat”, means any device with an impermeable surface that can be placed beneath a Vending Unit to prevent the deposit of any liquids such as fats, oils, grease, or other pollutants onto the ground.
- 4.1.9 “Merchandise Vendor”, means any Mobile Vendor offering goods, services or merchandise, other than prepared food/meals and beverages, for sale and includes vendors selling produce or fresh or frozen meats and fish.
- 4.1.10 “Mobile Vendor” means any person(s) offering food and beverages, goods, services or merchandise for sale, other than from a permanent business location.
- 4.1.11 “Mobile Vendor Permit” means a permit issued by the Development Officer pursuant to this policy, which authorizes a Vendor to operate only in those locations as specified on the Permit.
- 4.1.12 “Private Property” means lands within the jurisdiction of the City owned by a person or organization other than the City.
- 4.1.13 “Public Lands” means any highway, parkland, public bridge, roadway, lane, footway, square, court, alley or passage, whether a thoroughfare or not, and includes any open space to which the public have or are permitted to have access, whether by payment or otherwise owned or controlled by the City.
- 4.1.14 “Vendor(s)” means any person(s) operating a Vending Unit and may include the owner of the Vending Unit.
- 4.1.15 “Vendor Event Organizer” means any person(s) or group(s) who organize an event where multiple vendors will be in attendance.
- 4.1.16 “Vending Unit” means any vehicle(s), trailer(s), tent(s), table(s), display(s) or a combination thereof, from which food or other

merchandise is sold.

Requirement for Mobile Vendor Permit

- 4.2 No person shall operate a Mobile Vendor within the City unless s/he holds a valid City Business License and a valid Mobile Vendor Permit, with the exception of:
- 4.2.1 Not-for-profit organizations engaged in outreach or fundraising activities.

Application and Review Process

- 4.3 Any person who wishes to operate as a Mobile Vendor in the City must apply to the Development Officer for either a
- 4.3.1 Arts and Crafts Mobile Vendor Permit;
- 4.3.2 Merchandise Mobile Vendor Permit;
- 4.3.3 Food Mobile Vendor Permit;
- 4.3.4 Vendor Event Organizer Permit.
- 4.4 The permit applicant must specify the term of the requested permit:
- 4.4.1 Annual – valid for one (1) year from the date of issuance;
- 4.4.2 Temporary – valid for three (3) consecutive days;
- 4.4.3 Special Event – valid for three (3) consecutive days;
- 4.4.4 Vendor Event Organizer– valid for up to seven (7) consecutive days.
- 4.5 Applications for a Mobile Vendor Permit must include:
- 4.5.1 Completed application form;
- 4.5.2 Application fee as per Schedule “A”;
- 4.5.3 Site Plan(s) of property showing the proposed location of the Vending Unit and all setback distances;
- 4.5.4 Property Owner Authorization Form;
- 4.5.5 Set of photos and/or detailed drawings of the Vending Unit.
- 4.6 If applicable, the Development Officer may require any, or all, of the following, additional documentation to accompany a Mobile Vendor Permit application:
- 4.6.1 Weekly schedule with operation locations and times, if operating in more than one location;
- 4.6.1 Proof of valid Alberta Health Services Food Handling Permit, if serving food or drinks;
- 4.6.3 Proof of vehicle registration and insurance, if operating out of a motor vehicle;
- 4.6.4 Proof of at least \$2,000,000.00 general liability insurance, if operating on Public Lands;
- 4.6.5 Waste disposal plan detailing how and where solid waste, grey water and fats, oils and grease, paint or other pollutants will be disposed of;
- 4.6.6 Copies of the letters of non-objection from affected businesses.
- 4.6.7 Documentation verifying that the vending unit has passed a safety codes

inspection and fire inspection within the last year.

- 4.7 The Development Officer shall review the Mobile Vendor application once all required documentation is received, and either:
 - 4.7.1 Issue the permit if the application complies with this policy;
 - 4.7.2 Not issue the permit if the application does not comply with this policy.
- 4.8 If after being issued a Mobile Vendor Permit, a Vendor wishes to operate in a different location or schedule than listed on the Permit, the Vendor must submit an application to amend the permit to the Development Officer for consideration. The Vendor must follow all conditions of the Mobile Vendor Permit as issued, until the application to amend is approved.

Conditions of Operation – All Mobile Vendors

- 4.9 Unless specifically authorized to do so, a Mobile Vendor shall not operate on Public Lands.
- 4.10 Mobile Vendors shall not operate:
 - 4.10.1 Within 50 meters from the service window/sales area of the Vending Unit to the door of any business where, in the opinion of the Development Authority, the same or similar goods, services or merchandise are sold, subject to the exception of:
 - 4.10.1.1 A Vendor who has obtained a letter of non-objection from all businesses within the 50-meter setback selling the same or similar goods, services or merchandise;
 - 4.10.1.2 A special event term permit.
 - 4.10.1.2 A Vendor Event Organizer permit
 - 4.10.2 Within any residential zoning district, excepting the RMX-Residential Mixed-Use district, subject to the exception of:
 - 4.10.1.3 Ice Cream Vendors provided that they stop only when hailed by a customer and resume moving once customers have been served;
 - 4.10.3 Within 50 meters of any school unless operating on school property with the permission of the school principal.
- 4.11 Mobile Vendors must ensure:
 - 4.11.1 No smoking occurs inside or within five (5) meters of the Vending Unit;
 - 4.11.2 The immediate area around the Vending Unit is maintained in a clean state, free of any litter, grease, paint or debris;
 - 4.11.3 No Fats, Oils, Grease, paint or other pollutants are discharged into the sanitary sewer or storm drainage system;
 - 4.11.4 Litter and recycling receptacles are provided within three (3) meters of the Vending Unit for the use of patrons;
 - 4.11.5 They have made an arrangement with a nearby business to permit employees of the Vending Unit to use the washroom if needed.

- 4.12 Issuance of a Mobile Vendor Permit allows the Vendor to place one (1) Sandwich Board Sign during the hours the Vending Unit is in operation, provided the sign is in compliance with the City Land Use Bylaw No. 382-LU-10.
- 4.13 A maximum of two (2) Special Event term permits may be issued within one calendar year, for a particular parcel of Private Property.

Additional Conditions for Operation on Public Lands

- 4.14 Mobile Vendors authorized to operate on Public Lands, shall not operate:
 - 4.14.1 Within five (5) meters from adjacent newspaper boxes, doorways, utilities and loading zones;
 - 4.14.2 Within ten (10) meters of an intersection, crosswalk, bus stop, alleyway or fire hydrant;
 - 4.14.3 Before 7:00 a.m. or after 12:00 a.m.
- 4.15 Mobile Vendors authorized to operate on Public Lands must ensure:
 - 4.15.1 A Vendor is present in the Vending Unit at all times during the hours of operation unless the unit is locked and secure;
 - 4.15.2 All litter is cleaned within a ten (10) meter radius around the Vending Unit during and after service hours;
 - 4.15.3 No tables or chairs are placed on Public Lands unless authorized in writing by the City of Cold Lake;
 - 4.15.4 Its service window is oriented towards the sidewalk, if it is operating in a parallel parking stall;
 - 4.15.5 It is located at the end of a row where there is no stall adjacent to the service window, if operating in an angled parking stall;
 - 4.15.6 A mat is placed under the Vending Unit during service hours to prevent any liquid from being deposited beneath the Vending Unit, if applicable;
 - 4.15.7 That the Vending Unit does not:
 - 4.15.7.1 interfere with pedestrians the regular use of a sidewalk, including any overhead canopies or obstructive doors;
 - 4.15.7.2 create a distracting noise, vibration, smoke, dust, odor, pollution, heat, bright lights, sounds or other distractions;
 - 4.15.7.3 occupy more than two (2) parallel parking spaces;
 - 4.15.7.4 remain parked on Public Lands overnight.
- 4.16 Any Mobile Vendor operating on Public Lands must carry General Liability Insurance in the amount of \$2,000,000 and must save harmless the City from any loss or injury resulting from the operation of the Vending Unit.

Vendor Event Organizer Permits

- 4.17 Any person who applies for a Vendor Event Organizer permit shall, as part of their application, provide a list of all Vendors that will be operating at the

specified event.

- 4.18 The Vendor Event Organizer shall, as part of their application, be responsible for compiling and submitting the required documentation specified by sections 4.5 and 4.6 (as necessary) on behalf of all Vendors that will be operating at the specified event.
- 4.18.1 The Development Officer shall not issue a Vendor Event Organizer Permit until the required documentation has been received, and deemed to be acceptable, for all Vendors that will be operating at the specified event.
- 4.18.2 The Development Officer shall append to the permit, a list of Vendors approved to operate at the specified event.
- 4.18.3 If, subsequent to the issuance of the permit, the Vendor Event Organizer wishes to add Vendors to the specified event, the Development Officer shall, upon receipt of the required documentation for any additional Vendor(s) and confirmation that the additional Vendor(s) are compliant with this policy, amend the list of approved Vendors appended to the permit.
- 4.18.4 If, subsequent to the issuance of the permit, the Vendor Event Organizer wishes to remove any Vendor(s) from the specified event, the Development Officer shall amend the list of approved Vendors appended to the permit upon notification from the Vendor Event Organizer.
- 4.19 The Vendor Event Organizer must provide General Liability Insurance in the amount of \$2,000,000 and must save harmless the City from any loss or injury resulting from the operation of the event, if the event is being held on City property.
- 4.20 The Vendor Event Organizer shall obtain a City of Cold Lake Business Licence for the specified event in accordance with the City's Business Licence Bylaw. All Vendors operating at the specified event shall be deemed to be covered by the Business Licence.
- 4.21 The Vendor Event Organizer shall assume responsibility for the operation of the specified event and shall be responsible for ensuring that all Vendors operating at the event comply with the requirements of this policy.
- 4.22 Vendors approved to operate at a specified event under a Vendor Event Organizer Permit shall not operate elsewhere within the City, without first obtaining an individual Mobile Vendor Permit and Business Licence.

Non-compliance and Penalties

- 4.23 Where a Vendor is found to be in non-compliance with this Policy, or any other applicable federal, provincial or City Bylaw, the Development Officer shall

revoke the Mobile Vendor Permit.

- 4.24 Revocation of the Mobile Vendor Permit will also result in the suspension or revocation of the Business License in accordance with the provisions of the City Bylaw No. 196-Pl-05, Business License Bylaw.

Appeal

- 4.25 In the event that an application for a Mobile Vendor Permit is refused by the Development Officer, the applicant may request City Council review the decision by submitting a written request for review in person or by registered mail to City Hall within fourteen (14) days following receipt of the decision. The request to review must include the reason for the request.
- 4.26 After receiving the request, Council shall review the decision within thirty (30) days and may decide in its sole discretion to
- 4.20.1 Uphold the decision of the Development Officer;
- 4.20.2 Quash the decision of the Development Officer, and issue the permit on any conditions that Council deems necessary.
- 4.27 Council's decision on the appeal shall be final and binding.

5.0 References

6.0 Persons Affected

7.0 Revision/Review History

- Managerial Guidelines amended October 26, 2018 by CAO

Date

Chief Administrative Officer

Date

Mayor

Schedule A – Permit Fees

Permit Type	Annual*	Temporary**	Special Event**
Arts and Crafts Vendor	No Charge	No Charge	No Charge
Merchandise Vendor	\$250	\$75	\$75
Food Vendor	\$500	\$150	\$150
Vendor Event Organizer	n/a	n/a	\$200****

*Annual permits are valid for one year from the date of issuance.

** Temporary and Special Event permits are valid for three (3) consecutive days.

*** Vendors operating at City of Cold Lake-organized events shall be exempt from payment of the Special Event Permit Fee but must be issued a Permit in accordance with this policy.

**** Vendor Event Organizer Permits are valid for up to seven (7) consecutive days.



STAFF REPORT

Title: Cold Lake First Nations (CLFN) Joint Meeting - Alberta Transportation

Meeting Date: May 14, 2019

Executive Summary:

At a joint meeting with Cold Lake First Nations (CLFN), a request was made for help in lobbying the Government of Alberta to assist with changes to Highway 28 near the entrance to Casino Dene and the Cold Lake First Nations Reserve 149.

CLFN felt that a joint approach to the request would be received more favourably by the Government of Alberta. With the recent change in Government, the meeting could be an opportunity to address both the concerns specific to CLFN's request, as well as to brief the current minister, the Honourable Ric McIver, about the region's historical concerns over the state of Highway 28 as a whole.

Background:

Cold Lake First Nations (CLFN) has expressed concerns about the intersection of Highway 28 and the Casino Dene industrial park, which has since grown to include an office building, a hotel and a gas bar.

It is of interest that there is a passing lane for north bound traffic after the Beaver River however this is no passing lanes on the south bound traffic after the Beaver River. The high speeds, traffic movements and lack of passing lanes is a growing concern.

It is understood that concerns were previously raised over the plan to build the entrance to the Casino where it now is. While this may complicate a request for change, it does not necessarily preclude a request for a conversation about the issues that CLFN now faces, given the additional development the area has seen in recent years.

In addition, municipalities throughout the Lakeland region have – for over a decade – been calling on the Provincial Government to recognize the need to improve the condition of Highway 28 from Edmonton to the City of Cold Lake. The region's message has consistently been that the highway should, at a minimum, be upgraded to include passing lanes at regular intervals and should be slated for twinning.



Highway 28 serves not only as a corridor for trade and industry from the Lakeland region to Edmonton, but is frequently used by residents to access healthcare and other government services not available in the region.

Alternatives:

- Council may pass a motion authorizing a letter from the City of Cold Lake to the Government of Alberta requesting a joint meeting between the Ministry of Transportation, Cold Lake First Nations, and the City of Cold Lake.
- Council may respectfully decline to pursue a joint meeting with the Ministry of Transportation at this time.

Recommended Action:

Administration recommends that Council pass a motion authorizing a letter from the City of Cold Lake to the Government of Alberta requesting a joint meeting between the Ministry of Transportation, Cold Lake First Nations, and the City of Cold Lake.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer



STAFF REPORT

Title: Subdivision Approval Extension - SUB-17-001 (Jackknife PUL)

Meeting Date: May 14, 2019

Executive Summary:

Request to Council to extend the subdivision approval for subdivision application SUB 17-001, for a period of two (2) years from the date of expiry, which was February 14, 2018.

Background:

Administration has received a request to Council to extend the subdivision approval for subdivision application SUB 17-001 for a period of two years from the date of expiry, which was February 14, 2018; therefore, the new expiry date would be February 14, 2020. SUB 17-001 was an application to subdivide 162 1536, Block 6, Lots 11 & 12 to create a Public Utility Lot (PUL) to accommodate lot servicing to the two properties as well as an adjacent property. Approving the extension will allow the applicant to register the subdivision and complete the project.

Alternatives:

Council may consider the following alternatives:

1. Approve the request for extension of the subdivision approval for subdivision application 17-001 for a period of two years from the original expiry date of February 14, 2018.
2. Approve the request for extension of the subdivision approval for subdivision application 17-001 for a period set out by Council from the original expiry date of February 14, 2018.
3. Not approve the request for extension of the subdivision approval for subdivision application SUB 17-001, and require the applicant to reapply.

Recommended Action:

Administration recommends that Council approve the request for extension of the subdivision approval for SUB-17-001 for a period of two (2) years from the original expiry date of February 14, 2018.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer



LANE

57TH STREET

LOT 2
BLOCK 6

LOT 11

LOT 12

LOT 1B
BLOCK 6
PLAN 932 1512

EXISTING BUILDING

PROPOSED 4.5m PUL
CITY OF COLD LAKE

PROPOSED 2.5m URW
LOT 11 & 12 BLOCK 6 PLAN 162 1536

PROPOSED 3.0m EASEMENT
LOT 12 BLOCK 6 PLAN 162 1536

LEGEND:

SCALE

1:500

PROJECT No.

MISC - 0056

DESIGNED BY

SBE

DRAWN BY

KMC

CHECKED BY

DATE

DECEMBER 19, 2016

SE DESIGN AND CONSULTING INC.

713 LAKESHORE DRIVE
COLD LAKE ALBERTA
T9M 0C4
PH. (780) 594-5380
FAX (780) 594-4488

CITY OF COLD LAKE

5106 - 57TH STREET
LOT 11 & 12 BLOCK 6 PLAN 162 1536
CITY OF COLD LAKE

4.5m PUBLIC UTILITY LOT
IN FAVOR OF CITY OF COLD LAKE
TENTATIVE

Page 266 of 416

SHEET 1 OF 1

DWG. No. 101



City of Cold Lake Subdivision Authority

Notice of Decision

February 14, 2017

File #: SUB17-001

SE Design and Consulting Inc.
713 Lakeshore Drive
Cold Lake, AB T9M 0C4

Attention: Steve Engman

RE: Subdivision Application Jackknife PUL
Plan 162 1536 Block 6 Lots 11 and 12

APPROVAL

The subdivision by Plan is APPROVED on February 14, 2017 by the City of Cold Lake Subdivision Authority subject to the following conditions:

APPROVAL & CONDITIONS

The subdivision plan should be **APPROVED** subject to the following conditions:

1. That the owner pay any outstanding taxes on the subject property, prior to the endorsement of the subdivision;
2. That the owner/developer registers all required rights-of-way as specified by the City and various utility companies;
3. That the applicant provides confirmation of the lot areas and dimensions prior to the endorsement of the subdivision, to ensure conformity to the Land Use Bylaw;
4. That the owner enters into a Development Agreement with the City of Cold Lake, pursuant to Section 655 of the Municipal Government Act;
5. That the Development Agreement required pursuant to condition 4 above contain, among other things:
 - a) That the owner/developer pay all construction costs for any roads, pedestrian walkways, public utilities, off-site levies associated with the subdivision and gives security to ensure that the terms of the Agreement are carried out;



- b) That the owner/developer submit to the City detailed engineering drawings, in accordance with the City of Cold Lake Engineering Servicing Standards and Construction Specifications, for the construction of all municipal infrastructure as required for the subdivided lands.

Please be advised that pursuant to Part 17, Section 678 of the Municipal Government Act (MGA) you have the right to appeal this decision to the City of Cold Lake Subdivision and Development Appeal Board within 14 days of the receipt of this letter; and pursuant to Part 17, Section 657 of the MGA you have 1 year in which to get your approved subdivision plan endorsed by the Subdivision Authority.

If you have further questions, please contact Jocelyn Ratzlaff at 780-594-4494 or write to:

**Attn: Jocelyn Ratzlaff
Planning & Development
City of Cold Lake
5513 – 48 Avenue
Cold Lake, AB T9M 1A1**

Sincerely,

Jocelyn Ratzlaff
Subdivision Officer
Planning & Development, City of Cold Lake
jratzlaff@coldlake.com

CC:
4 Wing Cold Lake
Alberta Community Development
Alberta Environment
Alberta Sustainable Resource Development
Alberta Infrastructure & Transportation
Aspen Regional Health Authority
ATCO Electric
ATCO Pipelines
ATCO Gas
City of Cold Lake
Cold Lake First Nations
Conseil Scolaire Centre-Est #3
Lakeland Catholic School Division #150
Municipal District of Bonnyville
Northern Lights School Division
Persona
TELUS Communication



STAFF REPORT

Title: Regional Recreation Committee

Meeting Date: May 14, 2019

Executive Summary:

The City of Cold Lake received a letter from the Municipal District (MD) of Bonnyville request for the City to involve itself in a Regional Recreation Committee. It is understood that the MD is including City of Cold Lake, the Town of Bonnyville and the Village of Glendon in the committee.

Background:

The MD has provided a draft terms of reference for the committee, of which as been attached for reference purposes.

At this time, there is no outline in regards to the frequency and the timing of meetings.

Historically, the City of Cold Lake discussed recreational more as a bi-lateral approach and the maintenance of the Recreation and Culture Advisory Committee. Between this new regional committee (w user group feedback) and the new funding approval committee, Council may want to eventually stand down or refocus the Recreation and Culture Advisory Committee.

Alternatives:

Council may consider the following options:

- Postpone the decision to appointment Council to the committee and direct administration to seek further information; or
- Pass a motion to appoint two (2) Councilors to the Regional Recreation Committee and re-evaluate the appointments at Council next annual organizational meeting.

Recommended Action:

That Council pass a motion to appoint two (2) Councilors to the Regional Recreation Committee and re-evaluate the appointments at Council next annual organizational meeting.

Budget Implications (Yes or No):

Submitted by:



City of *Cold Lake*

Kevin Nagoya, Chief Administrative Officer

Sen. C.
Orig. to AIF

**MUNICIPAL DISTRICT
BONNYVILLE NO. 87**

SCANNED

RECEIVED

COPY

APR 26 2019

Kevin
CITY OF COLD LAKE

April 23, 2019

Kevin Nagoya
Chief Administrative Officer
City of Cold Lake
5513-48th Avenue
Cold Lake, Alberta
T9M 1A1

Dear Mr. Nagoya:

Re: Regional Recreation Committee

At the April 10, 2019 meeting Council of the Municipal District of Bonnyville approved formation of a Regional Recreation Committee which would include the City of Cold Lake, the Town of Bonnyville and the Village of Glendon.

Council also approved a Terms of Reference for the Regional Recreation Committee for distribution and acceptance by each of the member municipalities. Please advise of your Council's acceptance of the proposed Terms of Reference, or forward us any proposed amendments once you have had time to review.

The M.D. of Bonnyville looks forward to this regional opportunity for collaboration as well as working towards a vision that will focus on all aspects of recreation to meet the needs of residents of each of the municipalities.

Yours truly,


Luc Mercier, CLGM, AMAA
Chief Administrative Officer

Enclosure

TERMS OF REFERENCE
REGIONAL RECREATION COMMITTEE

PURPOSE

The purpose of the Regional Recreation Committee is to act as an advisory to the respective Councils, in matters pertaining to regional recreation opportunities, including, but not limited to parks, recreation, and trails.

MEMBERSHIP

- 1.1 The Committee shall consist of three (3) members each from the Municipal District of Bonnyville, the Town of Bonnyville, the City of Cold Lake, and the Village of Glendon for a total of twelve (12) members.
- 1.2 Appointments to the Committee shall be made as follows:
 - a) Each Council shall appoint one (2) members of Council to serve as Council members; and
 - b) The CAO shall appoint one (1) member of administration, most likely the Director to serve as the administrative member; and

SCOPE OF COMMITTEE

- 2.1 The Committee will act in an advisory capacity to their respective Councils in matters pertaining to community parks, sport, and recreation, and will:
 - a) Co-operate with other governmental agencies and civic groups in the advancement of sound parks, sport, and recreation planning, and;
 - b) Make recommendations to the Directors, CAO's, and Councils regarding:
 - i) community parks, sport, and recreation services that already exist or may be needed;
 - ii) the coordination of community parks, sport, and recreation services with the programs of other agencies and voluntary organizations; so as to allow the Directors, the CAO's, and Councils to ensure that the most effective use is being made of the parks, sport, and recreation resources in the communities;
 - c) Assist the Director in bringing together informal groups to determine the parks, sport, and recreation needs of the community; and aid in co-operative planning; and
 - d) Consider and make recommendations with respect to such issues as referred to from time to time by the Directors, the CAO's, or Councils



<u>BOARDS & COMMITTEES</u>	2016/2017	2017/2018	PROPOSED 2018/2019
Alberta HUB (<i>Ad Hoc</i>)	BUCKLE LEFEBVRE (Alternate)	BUCKLE LAY (Alternate)	BUCKLE LAY (Alternate)
Annexation Review -Negotiations Committee (<i>Ad Hoc</i>) (<i>New as at 09/11/2012</i>)	COPELAND BUCKLE LEFEBVRE	COPELAND LAY SOROKA	COPELAND LAY SOROKA
Beaver River Regional Waste Management Commission (<i>Provincial Legislation - AIF R55</i>)	COPELAND	COPELAND	COPELAND
Cold Lake Economic Development Advisory Committee (<i>ByLaw</i>)	LEFEBVRE MACDONALD	LEFEBVRE SOROKA	LEFEBVRE SOROKA
Cold Lake & District FCSS Advisory Committee (<i>ByLaw</i>)	LEFEBVRE	GRAU	GRAU VINING (Alternate)
Combative Sports Commission (<i>ByLaw</i>)	ALL MEMBERS AT LARGE		
Composite Assessment Review Board (<i>CARB</i>) (<i>ByLaw</i>)	BUCKLE LEFEBVRE	BUCKLE LEFEBVRE VINING	BUCKLE LEFEBVRE VINING
Corporate Priorities Committee (<i>ByLaw</i>)	MAYOR & COUNCIL	MAYOR & COUNCIL	MAYOR & COUNCIL
Energy Centre Design Development Steering Committee (<i>Policy</i>)	MAYOR & COUNCIL	MAYOR & COUNCIL	MAYOR & COUNCIL
Hearts for Healthcare (<i>New as at 09/11/2012</i>)	LAY	COPELAND	COPELAND
Inter City Forum on Social Policy (<i>Ad Hoc</i>)	LEFEBVRE	GRAU	GRAU VINING (Alternate)
Inter-Municipal Collaboration Framework Committee (<i>Ad Hoc</i>)		COPELAND SOROKA VINING	COPELAND SOROKA VINING BUCKLE (Alternate)
Inter-Municipal Development Plan Committee (<i>Ad Hoc</i>)	COPELAND BUCKLE	COPELAND VINING	COPELAND VINING
Lakeland Industry & Community Association (LICA) (AdHoc)		LAY	LAY
Lakeland Lodge & Housing Foundation (<i>Provincial Legislation - AIF C8</i>)	MACDONALD VINING	LEFEBVRE VINING	LEFEBVRE VINING
Library Board (<i>ByLaw</i>)	LEFEBVRE	LEFEBVRE	LEFEBVRE
Local Assessment Review Board (<i>LARB</i>) (<i>ByLaw</i>)	BUCKLE LEFEBVRE VINING	BUCKLE LEFEBVRE VINING	BUCKLE LEFEBVRE VINING
Medley CFB Society (<i>Ad Hoc</i>)	COPELAND/VINING	COPELAND	COPELAND



<u>BOARDS & COMMITTEES</u>	2016/2017	2017/2018	PROPOSED 2018/2019
Municipal Disaster Services Agency (<i>ByLaw</i>)	BUCKLE LAY	BUCKLE GRAU	BUCKLE GRAU
Municipal Planning Commission (<i>ByLaw</i>)	MAYOR & COUNCIL	MAYOR & COUNCIL	MAYOR & COUNCIL
Muni-Corr (<i>Agreement</i>)	LAY BUCKLE (Alternate)	LAY N/A	LAY BUCKLE (Alternate)
Northern Lights Library System (<i>Agreement</i>)	LEFEBVRE	LEFEBVRE	LEFEBVRE BUCKLE (Alternate)
Recreation & Culture Advisory Committee (<i>ByLaw</i>)	BUCKLE	BUCKLE	BUCKLE
Regional Partnership Committee (Ministers')		COPELAND NAGOYA	COPELAND NAGOYA
Regional Partnership Opportunities Committee w/ Town & M.D. of B'ville (<i>Ad Hoc</i>) (<i>Agmt.</i>)	COPELAND MACDONALD NAGOYA	COPELAND SOROKA NAGOYA	COPELAND SOROKA NAGOYA
Regional (CLFN) Tourism Working Group Committee		LEFEBVRE BUCKLE (Alternate)	LEFEBVRE BUCKLE (Alternate)
Regional Utility Services Commission (<i>Provincial Legislation - AIF R4</i>)	BUCKLE LAY LEFEBVRE Vining	BUCKLE GRAU LAY SOROKA	BUCKLE GRAU LAY SOROKA
Subdivision & Development Appeal Board (<i>ByLaw</i>)	ALL MEMBERS AT LARGE		
Unsightly Premise Appeal Committee (<i>ByLaw</i>) Municipal Code ByLaw No. 047-PL-98	Vining	GRAU	GRAU
Water North Coalition		BUCKLE LAY	BUCKLE LAY



STAFF REPORT

Title: Economic Development Advisory Committee Resignation

Meeting Date: May 14, 2019

Executive Summary:

We have received a letter (attached) from Ms. Isabel Myshaniuk advising that she will be resigning from the Cold Lake Economic Development Advisory Committee effective immediately.

With the resignation of Ms. Myshaniuk, the Cold Lake Economic Development Advisory Committee will be left with one (1) vacancy. This vacancy will be advertised until filled.

Background:

The Cold Lake Economic Development Advisory Committee consists of a minimum of five (5) members and a maximum of ten (10) members as follows:

Two (2) members of Council

A minimum of three (3) members and a maximum of eight (8) members-at-large

For your information, a copy of Bylaw No. 578-BD-16, which establishes the Cold Lake Economic Development Advisory Committee, has been attached along with amending Bylaw No. 628-BD-18.

The City of Cold Lake will continue to advertise for vacant volunteer positions as needed.

Alternatives:

None.

Recommended Action:

That Council accept, with regret, the resignation of Ms. Isabel Myshaniuk from the Cold Lake Economic Development Advisory Committee effective immediately.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

Isabel Myshaniuk
607 Lakeshore Drive
Cold Lake, AB T9A 1A2
April 22, 2019

City of Cold Lake
Mayor & Council
5513-48 Ave
Cold Lake, AB

Dear Mayor & Council:

It is with regret that I tender my resignation from the Economic Development Advisory Committee board of directors, effective immediately.

I am grateful for having had the opportunity to serve on the board of this fine organization for the past 3 years, and I offer my best wishes for its continued success.

Sincerely,



Isabel Myshaniuk

Cc Bernard Lefebvre,

Chair of Economic Development Advisory Committee,
City of Cold Lake

CITY OF COLD LAKE
BYLAW #578-BD-16
COLD LAKE ECONOMIC DEVELOPMENT
ADVISORY COMMITTEE BYLAW

A BYLAW OF THE CITY OF COLD LAKE IN THE PROVINCE OF ALBERTA, TO
ESTABLISH THE COLD LAKE ECONOMIC DEVELOPMENT 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 an Economic Development 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 Economic Development 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 Economic Development 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 make economic development recommendations to Council which promote, initiate, expand and enhance the full economic potential of Cold Lake by using local and regional assets and worldwide opportunities to improve the standard and quality of life for City residents.

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 A minimum of three (3) and a maximum of eight (8) members of the public-at-large.
- 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 Members 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.
- 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. The Committee may by unanimous consent waive notice of a special meeting at any time if every member of the Committee gives written notice and has signed a waiver of notice of special meeting.

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

SECTION 11 - SUB-COMMITTEES

- 11.1. The Committee may appoint sub-committees to deal with any special phase of the matters coming within the scope of the jurisdiction of the Committee mandate set out in Section 4.1. Upon the filing of a final report by a subcommittee on its activities, the sub-committee shall be dissolved.

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 - REPEAL

- 13.1. City of Cold Lake Bylaw No. 013-BD-97 CONSOLIDATED, Bylaw No. 111-BD-01, Bylaw No. 361-BD-09 and Bylaw No. 400-BD-10 are hereby repealed

SECTION 14 - ENACTMENT

- 14.1 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 10th day of May, A.D. 2016, on motion by Councillor Lefebvre.

SECOND READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta this 24th day of May, A.D. 2016, on motion by Councillor Vining.

THIRD AND FINAL READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta this 24th day of May, A.D. 2016, on motion by Councillor Lefebvre.

Executed this 27 day of May, 2016.

CITY OF COLD LAKE



MAYOR



CHIEF ADMINISTRATIVE OFFICER

CITY OF COLD LAKE
BYLAW # 628-BD-18
A BYLAW TO AMEND BYLAW NO. 578-BD-16

A BYLAW OF THE CITY OF COLD LAKE IN THE PROVINCE OF ALBERTA, TO AMEND BYLAW NO. 578-BD-16 TO CLARIFY THE REQUIREMENTS OF COMMITTEE MEMBERSHIP

PURSUANT to the *Municipal Government Act*, RSA 2000, Chapter M-26, as amended, a Council may pass bylaws in relation to the establishment, functions, procedure and conduct of Council Committees and other bodies;

WHEREAS the City of Cold Lake Bylaw No. 578-BD-16, the Cold Lake Economic Development Advisory Committee Bylaw establishes the Cold Lake Economic Development Advisory Committee;

WHEREAS section 12(3) of Bylaw No. 578-BD-16 requires the committee to review the bylaw annually and make recommendations to Council for any changes deemed necessary;

WHEREAS the Committee has requested that section 5.3 of Bylaw No. 578-BD-16 be added to provide clarification that the committee may recommend a person to be appointed to the committee where that person resides outside the City of Cold Lake but is a business owner and tax payer to the City of Cold Lake;

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 “Amend Bylaw No. 628-BD-18, to clarify the requirements of committee membership”;

SECTION 2 – AMENDMENT

2. The EDAC Bylaw No. 578-BD-16 is hereby amended by inserting section 5.3:

5.3 Notwithstanding Subsection 5.2 above, the Board may recommend that Council appoint a maximum of one (1) member of the public-at-large, who is a resident of another municipality, provided that individual owns a business and pays business taxes within the City of Cold Lake.

SECTION 3 - ENACTMENT

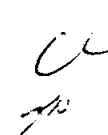
3. This Bylaw shall come into full force and effect at the beginning of the day that it is passed.

FIRST READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta this 26th day of June, A.D., 2018, on motion by Councillor Lefebvre.

**CARRIED
UNANIMOUSLY**

SECOND READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta this 10th day of July, A.D., 2018, on motion by Councillor Lefebvre.

**CARRIED
UNANIMOUSLY**



THIRD READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta this 10th day of July, A.D., 2018, on motion by Deputy Mayor Grau.

**CARRIED
UNANIMOUSLY**

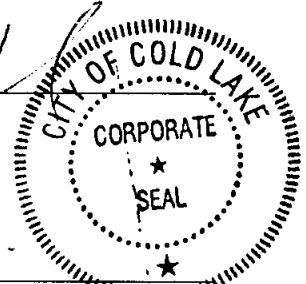
Executed this 19 day of July, 2018

CITY OF COLD LAKE

MAYOR



CHIEF ADMINISTRATIVE OFFICER





STAFF REPORT

Title: Age Friendly Cold Lake Grant - April 23, 2019 Delegation

Meeting Date: May 14, 2019

Executive Summary:

Age Friendly Cold Lake Society representatives Ms. Cathy Aust and Ms. Diane Stonehocker attended Council's regular meeting held April 23, 2019 as a delegation.

Ms. Aust and Ms. Stonehocker provided Council with an introduction to the Age Friendly Cold Lake Society (formerly called Cold Lake Senior's Advocacy Committee) which applied for an Age Friendly Cold Lake grant that will be managed by FCSS.

Ms. Aust and Ms. Stonehocker advised Council of the purpose of the provincial grant in the amount of \$82,218.00 and outlined the activities planned over the next year which will culminate in a strategic plan for older people in Cold Lake.

Ms. Stonehocker advised that the Age Friendly Cold Lake Society will spend the first two-thirds of the year concentrating heavily on social media to change the conversation on what it's like to get older. The last two-thirds will determine what is needed in the community as people age, with a strategic plan document being presented to Council by the end of February 2020.

Ms. Aust and Ms. Stonehocker sought Council's non-monetary support of the grant's purpose and the planned activities.

Background:

Alternatives:

Recommended Action:

That Council accept the Age Friendly Cold Lake Grant delegation presentation made at Council's April 23, 2019 regular meeting as information.

Budget Implications (Yes or No):



No

Submitted by:

Kevin Nagoya, Chief Administrative Officer



City of
Cold Lake

Delegation Application

To: The Office of the Chief Administrative Officer

I/We, Cathy Aust 780-594-4495 I/We, Diane Stancher 780-812-5532
(Name) (Telephone Number) (Name) (Telephone Number)

Mailing Address 5513 48 Ave. Cold Lake T9M 1A1

E-mail Address C Aust @ coldlake.com

request to appear as a delegation before Cold Lake City Council at a meeting to be held on April 23, 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 will be introducing to Council to the Age Friendly Cold Lake grant that will be managed by FCSS. We will inform Council of the purpose of the grant and outline for them the activities planned over the next year, which will culminate in a Strategic Plan for older people in Cold Lake. We will ask for their non-monetary support for the grant's purpose & activities

* 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 Cathy Aust Date April 1, 2019

Signed Diane Stancher Date April 2, 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 APR. 23/19

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: Christopher Cowden - April 23, 2019 Delegation

Meeting Date: May 15, 2019

Executive Summary:

Mr. Christopher Cowden appeared as a delegate at Council's April 23, 2019 regular meeting.

Mr. Cowden, presented Council with a power point presentation regarding the production of the full-length (approximately 105 minutes), independent, feature film entitled "Moments in Spacetime" which will be shot entirely in the Lakeland and set in Cold Lake from April 30 - May 21, 2019. The set will showcase all the Lakeland has to offer with over \$230,000.00 of budget to be spent within Cold Lake. Mr. Cowden advised that the film will be geared for theatres, Netflix, and film festivals world wide; with an early showing of the film in September or October 2019.

Mr. Cowden also presented the proposed budget noting that support of the film has been phenomenal to date. Mr. Cowden advised that he is looking for support from the City in the amount of \$20,000.00 - \$30,000.00, but any funds that the City could provide would be of benefit.

Mr. Cowden further advised that a press conference has been scheduled for Wednesday, May 15, 2019 wherein the two (2) major Hollywood actors would be revealed, and requested help from the City with respect to providing a location for the press conference.

Questions from Council ensued.

Deputy Mayor Lay thanked Mr. Cowden for his exciting presentation advising that Council would consider the request for funding and provision of a press conference location at their next regular meeting of Council being May 14, 2019.

Background:

Administration has been doing some very preliminary querying relating to the scope of government grants involvement in providing Screen-Based Production Grant's (SPG). The Government of Alberta has SPG grants which can be found on <https://www.alberta.ca/screen-based-production-grant.aspx>



The following is an over of the SPG.

This grant, under the Alberta Media Fund, supports the growth, sustainability, competitiveness and business attraction of Alberta's screen-based production industry by:

- *promoting economic diversification and investment in the production sector*
- *developing industry professionals and creating jobs*
- *growing international interest in Alberta's film and television industry*
- *supporting Alberta content*
- *attracting work from inside and outside Alberta*

In general the following provides a summary of eligible and ineligible projects and organizations:

Eligible organizations

To be eligible to apply for the SPG, your organization must be:

- *engaged primarily in film, television or digital media production*
- *incorporated under the Business Corporations Act, or registered as an extra-provincial company in Alberta*
- *in good standing with the Corporate Registry*
- *in good standing with the Alberta Media Fund*
- *Eligible projects*
- *Eligible projects must be new productions for broadcast or distribution. It can be a single production or a series.*

Applicants must also be able to demonstrate that principal photography on the project will commence:

- *no more than 180 days prior to submission*
- *within 250 days following the application deadline*
- *The amount spent in Alberta on your project must be greater than \$50,000, before GST.*

Ineligible projects

The following projects are not eligible to receive SPG funding:

- *news, current events or public affairs programming*
- *talk shows*



- *sports event or activity*
- *production that solicits funds*
- *pornography/adult entertainment*
- *advertising*
- *productions for industrial, corporate or institutional purposes*
- *console or online video games*
- *video distribution platforms or aggregators*
- *production in respect to a game or contest*

For reference purposes, we've attached a copy of the guidelines for reference purposes. Further to the above, the amount of the grant is also sensitive to the place of ownership (in or out of the Province of Alberta).

Administration has been unsuccessful in finding Screen-Based Production Grant's at the municipal level. That being said, Council has two (2) approaches in which it could deal with the request for funding:

1. Council may deal with the request on a one off basis; and/or
2. Council may develop a funding policy using similar criteria as the Government of Alberta for its SPG. Council would have to establish a funding envelope and thresholds specific for the community. The following may be some examples:
 - a. Must be eligible (must receive approval) for the Government of Alberta's SPG.
 - b. The amount spent in Cold Lake for the filming project must be greater \$500,000

The Calgary Society of Independent Filmmakers (CSIF) has a very in-depth website that also include other funding opportunities which include:

- *Calgary Film Centre's Project Lab*
- *CSIF/ImagineNATIVE Mentorship Program*
- *Telefilm Talent-To-Watch Program*
- *The Canada Council for the Arts*
- *he Alberta Foundation for the Arts Film & Video Arts: Individual Project Grant Stream*
- *Telefilm Development Program*
- *The Bell Media Harold Greenberg Fund*
- *The Independent Production Fund*
- *Shaw Rocket Fund*
- *Storyhive*



Further funding opportunities can also be found at on Canada Media Fund located at the following URL: <https://cmf-fmc.ca/programs-deadlines/programs>

Alternatives:

Council may consider the following options:

1. Council may accept Christopher Cowden's delegation presentation made at Council's April 23, 2019 regular meeting as information, provide the ____ as the location for the May 15, 2019 press conference, and provide funding in the amount of \$____.00 towards the production of "Moments in Spacetime" with funds to come from Council Goodwill (1-2-11-20-229); and/or
2. Council may direct administration to prepare a Screen-Based Production Grant program for Council's consideration (administration could have this completed for Council's next regular meeting).

Recommended Action:

Council may direct administration to prepare a Screen-Based Production Grant program for Council's consideration.

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, Christopher Cowden 780-573-8693 I/We, _____
(Name) (Telephone Number) (Name) (Telephone Number)

Mailing Address 4708 63 Ave. Cold Lake, AB T9M-2E5

E-mail Address chris.cowden@yahoo.com

request to appear as a delegation before Cold Lake City Council at a meeting to be held on April 23, 2019, 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.

* Presentation to be attached + budget

Topic: Film in Lakeland

* 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 April 17, 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 APR. 23/19

cc: _____

☐ Other

Kinosoo Films

**MOMENTS
IN SPACETIME**
ช่วงแห่งกาลเวลา

Cold Lake Movie Production

2019

Kinosoo Films



- Started in Cold Lake in 2001
- Created 5 feature-length films since then, commercials, shorts
- Created content for Amazon Prime, CBC, Travel Alberta
- 2017 film “Sweet Oil” about the recession won 15 Film Festival Awards in the US, UK, and Canada including the Oscar qualifying Hollyshorts Festival in Los Angeles
- Raised over \$30,000 for local charities since 2011

Current Production: *Moments in Spacetime*

- Currently producing a full-length independent feature film entirely in the Lakeland and set in Cold Lake
- Set to showcase all the Lakeland has to offer: Resources, Locations, Local Talent, Tourism, and Amenities
- Over \$230,000 of budget to be spent within Cold Lake
- 2 Major Hollywood actors to be shooting in Cold Lake
- Incredible community support: City of Cold Lake, Beantrees & Grande Parlour, Sobeys, etc.
- Success of project will dictate future productions, job opportunities, and industry creation in Cold Lake
- Geared for theatres, Netflix, and Film Festivals world wide

Budget Spent in Cold Lake	
Catering/Food	\$40,000
Set design	\$20,000
Human Resources	\$78,000
Props/Art	\$20,000
Gas	\$5,000
Hotel x 20 days	\$8,060
House Rental	\$4,100
Costumes	\$10,000
Facility Rental	\$2,000
Car Rental	\$2,000
Equipment Rental	\$20,000
Make up	\$5,000
Per Diem (Actors)	\$5,000
Trailer Rental	\$3,000
Misc. equipments	\$8,000
	\$230,160

As much funds as possible to be kept within Cold Lake. This is a small indication of what larger productions could produce.

Future industry – Cold Lake

- Alberta now has one of the world's highest tax incentives for film production – 30% Tax back
- Dozens of Netflix and Hollywood productions now in Alberta, many in Calgary
- Can we tap into this market with our diverse labour pool, resources, and natural landscapes?
- All support for this production will help fuel our future productions and let Hollywood know what Cold Lake has to offer
- Thank you
- chriscowden@yahoo.com

Alberta Media Fund

SCREEN-BASED PRODUCTION GRANT

PROGRAM GUIDELINES

Application Deadlines:

March 31
July 31
November 30



1. **Program Overview**
2. **Grants Available**
3. **General Information**
4. **General Eligibility Criteria, Conditions and Limitations**
5. **Specific Eligibility Requirements and Funding Levels**
6. **Head of Department Positions**
7. **Eligible Alberta Production Expenditures**
8. **Increase to Per-Project Cap**
9. **Assessment and Evaluation**
10. **Grant Recipient Obligations**
11. **Definitions**
12. **Application Submissions and Questions**

1. PROGRAM OVERVIEW

This Screen-Based Production grant program under the Alberta Media Fund (AMF) supports the growth, sustainability, competitiveness, and business attraction of Alberta's Screen-Based production industry by providing incentives to eligible production companies that produce films, television series, documentaries, and other eligible Screen-Based productions in Alberta. The purpose of the grant is to provide economic and industry development benefits to Alberta by supporting and encouraging screen production (and the resulting production expenditures) in Alberta.

1.1 Program Objectives

The objectives of the **Screen-Based Production Grant** are to:

- promote economic diversification by promoting investment in Alberta's production sector;
- build the sustainability, scale, and critical mass of the domestic industry, and support the development of Alberta creatives;
- increase capacity and help create and sustain jobs in the sector;
- encourage the use of Alberta as an international film, television, and digital content location;
- provide eligible Alberta organizations an opportunity to be more competitive in attracting work from within and outside of the province; and
- provide cultural benefits to Alberta by supporting the creation of Albertan content and stories.

In establishing the Screen-Based Production Grant, the Government of Alberta recognizes that both small and large budget screen productions and production activity contribute to Alberta's economic development by providing valuable economic, employment, and skill development opportunities for the Alberta screen- production industry.

2. GRANTS AVAILABLE

The Screen-Based Production Grant offers a grant of up to 30 per cent of Eligible Alberta Production Expenditures.

The annual program budget will be allocated over three intake periods to two distinct funding envelopes and used to encourage companies to produce film projects in Alberta and help create and maintain film industry jobs in the province.

The Cultural Envelope supports grant requests up to \$3 million and the Commercial Envelope supports grant requests greater than \$3 million, up to \$5 million, with a cap increase of up to \$7.5 million available for a small number of eligible productions.

For each funding envelope, there will be two tiers distinguishing between those that are Albertan (Albertan ownership is 50 per cent or greater) and those that are Non-Albertan (Albertan ownership is less than 50 per cent).

The total annual allocation is broken down as follows:

FUNDING ENVELOPE BREAKDOWN		
	Tier One: Albertan 50% or Greater Albertan Ownership	Tier Two: Non-Albertan Less than 50% Albertan Ownership
Cultural Envelope Grant requests less than \$3 million	Grant Percentage = 29% or *30% Max grant = \$3 million	Grant Percentage = 25% or *26% Max grant = \$3 million
Commercial Envelope Grant requests greater than \$3 million	Grant Percentage = 29% or *30% Max grant = \$5 million (cap increase to \$7.5 million available)	Grant Percentage = 25% or *26% Max grant = \$5 million (cap increase to \$7.5 million available)

**For productions where a minimum of 35 per cent of off-screen crew are made up of individuals that self-identify as females or members of an underrepresented or marginalized group, an additional one per cent additional funding will be granted.*

Note: If funding envelopes are not fully subscribed during the intake period, funds may be re-distributed between envelopes and/or rolled over to the next intake period in the fiscal year.

Note: 50 per cent of the available budget in the Cultural Envelope will be reserved for Tier One projects.

Note: Starting in 2020-21, 50 per cent of the funding allocation under the Commercial Envelope will be reserved for productions with Albertan ownership.

3. GENERAL INFORMATION

These Guidelines are for the information and convenience of applicants to the Screen-Based Production Grant. They provide an overview of the objectives of the Screen-Based Production Grant and the manner in which the program is administered. Compliance with these Guidelines is a pre-requisite to eligibility for Screen-Based Production Grant funding.

Pursuant to the Community Development Grants Regulation, the Minister is empowered to make grants to a person or organization for purposes related to any program, service, or other matter under the administration of the Minister.

The Minister of Culture and Tourism has full discretion in the administration of programs supported through the Alberta Media Fund (AMF) and in the application and interpretation of these Guidelines to ensure funding is provided to those projects that contribute to the fulfillment of program objectives. In all questions of interpretation of these Guidelines, the interpretation of the Minister will prevail.

The Minister may also vary the eligibility requirements for a grant, the purpose of a grant, or a condition on which a grant is made.

Projects that are approved for Screen-Based Production Grant funding are subject to the Guidelines in effect at the date of grant approval. To be clear, changes to Guidelines and/or policies will not apply retroactively, unless specifically stated.

These Guidelines may be changed or modified as required, without notice. Please consult the AMF website at www.albertamediafund.ca for the latest Guidelines and documentation.

It is the responsibility of the applicant to ensure the AMF receives all relevant documentation, and to update such documentation and information after a material change. The AMF may request other documentation and information to conduct an assessment and evaluation; however, the AMF reserves the right to rely solely on the written and audiovisual materials initially submitted by the applicant.

If, at any time, an applicant provides false information or omits material information in connection with an application, as required by the Guidelines or as requested by the AMF, the Applicant may face consequences, including:

- Loss of eligibility for funding of the current project;
- Loss of eligibility for funding of future productions; or
- Repayment of any funds already advanced.

Any applicant receiving approval for funding will be required to sign a legally enforceable grant agreement, which includes further provisions concerning misrepresentations, defaults, and related matters. Grant recipients are advised to review their grant agreement carefully prior to signing.

The Minister reserves the right to not provide a grant to any companies, applicants, related, associated or affiliated companies, and individuals who have received funding in the past and have been in breach of the associated funding agreement.

4. GENERAL ELIGIBILITY CRITERIA, CONDITIONS, AND LIMITATIONS

Projects that have received funding from the Cultural Industry Organization Project Grant Stream of the Alberta Media Fund (AMF) or from the Alberta Foundation for the Arts are not eligible for Screen-Based Production Grant funding.

4.1 Organization Eligibility

Eligible organizations must be engaged primarily in film, television, and digital media production and demonstrate that its main activity is the creation of film or video productions available for public viewing.

All applicants must be incorporated in Alberta under the *Business Corporations Act*, registered as an extra-provincial company in Alberta and/or continued as an Alberta company through a Certificate of Continuance, and be in good standing with the Corporate Registry. Good standing refers to an annual return and any other required documentation being filed regularly when due. Applicants must remain in good standing for the entire period of the grant agreement.

In order to be eligible, applicants must adequately demonstrate that principal photography on the project has commenced no more than 180 days prior to the submission of the application or will commence no later than 180 days following the application deadline. Failure to confirm principal photography within these parameters could result in rejection of an application.

Recipients must also be in good standing in all respects with the AMF by having no outstanding or overdue reporting documents in relation to any other grants received. Further, should the applicant have any outstanding disputes in any other jurisdiction, the Minister reserves the right to reject their application.

4.2 Project Eligibility

Eligible projects must be new productions, no repackaging of previously completed projects will be considered. A project is defined as a segment of content intended for broadcast or distribution and may include a single production or a series of related productions that are produced or air over a common time period.

Genres of production and platforms NOT eligible for funding are:

- news, current events or public affairs programming, or a program that includes weather or market reports;
- talk shows;
- production in respect of a game or contest;
- professional/franchise sporting events or activities (a production that consists of live or pre-recorded coverage of a professional game, match, competition or tournament; and/or pre and post-game shows for sports events or activities);
- production that solicits funds;
- pornography/adult entertainment;
- advertising;
- production produced primarily for industrial, corporate, or institutional purposes;
- production, other than documentary, that consists of more than 25 per cent stock footage;
- console or online video games (other than a production relating specifically to the characters and premise of a licensed and commercially distributed television program or feature film funded through the AMF);
- software/programming applications; and
- video distribution platforms or aggregators.

The AMF will consult with the Canadian Audio Visual Certification Office (CAVCO) and the Canada Media Fund in interpreting ineligible genres.

The amount spent in Alberta for the project (Eligible Alberta Production Expenditures) must be greater than \$50,000 (before GST).

4.3 Financing and Commercial License Agreement Requirements

At the time of submission, applicants seeking production funding must provide written evidence of a commercial license agreement and evidence of 75 per cent confirmed financing for projects with budgets of \$1 million or greater, and evidence of 50 per cent confirmed financing for projects under \$1 million. Screen-Based Production Grant and federal tax credit calculations may be included as part of the confirmed financing. A commercial license agreement is defined as an agreement issued by a third-party entity whose primary business is broadcasting, distributing or disseminating film, television or digital content to the public, and who is able to demonstrate a track record of such enterprise. A commercial license agreement does not require a license fee; however, agreements in which the applicant has purchased airtime will not be eligible.

To meet the confirmed financing requirement, at the time of the application the applicant must present documentation that adequately demonstrates the funds available to the production.

5. SPECIFIC ELIGIBILITY REQUIREMENTS AND FUNDING LEVELS

For the purposes of this grant, eligible applications will be assessed as either a Cultural or a Commercial production, based on the total grant request, and scored against a set of economic and cultural evaluation criteria. Both the funding envelope (cultural vs commercial) and the total score will determine the level of funding that is granted to eligible projects.

5.1 Tier I Eligibility Requirements and Funding levels

Tier I specifics include:

- 29 per cent of all eligible Alberta costs.
- Greater than 50 per cent Albertan* ownership and control** (i.e., Shareholders and Directors) of production and proportionate financial and creative control, as well as proportionate profit participation. Exceptions will be made for International Treaty Co-Productions.
- A minimum of eight Albertans must be employed in Head of Department positions. Two trainee positions in eligible departments may be substituted for one Head of Department position to a max of four trainees in instances where qualified Alberta defined Head of Departments are not available. Applicants who substitute trainees for eligible Head of Department positions must submit documentation that demonstrates a reasonable effort was made to secure eligible Albertan Head of Departments.
- For productions that can demonstrate a minimum of 35 per cent of off-screen crew are made up of individuals who self-identify as members of an underrepresented or marginalized group, one per cent additional funding will be granted to a maximum of 30 per cent total funding.

5.2 Tier II Eligibility Requirements and Funding levels

Tier II specifics include:

- 25 per cent of all eligible Alberta costs.
- Less than 50 per cent Albertan* ownership and control** (i.e., Shareholders and Directors) of production and proportionate financial and creative control, as well as proportionate profit participation. Exceptions will be made for International Treaty Co-Productions.
- A minimum of four Albertans must be employed in Head of Department positions. Two trainee positions in eligible departments may be substituted for one Head of Department position to a max of four trainees in instances where qualified Alberta defined Head of Departments are not available. Applicants who substitute trainees for eligible Head of Department positions must submit documentation that demonstrates a reasonable effort was made to secure eligible Albertan Head of Departments.
- For productions that can demonstrate a minimum of 35 per cent of off-screen crew are made up of individuals who self-identify as members of an underrepresented or marginalized group, one per cent additional funding will be granted to a **maximum of 26 per cent total funding**.

5.3 Level of Ownership

******The level of ownership in a production will be determined:

- proportionate to the degree that the Albertan producer(s) exercises creative and financial control over the production; and
- proportionate to the degree that the Albertan producer(s) shares in the profits arising through the exploitation of the production. Back-end participation must be commensurate with the Alberta producer's financial participation in the project.

In cases where a production does not meet the minimum required Albertan Heads of Department for its tier, 0.5 per cent will be deducted from the recommended grant percentage for each Head of Department below the minimum requirement.

In the event there is an issue not covered by the published criteria, the Minister shall ultimately determine whether an applicant has satisfactorily established the degree of "Albertan ownership of production."

* **"Albertan"** means a lawful resident of Canada for the purposes of the *Income Tax Act* (Canada) who:

- was a resident of Alberta on December 31 of the year preceding the one in which principal photography of the production commences or commenced; and
- files an Alberta Income Tax return as a resident of Alberta and did so for the previous income tax year immediately preceding the one in which photography of the production commences or commenced.

Applicants may request that individuals be considered Albertan if they have filed an Alberta Tax Return in any of the four prior taxation years. Only those individuals approved in an advance ruling will be considered.

Although an application may meet eligibility criteria set out herein, the decision to fund a project will be in the sole discretion of the Minister. Each project will be assessed on its own merits. Funding of a project will not result in a commitment by the Minister to fund future projects of a similar nature.

6. HEAD OF DEPARTMENT POSITIONS

The 19 eligible Head of Department positions recognized by the AMF for the purposes of determining eligibility status are:

- | | |
|---|---|
| • writer | • key hair |
| • director | • key make-up |
| • production manager | • interactive developer |
| • art director | • supervising sound editor/sound supervisor |
| • production designer | • sound mixer |
| • editor (including supervising picture editor) | • visual effects director/supervisor |
| • director of photography/cinematographer | • director of animation/supervising animator |
| • composer | • up to three Albertan performers in lead or supporting roles |
| • wardrobe/costume designer | |

6.1 Performers and Trainees

Trainees must:

- have industry experience/education;
- be Alberta post-secondary graduates and permanent residents; and
- have lived in Alberta for at least six months prior to the application date.

Except for performers and trainees, to be considered an eligible Head of Department position, the individual must receive the highest on-screen credit awarded to that position for that production.

Performers and trainees must receive an appropriate industry standard on-screen credit. For trainees without an on-screen credit, the AMF must receive a signed copy of a reference letter from the Head of Department responsible for overseeing the training. It is recommended that the Head of Department is advised of this requirement before production.

To be considered an eligible "Albertan performer in a lead or supportive role," the individual must meet the following criteria:

- Be engaged as a principal actor as defined by the Alliance of Canadian Cinema, Television, and Radio Actors (ACTRA):
 - "Principal Actor" means a performer engaged to speak or mime six or more lines of dialogue, or an actor engaged to perform a major role without dialogue. A line of dialogue means a line of script ten words or less, including directed but unscripted dialogue.
- The Alberta performer's contract must:
 - be in the top seven performer contracts issued for one performer;
 - be in the top eight performer contracts issued for two performers; or
 - be in the top nine performer contracts issued for three performers.

In the case of narration or voice-over performances, the Alberta performer's engagement must be one of the top three performer contracts issued in terms of recording days worked.

In the event that a Head of Department position is shared by more than one individual, provided one of the individuals is Albertan and the on-screen credit is shared equally, the position will still be considered as one Albertan in a Head of Department role.

If one Albertan serves in multiple Head of Department positions, it will be considered as a single Albertan Head of Department, regardless of the number of eligible Head of Department positions they hold.

7. ELIGIBLE ALBERTA PRODUCTION EXPENDITURES

7.1 Goods and Services

Eligible costs generally include all expenditures where goods or services are purchased and consumed in Alberta. For goods or services to be considered eligible Alberta costs, the items must meet the following criteria:

- Be listed on the Eligible Alberta Cost Worksheet that can be found at www.albertamediafund.ca.
- Be purchased directly from businesses located in Alberta and must be receipted and consumed in Alberta.

Note: Goods or services cannot be purchased from an Alberta company who has sub-contracted the procurement of the goods or services to out-of-province individuals or organizations.

7.2 Labour

For labour costs (i.e., wages and benefits) to be considered eligible Alberta costs, the payments must meet the following criteria:

- Be listed on the Eligible Alberta Cost Worksheet that can be found at www.albertamediafund.ca.
- Be paid to individuals who provide the service and who meet the definition of an “Albertan” per the Guidelines.

Note: The individual(s) must provide a signed Individual Residency Declaration that can be found at www.albertamediafund.ca.

If the expense is not listed on the Eligible Alberta Costs Worksheet, or was not purchased and consumed in Alberta, the grant recipient must obtain permission to include the expense as an eligible Alberta cost. This includes goods or services that are essential to the production but are not available in Alberta.

7.3 Other Cost Limitations

A number of expenses have further eligibility requirements and limitations as follows:

Expense Item	Requirement / Limitation
Travel	Travel is considered an eligible Alberta cost only if the origin AND destination are within Alberta provincial borders. Air travel to destination outside of Alberta is eligible only if it is for an Alberta crew contracted by the grant recipient to perform a service essential to the production.
Insurance	Insurance should be pro-rated to the number of Alberta production days; alternatively insurance purchased from an Alberta based company will be considered. Insurance costs not pro-rated at the time of submission for out-of-province shoots may be deducted from the final grant amount.
Salaries/Fees to Producers in Head of Department Positions	Reasonable salaries and fees may be claimed for producers who are also engaged in Head of Department positions. The total salaries and fees for Head of Department position services payable to producers engaged in Head of Department positions will be capped at 20 per cent of the budget.
In-kind Contributions	Ineligible
Deferrals (excluding producer fee deferrals)	Ineligible
Capital Items	Ineligible
Expenses directly associated with a live performance, awards show, or sporting event	Ineligible

Producers may claim reasonable fees for a maximum of three Head of Department/performer positions. In these instances, total fees for Head of Department/performer services payable to producers also employed in Head of Department positions will be capped at 20 per cent of the budget. Costs must be consistent and competitive with industry standards.

7.4 Related Party Costs

Related Party Transactions may be included as eligible Alberta expenses at the exchange amount up to a maximum of fair value. However, to be accounted for at exchange value, the expenses must meet the following criteria:

- The expenses must be listed on the Related Party Transactions declaration form that can be found at www.albertamediafund.ca;
- Be in the normal course of operations of the provider; and
- Have commercial substance.

Two categories of Related Party Transactions are recognized for the purpose of the eligible Alberta expenses:

- **Related Party Labour:** The cost of labour (i.e., salaries or fees) for individuals hired by a Related Party and allocated, in whole or in part, to the applicant for the project must correspond to the actual amount paid to the individual and be in accordance with the employment or engagement contract signed with the employer. Related Party Labour costs must correspond to the actual cost for the period of time worked on the project. If personnel worked on more than one project for a Related Party and is paid by the Related Party, there must be appropriate documentation showing the amounts charged to all projects.
- **Goods and services supplied by Related Parties:** Goods and services provided to the applicant by a Related Party may be accounted for at the exchange amount up to a maximum of fair value.

The Alberta Media Fund staff reserve the right to revise the calculation and eligibility of these Related Party costs in any cases of abuse of application or if deemed unreasonable.

8. INCREASE TO PER-PROJECT CAP

Some productions may be eligible for an increase to the total maximum per-project grant under the Alberta Screen-Based Production Grant from \$5 million to \$7.5million.

In order to be eligible for the increase to the per-project cap, productions must demonstrate significant economic and promotional benefits to Alberta by scoring a minimum of 10 out of 15 available points in the Cap Increase Evaluation Criteria.

Increases to the cap will be awarded based on total application scores (including Cap Increase Evaluation Criteria scores), which are allotted based on the evaluation process with the highest scoring applications receiving priority.

If eligible cap increase requests exceed available funding in a tier, a reduced grant amount may be recommended, pending budget availability.

9. ASSESSMENT AND EVALUATION

9.1 Intakes and Deadlines

Application deadlines will occur three times a year. Applications and support materials must be received by 11:59 P.M. on the deadline via the online application system. If the application deadline falls on a statutory holiday or a weekend, the deadline will be extended to the next working day at 11:59 P.M. Faxed, e-mailed, or incomplete applications will not be accepted, unless otherwise stated. The application deadlines are as follows:

- **March 31,**
- **July 31, and**
- **November 30.**

Applications will be accepted on the online portal starting 60 days prior to each application deadline.

9.2 Assessment Process

Once the AMF receives an application, it will be reviewed for completeness (as per the checklist at the back of the application form). If the application is incomplete by the application deadline, it will be assessed as ineligible.

All complete applications received by the deadline will be screened for eligibility.

Once the eligibility assessment is complete, the applicant is sent a letter confirming whether they were eligible or ineligible to be considered for funding.

The date of this letter marks the close of all files for ineligible applications and the beginning of the assessment process for eligible applications.

The acknowledgement letter will confirm the envelope and tier under which the application will be evaluated.

If necessary, program staff will contact the applicant to obtain further information about the application, production, or applicant. A delay in providing further information on request may impact processing time.

9.3 Evaluation Process

Applications will be evaluated using a set formal scoring process. Each eligible application will be reviewed against economic and cultural benefit criteria.

Applicants requesting an increase to the per-project cap to \$7.5 million will be evaluated and scored on the additional cap increase evaluation criteria.

Cultural, Economic, and Cap Increase Evaluation Criteria can be found on the program website at www.albertamediafund.ca.

Funding will be awarded per tier based on application scores, with highest scoring applications receiving priority.

If grant requests exceed available funding for a funding envelope and there are multiple high scoring applications under consideration, grant requests may be recommended at a reduced amount, depending on available dollars. In the event grant applicants are recommended to receive a reduced grant amount, they will be contacted to confirm whether or not they wish to proceed before a reduced grant recommendation goes forward for approval.

9.4 Notification

The Minister has full discretion in the application and interpretation of these guidelines to ensure that funding is provided to those projects that meet the intent and objectives of the AMF.

Program staff will evaluate applications based on eligibility criteria and prepare recommendations for the Minister and/or authorized representatives based on the evaluation criteria.

All grant recommendations are reviewed and approved by the Minister and/or authorized representative.

Applicants will be notified in writing of the result of their application and/or funding status.

Upon approval of a grant, a letter of intent and grant agreement are issued to selected applicants with eligible projects. The grant agreement includes notification of required project deliverables and reporting requirements.

All funding decisions are final and appeals will not be accepted. However, applicants are able to request their scoring sheet and seek feedback on their proposal and reapply in the next intake.

9.5 Payment of Grants

Grants will be paid in two installments based on the following:

Payment Schedule – Grants less than or equal to \$3 million	
Payment Trigger/Reporting Requirement	Grant Percentage
Installment payment one will be paid upon confirmation of completion of principle photography and delivery of a report of production costs to date, as well as final call sheets.	50 per cent of total approved grant
Installment payment two will be paid upon project completion and delivery to AMF of Final DVD, Production Cost Report (accompanied by audited production costs statement, review engagement report, or statutory declaration, depending on total project budget), but no sooner than the subsequent fiscal in which installment payment one is scheduled for payment.	Remaining balance of total eligible grant per final Alberta cost calculation.

Payment Schedule – Grants greater than \$3 million	
Milestone and Reporting Required	Grant Percentage
Delivery to AMF of interim cost report and one of either a Rough Cut of the production or final production call sheets and an interim production cost report, prepared by an independent accountant licensed to practice in Alberta.	30 per cent of total approved grant
Installment payment two will be paid upon project completion and delivery to AMF of Final DVD, Production Cost Report (accompanied by audited production costs statement), but no sooner than the subsequent fiscal in which installment payment one is scheduled for payment.	Remaining balance of total eligible grant per final Alberta cost calculation.

10. GRANT RECIPIENT OBLIGATIONS

Recipients of funding are required to fulfill the obligations set out below.

Any additional reporting requirements pertaining to specific evaluation criteria, cap increase, or bonus grant percentage will be detailed in the grant agreement and shall supersede information provided in these guidelines. Recipients are advised to review their grant agreement carefully prior to signing.

10.1 Reporting

Grant payments will be scheduled pursuant to estimated milestone dates provided by the applicant at the time of application. Required reporting for each milestone, per the schedules above, must be submitted before any portion of the grant is paid. Regardless if reporting is delivered earlier than scheduled, the associated grant payment will not be made earlier than the scheduled installment payment date.

10.2 Extension Requests

Applicants are responsible for advising the AMF of any material changes to milestone dates. Failure to meet scheduled delivery requirements could result in the applicant being deemed in breach of the terms and conditions of the grant agreement and may impact eligibility to receive further funding, or result in a request for repayment of funds already received.

If the applicant is not able to provide the required reporting to trigger payment of a grant payment, they are required to submit a request for an extension. Extension requests must be submitted at least 60 days prior to the associated milestone date, per the grant agreement.

Extensions will be at the discretion of the program staff and are subject to budget availability in the fiscal year in which the installment payment would occur. If the Minister determines that budget is not available for the installment payment in that fiscal year, the extension will be declined and failure to deliver satisfactory reporting requirements may be grounds for termination of the grant agreement.

NOTE: Assignment and direction of grant funds may only be assigned to a recognized financial or lending institution.

10.3 Change of Scope

The applicant must notify program staff of any anticipated fundamental change of scope in the purpose for which the applicant wants to use the grant funds. In cases where a change of scope is requested, applicants may be requested to submit a written request to use the grant funds for the proposed new purpose. Such requests must be submitted no later than 60 days prior to the date of the first milestone and installment payment date.

Decisions on change of scope requests will be communicated in writing to the grant recipient by designated program staff.

10.4 Credits and Promotion

The applicant will acknowledge the AMF grant with the following credits:

10.4.1 On-screen Credit

"Produced with the assistance of the Government of Alberta, Alberta Media Fund" in a position, size, and prominence that is proportionate to the financial contribution to the Production; and

"Shot on location in Alberta, Canada" in the tail credits of the project (where applicable). The Government of Alberta logo must also be included.

10.4.2 Advertising, Publicity, and/or Promotional Materials Credit

"Produced with the assistance of the Government of Alberta, Alberta Media Fund" in a position, size, and prominence that is proportionate to the financial contribution to the Production. The Government of Alberta logo must also be included.

Where the Production is a series, these credits are required for each episode. If the applicant fails to fulfil their credit/promotional obligation, the Minister reserves the right to request revisions prior to providing any remaining grant payment(s).

Note: Program staff will provide the Government of Alberta logo to grant recipients upon request.

10.5 Insurance

The applicant will provide evidence of a certificate of industry standard insurance prior to the first day of principal photography. Insurance must demonstrate a minimum of \$2 million in general liability coverage.

10.6 Final Deliverables

Upon completion of the Production, the applicant shall provide the following deliverables:

- A completed final report form, to be submitted via the online system.
- A DVD of the completed Production.
- The final list of Head and Tail Credits as they actually appear on the completed Production.
- Such other documentation that program staff advise the applicant may be required.
- Where the final cost of the Production exceeds \$200,000, an Audited Financial Statement prepared according to Canadian generally accepted accounting principles and audited according to Canadian generally accepted auditing standards, and a report on the results of applying specified audit procedures. The specified audit procedures can be found on the program website at www.albertamediafund.ca.
- In cases where the recipient has been granted permission to submit a Review Engagement Report in place of an audited production cost statement, recipients must submit a Review Engagement Report on financial statements prepared according to Canadian generally accepted accounting principles and reviewed according to Canadian generally accepted auditing standards or International Financial Reporting Standards applicable to a review engagement.
- Where the final cost of the Production is equal to or less than \$200,000, an uncertified Final Cost Report supported by a Statutory Declaration (available online).

Note: The following must be included as a schedule or note to the Audited Financial Statement or uncertified Final Cost Report:

- a final detailed breakdown of all Eligible Alberta Costs and all other expenses related to the Production;
- auditors are required to provide an opinion on financial compliance with program accounting and reporting requirements;
- a list of all Albertans in Head of Department Positions;
- Alberta residency of Albertans in Head of Department Positions must be supported by a Statutory Declaration; and
- a final detailed breakdown of any unpaid Alberta costs at the time of reporting.
 - An allowance of up to five per cent for unpaid Alberta costs is permitted for reasonable costs that are not able to be paid at the time of delivery.

Alberta expenditures exceeding the five per cent threshold that remain unpaid at the time of reporting will not be included towards the final grant calculation unless approved in an advanced ruling (Producer Fees and Corporate Overhead are excluded from this condition). The Minister has the right to require that an audit be performed or perform the audit himself of the books and records of any company that receives a Screen-Based Production Grant. These records may include, but are not limited to, the following: invoices, bank statements, cancelled cheques, audited financials, agreements, contracts with individuals and companies, proof of Albertan residency for Head of Department personnel. Enhanced Level projects have the option of reporting against only the Alberta spend portions of the final costs.

10.7 Retention of Records

Retention of Records is required for a period of seven years.

Funding for the Alberta Media Fund is provided through the Alberta Lottery Fund. Information regarding successful applicants is posted on the on the Alberta Lotteries Who Benefits website found at <http://albertalotteryfund.ca/AlfWhoBenefitsApp>.

11. DEFINITIONS

Albertan means a lawful resident of Canada for the purposes of the *Income Tax Act* (Canada) who:

- was a resident of Alberta on December 31 of the year preceding the one in which principal photography of the production commences or commenced; and
- files an Alberta Income Tax return as a resident of Alberta and did so for the previous income tax year immediately preceding the one in which photography of the production commences or commenced.

Applicants may request that individuals be considered Albertan if they have filed an Alberta Tax Return in any of the four prior taxation years. Requests must be submitted at the time of application.

Related Parties exist when one party has the ability to exercise, directly or indirectly, control, joint control, or significant influence over the other. Two or more parties are related when they are subject to common control, joint control, or common significant influence. **Related Parties also include management and immediate family members.**

A **Related Party Transaction** is a transfer of economic resources or obligations between related parties, or the provision of services by one party to a related party, regardless of whether any consideration is exchanged. The parties to the transaction are related prior to the transaction. When the relationship arises as a result of the transaction, the transaction is not one between related parties.

Control of an enterprise is the continuing power to determine its strategic operating, investing, and financing policies without the cooperation of others.

Significant Influence over an enterprise is the ability to affect the strategic operating, investing, and financing policies of the enterprise.

For the purposes of the Screen-based Production Grant, **members of an underrepresented or marginalized group** in film and television include individuals that self-identify as female, gender non-conforming, visible minorities, members of Indigenous groups, and/or persons with disabilities.

12. APPLICATION SUBMISSIONS AND QUESTIONS

12.1 Application Submission

Applications will be accepted in three intake deadlines throughout the year: March 31, July 31 and November 30.

Application forms, templates, and reporting materials are available on the AMF website.

12.2 Freedom of Information and Protection of Privacy

The personal information that is provided on the grant application form will be used for the purpose of administering the AMF and advising the applicant of grant program updates and relevant ministry initiatives. It is collected under the authority of section 33(c) of the *Freedom of Information and Protection of Privacy Act* (FOIP Act) and is protected by the privacy provisions of the FOIP Act.

The FOIP Act applies to any information that is provided to Alberta Culture and Tourism. This information

may be disclosed in response to an access request under the FOIP Act, subject to any applicable exceptions to disclosure under the FOIP Act.

Please note, once an application has been approved and funding issued to an organization, the grant recipient, approved expenses, amount funded, community/city, and fiscal year become a matter of public record. Information on grants awarded by Government of Alberta programs is published on the Government of Alberta Grant Payments Disclosure database at the following link:
<http://www.alberta.ca/grant-payment-disclosure.cfm>

Occasionally, Alberta Culture and Tourism may contact applicant organizations to provide information about ministry initiatives or announcements related to the following topics:

- Grant program changes, funding announcements, and opportunities to provide input/opinion on programs; and
- Awareness of ministry resources available to the nonprofit/voluntary sector including ministry sector events.

Only authorized contact representatives noted in the grant application may request specific information about grant applicants from the AMF office.

For questions about the collection and use of this information, please contact the program staff.

12.3 Assistance and Contact Information

For assistance with this grant application, please contact:

Alberta Media Fund, Cultural Industries Branch

140, 4211 - 106 Street NW

Edmonton, AB T6J 6L7

Telephone: 1-888-813-1738

Email: culturalindustries@gov.ab.ca



STAFF REPORT

Title: Request for Funding - Bonnyville and District Chamber of Commerce - Lakeland Business of the Year Awards Gala

Meeting Date: May 14, 2019

Executive Summary:

A letter (attached) has been received from the Lakeland Business of the Year Awards (BOYA) Committee with respect to their 6th Annual Lakeland Business of the Year Awards Gala being held Friday, October 25, 2019 at the Cold Lake Energy Centre. This year's gala will once again be a kick off to Small Business Week.

The Cold Lake Regional Chamber of Commerce (CLRCC) and the Bonnyville & District Chamber of Commerce have amalgamated this event in order to better serve the region. Last year's event was hosted at the Bonnyville Centennial Centre and will alternate in subsequent years.

The Lakeland BOYA Committee are requesting from each of the participating municipalities support by way of a \$1,500.00 "supporting" sponsorship. This sponsorship has been designed to provide an environment to celebrate the accomplishments of Lakeland Businesses.

In return for the sponsorship, the City will receive two (2) tickets to the event, the City's logo on any and all media utilized, small company logo featured in the gala program and on a looped video as well as speaker recognition during the gala.

Background:

In the past, Council has provided the CLRCC with the following venue sponsorships with respect to their Business of the Year Awards ceremony:

- 2009 Business of the Year Awards Ceremony - \$2,500.00
- 2010 Business of the Year Awards Ceremony - \$2,725.00
- 2011 Business of the Year Awards Ceremony - \$2,515.00
- 2012 Business of the Year Awards Ceremony - \$3,000.00
- 2013 Business of the Year Awards Ceremony - \$3,027.00
- 2014 Lakeland Business of the Year Awards Ceremony - \$1,500.00 (held in Bonnyville)
- 2015 Lakeland Business of the Year Awards Ceremony - Motion No. CM20151013.1024 was postponed indefinitely (held in Cold Lake). This was due to the fact that the City already provided a 50% reduction in fees for the Energy Centre Venue.
- 2016 Lakeland Business of the Year Awards Ceremony - \$1,500.00 (held in Bonnyville)
- 2017 Lakeland Business of the Year Awards Ceremony - \$1,500.00 (held in Cold Lake)



- 2018 Lakeland Business of the Year Awards Ceremony - \$1,500.00 (held in Bonnyville)

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 May 14, 2019 agenda, \$27,185.00 has formally been allocated from the 2019 Council Goodwill by motion of Council.

Alternatives:

Council may consider the following options:

- Approve a “supporting” sponsorship in the amount of \$1,500.00
- Not approve a “supporting” sponsorship in the amount of \$1,500.00
- Approve an alternate level of funding

Recommended Action:

That Council support a “supporting” sponsorship in the amount of \$1,500.00 to the 6th Annual Lakeland Business of the Year Awards (BOYA) Gala scheduled for Friday, October 25, 2019, at the Cold Lake Energy Centre, 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



RECEIVED

MAY 03 2019

CITY OF COLD LAKE

April 30, 2019

City of Cold Lake
5513 48th Ave
Cold Lake, AB T9M 1A1

Dear Mayor & Council:

The Chamber of Commerce is a not-for-profit organization that supports the business community. In supporting our business community, we also support the economic growth of our region. We would like to request your support of our efforts in bringing the business community together for a celebration of successes. We at the Chamber feel that celebrating the worthwhile accomplishments of Lakeland businesses will increase morale, self-esteem and pride within our communities, in-turn encouraging businesses to grow and expand.

We will be celebrating business successes at our 6th Annual "**Lakeland Business of the Year Awards Gala**" on October 25, 2019 as a kick off to Small Business Week. The Cold Lake Regional Chamber of Commerce and the Bonnyville Chamber of Commerce continue this collaboration of this prestigious event in order to better serve our region. This year's event will be hosted at the Cold Lake Energy Centre with the 2020 gala being hosted in Bonnyville and alternating in subsequent years.

We are requesting from each of the participating municipalities support by way of a \$1500.00 "Supporting Sponsorship".

In return for your sponsorship you will receive 2 tickets to the event, your logo on any and all media utilized, small company logo featured in Gala program and on a looped video. *Your sponsorship for this event demonstrates your STRONG SUPPORT for the business community.*

We are truly thankful for your past support and look forward to celebrating Lakeland's business successes at this year's Business of the Year Awards Ceremony!

With Grateful Appreciation,

A handwritten signature in blue ink, appearing to read "Megan Wakefield".

Megan Wakefield
Acting Executive Director
Bonnyville & District Chamber of Commerce

Bonnyville
PO Box 6054
Highway 28 West
Bonnyville, AB T9N 2G7
Phone: 780-826-3252
Fax: 780-826-4525

Cold Lake
PO Box 454
4009 - 50th Street,
Cold Lake, AB T9M 1P1
Phone: 780-594-4747
Fax: 780-594-3711



STAFF REPORT

Title: Minutes March 13, 2019 Cold Lake Regional Chamber of Commerce

Meeting Date: May 14, 2019

Executive Summary:

Minutes Cold Lake Regional Chamber of Commerce March 13, 2019

Background:

Alternatives:

Recommended Action:

Type the recommendation here

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

Regular Meeting of the Board of Directors Meeting Minutes

Date/Time: March 13th, 2019 at 6:00pm
Location: Chamber Board Room

ATTENDANCE

PRESENT

President	Ryan Lefebvre
Vice President	Joshua Holman
Directors	Brittany Tucker, Bob Buckle, Raymond Cowell, Sherine Leiper, Susie O'Connor, Megan Nicholls-Shaub
Executive Director	Sherri Bohme
Secretary	Nicole Mansfield

REGRETS

Joanne Roch, Andrea Hemmerling, Lisa Borowitz

1.0 CALL TO ORDER/INTRODUCTIONS

Call to order 6:05 pm

2.0 CONSENT AGENDA (2MIN)

- 2.1 Minutes of February 13, 2018 (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: Brittany motioned to accept the consent agenda as presented. Second by Ray. All in Favor.
Carried

3.0 Adoption of Agenda (5 Mins)

- 3.1 Additions to the Agenda
 - 6.3 – Stockings for Seniors

Motion: Bob motioned to accept agenda as amended. Second by Susie. All in favor. Carried

4.0 Liaison Reports

4.1 City of Cold Lake

- Wrapped up the Alberta 55+ games this past weekend
- Great feedback, lots of participants spoke of returning when the weather is warmer
- Councillor Buckle attended an Eastern AB conference in Medicine Hat. Lots of interesting stats given.
- CATSA is still in the same situation as previously reported. Finalizing with 4 Wing what the deal will look like. Current changes have changed the outlook of using the space previously discussed.

4.2 4 Wing Cold Lake

- Maple Flag is still listed as cancelled
- US Marine Corp are coming in June, staying on the base, similar size as a flag
- Will see some different aircraft than flag. Approx. 3 weeks duration
- Hosting an event on how to do business with DND
 - o Securing contracts, submitting tenders, etc
 - o Dates sometime in May

4.3 Cenovus – Regrets

4.4 Imperial - Regrets

4.5 MD of Bonnyville

- Adventure park is approved.
- Rare flower species study must be done first between June and August
- MD Park expansion to happen this year. New sani dump
- Snow mobile trail through the park
- Flood season preparations are being implemented
- CL Chamber presented at the MDs request to which the MD gave the Chamber \$15,000 grant

5.0 Unfinished Business

5.1 Food Truck Festival Update

- Logo finalized
- Working on marketing
- Meeting with council April 9th or 23rd will have more to report at next meeting

5.2 HLTS Ticket pricing (Per May 2018 minutes) / Update

- Staff gave directors an update on booth sales and the issues that this years show is facing
- Businesses are not committing and we need to have a back up plan
- Discussion on the current ticket prices and the gst.

Motion: Brittany motioned to increase the ticket pricing to be \$10 for adult \$5 for child this will include gst. Second by Ray. All in Favor. Carried.

5.3 Candidate Endorsement

- Nothing to report.
- Committee will set up a meeting before next director meeting

6.0 New Business

6.1 2018 Annual Financials (attached)

- Review of the financials
- Additional line item to reflect the \$15,000 grant from the MD of Bonnyville

Motion: Brittany motioned to accept the amended budget to reflect the \$15,000 grant from the MD of Bonnyville and to present the amended budget at the AGM. Second by Bob. All in Favor. Carried.

Motion: Brittany motioned to accept the 2018 financials as presented. Second by Susie. All in Favor. Carried.

6.2 Proposal from the Alberta Chamber of Commerce (ACC) (attached)

- Engage the services of a leading Canadian market research firm to initiate a sequential series of surveys of a representative sample of Alberta businesses and individuals to build an ACC branded score card of the perspective and priorities of the Alberta business community.
- The chamber would send out 3 surveys/year to members with one additional to the public.
- Discussion on how this would look from a chambers point of view and the value to our members
- Advocacy would be appreciated by our members and we would be recognized at a provincial level as partnered.

6.3 Stockings for Seniors

- Susie and Sherri met with Sandy to discuss the details of the project and how the chamber and members can be involved
- Will have a tree with people's names on it that would like to accept some Christmas cheer. Open to members and public.
- Ornaments will be given to the staff and information given to the company/group/person. Items will be dropped off at the chamber and Sandy will pick up and distribute.
- Sandy will also follow up with the givers if they haven't fulfilled their obligation in a selected amount of time.
- Goal is to still have it coincide with the business mixer

7.0 Open Discussion

7.1 Presidential and Board Member Highlights

8.0 Correspondence/ Round Table Discussion

Brittany is selling Celebrate Life to Northern Lights, staying on as staff for a while
Ageless Living has hired new support staff
SE Design projects approved by MD
Wicked Water Sports is gearing up for summer season
Images Studios is hiring
Chamber is hiring summer student May- August
Sherri attended the Disney Institute Training last week, would encourage attending.
Canada job grant covers approx 2/3rds of the cost. Leadership program

9.0 In Camera

10.0 Next Meeting – April 10th, 2019 @ 6:00pm

11.0 ADJOURNMENT

The meeting was adjourned at 7:48pm

Recording Secretary – Nicole Mansfield

President – Ryan Lefebvre

Date

Date



STAFF REPORT

Title: Minutes March 25, 2019 Cold Lake Library Board

Meeting Date: May 14, 2019

Executive Summary:

Minutes Cold Lake Library Board March 25, 2019

Background:

Alternatives:

Recommended Action:

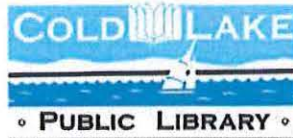
Type the recommendation here

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, Mar 25, 2019
Program Room, South Branch

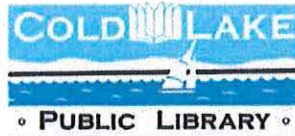
Present: Cynthia Sloychuk, Board Chair
 Marie Manning, Board Vice-Chair
 Darren Robson, Board Secretary / Treasurer
 Councillor Vicky Lefebvre, City of Cold Lake Representative
 Leslie Price, Library Director
 Jeannette Hatta, Board Member
 Daryl Gilroy, Board Member
 Emily Heyne, Board Member

Absent: Calvin Rideout, Board Member

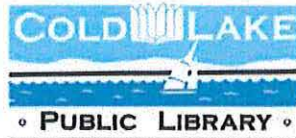
Agenda Item and Discussion	Action
1.0 Call to Order Meeting called to order by Board Chair at 4:25pm.	N/A
2.0 Adoption of Agenda MOTION 2019-018 Moved by Jeanette that the agenda be adopted. Emily seconded.	Carried
3.0 Adoption of Minutes from previous meeting MOTION 2019-019 Moved by Daryl that the minutes of the Feb 2019 meeting be adopted. Marie seconded.	Carried
4.0 Correspondence	N/A
4.1 Letter from MD of Bonnyville confirming 2019 funding amount of \$72,756. The letter is attached to the minutes as Appendix 1.	N/A
4.2 Leslie is looking for a letter from the Board to address replacement light covers in the South Branch. She was placed multiple work orders with the City and received no response. Some covers have fallen to the ground during the night. Emily volunteered to write the letter, but first Vicky will bring up at the next City council meeting.	N/A
5.0 Reports	N/A
5.1 Board Chair Report No report this month.	None



Agenda Item and Discussion	Action
<p>5.2 Library Director Report</p> <p>The Library Director Report for Mar is attached as Appendix 2, and includes the statistics for Feb. In 2020, NLLS says all PCs must have Windows 10. The library currently has 25 PCs with Windows 7m but Leslie does not think all need to be switched. The library will have to fund the transition. Any new PCs purchased in the last couple years have come with Windows 10. Leslie has finished the grant application for the Mosaic event. It needs to be submitted this week, so Board members can review if they wish. The Canada Day 1 display will be delayed slightly until mid-April.</p> <p>With no STEP funding available this year, Vicky remembered that Alberta Metis Association offers funding for a summer student. Leslie did try last year, and even though applicants were passed on, none of them responded when contacted. Leslie will consider looking into the program again this year.</p> <p>MOTION 2019-020</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 continue to revise many of their policies. http://www.nlls.ab.ca/Board-Exec-Minutes</p>	None
<p>5.4 Friends of the Library Report</p> <p>Marie is having difficulty obtaining the second signatures for two key documents needed before closing the Friends. Marilyn had been very ill, but since returning home, Marie has been unable to get in touch with her. She will try again, and if unsuccessful, Vicky will also try to get in touch with her.</p>	None
<p>5.5 Personnel Committee Report</p> <p>The Personnel Committee did not meet last month.</p>	None
<p>5.6 Policy Committee Report</p> <p>The Policy Committee did not meet last month.</p>	None
<p>5.7 Financial Committee Report</p> <p>No report this month.</p>	None
<p>6.0 Priority Items</p>	
<p>6.1 Plan of Service – Final Review</p> <p>Cynthia wrote a short Board message, and Leslie and Darren refined the Plan of Service 2019-2021, which is attached to the minutes as Appendix 3. The Board was provided with the final copy to review before the</p>	



Agenda Item and Discussion	Action
<p>meeting today. Cynthia would like to approve the plan today and asked the Board if they had any final suggestions or corrections. Emily provided two corrections. On Page 2, in the last line of the second paragraph, the line should read “goal” instead of “need” to be consistent. On Page 7, the second sentence should be reworded: “Using public meetings, as well as digital and paper surveys, the Board ...” There were no further changes noted by the Board.</p> <p>MOTION 2019-021</p> <p>Emily moved to approve The City of Cold Lake Library Plan of Service 2019-2021 with the two corrections noted. Jeanette seconded. All members voted in favour.</p> <p>After Darren makes the two changes, Leslie will send the Plan of Service to the PLSB. Item closed.</p>	Carried
7.0 Old Business	N/A
<p>7.1 Library Fines</p> <p>The Policy Committee will review Schedule C next month and update for Board approval. Item open.</p>	Policy
<p>7.2 Surplus Budget Tracking</p> <p>Leslie purchased the digital display from Jesters and it looks great. Leslie is working on the CFEP grant for South Branch painting. The next deadline is May, and decisions on funding will be made by Nov. As for wiring the outdoor stage, Leslie will write a letter to the City to let them know the proposed plan and that we will be seeking quotes. Item open.</p>	Leslie
<p>7.3 Fundraising Committee</p> <p>The Policy Committee will meet next month to update the fundraising policy. Unfortunately, the Public Library Fundraising Conference is full, but Jeanette is on the waiting list. For the literary themed dinner night fundraising proposal, Jeanette looked into obtaining a liquor license and discovered it is not complicated or expensive, but will look into liability issues more. For a raffle/lottery fundraiser, the application is straightforward as well. Leslie passed on a suggestion she learned from the Lacombe library. They just partner with a group who already has a raffle/lottery license, like the Lions Club, who usually has no issues with the library having all of the proceeds. Item open.</p>	Policy
<p>7.4 Board MD Representative</p> <p>Now that the MD has approved the library funding for 2019, Cynthia will write up a letter with Leslie, asking if the MD will provide a library representative. Item open.</p>	Cynthia



Agenda Item and Discussion	Action
<p>7.5 Fundraising – Honey</p> <p>Leslie obtained a project code from the City that will make it easy to track honey purchases and sales. Leslie will continue to purchase honey as required. She will continue advertising honey sales in the newsletter, on the website, and on Facebook. Emily and Jeanette wondered about increased advertising. Darren figured we could wait for now and revisit in a few months once we get a better handle on sales volume. Item closed.</p>	None
<p>8.0 New Business</p>	N/A
<p>8.1 Easter Weekend – Library Closure</p> <p>With Good Friday (19 Apr) a stat holiday, the library is looking to close on the Saturday (20 Apr) and Monday (22 Apr). The staff has requested the closure and knows they will not be paid. Item closed.</p> <p>MOTION 2019-022</p> <p>Marie moved to close the library on April 20 and 22 for Easter weekend. Daryl seconded. All members voted in favour.</p>	Carried
<p>9.0 Next Meeting</p> <p>Monday Apr 29, 2019 at 4:30 PM at the South Branch</p>	None
<p>10.0 Meeting Adjourned at 5:15 pm</p>	N/A



STAFF REPORT

Title: Minutes March 25, 2019 Cold Lake Regional Utility Services Commission

Meeting Date: May 14, 2019

Executive Summary:

Minutes Cold Lake Regional Utility Services Commission March 25, 2019

Background:

Alternatives:

Recommended Action:

Type the recommendation here

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

MINUTES
COLD LAKE REGIONAL UTILITY SERVICES COMMISSION
MONDAY, MARCH 25, 2019 6:00 PM
CITY HALL – COUNCIL CHAMBERS – 5513 – 48TH AVE.

PRESENT	Robert Buckle, Councillor – City of Cold Lake Kirk Soroka, Councillor – City of Cold Lake Jürgen Grau, Councillor – City of Cold Lake Ben Fadeyiw, Councillor – MD of Bonnyville Adam Dul, 4-Wing Kevin Nagoya, Commission Manager Denise Pollard, Recording Secretary
ABSENT	Duane Lay, Councillor – City of Cold Lake Jesse Muskego - Cold Lake First Nations
CALL TO ORDER	R. Buckle called the meeting to order at 6:07 p.m.
ADOPTION OF AGENDA	Moved by B. Fadeyiw that the agenda be adopted as amended to add Old Business item 6.2 Building #9 Force Main Extension - Phase 3 Update. Carried Unanimously
ADOPTION OF MINUTES	Moved by K. Soroka that the minutes of January 28, 2019 be accepted as presented. Carried Unanimously
PUBLIC QUESTION PERIOD	None
DELEGATION	None
OLD BUSINESS	Cold Lake Regional Water Supply Expansion Updates K. Nagoya advised of the following: <ul style="list-style-type: none">• Site Resource Group Inc. have started pipeline work along the Highway 28 corridor; pipeline work within the City limits will begin this spring.• SureForm Contracting Ltd. continues with the Water Treatment Plant upgrades.<ul style="list-style-type: none">◦ Raw water intake is leaking.• Alpha Construction Inc. has poured the concrete slab for the Transfer Station.• 4 Wing reservoir has storage issues; being investigated.• A few land negotiations and crossing agreements remain. Building #9 Force Main Extension - Phase 3 Update K. Nagoya advised that Urlacher Construction Ltd. is working on remediation in an effort to meet the March 31 deadline as stipulated in the EPO. Alberta Environment will be conducting a site visit on April 26. Concerns from the downstream subdivision, Crawford Estates, have been received regarding the berm removal. Concerns will be discussed with Alberta Environment during the site visit.
NEW BUSINESS	Grant Applications K. Nagoya advised that the following grant applications are being prepared for submission: <ul style="list-style-type: none">• Alberta Municipal Water/Wastewater Partnership (AMWWP) - Building 9 Force Main Upgrade – Phase 4• Alberta Municipal Water/Wastewater Partnership (AMWWP) - Wastewater Treatment Facility – Mechanical Upgrade• Green Municipal Fund - Wastewater Treatment Moving Bed Biofilm Reactor Pilot Study<ul style="list-style-type: none">◦ K. Nagoya noted that Green Municipal Fund application required a motion.

MINUTES
COLD LAKE REGIONAL UTILITY SERVICES COMMISSION
MONDAY, MARCH 25, 2019 6:00 PM
CITY HALL – COUNCIL CHAMBERS – 5513 – 48TH AVE.

Moved by K. Soroka that the Board support the Green Municipal Fund grant application for the Wastewater Treatment Moving Bed Biofilm Reactor Pilot Study.

Carried Unanimously

CORRESPONDENCE None


QUESTIONS None

IN-CAMERA None

NEXT MEETING April 25, 2019

ADJOURNMENT Moved by J. Grau that the meeting be adjourned at 7:29 p.m.

Carried Unanimously



Robert Buckle, Chair



Kevin Nagoya, Commission Manager



STAFF REPORT

Title: Minutes April 3, 2019 Economic Development Advisory Committee

Meeting Date: May 14, 2019

Executive Summary:

Minutes Economic Development Advisory Committee April 3, 2019

Background:

Alternatives:

Recommended Action:

Type the recommendation here

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer



**COLD LAKE ECONOMIC DEVELOPMENT
ADVISORY COMMITTEE**

MEETING MINUTES OF WEDNESDAY, APRIL 3, 2019
CHAMBER OF COMMERCE BOARD ROOM

PRESENT

Chairperson Bernard Lefebvre
Councillor Vicky Lefebvre
Councillor Kirk Soroka
Eric North
Larry Ashcroft
John Usher
Norman Perreault

ALSO PRESENT

Howard Pinnock, General Manager Planning and Development
Andrew Serba, Strategic Initiatives Manager
Brad Schultz, Planner
Irene Poirier, Recording Secretary

**Community
Liaisons**

Sherri Buckle, Executive Director Chamber of Commerce

ABSENT

Isabel Myshaniuk, Vice Chairperson; Lorie Jacobsen; Allison Untereiner;

**CALL TO
ORDER**

B. Lefebvre called the meeting to order at 7:00 p.m.

**ADOPTION OF
THE AGENDA**

Moved by N. Perreault that the agenda be adopted.

CARRIED

**ADOPTION OF
THE MINUTES**

Moved by Councillor Soroka that the minutes of the March 7, 2019 Economic Development Advisory Committee meeting be adopted.

CARRIED

OLD BUSINESS

**4.1 "Doing
Business with the
Government"**

E. North reported on the conference preparations:

- soft launch last week.
- A. Serba interjected with information on the soft launch, having received email inquiries and sold 3 tickets as of Monday. People are asking about the agenda and speakers. Tomorrow his department will launch a regional advertising on Facebook and next week put it in the newspaper and on the Cold Lake and Bonnyville radio stations. He is looking into the cost for Lac La Biche and Lloydminster stations.

E. North continued reporting

- tentative speakers and details on session scheduling with flexibility.

Discussion followed.

It was agreed that a letter of invite from the Mayor should go out to the 4 Wing Commander to come and speak and also request for speakers from 4 Wing base.

Discussion followed on options of other speakers such as the WCDIA (Western Canadian Defense Industries Association) and invitations directly to other towns.

Further discussion of outreach and who to contact to assist such as Bob Pezalko with the HUB and Lisa the new director at the RABC. It was discussed that the conference survey be ready also, with about 4 questions.

NEW BUSINESS:

5.1 Sign Ideas

B. Lefebvre distributed pictures of block letter town name signs that attract a lot of tourists and a mock up picture for one that could work on the beach in Cold Lake. Discussion followed for other locations in Cold Lake that would attract tourists for photo opportunities.

B. Lefebvre had inquired from Sylvan Lake about the cost for setting up and purchasing their block letter sign and total price was around \$25,000.

Further discussion around the picture of the 52.5 pound fish and possible mounting of a fish at the Marina for tourist's photo opportunities

It was decided that a June 11th presentation to Council on the City signage with 3 or 4 slides of the sign examples would be put together with the results of the May 22 "Doing Business with the Government" conference.

B. Lefebvre to put together a presentation and on a large Cold Lake block letter sign on the beach and a large fish at the Marina and to bring it to the next meeting for discussion.

5.2 Business Indicators

B. Lefebvre explained what business indicators are in attracting business to an area. He distributed a look at Stettler's community information posted on their website for businesses to get all their information from one place when they are considering Stettler as a business venture place.

Discussion followed on setting up the City webpage with central information of a similar design.

5.2 Chamber of Commerce Updates

S. Buckle reported on the Chamber of Commerce activities:

- involved in the Election Forum scheduled for tomorrow at 5:30 – 7:00pm. Six candidates to speak.
- Trade Show coming next week but had to down size to one arena.
- Feast at the Beach for September long weekend.
- attended the Disney leadership training program in Calgary. It covered leadership, quality of service and employee engagement and was very good.

ROUNDTABLE

N. Perreault stated that a contractor asked if he could buy a ticket at the door for the conference.

Discussion followed on the pros and cons of offering tickets at the door, especially if you need numbers for the lunch.

Councillor Soroka suggested that a request be made in a letter to the Wing Commander for a dedicated 4 Wing liaison to the Economic Development Advisory Committee (EDAC). A. Serba and B. Lefebvre to collaborate on a letter.

A. Serba reported that

- the wayfinding sign program had kicked off and Jolaine was working with roads and the signage examples of Vermillion to put together draft signs for presentation at the Corporate Priorities Committee meeting in June.
- Park signage replacement was being worked on.
- working on the City Wide Garage Sale for August 17-18.
- Commercial Air service has positive movement.

J. Usher suggested that ROABA the Regional One Aboriginal Business Association be informed of the conference event so they could get it out to their contacts.

Councillor Lefebvre reported the March 26th Council Meeting hosted presentations of interest:

- Communities in Bloom is now working with the Community Gardens and will aid in beautifying the City which has Local, Provincial and Federal recognition.
- Cold Lake Cruisers event coming up on August 17.
- McSweeney presented the draft of the Economic Development Strategy report and their suggestions were:



- to assign a committee to work on Cold Lake enhancements.
- have a central place
- seek alternative to Oil and Gas industry
- find new employment plans such as tourism, culture, arts and theatre.
- work on downtown parking.

Councillor Lefebvre stated that the CLFN Economic Development and Tourism Strategy Committee have not met to this date.

Discussion followed on having a Cold Lake Events calendar on a website that is user friendly and eye-catching. An internet search would attract people to the area with easy access to the events occurring. It was deferred to the next meeting for members to present ideas for an events page on the web.

S. Buckle informed EDAC that, being the Visitor Information Centre is accredited through the province, it participated in a survey done by people visiting the Centre. The results were Cold Lake was second highest in surveys returned and the only VIC to get 100% in the survey results.

B. Schultz reported that Annexation was approved so planning proposals are out for work on the Intermunicipal Development Plan and the Municipal Development Plan in the new areas. There will be more public engagement.

ADJOURNMENT


Moved by N. Perreault that the meeting be adjourned, at this time being 9:05 p.m.

CARRIED

NEXT MEETING

May 2, 2019

**ECONOMIC DEVELOPMENT ADVISORY
COMMITTEE**



CHAIRPERSON



DESIGNATED OFFICER



STAFF REPORT

Title: Minutes April 10, 2019 Cold Lake Regional Chamber of Commerce

Meeting Date: May 14, 2019

Executive Summary:

Minutes Cold Lake Regional Chamber of Commerce April 10, 2019

Background:

Alternatives:

Recommended Action:

Type the recommendation here

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

Regular Meeting of the Board of Directors Meeting Minutes

Date/Time: April 10th, 2019 at 6:00pm
Location: Chamber Board Room

ATTENDANCE

PRESENT

President

Ryan Lefebvre

Vice President

Joshua Holman

Directors

Andrea Hemmerling, Bob Buckle, Raymond Cowell, Joanne Roch,
 Sherine Leiper, Susie O'Connor, Megan Nicholls-Shaub

Executive Director

Sherri Bohme

Secretary

Nicole Mansfield

REGRETS

Brittany Tucker

1.0 CALL TO ORDER/INTRODUCTIONS

Call to order 6:06 pm

2.0 CONSENT AGENDA (2MIN)

- 2.1 **Minutes of March 13, 2018** (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: Andrea motioned to accept the consent agenda as amended with the removal of the Comparison Statement. Second by Bob. All in Favor. Carried

3.0 Adoption of Agenda (5 Mins)

3.1 Additions to the Agenda

5.4 – Director Resignation

Motion: Ray motioned to accept agenda as amended. Second by Andrea. All in favor. Carried

4.0 Unfinished Business

4.1 Home & Leisure Trade Show

- Update given regarding the changes at this years Trade Show
- Removal of the staging area has allowed us to combine both arenas and condense the kids zone while still offering a good show
- Volunteers are all in place
- Show open Friday thru to Sunday

4.2 City Business License Policy - Update

- Discussion on the letter sent to the City with regards to the bylaws surrounding business licenses as well as the letter received from administration.
- Add a line to our member applications asking if business currently holds a city license
- Staff will follow up with the City to review the proposal being presented to council to provide feedback if needed.

4.3 Feast at the Beach

4.3.1 Grand funding update

- The request for grant funding has been sent, did receive a follow up call for more information. It has now been sent to the next level for approval.
- Discussion on what the grant is to cover and what it cannot.
- Suggested that the committee meet to move forward with planning

5.0 New Business

5.1 ACC AGM Attendance – Camrose May

- Sherri attends this conference
- Open for a director to attend as well

5.2 CCC AGM – New Brunswick Sept

- Sherri will attend, any directors interested contact the office.

5.3 ACC AGM Host Community 2021

- Can apply for the Community Capital Grant to help fund
- Background and discussion on various ACC AGMs in previous years.
- Board decided to not move forward with hosting the 2021 AGM but will revisit for a future year.

5.4 Director Resignation

- Lisa Borowitz has resigned as director
- Will send out nomination to membership for next meeting

6.0 Open Discussion

6.1 Presidential and Board Member Highlights

7.0 Correspondence/ Round Table Discussion

- City is trying to get involved with the appeal that Imperial has into the Gov.
- Discussion on the issues they are facing
- City have approved the next 3 phases of commercial use at the regional airport
- Local economy is a big concern within the banking industry, ATE closer sent fear that the base would close.
- Report on the All Candidates Forum
- Candidate Endorsement, instead followed the Vote Prosperity platform, tabled the endorsement for Municipal, possibly Federal.
- Board Orientation scheduled for April 16
- Summer Student will attend the AVIP training with Colleen May 6-9

8.0 In Camera

9.0 Next Meeting – May 8th, 2019 @ 6:00pm

11.0 ADJOURNMENT

The meeting was adjourned at 7:25pm

Recording Secretary – Nicole Mansfield

Date

President – Ryan Lefebvre

Date



STAFF REPORT

Title: Chief Administrative Officer's Monthly Report - April 2019

Meeting Date: May 14, 2019

Executive Summary:

This report is intended to provide an update to Council on the activities and projects being conducted by Administration.

General Discussion

Administration hosted a Strategic Priorities Planning Session with Council on January 16, 2019. During this planning session, and further to the budget deliberations, allowed for an opportunity to discuss specific priorities such as the I.D. 349 and the 4 Wing Cold Lake.

A follow-up strategic priorities is being tentatively scheduled May 1, 2019.

Council hosted a strategic priorities planning session on November 14 and 15, 2017. The priorities were adopted at Council's regular meeting on November 28, 2017. All of the issues were pared down to a top 5 and an additional 5 planned priorities. These priorities are as follows:

1. Cold Lake Air Weapons Range Agreement
2. Intermunicipal Collaboration Framework
3. Crime Prevention
4. Annexation: Public Consultation
5. Commercial Air Service
 - Municipal Development Plan
 - Inter-municipal Development Plan
 - Infrastructure: Priorities/Capital Plan Update
 - Economic Development Strategy

The following strategic priorities were identified for advocacy work:

- Criminal Justice System
- Medical Services
- Town of Bonnyville Liaison
- CLFN Liaison



The following are some specific updates:

1. Cold Lake Air Weapons Range Agreement - Council held a strategic planning session on January 16, 2019. Council received an in-camera update at their March 26, 2019 regular meeting of Council. An update will be provided during Council's in-camera session, as required.
 2. Inter-Municipal Collaboration Framework (ICF) - Council has been briefed on the ICF discussion paper. The M.D. of Bonnyville has requested for the City of Cold Lake to hold off discussion in January/February, 2019. At this time, Administration has not received an update from the M.D. of Bonnyville.
 3. Crime Prevention - No further updates to report at this time.
 4. Annexation: Public Consultation - No further updates to report at this time.
 5. Commercial Air Service - 4 Wing Cold Lake provided another tentative draft which is currently being reviewed by Administration. Administration will be presenting the review to Council at their May 21, 2019 Corporate Priorities Committee meeting. Ahead of Council's review, administration has already provided preliminary feedback to 4 Wing.
-
- Municipal Development Plan (MDP) - With the annexation being recently approved, the MDP has been funded in the 2019 budget. Administration has received proposals and will be making a contractual award this week.
 - Inter-Municipal Development Plan (IDP) - With the annexation being recently approved, the IDP has been funded in the 2019 budget. Administration has received proposals and will be making a contractual award this week. (as a joint project to the MDP).
 - Infrastructure Priorities/Capital Plan Update - Administration has drafted a new financial impact model w/ a capital plan framework which was presented at Council's budget deliberations meeting. Based on recent feedback from the Province of Alberta, the capital plan needs to link to the operational plans and business plans, in some form. The current five (5) year business plan is in year 4 of 5 therefore administration is also going to present to Council an updated business plan in tandem to the capital plan. Administration needs a couple months to complete this task.
 - Economic Development Strategy - The City has now accepted the economic development strategy report at their March 26, 2019 regular meeting of Council.



I have included the General Manager's monthly reports to the Chief Administrative Officer for your perusal. Each of the General Manager's report has various departments and/or discipline updates and/or statistics. If you have any questions, please feel free to ask. It should be noted that in some instances, Administration may have to take the question and follow-up with Council.

Meetings

Apr. 1	Weekly Mgmt. Team Mtg.
Apr. 1	Canada Day Fireworks Discussion
Apr. 2	Mtg. RE PILT
Apr. 3	Monthly Executive/Mgmt. Team Mtg.
Apr. 4	Mtg. RE Native Friendship Centre Indigenous Day
Apr. 5	Mtg. w/ Craig Konechny of Beantrees
Apr. 7	Volunteer Appreciation Event
Apr. 8	Weekly Mgmt. Team Mtg.
Apr. 8	Mtg. RE MOU and Small Cell Agreement with Telus
Apr. 8	Mtg. w/ Phil Crump
Apr. 9	Regular Council Mtg.
Apr. 10	Mtg. RE CLFN IR 149A
Apr. 11	Joint Leadership Mtg. w/ CLFN Chief & Council
Apr. 11	WCDIA Teleconference
Apr.	AER Hearing
Apr. 11	Portage College Board of Governors Dinner
Apr. 15	Weekly Mgmt. Team Mtg. ABSENT
Apr. 15-18	VACATION
Apr. 16	Corporate Priorities Committee Mtg. ABSENT
Apr. 19	STAT HOLIDAY
Apr. 22	STAT HOLIDAY
Apr. 22	Weekly Mgmt. Team Mtg. CANC.
Apr. 23	Weekly Mgmt. Team Mtg. Rescheduled
Apr. 23	Cemetery ByLaw Discussion
Apr. 23	Regular Council Mtg.
Apr. 24	City Hall Safety Mtg. ABSENT
Apr. 24	Mtg. w/ Allison
Apr. 25	Mtg. w/ Mr. Engman
Apr. 25	CLRUSC Water Agmt. w/ BRWC



Apr. 26	Mtg. RE FCSS Presentation Planning
Apr. 26	FCSSAA North Zone Speech
Apr. 29	Weekly Mgmt. Team Mtg.
Apr. 29	CLRUSC Mtg.
Apr. 30	Mtg. w/ Ms. Bach
Apr. 30	Mtg. RE Cemetery

Corporate Strategic Initiatives and Communications:

- Assisted with the marketing for the EDAC Contracting in Cold Lake conference
- Assisted with presentation for FCSSAA North Zone meeting presentation
- Meetings RE Economic Development Initiatives
- CARES grant reporting requirements
- Arranged for the City to attend AER hearing RE Cold Lake Expansion Project
- Continue to gather information for annual report
- Began summer program guide production
- Initiated Park Sign Replacement Program (sourced materials, possible contractors, began design)
- Initiated Wayfinding Signage Replacement Program
- Tested podcasting program

Other Activities:

- Daily responses to general inquires and requests
- Arrange media interviews and photo ops
- General advertising and public notices for all City departments
- Attend meetings as required
- Media monitoring
- Updating website
- Posting to social media

Background:

Alternatives:

Recommended Action:

Type the recommendation here



Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer



STAFF REPORT

Title: Report to Chief Administrative Officer - Corporate Services - April 2019

Meeting Date: May 14, 2019

Executive Summary:

The Department of Corporate Services' monthly report is attached.

Background:

Alternatives:

Recommended Action:

Type the recommendation here

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

Report to Chief Administrative Officer

Department:	Corporate Services	Month:	April
Contributors:	Linda Mortenson, Aaron Larson, Mark Boonk, Kristy Isert, Michele McIntosh		
Submitted by:	Linda Mortenson, General Manager of Corporate Services		

General Manager's Meetings:

Apr	
1	City Hall monthly inspection
1	Management mtg.
2	Meeting
3	LGAA conference
4	LGAA conference
5	LGAA conference
8	Management mtg.
8	Assessment mtg.
9	Asset management webinar
10	Corporate Services managers' mtg.
15	Management mtg.
16	Corporate Priorities Committee mtg.
17	Energy Centre Phase III mtg.
17	Municipal Community webinar
17	Assessment mtg.
18	Asset management webinar
18	Meeting with auditors
18	Council mtg.

Administration:

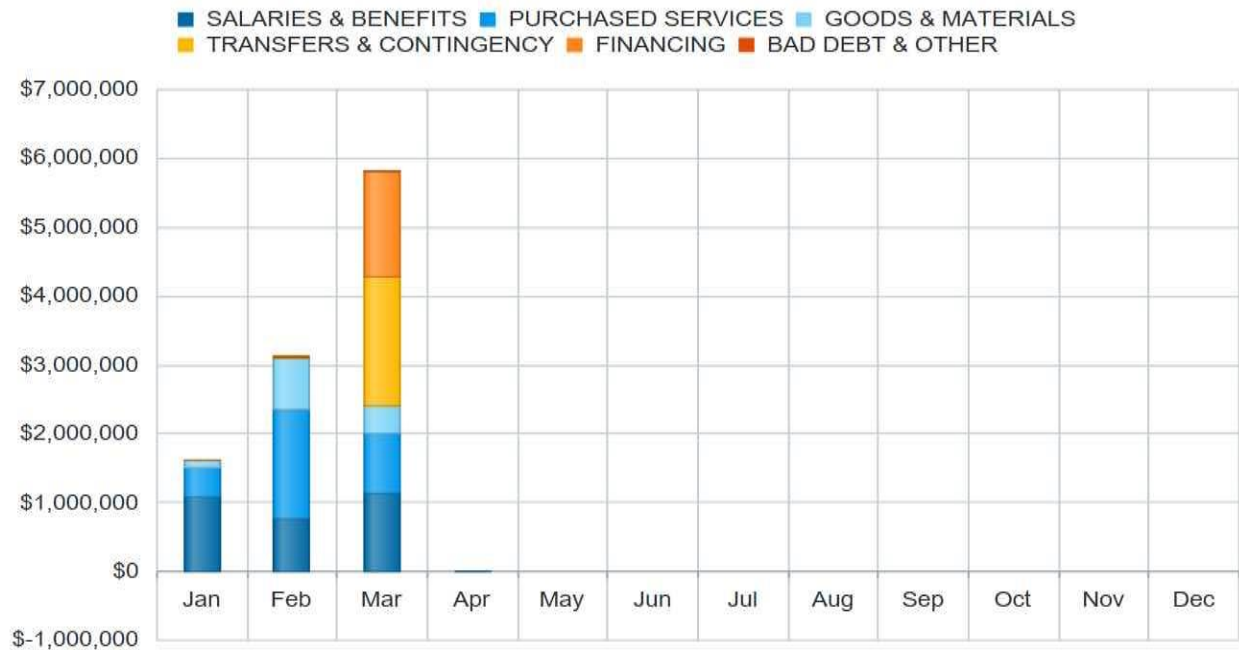
- Agenda preparation and minutes for meetings
- eScribe meetings and migration & implementation
- Schedule various meetings
- Create and update fillable forms, letters, and agreements
- Track returned mail
- Credit card reconciliation
- Various correspondence

Finance:

Year to Date Expense vs Budget (000's)



Expense by Object



Expense, Budget and Prior Year



Utilities

- 31 connects, 28 disconnects and 35 work orders
 - 2452 billed in Cold Lake North, 17 of these were estimated, 273 flat rate
 - 2340 billed in Cold Lake South, 13 of these were estimated, 40 flat rate

Receivable

- 113 Accounts Receivable invoices mailed out; 79 statements mailed out

Accounts Payable

- 718 Accounts Payable invoices processed, 441 Accounts Payable cheques printed

Property Taxes

- 42 tax certificates issued and 32 tax searches completed.
- 29 land title changes processed.
- Taxes receivable totalled \$17,547,336
 - 2019 prepaid taxes - \$1,562,807 (These are tax installment payments received for 2019)
 - Tax arrears for one (1) year - \$2,805,220. These property owners were sent monthly statements regarding their accounts. (\$2,111,537 is related to the 4 Wing property)
 - Two (2) years' arrears - \$2,490,173. These consist of 53 properties. These property owners have been sent warning letter to inform them that their property will be placed on the arrears list by on March 31, 2019. These properties will be placed on the tax arrears list on March 31, 2019 and posted at City Hall. Monthly statements have also been mailed (\$2,258,614 is related to 4 Wing Property)
 - Three (3) year arrears - \$3,016,526. These arrears consist of 7 properties. These properties were placed on the tax arrears list on March 31, 2018 and posted at City Hall and will need to be sold at auction by March 31, 2020 if not

paid. These property owners have been sent monthly statements. These properties were placed on the arrears list on March 31, 2018 (\$2,986,357 is related to 4 Wing Property)

- Four-Five (4) year arrears - \$10,798,224. This consists of 4 Wing and a property on tax agreement. (\$10,797,442 related to 4 Wing Property)
- \$18,153,950 of the total tax arrears is due to assessment dispute for the 4 Wing property.
- There are 21 properties that are currently on tax agreements.

Completed

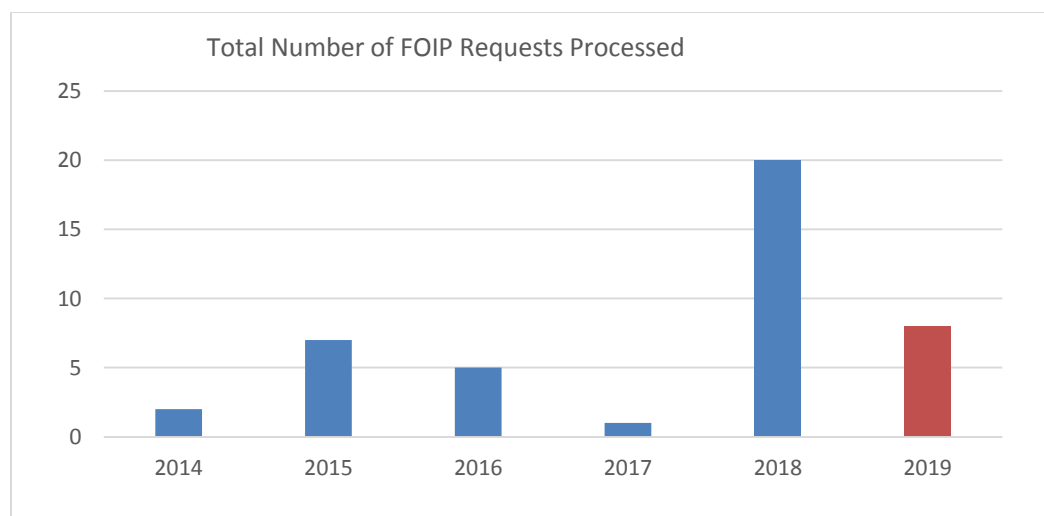
- February 2019 Bank and investment reconciliation and City Summary for Council
- General ledger reconciliation to CLASS, Perfect Mind and Golf Course software for February 2019.
- GST Return for February 2019 completed and filed.
- Variance reports were sent to department managers for all departments in the City.
- Year-end audit was held March 4th to 7th.
- Tax arrears list sent to land titles for registration of properties with 2 year arrears.
- Assessment notices were mailed out March 6th.

Currently Working on

- Working with auditor to have Audited Financial Statements completed and presented to Council in April.
- Preparation of tax rate scenarios for 2019

Legislative:

- **Information Requests & FOIP**
 - 3 new FOIP request received in March; 4 requests are still ongoing and 1 FOIP request completed.
 - 1 ongoing review by the OIPC.
 - FOIP presentation provided to all new staff at orientations.



- **Record Management**
 - **Paper Records – maintenance of record rooms**
 - Efforts to file, digitize and organize all historical land files continues.
 - Organization and ongoing quality control of the Land File room.
 - Record room ongoing purges, review and reorganization of all boxed records.
 - **Electronic Records – “The Dock” (SharePoint/Collabware)**
 - **Transition to “The Dock”:**
 - Recreation Department transition to SharePoint complete.
 - Legislative Services transition to SharePoint is almost complete. Final migration of content has begun.
 - ECSS transition to SharePoint is complete.
 - Finance Department design and creation of the SharePoint site is complete, uploading documents and migrating remaining content into the newly configured system continues.
 - Planning & Development transition to their upgraded SharePoint site is complete, uploading documents and migrating remaining content into the newly configured system continues.
 - Infrastructure (Engineering Department) transition to SharePoint has begun, with prototype site developed and being tested.
 - **Ongoing Maintenance of “The Dock”:**
 - 24 Dock Help Request tickets addressed in March
 - Assisting Planning & Development in the quality control and review of all “open” permit files continues.
 - Ongoing “tweaking” of the finance site as migration continues.
 - **RUSC records**
 - Creation of RUSC “The Dock” site.
 - Review and organization of historic files.
- **Legal Drafting, Research & Review**
 - Increased role in drafting and review of contracts, bylaws and policies. Efforts to standardize municipal records (including agreements) continues. Increased role in interpreting contract obligations and contract enforcement.
 - Increased role in researching and compiling information for policy development, adherence to *Municipal Government Act* amendments, and changes in the law.
 - Maintenance, coordination and organization of all current/closed legal files (paper and electronic) continues.
- **Agreements**
 - Design and implementation of SharePoint workflows to optimize agreement reminders for efficiency and accuracy is complete. Ongoing maintenance continues.
 - Detailed review and information examination of type 1 and type 2 development agreements (with their corresponding development permits) is ongoing.
 - Management of active agreements, and agreement requirements:
 - City has 768 active agreements; 56 new agreements filed in March.
 - RUSC has 127 active agreements with influx from regional waterline project; 9 new agreements filed in March.

- **Appeals**
 - None in February.
 - Training is booked for new ARB and SDAB board members.
- **Privacy Impact Assessments (PIA)**
 - One (1) PIA for transit buses submitted to the OIPC for review. Awaiting a response.
- **Other**
 - Handle general inquiries from staff.
 - Commissioning Oaths of Confidentiality and Affidavits as necessary.

Human Resources:

This month we are currently recruiting internally and externally for the following positions:

- Water Treatment Plant Operator (1 Full-time positions)
- Accountant (1 Full-time position)
- Term Bylaw (1 Term position)

The following positions have been filled this month:

- Casual Climbing Wall Attendant (2 Casual position)
- Finance Manager (1 Full-time position)
- Front Desk Receptionist (1 Part-time position)

Record of Employment:	8
Short Term Disability:	2
Long Term Disability:	3
Union Business:	3 Active Arbitration Files, 1 Human Rights Complaint, 1 FOIP Complaint
Workers Compensation (WCB):	None

Currently working on:

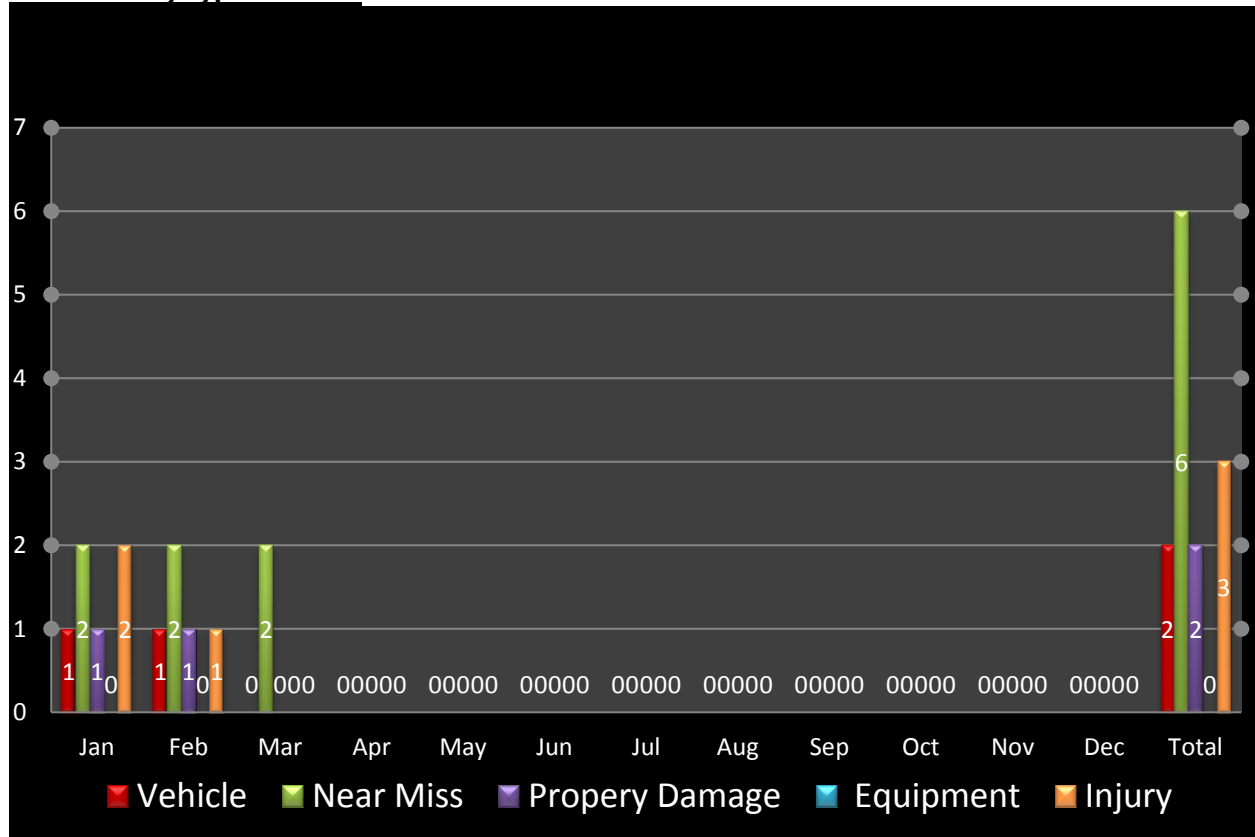
- Updating safe-work practices
- Safety Recognition Program
- Staff Training Programs
- WHMIS training
- Revising/Updating CBA and Human Resource Policies
- Safety COR Certification

Safety:

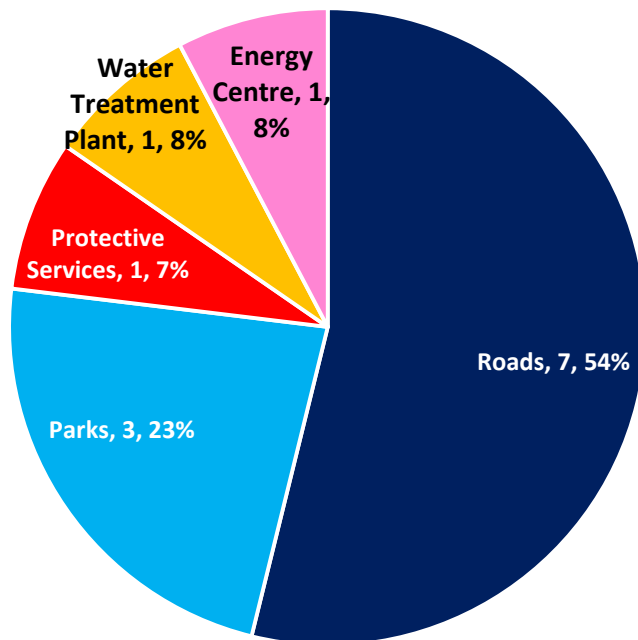
Vehicle incidents to date: 2
 Property damage to date: 2
 Injuries to date: 3
 Near misses to date: 6

Total incidents: 13

Incidents by type of loss:



Incidents by department:



Information Systems and Technology:

Number of tickets closed:	112
Number of tickets opened:	124
Number of tickets still open at end of Month:	112
Number of Surveillance Footage Request:	2
Backup Recovery's:	2
Virus Threats (Online)	168
Junk	58,660
SPAM Email	3945
Phishing Emails	38
Inbound Viruses Caught (Email)	51
Spoofed emails	50

- **Application Updates:** Veeam (VM Backup), ASA Firewalls, CityWorks, Windows 10.
- **Application Installs:** SQL Management Studio (GIS Coordinator), Windows Photo App (Scale House Attendant).
- **Application Support:** SharePoint, Collabware, Printer Address book, Golf course ice Plant, Windows 10, ESET (Anti-Virus), Auto Read (Water meter), CityWorks, ARC reader, ARC GIS web maps, Bellamy, Mitel, Exchange, Content filter.
- **Server Support:** Vsphere, Vcenter, cociGIS4, Mitel UC Server, Idrac, Certificate services.
- **Server Patches:** 44 Windows Servers, SQL, GIS.
- **Desktop Patches:** Windows, Anti-Virus.
- **Hardware Support:** Main Copier, 4 ESX server installs, Golf course PC, FCSS Laptop.
- **Mobile Support:** Android Calendar issues.

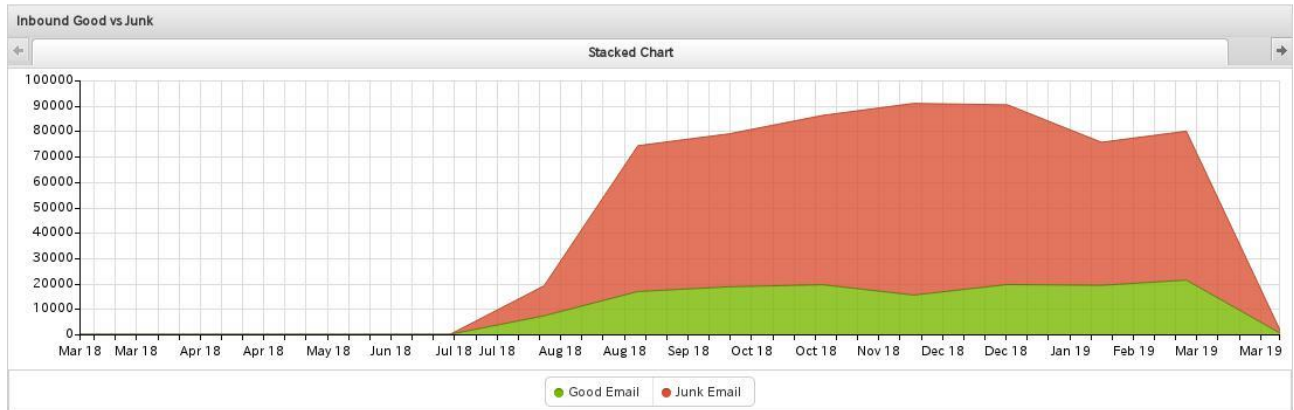
- **Backups (and monitoring):** Macrium, Eset, VM, SQL, Data, Applications, Bellamy (Daily/Weekly), IBM (Quarterly Full system save).
- **AD Support:** User account Setup/Disable, Password Changes. Name Changes.
- **SharePoint Support:** Aggregate Issues, Excel multi tab save issue.
- **Application Testing:** Hikvision Adroid App. Google+City calendar integration.
- **Network:** WIFI WAP install FCSS boardroom, WIFI WAP install Rock wall Energy Centre. WIFI WAP install Zamboni room. Fiber connection between Energy Centre and Grand Stand.

Noteworthy

- 4 new VMWare ESX hosts setup and running to replace the 4 older ESX hosts.
- One older ESX host re-installed and kept as a backup for the new ESX host at the Energy Centre.
- ESX hosts connections to iSCSI SANs discovered and corrected.
- DELL SAN4 at the EC, failing controller battery module replaced under warranty.
- VMWare vSphere admin console for City Hall and Energy Centre replaced with new VCSA VM Appliances.
- Email security service cleared of @coldlake.com addresses from user's whitelists as this was allowing some SPAM emails to arrive in users mailboxes.
- VPN/Remote access accounts to the WTP created for Eramosa Engineering.
- Mitel MiCollab server VM failure. Recovered from backups.
- Active Directory SSL certificate on Exchange server extended for another year.
- Updated Dell iDRAC monitoring on all servers to notify IST via email for any critical hardware events.
- Nitro Pro course development and deployment scheduling.
- The SharePoint aggregate issue is progressing. GU is investigating the solutions we have installed on the farm to see if they are causing the problem.
- The SharePoint Infrastructure Audit action items are complete except for shrinking our oversized content database for The Dock. Sites will be moved off of The Dock content database after Infrastructure is on-boarded.
- GIS now have administrative access to the ArcGIS and Cityworks test environments.
- Fiber, Security cameras, Door swipes being deployed at the Grand Stand.



Monthly Inbound Good vs Junk



Time Span 03/01/2018 12:00 AM - 04/01/2019 10:53 AM

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STAFF REPORT

Title: Report to the Chief Administrative Officer - Infrastructure Services - April 2019

Meeting Date: May 14, 2019

Executive Summary:

TRANSPORTATION SERVICES

Road Maintenance:

- Sign fixing/replacement; ongoing.
- Lane maintenance; as required.
- Spring sweeping complete.
 - 611.11 tonnes of sand collected.
 - Sand in snow dump will be collected when it is dried out.
 - Highway sweeping ongoing to ensure preparedness for line painting contractors.
- Potholes currently being addressed with quick patching material.
- Asphalt Recycler is being tested and serviced
- Assisted contractors and other departments as required.

Fleet Maintenance and Procurement:

- Work Orders for Fleet Maintenance:
 - Mechanics – completed 30 work orders for various departments.
 - Operators – completed 5 work orders for various departments.
 - Contracted Services - 28 work orders were contracted out for various departments.
 - Outstanding - 115 work orders are outstanding for various departments.
- Fuel Consumption:
 - 8,572 liters of gas was dispensed into fleet vehicles for the various departments over 109 transactions.
 - 21,234 liters of diesel was dispensed into fleet vehicles for the various departments over 161 transactions.
- Procurement:
 - Received two (2) new Bobcats as per the Trade-Out Program.

Cold Lake Regional Aerodrome:

- Daily inspections and reporting; ongoing.



- 13 lots are available for lease.
- Runway drainage issues; ongoing.
- GPS publishing; ongoing.
- The Cold Lake Regional Airport Taxiway and Apron Enhancements Project; ongoing.
 - Engineering awarded to CIMA Canada Inc.
 - Construction Tender was awarded to E Construction.

Transit:

- Bus stop and bus shelter maintenance is being provided through a contract with Achieving Eden Ltd.
- Ad sales; ongoing.

Facility Maintenance:

- Responded to 25 work orders for building maintenance services for various departments.
- Facility Maintenance Contracts:
 - LD Septic - Septic tank cleaning at the Airport Transfer Station and Imperial Park; monthly.
 - MT Sync - Spring HVAC, air conditioning and furnace servicing; ongoing.
 - Harvey's Glass - servicing all automatic doors; ongoing.
 - Dunrite Roofing - North Arena Roof; complete.
 - Fleetwood Construction Ltd. - patch and paint North Arena ceilings; ongoing.
 - Value Master Homes - Awarded the Kids Time Out/Daycare Facility Improvements project.

ENVIRONMENTAL SERVICES

Waste Management:

- Curb side collection for regular waste, recycling and organics continues as per the 2018-2019 Waste Collection Schedule.
- Transfer Station and Landfill Summer hours from 9:00 am to 6:00 pm Tuesday to Saturday (April 1, 2019 to October 31, 2019).
- Contract with Urlacher Construction Ltd. for the Class III Landfill Operations; ongoing.
- Distribution and repair of automated waste carts; ongoing as required.
 - 253 new waste carts were received as inventory for new customers and replacements.
- Bailing cardboard that is collected at the Waste Management Facility; ongoing.
- Metal Recycling in progress.
- 2nd scaled construction; ongoing.



- Construction of the new Materials Recycling Facility was awarded to NOVA Construction and Mechanical.
- New recycling truck has been ordered; anticipated to arrive in July.

Water Distribution and Wastewater Collection (Utilities):

- Meter reading; ongoing.
- Addressing trouble meter reads; ongoing.
- Completed water and sewer locates for contractors and homeowners.
- Timely response to emergency call outs for sewer backups, flooding and leaking meters, etc.; ongoing.
- Valve exerciser program; ongoing.

Water and Wastewater Treatment:

- Daily building and reservoir inspections, meter readings, laboratory testing and pump hour records are ongoing as per the Standard Operating Procedures.
- Weekly and monthly water and wastewater samples are collected and the results submitted to Alberta Environment and Environment Canada as per the license approval. All monthly log sheets are submitted online to the respective authorities.
- Repairs were made to facilities as required.
- Repairs to membranes; ongoing.
- Toxicity Reduction Evaluation Plan (TRE); ongoing.
- Lagoon maintenance; ongoing.
- WTP Expansion work commenced on November 12, 2018; ongoing.

ENGINEERING SERVICES

Capital Projects - See attached Capital Project Summary

Geographical Information System (GIS):

- Continued sorting GIS data and related files; ongoing.
- Created maps, queries and large-format printouts as requested by City Staff; ongoing.
- Provided data to subcontractors as requested; ongoing.
- Assisted staff with ArcReader maps; ongoing.
- Updated City Address dataset; ongoing.
- Pothole web application; on going.
- Python SDK of Cityworks installation; ongoing
 - Python coding to generate Service Requests using GIS data.
- Cityworks maintenance and troubleshooting; ongoing.
- Preparing Collector Maps for Hydrants inspections.



- Updating cadastre layer with latest Bellamy records and current assessments.

COLD LAKE REGIONAL UTILITY SERVICES COMMISSION

The last meeting was held on April 25, 2019 at 6:00 pm in City Hall Council Chambers.

Agenda items included:

Delegation:

- Faber LLP, Chartered Professional Accountants

Old Business:

- Cold Lake Regional Water Supply Expansion Updates
 - Potential Frog Lake Water Supply
- Building #9 Force Main Extension - Phase 3

New Business:

- 2018 Financial Statements

Next Meeting June 24, 2019 at 6:00 pm in City Hall Council Chambers.

Background:

Alternatives:

Recommended Action:

Type the recommendation here

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

No	Yr.	DESCRIPTION	ACTIVITY	% COMPLETE	COMMENTS
1	2019	2019 Street Improvement Program	Design	75	This project has been awarded to AECOM. Drawings are currently being completed.
			Construction	0	
2	2019	Residential Lane Construction Program	Design	100	This project has been awarded to SE Design. Drawings are complete.
			Construction	0	Tender closed on April 30 2019 and is currently in review.
3	2019	Street Lighting Enhancement Program	Design	0	Received proposals from ATCO Electric, currently in review
			Construction	0	
5	2019	Annual Trail/Sidewalk Connectivity Program	Design	0	
			Construction	0	
6	2019	Traffic Safety Program Fund	Design	0	Received proposals from ATCO Electric, currently in review
			Construction	0	
7	2019	Material Recycling Facility	Design	85	Proposals received on February 5. NOVA Mechanical and Construction is awarded this project.
			Construction	0	Construction completion date of June 30 2019 Metal structure has been ordered, expected delivery of May 20 2019
8	2019	Building 10 Fire Pump Replacement	Design	0	RFP has been created and posted onto APC. RFP has been closed and proposals are in review.
			Construction	0	
In 9	2019	Grand Centre Memorial Cemetery	Design	90	Project has been awarded to LEEs and Associates, to date they have completed 90% drawings, they are currently under review.
			Construction	0	
10	2019	Kinosoo Beach Phase 3 and 4 - Boardwalk Area and Amphitheatre	Design	0	Awaiting grant funding.
			Construction	0	
11	2019	Pressure Reducing Valve Installation Program (Year 1 of 4)	Design	0	Project has been awarded to AECOM, they have started the design and specifications.

No	Yr.	DESCRIPTION	ACTIVITY	% COMPLETE	COMMENTS
12	2019	Lakeshore Drive Infrastructure Improvements	Design	0	RFP has been created and is currently in the process of review.
			Construction	0	
13	2019	Shallow Sewer Enhancement Program	Design	0	
			Construction	0	
1	2018	2018 Street Improvement Program	Design	100	This project has been awarded to AECOM.
			Construction	50	This project has been awarded to E Construction Ltd. Streets Include: 61 Ave west of 47 St; complete 54 Ave from 54 St to Highway 28 53 Ave west of 57A St Highway 28 from 34 Ave to City Limits; complete Construction on 53 Ave started August 17 2018. High water table has been encountered and options to mitigate its affects are being considered. 53 Ave has been brought up to a gravel standard for the winter. 53 Ave has been removed from this project due to budget restrictions and options are being considered to complete the construction in the future. 54 Ave to be completed by June 30 2019
2	2018	2018 Annual Lane Rehabilitation	Design	100	Engineering has been awarded to SE Design.
			Construction	85	This project was awarded to BlueFlame Contracting Ltd. ATCO gas lowering; complete. Paving; complete. CCC to be issued and minor deficiencies corrected.
3	2018	Cold Lake Regional Airport Taxiway and Apron Enhancements	Design	100	This project has been awarded to CIMA Canada Inc. 2019 additional capital funds approved. Tender closed March 21. Four bids received currently under review.
			Construction	0	This project has been awarded to E-Construction.
4	2018	Imperial Park/Energy Centre South Access Enhancements and	Design	100	Engineering has been awarded to SE Design. Final alignment has been decided and detailed drawings are

No	Yr.	DESCRIPTION	ACTIVITY	% COMPLETE	COMMENTS
		Parking Lot Improvements			completed. Project to be tendered on January 29 2019 and tender closed on February 12 2019.
			Construction	0	Urlacher Construction has been awarded this project. Construction expected to commence on May 13 2019 Completion date of September 15 2019
5	2018	Eagle Ridge Estates Storm System Re-Alignment	Design	98	Engineering has been awarded to SE Design.
			Construction	90	Contractor has installed all storm pipes under the project and are currently connected on both the North and South end. Camera inspections is currently happening and grouting. Final clean up and reshaping of ground will happen in the month of June.
6	2018	Lakeview Cemetery	Design	98	Project was awarded to LEEs and Associates. The design was completed and placed out for Tender, which closed on August 28 th , 2018. The City of Cold Lake did not receive any tenders by the closing time of 2:00 PM on the 28 th . Project will be Retendered in February of 2019.
			Construction	0	
1	2017	2017 Street Improvement Program	Design	100	This project has been awarded to AECOM.
			Construction	95	Construction contract was awarded to Knelsen Sand and Gravel Ltd. Streets include: 1st Avenue (22nd Street – 25th Street) 51st Street (50th Avenue – 54th Ave.) 25th Street (1st Avenue – 3rd Avenue) 16th Avenue (6th Street – 8th Street) Sammut Place All streets have been completed as of July 31 2018. CCC completed. Warranty remains.
2	2017	2017 Annual Commercial Lane	Design	100	Engineering has been awarded to SE Design.
			Construction	95	Project was awarded to Blue Flame Contracting. Lanes include: Lane Behind Express Pizza (54th Ave – 53rd Ave)

No	Yr.	DESCRIPTION	ACTIVITY	% COMPLETE	COMMENTS
					Lane Behind Original Joe's (52nd Ave – 53rd St) – Construction has been completed. CCC issued; warranty remains.
3	2017	2017/2016 Residential Lanes	Design	100	Project was awarded to SE Design.
			Construction	60	Construction was awarded to Urlacher Construction. Lakeridge Lanes; completed. 54 Ave lane – completed- issues with sump water and water table in ditch- inspection remains 62 Street lane – completed- inspection remains Emma's Lane - Gas line replacement; complete. Temp TELUS line placed. Completion delayed until 2019 due to third party line relocation and replacement. Extension for Emmas lane granted till June 30, 2019
4	2017	2017 Sidewalk/Trail Connectivity	Design	100	Design was awarded to SE Design. For the 16 th Avenue trail connecting 16 th Street to existing Millennium Trail.
			Construction	90	Project was awarded to Blue Flame. Finish grading and landscaping completed, CCC issued.
5	2017	49 Street Parking Lane Enhancements	Design	100	Project was awarded to Stantec.
			Construction	95	Project was cancelled in 2017. Construction was retendered in Feb 2018 and awarded to Urlacher Construction. Construction completed. CCC inspection completed.
6	2017	Highway 28 South Enhancements (Phase 2) 51 Street to 43 Avenue	Design	98	Phase 2 of the Highway expansion was awarded to Stantec, as this is a continuation of the Highway 28 enhancement from 2016.
			Construction	95	Project awarded to Knelsen Sand and Gravel Ltd. All work has been completed under the contract. CCC has been signed.
1	2016	2016 Service Roads	Design	95	Project was awarded to Scheffer Andrew, Project includes: 50th Ave between 56 St and 57A St (East Service Rd) and 34 Ave (East of 50 St)

No	Yr.	DESCRIPTION	ACTIVITY	% COMPLETE	COMMENTS
			Construction	98	Project was awarded to E Construction. E Construction has completed all asphalt under the 2016 Service Roads. CCC completed. Surface deficiencies have been noted on service road and are to be rectified prior to signing of FAC.
2	2016	2016 Centre Ave Traffic Signalization	Design	95	This project was awarded to Stantec.
			Construction	98	Construction was completed by Knelsen Sand and Gravel. CCC has been signed.
3	2016	Hwy 28 Enhancement (54 Ave to 52 Ave)	Design	100	This project was awarded to Stantec.
			Construction	95	Project was awarded to Knelsen Sand and Gravel. All work has been completed under the contract. CCC has been signed.
4	2016	2016 South Landfill Scale House	Design	100	Scale House was awarded to Northgate Industries.
			Construction	100	Construction on the scale house has been completed. New scale house was operational on Oct. 23, 2018.
5	2016	2016 South Landfill Access Road re-Alignment	Design	100	Design was awarded to SE Design.
			Construction	95	The project was awarded to PME Inc. The new access road has been completed and CCC has been signed. Warranty remains.
6	2016	Building 4 Manhole Tie-in	Design	100	Developer Portion: Durrance City Portion: SE Design
			Construction	100	FAC issued for City and Developer Portion
7	2016	2016 Kinosoo Zip-Line	Design	98	Engineering was provided to McElhanney.
			Construction	98	The project was awarded to Nova Mechanical. The Zip Line has been installed and was open July 1 st , 2017. FAC walkthrough was completed, deficiencies to be rectified in 2019.
8	2016	2016 Downtown Entry Feature	Design	100	Project was awarded to Stantec. Stantec has supplied conceptual designs which have been presented to council and accepted. Final design has been completed
			Construction	0	Tender closed on April 29 2019 and is currently in review.
1	2015	Fischer Storm water Management Pond	Design	90	Design for Fischer Storm pond has been awarded to Scheffer Andrew and the construction administration has been awarded to SE Design. Design has been completed. Waiting on Province to

No	Yr.	DESCRIPTION	ACTIVITY	% COMPLETE	COMMENTS
					complete the land transfer and registration at Land Titles. Revised Joint Party Agreement prepared for execution.
			Construction	0	Project has not been Tendered.
2	2015	City Hall Parking Lot	Design	100	Awarded to SE Design.
			Construction	98	All surface and electrical work has been completed. CCC has been signed. FAC walkthrough has been completed.
3	2015	Meadows Storm Water Trunk Extension	Design	98	Awarded to Associated Engineering.
			Construction	92	Contract #1 was awarded to REDA Enterprises Ltd. Contractor has completed remaining items under the contract and is currently cluing up minor work. CCC has been completed and signed. Contract 2 was re-tendered as Contract 02 Phase 2 and has been awarded to Thompson Infrastructure Ltd. All underground infrastructure has been completed, storm pipe is connected from East side of Highway 28 to the West side of Highway 28 and is flowing. Contractor is to be back in the spring to complete OGS Units, minor cleanup of landscaping and top lifts of asphalt.
4	2015	Inflow and Infiltration	Report	100	Awarded to ISL Engineering and Land Services. All work associated for I&I has been completed. Final report has been received.
5	2015	25 th Street Arterial Design	Design	75	Awarded to Associated Engineering. Preliminary report received and reviewed; comments have been sent to Associated Engineering. City has received updated drawings, internal review is being completed.
6	2015	Kinosoo Beach Enhancements (Phase 1)	Design	100	Awarded to McElhanney Consulting Services Ltd.
			Construction	98	Awarded to RTM Electrical. CCC has been issued.
7	2015	Kinosoo Beach Enhancements (Phase 2 and 2B)	Design	98	Awarded to McElhanney Consulting Services Ltd.
			Construction	98	Project was awarded to Nova Mechanical. All work has been completed, CCC has been issued. FAC

No	Yr.	DESCRIPTION	ACTIVITY	% COMPLETE	COMMENTS
					walkthrough was completed, deficiencies to be rectified in 2019.
8	2015	2015 Offsite Levy Report	Report	90	Awarded to CORVUS. Report and model complete. Presented to Council October 18, 2016 and to the public December 8, 2016. Council to decide when to implement. Additional presentation to be provided to UDI in May 2017. Yearly review, update and assessment of model required for offsites.
9	2015	South Snow Dump	Design	95	Design was completed by MPE Siemens. The City has reviewed the drawings and posed some questions to MPE pertaining to detainment of sediments through drainage. Updated drawings were received on April 27 th , 2017. Conversation with Alberta Environment is currently happening between MPE (City Consultant) and Alberta Environment.
			Construction	0	Project has not been Tendered.
10	2015	2015 Bus Transit Centre	Design	100	Project was awarded to SE Design.
			Construction	98	The construction was awarded to Superior Concrete Pumping and was completed in 2015. CCC has been completed. FAC walkthrough was completed, still remaining deficiencies to be rectified.
11	2015	4 Wing Splash Park	Design	100	The project was awarded to PlayQuest.
			Construction	98	Construction was also awarded to PlayQuest and was completed in 2015. CCC was completed and awaiting FAC.
12	2015	Building #9 Force Main Extension (Phase 3)- RUSC	Design	100	Project has been awarded to AECOM.
			Construction	95	The project was awarded to Bluebird Contracting. Approximately 500 lineal meters of HDPE and all valve chambers were installed. The remaining HDPE was recently installed by Urlacher Construction due to the force main leak. Pressure test has been completed and passed.
13	2015	Building 4 Lift Station Improvement Project- RUSC	Design	100	Awarded to MPE Siemens Engineering Ltd.
			Construction	98	Awarded to Alpha Construction. CCC has been signed. FAC walkthrough has been completed and contractor is to rectify all deficiencies prior to signing of FAC.

No	Yr.	DESCRIPTION	ACTIVITY	% COMPLETE	COMMENTS
14	2015	Forest Heights Sanitary Extension	Design	100	Awarded to MMM Group Ltd.
			Construction	98	Awarded to Urlacher Construction. All construction under this project is complete. CCC has been issued. FAC remaining.
1	2014	Landslide Remediation	Design	100	Awarded to AECOM. Affected properties include: 1410, 1414 and 1418 Horseshoe Bay Estates.
			Construction	98	Awarded to Get Green Erosion Control Inc. Get Green completed landscaping under this project. Proposal has been approved for stability assessment as 1414 Horseshoe Bay home is now removed. A second survey is performed to facilitate the stability analysis.
2	2014	Kinosoo Beach Splash Park	Design	100	Awarded to McElhanney Consulting Services Ltd.
			Construction	98	Awarded to PlayQuest Recreation. Construction has been completed. CCC has been issued.
3	2014	1st Avenue Water Main and Street Improvement	Design	100	Awarded to McElhanney Consulting Services Ltd.
			Construction	98	Awarded to Clearway Construction Inc. FAC outstanding. Walkthrough was completed with Contractor and Consultant in 2018. Deficiencies to be rectified in 2019.



STAFF REPORT

Title: Report to Chief Administrative Officer - Planning and Development Services - April 2019

Meeting Date: May 14, 2019

Executive Summary:

The report provides comparative statistics of the building and development activities, during 2016, 2017, 2018 and up to the current month of April 2019, within the Planning and Development department.

Background:

The comparative statistical report to the end of April 2019, is attached

Alternatives:

Recommended Action:

Type the recommendation here

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

**Building Permit Stats Comparison
2016 - 2019**

Report ending APRIL 2019

2016

2017

2018

2019

January		
New Residential-SF		
Reno. Residential		
Multi-Family Residential		
Commercial		
Commercial Renovation	\$ 53,500.00	3
Accessory Buildings		
Secondary Suites		
Industrial		
Institutional		
Demolition		
Other (Decks/Signs, etc.)	\$ 5,500.00	1
Total	\$ 59,000.00	4

January		
New Residential-SF	\$ 500,000.00	2
Reno. Residential	\$ 55,000.00	2
Multi-Family Residential		
Commercial	\$ 50,000.00	1
Commercial Renovation		
Accessory Buildings		
Secondary Suites		
Industrial		
Institutional		
Demolition		
Other (Decks/Signs, etc.)		
Total	\$ 605,000.00	5

January		
New Residential-SF	\$ 1,200,000.00	3
Reno. Residential	\$ 30,000.00	2
Multi-Family Residential		
Commercial		
Commercial Renovation	\$ 1,450,000.00	1
Accessory Buildings	\$ 130,000.00	1
Secondary Suites		
Industrial		
Institutional		
Demolition		
Other (Decks/Signs, etc.)		
Total	\$ 2,810,000.00	7

January		
New Residential-SF		
Reno. Residential	\$ 23,000.00	2
Multi-Family Residential		
Commercial		
Commercial Renovation		
Accessory Buildings		
Secondary Suites		
Industrial		
Institutional		
Demolition		
Other (Decks/Signs, etc.)		
Total	\$ 23,000.00	2

February		
New Residential-SF		2
Reno. Residential	\$ 500.00	1
Multi-Family Residential		
Commercial	\$ 1,150,000.00	1
Commercial Renovation	\$ 915,000.00	2
Accessory Buildings		
Secondary Suites		
Industrial		
Institutional		
Demolition		
Other (Decks/Signs, etc.)		1
Total	\$ 2,065,500.00	7

February		
New Residential-SF	\$ 740,000.00	2
Reno. Residential		
Multi-Family Residential		
Commercial		
Commercial Renovation	\$ 365,000.00	2
Accessory Buildings		
Secondary Suites		
Industrial		
Institutional	\$ 36,000.00	1
Demolition		
Other (Decks/Signs, etc.)		
Total	\$ 1,141,000.00	5

February		
New Residential-SF	\$ 350,000.00	1
Reno. Residential	\$ 20,000.00	1
Multi-Family Residential		
Commercial		
Commercial Renovation	\$ 35,000.00	1
Accessory Buildings		
Secondary Suites	\$ 20,000.00	1
Industrial		
Institutional		
Demolition		
Other (Decks/Signs, etc.)	\$ 80,000.00	2
Total	\$ 505,000.00	6

February		
New Residential-SF	\$ 200,000.00	1
Reno. Residential		
Multi-Family Residential		
Commercial		
Commercial Renovation	\$ 72,000.00	2
Accessory Buildings		
Secondary Suites	\$ 10,000.00	1
Industrial		
Institutional		
Demolition		
Other (Decks/Signs, etc.)	\$ 5,500.00	1
Total	\$ 287,500.00	5

March		
New Residential-SF	\$ 1,265,000.00	7
Reno. Residential	\$ 30,000.00	6
Multi-Family Residential		
Commercial		
Commercial Renovation		
Accessory Buildings		
Secondary Suites		
Industrial		
Institutional	\$ 20,000.00	1
Demolition	\$ 42,500.00	1
Other (Decks/Signs, etc.)	\$ 27,803.90	1
Total	\$ 1,385,303.90	16

March		
New Residential-SF	\$ 1,500,000.00	7
Reno. Residential	\$ 67,000.00	3
Multi-Family Residential		
Commercial		
Commercial Renovation		
Accessory Buildings		
Secondary Suites		
Industrial		
Institutional		
Demolition		
Other (Decks/Signs, etc.)		
Total	\$ 1,567,000.00	10

March		
New Residential-SF	\$ 600,000.00	3
Reno. Residential	\$ 13,000.00	3
Multi-Family Residential		
Commercial		
Commercial Renovation	\$ 30,000.00	1
Accessory Buildings		
Secondary Suites		
Industrial		
Institutional	\$ 950,000.00	1
Demolition	\$ 2,000.00	1
Other (Decks/Signs, etc.)	\$ 10,000.00	2
Total	\$ 1,605,000.00	11

March		
New Residential-SF	\$1,000,000.00	3
Reno. Residential	\$240,000.00	5
Multi-Family Residential		
Commercial	\$1,400,000.00	1
Commercial Renovation		
Accessory Buildings		
Secondary Suites		
Industrial		
Institutional		
Demolition		
Other (Decks/Signs, etc.)	\$2,500.00	1
Total	\$2,642,500.00	10

**Building Permit Stats Comparison
2016 - 2019**

Report ending APRIL 2019

2016

2017

2018

2019

April		
New Residential-SF	\$ 1,560,000.00	6
Reno. Residential	\$ 70,000.00	3
Multi-Family Residential		
Commercial		
Commercial Renovation		
Accessory Buildings		
Secondary Suites	\$ 40,000.00	1
Industrial		
Institutional		
Demolition	\$ 11,000.00	2
Other (Decks/Signs, etc.)	\$ 325,060.99	9
Total	\$ 2,006,060.99	21

April		
New Residential-SF		
Reno. Residential	\$ 13,100.00	2
Multi-Family Residential		
Commercial		
Commercial Renovation	\$ 350,000.00	1
Accessory Buildings	\$ 5,000.00	1
Secondary Suites		
Industrial		
Institutional	\$ 45,000.00	1
Demolition		
Other (Decks/Signs, etc.)	\$ 39,500.00	4
Total	\$ 452,600.00	9

April		
New Residential-SF		
Reno. Residential	\$ 30,000.00	2
Multi-Family Residential		
Commercial		
Commercial Renovation	\$ 1,897,400.00	3
Accessory Buildings	\$ 38,000.00	1
Secondary Suites		
Industrial		
Institutional		
Demolition		
Other (Decks/Signs, etc.)	\$ 14,400.00	3
Total	\$ 1,979,800.00	9

April		
New Residential-SF	\$1,685,390.00	4
Reno. Residential	\$33,000.00	3
Multi-Family Residential		
Commercial		
Commercial Renovation	\$669,000.00	3
Accessory Buildings	\$2,000.00	1
Secondary Suites		
Industrial		
Institutional	\$748,085.45	1
Demolition		
Other (Decks/Signs, etc.)	\$20,360.00	3
Total	\$3,157,835.45	15

May		
New Residential-SF	\$ 600,000.00	3
Reno. Residential	\$ 300,000.00	6
Multi-Family Residential		
Commercial		
Commercial Renovation	\$ 8,500.00	1
Accessory Buildings		
Secondary Suites		
Industrial		
Institutional	\$ 20,000.00	1
Demolition	\$ 160,000.00	2
Other (Decks/Signs, etc.)	\$ 5,100.00	2
Total	\$ 1,093,600.00	15

May		
New Residential-SF	\$ 640,000.00	2
Reno. Residential	\$ 51,000.00	4
Multi-Family Residential		
Commercial		
Commercial Renovation		
Accessory Buildings	\$ 44,713.00	2
Secondary Suites		
Industrial		
Institutional		
Demolition		
Other (Decks/Signs, etc.)	\$ 6,000.00	2
Total	\$ 741,713.00	10

May		
New Residential-SF	\$ 600,000.00	3
Reno. Residential	\$ 209,194.28	3
Multi-Family Residential		
Commercial		
Commercial Renovation	\$ 344,000.00	3
Accessory Buildings	\$ 64,000.00	2
Secondary Suites	\$ 30,000.00	1
Industrial		
Institutional		
Demolition	\$ 1,000.00	2
Other (Decks/Signs, etc.)	\$ 94,000.00	4
Total	\$ 1,342,194.28	18

May		
New Residential-SF		
Reno. Residential		
Multi-Family Residential		
Commercial		
Commercial Renovation		
Accessory Buildings		
Secondary Suites		
Industrial		
Institutional		
Demolition		
Other (Decks/Signs, etc.)		
Total	\$ -	0

June		
New Residential-SF	\$ 710,000.00	3
Reno. Residential	\$ 120,000.00	4
Multi-Family Residential		
Commercial	\$ 3,400,000.00	1
Commercial Renovation	\$ 22,500.00	3
Accessory Buildings	\$ 46,500.00	4
Secondary Suites		
Industrial		
Institutional	\$ 326,000.00	2
Demolition	\$ 160,900.00	2
Other (Decks/Signs, etc.)	\$ 72,500.00	5
Total	\$ 4,858,400.00	24

June		
New Residential-SF	\$ 2,240,000.00	9
Reno. Residential		
Multi-Family Residential		
Commercial		
Commercial Renovation	\$ 267,000.00	2
Accessory Buildings	\$ 23,317.83	4
Secondary Suites		
Industrial		
Institutional	\$ 506,500.00	2
Demolition		
Other (Decks/Signs, etc.)	\$ 1,300.00	1
Total	\$ 3,038,117.83	18

June		
New Residential-SF		
Reno. Residential	\$ 20,000.00	1
Multi-Family Residential		
Commercial		
Commercial Renovation	\$ 90,000.00	1
Accessory Buildings	\$ 15,000.00	1
Secondary Suites	\$ 20,000.00	1
Industrial		
Institutional		
Demolition		
Other (Decks/Signs, etc.)	\$ 10,700.00	3
Total	\$ 155,700.00	7

June		
New Residential-SF		
Reno. Residential		
Multi-Family Residential		
Commercial		
Commercial Renovation		
Accessory Buildings		
Secondary Suites		
Industrial		
Institutional		
Demolition		
Other (Decks/Signs, etc.)		
Total	\$ -	0

**Building Permit Stats Comparison
2016 - 2019**

Report ending APRIL 2019

2016

2017

2018

2019

July		
New Residential-SF	\$ 240,000.00	1
Reno. Residential	\$ 42,000.00	1
Multi-Family Residential		
Commercial		
Commercial Renovation	\$ 330,575.00	3
Accessory Buildings		
Secondary Suites		
Industrial		
Institutional		
Demolition		
Other (Decks/Signs, etc.)	\$ 12,000.00	2
Total	\$ 624,575.00	7

July		
New Residential-SF	\$ 1,000,000.00	4
Reno. Residential	\$ 3,000.00	2
Multi-Family Residential		
Commercial		
Commercial Renovation		
Accessory Buildings	\$ 9,200.00	3
Secondary Suites		
Industrial		
Institutional	\$ 110,000.00	1
Demolition		1
Other (Decks/Signs, etc.)	\$ 79,267.05	5
Total	\$ 1,201,467.05	16

July		
New Residential-SF		
Reno. Residential	\$ 16,000.00	1
Multi-Family Residential		
Commercial		
Commercial Renovation	\$ 260,000.00	2
Accessory Buildings	\$ 25,000.00	1
Secondary Suites		
Industrial		
Institutional		
Demolition	\$ 28,500.00	5
Other (Decks/Signs, etc.)	\$ 63,500.00	1
Total	\$ 393,000.00	10

July		
New Residential-SF		
Reno. Residential		
Multi-Family Residential		
Commercial		
Commercial Renovation		
Accessory Buildings		
Secondary Suites		
Industrial		
Institutional		
Demolition		
Other (Decks/Signs, etc.)		
Total	\$ -	0

August		
New Residential-SF	\$ 1,040,000.00	5
Reno. Residential	\$ 66,500.00	5
Multi-Family Residential		
Commercial		
Commercial Renovation	\$ 8,520.00	1
Accessory Buildings	\$ 48,000.00	2
Secondary Suites		
Industrial		
Institutional	\$ 700,124.00	1
Demolition	\$ 12,600.00	1
Other (Decks/Signs, etc.)	\$ 31,000.00	5
Total	\$ 1,906,744.00	20

August		
New Residential-SF	\$ 990,000.00	4
Reno. Residential	\$ 4,000.00	2
Multi-Family Residential		
Commercial		
Commercial Renovation		
Accessory Buildings	\$ 22,000.00	2
Secondary Suites		
Industrial		
Institutional		
Demolition		
Other (Decks/Signs, etc.)	\$ 80,800.00	5
Total	\$ 1,096,800.00	13

August		
New Residential-SF	\$ 600,000.00	2
Reno. Residential	\$ 37,600.00	3
Multi-Family Residential		
Commercial		
Commercial Renovation	\$ 90,000.00	1
Accessory Buildings	\$ 1,000.00	2
Secondary Suites		
Industrial		
Institutional	\$ 150,000.00	1
Demolition		
Other (Decks/Signs, etc.)		
Total	\$ 878,600.00	9

August		
New Residential-SF		
Reno. Residential		
Multi-Family Residential		
Commercial		
Commercial Renovation		
Accessory Buildings		
Secondary Suites		
Industrial		
Institutional		
Demolition		
Other (Decks/Signs, etc.)		
Total	\$ -	0

September		
New Residential-SF	\$ 570,000.00	2
Reno. Residential	\$ 50,400.00	1
Multi-Family Residential		
Commercial	\$ 320,000.00	1
Commercial Renovation	\$ 85,000.00	1
Accessory Buildings	\$ 25,000.00	1
Secondary Suites		
Industrial		
Institutional	\$ 20,450,000.00	3
Demolition		1
Other (Decks/Signs, etc.)	\$ 51,000.00	5
Total	\$ 21,551,400.00	15

September		
New Residential-SF	\$ 2,000,000.00	8
Reno. Residential		
Multi-Family Residential		
Commercial		
Commercial Renovation		
Accessory Buildings		
Secondary Suites		
Industrial		
Institutional	\$ 229,000.00	1
Demolition		
Other (Decks/Signs, etc.)	\$ 31,500.00	2
Total	\$ 2,260,500.00	11

September		
New Residential-SF	\$ 925,000.00	4
Reno. Residential	\$ 44,000.00	5
Multi-Family Residential		
Commercial		
Commercial Renovation	\$ 150,000.00	1
Accessory Buildings		
Secondary Suites		
Industrial		
Institutional		
Demolition	\$ 53,200.00	3
Other (Decks/Signs, etc.)		
Total	\$ 1,172,200.00	13

September		
New Residential-SF		
Reno. Residential		
Multi-Family Residential		
Commercial		
Commercial Renovation		
Accessory Buildings		
Secondary Suites		
Industrial		
Institutional		
Demolition		
Other (Decks/Signs, etc.)		
Total	\$ -	0

**Building Permit Stats Comparison
2016 - 2019**

Report ending APRIL 2019

2016

2017

2018

2019

October		
New Residential-SF	\$ 2,115,000.00	9
Reno. Residential	\$ 73,500.00	5
Multi-Family Residential		
Commercial		
Commercial Renovation		
Accessory Buildings	\$ 70,000.00	1
Secondary Suites	\$ 30,000.00	1
Industrial		
Institutional		
Demolition		
Other (Decks/Signs, etc.)	\$ 11,768.00	2
Total	\$ 2,300,268.00	18

October		
New Residential-SF	\$ 783,742.60	3
Reno. Residential	\$ 76,000.00	7
Multi-Family Residential		
Commercial		
Commercial Renovation	\$ 130,000.00	2
Accessory Buildings	\$ 75,500.00	2
Secondary Suites		
Industrial		
Institutional		
Demolition	\$ 2,000.00	1
Other (Decks/Signs, etc.)	\$ 19,000.00	5
Total	\$ 1,086,242.60	20

October		
New Residential-SF		
Reno. Residential	\$ 33,500.00	3
Multi-Family Residential		
Commercial	\$ 900,000.00	1
Commercial Renovation		
Accessory Buildings		
Secondary Suites	\$ 18,000.00	1
Industrial		
Institutional		
Demolition		
Other (Decks/Signs, etc.)	\$ 2,200.00	2
Total	\$ 953,700.00	7

October		
New Residential-SF		
Reno. Residential		
Multi-Family Residential		
Commercial		
Commercial Renovation		
Accessory Buildings		
Secondary Suites		
Industrial		
Institutional		
Demolition		
Other (Decks/Signs, etc.)		
Total		

November		
New Residential-SF	\$ 672,000.00	3
Reno. Residential		
Multi-Family Residential		
Commercial		
Commercial Renovation		
Accessory Buildings		
Secondary Suites		
Industrial		
Institutional		
Demolition	\$ 94,750.00	1
Other (Decks/Signs, etc.)	\$ 43,677.31	2
Total	\$ 810,427.31	6

November		
New Residential-SF		
Reno. Residential	\$ 20,000.00	1
Multi-Family Residential		
Commercial		
Commercial Renovation	\$ 41,000.00	1
Accessory Buildings		
Secondary Suites		
Industrial		
Institutional		
Demolition		
Other (Decks/Signs, etc.)		1
Total	\$ 61,000.00	3

November		
New Residential-SF		
Reno. Residential		
Multi-Family Residential		
Commercial	\$ 850,000.00	1
Commercial Renovation	\$ 60,000.00	3
Accessory Buildings		
Secondary Suites		
Industrial		
Institutional	\$ 116,761.00	1
Demolition		
Other (Decks/Signs, etc.)	\$ 16,000.00	1
Total	\$ 1,042,761.00	6

November		
New Residential-SF		
Reno. Residential		
Multi-Family Residential		
Commercial		
Commercial Renovation		
Accessory Buildings		
Secondary Suites		
Industrial		
Institutional		
Demolition		
Other (Decks/Signs, etc.)		
Total	\$ -	0

December		
New Residential-SF		
Reno. Residential	\$ 3,500.00	1
Multi-Family Residential		
Commercial		
Commercial Renovation		
Accessory Buildings		
Secondary Suites		
Industrial		
Institutional		
Demolition		
Other (Decks/Signs, etc.)	\$ 3,500.00	3
Total	\$ 7,000.00	4

December		
New Residential-SF		
Reno. Residential	\$ 20,000.00	1
Multi-Family Residential		
Commercial		
Commercial Renovation		
Accessory Buildings	\$ 25,000.00	1
Secondary Suites		
Industrial		
Institutional		
Demolition	\$ 2,000.00	1
Other (Decks/Signs, etc.)	\$ 19,000.00	2
Total	\$ 66,000.00	5

December		
New Residential-SF	\$ 1,500,000.00	5
Reno. Residential	\$ 129,000.00	8
Multi-Family Residential		
Commercial		
Commercial Renovation		
Accessory Buildings		
Secondary Suites		
Industrial		
Institutional		
Demolition		
Other (Decks/Signs, etc.)		
Total	\$ 1,629,000.00	13

December		
New Residential-SF		
Reno. Residential		
Multi-Family Residential		
Commercial		
Commercial Renovation		
Accessory Buildings		
Secondary Suites		
Industrial		
Institutional		
Demolition		
Other (Decks/Signs, etc.)		
Total	\$ -	0

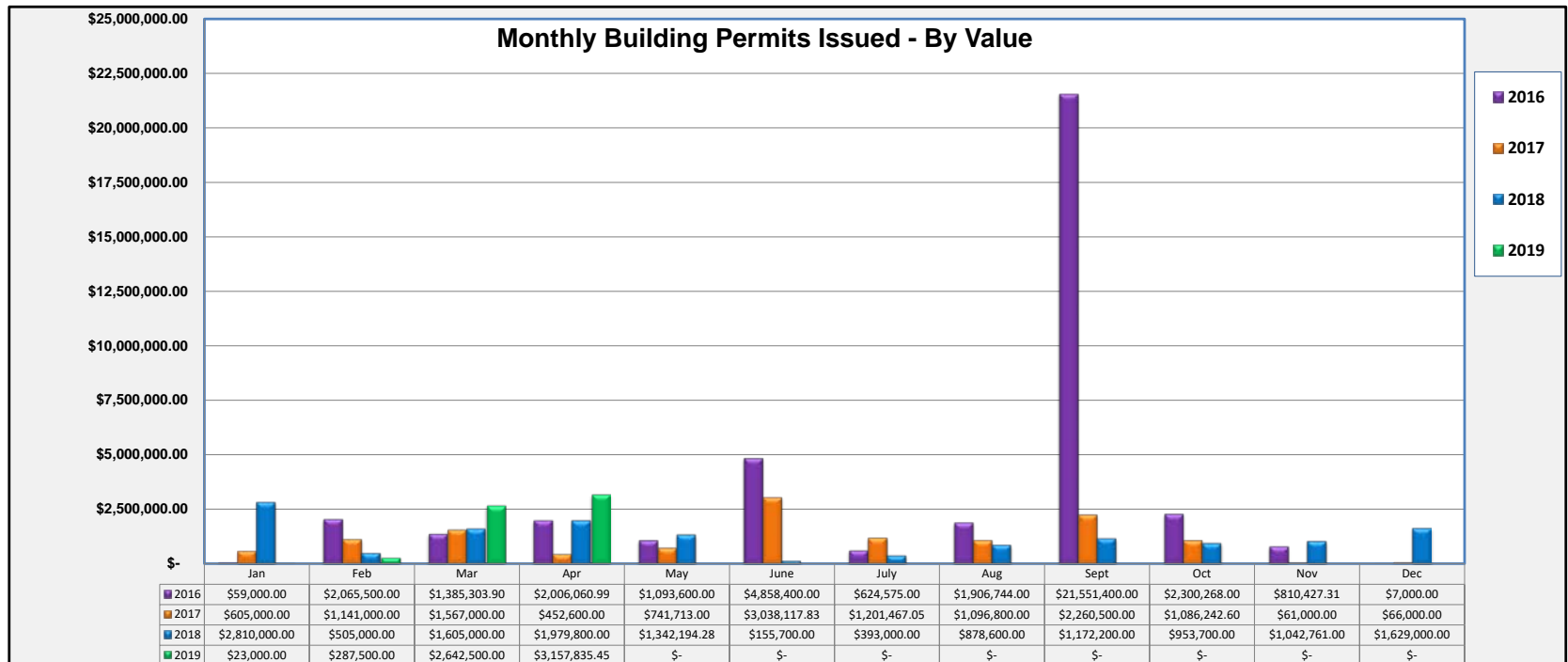
2016 Total \$ 38,668,279.20 157

2017 Total \$ 13,317,440.48 125

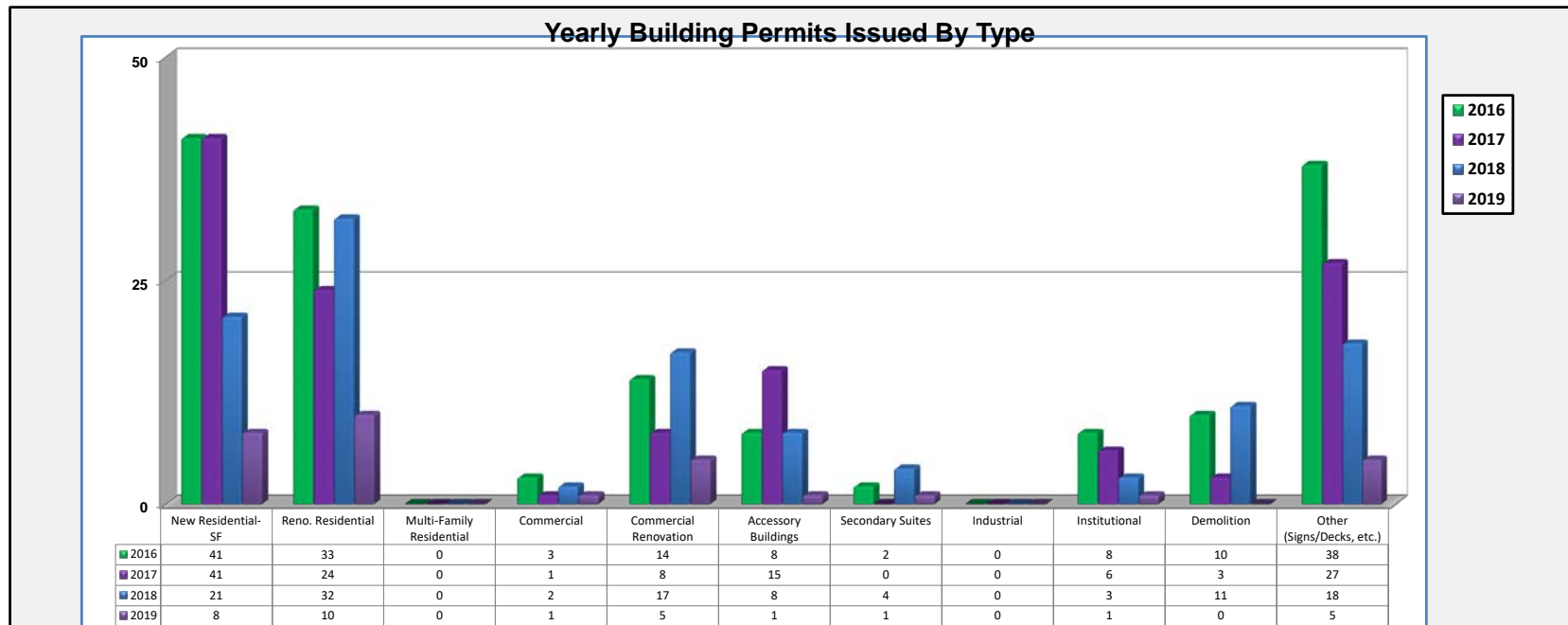
2018 Total \$ 14,466,955.28 116

2019 Total \$ 6,110,835.45 32

Data Summary - Building Permits by Value of Permits Issued				
	2016	2017	2018	2019
Jan	\$ 59,000.00	\$ 605,000.00	\$ 2,810,000.00	\$ 23,000.00
Feb	\$ 2,065,500.00	\$ 1,141,000.00	\$ 505,000.00	\$ 287,500.00
Mar	\$ 1,385,303.90	\$ 1,567,000.00	\$ 1,605,000.00	\$ 2,642,500.00
Apr	\$ 2,006,060.99	\$ 452,600.00	\$ 1,979,800.00	\$ 3,157,835.45
May	\$ 1,093,600.00	\$ 741,713.00	\$ 1,342,194.28	-
June	\$ 4,858,400.00	\$ 3,038,117.83	\$ 155,700.00	-
July	\$ 624,575.00	\$ 1,201,467.05	\$ 393,000.00	-
Aug	\$ 1,906,744.00	\$ 1,096,800.00	\$ 878,600.00	-
Sept	\$ 21,551,400.00	\$ 2,260,500.00	\$ 1,172,200.00	-
Oct	\$ 2,300,268.00	\$ 1,086,242.60	\$ 953,700.00	-
Nov	\$ 810,427.31	\$ 61,000.00	\$ 1,042,761.00	-
Dec	\$ 7,000.00	\$ 66,000.00	\$ 1,629,000.00	-
Total	\$ 38,668,279.20	\$ 13,317,440.48	\$ 14,466,955.28	\$ 6,110,835.45



Data Summary - Building Permits by Type of Permit Issued				
PERMIT TYPE	2016	2017	2018	2019
New Residential-SF	41	41	21	8
Reno. Residential	33	24	32	10
Multi-Family Residential	0	0	0	0
Commercial	3	1	2	1
Commercial Renovation	14	8	17	5
Accessory Buildings	8	15	8	1
Secondary Suites	2	0	4	1
Industrial	0	0	0	0
Institutional	8	6	3	1
Demolition	10	3	11	0
Other (Signs/Decks, etc.)	38	27	18	5
Total	157	125	116	32



**Development Permit Stats Comparison
2016 - 2019**

Report ending APRIL 2019

2016			2017			2018			2019		
January			January			January			January		
New Residential-SF			New Residential-SF	\$ 200.00	2	New Residential-SF	\$ 200.00	2	New Residential-SF	\$ 200.00	2
Reno. Residential			Reno. Residential			Reno. Residential			Reno. Residential		
Multi-Family Residential			Multi-Family Residential			Multi-Family Residential			Multi-Family Residential		
Commercial			Commercial			Commercial			Commercial		
Commercial Renovation			Commercial Renovation			Commercial Renovation			Commercial Renovation	\$ 150.00	1
Accessory Buildings			Accessory Buildings			Accessory Buildings			Accessory Buildings		
Secondary Suites			Secondary Suites			Secondary Suites			Secondary Suites		
Industrial			Industrial			Industrial			Industrial		
Institutional			Institutional			Institutional			Institutional		
Demolition			Demolition			Demolition			Demolition		
Other (Signs/Decks, etc.)	\$ 400.00	5	Other (Decks/Signs, etc.)	\$ 250.00	3	Other (Decks/Signs, etc.)	\$ 250.00	6	Other (Decks/Signs, etc.)	\$ 50.00	1
Total	\$ 400.00	5	Total	\$ 450.00	5	Total	\$ 450.00	8	Total	\$ 400.00	4
February			February			February			February		
New Residential-SF	\$ 300.00	3	New Residential-SF	\$ 500.00	5	New Residential-SF	\$ 100.00	1	New Residential-SF		
Reno. Residential			Reno. Residential			Reno. Residential			Reno. Residential		
Multi-Family Residential			Multi-Family Residential			Multi-Family Residential			Multi-Family Residential		
Commercial			Commercial			Commercial			Commercial		
Commercial Renovation	\$ 250.00	1	Commercial Renovation	\$ 350.00	2	Commercial Renovation	\$ 100.00	1	Commercial Renovation	\$ 200.00	1
Accessory Buildings			Accessory Buildings			Accessory Buildings			Accessory Buildings		
Secondary Suites			Secondary Suites			Secondary Suites	\$ 150.00	1	Secondary Suites	\$ 150.00	1
Industrial			Industrial			Industrial			Industrial		
Institutional			Institutional			Institutional			Institutional		
Demolition			Demolition			Demolition			Demolition		
Other (Signs/Decks, etc.)	\$200.00	4	Other (Decks/Signs, etc.)	\$300.00	6	Other (Decks/Signs, etc.)	\$425.00	6	Other (Decks/Signs, etc.)	\$275.00	5
Total	\$750.00	8	Total	\$850.00	13	Total	\$775.00	9	Total	\$625.00	7
March			March			March			March		
New Residential-SF	\$200.00	2	New Residential-SF	\$400.00	4	New Residential-SF	\$300.00	3	New Residential-SF	\$ 500.00	5
Reno. Residential			Reno. Residential			Reno. Residential			Reno. Residential		
Multi-Family Residential			Multi-Family Residential			Multi-Family Residential			Multi-Family Residential		
Commercial			Commercial			Commercial			Commercial	\$ 250.00	1
Commercial Renovation	\$150.00	1	Commercial Renovation			Commercial Renovation	\$100.00	1	Commercial Renovation	\$ 250.00	2
Accessory Buildings			Accessory Buildings			Accessory Buildings			Accessory Buildings		
Secondary Suites			Secondary Suites			Secondary Suites			Secondary Suites		
Industrial			Industrial			Industrial			Industrial		
Institutional			Institutional			Institutional			Institutional		
Demolition			Demolition			Demolition			Demolition		
Other (Signs/Decks, etc.)	\$1,150.00	12	Other (Decks/Signs, etc.)	\$425.00	7	Other (Decks/Signs, etc.)	\$500.00	7	Other (Decks/Signs, etc.)	\$ 600.00	10
Total	\$1,500.00	15	Total	\$825.00	11	Total	\$900.00	11	Total	\$1,600.00	18

**Development Permit Stats Comparison
2016 - 2019**

Report ending APRIL 2019

2016			2017			2018			2019		
April			April			April			April		
New Residential-SF	\$650.00	6	New Residential-SF	\$100.00	1	New Residential-SF	\$100.00	1	New Residential-SF	\$200.00	2
Reno. Residential			Reno. Residential	\$200.00	2	Reno. Residential			Reno. Residential		
Multi-Family Residential			Multi-Family Residential			Multi-Family Residential			Multi-Family Residential		
Commercial			Commercial			Commercial			Commercial		
Commercial Renovation		1	Commercial Renovation			Commercial Renovation			Commercial Renovation	\$200.00	1
Accessory Buildings	\$150.00	1	Accessory Buildings	\$300.00	3	Accessory Buildings	\$200.00	2	Accessory Buildings	\$50.00	1
Secondary Suites			Secondary Suites			Secondary Suites			Secondary Suites		
Industrial			Industrial			Industrial			Industrial		
Institutional			Institutional			Institutional			Institutional		
Demolition			Demolition			Demolition			Demolition		
Other (Signs/Decks, etc.)	\$1,275.00	17	Other (Decks/Signs, etc.)	\$625.00	7	Other (Decks/Signs, etc.)	\$350.00	6	Other (Decks/Signs, etc.)	\$400.00	6
Total	\$2,075.00	25	Total	\$1,225.00	13	Total	\$650.00	9	Total	\$850.00	10
May			May			May			May		
New Residential-SF	\$450.00	4	New Residential-SF	\$400.00	4	New Residential-SF	\$300.00	3	New Residential-SF		
Reno. Residential	\$200.00	2	Reno. Residential	\$200.00	2	Reno. Residential			Reno. Residential		
Multi-Family Residential			Multi-Family Residential			Multi-Family Residential			Multi-Family Residential		
Commercial			Commercial			Commercial			Commercial		
Commercial Renovation			Commercial Renovation			Commercial Renovation	\$150.00	1	Commercial Renovation		
Accessory Buildings	\$100.00	1	Accessory Buildings	\$100.00	1	Accessory Buildings	\$100.00	1	Accessory Buildings		
Secondary Suites			Secondary Suites			Secondary Suites	\$150.00	1	Secondary Suites		
Industrial			Industrial			Industrial			Industrial		
Institutional			Institutional			Institutional			Institutional		
Demolition			Demolition			Demolition			Demolition		
Other (Signs/Decks, etc.)	\$1,075.00	15	Other (Decks/Signs, etc.)	\$750.00	10	Other (Decks/Signs, etc.)	\$575.00	7	Other (Decks/Signs, etc.)		
Total	\$1,825.00	22	Total	\$1,450.00	17	Total	\$1,275.00	13	Total		
June			June			June			June		
New Residential-SF	\$ 300.00	3	New Residential-SF	\$ 1,000.00	10	New Residential-SF			New Residential-SF		
Reno. Residential	\$ 300.00	3	Reno. Residential			Reno. Residential			Reno. Residential		
Multi-Family Residential			Multi-Family Residential			Multi-Family Residential			Multi-Family Residential		
Commercial	\$ 400.00	1	Commercial			Commercial			Commercial		
Commercial Renovation	\$ 400.00	4	Commercial Renovation	\$ 250.00	2	Commercial Renovation	\$ 150.00	1	Commercial Renovation		
Accessory Buildings	\$ 300.00	3	Accessory Buildings	\$ 300.00	3	Accessory Buildings	\$ 50.00	1	Accessory Buildings		
Secondary Suites			Secondary Suites			Secondary Suites	\$ 300.00	2	Secondary Suites		
Industrial			Industrial			Industrial			Industrial		
Institutional	\$ 200.00	1	Institutional	\$ 450.00	2	Institutional	\$ 200.00	1	Institutional		
Demolition			Demolition			Demolition			Demolition		
Other (Signs/Decks, etc.)	\$ 963.00	9	Other (Decks/Signs, etc.)	\$ 625.00	7	Other (Decks/Signs, etc.)	\$ 400.00	6	Other (Decks/Signs, etc.)		
Total	\$ 2,863.00	24	Total	\$ 2,625.00	24	Total	\$ 1,100.00	11	Total		

**Development Permit Stats Comparison
2016 - 2019**

Report ending APRIL 2019

2016			2017			2018			2019		
July			July			July			July		
New Residential-SF	\$ 600.00	6	New Residential-SF	\$ 300.00	3	New Residential-SF			New Residential-SF		
Reno. Residential			Reno. Residential			Reno. Residential			Reno. Residential		
Multi-Family Residential	\$ 150.00	2	Multi-Family Residential			Multi-Family Residential			Multi-Family Residential		
Commercial			Commercial	\$ 150.00	1	Commercial			Commercial		
Commercial Renovation	\$ 150.00	2	Commercial Renovation			Commercial Renovation	\$ 700.00	4	Commercial Renovation		
Accessory Buildings	\$ 400.00	4	Accessory Buildings	\$ 500.00	5	Accessory Buildings	\$ 100.00	1	Accessory Buildings		
Secondary Suites			Secondary Suites			Secondary Suites			Secondary Suites		
Industrial			Industrial			Industrial			Industrial		
Institutional	\$ 500.00	1	Institutional	\$ 350.00	2	Institutional			Institutional		
Demolition			Demolition			Demolition			Demolition		
Other (Signs/Decks, etc.)	\$ 500.00	8	Other (Decks/Signs, etc.)	\$ 775.00	8	Other (Decks/Signs, etc.)	\$ 400.00	3	Other (Decks/Signs, etc.)		
Total	\$ 2,300.00	23	Total	\$ 2,075.00	19	Total	\$ 1,200.00	8	Total		
August			August			August			August		
New Residential-SF	\$100.00	1	New Residential-SF	\$400.00	4	New Residential-SF	\$600.00	6	New Residential-SF		
Reno. Residential	\$100.00	1	Reno. Residential	\$100.00	1	Reno. Residential			Reno. Residential		
Multi-Family Residential			Multi-Family Residential			Multi-Family Residential			Multi-Family Residential		
Commercial			Commercial			Commercial			Commercial		
Commercial Renovation			Commercial Renovation	\$200.00	1	Commercial Renovation	\$150.00	1	Commercial Renovation		
Accessory Buildings	\$200.00	2	Accessory Buildings	\$200.00	2	Accessory Buildings	\$25.00	1	Accessory Buildings		
Secondary Suites			Secondary Suites			Secondary Suites			Secondary Suites		
Industrial			Industrial			Industrial			Industrial		
Institutional	\$400.00	2	Institutional			Institutional			Institutional		
Demolition			Demolition			Demolition			Demolition		
Other (Signs/Decks, etc.)	\$925.00	12	Other (Decks/Signs, etc.)	\$1,275.00	14	Other (Decks/Signs, etc.)	\$225.00	4	Other (Decks/Signs, etc.)		
Total	\$1,725.00	18	Total	\$2,175.00	22	Total	\$1,000.00	12	Total		
September			September			September			September		
New Residential-SF	\$ 200.00	2	New Residential-SF	\$ 700.00	7	New Residential-SF			New Residential-SF		
Reno. Residential			Reno. Residential			Reno. Residential	\$ 200.00	2	Reno. Residential		
Multi-Family Residential			Multi-Family Residential			Multi-Family Residential			Multi-Family Residential		
Commercial	\$ 300.00	3	Commercial			Commercial	\$ 250.00	1	Commercial		
Commercial Renovation			Commercial Renovation			Commercial Renovation			Commercial Renovation		
Accessory Buildings	\$ 25.00	1	Accessory Buildings			Accessory Buildings			Accessory Buildings		
Secondary Suites			Secondary Suites	\$ 150.00	1	Secondary Suites			Secondary Suites		
Industrial			Industrial			Industrial			Industrial		
Institutional			Institutional			Institutional			Institutional		
Demolition			Demolition			Demolition			Demolition		
Other (Signs/Decks, etc.)	\$ 600.00	8	Other (Decks/Signs, etc.)	\$ 850.00	12	Other (Decks/Signs, etc.)	\$ 400.00	5	Other (Decks/Signs, etc.)		
Total	\$ 1,125.00	14	Total	\$ 1,700.00	20	Total	\$ 850.00	8	Total		

**Development Permit Stats Comparison
2016 - 2019**

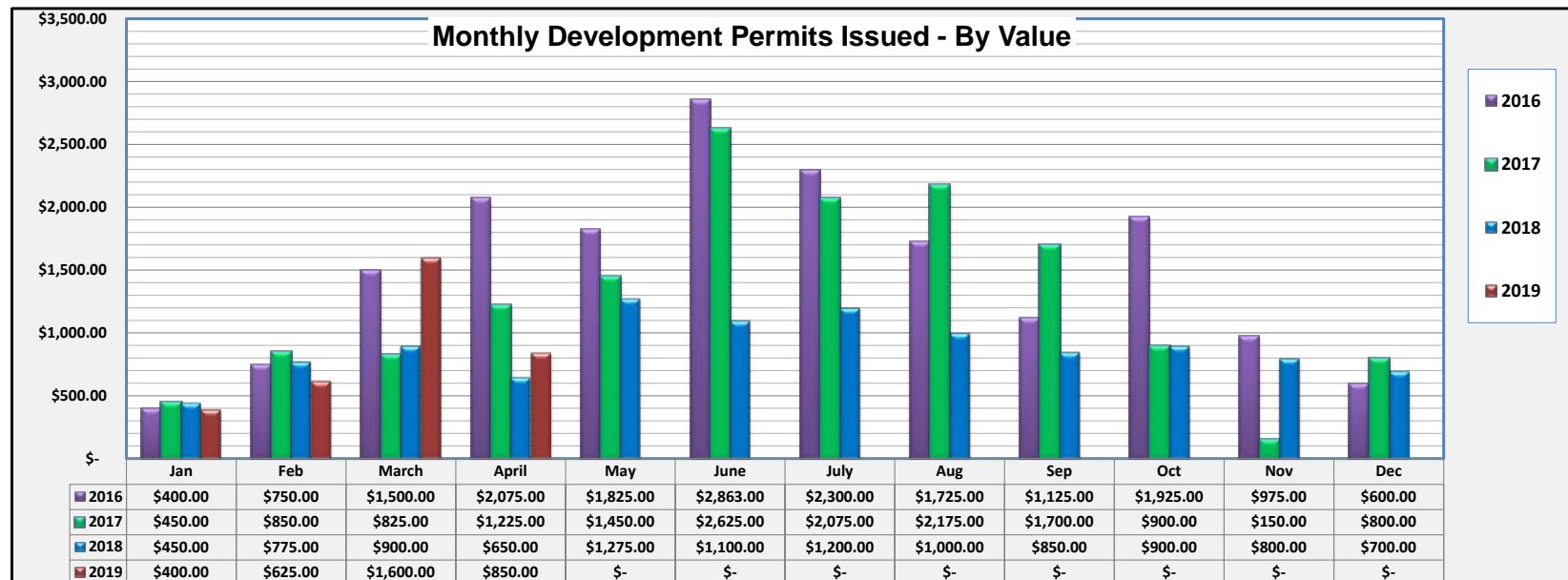
Report ending APRIL 2019

2016			2017			2018			2019		
October			October			October			October		
New Residential-SF	\$ 1,100.00	11	New Residential-SF	\$ 200.00	2	New Residential-SF			New Residential-SF		
Reno. Residential	\$ 100.00	1	Reno. Residential			Reno. Residential			Reno. Residential		
Multi-Family Residential			Multi-Family Residential			Multi-Family Residential			Multi-Family Residential		
Commercial			Commercial			Commercial	\$ 200.00	1	Commercial		
Commercial Renovation			Commercial Renovation			Commercial Renovation	\$ 150.00	1	Commercial Renovation		
Accessory Buildings	\$ 150.00	1	Accessory Buildings	\$ 250.00	3	Accessory Buildings			Accessory Buildings		
Secondary Suites	\$ 150.00	1	Secondary Suites			Secondary Suites	\$ 150.00	1	Secondary Suites		
Industrial			Industrial			Industrial			Industrial		
Institutional			Institutional			Institutional			Institutional		
Demolition			Demolition			Demolition			Demolition		
Other (Signs/Decks, etc.)	\$ 425.00	6	Other (Decks/Signs, etc.)	\$ 450.00	9	Other (Decks/Signs, etc.)	\$ 400.00	5	Other (Decks/Signs, etc.)		
Total	\$ 1,925.00	20	Total	\$ 900.00	14	Total	\$ 900.00	8	Total		
November			November			November			November		
New Residential-SF	\$ 100.00	1	New Residential-SF			New Residential-SF			New Residential-SF		
Reno. Residential			Reno. Residential			Reno. Residential	\$ 100.00	1	Reno. Residential		
Multi-Family Residential			Multi-Family Residential			Multi-Family Residential			Multi-Family Residential		
Commercial			Commercial			Commercial			Commercial		
Commercial Renovation			Commercial Renovation			Commercial Renovation	\$ 350.00	3	Commercial Renovation		
Accessory Buildings			Accessory Buildings	\$50.00	1	Accessory Buildings			Accessory Buildings		
Secondary Suites			Secondary Suites			Secondary Suites			Secondary Suites		
Industrial			Industrial			Industrial			Industrial		
Institutional			Institutional			Institutional			Institutional		
Demolition			Demolition			Demolition			Demolition		
Other (Signs/Decks, etc.)	\$ 875.00	10	Other (Decks/Signs, etc.)	\$100.00	2	Other (Decks/Signs, etc.)	\$ 350.00	5	Other (Decks/Signs, etc.)		
Total	\$ 975.00	11	Total	\$150.00	3	Total	\$ 800.00	9	Total		
December			December			December			December		
New Residential-SF			New Residential-SF			New Residential-SF	\$500.00	5	New Residential-SF		
Reno. Residential			Reno. Residential			Reno. Residential			Reno. Residential		
Multi-Family Residential			Multi-Family Residential			Multi-Family Residential			Multi-Family Residential		
Commercial	\$ 200.00	1	Commercial	\$ 150.00	1	Commercial			Commercial		
Commercial Renovation			Commercial Renovation			Commercial Renovation	\$100.00	1	Commercial Renovation		
Accessory Buildings	\$ 50.00	1	Accessory Buildings			Accessory Buildings			Accessory Buildings		
Secondary Suites	\$ 150.00	1	Secondary Suites			Secondary Suites			Secondary Suites		
Industrial			Industrial			Industrial			Industrial		
Institutional			Institutional			Institutional			Institutional		
Demolition			Demolition			Demolition			Demolition		
Other (Signs/Decks, etc.)	\$ 200.00	2	Other (Decks/Signs, etc.)	\$ 650.00	6	Other (Decks/Signs, etc.)	\$100.00	2	Other (Decks/Signs, etc.)		
Total	\$ 600.00	5	Total	\$ 800.00	7	Total	\$700.00	8	Total		
2016 Total	\$ 18,063.00	190	2017 Total	\$ 13,200.00	171	2018 Total	\$ 9,900.00	106	2019 Total	\$3,475.00	39

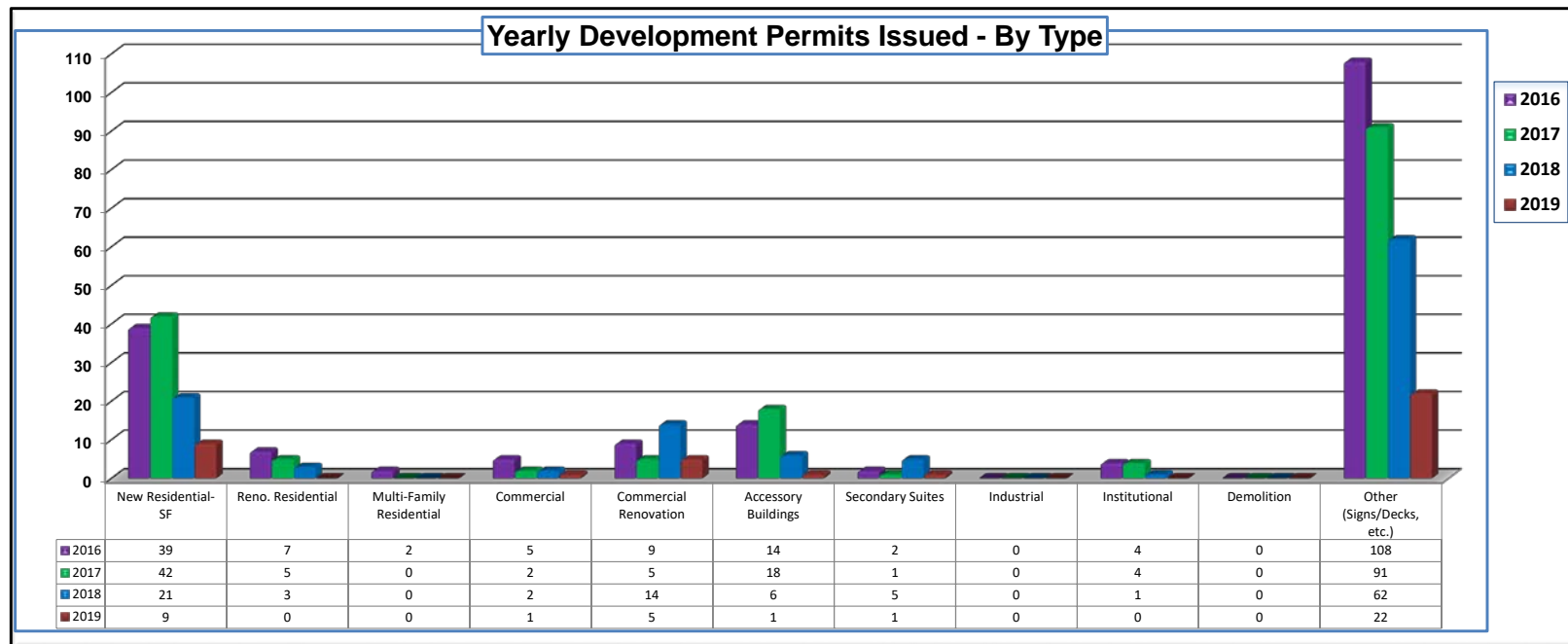
Development Permit Stats Comparison
2016 - 2019

Report ending APRIL 2019

Data Summary - Monthly Development Permits by Value				
	2016	2017	2018	2019
Jan	\$ 400.00	\$ 450.00	\$ 450.00	\$ 400.00
Feb	\$ 750.00	\$ 850.00	\$ 775.00	\$ 625.00
March	\$ 1,500.00	\$ 825.00	\$ 900.00	\$ 1,600.00
April	\$ 2,075.00	\$ 1,225.00	\$ 650.00	\$ 850.00
May	\$ 1,825.00	\$ 1,450.00	\$ 1,275.00	\$ -
June	\$ 2,863.00	\$ 2,625.00	\$ 1,100.00	\$ -
July	\$ 2,300.00	\$ 2,075.00	\$ 1,200.00	\$ -
Aug	\$ 1,725.00	\$ 2,175.00	\$ 1,000.00	\$ -
Sep	\$ 1,125.00	\$ 1,700.00	\$ 850.00	\$ -
Oct	\$ 1,925.00	\$ 900.00	\$ 900.00	\$ -
Nov	\$ 975.00	\$ 150.00	\$ 800.00	\$ -
Dec	\$ 600.00	\$ 800.00	\$ 700.00	\$ -
Totals	\$ 18,063.00	\$ 15,225.00	\$ 10,600.00	\$ 3,475.00



Data Summary - Yearly Development Permit Type by Count as of Report Date				
	2016	2017	2018	2019
New Residential-SF	39	42	21	9
Reno. Residential	7	5	3	0
Multi-Family Residential	2	0	0	0
Commercial	5	2	2	1
Commercial Renovation	9	5	14	5
Accessory Buildings	14	18	6	1
Secondary Suites	2	1	5	1
Industrial	0	0	0	0
Institutional	4	4	1	0
Demolition	0	0	0	0
Other (Signs/Decks, etc.)	108	91	62	22
Total	190	168	114	39





STAFF REPORT

Title: Report to Chief Administrative Officer - Community Services - April 2019

Meeting Date: May 14, 2019

Executive Summary:

This report provides a summary of the activities within the Community Services functional areas for the month of April 2019.

Background:

PROTECTIVE SERVICES DEPARTMENT

Cold Lake Fire Rescue Highlights

Fire Calls – 27 in total

During the month of April there were twenty-seven (27) fire calls that Cold Lake Fire-Rescue (CLFR) responded to. CLFR responded to two (2) structure fires, one in the City of Cold Lake and one in the MD of Bonnyville. The structure fire in the City was for a bedroom apartment fire. Fire crews were able to keep fire damage to the bedroom and adjacent area of the room but the apartment and remainder of the 12 unit complex experienced smoke damage throughout. All tenants were able to exit safely and there were no injuries. The MD fire had fire crews arrive to a fully involved structure fire with major fire damage to the center portion of the home and flames coming out of the windows. Fire crews from both fire stations confirmed the home was evacuated and extinguished the fire quickly however the home was a total loss. Both fires were deemed non-suspicious. CLFR responded to one (1) vehicle fire which was extinguished quickly but a total loss and was deemed a suspicious fire. CLFR responded to five (5) motor vehicle collisions (mvc) during the month with two requiring extrication, and all requiring varying degrees of scene safety, traffic control, patient care, packaging and removal. Two were rollover collisions, one was a T-Bone collision, one was head-on collision and one was a vehicle versus cyclist. Of the seven (7) alarm calls CLFR attended, all were deemed to be false alarms. Four of the alarms were residential fire alarms, two were institutional fire alarms and one was a CO alarm. The fire alarms which were activated included: two from activated pull stations with no fire, two for unknown reason as stood down responding, one from system maintenance and one due to renovation work. The one CO alarm was investigated with no abnormal readings using CLFR equipment. CLFR responded to two (2) contents fires which were a pot on a stove and a furnace fire. The pot on the stove resulted in damage to the wall and upper cupboards around the stove. The furnace fire was contained to within the furnace. Both fires were deemed non-suspicious. CLFR responded to eight (8) wildland fires which were grass/brush fires. Finally CLFR responded to two (2) agency/public assistance calls. The first one CLAS requested CLFR response but then stood them down enroute and the second one was a



pot flashed while cooking and the homeowner requested CLFR attend to confirm there were not hot spots.

During the month CLFR responded fourteen (14) times within City limits and thirteen (13) times in the MD of Bonnyville. Daytime responses [0800-1600] (17) were the highest response times at 62.96% followed by evening response [1600-2400] (8) at 29.63%, with overnight response [0000-0800] (2) being at 7.41%.

Accomplishments and Events

- Fire Chief, Deputy Chief, CAO, GM Community Services & GM Infrastructure meeting to discuss Canada Day Fire Works launch location options – Apr 1st.
- Fire Investigations → Cold Lake Apartment Fire – Apr 3rd, MD House Fire – Apr 24th.
- CLFR gave Fire Safety Presentation to tenants at the Lake View Lodge – Apr 4th.
- Station Tours → Cold Lake High School Tour – Apr 5th.
- NFPA 1001 Course. Two CLFR members on course in Bonnyville. – Apr 5th - 7th.
- Two CLFR members attend Fire Department Instructor Conference – Apr 8th – 13th.
- NFPA 1051 Wildland Course. Ten CLFR members on course – Apr 13th – 14th.
- Fire Inspections → Muster Point Pub (old Mavericks) – Apr 15th, St. Dominic's School and North Happy House Day Care – Apr 25th.
- CLFR hosted Incident Management Team (IMT) Training made possible through provincial grant. 18 NE Alberta attendees including 3 from COCL – Apr 16th & 17th.
- CLFR delivered lesson on Fire Safety for FCSS Home Alone Course – Feb 17th.
- CLFR supported FCSS Family Fun Night. Fire Plans and 72 Hour Kits – Apr 24th.

RCMP Highlights

The RCMP Statistical report for the period ending April 2019, is attached.

Municipal Enforcement Highlights

Items of Interest

- Municipal Enforcement participated in the annual FCSS Family Fun Night.
- Municipal Enforcement attended Cold Lake Elementary and provided the donated skates to school staff and students. The presentation provided the opportunity for students to meet with Peace Officers.
- Municipal Enforcement participated in the annual Chamber of Commerce Home and Leisure Show.
- Municipal Enforcement presented a Junior Investigator certificate to a local Cold Lake Student.

On Going Proactive Involvement and Initiatives

- Municipal Enforcement continues to provide education and enforcement initiatives in all Cold Lake school zones and playground zones. Municipal Enforcement continues to actively conduct patrols of the downtown core, marina, and alleys within divisions, beach recreational areas, outdoor ice



rinks and recreational green spaces within the city. The patrols allow Peace Officers to liaise with community partners; and provide members of the public with education, while addressing areas of concern with a visible enforcement presence.

- Municipal Enforcement continually participated in two Joint Enforcement Operation with local partners. Two events consisted of a Stopcheck and speed enforcement initiative with the 4 Wing Military Police. The Stopcheck included vehicle equipment regulations and document inspection. In addition initiatives are conducted in the following zones include: 1st Avenue by Kinsoo Beach, 5th Avenue by Nelson Heights School, 7th Street by St. Dominics School, 16th Street, English Bay Road, 48th Avenue by Cold Lake Middle School, 49th Street by Holy Cross School, 50th Avenue, 50th Street, 55th Street, Highway 28, 12th Street, 16th Avenue, 41st Street, 47th Street and Veterans Drive. These zones are continually monitored by officers. Intervention provided as required. Peace Officers conducted sixty-one traffic initiatives in April.
- Municipal Enforcement participated in the FCSS, Family Fun Night. Peace Officers assisted families with directions and explaining the evening's events. The event portrayed an evacuation reception center, with emergency preparedness activities and a food station.
- Municipal Enforcement provided staff and students at Cold Lake Elementary School with the remaining donations from the annual CPO Skate. During visit at the school Peace Officers were able to positively engage with the staff and students. The presentation was a very positive interaction between Peace Officers and Cold Lake youth.
- Municipal Enforcement participated in the annual Chamber of Commerce Home and Leisure Tradeshow. Educational information was displayed by Peace Officers at the booth during the tradeshow. Peace Officers were able to liaise with members of the public and local vendors, while providing a visible presence during the tradeshow.
- Municipal Enforcement presented a Junior Investigator certificate to a local student. The young investigator along with his family, met with Peace Officers, received a demonstration of a Peace Officer patrol vehicle. The Junior Investigator was presented with certificate of recognition, provided with Felix the Fox, and other promotion items from the department. The presentation was a very positive interaction between Peace Officers and Cold Lake youth and their families.

Municipal Enforcement Equipment, Uniforms, Personal Protective Equipment and On Going Research

- Updated camera units have been purchased. Storage size will free up space with new cameras. New camera purchased and received for the new unit build.



- WAP wireless download capabilities have been purchased and will now increase efficient downloading of media captured on in car camera systems. Three camera installations have been completed. Awaiting IST follow up.
- A purchase has been made in relation to Radar signs. Signs would be deployed in school zones, playground zones and in areas which have been historically proven to be problematic. Grant funding was provided by Enbridge. Pole locations identified.
- Ballistic vests (PPE) provider had been purchased. Adjustments to be made on some vests. Additional vest had arrived in December, back ordered. Currently researching for trauma plates for ballistic vests. Vendor to be contacted for ordering of a vest for the department's newest team member.
- Municipal Enforcement has purchased and received a new Pro Laser 4 Lidar Device. The Pro Laser 4 was researched and tested by the Peace Officers within the department and was determined to be the most suitable option for the department.
- Municipal Enforcement completed Use of Force annual recertification class in March. Threat Pattern Recognition (TPR), Oleoresin Capsicum (OC) spray recertification and a Safety at the Door seminar to be delivered by the instructor with Alberta Defensive Tactics Training Inc.
- Peace Officers have been fit tested and assigned 3M half masks 6000 series and P100 cartridges. Peace Officers have been issued masks as part of their regular duty equipment.
- Two DSD Radar Signs added as additional tools to assist with awareness regarding traffic safety. Program to be worked on, signs to be deployed.
- Duty phones require IST pushed updates. Four new phones issued at this time.
- New patrol vehicle to be purchased. Vehicle will be a Chevrolet truck which will be replacing unit 2392, the 2009 Ford F150. No estimated time for the arrival of the new vehicle.

Energy Centre (School Year Start) September 2018

- Patrols of the facility and surrounding premises include 665 to date since the commencement of the school year.
- Public interactions are regularly being made at the facility. Peace Officers continually liaise with school staff, students and city staff. (seven trespass bans and six warnings have been issued to youth since September 2018)
- CPO Collector Cards continually promoted throughout the community as part of the Junior Investigator program. Additional public safety programs to follow with FCSS and the AG Society.
- School zone safety and presentations continue to be conducted on regular basis.

Bylaw Enforcement Program



- Program to hopefully be revisited for the upcoming spring and summer months (2019). Bylaw related matters are anticipated to increase during the projected commencement of program re-entry. Posting was opened for the Term Bylaw Officer position and closed on February 26th, 2019. Interviews to be conducted.

Training

- All Peace Officers have been registered and courses added to ELearning profiles on Canadian Police Knowledge Network. Officers conduct course completion in self-paced manner.
- Modules have been provided by CTOMS. Officers to complete training in a self-paced manner.

Staffing

- Municipal Enforcement currently has five uniformed Community Peace Officers serving within the department.
- One Officer is working in a Bylaw Officer function while awaiting his Peace Officer appointment.
- One Peace Officers remain on partial disability leave for an unknown amount of time.
- The Term Bylaw Officer position was posted and closed on February 26th, 2019. Interviews to follow.

Statistics

- Municipal Enforcement initiated 598 events which resulted in 100 calls for service incidents, which had been tended to by frontline officers.
- Provincial and bylaw related actioned, matters consisted of 100 casefiles. Actioned provincial and bylaw enforcement matters consisted of 39 citations.
- Municipal Enforcement conducted 42 traffic stops resulting in 39 citations being issued including provincial offences, municipal bylaws and contacts which resulted in warnings.
- Concluding the month with 737 officer events resulting in 139 actioned occurrences for the month. Please review Municipal Enforcements statistics graphs.

Daily Event Activity Grand Total

Group Total Man Hours Primary Officer: 327 Hr 28 Min

Group Total Man Hours Backup Officer; 0 Hr 10 Min

Group Total Man Hours: 327 Hr 33 Min

Total Events: 598

FAMILY COMMUNITY SOCIAL SERVICES DEPARTMENT

FCSS and Parent Link Highlights

The FCSS and Parent Link Centre statistical report, for the period ending April 2019, is attached.



RECREATIONAL DEPARTMENT

Recreation and Parks Highlights

The Recreation statistical report for the period ending April 2019, is attached.

Alternatives:

Recommended Action:

Type the recommendation here

Budget Implications (Yes or No):

No

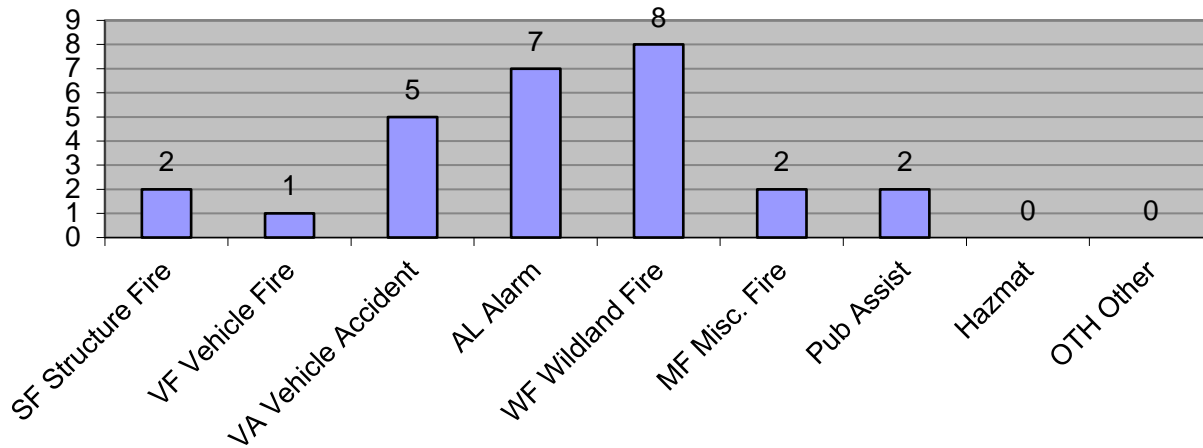
Submitted by:

Kevin Nagoya, Chief Administrative Officer

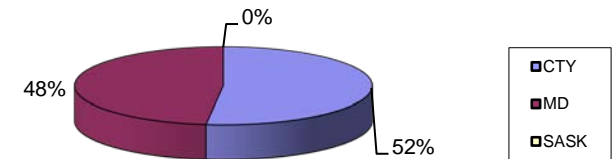
April 2019 Fire Responses

MONTH	TOTAL	SF Structure Fire	VF Vehicle Fire	VA Vehicle Accident	AL Alarm	WF Wildland Fire	MF Misc. Fire	Pub Assist	Hazmat	OTH Other	CTY	MD	SASK
Apr 2019	27	2	1	5	7	8	2	2	0	0	14	13	0
<i>2019 Totals</i>	<i>87</i>	<i>4</i>	<i>7</i>	<i>19</i>	<i>37</i>	<i>8</i>	<i>4</i>	<i>8</i>	<i>0</i>	<i>0</i>	<i>57</i>	<i>30</i>	<i>0</i>

April 2019 - Incidents by Type



April 2019 - Incidents by Location



Apr-19

Totals

2 Structure Fire (1-City,1-MD) [Apartment, House]
 1 Vehicle Fire (1-MD) [1-Automobile]
 5 Vehicle Accident (1-City,4-MD) [5-Automobile]
 7 Alarm (7-City) [4-Residential & 2-Commercial fire detectors,1-CO]
 8 Wildland Fire (1-City,7-MD) [Grass/Brush]
 2 Misc. Fire (2-City) [Contents x 2 - Furnace, Stove Top]
 0 Hazmat
 2 Oth/Pub Assist(2-City) [CLAS, pot flare up-confirm extinguished]
27 (9 Calls for Station #3, 16 Calls for Station #4, 2 calls with both)
 (14-City Calls, 13-MD Calls, 0-Sask Call)

Apr-18

Totals

2 Structure Fire (1-City,1-MD) [House, 2 Outbuildings & Side of House]
 2 Vehicle Fire (1-MD,1-Sask) [2-Automobile]
 3 Vehicle Accident (1-City,2-MD) [3-Automobile]
 11 Alarm (10-City,1-MD) [7-Residential & 3-Commercial fire detectors,1-CO]
 2 Wildland Fire (2-City) [Grass/Brush]
 1 Misc. Fire (1-MD) [Contents - Ashtray]
 1 Hazmat (1-City) [gas tank fuel spill]
 4 Oth/Pub Assist(3-City,1-MD) [water line,odor,smoke x 2]
26 (12 Calls for Station #3, 12 Calls for Station #4, 2 calls with both)
 (18-City Calls, 7-MD Calls, 1-Sask Call)

** At the end of April 2019 Cold Lake Fire-Rescue has responded to 87 calls as compared to 82 calls at the end of April 2018 **

Cold Lake Detachment - Municipal
Statistical Comparison of April and Year to Date
Year 2018 - 2019

May-01-19

CATEGORY	2018		2019		% Change	
	Apr/18	YTD	Apr/19	YTD	April	YTD
Homicide	0	0	0	0	0.0%	0.0%
Offences Related to Death	0	2	0	0	0.0%	-100.0%
Robbery	5	6	0	10	-100.0%	66.7%
Sexual Assaults	3	7	1	4	-66.7%	-42.9%
Other Sexual Offences	0	0	0	0	0.0%	0.0%
Assault	18	82	12	64	-33.3%	-22.0%
Kidnapping/Hostage/Abduction	0	5	0	3	0.0%	-40.0%
Extortion	0	1	0	1	0.0%	0.0%
Criminal Harassment	2	22	3	22	50.0%	0.0%
Uttering Threats	3	25	5	21	66.7%	-16.0%
Other Persons	0	0	0	0	0.0%	0.0%
TOTAL PERSONS	31	150	21	125	-32.3%	-16.7%
Break & Enter	7	21	26	58	271.4%	176.2%
Theft of Motor Vehicle	9	32	8	36	-11.1%	12.5%
Theft Over	3	7	4	7	33.3%	0.0%
Theft Under	20	97	37	88	85.0%	-9.3%
Possn Stn Goods	2	14	2	18	0.0%	28.6%
Fraud	6	26	13	39	116.7%	50.0%
Arson	0	0	0	1	0.0%	100.0%
Mischief To Property	37	153	94	263	154.1%	71.9%
TOTAL PROPERTY	84	350	184	510	119.0%	45.7%
Offensive Weapons	3	8	1	5	-66.7%	-37.5%
Public Order	0	0	1	1	100.0%	100.0%
OTHER CRIMINAL CODE	56	232	62	220	10.7%	-5.2%
TOTAL OTHER CRIMINAL CODE	59	240	64	226	8.5%	-5.8%
TOTAL CRIMINAL CODE	174	740	269	861	54.6%	16.4%
Drug Enforcement - Production	0	0	0	0	0.0%	0.0%
Drug Enforcement - Possession	0	7	1	7	100.0%	0.0%
Drug Enforcement - Trafficking	6	13	3	5	-50.0%	-61.5%
Drug Enforcement - Other	0	0	1	1	100.0%	100.0%
Total Drugs	6	20	5	13	-16.7%	-35.0%
Federal - General	1	2	0	3	-100.0%	50.0%
TOTAL FEDERAL	7	22	5	16	-28.6%	-27.3%
Liquor Act	7	24	8	25	14.3%	4.2%
Other Provincial Stats	33	88	28	81	-15.2%	-8.0%
Total Provincial Stats	40	112	36	106	-10.0%	-5.4%
Municipal By-laws Traffic	0	1	2	3	200.0%	200.0%
Municipal By-laws	8	24	7	21	-12.5%	-12.5%
Total Municipal	8	25	9	24	12.5%	-4.0%
Fatals	0	0	0	0	0.0%	0.0%
Injury MVAS	0	4	1	1	100.0%	-75.0%
Property Damage MVAS (Reportable)	17	66	16	86	-5.9%	30.3%
Property Damage MVAS (Non Reportable)	2	10	3	11	50.0%	10.0%
TOTAL MVAS	19	80	20	98	5.3%	22.5%
Provincial Traffic	64	226	51	197	-20.3%	-12.8%
Other Traffic	0	0	0	1	0.0%	100.0%
Criminal Code Traffic	9	38	0	3	-100.0%	-92.1%
Common Police Activities						
False Alarms	27	147	19	80	-29.6%	-45.6%
False/Abandoned 911 Call	59	133	47	183	-20.3%	37.6%
Prisoners Held	13	61	14	57	7.7%	-6.6%
Written Traffic Warnings	16	28	1	12	-93.8%	-57.1%
Persons Reported Missing	2	14	4	18	100.0%	28.6%
Request to Locate	1	20	7	31	600.0%	55.0%
Abandoned Vehicles	1	16	12	26	1100.0%	62.5%
VSU Accepted/Declined	48	164	14	115	-70.8%	-29.9%

Cold Lake Detachment - Municipal
Statistical Comparison of April and Year to Date
Year 2018 - 2019

CATEGORY TOTALS	Apr-18	Apr-19	% Change
CRIMINAL CODE PERSONS	31	21	-32.3%
CRIMINAL CODE PROPERTY	84	184	119.0%
CRIMINAL CODE OTHER	59	64	8.5%
TOTAL CRIMINAL CODE	174	269	54.6%

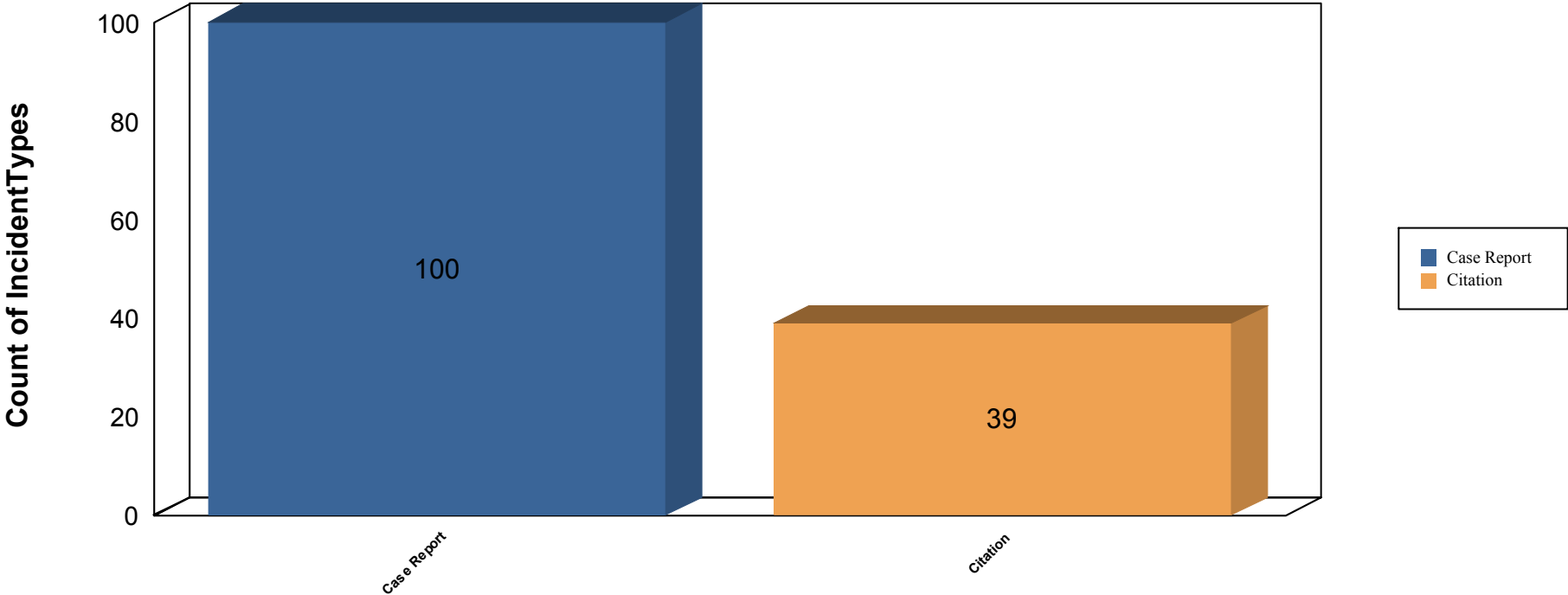
CATEGORY TOTALS	2018 - YTD	2019 - YTD	% Change
CRIMINAL CODE PERSONS	150	125	-16.7%
CRIMINAL CODE PROPERTY	350	510	45.7%
CRIMINAL CODE OTHER	240	226	-5.8%
TOTAL CRIMINAL CODE	740	861	16.4%

CLEARANCE RATES	Apr-18	Apr-19
CRIMINAL CODE PERSONS	74%	43%
CRIMINAL CODE PROPERTY	29%	18%
CRIMINAL CODE OTHER	71%	83%
TOTAL CRIMINAL CODE	51%	36%

CLEARANCE RATES	2018 - YTD	2019 - YTD
CRIMINAL CODE PERSONS	85%	48%
CRIMINAL CODE PROPERTY	41%	28%
CRIMINAL CODE OTHER	79%	72%
TOTAL CRIMINAL CODE	62%	42%

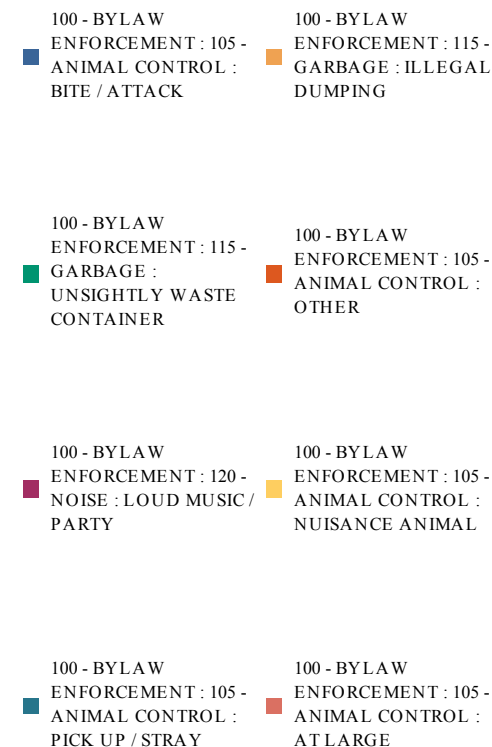
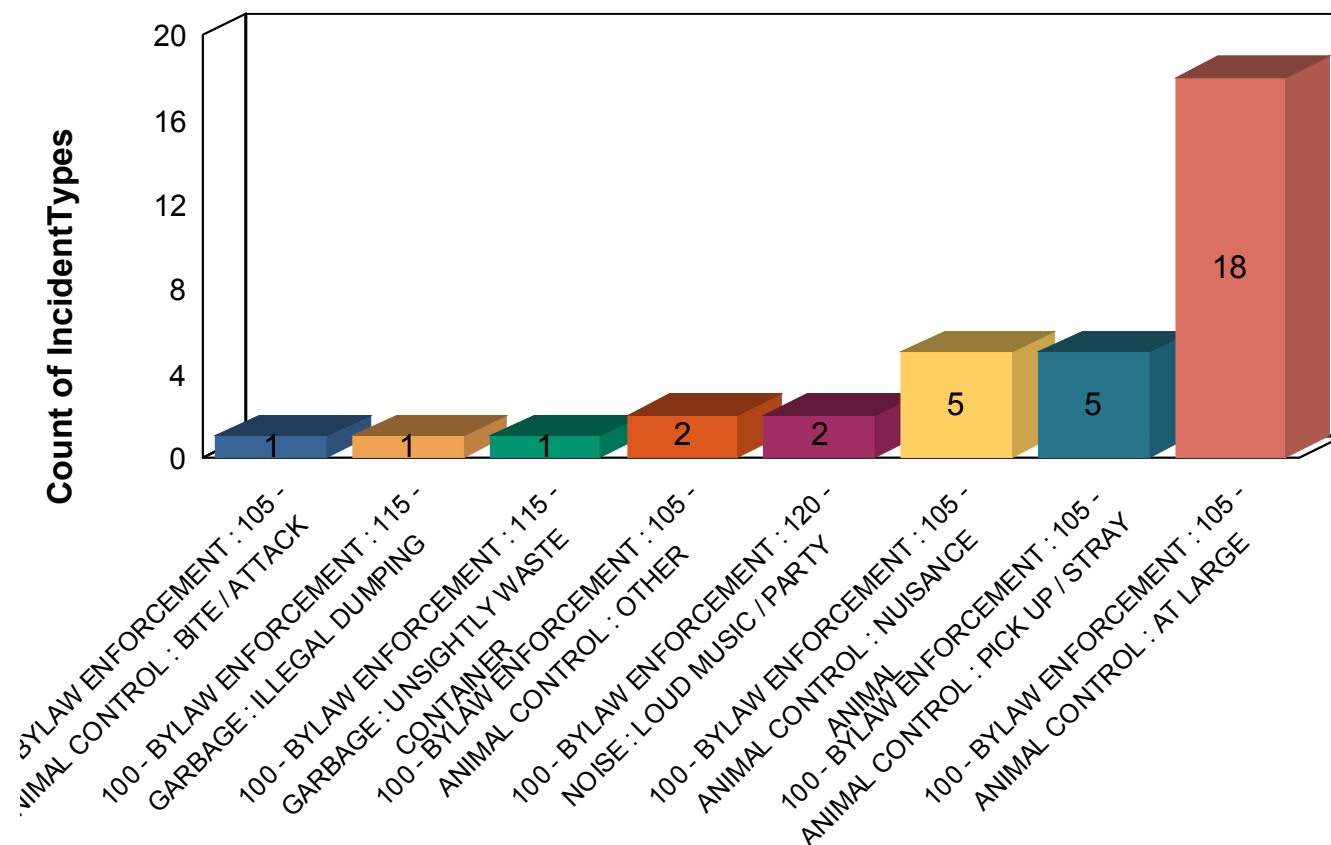
Statistics from: 4/1/2019 12:00:00AM to 4/30/2019 11:59:00PM

Count of Reports Completed



Count of Incident Types

Count of Incident Types



0.98% # of Reports: 1 Case Report 100 - BYLAW ENFORCEMENT : 105 - ANIMAL CONTROL : BITE / ATTACK

0.98% # of Reports: 1 Case Report 100 - BYLAW ENFORCEMENT : 115 - GARBAGE : ILLEGAL DUMPING

0.98% # of Reports: 1 Case Report 100 - BYLAW ENFORCEMENT : 115 - GARBAGE : UNSIGHTLY WASTE CONTAINER

1.96% # of Reports: 2 Case Report 100 - BYLAW ENFORCEMENT : 105 - ANIMAL CONTROL : OTHER

1.96% # of Reports: 2 Case Report 100 - BYLAW ENFORCEMENT : 120 - NOISE : LOUD MUSIC / PARTY

4.90% # of Reports: 5 Case Report 100 - BYLAW ENFORCEMENT : 105 - ANIMAL CONTROL : NUISANCE ANIMAL

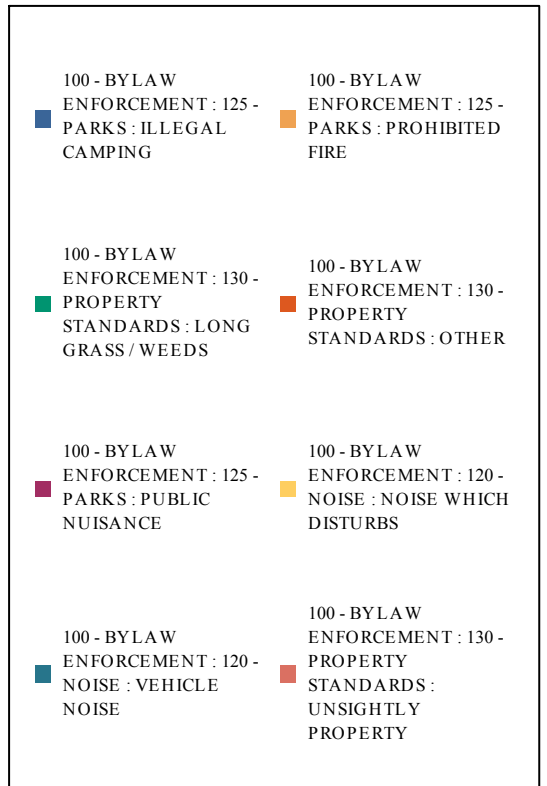
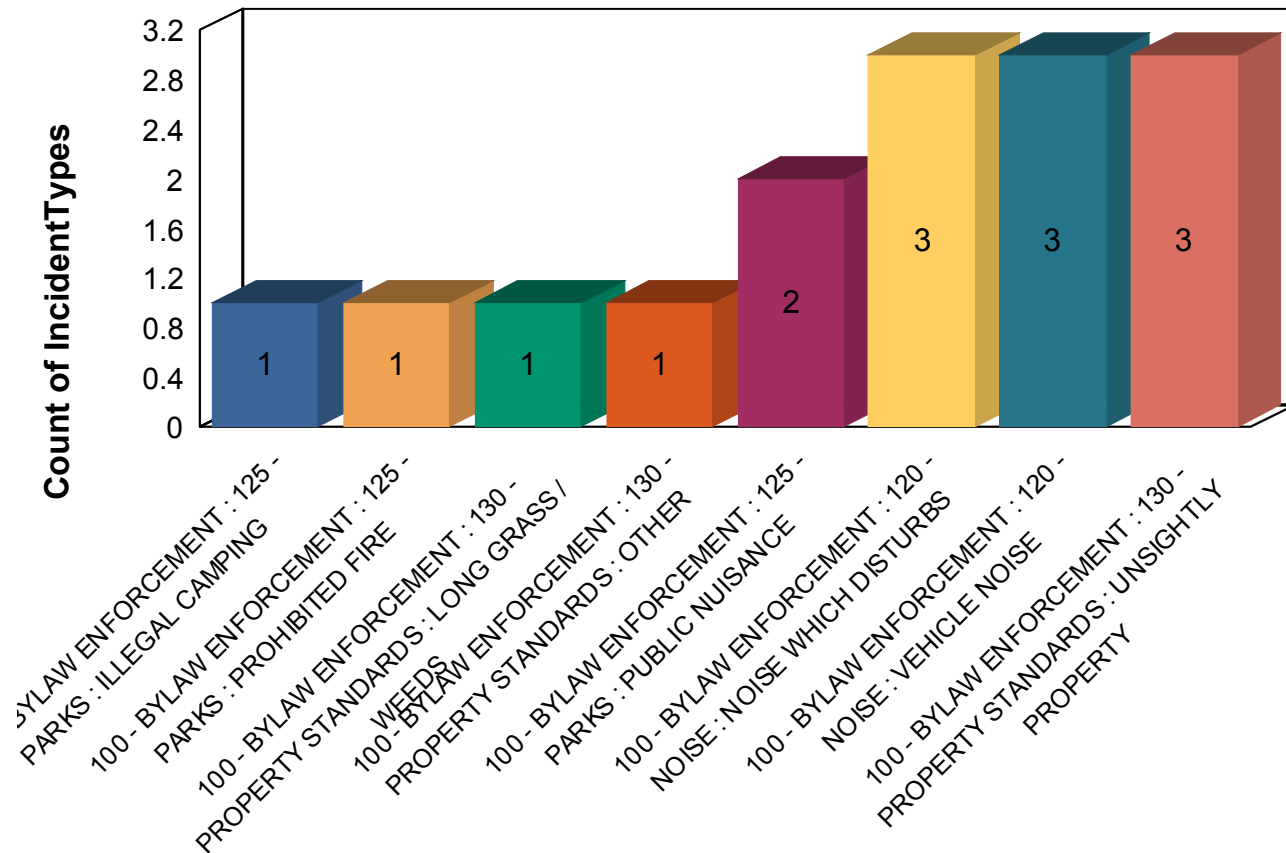
1.96% # of Reports: 2 Case Report 100 - BYLAW ENFORCEMENT : 120 - NOISE : LOUD MUSIC / PARTY

4.90% # of Reports: 5 Case Report 100 - BYLAW ENFORCEMENT : 105 - ANIMAL CONTROL : NUISANCE ANIMAL

4.90% # of Reports: 5 Case Report 100 - BYLAW ENFORCEMENT : 105 - ANIMAL CONTROL : PICK UP / STRAY

17.65% # of Reports: 18 Case Report 100 - BYLAW ENFORCEMENT : 105 - ANIMAL CONTROL : AT LARGE

Count of Incident Types



0.98% # of Reports: 1 Case Report 100 - BYLAW ENFORCEMENT : 125 - PARKS : ILLEGAL CAMPING

0.98% # of Reports: 1 Case Report 100 - BYLAW ENFORCEMENT : 125 - PARKS : PROHIBITED FIRE

0.98% # of Reports: 1 Case Report 100 - BYLAW ENFORCEMENT : 130 - PROPERTY STANDARDS : LONG GRASS / WEEDS

0.98% # of Reports: 1 Case Report 100 - BYLAW ENFORCEMENT : 130 - PROPERTY STANDARDS : OTHER

1.96% # of Reports: 2 Case Report 100 - BYLAW ENFORCEMENT : 125 - PARKS : PUBLIC NUISANCE

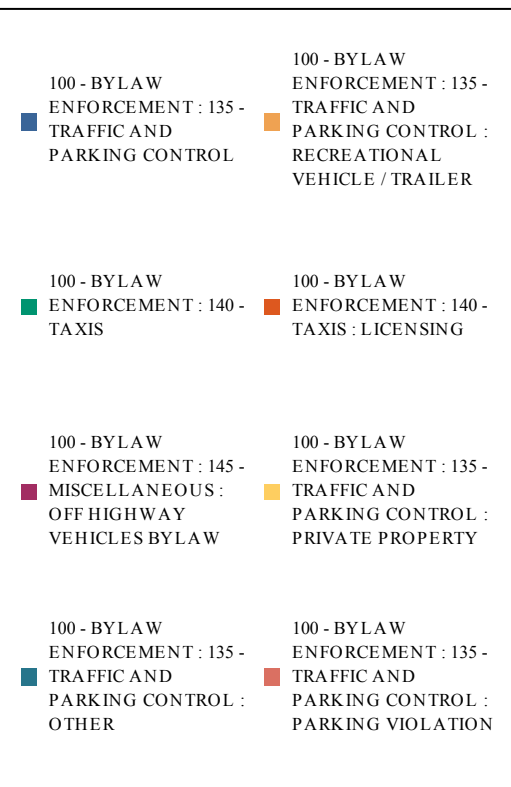
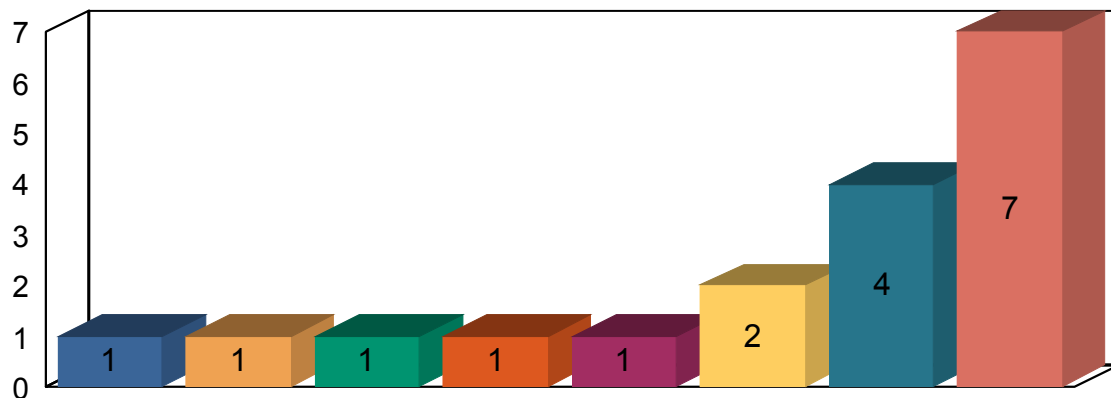
2.94% # of Reports: 3 Case Report 100 - BYLAW ENFORCEMENT : 120 - NOISE : NOISE WHICH DISTURBS

2.94% # of Reports: 3 Case Report 100 - BYLAW ENFORCEMENT : 120 - NOISE : VEHICLE NOISE

2.94% # of Reports: 3 Case Report 100 - BYLAW ENFORCEMENT : 130 - PROPERTY STANDARDS : UNSIGHTLY PROPERTY

Count of Incident Types

Count of Incident Types



0.98% # of Reports: 1 Case Report 100 - BYLAW ENFORCEMENT : 135 - TRAFFIC AND PARKING CONTROL

0.98% # of Reports: 1 Case Report 100 - BYLAW ENFORCEMENT : 135 - TRAFFIC AND PARKING CONTROL : RECREATIONAL VEHICLE / TRAILER

0.98% # of Reports: 1 Case Report 100 - BYLAW ENFORCEMENT : 140 - TAXIS

0.98% # of Reports: 1 Case Report 100 - BYLAW ENFORCEMENT : 140 - TAXIS : LICENSING

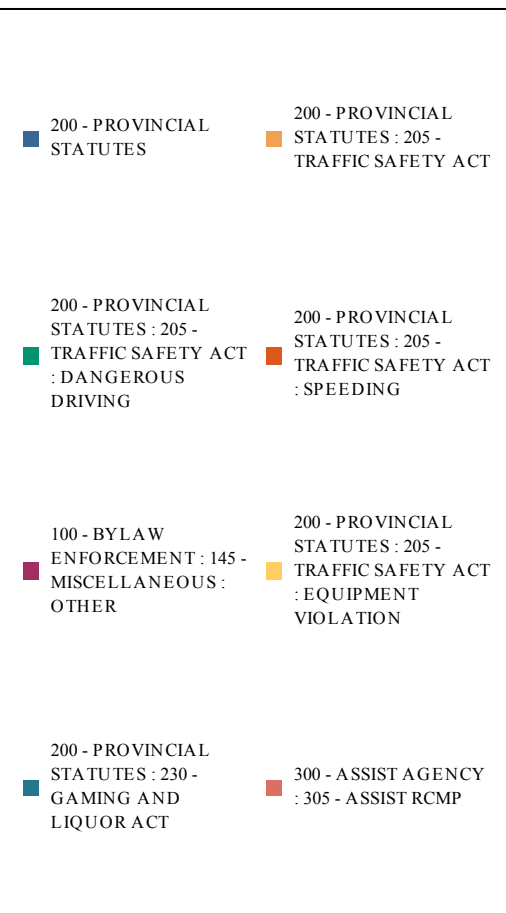
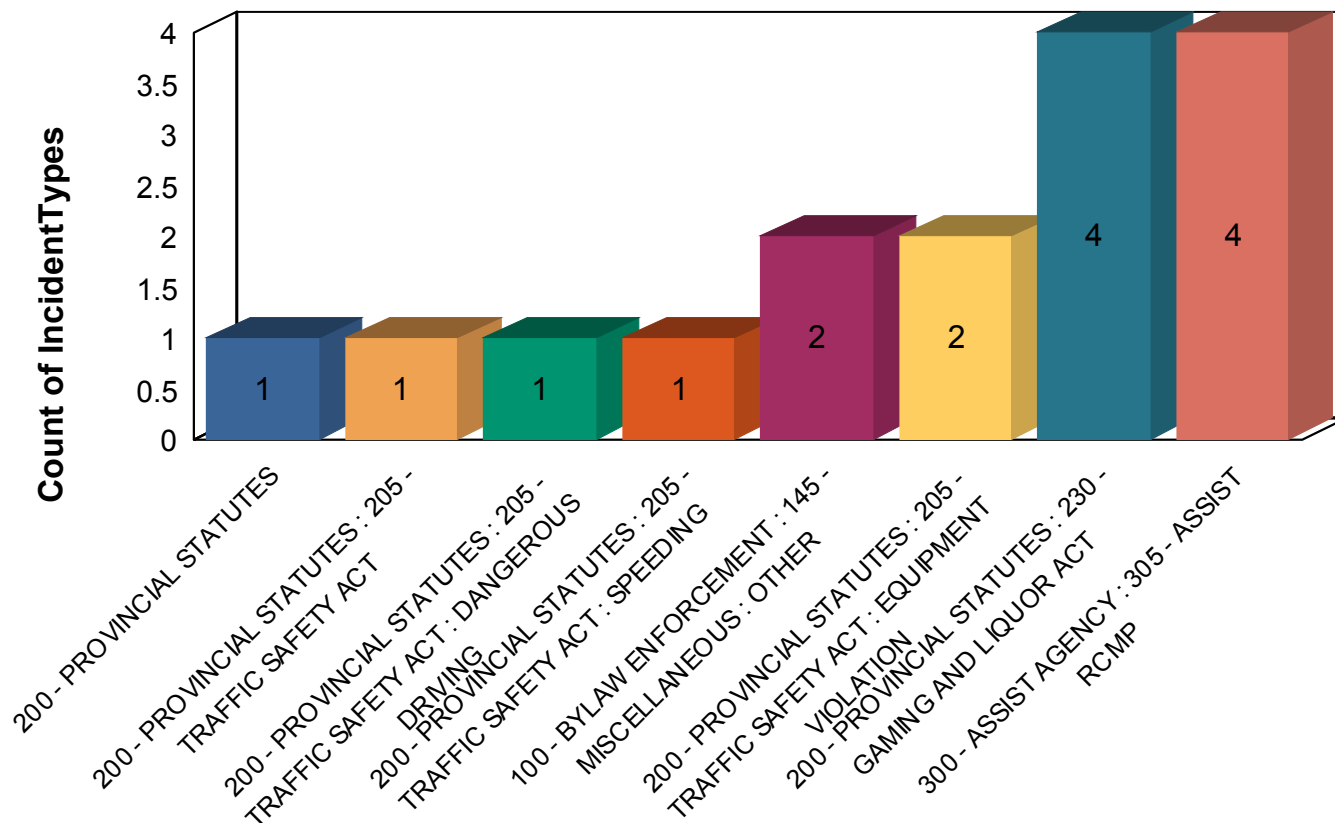
0.98% # of Reports: 1 Case Report 100 - BYLAW ENFORCEMENT : 145 - MISCELLANEOUS : OFF HIGHWAY VEHICLES BYLAW

1.96% # of Reports: 2 Case Report 100 - BYLAW ENFORCEMENT : 135 - TRAFFIC AND PARKING CONTROL : PRIVATE PROPERTY

3.92% # of Reports: 4 Case Report 100 - BYLAW ENFORCEMENT : 135 - TRAFFIC AND PARKING CONTROL : OTHER

6.86% # of Reports: 7 Case Report 100 - BYLAW ENFORCEMENT : 135 - TRAFFIC AND PARKING CONTROL : PARKING VIOLATION

Count of Incident Types



0.98% # of Reports: 1 Case Report 200 - PROVINCIAL STATUTES

0.98% # of Reports: 1 Case Report 200 - PROVINCIAL STATUTES : 205 - TRAFFIC SAFETY ACT

0.98% # of Reports: 1 Case Report 200 - PROVINCIAL STATUTES : 205 - TRAFFIC SAFETY ACT : DANGEROUS DRIVING

0.98% # of Reports: 1 Case Report 200 - PROVINCIAL STATUTES : 205 - TRAFFIC SAFETY ACT : SPEEDING

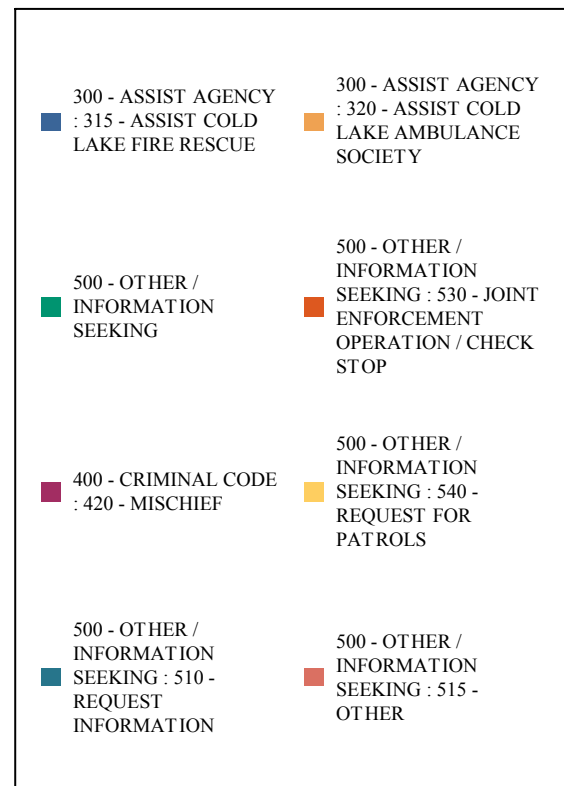
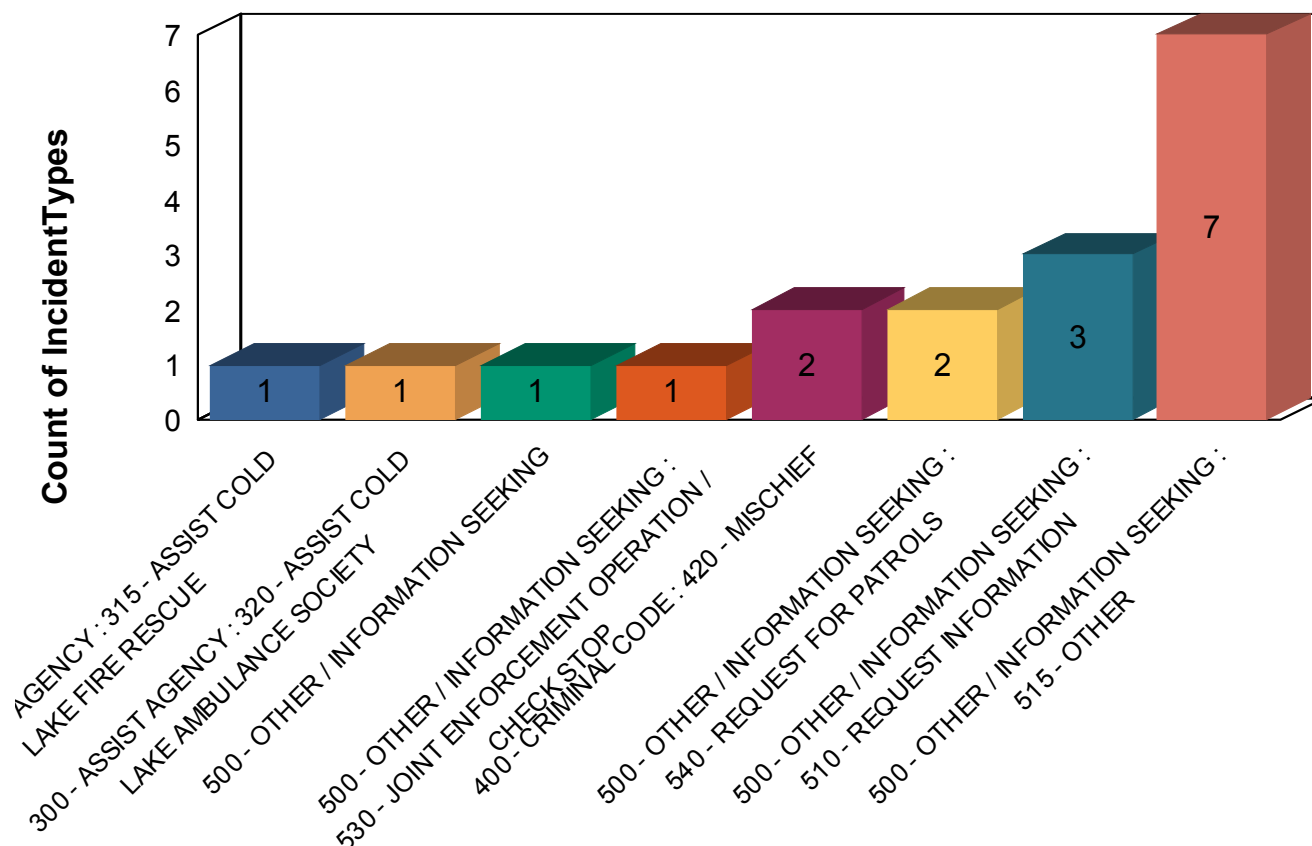
1.96% # of Reports: 2 Case Report 100 - BYLAW ENFORCEMENT : 145 - MISCELLANEOUS : OTHER

1.96% # of Reports: 2 Case Report 200 - PROVINCIAL STATUTES : 205 - TRAFFIC SAFETY ACT : EQUIPMENT VIOLATION

3.92% # of Reports: 4 Case Report 200 - PROVINCIAL STATUTES : 230 - GAMING AND LIQUOR ACT

3.92% # of Reports: 4 Case Report 300 - ASSIST AGENCY : 305 - ASSIST RCMP

Count of Incident Types



0.98% # of Reports: 1 Case Report 300 - ASSIST AGENCY : 315 - ASSIST COLD LAKE FIRE RESCUE

0.98% # of Reports: 1 Case Report 300 - ASSIST AGENCY : 320 - ASSIST COLD LAKE AMBULANCE SOCIETY

0.98% # of Reports: 1 Case Report 500 - OTHER / INFORMATION SEEKING

0.98% # of Reports: 1 Case Report 500 - OTHER / INFORMATION SEEKING : 530 - JOINT ENFORCEMENT OPERATION / CHECK STOP

1.96% # of Reports: 2 Case Report 400 - CRIMINAL CODE : 420 - MISCHIEF

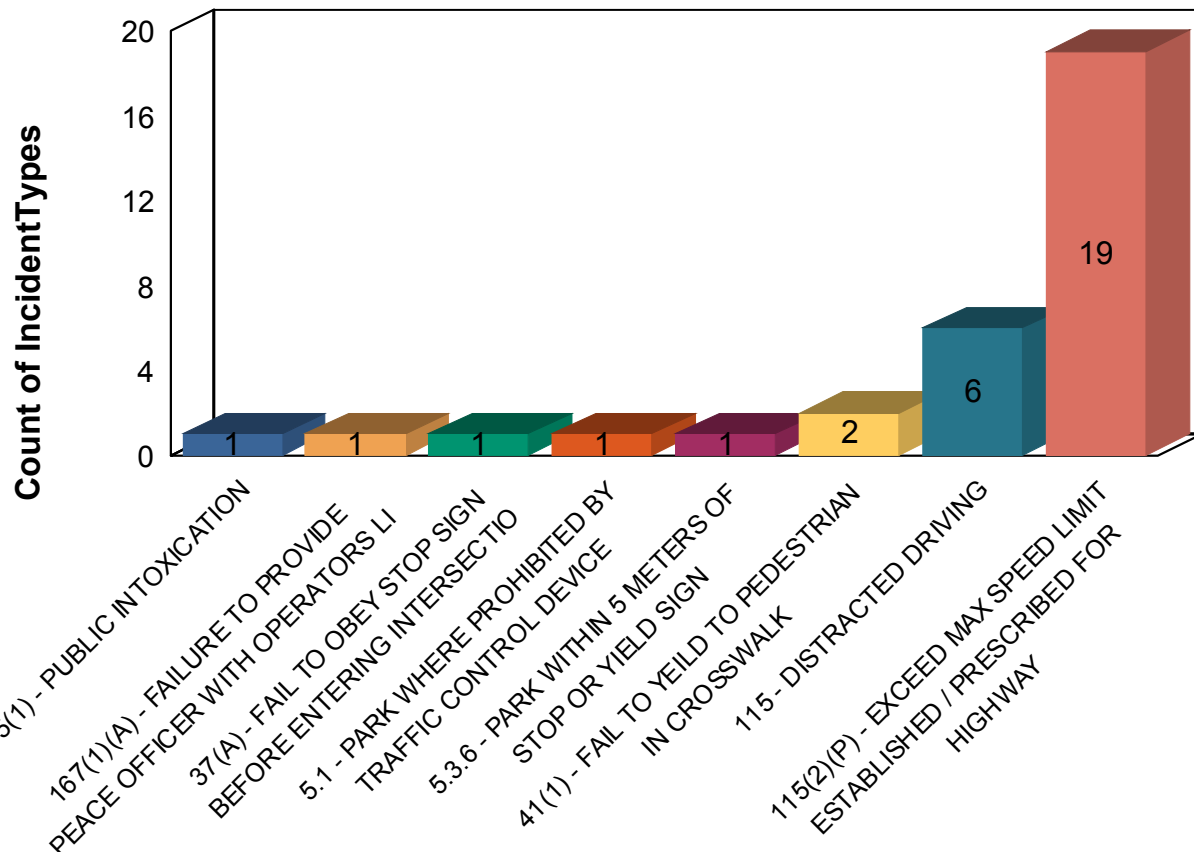
1.96% # of Reports: 2 Case Report 500 - OTHER / INFORMATION SEEKING : 540 - REQUEST FOR PATROLS

2.94% # of Reports: 3 Case Report 500 - OTHER / INFORMATION SEEKING : 510 - REQUEST INFORMATION

6.86% # of Reports: 7 Case Report 500 - OTHER / INFORMATION SEEKING : 515 - OTHER

Grand Total: 100.00% Total # of Incident Types Reported: 102 Total # of Reports: 100

Count of Incident Types



Citation

115(1) - PUBLIC INTOXICATION	167(1)(A) - FAILURE TO PROVIDE PEACE OFFICER WITH OPERATORS LI
37(A) - FAIL TO OBEY STOP SIGN BEFORE ENTERING INTERSECTIO	5.1 - PARK WHERE PROHIBITED BY TRAFFIC CONTROL DEVICE
5.3.6 - PARK WITHIN 5 METERS OF STOP OR YIELD SIGN	41(1) - FAIL TO YEILD TO PEDESTRIAN IN CROSSWALK
115 - DISTRACTED DRIVING	115(2)(P) - EXCEED MAX SPEED LIMIT ESTABLISHED / PRESCRIBED FOR HIGHWAY

2.50% # of Reports: 1 Citation 115(1) - PUBLIC INTOXICATION

2.50% # of Reports: 1 Citation 167(1)(A) - FAILURE TO PROVIDE PEACE OFFICER WITH OPERATORS LICENSE

2.50% # of Reports: 1 Citation 37(A) - FAIL TO OBEY STOP SIGN BEFORE ENTERING INTERSECTION

2.50% # of Reports: 1 Citation 5.1 - PARK WHERE PROHIBITED BY TRAFFIC CONTROL DEVICE

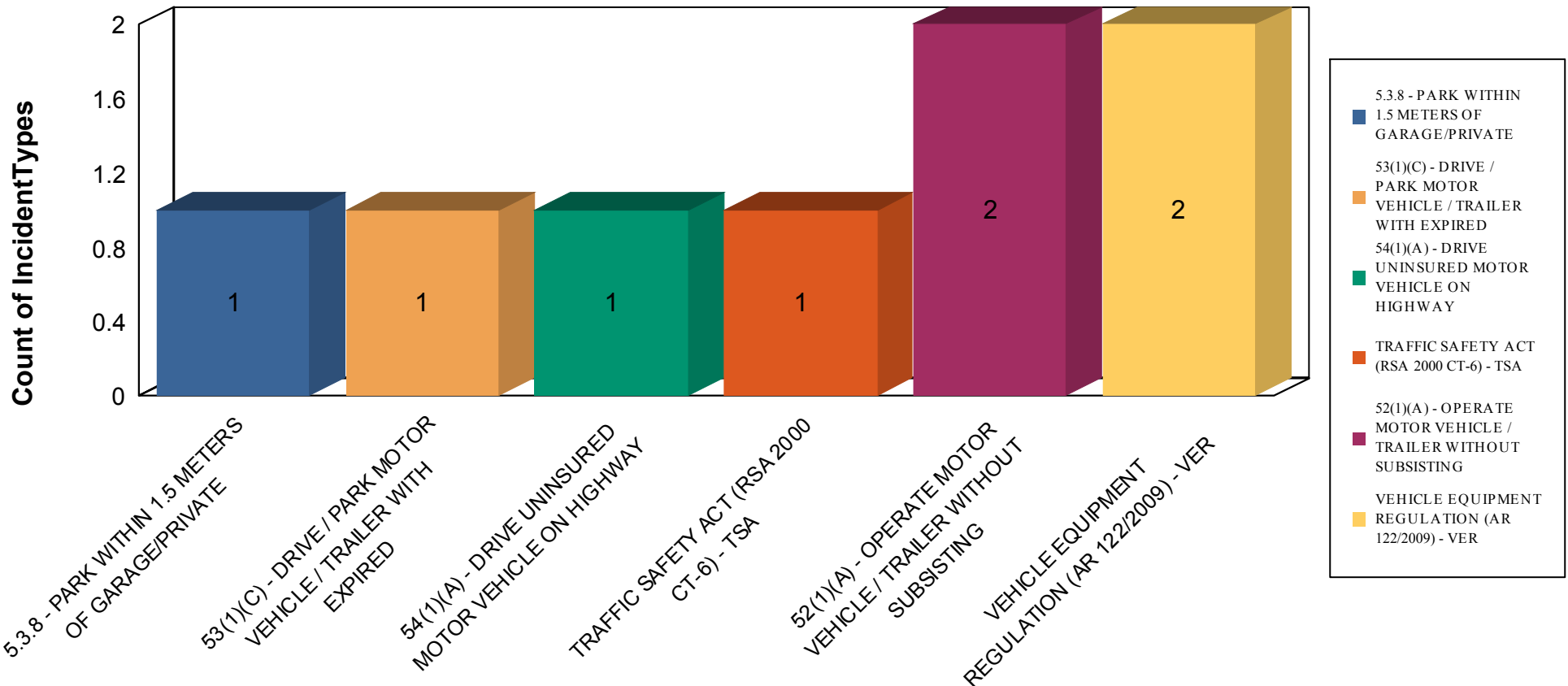
2.50% # of Reports: 1 Citation 5.3.6 - PARK WITHIN 5 METERS OF STOP OR YIELD SIGN

5.00% # of Reports: 2 Citation 41(1) - FAIL TO YEILD TO PEDESTRIAN IN CROSSWALK

15.00% # of Reports: 6 Citation 115 - DISTRACTED DRIVING

47.50% # of Reports: 19 Citation 115(2)(P) - EXCEED MAX SPEED LIMIT ESTABLISHED / PRESCRIBED FOR HIGHWAY

Count of Incident Types



2.50% # of Reports: 1 Citation 5.3.8 - PARK WITHIN 1.5 METERS OF GARAGE/PRIVATE

2.50% # of Reports: 1 Citation 53(1)(C) - DRIVE / PARK MOTOR VEHICLE / TRAILER WITH EXPIRED

2.50% # of Reports: 1 Citation 54(1)(A) - DRIVE UNINSURED MOTOR VEHICLE ON HIGHWAY

2.50% # of Reports: 1 Citation TRAFFIC SAFETY ACT (RSA 2000 CT-6) - TSA

5.00% # of Reports: 2 Citation 52(1)(A) - OPERATE MOTOR VEHICLE / TRAILER WITHOUT SUBSISTING

5.00% # of Reports: 2 Citation VEHICLE EQUIPMENT REGULATION (AR 122/2009) - VER

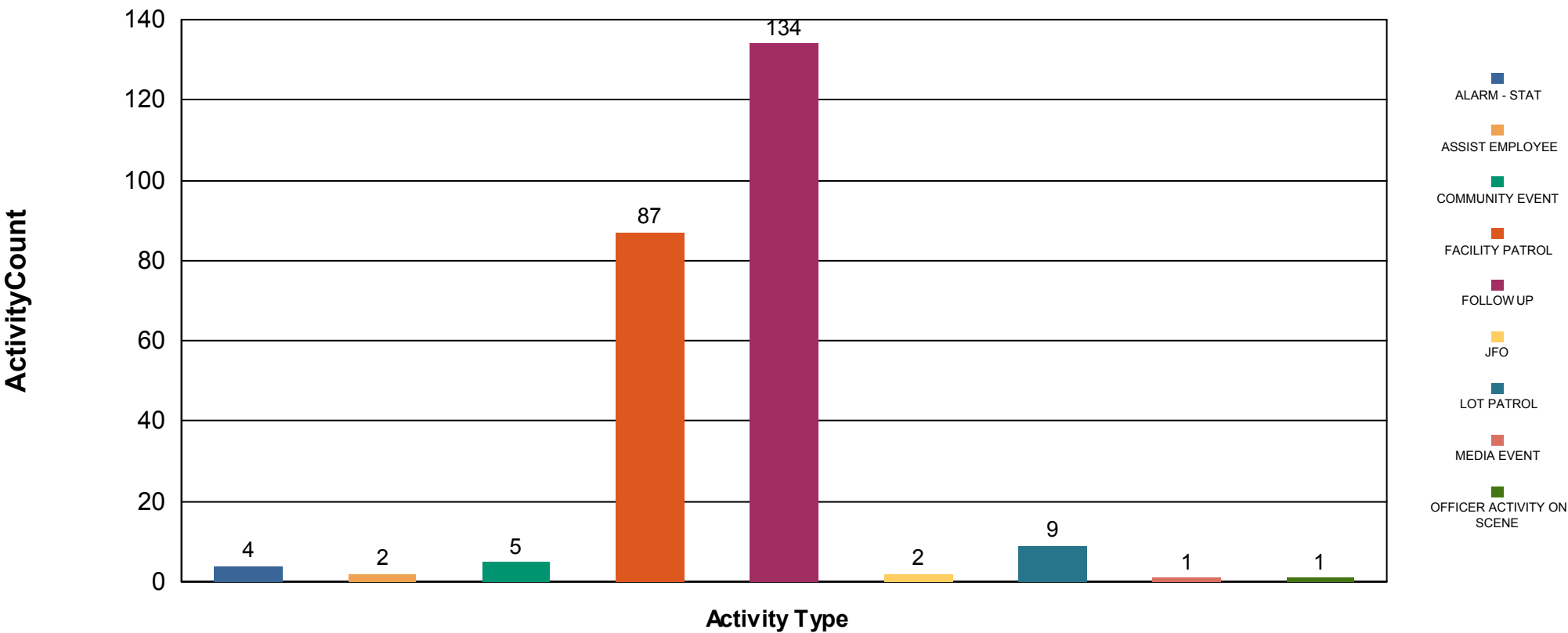
Grand Total: 100.00% Total # of Incident Types Reported: 40 Total # of Reports: 39

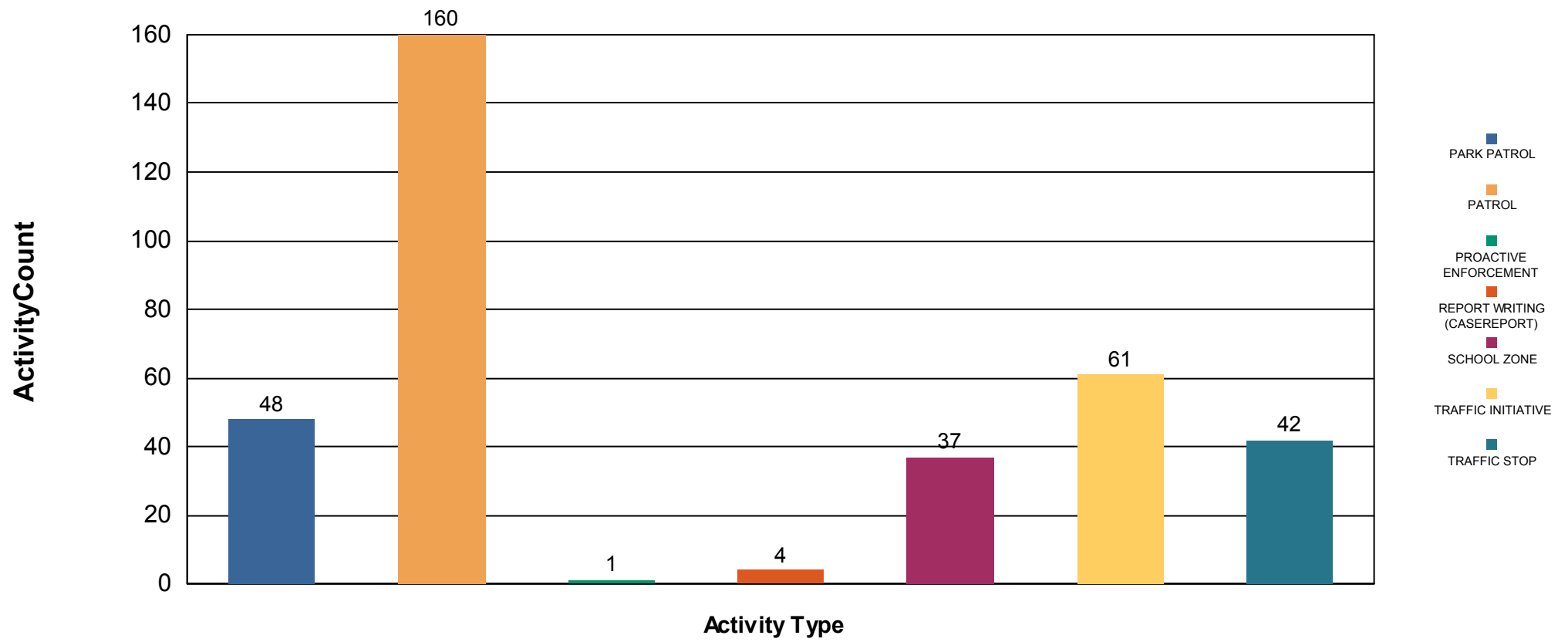
Grand Total: 100.00% Total # of Incident Types Reported: 142

Activity Count

City of Cold Lake Municipal Enforcement

Report Range : 4/1/2019 12:00:00AM To 4/30/2019 11:59:59PM Report Title :





MUNICIPAL ENFORCEMENT

MUNICIPAL ENFORCEMENT	Total Man Hours Primary Officer : 2 Hr 32 Min	Total Events : 4
ALARM - STAT	Total Man Hours Backup Officer : 0 Hr 0 Min	Activity Type Percentage : 1%
	Total Man Hours : 2 Hr 32 Min	
<hr/>		
MUNICIPAL ENFORCEMENT	Total Man Hours Primary Officer : 1 Hr 40 Min	Total Events : 2
ASSIST EMPLOYEE	Total Man Hours Backup Officer : 0 Hr 0 Min	Activity Type Percentage : 0%
	Total Man Hours : 1 Hr 40 Min	
<hr/>		
MUNICIPAL ENFORCEMENT	Total Man Hours Primary Officer : 3 Hr 35 Min	Total Events : 5
COMMUNITY EVENT	Total Man Hours Backup Officer : 0 Hr 0 Min	Activity Type Percentage : 1%
	Total Man Hours : 3 Hr 35 Min	
<hr/>		
MUNICIPAL ENFORCEMENT	Total Man Hours Primary Officer : 37 Hr 59 Min	Total Events : 87
FACILITY PATROL	Total Man Hours Backup Officer : 0 Hr 0 Min	Activity Type Percentage : 15%
	Total Man Hours : 37 Hr 59 Min	
<hr/>		
MUNICIPAL ENFORCEMENT	Total Man Hours Primary Officer : 179 Hr 43 Min	Total Events : 134
FOLLOW UP	Total Man Hours Backup Officer : 0 Hr 5 Min	Activity Type Percentage : 22%
	Total Man Hours : 179 Hr 48 Min	

MUNICIPAL ENFORCEMENT JFO	Total Man Hours Primary Officer : 3 Hr 15 Min Total Man Hours Backup Officer : 0 Hr 0 Min Total Man Hours : 3 Hr 15 Min	Total Events : 2 Activity Type Percentage : 0%
MUNICIPAL ENFORCEMENT LOT PATROL	Total Man Hours Primary Officer : 1 Hr 15 Min Total Man Hours Backup Officer : 0 Hr 0 Min Total Man Hours : 1 Hr 15 Min	Total Events : 9 Activity Type Percentage : 2%
MUNICIPAL ENFORCEMENT MEDIA EVENT	Total Man Hours Primary Officer : 1 Hr 55 Min Total Man Hours Backup Officer : 0 Hr 0 Min Total Man Hours : 1 Hr 55 Min	Total Events : 1 Activity Type Percentage : 0%
MUNICIPAL ENFORCEMENT OFFICER ACTIVITY ON SCENE	Total Man Hours Primary Officer : 0 Hr 22 Min Total Man Hours Backup Officer : 0 Hr 0 Min Total Man Hours : 0 Hr 22 Min	Total Events : 1 Activity Type Percentage : 0%
MUNICIPAL ENFORCEMENT PARK PATROL	Total Man Hours Primary Officer : 4 Hr 33 Min Total Man Hours Backup Officer : 0 Hr 0 Min Total Man Hours : 4 Hr 33 Min	Total Events : 48 Activity Type Percentage : 8%
MUNICIPAL ENFORCEMENT PATROL	Total Man Hours Primary Officer : 40 Hr 25 Min Total Man Hours Backup Officer : 0 Hr 0 Min Total Man Hours : 40 Hr 25 Min	Total Events : 160 Activity Type Percentage : 27%

MUNICIPAL ENFORCEMENT	Total Man Hours Primary Officer : 0 Hr 10 Min	Total Events : 1
PROACTIVE ENFORCEMENT	Total Man Hours Backup Officer : 0 Hr 0 Min	Activity Type Percentage : 0%
	Total Man Hours : 0 Hr 10 Min	
MUNICIPAL ENFORCEMENT	Total Man Hours Primary Officer : 11 Hr 30 Min	Total Events : 4
REPORT WRITING (CASEREPORT)	Total Man Hours Backup Officer : 0 Hr 0 Min	Activity Type Percentage : 1%
	Total Man Hours : 11 Hr 30 Min	
MUNICIPAL ENFORCEMENT	Total Man Hours Primary Officer : 13 Hr 57 Min	Total Events : 37
SCHOOL ZONE	Total Man Hours Backup Officer : 0 Hr 0 Min	Activity Type Percentage : 6%
	Total Man Hours : 13 Hr 57 Min	
MUNICIPAL ENFORCEMENT	Total Man Hours Primary Officer : 23 Hr 7 Min	Total Events : 61
TRAFFIC INITIATIVE	Total Man Hours Backup Officer : 0 Hr 0 Min	Activity Type Percentage : 10%
	Total Man Hours : 23 Hr 7 Min	
MUNICIPAL ENFORCEMENT	Total Man Hours Primary Officer : 1 Hr 30 Min	Total Events : 42
TRAFFIC STOP	Total Man Hours Backup Officer : 0 Hr 0 Min	Activity Type Percentage : 7%
	Total Man Hours : 1 Hr 30 Min	

Totals For Group MUNICIPAL ENFORCEMENT

Group Total Man Hours Primary Officer : 327 Hr 28 Min
Group Total Man Hours Backup Officer : 0 Hr 5 Min
Group Total Man Hours : 327 Hr 33 Min

SubTotal Group Events : 598

Grand Totals

Total Man Hours Primary Officer : 327 Hr 28 Min
Total Man Hours Backup Officer : 0 Hr 5 Min
Total Man Hours : 327 Hr 33 Min

Total Events : 598



Cold Lake and District Family and Community Support Services (FCSS)

2019

Report to Chief Administrative Officer

FCSS ADMINISTRATION		
INFORMATION AND REFERRALS		YTD 2019
FCSS	269	1006
PLC	84	384
Community	102	299
INTERAGENCY		YTD 2019
Information Sharing	15	77
INITIATIVES		YTD 2019
FCSS/PLC Room Rentals	19	93
Block Party Participants	0	0
Community Rental Participants	1000	1180
Baby Bags	50	180
SERVICES		YTD 2019
Resource Library	36	217
Forms and Assistance	41	103
Impact of FCSS Grants	100	620
Meals on Wheels	112	534
Counselling	17	42
MARKETING AND SOCIAL MEDIA		YTD 2019
Infomall – Calendar views	21	121
Infomall – Page views	160	517
Infomall – Page subscribers	111	434



Cold Lake and District Family and Community Support Services (FCSS)

2019

Report to Chief Administrative Officer

COMMITTEES AND PARTNERSHIPS		
MEETINGS	Apr-19	YTD 2019
Committee and Partnership Meetings	10	25
EVENTS	Apr-19	YTD 2019
Bully Free Committee Workshops and Events	0	150
Early Childhood Development Coalition	0	150
Additional Committee Events	22	64
PROGRAMMING		
CHILD AND YOUTH	Apr-19	YTD 2019
Life Skills and Social Competency	27	60
Social Skills and Development	52	258
Youth Advocacy and Empowerment	43	240
Character Education	0	200
ADULT	Apr-19	YTD 2019
Personal Growth	111	214
Seniors Services	17	50
Emergency Social Services	0	0
FAMILY AND COMMUNITY	YTD 2019	
Family Support	31	61
Family Workshops	38	239
Community Events	72	104



Cold Lake and District Family and Community Support Services (FCSS)

2019

Report to Chief Administrative Officer

VOLUNTEER SERVICES		
RECRUITMENT AND PROGRAMMING	Apr-19	YTD 2019
Volunteer Recruitment	2	10
Volunteer Appreciation Event	175	175
govolunteer.ca Postings	0	5
Volunteer Hours	151	667.5
Number of Volunteers	40	166
CVITP Files Processed	110	200
Volunteer Inquiries	2	14
Volunteer Requests	2	20
PARENT LINK CENTRE		
PROGRAM ATTENDANCE AND HOURS	Apr-19	YTD 2019
Unique Drop-ins	996	1255
Drop-in Attendance	1712	7077
Programming Hours	168	696
Program Attendance	51	351
PARENT LINK OUTREACH		
PROGRAM ATTENDANCE	Apr-19	YTD 2019
Parent Outreach	0	0
Community Education	0	10
Parent and Child Programming	63	215
SPECIAL TRANSPORTATION		
RIDERS	Apr-19	YTD 2019
Number of Riders	523	1999
Number of Riders Turned Away	41	130
SUPPORT RIDERS		
Apr-19	YTD 2019	
Assistants/Staff Support/Volunteers	90	318



Cold Lake and District Family and Community Support Services (FCSS)

2019

Report to Chief Administrative Officer

FAMILY SERVICES - LIFE COACHING		
SERVICE	Apr-19	YTD 2019
Life Coaching Clients Served	14	65
Parent Support	19	57
USER GROUP	Apr-19	YTD 2019
1 – 12 years	3	15
Teens	5	16
Adults	14	51
Couples	7	20
Families	4	20
REFERRED TO	Apr-19	YTD 2019
Alberta Health Services - Mental Health	9	28
Alberta Health Services - Addictions	3	10
Alberta Health Services	6	22
LCFASD	5	7
Private Service	7	54
REFERRED FROM	Apr-19	YTD 2019
Self-Referred	9	33
Advertising / Online	5	16
FCSS Programs Attendance	2	22
Friend / Family Member	4	13
Child and Family Services/Social Services	8	16
Probation	0	0
Mental Health	5	17
CLIENT ISSUES	Apr-19	YTD 2019
Anger/Conflict Management	6	40
Relationship Issues	17	53
Parent-Teen Conflict	8	25
Parenting	19	64
Self-Esteem	16	79
Co-Parenting	6	14
Goal-Setting	18	84

Cold Lake Golf & Winter Club

Monthly Report for April 2019

Projects

COMPLETED:

Curling Ice Removed April 14-24

Pump water from the low areas on the course

Golf Course Setup (course opened April 19)

CURRENT AND FUTURE:

Summer staff orientation and training

Prepare golf equipment for the season

Pressurize Irrigation System

Work with Ronald McDonald House Alberta on their tournament June 15th.

Drainage—Hole 3, 4 to be sodded in Spring

Advertising for seasonal specials & tournaments

Statistics

	APR	MAY	JUN	YEAR TOTAL
Golf Memberships 2019	33	0	0	93
Golf Memberships 2018	24	0	0	37
Members Weekday 2019	121	0	0	121
Members Weekend 2019	100	0	0	100
Guests Weekday 2019	49	0	0	49
Guests Weekend 2019	61	0	0	61
Driving Range 2019	199	0	0	199
Driving Range 2018	80	0	0	80
Power Cart 2019	65	0	0	65
Power Cart 2018	4	0	0	4
Pull Cart 2019	5	0	0	5
Pull Cart 2018	0	0	0	0
Club Rental 2019	6	0	0	6
Club Rental 2018	0	0	0	0
Ice Rental Hourly 2019	49	0	0	1029
Ice Rental Hourly 2018	73	0	0	676

Operations

Golf Leagues

Tuesday—Ladies

Wednesday—Men's

Wednesday—Seniors

Curling Season

Wrapped up with the doubles bonspiel
April 12 to 14.

Ice removed by the 24th.

Pro Shop

2018 Stock is on Sale. 2019 Stock is being inventoried as it arrives and put out for sale. Pro Shop is open 8:30am-9:30pm daily.

CLGWC

Golf Course Hours are 8:30am-9:30pm weather permitting. Roller Derby Ladies rent/practice Tuesdays 6-8pm

Maintenance Program

Start weekly mowing and trimming

Begin the fertilizer schedule of greens, tees, and fairways.

Cold Lake Energy Centre

Monthly Report for April 2019

Projects

COMPLETED:

Kid Zones— April 2, 9, 16, 23 and 30

Total attendance: 80 children

Friday Night Fun—April 5

Total Attendance: 47 children

Bouncy Castle Day— April 20

Total Attendance: 65 youth

Nerf Wars— April 27 Total Attendance: 111 youth

Easter Party— April 18 was a huge success, approximately 1000 people attended.

CURRENT & FUTURE:

Fred Penner—May 18

Movie Night (How To Train Your Dragon—The Hidden World)—May 18

Bouncy Castle Day—May 19

Nerf Gun Wars—May 25

Friday Night Fun—May 31

April was the last month for Kid Zones and will resume in October. The events currently being planned are Senior's Day, Canada Day, Bubble Run and Aqua Day.

Statistics

<i>Memberships</i>	APR	MAY	JUN	Year Total
New '19	287			1271
Passes Scanned '19	7,049			22,970
Drop Ins '19	668			2609

<i>Climbing Wall Memberships</i>	APR	MAY	JUN	Year Total
New '19	14			60
Drop Ins '19	443			1511
Rentals '19	1			4

<i>Fitness Classes</i>	APR	MAY	JUN	Year Total
Drop Ins '19	19			97
Classes '19	70			147

<i>Facility Rentals</i>	APR	MAY	JUN	Year Total
Imp. Oil Place '19	68			759
Phase III Arena '19	164			910
Field House '19	190			590
North Arena '19	4.5			295.50

<i>Marina</i>	APR	MAY	JUN	Year Total
Slips—Paid	36			199
Days Sub-Lease	0			28

Operations

Fitness Class Sessions

Our new session started April 28. Staff were busy registering for the new session. We added a Fitness Program this session and it has been well received!

Drop In Programs

Pickleball, adult drop in hockey, 50+ shinny, and lunch time shinny are on going. The Running Track is always free to use.

Memberships

Sales for yearly, monthly and day passes are being processed on daily basis as needed for entry into the Wellness Centre facility. Staff are starting to sell Rock Wall memberships.

Front Desk

Front Desk Receptionists have been busy with Marina Contracts, fitness registrations and Rock Wall drop ins and memberships.

Recreation Programming

The youth and adult seasonal sports organizations are in full swing. Our current programs are continuing to run. Staff are working on Summer Camps. We are adding some new, exciting ones this summer! We are also hoping to start a Beach Volleyball League at Kinosoo Beach for June and July.

Parks and Recreation

Monthly Report For April 2019

Projects

COMPLETED:

Snow fence removed from Kinosoo Beach.

Repairs to Marina Dock units completed.

Public washrooms opened for public use.

CURRENT & FUTURE:

Spring clean up on-going.

Met with 4Wing officials to finalize playground project at/for JJ Parr Recreation Centre.

Request for Proposals distributed for noxious weed control, and Forest Heights Playground replacement. RFP for storage garage to be finalized.

Docks installation and opening of Marina on the May long weekend.

Installation of Zip-Line and swim markers at Kinosoo Beach in time for May long weekend.

Seasonal start up of splash parks.

Check valve installation and compressor (CU#1) scheduled for June.

Statistics

Hours	APR	MAY	JUN	Year Total
Figure Skating'19	53.75			177.75
Figure Skating'18	53	42.50	65	160.50
C League'19	0			58.75
C League'18	27.50	27.50	27	32
Jr B Ice'19	30			55
Jr B Ice'18	24.25	25.50	9	59
Master Old Tim'19	2			15.5
Master Old Tim'18	3.5	3.75	4.5	11.75
Minor Hockey'19	20			548.50
Minor Hockey'18	271.50	235.50	197	704
Cold Timers'19	1.5			28.5
Cold Timers'18	10	10	13.5	66.75
Cold Lake Rec'19	0			25.50
Cold Lake Rec'18	11.50	10	13.5	35
Jr A Wings '19	0			88.25
Women's Hockey'19	3			19.50
Women's Hockey'18	5	3.75	6	14.75
Casual/Camps'19	53			149.75
Casual/Camps'18	16	14	33.5	63.50
Slopitch'19	0	0	0	0
Slopitch'18	0	0	0	0
Baseball'19	0	0	0	0
Baseball'18	0	0	0	0
Soccer'19	0	0	0	0
Soccer '18	0	0	0	0
Rugby'19	0	0	0	0
Rugby'18	0	0	0	0
Lacrosse'19	0	0	0	0
Lacrosse'18	0	0	0	0

Operations

Grandstand/Turf Field

Construction nearly complete. Fencing and sod around berm still to be completed

Energy Centre

Consideration into installation of additional panic button for lock-down procedures.

Arenas

Phase 3 Arena staffed for ice operation until the end of May

Staffing

Recruitment for seasonal operational staff is complete, and set to start employment in early May

Marina

Preparations are on-going for the upcoming boating season.

CLGWC

Course opened to public on Easter weekend.



STAFF REPORT

Title: National Public Works Week - May 19-25, 2019

Meeting Date: May 14, 2019

Executive Summary:

Mayor Copeland proclaimed May 19-25, 2019 as National Public Works Week in the City of Cold Lake.

Background:

Alternatives:

Recommended Action:

Mayor Copeland proclaimed May 19-25, 2019 as National Public Works Week in the City of Cold Lake.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer



RECEIVED

APR 04 2019

CITY OF COLD LAKE

March 29, 2019

**Attention: Honourable Mayors,
Members of Council and
Chief Administrative Officers**

Re: National Public Works Week, May 19-25, 2019 – "It Starts Here"

The APWA Alberta Chapter is seeking your support to recognize and promote National Public Works Week (NPWW) by acknowledging May 19-25, 2019 as National Public Works Week in your community. This year's theme is "It Starts Here."

National Public Works Week is observed each year during the third full week of May and this is the 59th year. The theme for the 2019 National Public Works Week is "It Starts Here." This theme represents the many facets of modern civilization that grow out of the efforts put forth by the public works professionals across North America. What starts here? Infrastructure starts with public works... Growth and innovation starts with public works... Mobility starts with public works... Security starts with public works... Healthy communities start with public works... The bottom line is that citizens' quality of life starts with public works. Many Councils and Public Works departments make this an annual celebration in their communities.

The APWA encourages public works agencies and professionals to take the opportunity to celebrate the week by parades, displays of public works equipment, high school essay contests, open houses, programs for civic organizations and media events. The occasion is marked each year with scores of resolutions and proclamations from Mayors and Premiers and raises the public's awareness of public works issues and increases confidence in public works agencies like yours who are dedicated to improving the quality of life for present and future generations.

For your convenience, I have attached a sample Council proclamation that you may consider using. You may wish to go to www.publicworks.ca for a digital copy of the proclamation and information about this year's theme and resources on making your Public Works Week a success. Also please consider entering your event for our annual awards as well as the National Public Works Week award from CPWA. www.cpwa.net If you have any further questions or require any additional information, please do not hesitate to contact Jeannette Austin, Executive Director at 403.990.2792. Thank you for making a difference.

Please note that declarations should be forwarded to

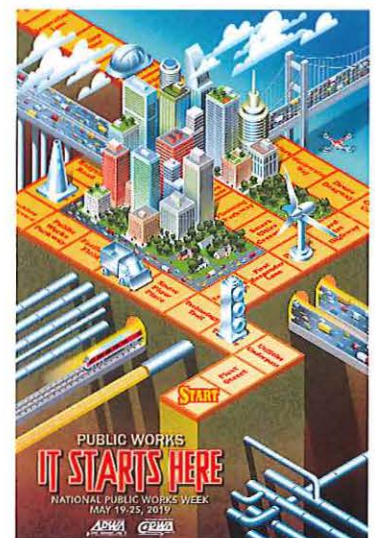
office@publicworks.ca or by mail to:

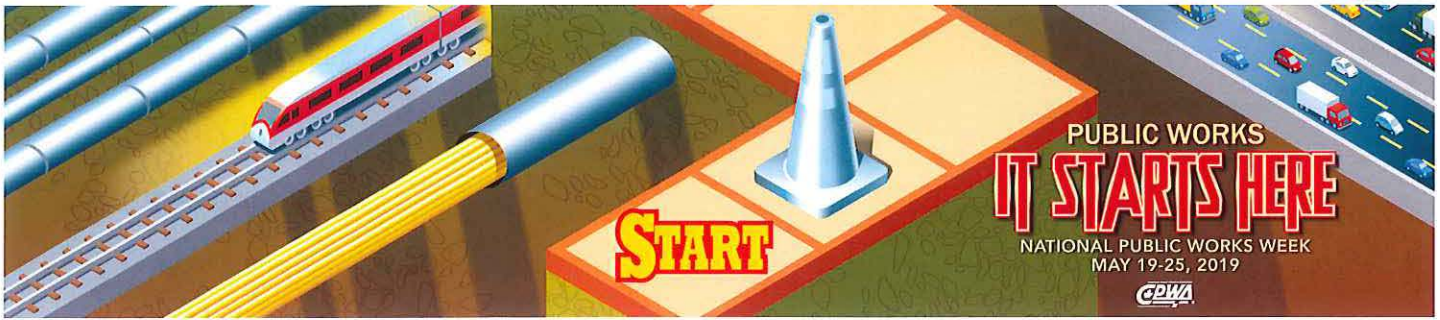
APWA Alberta Chapter
44095 Garside Postal Outlet
EDMONTON AB T5V 1N6

Yours truly,

A handwritten signature in black ink, appearing to read 'Peter McDowell'.

Peter McDowell, APWA President





National Public Works Week

May 19 – 25, 2019

“It Starts Here”

Provincial/Territorial Proclamation (SAMPLE)

WHEREAS, public works professionals focus on infrastructure, facilities and services that are of vital importance to sustainable and resilient communities and to the public health, high quality of life and well-being of the people of **[Insert Province/Territory]**; and,

WHEREAS, these infrastructure, facilities and services could not be provided without the dedicated efforts of public works professionals, who are engineers, managers and employees at all levels of government and the private sector, who are responsible for rebuilding, improving and protecting our nation’s transportation, water supply, water treatment and solid waste systems, public buildings, and other structures and facilities essential for our citizens; and,

WHEREAS, it is in the public interest for the citizens, civic leaders and children in **[Insert Canada -or- Province/Territory]** to gain knowledge of and to maintain a progressive interest and understanding of the importance of public works and public works programs in their respective communities; and,

WHEREAS, the year 2019 marks the 59th annual National Public Works Week sponsored by the American Public Works Association/Canadian Public Works Association be it now,

RESOLVED, I, **[Insert Full Name of Premier]**, **[Insert Premier -or- other title]** of **[Insert Province/Territory]**, do hereby designate the week May 19 – 25, 2019 as National Public Works Week; I urge all citizens to join with representatives of the American Public Works Association/Canadian Public Works Association and government agencies in activities, events and ceremonies designed to pay tribute to our public works professionals, engineers, managers and employees and to recognize the substantial contributions they make to protecting our national health, safety, and quality of life.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the **[Province/Territory]** of **[Insert Province/Territory]** (to be affixed),

DONE at the **[City/Town/Rural Municipality]** of **[Insert City/Town/Rural Municipality]**, **[Insert Province/Territory]** this _____ day of _____ 2019.

[Insert Full Name of Premier]

[SEAL]



Celebrate Public Works Week May 19-25, 2019 It Starts Here – Public Works

Proclamation

Ensure that your Municipality proclaims or recognizes NPWW! See our website for digital copy of proclamation www.publicworks.ca

What You Can Do

Environmental Campaign

Develop a week of activities to improve the community's environment. Show the many ways public works departments contribute to your community's environmental health.

Thought starters:

- Invite garden clubs, civic groups, historic preservation societies, schools and scouting councils to join you in an environmental project, or suggest a project of their own.
- Organize a tree-planting ceremony, recycling drive, public grounds clean-up or free, safe disposal of oversized items and household hazardous wastes.
- Launch a campaign to solicit organizations to adopt a highway or public park.

Public Works Exhibit

Create an exhibit to spotlight your organization's recent successes and emphasize how they benefit all citizens. Arrange to display your exhibit at libraries, community centers and shopping malls. You may be able to take advantage of a captive audience by exhibiting at a scheduled community event.

Thought starters:

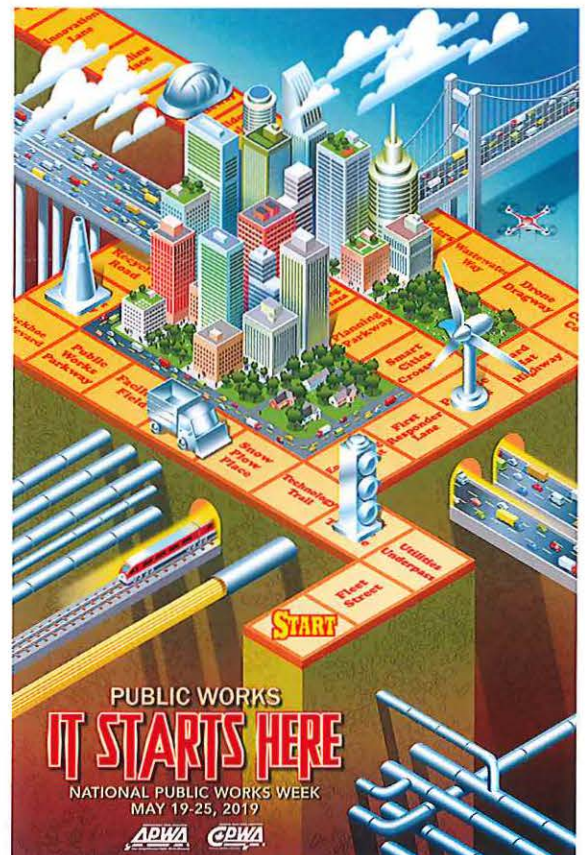
- Feature public works equipment, display photos of facilities and provide information on upcoming public works projects.
- Show a film or video of public works in action.
- When practical, have a representative from various departments staff the exhibit to answer questions and provide information.

Rodeo/Equipment Shop

Display equipment your department uses in day-to-day operations. Give public works employees the opportunity to show the skill required to operate public works equipment.

Thought starters:

- Select a location with high visibility such as a parking lot, city park, or public gathering place. Allow adequate time to research and reserve a location.
- Invite elected officials to participate in an activity during the event.
- Sponsor a regional contest and challenge other municipalities to a test of skills necessary to operate a backhoe, garbage pickup, forklift and lawn tractor.
- Emphasize safety; highlight the cost-effective measures and unique features of your equipment and vehicles.
- Have representatives from various departments show equipment and answer questions.



Open House or Tour

An open house or tour offers participants a new perspective on public works and gives professionals an opportunity to discuss the daily operation at their facility. It also is a good time to gather community members' opinions of public works projects and services.

Thought starters:

- Plan the open house in conjunction with a dedication ceremony, an anniversary, or a celebration of a completed project.
- Select employees to serve as ambassadors or tour guides.
- Provide a forum for citizens to learn about various departments and their functions.
- Develop a survey to gather attendees' opinions about a public works project or service of importance to your organization.

Employee Appreciation Day

Acknowledge the many accomplishments public works employees contribute throughout the year with a special recognition event.

Thought starters:

- Sponsor a banquet to recognize outstanding performance, special achievements, safety records and attendance. Award honourees with a gift registration to a seminar, an engraved plaque, a special proclamation or a cash award.
- Include family members of honourees.
- Invite elected officials.
- Hold your event in a public works facility. For example, host a barbecue in an equipment garage.

Sporting Event

Healthy people are happy people. Promote healthful living by sponsoring a sporting event.

Thought starters:

- Plan the route of a race to end at a facility or project you believe deserves attention.
- Sponsor a golf tournament and arrange for the proceeds to be dedicated to a public works project, such as the purchase of playground equipment in a community park.
- Sponsor a public works night at an organized or professional sporting event. Arrange for a message about public works to be announced during the game.

For further information see our website: www.publicworks.ca

Or contact Jeannette Austin

Executive Director

admin@publicworks.ca



PROCLAMATION

National Public Works Week May 19-25, 2019

WHEREAS, public works infrastructure, facilities and services are vital to the health, safety and well-being of the residents of the City of Cold Lake; and

WHEREAS, such facilities and services could not be provided without the dedicated efforts of public works professionals, engineers and administrators who are responsible for building, operating, and maintaining the public works systems that serve our citizens; and

WHEREAS, the Public Works Association instituted Public Works Week as a public education campaign “to inform communities and their leaders on the importance of our nation’s public infrastructure and public works services”; and

WHEREAS, it is in the public interest of citizens and civic leaders to gain knowledge of the public works needs and programs of their respective communities; and

WHEREAS, Public Works Week also recognizes the contributions of public works professionals.

NOW THEREFORE, I, Craig Copeland, Mayor of the City of Cold Lake, do hereby designate the week of May 19-25, 2019 as

“National Public Works Week”

with Thursday, May 23rd being

“Public Works Day”

in the City of Cold Lake, and I urge all citizens to join with representatives of governmental agencies in activities and ceremonies designed to pay tribute to our public works engineers and administrators and to recognize the substantial contributions they have made to our national health and welfare.

Craig Copeland,
Mayor

Dated this 14th day of May, 2019



STAFF REPORT

Title: National Victims and Survivors of Crime Week (VSCW) - May 28 - June 3, 2019

Meeting Date: May 14, 2019

Executive Summary:

Mayor Copeland proclaimed May 28 - June 3, 2019 as National Victims and Survivors of Crime Week (VSCW) in the City of Cold Lake.

Background:

Alternatives:

Recommended Action:

Mayor Copeland proclaimed May 28 - June 3, 2019 as National Victims and Survivors of Crime Week (VSCW) in the City of Cold Lake.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer