



**Council - Regular Meeting
Agenda**

Tuesday, June 11, 2019

6:00 p.m.

Council Chambers

Pages

1.	CALL TO ORDER	
2.	ADOPTION OF AGENDA	
3.	DISCLOSURE OF INTEREST	
4.	MINUTES APPROVAL	
4.1	Council - Regular Meeting May 14, 2019	3 - 22
4.2	Council - Corporate Priorities Committee Meeting May 21, 2019	23 - 31
4.3	Council - Special Meeting May 23, 2019	32 - 35
5.	PUBLIC QUESTION PERIOD	
6.	PUBLIC HEARINGS	
7.	DELEGATIONS	
7.1	Cold Lake Valour Place Committee - WO Andre Marchand	36 - 43
7.2	Cold Lake Regional Chamber of Commerce (CLRCC) - Ryan Lefebvre and Josh Holman	44 - 61
7.3	Economic Development Advisory Committee (EDAC) - Bernard Lefebvre	62 - 70
8.	CITY FINANCIAL REPORTS	
8.1	City Financial Reports - April 2019	71 - 86
9.	OLD BUSINESS	
9.1	Bylaw No. 646-AD-19 - Cemetery Bylaw	87 - 255
9.2	Coalition of Canadian Municipalities for Energy Action	256 - 286
10.	NEW BUSINESS	
10.1	Bylaw No. 648-AN-19 - Supplementary Tax Rate Bylaw	287 - 293

10.2	2019 Capital Budget Amendment - 2019 Lane Improvement Program	294 - 298
10.3	Extension of Subdivision Approval - SUB-17-004 (Nelson Heights Phase 9)	299 - 301
10.4	Tax Arrears Agreement - Tax Roll 4000024024	302 - 306
10.5	Lakeland Industry and Community Association (LICA) Membership - May 14, 2019 Delegation	307 - 340
10.6	Cold Lake Community Mobilization Project Review - May 14, 2019 Delegation	341 - 360
11.	COMMITTEE REPORTS	
11.1	Minutes March 11, 2019 Family and Community Support Services Advisory Committee	361 - 366
11.2	Minutes April 29, 2019 Cold Lake Library Board	367 - 371
12.	STAFF REPORTS	
12.1	Chief Administrative Officer's Monthly Report - May 2019	372 - 376
12.2	Report to Chief Administrative Officer - Corporate Services - May 2019	377 - 387
12.3	Report to Chief Administrative Officer - Infrastructure Services - May 2019	388 - 400
12.4	Report to Chief Administrative Officer - Planning and Development - May 2019	401 - 413
12.5	Report to Chief Administrative Officer - Community Services - May 2019	414 - 445
13.	COUNCIL HIGHLIGHTS/ REPORTS	
14.	NOTICES OF MOTION /PROCLAMATIONS/ ANNOUNCEMENTS	
14.1	National Drowning Prevention Week - July 21-27, 2019	446 - 449
15.	QUESTIONS	
16.	IN CAMERA	
16.1	Member-at-Large Vacancy - Cold Lake Library Board	
16.2	Western Provinces Hockey Association (WPHA)	
16.3	Lease Agreement Renewal LA19-001 - Rogers Communications	
16.4	Commercial Air Service - License Agreement	
17.	ADJOURNMENT	



STAFF REPORT

Title: Council - Regular Meeting May 14, 2019

Meeting Date: June 11, 2019

Executive Summary:

Background:

Alternatives:

Recommended Action:

That the minutes of Council's regular meeting held May 14, 2019 be accepted as presented.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer



Council - Regular Meeting Minutes

Tuesday, May 14, 2019

6:00 p.m.

Council Chambers

Council Present: Mayor Craig Copeland
Councillor Bob Buckle
Councillor Jurgen Grau
Councillor Duane Lay
Councillor Vicky Lefebvre

Council Absent: Councillor Kirk Soroka
Councillor Chris Vining

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
Manager of Strategic Initiatives Andrew Serba
Executive/Recording Secretary Cindy Reimer
Acting General Manager of Community Services/Manager of Protective Services/Fire Chief Jeff Fallow

Staff Absent: General Manager of Community Services Glenn Barnes

CALL TO ORDER

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

ADOPTION OF AGENDA

Resolution # CRM20190514.1001

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 Public Hearings Item 6.2 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 declared a disclosure of interest with respect to Old Business Item 8.2 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 23, 2019

Resolution # CRM20190514.1002

Moved by Councillor Lay

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

Carried Unanimously

PUBLIC QUESTION PERIOD

None.

PUBLIC HEARINGS

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

Mayor Copeland declared the public hearing for reviewing Bylaw No. 644-LU-19, being a Bylaw to Amend LUB No. 382-LU-10 Section 12.8(2) Categorizes Uses for the LI (Light Industrial District) as Either Permitted, Discretionary - Development Officer or Discretionary - Municipal Planning Commission, in the City of Cold Lake, open at this time being 6:01 p.m.

Mayor Copeland 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. 644-LU-19, being a Bylaw to Amend LUB No. 382-LU-10 Section 12.8(2) Categorizes Uses for the LI (Light Industrial District) as Either Permitted, Discretionary - Development Officer or Discretionary - Municipal Planning Commission, in the City of Cold Lake.

Mayor Copeland opened the floor for public concerns and comments with respect to Bylaw No. 644-LU-19.

As there were no public in attendance to voice their concerns and/or provide comments with respect to Bylaw No. 644-LU-19, Mayor Copeland declared the public hearing closed at this time being 6:04 p.m.

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 Public Hearings Item 6.2 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 6:04 p.m.

Mayor Copeland declared the public hearing for reviewing 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, open at this time being 6:04 p.m.

Mayor Copeland 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. 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.

Mayor Copeland opened the floor for public concerns and comments with respect to Bylaw No. 645-LU-19.

As there were no public in attendance to voice their concerns and/or provide comments with respect to Bylaw No. 645-LU-19, Mayor Copeland declared the public hearing closed at this time being 6:08 p.m.

Councillor Buckle re-entered the meeting at this time being 6:08 p.m.

DELEGATIONS

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

Mayor Copeland welcomed Lakeland Industry and Community Association (LICA) representatives Ms. Erin Ritchie, Manager of Environmental Programs and Ms. Arianne Crook, Executive Director to the Council meeting at this time being 6:09 p.m.

Ms. Ritchie and Ms. Crook advised Council that LICA was founded in 2000 and other partners consisted of the Town of Bonnyville, M.D. of Bonnyville, and Town of Lac La Biche. An in-depth power point presentation was presented which provided an update on the Lakeland Industry and Community Association's (LICA) initiatives within the region including LICA's education and outreach programs, air monitoring (located near the Humane Society in Cold Lake), and environmental program.

Mayor Copeland thanked Ms. Ritchie and Ms. Crook for their informative presentation advising that Council would consider the request for continued membership to LICA at their next regular meeting of Council being June 11, 2019.

Ms. Ritchie and Ms. Crook left the meeting at this time being 6:45 p.m.

Resolution # CRM20190514.1003

Moved by Councillor Lay

That the meeting be recessed at this time being 6:45 p.m., and reconvened at the call of the Chair.

Carried Unanimously

Mayor Copeland reconvened the meeting at this time being 6:52 p.m.

Cold Lake Community Mobilization Project Review - Ted Greenaway

Mayor Copeland welcomed Mr. Ted Greenaway, Principal Consultant of iWonder Development Inc., to the Council meeting at this time being 6:52 p.m.

Mr. Greenaway provided Council with an extensive power point presentation of the April 2019 report "Imagine Cold Lake Revisited" which is a retrospective review of the Imagine Cold Lake Community Mobilization Project completed in 2012, and the experiences since 2012 of the five (5) community priority teams which were formed as a result of the project. The presentation focused on what has been learned about supporting such teams and recommendations about community priorities where similar team work should focus moving forward.

Mr. Greenaway provided the following recommendations noting that there was no need to update the Community Assessment or to repeat the Community-Wide Summit:

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 the first team is stable, consider forming a second team to address a family treatment centre or community economic development

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 (1) prominent community member and one (1) FCSS staff person
5. Agencies as team members
6. Agency representation by leader (CEO, ED) and a front-line staff person
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 (i.e. every one (1) to two (2) years)

Mayor Copeland thanked Mr. Greenaway for his informative presentation, and Mr. Greenaway returned to the gallery at this time being 7:38 p.m.

OLD BUSINESS

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

Resolution # CRM20190514.1004

Moved by Councillor Buckle

That Bylaw No. 644-LU-19, being a Bylaw to Amend LUB No. 382-LU-10 Section 12.8(2) Categorizes Uses for the LI (Light Industrial District) as Either Permitted, Discretionary - Development Officer or Discretionary - Municipal Planning Commission, in the City of Cold Lake, be given second reading.

Carried Unanimously

Resolution # CRM20190514.1005

Moved by Councillor Lefebvre

That Bylaw No. 644-LU-19 be given third and final reading.

Carried Unanimously

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 Old Business Item 8.2 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 7:43 p.m.

Delegate Mr. Greenaway left the meeting at this time being 7:44 p.m.

Resolution # CRM20190514.1006

Moved by Councillor Lay

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 second reading.

Carried Unanimously

Resolution # CRM20190514.1007

Moved by Councillor Lefebvre

That Bylaw No. 645-LU-19 be given third and final reading.

Carried Unanimously

Councillor Buckle re-entered the meeting at this time being 7:59 p.m.

NEW BUSINESS

Bylaw No. 646-AD-19 - Cemetery Bylaw

Resolution # CRM20190514.1008

Moved by Councillor Buckle

That Bylaw No. 646-AD-19, being a Bylaw for the Management of Cemeteries, in the City of Cold Lake, be given first reading.

Carried Unanimously

Bylaw No. 647-AN-19 - Tax Rate Bylaw

Resolution # CRM20190514.1009

Moved by Councillor Lay

That Bylaw No. 647-AN-19, being 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, in the City of Cold Lake, be given first reading.

Carried Unanimously

Policy No. 205-AD-18 - Mobile Vendor Policy Revisions

Resolution # CRM20190514.1010

Moved by Councillor Lefebvre

That Council adopt revised Policy No. 205-AD-18, being the Mobile Vendor Policy, as presented.

Carried Unanimously

Resolution # CRM20190514.1011

Moved by Councillor Lefebvre

That the meeting be recessed at this time being 8:32 p.m., and reconvened at the call of the Chair.

Carried Unanimously

General Manager of Infrastructure Services A. Khan left the meeting at this time being 8:32 p.m.

Mayor Copeland reconvened the meeting at this time being 8:38 p.m.

Cold Lake First Nations (CLFN) Joint Meeting - Alberta Transportation

Resolution # CRM20190514.1012

Moved by Councillor Buckle

That Council authorize 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, the Municipal District of Bonnyville, and the City of Cold Lake.

Carried Unanimously

Subdivision Approval Extension - SUB-17-001 (Jackknife PUL)

Resolution # CRM20190514.1013

Moved by Councillor Lefebvre

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.

Carried Unanimously

Regional Recreation Committee

Resolution # CRM20190514.1014

Moved by Councillor Lay

That Council appoint Councillor Buckle and Councillor Vining to the Regional Recreation Committee with Mayor Copeland as an alternate, and re-evaluate the appointments at Council's next annual organizational meeting.

Carried Unanimously

Economic Development Advisory Committee Resignation

Resolution # CRM20190514.1015

Moved by Councillor Lay

That Council accept, with regret, the resignation of Ms. Isabel Myshaniuk from the Cold Lake Economic Development Advisory Committee effective immediately.

Carried Unanimously

Age Friendly Cold Lake Grant - April 23, 2019 Delegation

Resolution # CRM20190514.1016

Moved by Councillor Grau

That Council accept the Age Friendly Cold Lake Grant delegation presentation made at Council's April 23, 2019 regular meeting as information.

Carried Unanimously

Christopher Cowden - April 23, 2019 Delegation

Resolution # CRM20190514.1017

Moved by Councillor Lefebvre

That Council accept Christopher Cowden's delegation presentation made at Council's April 23, 2019 regular meeting as information, and provide funding in the amount of \$10,000.00 towards the production of "Moments in Spacetime" with funds to come from Council Goodwill (1-2-11-20-229), and further direct Administration to prepare a Screen-Based Production Grant Program for Council's consideration.

Carried Unanimously

Request for Funding - Bonnyville and District Chamber of Commerce - Lakeland Business of the Year Awards Gala

Resolution # CRM20190514.1018

Moved by Councillor Lefebvre

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).

Carried Unanimously

COMMITTEE REPORTS

Minutes March 13, 2019 Cold Lake Regional Chamber of Commerce
Information.

Minutes March 25, 2019 Cold Lake Library Board
Information.

Minutes March 25, 2019 Cold Lake Regional Utility Services Commission
Information.

Minutes April 3, 2019 Economic Development Advisory Committee
Information.

Minutes April 10, 2019 Cold Lake Regional Chamber of Commerce
Information.

STAFF REPORTS

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

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

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

Report to Chief Administrative Officer - Planning and Development Services - April 2019
Information.

Report to Chief Administrative Officer - Community Services - April 2019
Information.

COUNCIL HIGHLIGHTS/ REPORTS

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

Resolution # CRM20190514.1019

Moved by Councillor Lay

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

Carried Unanimously

NOTICES OF MOTION /PROCLAMATIONS/ ANNOUNCEMENTS

National Public Works Week - May 19-25, 2019

Mayor Copeland proclaimed May 19-25, 2019 as National Public Works Week in the City of Cold Lake.

National Victims and Survivors of Crime Week (VSCW) - May 28 - June 3, 2019

Mayor Copeland proclaimed May 28 - June 3, 2019 as National Victims and Survivors of Crime Week (VSCW) in the City of Cold Lake.

QUESTIONS

Councillor Buckle noted that the washrooms at Kinosoo Beach were locked on the weekend, and queried if the bylaw department could have a key to unlock and lock up the washrooms?

Chief Administrative Officer K. Nagoya advised that the contractor at Kinosoo Beach has a key and takes care of the washrooms.

Resolution # CRM20190514.1020

Moved by Councillor Lefebvre

That the meeting be recessed at this time being 9:38 p.m., and reconvened at the call of the Chair.

Carried Unanimously

Acting General Manager of Community Services/Manager of Protective Services/Fire Chief J. Fallow left the meeting at this time being 9:38 p.m.

Mayor Copeland reconvened the meeting at this time being 9:46 p.m.

IN CAMERA

Member-at-Large Applications - Cold Lake Elected Official Compensation Review Committee

Present: Mayor Copeland, Councillors Buckle, Grau, Lay, and Lefebvre, Chief Administrative Officer K. Nagoya, General Manager of Corporate Services L. Mortenson, General Manager of Planning & Development Services H. Pinnock, 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 # CRM20190514.1021

Moved by Councillor Grau

That the meeting go "In-Camera" at this time being 9:46 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 Member-at-Large Applications - Cold Lake Elected Official Compensation Review Committee.

Carried Unanimously

Resolution # CRM20190514.1022

Moved by Councillor Lefebvre

That the meeting come "Out-of-Camera" at this time being 9:52 p.m.

Carried Unanimously

Northern Lights Public Schools - Draft Memorandum of Understanding

Present: Mayor Copeland, Councillors Buckle, Grau, Lay, and Lefebvre, Chief Administrative Officer K. Nagoya, General Manager of Corporate Services L. Mortenson, General Manager of Planning & Development Services H. Pinnock, Manager of Strategic Initiatives A. Serba, and Executive/Recording Secretary C. Reimer.

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

- FOIP Section 21, Disclosure harmful to intergovernmental relations
- FOIP Section 24, Advice from officials

Resolution # CRM20190514.1023

Moved by Councillor Lefebvre

That the meeting go "In-Camera" at this time being 9:52 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 the Northern Lights Public Schools - Draft Memorandum of Understanding.

Carried Unanimously

Resolution # CRM20190514.1024

Moved by Councillor Grau

That the meeting come "Out-of-Camera" at this time being 10:07 p.m.

Carried Unanimously

Cold Lake First Nations IR149A Drainage Concerns

Present: Mayor Copeland, Councillors Buckle, Grau, Lay, and Lefebvre, Chief Administrative Officer K. Nagoya, General Manager of Corporate Services L. Mortenson, General Manager of Planning & Development Services H. Pinnock, Manager of Strategic Initiatives A. Serba, and Executive/Recording Secretary C. Reimer.

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

- FOIP Section 21, Disclosure harmful to intergovernmental relations
- FOIP Section 23, Local public body confidences
- FOIP Section 24, Advice from officials

Resolution # CRM20190514.1025

Moved by Councillor Grau

That the meeting go "In-Camera" at this time being 10:07 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 Cold Lake First Nations IR149A Drainage Concerns.

Carried Unanimously

Resolution # CRM20190514.1026

Moved by Councillor Lay

That the meeting come "Out-of-Camera" at this time being 10:11 p.m.

Carried Unanimously

Western Canadian Defence Industries Association (WCDIA) - Non Disclosure Agreement

Present: Mayor Copeland, Councillors Buckle, Grau, Lay, and Lefebvre, Chief Administrative Officer K. Nagoya, General Manager of Corporate Services L. Mortenson, General Manager of Planning & Development Services H. Pinnock, Manager of Strategic Initiatives A. Serba, and Executive/Recording Secretary C. Reimer.

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

- FOIP Section 21, Disclosure harmful to intergovernmental relations
- FOIP Section 16, Disclosure harmful to business interests of a third party

- FOIP Section 24, Advice from officials
- FOIP Section 25, Disclosure harmful to economic and other interests of a public body

Resolution # CRM20190514.1027

Moved by Councillor Lay

That the meeting go "In-Camera" at this time being 10:11 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 the Western Canadian Defence Industries Association (WCDIA) - Non-Disclosure Agreement.

Carried Unanimously

Resolution # CRM20190514.1028

Moved by Councillor Buckle

That the meeting come "Out-of-Camera" at this time being 10:20 p.m.

Carried Unanimously

Land Purchase - Hwy 28 South Enhancements Extension of 49 Street

Present: Mayor Copeland, Councillors Buckle, Grau, Lay, and Lefebvre, Chief Administrative Officer K. Nagoya, General Manager of Corporate Services L. Mortenson, General Manager of Planning & Development Services H. Pinnock, Manager of Strategic Initiatives A. Serba, and Executive/Recording Secretary C. Reimer.

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

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

Resolution # CRM20190514.1029

Moved by Councillor Buckle

That the meeting go "In-Camera" at this time being 10:20 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 Land Purchase - Hwy 28 South Enhancements Extension of 49 Street.

Carried Unanimously

Resolution # CRM20190514.1030

Moved by Councillor Lefebvre

That the meeting come "Out-of-Camera" at this time being 10:25 p.m.

Carried Unanimously

Development Agreement - Steve Engman

Present: Mayor Copeland, Councillors Buckle, Grau, Lay, and Lefebvre, Chief Administrative Officer K. Nagoya, General Manager of Corporate Services L. Mortenson, General Manager of Planning & Development Services H. Pinnock, Manager of Strategic Initiatives A. Serba, and Executive/Recording Secretary C. Reimer.

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

- FOIP Section 16, Disclosure harmful to business interests of a third party
- FOIP Section 24, Advice from officials
- FOIP Section 25, Disclosure harmful to economic and other interests of a public body

Resolution # CRM20190514.1031

Moved by Councillor Lefebvre

That the meeting go "In-Camera" at this time being 10:25 p.m., pursuant to Section 197(2) of the Municipal Government Act, 2000, Chapter M-26 and amendments thereto, and Division 2 of Part 1 of the Freedom of Information & Protection of Privacy Act, Revised Statutes of Alberta 2000, Chapter F-25 and amendments thereto, to discuss Privileged Information with regard to a Development Agreement - Steve Engman.

Carried Unanimously

Resolution # CRM20190514.1032

Moved by Councillor Lay

That the meeting come "Out-of-Camera" at this time being 10:48 p.m.

Carried Unanimously

Legal - Payment in Lieu of Taxes (PILT) - 4 Wing Cold Lake

Present: Mayor Copeland, Councillors Buckle, Grau, Lay, and Lefebvre, Chief Administrative Officer K. Nagoya, General Manager of Corporate Services L. Mortenson, General Manager of Planning & Development Services H. Pinnock, Manager of Strategic Initiatives A. Serba, and Executive/Recording Secretary C. Reimer.

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

- FOIP Section 21, Disclosure harmful to intergovernmental relations
- FOIP Section 23, Local public body confidences
- FOIP Section 24, Advice from officials
- FOIP Section 27, Privileged information

Resolution # CRM20190514.1033

Moved by Councillor Lay

That the meeting go "In-Camera" at this time being 10:49 p.m., pursuant to Section 197(2) of the Municipal Government Act, 2000, Chapter M-26 and amendments thereto, and Division 2 of Part 1 of the Freedom of Information & Protection of Privacy Act, Revised Statutes of Alberta 2000, Chapter F-25 and amendments thereto, to discuss Privileged Information with regard to Legal - Payment in Lieu of Taxes (PILT) - 4 Wing Cold Lake.

Carried Unanimously

Resolution # CRM20190514.1034

Moved by Councillor Lay

That the meeting come "Out-of-Camera" at this time being 10:56 p.m.

Carried Unanimously

ADJOURNMENT

Resolution # CRM20190514.1035

Moved by Councillor Lay

That the meeting be adjourned at this time being 10:56 p.m.

Carried Unanimously

Mayor

Chief Administrative Officer



STAFF REPORT

Title: Council - Corporate Priorities Committee Meeting May 21, 2019

Meeting Date: June 11, 2019

Executive Summary:

Background:

Alternatives:

Recommended Action:

That the minutes of Council's Corporate Priorities Committee meeting held May 21, 2019 be accepted as presented.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer



Council - Corporate Priorities Committee Meeting Minutes

Tuesday, May 21, 2019

6:00 p.m.

Council Chambers

Council Present: Mayor Craig Copeland
Councillor Bob Buckle
Councillor Jurgen Grau
Councillor Duane Lay
Councillor Vicky Lefebvre
Councillor Chris Vining
Council Absent: Councillor Kirk Soroka
Staff Present: Chief Administrative Officer Kevin Nagoya
General Manager of Corporate Services Linda Mortenson
General Manager of Infrastructure Services Azam Khan
Manager of Strategic Initiatives Andrew Serba
Intermediate/Recording Secretary Valerie Saini
Staff Absent: General Manager of Planning & Development Services Howard Pinnock
General Manager of Community Services Glenn Barnes

CALL TO ORDER

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

ADOPTION OF AGENDA

Resolution # CPC20190521.1001

Moved by Councillor Buckle

That the agenda be adopted as presented with the following additions:

Add In Camera Item 8.3 Annexed Land

Add In Camera Item 8.4 Improvement District (ID) No. 349

Carried Unanimously

DISCLOSURE OF INTEREST

Councillor Grau declared a disclosure of interest with respect to New Business Item 6.5 - Styrofoam Recycling Project - MD of Bonnyville.

PUBLIC QUESTION PERIOD

None.

OLD BUSINESS

None.

NEW BUSINESS

Bylaw No. 647-AN-19 - Tax Rate Bylaw

General Manager of Corporate Services L. Mortenson provided the Corporate Priorities Committee of Council with information with regards to Bylaw No. 647-AN-19, being the Tax Rate Bylaw.

Brief discussions and questions ensued with the Corporate Priorities Committee providing direction to Administration.

Resolution # CPC20190521.1002

Moved by Councillor Buckle

That the Corporate Priorities Committee of Council direct Administration to bring Bylaw No. 647-AN-19, being the Tax Rate Bylaw, to the May 23, 2019 special meeting of Council for second reading as amended, and third and final reading.

Carried Unanimously

Cold Lake Transit - CLFN Request for Transit Service

Chief Administrative Officer K. Nagoya provided the Corporate Priorities Committee of Council with information regarding expanding Cold Lake Transit to Cold Lake First Nations.

Lengthy questions and discussions ensued, with Corporate Priorities Committee recommending that Council maintain status-quo and continue to monitor needs of the transit system.

Park Signage Replacement Program

Manager of Strategic Initiatives A. Serba provided the Corporate Priorities Committee of Council with an update to the Park Signage Replacement Program.

Brief discussions ensued with feedback being provided to Administration.

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

Letter - Ministry of Service Alberta

Manager of Strategic Initiatives A. Serba provided the Corporate Priorities Committee of Council with an update with regards to correspondence from Service Alberta.

Brief discussions and questions ensued.

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

Having declared a disclosure of interest with respect to New Business Item 6.8 - Styrofoam Recycling Project - MD of Bonnyville, Councillor Grau left the meeting at this time being 6:44 p.m.

Styrofoam Recycling Project - MD of Bonnyville

Chief Administrative Officer K. Nagoya provided the Corporate Priorities Committee of Council with information regarding the purchase of a mobile styrofoam recycling trailer.

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

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

Councillor Grau re-entered the meeting at this time being 7:01 p.m.

Lakeland Industry and Community Association (LICA) - Membership

Chief Administrative Officer K. Nagoya provided the Corporate Priorities Committee of Council with an update on the Lakeland Industry and Community Association (LICA) membership.

Brief questions and discussions ensued.

Resolution # CPC20190521.1003

Moved by Councillor Lefebvre

That the Corporate Priorities Committee recommend that Council authorize the City of Cold Lake to be a municipal member with the Lakeland Industry and Community Association (LICA).

Carried Unanimously

QUESTIONS

Councillor Buckle asked if there will be more benches put in and if there will be more grass put in at the playground at Kinosso Beach?

Chief Administrative Officer K. Nagoya advised that he will talk with General Manager of Community Services G. Barnes and report back to Council.

Councillor Buckle asked if there is any way we can build out the entrance to the hospital and not have parking allowed at the entrance to the hospital?

Chief Administrative Officer K. Nagoya advised that he will discuss with General Manager of Infrastructure Services A. Khan on what can be done in the area and report back to Council.

Resolution # CPC20190521.1004

Moved by Councillor Vining

That the meeting be recessed at this time being 7:10 p.m., and reconvened at the call of the Chair.

Mayor Copeland reconvened the meeting at this time being 7:17 p.m.

Carried Unanimously

IN CAMERA**Cold Lake Fighter Jets Football Club - Draft Memorandum of Understanding**

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

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

- FOIP Section 24, Advice from officials

Resolution # CPC20190521.1005

Moved by Councillor Grau

That the meeting go "In-Camera" at this time being 7:17 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 Cold Lake Fighter Jets Football Club - Draft Memorandum of Understanding.

Carried Unanimously

Resolution # CPC20190521.1006

Moved by Councillor Vining

That the meeting come "Out-of-Camera" at this time being 7:26 p.m.

Carried Unanimously

Commercial Air Service - License Agreement

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

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

- FOIP Section 21, Disclosure harmful to intergovernmental relations
- FOIP Section 24, Advice from Officials
- FOIP Section 27, Privileged Information

Resolution # CPC20190521.1007

Moved by Councillor Vining

That the meeting go "In-Camera" at this time being 7:26 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 Commercial Air Service - License Agreement.

Carried Unanimously

Resolution # CPC20190521.1008

Moved by Councillor Lay

That the meeting come "Out-of-Camera" at this time being 7:47 p.m.

Carried Unanimously

Resolution # CPC20190521.1009

Moved by Councillor Lay

That the Corporate Priorities Committee recommend that Administration bring In Camera Item 8.2 Commercial Air Service - Licence Agreement back to the next regular meeting of Council being June 11, 2019.

Carried Unanimously

Annexed Land

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

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

- FOIP Section 17, Disclosure harmful to personal privacy
- FOIP Section 24, Advice from officials

Resolution # CPC20190521.1010

Moved by Councillor Vining

That the meeting go "In-Camera" at this time being 7:48 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 Annexed Land.

Carried Unanimously

Resolution # CPC20190521.1011

Moved by Councillor Lefebvre

That the meeting come "Out-of-Camera" at this time being 8:06 p.m.

Carried Unanimously

Improvement District (ID) No. 349

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

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

- FOIP Section 21, Disclosure harmful to intergovernmental relations
- FOIP Section 24, Advice from officials

Resolution # CPC20190521.1012

Moved by Councillor Lefebvre

That the meeting go "In-Camera" at this time being 8:06 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 Improvement District (ID) No. 349.

Carried Unanimously

Resolution # CPC20190521.1013

Moved by Councillor Buckle

That the meeting come "Out-of-Camera" at this time being 8:20 p.m.

Carried Unanimously

ADJOURNMENT

Resolution # CPC20190521.1014

Moved by Councillor Vining

That the meeting be adjourned at this time being 8:20 p.m.

Carried Unanimously

Mayor

Chief Administrative Officer



STAFF REPORT

Title: Council - Special Meeting May 23, 2019

Meeting Date: June 11, 2019

Executive Summary:

Background:

Alternatives:

Recommended Action:

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

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer



Council - Special Meeting Minutes

Thursday, May 23, 2019

4:00 p.m.

Council Chambers

Council Present: Mayor Craig Copeland
Councillor Bob Buckle
Councillor Jurgen Grau
Councillor Duane Lay
Councillor Vicky Lefebvre
Councillor Chris Vining

Council Absent: Councillor Kirk Soroka

Staff Present: Chief Administrative Officer Kevin Nagoya
General Manager of Planning & Development Services Howard Pinnock
Executive/Recording Secretary Cindy Reimer
Finance Manager Michele McIntosh

Staff Absent: General Manager of Corporate Services Linda Mortenson
General Manager of Infrastructure Services Azam Khan
General Manager of Community Services Glenn Barnes
Manager of Strategic Initiatives Andrew Serba

CALL TO ORDER

The meeting was called to order at this time being 4:01 p.m. by Mayor Copeland.

ADOPTION OF AGENDA

Resolution # CSM20190523.1001

Moved by Councillor Lefebvre

That the agenda be adopted as presented.

Carried Unanimously

DISCLOSURE OF INTEREST

None.

OLD BUSINESS

Bylaw No. 647-AN-19 - Tax Rate Bylaw

Resolution # CSM20190523.1002

Moved by Councillor Lefebvre

That Council approve balancing the operating budget of \$52,106,253.00 with \$555,381.00 coming from 2018 accumulated surplus.

Carried Unanimously

Resolution # CSM20190523.1003

Moved by Councillor Vining

That Council amend Bylaw No. 647-AN-19, being the 2019 Tax Rate Bylaw with the Municipal Residential Tax Rate of 8.0331, Multi-Family Residential Rate of 8.4215, Non-Residential Tax Rate of 12.2760, Annexed Residential 2.7663, Annexed Farmland 5.0000, and Annexed Non-Residential 12.2760. 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, in the City of Cold Lake.

Carried Unanimously

Resolution # CSM20190523.1004

Moved by Councillor Grau

That Bylaw No. 647-AN-19, being the 2019 Tax Rate Bylaw with the Municipal Residential Tax Rate of 8.0331, Multi-Family Residential Rate of 8.4215, Non-Residential Tax Rate of 12.2760, Annexed Residential 2.7663, Annexed Farmland 5.0000, and Annexed Non-Residential 12.2760. 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, in the City of Cold Lake, be given second reading, as amended.

Carried Unanimously

Resolution # CSM20190523.1005

Moved by Councillor Lay

That Bylaw No. 647-AN-19 be given third and final reading.

Carried Unanimously

NEW BUSINESS

Cold Lake Fighter Jets Football Club - Draft Memorandum of Understanding

Resolution # CSM20190523.1006

Moved by Councillor Buckle

That Council authorize the City of Cold Lake to enter into a Memorandum of Understanding with the Cold Lake Fighter Jets Football Club for the use of the Artificial Turf Field and Grandstand, as presented.

Carried Unanimously

ADJOURNMENT

Resolution # CSM20190523.1007

Moved by Councillor Lay

That the meeting be adjourned at this time being 4:23 p.m.

Carried Unanimously

Mayor

Chief Administrative Officer



STAFF REPORT

Title: Cold Lake Valour Place Committee - WO Andre Marchand

Meeting Date: June 11, 2019

Executive Summary:

Request for facility sponsorship for the Cold Lake Valour Place Committee Golf Tournament scheduled for Saturday, September 7, 2019.

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, WO Andre Marchand 780-207-7948 I/We, Rae Assailly 780-201-5160
(Name) (Telephone Number) (Name) (Telephone Number)

Mailing Address PO Box 4519 5th Forces, Cold Lake AB T9M 2C2

E-mail Address andre.marchand@forces.gc.ca

request to appear as a delegation before Cold Lake City Council at a meeting to be held on next available meeting, 20 .

*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.

Facility sponsorship - please see attached information

* 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 May 22, 2019

Signed [Signature] Date May 22, 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 JUNE 11, 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.



Cold Lake Valour Place Committee
PO Box 4519 Stn Forces
Cold Lake, AB T9M 2C2
Attn: WO Andre Marchand

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

Subject: Request of facility sponsorship for Cold Lake Valour Place Committee Golf Tournament

Dear Mayor and Council,

The City of Cold Lake and the 4 Wing community have a special relationship based on mutual support. The Cold Lake Valour Place Committee would like to build on that relationship by respectfully request that the golf fees be sponsored by the City on September 7, 2019 during the tournament. The net proceeds from this event are going to Valour Place in Edmonton, which supports members of our community.

Valour Place is a temporary home away from home for all Canadian Forces members, RCMP, Families of the Fallen, Veterans and First Responders along with their families who require medical treatment in Edmonton, and live outside the city/area. Through Valour Place, they have the means to face the challenges of rehabilitation in a warm, welcoming and supportive environment, at no cost. At any given time 75% of their clients come from the Lakeland region.

The overall usage rates of Valour Place have been growing annually and in 2018 there were 3,279 nights stayed. Their clients were made up of 54% serving members of the Canadian Forces and RCMP, 39% veterans and 7% first responders.

Our goal for this augural event is to raise \$5,000 for Valour Place and we think our efforts would go even further with the City as our facility sponsor. In this role, the City would sponsor the golf fees for the tournament (estimated value of \$3,600), and in turn we would promote the City as the event's official facility sponsor.

This promotion would include:

- City of Cold Lake's logo on all print material,
- City of Cold Lake's logo on a thank you advertisement printed in both The Sun and The Courier newspapers (1 week),
- Four tickets to the event.

Included with this letter are letters of support for this event from 4 Wing Leadership, and RCMP – Cold Lake detachment. We have also enclosed additional information about Valour Place.

Thank you in advance for your consideration of our event!

Best regards,

Warrant Officer Andre Marchand

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



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

1003-1 (TC Cold Lake, PI WO)

16 May 2019

**4 WING COLD LAKE SUPPORT
FOR VALOUR PLACE FUNDRAISER**

1. Mayor Copeland and council, I would like to extend my full support to the Cold Lake Valour Place Committee to hold a golf tournament on the 7th of September 2019 to help raise funds on behalf of Valour Place, Canada's first military support home.
2. Valour Place is a temporary home away from home for all injured or ill Canadian Armed Forces members, RCMP, Veterans along with their families who require medical treatment in Edmonton, and live outside the city and area. Through Valour Place, they have the means to face the challenges of rehabilitation in a warm, welcoming and supportive environment, at no cost. At any given time 75% of their clients come from the Lakeland region.
3. All the proceeds will be donated to Valour Place to directly help funds their day to day operations. In return, they will be able to continue serving those who have served our country and remains the quality facility that the community envisioned.
4. Further queries or concerns may be directed to the Transition Centre (TC) Cold Lake Cold Lake, Platoon Warrant, WO J.A.A. Marchand, and can be reached at 780-840-8000 local 3026.


Col J.A.A. Marchand, A/W Comd
P.J. Doyle
Colonel
4 Wing Commander



Royal Canadian
Mounted Police

Gendarmerie royale
du Canada

Compassion
Compassion

Honesty
Honnêteté

Professionalism
Professionnalisme

Integrity
Intégrité

Respect
Respect

Accountability
Responsabilité

Cold Lake Valour Place Committee
PO Box 4519 Stn Forces
Cold Lake, AB T9M 2C2

2019 05 16

Attention: WO Andre Marchand

RE: Letter of Support for the Cold Lake Valour Place Committee Golf Tournament

Dear WO Andre Marchand, and to whom it may concern:

I am very pleased to have this opportunity to extend my support for the Valour Place Committee Golf Tournament to be held in Cold Lake this summer. I have personally witnessed the benefits of Valour Place and know how much of a blessing it is to members of the CF and RCMP. One of my close friends, an RCMP member from the Northwest Territories, spent four months in the facility during a serious family medical crisis. He, his wife, and their 3-year-old son would have been stranded without Valour Place and the hospitality offered by Mr. Martin St. Onge and the staff. I can't express in words how much this "home away from home" meant to them throughout an extremely stressful time.

I strongly support every effort to raise funds in support of Valour Place. I look forward to finding out the date and intend on having RCMP representation at the golf tournament!

Yours truly,

S/Sgt. Scott Buchanan
NCO i/c RCMP Cold Lake

June 1st, 2019

Cold Lake Valour Place Committee (C/O WO Andre Marchand)
P.O. Box 4519 Stn Forces
Cold Lake AB T9M 2C2
(780) 207-7948

Dear André,

On behalf of Valour Place, I am pleased to provide a letter outlining your continued support, as well reiterate our genuine gratitude towards 4 Wing Cold Lake for sponsoring a fundraising golf Tournament September 2019.

Being able to access 'state of the art' medical and rehabilitation therapies is imperative for injured and ill Canadian Forces Members, RCMP, Veterans, First Responders and dependants, but it can be expensive for families living outside of Edmonton. Successful rehabilitation is dependent upon these facilities as is equally the support of a loving family in a warm, welcoming and safe environment.

A first of its kind in Canada, Valour Place is the '*hope away from home*' where families of the Military, RCMP, Veterans, First Responders and dependants can stay, at no cost while a family member is receiving treatment. In five short years, Valour Place has provided over 17,000 nights of lodging. On any given night, up to 12 families can safely and free of charge stay at Valour Place. Valour Place is sustained solely by donations.

All funds that are raised are used to top off our savings, which was established from the onset to ensure that no matter what the future brings, Valour Place will never be a burden on the community for continue operations.

Once again, thank you for your ongoing support and charitable donations towards the Valour Place Society. Your support will assist soldiers and veterans in their time of need.

Yours sincerely,

Martin St-Onge, CD
House Manager
Valour Place Society

How can I get involved?

Volunteers are welcome and needed!

Do you have a special talent that can help us provide the best possible guest experience?

We would be delighted to hear from you!

There are several opportunities for volunteers to share their experience or talent.

Supporting Valour Place

The need for your support does not end with bricks. Ongoing **donations** are needed to ensure that:

- ✓ We can continue serving those who have served our country & communities so well,
- ✓ Valour Place remains the quality facility that the community envisioned,
- ✓ We can continue to provide services at *no cost to guests*.

"Valour Place is a gift of comfort, love, and family in a time when it would be most appreciated by families in need. Thanks for all you do for my soldier's and their families."

Col. David Anderson, 1CMBG

We thank the many generous donors & supporters for your contributions large or small that make Valour Place a reality.

For further information on how to make a charitable donation or provide in-kind support, please visit our website or contact us.

www.valourplace.ca

Email: info@valourplace.ca 11109 - 111 Avenue NW
Telephone: 780.455.7707 Edmonton, AB T5G 0C6

Valour Place Society Charitable Number:
80293 3267 RR0001

Valour PLACE | MILITARY FAMILY
SUPPORT HOUSE
hope away from home

Valour
PLACE



Valour PLACE | 11109
111 Ave.

**Canada's First Military
Support Home**

How We Came To Be

Accessing state of the art medical and rehabilitation therapies is imperative for injured and ill CF Members, RCMP and Veterans, but could be expensive for families living outside of Edmonton..

In January 2010, Dennis Erker, the Honourary Colonel of the Loyal Edmonton Regiment, recruited a committee of supportive members of the Edmonton community to address the issue of military family separation during the rehabilitation process of an injured or ill CF Member. The committee put together a plan to raise funds to build, furnish and operate what is now called Valour Place.

Valour Place was officially opened on October 2, 2012 with over \$10 million being raised from community donations and gifts in kind. It is being sustained through long term leases, donations, endowment income and special events. Valour Place Society is a registered Canadian charity.



We provide a temporary home away from home for eligible guests who require medical treatments in Edmonton, Alberta, and live outside of city/area. This service is provided at no cost to guests.

Valour Place: Hope Away From Home

Valour Place is the residence of choice for injured or ill Canadian Forces Members, RCMP, Veterans and their families. Through Valour Place, they have the means to face the challenges of rehabilitation in a warm, welcoming and supportive environment.



Successful rehabilitation is dependent as much on medical care as family support.

Valour Place is a temporary residence with 12 private barrier-free bedrooms each equipped with a private bathroom, TV and internet. There is a large kitchen where 3-4 families can prepare their meals at any one time. Other common areas include a large dining room, living room and family room. On the lower level guests will find a recreation room, children's play area, exercise equipment, games area, library, and arts and crafts area.

Other resources include local telephone service, computer work stations and laundry facilities. Transportation to and from medical appointments is available. Please contact the House Manager for more information.

Valour Place is located in Edmonton's Kingsway District, known as Edmonton and Western Canada's Medical, Health and Wellness destination.

Who Can Stay at Valour Place?

- Canadian Forces Members
- RCMP members
- Military & RCMP Veterans
- Families of the Fallen
- First Responders (subject to availability)
- and/or their family members

How to Book:

Serving CF – Contact your Local Transition Centre or CF Health Services.

RCMP Members – Contact the RCMP K-Division Wellness Unit.

VAC Clients – Contact your VAC Case Manager or Client Service Agent.

Veterans (not on VAC claims) – Contact your local branch of the Royal Canadian Legion, or the House Manager directly.

Families of the Fallen – Please contact House Manager directly.

First Responders – Contact your Supervisor.

Contact us:

Tel: 780.455.7707

Fax: 780.455.7740

E-mail: info@valourplace.ca



STAFF REPORT

Title: Cold Lake Regional Chamber of Commerce (CLRCC) - Ryan Lefebvre and Josh Holman

Meeting Date: June 11, 2019

Executive Summary:

Delegation - Cold Lake Regional Chamber of Commerce (CLRCC)
President Ryan Lefebvre and Vice President Josh Holman
Present the Cold Lake Regional Chamber of Commerce's vision for the Feast at the Beach; a summer wrap-up food and entertainment festival to be held August 30th and 31st at Kinosoo Beach. It will be a family friendly event that will have several components to it. All aspects of the event will be reviewed including the budget.

Background:

Alternatives:

Recommended Action:

Type the recommendation here

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, Cold Lake Regional Chamber of Commerce 780.594.4747

(Name)

(Telephone Number)

I/We, Ryan Lefebvre & Josh Holman

780.594.4747

(Name)

(Telephone Number)

Mailing Address PO Box 454 Cold Lake AB T9M 1P1

E-mail Address executivedirector@coldlakechamber.ca

request to appear as a delegation before Cold Lake City Council at a meeting to be held on June 11, 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.

The Cold Lake Chamber President, Ryan Lefebvre and Vice Presidnet, Josh Holman would like to present our vision for the Feast at the Beach.

A summer wrap up food and entertainment festival to be held Aug 30 & 31 at Kinosoo Beach. This is a family friendly event that will have several componants to it.

Our presentation will review all aspects of the event including the budget. We will also include a powerpoint presentation which will be forwarded to administration prior to the meeting.

* 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 Buckle Date _____

Signed on behalf of CLCC Date May 10/19

Return completed application to the City of Cold Lake

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

Phone: (780) 594-4494 Ext. 7967

Fax: (780) 594-3480

Email: creimer@coldlake.com

Form 11-00-06

FOR INTERNAL USE ONLY

Request Approved by [Signature]

Date Approved for JUNE 11/19

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.

First Annual



FEAST AT THE BEACH

PRESENTED BY: 



August 30 & 31, 2019

What: 1st Annual Feast at the Beach

When: August 30 & 31, 2019

Where: Kinosoo Beach, Cold Lake

Why: To bring a great festival to the residents of the Lakeland & surrounding region.

Complete with food trucks, entertainment & activities





PURPOSE

- The Chamber is looked at in the Community as the organization who hosts events: an organization who comes up with and executes new events for their membership and the community to enjoy.
- This event is meant to bring the entire community together. A way for the business community to show thanks to the general public for their support.
- To have a positive impact on the local business economy



Event Day Execution

- Hosted at the Kinosoo Beach
- Hours coincide with the public transit thereby making the event accessible to everyone
- Free event
- All ages event
- Security to maintain a safe environment
- Volunteers to help manage different areas of the event
 - IE: Beer gardens, Ticket sales, kids zone activities



FOOD TRUCKS

- Space for 12 food trucks total
- To date 6 food trucks booked, several inquiries
- Provide a large selection of unique trucks
- Registration fees do apply
- Our goal is to promote the local trucks while providing an assortment of cuisine to attendees



ENTERTAINMENT

- Entertainment is a key component to the success of this event.
- We are currently working with several bands spanning an array of genres to fill the stage over 2 days
- Sonic Boom DJ Services confirmed
- Family Entertainment has been booked for daytime entertainment



KIDS ACTIVITIES

- Mascots, Clowns and Castles OH MY!
- Lots of interactive kids activities for the entire duration of the event
- Confirmed booking of Indigo Circus
 - Indigo Circus is a team of performers, dancers, artists, and actors providing a range of entertainment
 - <https://www.youtube.com/watch?v=ibM8okkFMwI>



MARKETING

- Digital Marketing ~ Lakeland Connect, Facebook/Instagram, Chamber website, event pages, etc
- Radio Advertising ~ Country 99FM, Kool 101.3, Boom 95.3FM, Stingray
- Posters, Signage
- Should we be successful in securing Provincial Grant Funding we will move forward with website development specific to this event for future year promotion.



SOURCES OF FUNDING

- Currently awaiting approval on Grant funding application made through the Community Initiatives Program through the Provincial Government
- Several sponsorship opportunities are available
- Media Sponsors
- In-kind sponsorships include: Volunteer hours, use of various items & supplies.





PROJECTED OUTCOME

- We believe that after year one we will see continued growth in the event:
- To provide the community with an annual summer wrap up event that everyone looks forward to
- Higher number of attendees
- Higher number of food trucks
- Easier buy in for partnerships/sponsorships

CITY OF COLD LAKE SUPPORT

Outdoor Stage usage, set up & teardown

Tables/Chairs for beer gardens

Public works items such as extra trash cans,
barricades

Bouncy houses – 2 or 3 in total

Flood lights

Platinum Sponsorship



Event Layout Options

- 1. Full road closure of 1st Ave. with food trucks lining the middle of road
- 2. No road closure of 1st Ave. with food trucks lining the parking spots
- 3. Food trucks on pedway away from 1st Ave.





Cold Lake Regional
Chamber of Commerce

FEAST AT THE BEACH

GENERAL NOTES:

- 2018 CITY OF COLD LAKE AERIAL PHOTOGRAPH SHOWN

LAYOUT 1



Cold Lake Regional Chamber of Commerce

FEAST AT THE BEACH

Preferred Layout Choice

GENERAL NOTES:
1. 2018 CITY OF COLD LAKE AERIAL PHOTOGRAPH SHOWN

LAYOUT 2



Cold Lake Regional
Chamber of Commerce

FEAST AT THE BEACH



GENERAL NOTES:
1. 2018 CITY OF COLD LAKE
AERIAL PHOTOGRAPH SHOWN



LAYOUT 3

A VENTURE OF THE





STAFF REPORT

Title: Economic Development Advisory Committee (EDAC) - Bernard Lefebvre

Meeting Date: June 11, 2019

Executive Summary:

Delegation - Economic Development Advisory Committee (EDAC) Chairperson Bernard Lefebvre

Power point presentation regarding an update on the EDAC's recent accomplishments, and tourism and marketing opportunity.

Background:

Alternatives:

Recommended Action:

Type the recommendation here

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, EDAC CHAIR PERSON

(Name)

I/We, BERNARD LEFEBURE 780 815 0452

(Telephone Number)

(Name)

(Telephone Number)

Mailing Address 519 LAKESHORE DR, C.L T9M1A2

E-mail Address BERNARD@EDAC.CBHOMETEAM.CA

request to appear as a delegation before Cold Lake City Council at a meeting to be held on JUNE 11, 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.

ATTACHED POWERPOINT PRESENTATION FOR

1) UPDATE ON EDAC RECENT ACCOMPLISHMENTS

2) TOURISM AND MARKETING OPPORTUNITY

* 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 MAY 17/19

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 JUNE 11, 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.

EDAC Presentation

Update and past year accomplishments & Sign recommendations

Update and past year accomplishments

- ▶ Wayfinding Signage proposal funded by council
- ▶ Increase the committee size by 2 additional members
- ▶ Approved CARES Grant for the McSweeney Consultants review and recommendations.
- ▶ Completed Strategic Plan from McSweeney
- ▶ Development & Presentation of the “Procurement Fair” May 22, 2019 and feedback from the attendances

Tourism and Marketing opportunity

- ▶ This recommendation is based on other communities doing the similar sign idea however, our unique location and opportunities will create additional interest.



Sylvan Lake shared their information for their sign with us. Created by a Sylvan Lake local artist Shane Seib with First Impression Art. Below is a breakdown of the cost;

Letters: built and painted: \$19,000

Installation with screw piles and runner: \$2,100

Landscaping (grading, sod, gravel, flagstone, topsoil, etc.) \$8,000

Fire pits in front of sign: pre-fab pits \$500 each and approximately \$600 for gravel pad and flagstone. Total \$30,000.00



KINOOSO BEACH AREA



Sample Only!
*Should include social media
symbols on sign base.*

Monument for a Legend!


- ▶ We would like the City consider creating a monument for the Legend from our lake. The present record for the largest lake trout caught on a hook in Alberta is held by this fish 52 ½ pounds lake trout!
- ▶ We are suggesting that a monument be created and erected on or near the Marina to attract attention and tourism to our area. Which could include a write-up of the history on this fish and the people in the picture.
- ▶ If the City is able to create a monument of the oars holding the life size record holding lake trout, it would create a tourist destination and photo opportunity to be shared with all of their friends and family via social media.

Marina Area

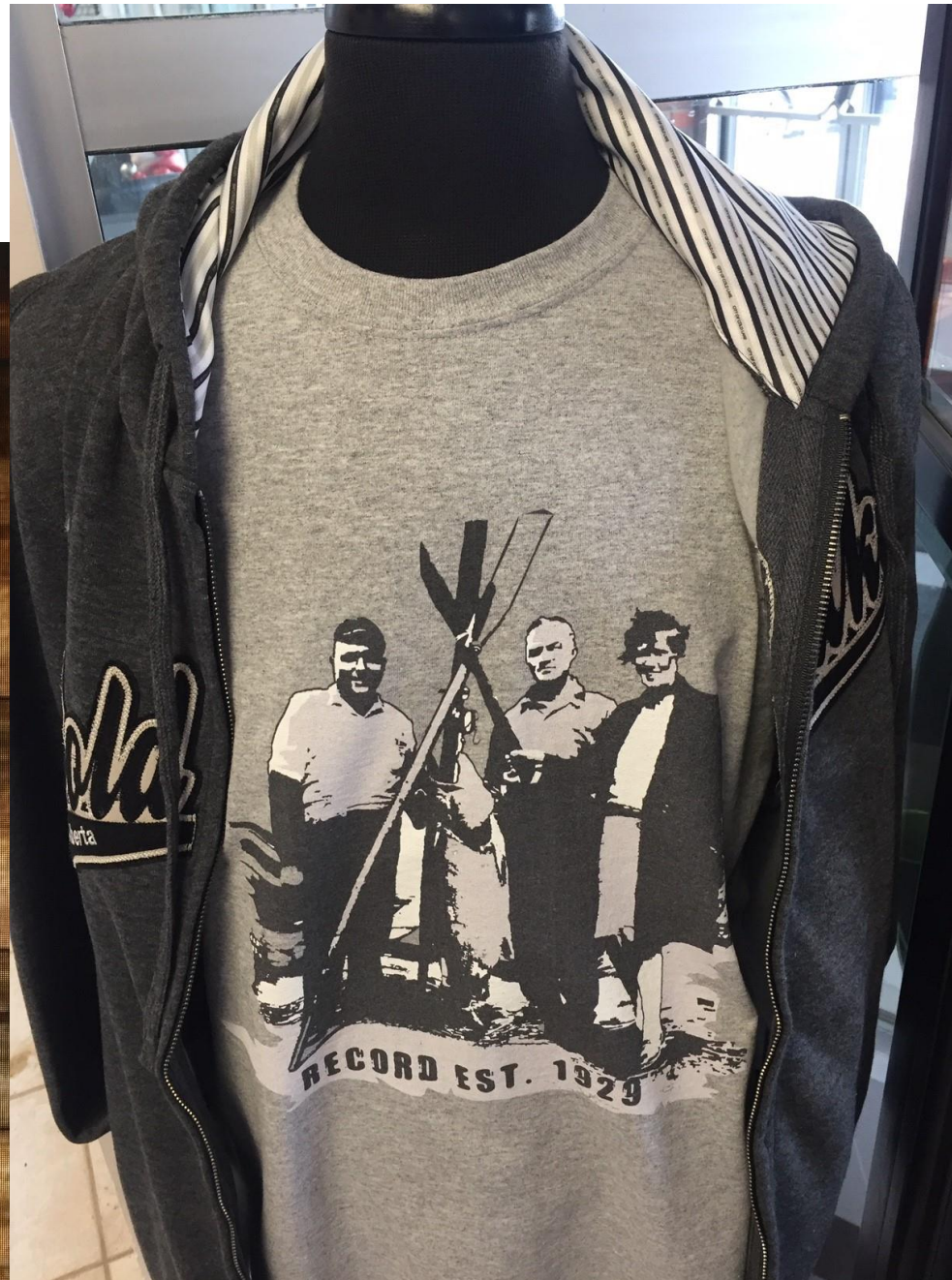
**A record waiting
to be broken.**

Cold Lake, Alberta

Since 1929, Cold Lake has held the record for the largest Alberta Lake Trout. Legends say the monster fish Kinosoo is still out there, hiding in the deep waters of Cold Lake. Will you be the one to reel it in?



www.coldlake.com





STAFF REPORT

Title: City Financial Reports - April 2019

Meeting Date: June 11, 2019

Executive Summary:

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

Background:

As of April 30, 2019 the bank had a balance of \$5,060,244. The Investment portfolio had a book value of \$56,502,665 inclusive of accrued interest, and a market value of \$54,678,602. Figures for the April 30, 2019 variance report are as follows:

	YTD	Budget	%
Revenue	\$ 6,913,502	\$52,160,253	13.25
Expenses	\$13,596,583	\$52,160,253	26.07

Alternatives:

Recommended Action:

Administration recommends that Council accept the financial reports for the period ending April 30, 2019 including accounts payable cheque numbers 131388 to 131848.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

MONTH END CASH SUMMARY
CITY OF COLD LAKE
April 30, 2019

	BANK CURRENT	INVESTMENTS	TOTAL
Receipts:	\$1,681,252	<u>Lakeland Credit Union -April 1, 2019</u>	\$0
Cash Receipts	\$1,880,754	Purchase (Redemption)	\$0
Auto Debits - UT/TX	\$585,141	Balance as April 30, 2019	\$0
Interest	\$1,323	Accrued interest - Credit Union	\$0
Common Shares		Balance as at April 30, 2019	\$0
Cancelled Cheques	\$29,261		
Returned Cheques	(\$2,946)	<u>ATB Financial - April 1, 2019</u>	\$19,000,000
Stale Dated Cheques		Purchase (Redemption) - GIC	\$0
Interest Received Investment	\$49,538	Balance as at April 30, 2019	\$19,000,000
Transfer from Investment	\$4,851,600	Accrued Interest-ATB	361,921
Alberta Capital Debenture		Balance as at April 30, 2019	\$19,361,921
Total Receipts	\$9,075,923		
Disbursements:		INVESTMENTS	
Accounts Payables	\$3,400,523		
Payroll	\$606,852	<u>Wood Gundy</u>	
Bank Wires & Drafts	\$5,199	Investment-Book Value April 1, 2019	\$40,011,400
Alberta Capital Debenture		Premium paid on Bonds April 1, 2019	\$1,447,774
Trans (from) to Investment		Redeemed CIBC Full Service Flexible GIC	(\$4,851,600)
ASFF Payment			\$0
Service Charges	\$3,106		
Total Disbursements	\$4,015,679	Investments-Book Value as at April 30, 2019	\$36,607,574
NET BALANCE:	\$5,060,244	Accrued Interest-Fixed income securities	\$533,170
		Accrued Interest-High Interest Savings Accounts	\$0
Statement end balance:	\$5,462,537	WG Balance as April 30, 2019	\$37,140,744
O/S deposits	\$71,039	WG Market Value	\$35,316,681
Cash on hand	\$400	TOTAL INVESTMENTS MARKET VALUE	\$54,678,602
Sub Total	\$5,533,975		
		TOTAL INVESTMENTS-BOOK VALUE	\$56,502,665
Less:Outstanding cheques	\$473,731		
NET BALANCE:	\$5,060,244		

MAYOR

CHIEF ADMINISTRATIVE OFFICER

CITY SUMMARY OF VARIABLE REVENUES/EXPENSES BY FUNCTION

4/30/19

REVENUES	YTD ACTUAL	BUDGET	VARIANCE	% OF BUDGET
LEVY(penalties,investment returns)	2,257,891	500,000	- 1,757,891	451.58%
ADMINISTRATION	30,746	85,000	54,254	36.17%
POLICING	80,581	293,500	212,919	27.46%
FIRE RESCUE SERVICES	89,063	241,870	152,807	36.82%
BYLAW/SPEC CONSTABLES	36,477	166,700	130,223	21.88%
PUBLIC WORKS	10,862	350	- 10,512	3103.50%
INFRASTRUCTURE SERVICES	-	10,000	10,000	0.00%
AIRPORT	44,372	118,350	73,978	37.49%
SPECIAL TRANSPORTATION	3,045	8,500	5,455	35.82%
PUBLIC TRANSPORTATION	11,787	20,000	8,213	58.93%
WATER	645,550	2,920,000	2,274,450	22.11%
SEWER	382,693	1,750,000	1,367,307	21.87%
WASTE DISPOSAL	536,615	1,918,000	1,381,385	27.98%
RECYCLING	180,997	715,586	534,589	25.29%
FCSS	8,877	45,000	36,123	19.73%
DAYCARE/SENIORS	21,980	24,145	2,165	91.03%
CEMETERY	575	5,000	4,425	11.50%
MUNICIPAL SERVICES	164,228	262,000	97,772	62.68%
ECONOMIC DEVELOPMENT	154	46,400	46,246	0.33%
LAND, HOUSING & BLDG RENTAL	29,710	61,428	31,718	48.36%
RECREATION ADMIN-LEISURE	100	25,000	24,900	0.40%
ARENA	229,473	462,200	232,727	49.65%
ENERGY CENTRE	216,830	1,037,000	820,170	20.91%
GOLF & WINTER CLUB	154,715	460,700	305,985	33.58%
PARKS & SPORTS FIELDS	-	28,500	28,500	0.00%
MARINA	166,544	238,921	72,377	69.71%
TOTAL VARIABLE REVENUES	5,303,865	11,444,150	6,140,285	46.35%

FIXED REVENUES				
LEVIES/REQUISITIONS	293,672.30	30,095,619.00	29,801,947	0.98%
PROVINCIAL GRANTS	395,117	827,717	432,601	47.74%
OTHER LOCAL GOV'T	128,309	647,267	518,958	19.82%
FEDERAL GRANTS	-	325,000	325,000	0.00%
LAND SALES	-	-	-	0.00%
TRANSFER FROM RESERVE	-	-	-	0.00%
FEES FOR SERVICE RUSC	792,540	792,500	- 40	100.01%
LEVY - ID349 (CAPITAL)	-	8,028,000	8,028,000	0.00%
TOTAL FIXED REVENUES	1,609,637	40,716,103	39,106,466	3.95%
TOTAL REVENUES	6,913,502	52,160,253	45,246,751	13.25%

EXPENSES	YTD ACTUAL	BUDGET	VARIANCE	% OF BUDGET
COUNCIL & LEGISLATIVE	142,643	397,671	255,028	35.87%
ADMINISTRATION	1,765,632	5,450,567	3,684,935	32.39%
POLICING	179,084	2,858,600	2,679,516	6.26%
FIRE RESCUE SERVICES	362,780	1,071,600	708,820	33.85%
DISASTER SERVICES	11,928	75,050	63,122	15.89%
BYLAW/SPEC CONSTABLE	219,537	788,260	568,723	27.85%
PUBLIC WORKS	1,754,329	5,092,490	3,338,161	34.45%
INFRASTRUCTURE SERVICES	220,622	745,700	525,078	29.59%
AIRPORT	91,745	210,700	118,955	43.54%
SPECIAL TRANSPORTATION	41,428	143,500	102,072	28.87%
PUBLIC TRANSPORTATION	260,431	914,600	654,169	28.47%
STORM SEWER	38,692	207,100	168,408	18.68%
WATER SUPPLY/DISTRIBUTION	665,446	2,272,390	1,606,945	29.28%
WATER TREATMENT/RESERVOIR	122,143	571,210	449,067	21.38%
SEWER COLLECTION	513,703	2,110,160	1,596,457	24.34%
LIFT STATIONS	92,865	384,580	291,715	24.15%
WASTE DISPOSAL	493,168	1,898,660	1,405,493	25.97%
RECYCLING	218,336	714,298	495,962	30.57%
FCSS	342,041	1,032,200	690,159	33.14%
DAYCARE/PLAYSCHOOL	8,478	30,600	22,122	27.70%
SENIORS	22,545	69,000	46,455	32.67%
CEMETERY	-	35,680	35,680	0.00%
MUNICIPAL SERVICES	228,294	778,850	550,556	29.31%
ECONOMIC DEVELOPMENT	259,409	717,900	458,491	36.13%
LAND, HOUSING & BLDG RENTAL	2,233	14,530	12,297	15.37%
RECREATION ADMINISTRATION	268,292	654,867	386,575	40.97%
ARENA	586,297	1,373,166	786,870	42.70%
ENERGY CENTRE	681,335	2,542,310	1,860,975	26.80%
GOLF & WINTER CLUB	222,803	953,630	730,827	23.36%
PARKS & SPORTS FIELDS	240,577	1,519,646	1,279,069	15.83%
MARINA	45,779	457,200	411,421	10.01%
LIBRARY	77,049	79,782	2,733	96.57%
MUSEUM	28,991	15,000	- 13,991	193.27%
TOTAL VARIABLE EXPENSES	10,208,634	36,181,497	25,972,863	28.22%

FIXED EXPENSES				
REQUISITIONS	1,790,611	-	- 1,790,611	0.00%
DEBENTURES	1,522,816	3,994,192	2,471,376	38.13%
LOCAL IMPROVEMENT ALLOC	-	2,615	2,615	0.00%
TRANSFER TO CAPITAL RESERVE	-	1,245,000.00	1,245,000	0.00%
ALLOWANCES	-	1,200,000	1,200,000	0.00%
TRANSFER TO OTHER AGENCY	74,522	1,236,949	1,162,428	6.02%
CONTINGENCY	-	300,000	300,000	0.00%
TRANSFER TO CAPITAL (ID349)	-	8,000,000	8,000,000	0.00%
TOTAL FIXED EXPENSES	3,387,948	15,978,756	12,590,808	21.20%
TOTAL EXPENSES	13,596,583	52,160,253	38,563,670	26.07%

Note:

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

Cheque #	Cheq Date	Vendor #	Vendor Name	Cheque Amount
131388	2019/04/05	81	ABOVE & BEYOND FLORIST	105.00
131389	2019/04/05	2670	ACCURATE ASSESSMENT GROUP	10,783.50
131390	2019/04/05	687	AECOM CANADA LTD.	3,848.25
131391	2019/04/05	12310	AGGREKO CANADA, INC.	7,877.96
131392	2019/04/05	5782	ALBERTA UNION OF PROVINCIAL EMPLOY	3,740.59
131393	2019/04/05	6593	AMSC INSURANCE SERVICES LTD.	2,458.33
131394	2019/04/05	11560	ANDRZEJEWSKI, ADA	192.23
131395	2019/04/05	7891	APPROACH NAVIGATION SYSTEMS INC.	1,718.64
131396	2019/04/05	8842	ASHAM CURLING SUPPLIES	239.40
131397	2019/04/05	2934	ATCO ELECTRIC LTD.	64.87
131398	2019/04/05	9800	AWARE360 LTD.	1,757.70
131399	2019/04/05	4264	AXANI BROS. TRUCKING INC.	6,762.00
131400	2019/04/05	104	B & R ECKEL'S TRANSPORT LTD.	317.43
131401	2019/04/05	10354	BADMINTON ALBERTA	1,050.00
131402	2019/04/05	6089	BONNYVILLE WATER CONDITIONING LTD.	28.00
131403	2019/04/05	11750	BROWN, GREGORY	91.73
131404	2019/04/05	3225	BUCKLE, ROBERT	787.85
131405	2019/04/05	11107	BUMPER TO BUMPER	992.88
131406	2019/04/05	2572	BUSY BEE SANITARY SUPPLIES INC.	3,196.56
131407	2019/04/05	5823	CANADIAN LINEN & UNIFORM SERVICE	363.51
131408	2019/04/05	9798	CANADIAN TIRE #450	772.84
131409	2019/04/05	11329	CINTAS CANADA LIMITED	110.42
131410	2019/04/05	9478	CLASSIC EXPRESS INC.	3,150.00
131411	2019/04/05	8735	COLD LAKE FOODS (2003) INC	445.21
131412	2019/04/05	8935	COLD LAKE GOLF & WINTER CLUB	315.00
131413	2019/04/05	111	COLD LAKE HOME HARDWARE BUILDING C	5.76
131414	2019/04/05	278	COMMUNICATIONS COLD LAKE INC.	588.00
131415	2019/04/05	5199	COMMUNITY PLANNING ASSOCIATION OF	650.00
131416	2019/04/05	12430	CUTTER & BUCK CANADA	837.89
131417	2019/04/05	11050	DD CONTRACTING & CONSTRUCTION LTD.	3,176.25
131418	2019/04/05	8752	DEB'S CATERING AND COOKERY	1,312.50
131419	2019/04/05	5855	DELL CANADA INC.	1,380.75
131420	2019/04/05	8303	DESCHAMPS, RYAN	56.02
131421	2019/04/05	2974	DOLLAR STORE PLUS	317.63
131422	2019/04/05	12431	DR. MANJU MATHEW	850.00
131423	2019/04/05	12413	DRUMMOND, SARAH	105.00
131424	2019/04/05	38	ELECTRIC SERVICES GRAND CENTRE LTD	11,111.65
131425	2019/04/05	10163	ENTERPRISE RENT A CAR CANADA COMPA	391.67
131426	2019/04/05	4484	EXOVA CANADA INC.	71.80
131427	2019/04/05	1664	FINNING INTERNATIONAL INC.	63,115.50
131428	2019/04/05	1735	FIRST TRUCK CENTRE LLOYDMINSTER IN	314.16
131429	2019/04/05	1705	FORT GARRY INDUSTRIES LTD	998.55
131430	2019/04/05	193	FRAMES 'N' THINGS	420.00
131431	2019/04/05	11639	GANTZ HEAVY EQUIPMENT & OILFIELD R	3,235.65
131432	2019/04/05	3754	GERRY'S EXPRESS LUBE INC.	165.25
131433	2019/04/05	6983	HOGAN, MELANIE	660.00
131434	2019/04/05	8530	GOLF SUPPLY HOUSE	2,321.79
131435	2019/04/05	25	GOVERNMENT OF ALBERTA	160.00
131436	2019/04/05	4241	GRAND CENTRE GOLF & COUNTRY CLUB	2,038.00
131437	2019/04/05	5511	GRAU, JURGEN	871.00
131438	2019/04/05	11460	GRAVITY UNION SOLUTIONS LIMITED	78.75
131439	2019/04/05	1127	GUILLEVIN INTERNATIONAL CLE/CO.	2,268.00
131440	2019/04/05	9502	HAPPY HOUSE DAY CARE (COLD LAKE) I	8,883.00
131441	2019/04/05	5675	HIGHLINE ELECTRICAL CONSTRUCTORS L	7,441.88
131442	2019/04/05	12432	HINSE, LORINE S	536.32
131443	2019/04/05	6725	HISCOCK HOMES INC	6,000.00

Cheque #	Cheq Date	Vendor #	Vendor Name	Cheque Amount
131444	2019/04/05	761	HOLLIS, NORMAN	215.53
131445	2019/04/05	3796	INTERIOR OFFROAD EQUIPMENT	158.76
131446	2019/04/05	10247	JAZWINSKI, SHAUNA	310.50
131447	2019/04/05	12003	JCR MOBILE REPAIR LTD.	103,060.13
131448	2019/04/05	82	JESTER PAINT SUPPLY LTD.	2,402.01
131449	2019/04/05	7458	L.D. SEPTIC TANK CLEANING	262.50
131450	2019/04/05	158	LAKE CITY MOTOR PRODUCTS LTD.	198.21
131451	2019/04/05	1536	LAREDO TRUCKING INC	3,780.00
131452	2019/04/05	1245	LEWIS, JOEL	267.74
131453	2019/04/05	117	LOCAL AUTHORITIES PENSION	82,001.24
131454	2019/04/05	2842	M/T SINC PLUMBING & HEATING	236.25
131455	2019/04/05	2843	MAINTENANCE ENFORCEMENT PROGRAM	300.00
131456	2019/04/05	3844	MCSNET	73.40
131457	2019/04/05	12088	MCSWEENEY & ASSOCIATES CONSULTING	4,082.40
131458	2019/04/05	11777	MEIER, DAWN	384.40
131459	2019/04/05	12453	MOAR, MICHELLE S	900.00
131460	2019/04/05	7188	MUSICWORKS LTD.	31.50
131461	2019/04/05	6127	NASH, LISA	39.89
131462	2019/04/05	1044	NORTHEAST ALBERTA INFORMATION HUB	7,480.50
131463	2019/04/05	6188	OAKCREEK GOLF & TURF INC.	197.03
131464	2019/04/05	262	OK TIRE - COLD LAKE	758.02
131465	2019/04/05	2167	PETTY CASH - ADMIN	392.08
131466	2019/04/05	1048	PITNEY BOWES	828.73
131467	2019/04/05	12240	PREVOST, A DIVISON OF VOLVO GROUP	450.27
131468	2019/04/05	8430	PROMOTION WORKS LTD	166.95
131469	2019/04/05	64	PUROLATOR COURIER LTD	60.05
131470	2019/04/05	9	RECEIVER GENERAL FOR CANADA	157,963.61
131471	2019/04/05	378	RECEIVER GENERAL FOR CANADA	175.00
131472	2019/04/05	1946	RIDERS CONNECTION	157.24
131473	2019/04/05	12006	RMA FUEL LTD.	7,846.52
131474	2019/04/05	110	RONA	91.29
131475	2019/04/05	12009	RURAL MUNICIPALITIES OF ALBERTA	9,316.45
131476	2019/04/05	841	SAFETY CODES COUNCIL	849.69
131477	2019/04/05	7201	SAGAR PROPERTY MANAGEMENT LTD.	1,837.19
131478	2019/04/05	12255	SAINI, VALERIE	117.78
131479	2019/04/05	9754	SAVOURY, TIFFANY	250.00
131480	2019/04/05	5966	SCHEFFER ANDREW LTD. PLANNERS & EN	901.69
131481	2019/04/05	7915	SCHMIDTZ, KIM M	514.19
131482	2019/04/05	5052	SE DESIGN AND CONSULTING (2009) IN	5,228.62
131483	2019/04/05	8404	SERBA, ANDREW W	370.50
131484	2019/04/05	9994	SEREDIUK, ROBERT	262.50
131485	2019/04/05	12451	SHAWS ENTERPRISES LTD.	598.81
131486	2019/04/05	4198	SIRANT, DOUG	639.94
131487	2019/04/05	11540	SKECHERS USA CANADA INC.	241.86
131488	2019/04/05	8679	SOLIDEARTH GEOTECHNICAL	6,842.67
131489	2019/04/05	10091	SOUTHLAND TRANSPORTATION LTD.	52,722.73
131490	2019/04/05	7809	SPECTRUM EDUCATIONAL SUPPLIES LTD.	1,311.24
131491	2019/04/05	12452	ST HILAIRE, DOROTHY	845.00
131492	2019/04/05	11333	STABBLER, MAESON	600.00
131493	2019/04/05	5672	STAPLES #332 COLD LAKE	822.78
131494	2019/04/05	2220	STAR AUTO & INDUSTRIAL LTD.	640.82
131495	2019/04/05	11617	STEQCAN INC.	337.85
131496	2019/04/05	304	STOKES INTERNATIONAL	239.88
131497	2019/04/05	9164	STREETER, TERRANCE	471.88
131498	2019/04/05	238	SUPERIOR INDUSTRIES INC.	3,622.50
131499	2019/04/05	9047	SWEENEY, KELLY	360.00
131500	2019/04/05	20	TELUS COMMUNICATIONS INC	4,713.52

4/04/19 13:22:28
(AP14670)

A / P SYSTEM
Cheque Register
Batch #: 37604

Page: 3

Cheque #	Cheq Date	Vendor #	Vendor Name	Cheque Amount
131501	2019/04/05	12302	THE DAILY GOODS	71.88
131502	2019/04/05	7589	THE PROPHET CORPORATION	356.27
131503	2019/04/05	5684	TIM HORTONS #2880	89.98
131504	2019/04/05	12454	URLACHER, TRISH	71.79
131505	2019/04/05	9253	WATT, MEGAN	500.00
131506	2019/04/05	12036	WAYFAIR LLC	3,571.97
131507	2019/04/05	8522	WIEBE, AMBER M	1,035.00
131508	2019/04/05	11309	WILLIER-PICHE, TINA	28.05
131509	2019/04/05	11500	WINDERMERE REGISTRY	36.00
131510	2019/04/05	9156	1307890 ALBERTA LTD.	880.00
131511	2019/04/05	7894	LAKELAND LAWN CARE (1743626 ALBERT	729.75
131512	2019/04/05	1692	916729 ALBERTA LTD.	215.25
*** Total : \$				649,050.45
*** Total # Of Cheques:				125

Library Cheques: 131513 - 131518

4/11/19 14:18:23
(AP14670)

A / P SYSTEM
Cheque Register
Batch #: 37651

Page: 1

Cheque #	Cheq Date	Vendor #	Vendor Name	Cheque Amount
131519	2019/04/12	101	A & A GLASS LTD.	324.40
131520	2019/04/12	3729	A & B REFRIGERATION & HEATING	304.50
131521	2019/04/12	156	ACCESS OVERDOOR LTD.	394.01
131522	2019/04/12	11941	ACHIEVING EDEN LTD	1,135.26
131523	2019/04/12	12465	ADAMS, ROBERT	32.50
131524	2019/04/12	9153	ALBERTA MUNICIPAL SERVICES CORPORA	247,868.49
131525	2019/04/12	832	ASSOCIATED ENGINEERING ALBERTA LTD	24,749.26
131526	2019/04/12	2934	ATCO ELECTRIC LTD.	90,310.21
131527	2019/04/12	4264	AXANI BROS. TRUCKING INC.	6,762.00
131528	2019/04/12	9605	AXIA CONNECT LTD.	929.25
131529	2019/04/12	104	B & R ECKEL'S TRANSPORT LTD.	682.08
131530	2019/04/12	5072	BEAVER RIVER REGIONAL WASTE MANAGE	49,552.33
131531	2019/04/12	12476	BEECROFT, RICK	65.00
131532	2019/04/12	8747	BERNIER'S DIESEL & AUTO REPAIR & P	542.67
131533	2019/04/12	12482	BINS, JOSS	65.00
131534	2019/04/12	12010	BONNYVILLE BOLT SUPPLY LTD.	68.04
131535	2019/04/12	12457	BOTHA, ANDRE J	78.62
131536	2019/04/12	12458	BOTHA, ESTELLE P	78.62
131537	2019/04/12	11107	BUMPER TO BUMPER	152.16
131538	2019/04/12	10345	BURGESS, DEVON J	190.00
131539	2019/04/12	2572	BUSY BEE SANITARY SUPPLIES INC.	523.07
131540	2019/04/12	12470	CALGARY 55 GAMES ASSOCIATION	260.00
131541	2019/04/12	5823	CANADIAN LINEN & UNIFORM SERVICE	181.47
131542	2019/04/12	9798	CANADIAN TIRE #450	773.94
131543	2019/04/12	11329	CINTAS CANADA LIMITED	90.75
131544	2019/04/12	10355	CLEMENTS, CODE	32.50
131545	2019/04/12	4517	COLD LAKE SENIORS' SOCIETY	200.00
131546	2019/04/12	12324	COLLABRIA	7,226.38
131547	2019/04/12	12400	CRAIG, ANDREW	105.00
131548	2019/04/12	11050	DD CONTRACTING & CONSTRUCTION LTD.	787.50
131549	2019/04/12	2657	DE LAGE LANDEN FINANCIAL SERVICES	668.80
131550	2019/04/12	12456	DENSMORE, ERIC	239.57
131551	2019/04/12	12475	DEVLIN, SHANE	65.00
131552	2019/04/12	10422	DOVE CENTRE	24.00
131553	2019/04/12	9123	EASTLINK	233.68
131554	2019/04/12	12467	EDMONTON MARIGOLD 55 PLUS	1,325.00
131555	2019/04/12	11312	ENTERPRISE PAPER EDMONTON	1,083.60
131556	2019/04/12	4484	EXOVA CANADA INC.	3,615.08
131557	2019/04/12	1735	FIRST TRUCK CENTRE LLOYDMINSTER IN	505.37
131558	2019/04/12	3595	FLEETWOOD CONSTRUCTION LTD.	2,555.70
131559	2019/04/12	967	FM GRAPH X	685.12
131560	2019/04/12	6983	HOGAN, MELANIE	720.00
131561	2019/04/12	8530	GOLF SUPPLY HOUSE	1,150.30
131562	2019/04/12	134	GRAND & TOY	257.77
131563	2019/04/12	11460	GRAVITY UNION SOLUTIONS LIMITED	2,008.13
131564	2019/04/12	12464	GRIEP, CHERYL	65.00
131565	2019/04/12	5833	HOTSY CLEANING SYSTEMS	178.50
131566	2019/04/12	12474	HUGHES, TOM	65.00
131567	2019/04/12	12459	IMPACT PUBLIC AFFAIRS CORP.	1,050.00
131568	2019/04/12	82	JESTER PAINT SUPPLY LTD.	787.12
131569	2019/04/12	7745	JOHN DEERE FINANCIAL	1,761.28
131570	2019/04/12	6672	JUST CHECKING RESOURCES INC.	1,286.25
131571	2019/04/12	12471	KERR, TONI	95.00
131572	2019/04/12	3019	KRAZEE KLEAN INC.	1,139.80
131573	2019/04/12	1215	KYETECH CANADA INC.	513.19
131574	2019/04/12	4587	K3 PROMOTIONS INC.	57.75

4/11/19 14:18:23
(AP14670)

A / P SYSTEM
Cheque Register
Batch #: 37651

Page: 2

Cheque #	Cheq Date	Vendor #	Vendor Name	Cheque Amount
131575	2019/04/12	7458	L.D. SEPTIC TANK CLEANING	940.00
131576	2019/04/12	4290	LAKELAND FIRE & SAFETY SUPPLY	1,594.83
131577	2019/04/12	159	LAKELAND INN HOTEL	588.60
131578	2019/04/12	4840	LEFEBVRE, VICKY	1,489.07
131579	2019/04/12	9491	MACHAN, BARRY J	560.00
131580	2019/04/12	480	MARTIN DEERLINE	676.88
131581	2019/04/12	12428	MCGOWAN, SUSAN	750.00
131582	2019/04/12	52	MD OF BONNYVILLE NO.87	1,741.50
131583	2019/04/12	12481	MEERS, GARY	65.00
131584	2019/04/12	12463	MELE, BIAGIO	65.00
131585	2019/04/12	12466	MICHAUD, PIERRETTE	32.50
131586	2019/04/12	12480	MIGHTY PEACE SPORT AND RECREATION	195.00
131587	2019/04/12	12478	MOREN, DARLENE	32.50
131588	2019/04/12	92	MORTENSON, LINDA	793.04
131589	2019/04/12	3127	NAGOYA, KEVIN	1,315.96
131590	2019/04/12	2585	NEWCAP RADIO	1,581.30
131591	2019/04/12	12477	NICKS, TERESA	32.50
131592	2019/04/12	8126	NORTH EAST GAS CO-OP LTD	36.96
131593	2019/04/12	10173	P.A. DOUGLAS & ASSOCIATES INC.	2,934.75
131594	2019/04/12	1092	PATTISON OUTDOOR ADVERTISING LP	13,886.25
131595	2019/04/12	5537	PETTY CASH - ENERGY CENTRE	143.17
131596	2019/04/12	1048	PITNEY BOWES	197.03
131597	2019/04/12	2175	PITNEY WORKS	11,125.00
131598	2019/04/12	11348	POSTMEDIA PAYMENT CENTRE	5,421.15
131599	2019/04/12	12362	PROCHECK HOME SERVICES	25.21
131600	2019/04/12	218	REIMER, CINDY	133.49
131601	2019/04/12	12315	RESPECT NEWS	472.50
131602	2019/04/12	1946	RIDERS CONNECTION	408.24
131603	2019/04/12	12479	ROBERT, ARLETTE	32.50
131604	2019/04/12	110	RONA	92.47
131605	2019/04/12	4554	ROSIE SEPTIC TANK SERVICE LTD	78.75
131606	2019/04/12	11293	ROXTON INDUSTRIES INC.	3,737.31
131607	2019/04/12	12009	RURAL MUNICIPALITIES OF ALBERTA	2,050.86
131608	2019/04/12	12473	RYAN, TERRY	65.00
131609	2019/04/12	850	SAFE-NET GROUP INC.	378.00
131610	2019/04/12	12468	SAITO, ANNE	65.00
131611	2019/04/12	2062	SCHOLAR'S CHOICE MOYER	1,901.79
131612	2019/04/12	5052	SE DESIGN AND CONSULTING (2009) IN	3,627.23
131613	2019/04/12	5929	SIMMS, DAVID	357.00
131614	2019/04/12	8679	SOLIDEARTH GEOTECHNICAL	2,687.58
131615	2019/04/12	9612	STANTEC CONSULTING LTD.	12,075.00
131616	2019/04/12	5672	STAPLES #332 COLD LAKE	270.43
131617	2019/04/12	2220	STAR AUTO & INDUSTRIAL LTD.	83.07
131618	2019/04/12	2334	STRAIGHTLINE TOWING	52.50
131619	2019/04/12	12181	THOMPSON INFRASTRUCTURE LTD.	771,400.12
131620	2019/04/12	6868	ULINE CANADA CORPORATION	1,006.15
131621	2019/04/12	3285	UNITED RENTALS OF CANADA, INC.	22,782.67
131622	2019/04/12	12462	VALOUR PLACE	500.00
131623	2019/04/12	12472	WALKER, RICHARD	65.00
131624	2019/04/12	5319	WASTE MANAGEMENT OF CANADA CORPORA	315.31
131625	2019/04/12	11500	WINDERMERE REGISTRY	20.00
131626	2019/04/12	12004	WONG, HENRY	21.00
131627	2019/04/12	285	WORKERS' COMPENSATION BOARD-ALBERT	25,600.00
131628	2019/04/12	12469	ZONE 4 SWA	195.00
131629	2019/04/12	8802	1132671 ALBERTA LTD.	399.63
131630	2019/04/12	10342	1929125 ALBERTA LTD.	751.10

*** Total : \$

1,354,448.92

Library Cheques: 131631 - 131642

4/17/19 15:30:06
(AP14670)

A / P SYSTEM
Cheque Register
Batch #: 37688

Page: 1

Cheque #	Cheq Date	Vendor #	Vendor Name	Cheque Amount
131643	2019/04/18	123	ACKLANDS - GRAINGER INC.	161.32
131644	2019/04/18	8431	ACUSHNET CANADA INC	385.88
131645	2019/04/18	687	AECOM CANADA LTD.	13,942.53
131646	2019/04/18	12354	AGAT LABORATORIES	98.70
131647	2019/04/18	12044	ALBERTA ONE-CALL CORPORATION	264.60
131648	2019/04/18	5782	ALBERTA UNION OF PROVINCIAL EMPLOY	3,732.75
131649	2019/04/18	1704	ALBERTA WATER & WASTEWATER OPERATO	483.00
131650	2019/04/18	8226	ALLSOP, EMILY	282.93
131651	2019/04/18	6593	AMSC INSURANCE SERVICES LTD.	2,338.20
131652	2019/04/18	6595	APPLE FITNESS STORE LTD.	945.00
131653	2019/04/18	12487	ATAP INFRASTRUCTURE MANAGEMENT LTD	5,813.16
131654	2019/04/18	2934	ATCO ELECTRIC LTD.	1,287.73
131655	2019/04/18	8309	AVIATION GROUND FUELING TECHNOLOGI	338.85
131656	2019/04/18	104	B & R ECKEL'S TRANSPORT LTD.	1,451.38
131657	2019/04/18	3169	BEAUDOIN, PHILIP	41.75
131658	2019/04/18	2188	BEST SERVICE PROS LTD.	75,853.68
131659	2019/04/18	2687	BIG HILL SERVICES LTD	89.43
131660	2019/04/18	6089	BONNYVILLE WATER CONDITIONING LTD.	35.00
131661	2019/04/18	7692	BOONK, MARK	1,033.05
131662	2019/04/18	9258	BOYCHUK, SHANNON	83.99
131663	2019/04/18	1229	BROWNLEE LLP	18,341.87
131664	2019/04/18	9362	BRULLER CORPORATION	848.93
131665	2019/04/18	11107	BUMPER TO BUMPER	318.23
131666	2019/04/18	2572	BUSY BEE SANITARY SUPPLIES INC.	207.65
131667	2019/04/18	6355	CAN-TRAFFIC SERVICES LTD.	43,041.70
131668	2019/04/18	5823	CANADIAN LINEN & UNIFORM SERVICE	171.97
131669	2019/04/18	9798	CANADIAN TIRE #450	168.42
131670	2019/04/18	4631	CDW CANADA CORP.	8,665.32
131671	2019/04/18	239	CENTRAL SHARPENING	551.25
131672	2019/04/18	7702	CLARK'S SUPPLY & SERVICE LTD.	422.35
131673	2019/04/18	2803	COLD LAKE FIREFIGHTER SOCIAL FUND	250.00
131674	2019/04/18	8735	COLD LAKE FOODS (2003) INC	267.98
131675	2019/04/18	12324	COLLABRIA	495.03
131676	2019/04/18	278	COMMUNICATIONS COLD LAKE INC.	315.00
131677	2019/04/18	7691	CWB NATIONAL LEASING	2,822.67
131678	2019/04/18	2657	DE LAGE LANDEN FINANCIAL SERVICES	3,972.09
131679	2019/04/18	12488	DIVERSE MARKETING	948.00
131680	2019/04/18	12486	E.B. HORSMAN & SON	1,938.30
131681	2019/04/18	11337	ECOTAINER SALES INC.	52,171.88
131682	2019/04/18	38	ELECTRIC SERVICES GRAND CENTRE LTD	1,233.80
131683	2019/04/18	1877	EMCO CORPORATION	5,277.32
131684	2019/04/18	12221	ERAMOSIA	62,278.52
131685	2019/04/18	4484	EXOVA CANADA INC.	71.80
131686	2019/04/18	6523	FABER LLP	43,582.50
131687	2019/04/18	9978	FOUNTAIN TIRE (COLD LAKE) LTD.	98.96
131688	2019/04/18	11639	GANTZ HEAVY EQUIPMENT & OILFIELD R	2,593.06
131689	2019/04/18	9174	GIBBS, CORY	188.98
131690	2019/04/18	134	GRAND & TOY	11.42
131691	2019/04/18	9466	INDIGO BOOKS & MUSIC INC.	115.21
131692	2019/04/18	12490	JENSEN, MURIEL	26.55
131693	2019/04/18	82	JESTER PAINT SUPPLY LTD.	1,119.84
131694	2019/04/18	1215	KYETECH CANADA INC.	177.45
131695	2019/04/18	352	LAKELAND CREDIT UNION	2,193.28
131696	2019/04/18	2993	LAKELAND HUMANE SOCIETY	13,590.08
131697	2019/04/18	8130	LAKELAND LOCKSMITH	353.00
131698	2019/04/18	4546	LAWSON PRODUCTS INC.	202.51

4/17/19 15:30:06
(AP14670)

A / P SYSTEM
Cheque Register
Batch #: 37688

Page: 2

Cheque #	Cheq Date	Vendor #	Vendor Name	Cheque Amount
131699	2019/04/18	117	LOCAL AUTHORITIES PENSION	80,576.33
131700	2019/04/18	50	LOOMIS EXPRESS	325.93
131701	2019/04/18	2843	MAINTENANCE ENFORCEMENT PROGRAM	300.00
131702	2019/04/18	9888	MCGUIRE, CANDICE	250.00
131703	2019/04/18	12025	MILLER, JONATHAN	210.73
131704	2019/04/18	262	OK TIRE - COLD LAKE	59.33
131705	2019/04/18	11363	PARADIGM QUEST INC.	25.22
131706	2019/04/18	9657	PARADIGM SOFTWARE	4,974.80
131707	2019/04/18	6694	PARR, LORRAINE	57.85
131708	2019/04/18	11612	PERFECTMIND INC.	11,340.00
131709	2019/04/18	2164	PETTY CASH - FCSS	417.79
131710	2019/04/18	12489	PHILLIPS, JACLYN	24.30
131711	2019/04/18	7606	PINNACLE DISTRIBUTION INC.	177.88
131712	2019/04/18	1048	PITNEY BOWES	13,278.90
131713	2019/04/18	12485	POIRIER, RACHELLE	47.50
131714	2019/04/18	12240	PREVOST, A DIVISON OF VOLVO GROUP	82.38
131715	2019/04/18	64	PUROLATOR COURIER LTD	476.96
131716	2019/04/18	9	RECEIVER GENERAL FOR CANADA	144,766.68
131717	2019/04/18	378	RECEIVER GENERAL FOR CANADA	175.00
131718	2019/04/18	413	REYNOLDS MIRTH RICHARDS & FARMER L	1,712.17
131719	2019/04/18	1946	RIDERS CONNECTION	556.37
131720	2019/04/18	12006	RMA FUEL LTD.	30,566.86
131721	2019/04/18	110	RONA	66.48
131722	2019/04/18	12009	RURAL MUNICIPALITIES OF ALBERTA	5,248.73
131723	2019/04/18	850	SAFE-NET GROUP INC.	189.00
131724	2019/04/18	9994	SEREDIUK, ROBERT	496.98
131725	2019/04/18	4198	SIRANT, DOUG	171.20
131726	2019/04/18	8679	SOLIDEARTH GEOTECHNICAL	3,956.29
131727	2019/04/18	10091	SOUTHLAND TRANSPORTATION LTD.	55,013.81
131728	2019/04/18	5672	STAPLES #332 COLD LAKE	3.87
131729	2019/04/18	2220	STAR AUTO & INDUSTRIAL LTD.	115.57
131730	2019/04/18	124	SYLOGIST LTD.	267.75
131731	2019/04/18	11931	TAYLORMADE CANADA LTD.	7,093.83
131732	2019/04/18	20	TELUS COMMUNICATIONS INC	1,661.33
131733	2019/04/18	492	TELUS MOBILITY INC.	4,288.56
131734	2019/04/18	1308	THE CITY OF CALGARY	263.55
131735	2019/04/18	7721	THE GEAR CENTRE	2,028.78
131736	2019/04/18	6868	ULINE CANADA CORPORATION	448.20
131737	2019/04/18	12161	UNTEREINER, ALLISON	1,400.00
131738	2019/04/18	71	URLACHER CONSTRUCTION LTD.	247,280.27
131739	2019/04/18	5319	WASTE MANAGEMENT OF CANADA CORPORA	6,484.07
131740	2019/04/18	9253	WATT, MEGAN	41.89
131741	2019/04/18	12322	WESTERN ASPHALT PRODUCTS	3,648.54
131742	2019/04/18	12314	WILSON, TANYA	91.26
131743	2019/04/18	11500	WINDERMERE REGISTRY	203.00
131744	2019/04/18	12004	WONG, HENRY	576.98
131745	2019/04/18	11739	1441614 ALBERTA LTD.	117.75
131746	2019/04/18	12484	1579314 ALBERTA LTD.	586.36
131747	2019/04/18	11601	857450 ALBERTA LTD.	65.64

*** Total : \$ 1,010,909.52

Library Cheques: 131748-131754

*** Total # Of Cheques: 105

4/25/19 13:17:49
(AP14670)

A / P SYSTEM
Cheque Register
Batch #: 37723

Page: 1

Cheque #	Cheq Date	Vendor #	Vendor Name	Cheque Amount
131755	2019/04/26	687	AECOM CANADA LTD.	17,314.22
131756	2019/04/26	5297	AEDARSA	482.00
131757	2019/04/26	2863	ALBERTA FIRE CHIEFS ASSOCIATION	1,260.00
131758	2019/04/26	1355	AMSC INSURANCE SERVICES LTD	84,859.12
131759	2019/04/26	6595	APPLE FITNESS STORE LTD.	4,977.58
131760	2019/04/26	58	ATCO GAS	406.51
131761	2019/04/26	10515	AUDIO CINE FILMS INC.	399.00
131762	2019/04/26	4312	AXIA SUPERNET LTD.	1,134.00
131763	2019/04/26	104	B & R ECKEL'S TRANSPORT LTD.	402.51
131764	2019/04/26	2208	BADGER DAYLIGHTING LP	82.59
131765	2019/04/26	2741	BELL CANADA	4.31
131766	2019/04/26	8747	BERNIER'S DIESEL & AUTO REPAIR & P	814.68
131767	2019/04/26	5720	BEST WESTERN COLD LAKE INN	686.65
131768	2019/04/26	7868	BOERDYK, CINDY A	768.50
131769	2019/04/26	2572	BUSY BEE SANITARY SUPPLIES INC.	3,226.91
131770	2019/04/26	5823	CANADIAN LINEN & UNIFORM SERVICE	24.71
131771	2019/04/26	9798	CANADIAN TIRE #450	793.77
131772	2019/04/26	5800	COLD LAKE ENTERTAINMENT SOCIETY	25,251.26
131773	2019/04/26	8735	COLD LAKE FOODS (2003) INC	352.73
131774	2019/04/26	111	COLD LAKE HOME HARDWARE BUILDING C	110.06
131775	2019/04/26	3114	COLD LAKE RECYCLING CENTRE LTD.	41,471.86
131776	2019/04/26	9298	CREVIER, JOANNIE	124.20
131777	2019/04/26	6775	DAN THE BALLOON MAN INC.	1,260.00
131778	2019/04/26	4839	DIESEN, BRADLEY	489.51
131779	2019/04/26	12159	DUNN, JANICE	700.00
131780	2019/04/26	10361	E. LEES + ASSOCIATES CONSULTING LT	18,866.40
131781	2019/04/26	225	ECKEL, MARLENE	154.57
131782	2019/04/26	38	ELECTRIC SERVICES GRAND CENTRE LTD	2,045.43
131783	2019/04/26	12494	ELEMENT MATERIALS TECHNOLOGY CANAD	83.01
131784	2019/04/26	4484	EXOVA CANADA INC.	71.80
131785	2019/04/26	12495	EXTREME HAULING INC.	1,102.50
131786	2019/04/26	579	FALLOW, JEFF	43.66
131787	2019/04/26	11599	FELIX STARK (STAR SPORT SALES)	309.96
131788	2019/04/26	11639	GANTZ HEAVY EQUIPMENT & OILFIELD R	4,651.90
131789	2019/04/26	11881	GOLDLINE CURLING - CALGARY	91.96
131790	2019/04/26	8530	GOLF SUPPLY HOUSE	1,144.44
131791	2019/04/26	12493	GOLFING BUDDIES	879.90
131792	2019/04/26	134	GRAND & TOY	468.59
131793	2019/04/26	4241	GRAND CENTRE GOLF & COUNTRY CLUB	90.00
131794	2019/04/26	12498	GREENWOOD, SELENA	1,684.17
131795	2019/04/26	699	INDUSTRIAL MACHINE INC.	552.83
131796	2019/04/26	7719	JETPRO CONSULTANTS INC.	3,150.00
131797	2019/04/26	8698	KEVIN MARTIN CURLING	175.54
131798	2019/04/26	8624	LAC LA BICHE COUNTY/LAC LA BICHE P	9,280.82
131799	2019/04/26	158	LAKE CITY MOTOR PRODUCTS LTD.	872.09
131800	2019/04/26	12261	LAKELAND MULTICULTURAL ASSOCIATION	5,000.00
131801	2019/04/26	4546	LAWSON PRODUCTS INC.	829.20
131802	2019/04/26	2842	M/T SINC PLUMBING & HEATING	5,045.25
131803	2019/04/26	480	MARTIN DEERLINE	147.88
131804	2019/04/26	710	MCKAY, HUGH	1,187.57
131805	2019/04/26	11686	MOESKER, ISAAC	2,355.52
131806	2019/04/26	10544	NBC CAMPS	1,350.00
131807	2019/04/26	12497	NICKEL, THERESA	663.49
131808	2019/04/26	262	OK TIRE - COLD LAKE	35.00
131809	2019/04/26	6070	PATENAUDE, CAROL	239.95
131810	2019/04/26	11348	POSTMEDIA PAYMENT CENTRE	831.60

4/25/19 13:17:49
(AP14670)

A / P SYSTEM
Cheque Register
Batch #: 37723

Page: 2

Cheque #	Cheq Date	Vendor #	Vendor Name	Cheque Amount
131811	2019/04/26	64	PUROLATOR COURIER LTD	112.25
131812	2019/04/26	1109	RELAY DISTRIBUTING	24.70
131813	2019/04/26	7767	RICKERT, STANLEY	158.00
131814	2019/04/26	1946	RIDERS CONNECTION	36.12
131815	2019/04/26	12006	RMA FUEL LTD.	8,260.67
131816	2019/04/26	110	RONA	552.34
131817	2019/04/26	12009	RURAL MUNICIPALITIES OF ALBERTA	681.88
131818	2019/04/26	850	SAFE-NET GROUP INC.	378.00
131819	2019/04/26	5052	SE DESIGN AND CONSULTING (2009) IN	31,071.22
131820	2019/04/26	9263	SEYMOUR PACIFIC DEVELOPMENTS LTD.	8,922.93
131821	2019/04/26	2291	SMART ELECTRICAL CONTRACTORS (2007	99.75
131822	2019/04/26	12491	SOUTHWARD, CAIGE	150.00
131823	2019/04/26	1798	SPORTS SCENE PUBLICATIONS INC.	1,863.75
131824	2019/04/26	12252	ST. PAUL PARENT LINK	27,802.60
131825	2019/04/26	2220	STAR AUTO & INDUSTRIAL LTD.	328.06
131826	2019/04/26	11617	STEQCAN INC.	52.50
131827	2019/04/26	8510	SUN MOUNTAIN	2,926.72
131828	2019/04/26	6409	SUPERIOR PROPANE	1,451.35
131829	2019/04/26	11931	TAYLORMADE CANADA LTD.	3,237.71
131830	2019/04/26	9873	THE INSPECTIONS GROUP INC.	16,300.98
131831	2019/04/26	12492	THOMPSON, PERCY	845.40
131832	2019/04/26	6868	ULINE CANADA CORPORATION	170.28
131833	2019/04/26	12161	UNTEREINER, ALLISON	2,055.71
131834	2019/04/26	71	URLACHER CONSTRUCTION LTD.	12,431.63
131835	2019/04/26	9253	WATT, MEGAN	981.00
131836	2019/04/26	11500	WINDERMERE REGISTRY	290.00
131837	2019/04/26	3499	1093317 ALBERTA LTD.	3,000.00
131838	2019/04/26	9865	123RF LLC	719.10
131839	2019/04/26	2538	4 IMPRINT, INC.	313.28

*** Total : \$ 376,019.64

*** Total # Of Cheques: 85

131840 - 131841

VOID

VOID

Library Cheques: 131842-131848



STAFF REPORT

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

Meeting Date: June 11, 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.

At the May Council meeting the cemetery bylaw received first reading.

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 recommendation 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 through policy. The aim of the report is to present to Council the cemetery bylaw. The Cemetery Management policy will 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 interment rights and specifications, memorial regulations, and green burial as presented in Schedules A, B, C, 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 second reading as presented.
2. Proceed to give Bylaw No. 646-AD-19, being the Cemetery Bylaw second reading as amended.
3. Defeat second 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, second 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 adjoining 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 adjoining 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 .

LEES+Associates Contact Information:

509-318 Homer St, **Vancouver** BC Canada, V6B 2V2 | p: 604.899.3806 | f: 604.899.3805
51 Wolseley Street, **Toronto** ON Canada, M5T 1A4 | p: 416.645.7033 | f: 416.645.7046
66 Klondike Rd, **Whitehorse** YT Canada, Y1A 3M1 | p: 867.332.3806 | f: 604.899.3805
info@elac.ca | www.elac.ca



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.



ACKNOWLEDGEMENTS

We would like to thank all those who contributed to this report:

CITY OF COLD LAKE

Tasha Elliott, Planner
Jim Fedyk, Recreation Manager
Kristy Isert, Legislative Advisor
Robert Serediuk, Parks and Recreation Foreman
Shannon Boychuk, Operator
George Urlacher, Transportation Services Manager
Jazelle Robb, Greenspace Coordinator
Cindy Reimer, Executive Secretary to CAO/City Manager
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

CONSULTANT TEAM

Erik Lees, Principal, LEES+Associates
Heidi Redman, Senior Associate, Project Manager, LEES+Associates
Richard Cook, Associate, LEES+Associates
Jennifer Thibert, Associate, Business Manager, LEES+Associates
Yao Chen, Associate, LEES+Associates

PROJECT NUMBER: 15-820

STATUS: FINAL REPORT

DATE: SEPTEMBER 29, 2016



TABLE OF CONTENTS

EXECUTIVE SUMMARY	iii
ACKNOWLEDGEMENTS	viii
1 INTRODUCTION	1
1.1 OVERVIEW.....	1
2 METHODOLOGY	3
2.1 DATA ASSEMBLY	3
2.2 STAFF, STAKEHOLDER + COMMUNITY CONSULTATION	4
2.3 ANALYSIS TOOLS + METHODOLOGY	4
3 DEMOGRAPHICS, MARKET + CULTURAL TRENDS ANALYSIS.....	6
3.1 REGIONAL CONTEXT	6
3.2 DEMOGRAPHIC PROFILES	10
3.3 DISPOSITIONS + INTERMENTS PROFILE	11
3.4 HISTORIC COMMUNITY USE.....	12
3.5 FUTURE COMMUNITY USE	13
3.6 KEY FINDINGS: DEMOGRAPHIC, MARKET + CULTURAL TRENDS ANALYSIS.....	15
4 CONSULTATIONS	17
4.1 THE CONSULTATION PROCESS	17
4.2 CONSULTATION SUMMARY HIGHLIGHTS	18
5 OPPORTUNITIES + CONSTRAINTS.....	20
5.1 LAKEVIEW CEMETERY – OPPORTUNITIES AND CONSTRAINTS	21
5.2 GRAND CENTRE MEMORIAL PARK – OPPORTUNITIES AND CONSTRAINTS.....	21
6 DEMAND-NEEDS ANALYSIS + FUNCTIONAL PLAN.....	22
6.1 FUTURE CEMETERY DEMAND	23
6.2 EXISTING INVENTORY.....	23
6.3 FUTURE LAND NEED.....	25
6.4 OPPORTUNITIES TO EXPAND CAPACITY	26
6.5 KEY FINDINGS: DEMAND-NEEDS ANALYSIS + FUNCTIONAL PLAN.....	28
6.6 RECOMMENDATIONS: DEMAND-NEEDS ANALYSIS + FUNCTIONAL PLAN	30
7 OPERATIONAL REVIEW + BUSINESS MODEL	31
7.1 REGIONAL CEMETERY MARKET PRICING.....	31
7.2 CEMETERY OFFERINGS DIVERSITY.....	36
7.3 RECOMMENDATIONS: MARKET PRICES + OFFERINGS.....	37
7.4 CEMETERY BYLAW REVIEW	39
7.5 KEY FINDINGS – CEMETERY BYLAW	39



7.6	RECOMMENDATIONS: CEMETERY BYLAW REVIEW	41
7.7	OPERATIONS REVIEW	42
7.8	RECOMMENDATIONS – OPERATIONS REVIEW	47
7.9	FINANCIAL PRACTICES + HISTORIC PERFORMANCE.....	48
7.10	FINANCIAL PLAN – SCENARIO ANALYSIS	51
7.11	SCENARIO 1: MAINTAINING STATUS QUO	52
7.12	SCENARIO 2: NEW BUSINESS MODEL.....	53
7.13	KEY FINDINGS – FINANCIAL PLAN.....	55
7.14	RECOMMENDATIONS – FINANCIAL PLAN.....	55
8	CONCEPT DESIGNS + SITE IMPROVEMENTS	57
8.1	GRAND CENTRE MEMORIAL PARK – CONCEPT DESIGN	57
8.2	LAKEVIEW CEMETERY – CONCEPT DESIGN.....	59
8.3	CONCEPT DESIGN – GRAND CENTRE MEMORIAL PARK	61
8.4	CONCEPT DESIGN – LAKEVIEW CEMETERY.....	62
9	DEVELOPMENT + PHASED IMPLEMENTATION PLANS	63
9.1	PHASING PLANS.....	63
9.2	COST ESTIMATES.....	66
10	CONCLUSION.....	69
11	APPENDICES.....	70
	APPENDIX A – STAFF + STAKEHOLDER CONSULTATION.....	71
	APPENDIX B – DEMOGRAPHIC PROFILES	77
	APPENDIX C – CEMETERY MARKET DISPOSITIONS AND MARKET CAPTURE DETAILS	80
	APPENDIX D – CEMETERY INVENTORY DETAILS	83
	APPENDIX E – CEMETERY MARKET PRICES.....	84
	APPENDIX F – NEW INTERMENT OPTIONS	86
	APPENDIX G – CEMETERY BYLAW INFORMATION.....	89
	APPENDIX H – PERPETUAL CARE FUND OVERVIEW	91
	APPENDIX I – SITE ANALYSIS PLANS	93
	APPENDIX J – CEMETERY CONCEPT DESIGNS	94
	APPENDIX K – CEMETERY PHASING PLANS.....	95



APPENDIX L – PUBLIC OPEN HOUSE SUMMARY	96
APPENDIX M – GLOSSARY OF CEMETERY TERMS	97



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.

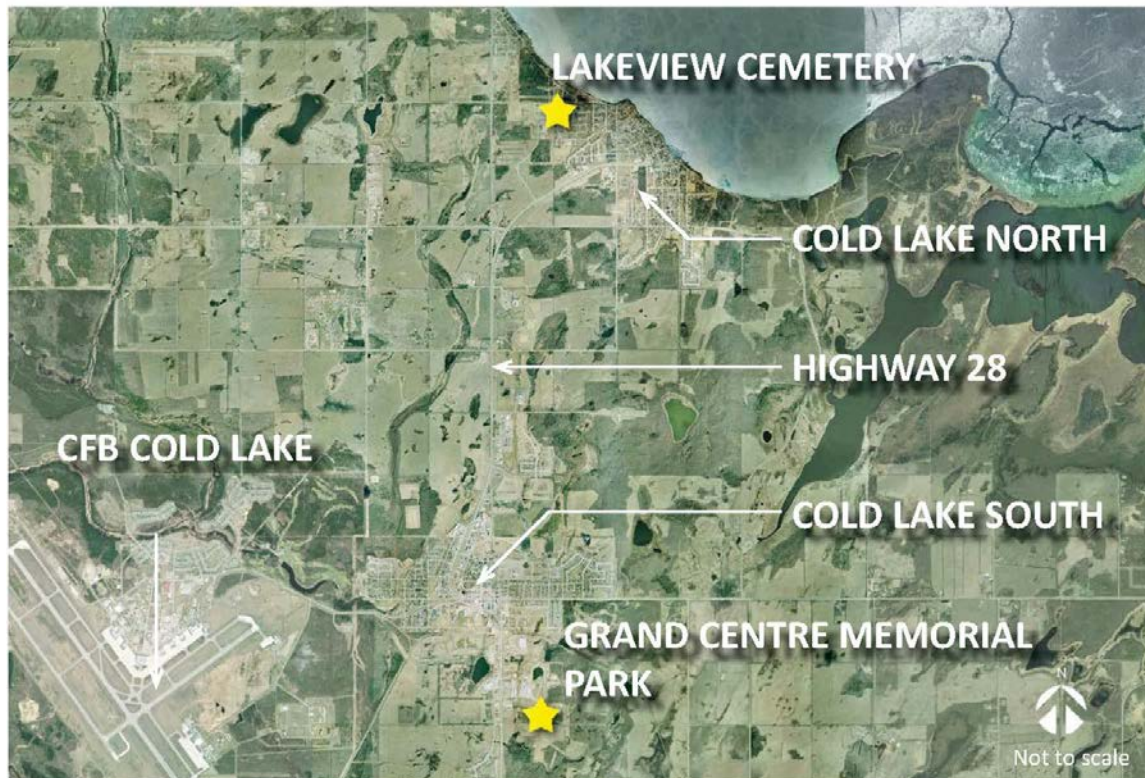


Figure 2. Cemetery location map, Source: LEES+Associates.

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.

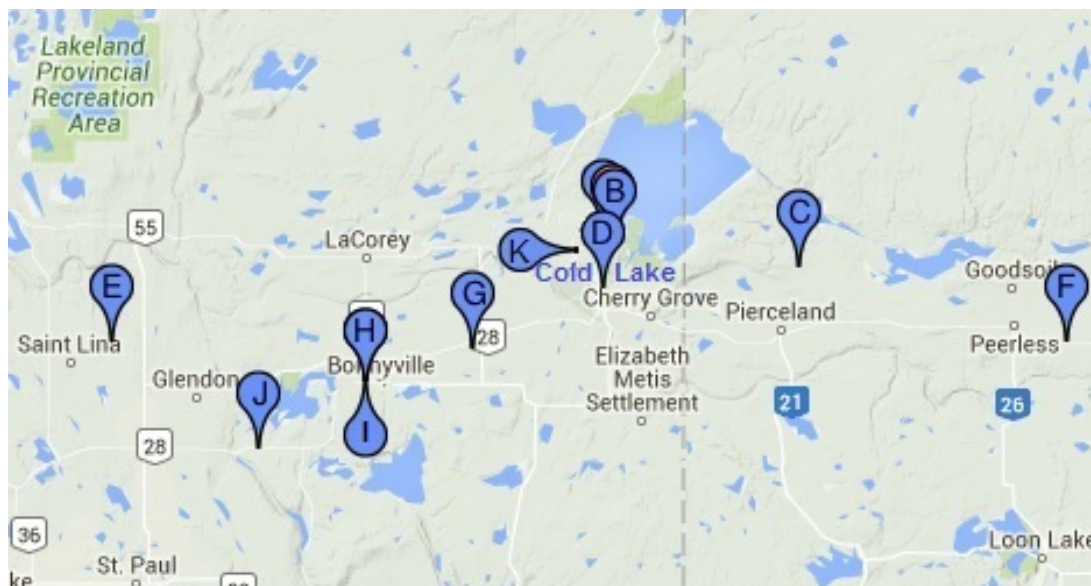


Figure 4: Cemetery Sites in the Cold Lake Region, Source: Roadside Thoughts.com.

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.

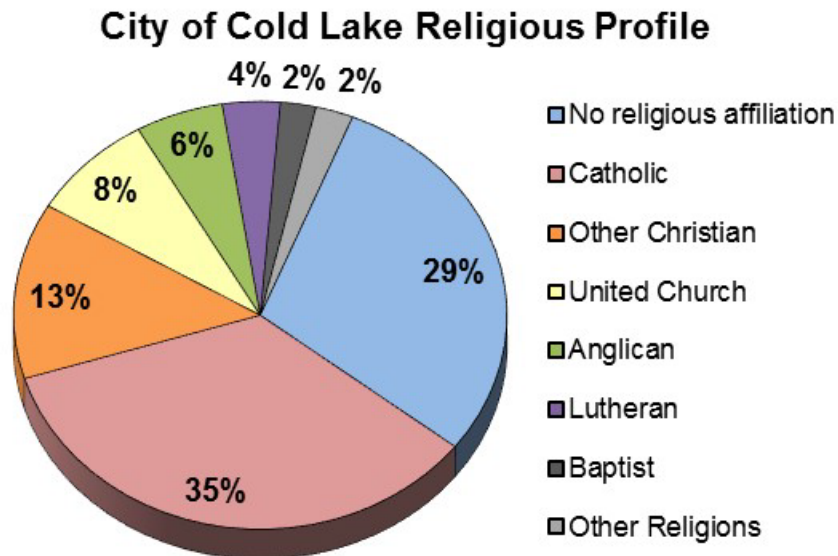


Figure 5: City of Cold Lake Religious Profile, Source: National Household Survey 2011.

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**.

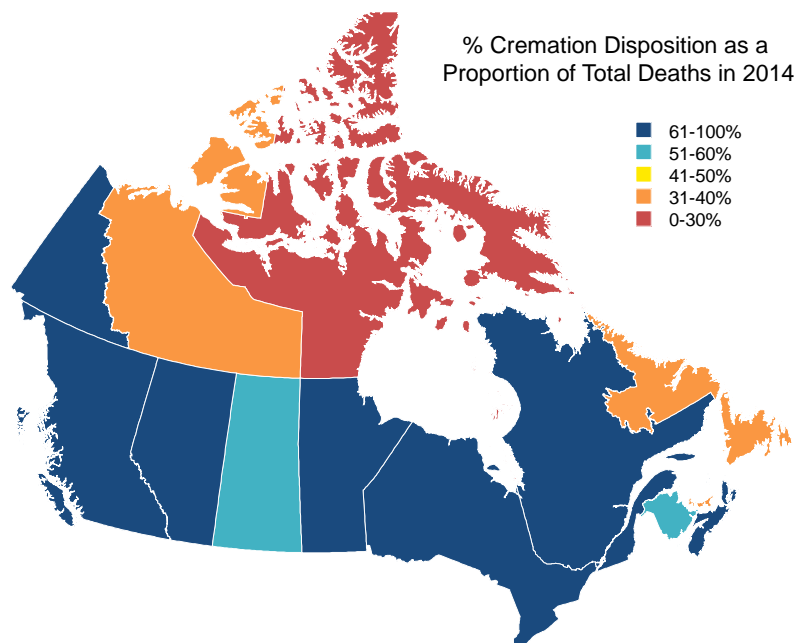


Figure 6: Canadian Rates of Cremation, Source: Cremation Association of North America.



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.

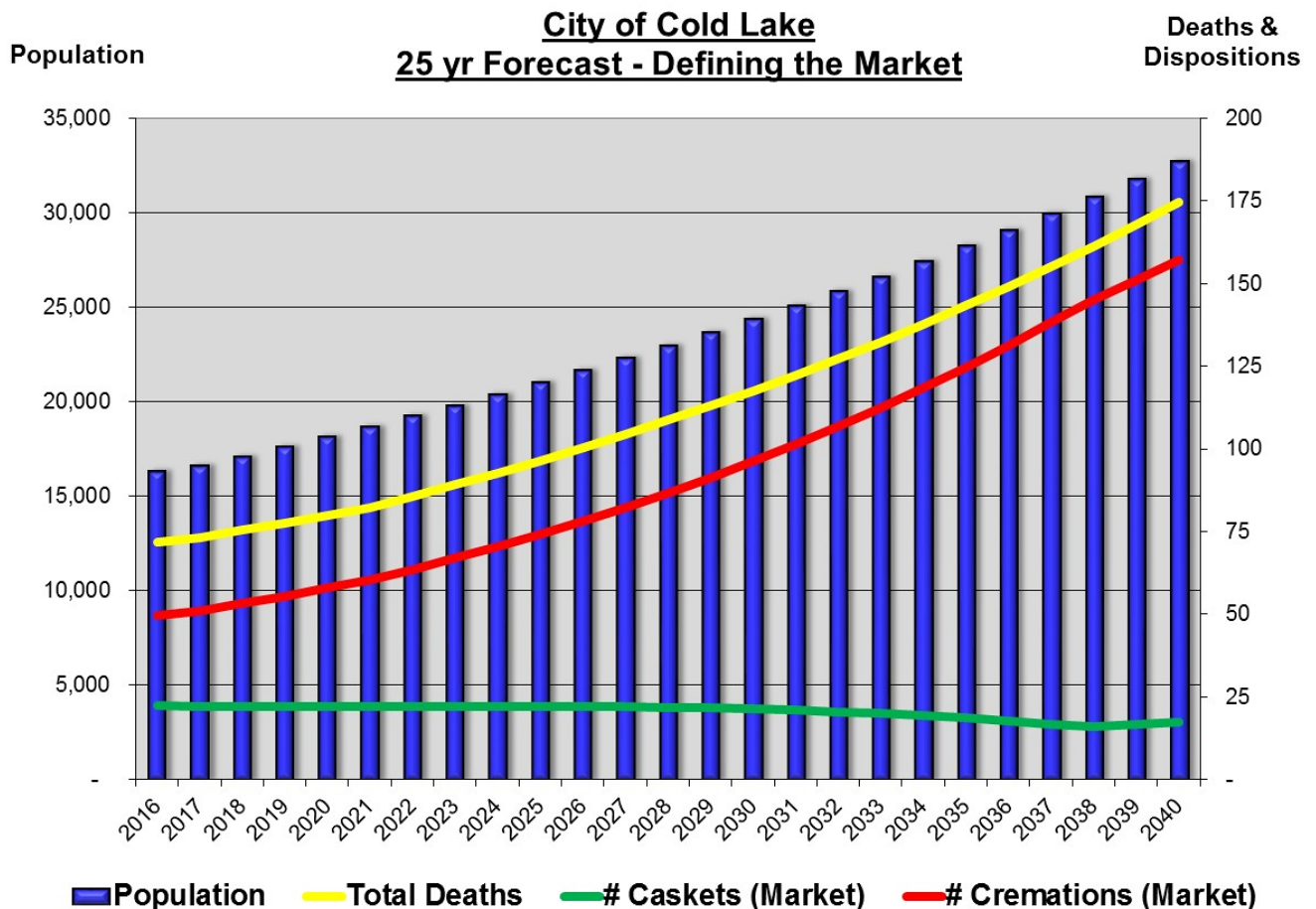


Figure 7: 25 Year Cemetery Market Forecast for the City of Cold Lake, Source: LEES+Associates.



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.

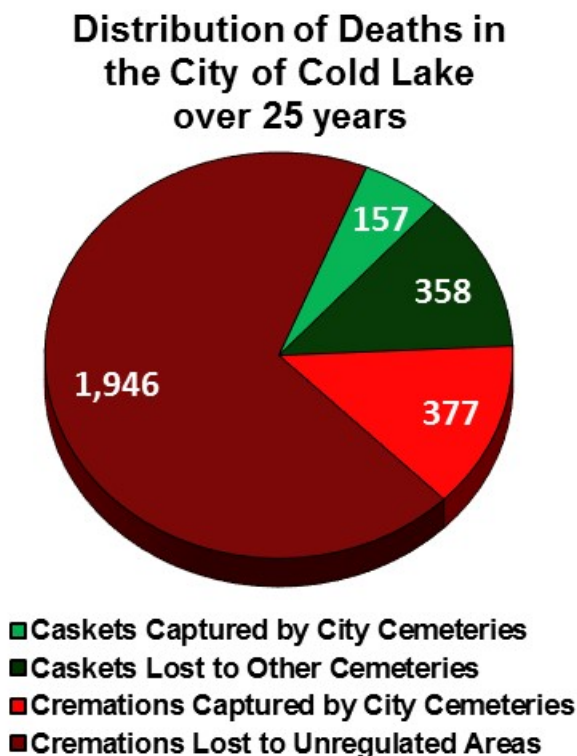


Figure 8: Distribution of Deaths in the City of Cold Lake over the next 25 years, Source: LEES+Associates.

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;



City of Cold Lake Cemetery Services Master Plan - FINAL Report

- 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.

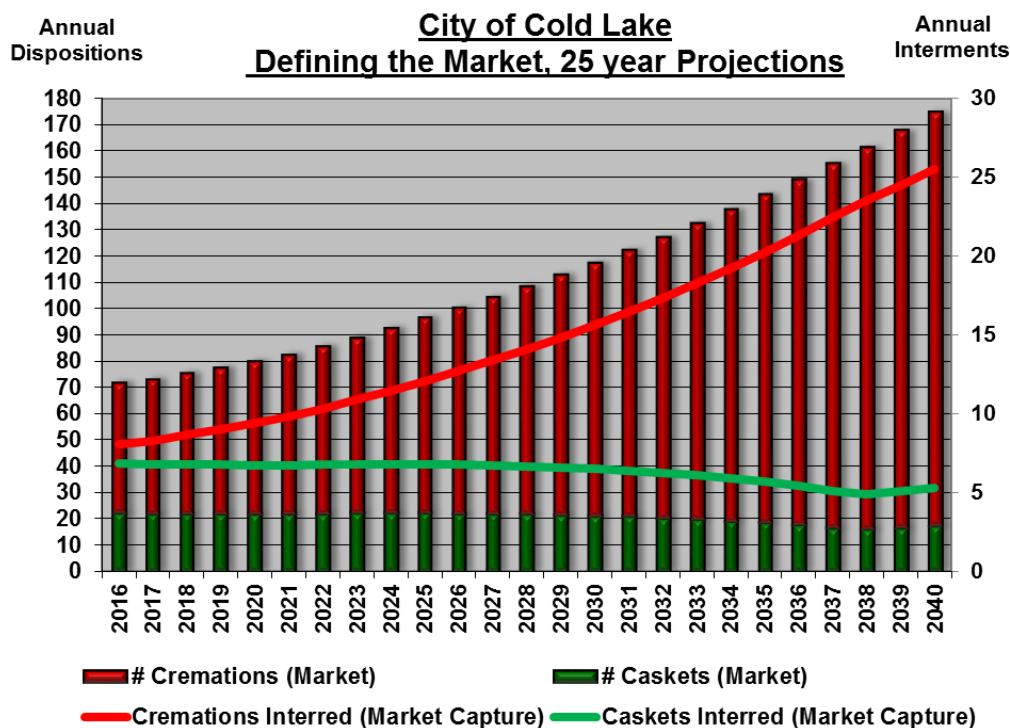


Figure 9: 25 Year Capture Forecast of the City of Cold Lake Cemetery Market, Source: LEES+Associates.

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.

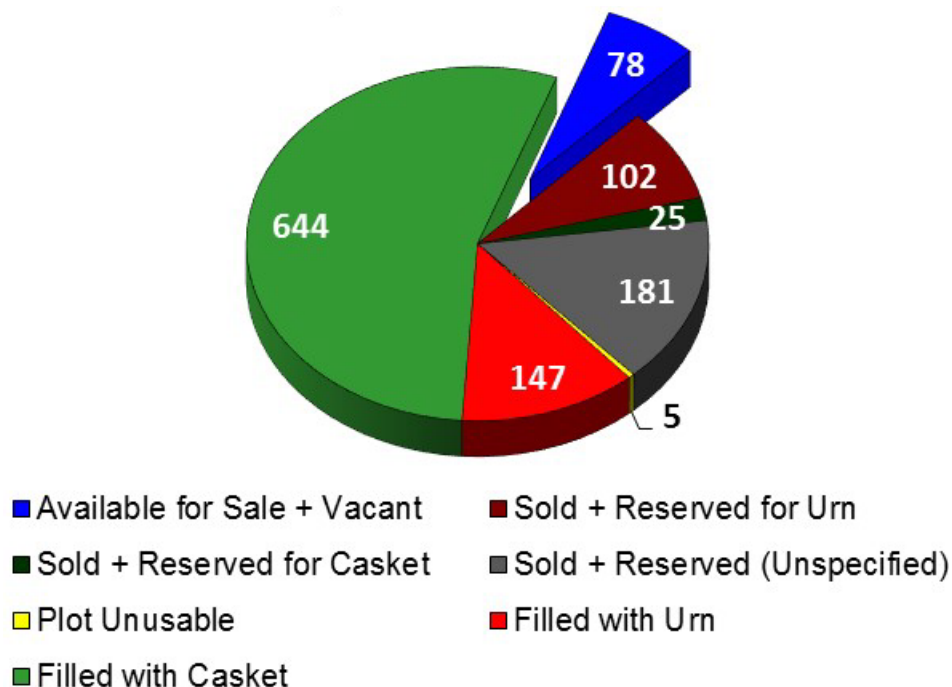


Figure 10: Distribution of Inventory of Existing Inventory at Cold Lake Cemeteries, as of March 15, 2016, Source: City of Cold Lake Inventory Records.

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.



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



City of Cold Lake Cemetery Services Master Plan - FINAL Report

- 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.



City of Cold Lake Cemetery Services Master Plan - FINAL Report

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.



City of Cold Lake Cemetery Services Master Plan - FINAL Report

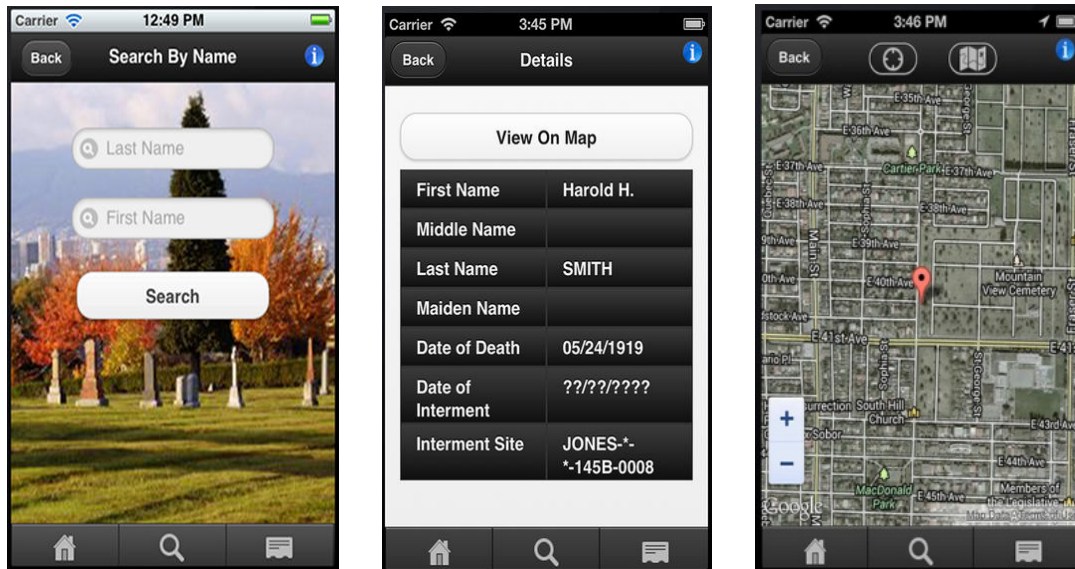


Figure 21: iCemetery screenshots, Source: LEES+Associates.

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

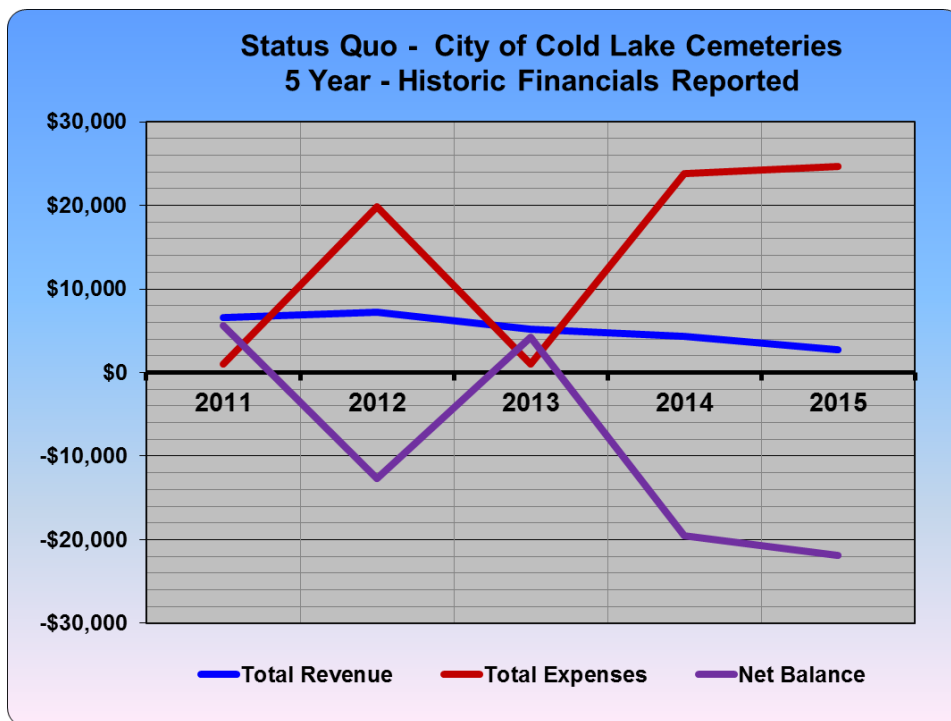


Figure 23: Historic Revenue, Expenses and Net Balance for Cold Lake Cemeteries,
Source: City of Cold Lake Financials.

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.

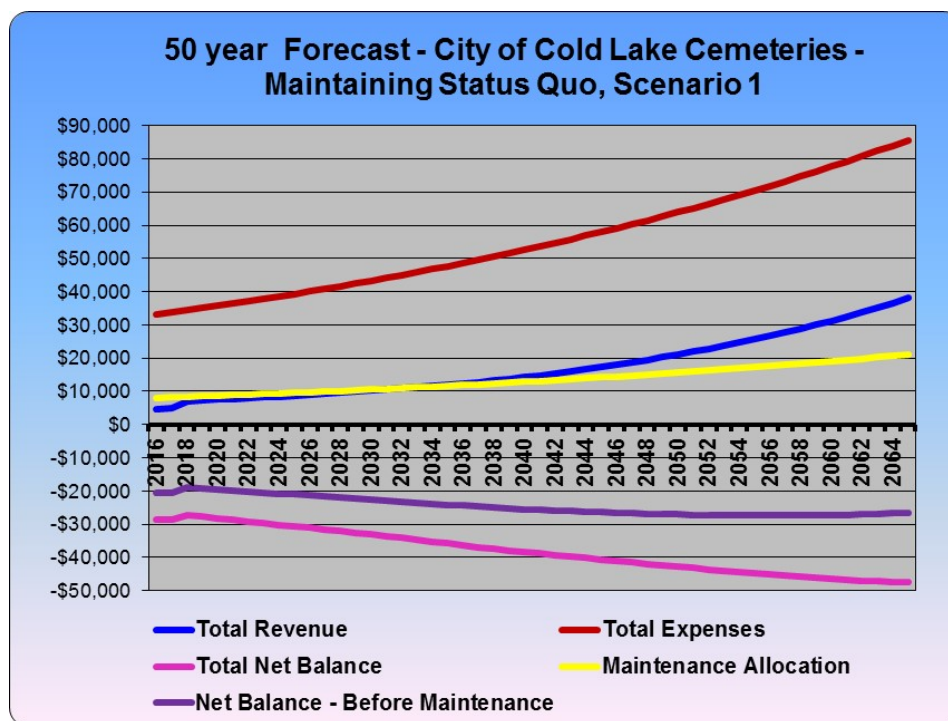


Figure 24: Cold Lake Cemeteries, Scenario 1 - Maintain Status Quo, 50 Year Forecast, Source: LEES+Associates.

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.

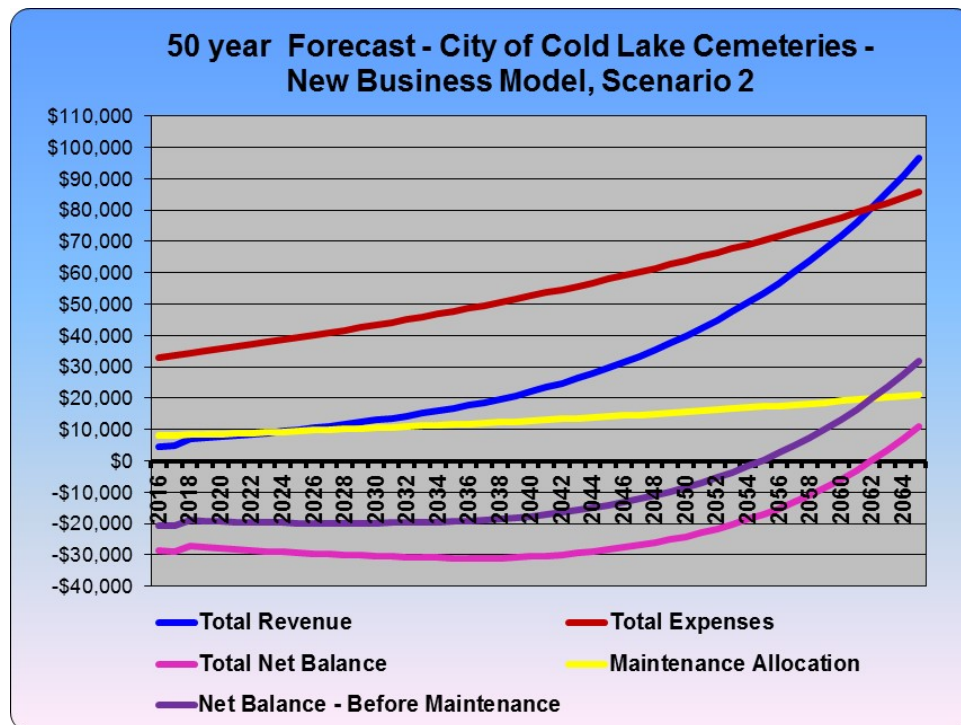


Figure 25: Cold Lake Cemeteries, Scenario 2 – New Business Model, 50 Year Forecast, Source: LEES+Associates.



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.

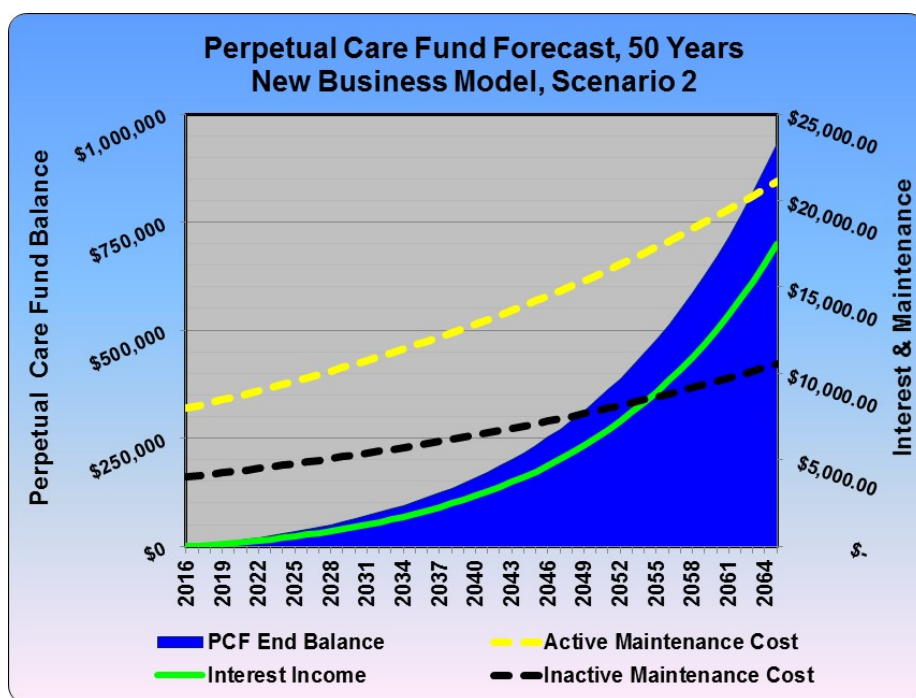


Figure 26: Cold Lake Cemeteries Perpetual Care Fund Forecast, Scenario 2 – New Business Model, Source: LEES+Associates.

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:

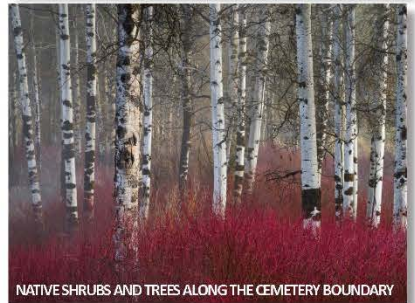
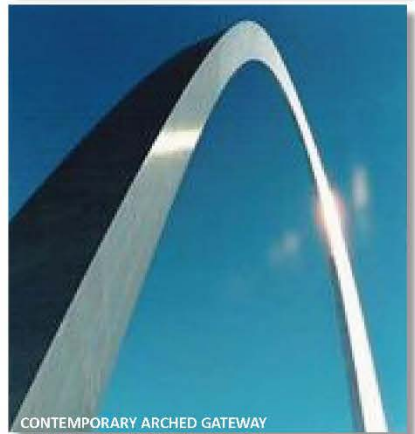
1. No embalming;
2. No outer burial container;
3. A biodegradable casket or shroud;
4. A communal marker, and
5. An element of habitat enhancement.

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

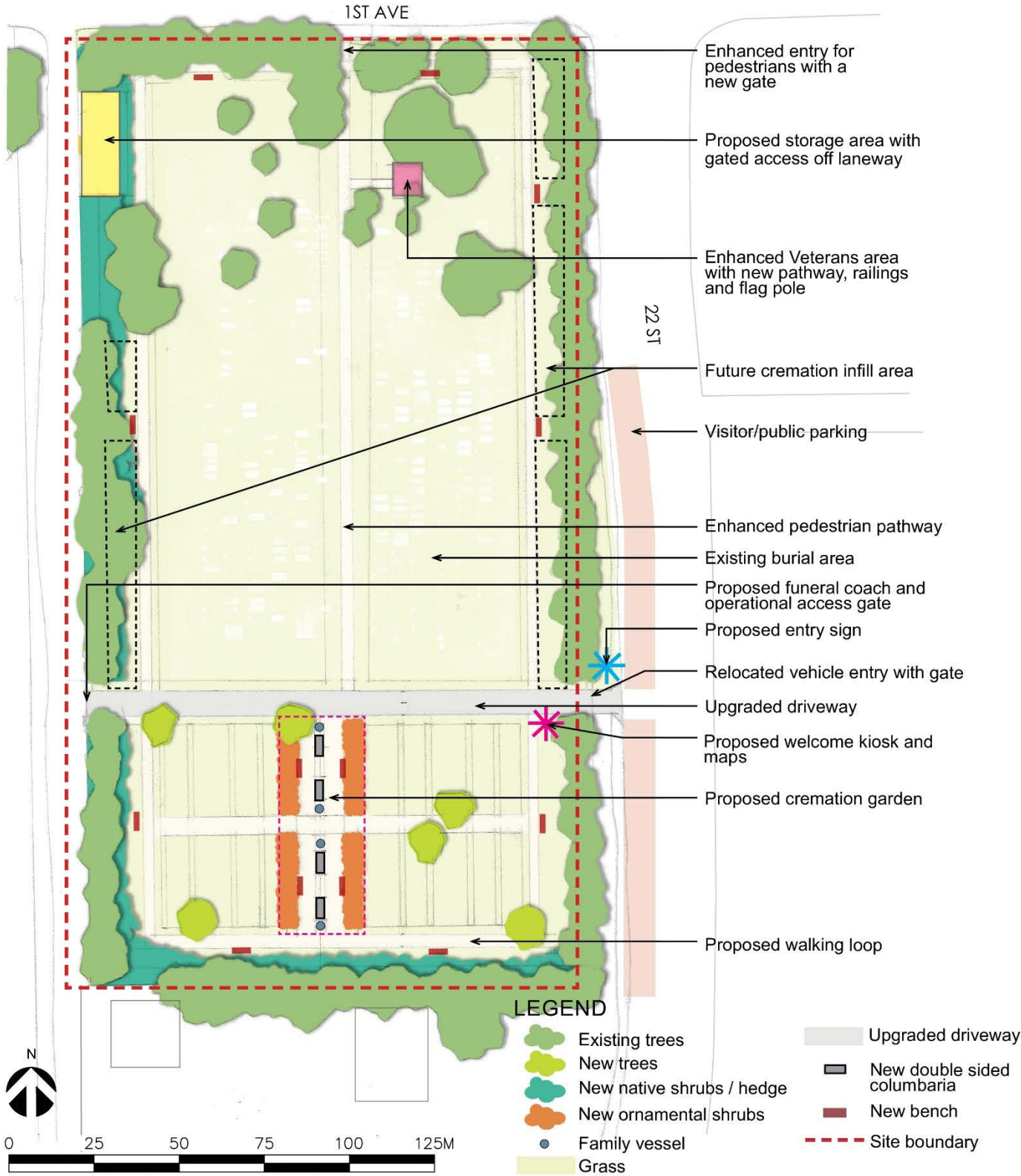


COLUMBARIA

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

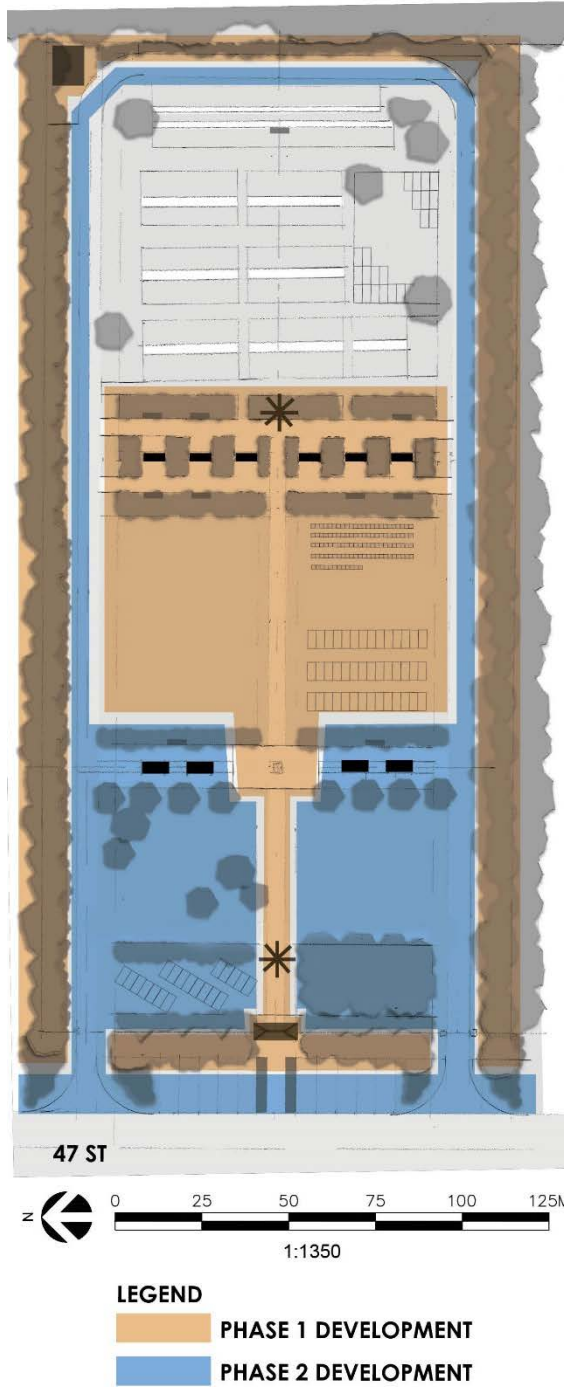


Figure 31. Phasing Plan - Grand Centre Memorial Park

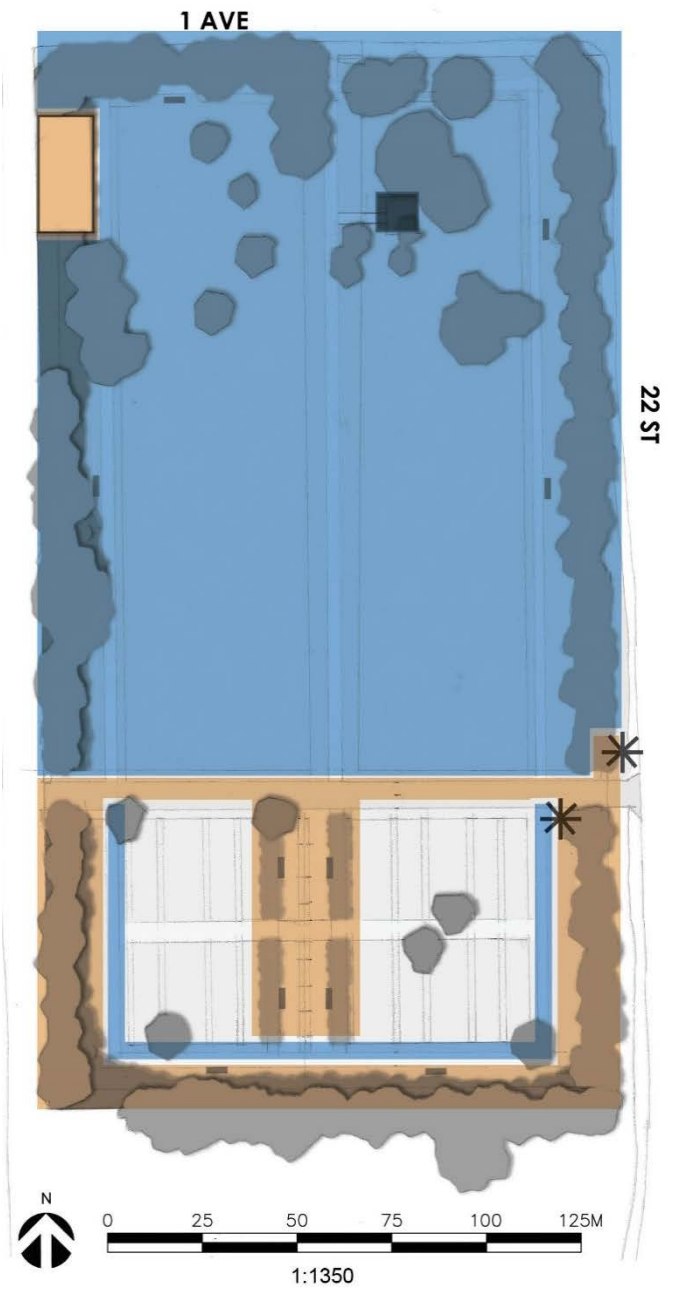


Figure 30. Phasing Plan - Lakeview Cemetery

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.

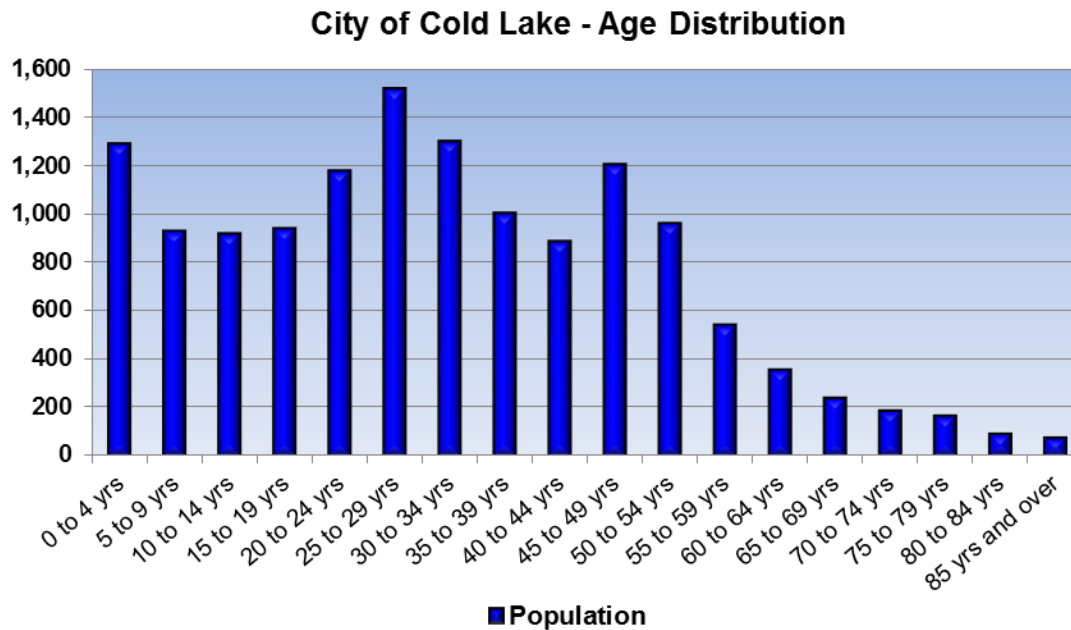


Figure 32: City of Cold Lake's Population Age Distribution as of 2011, Source: Statistics Canada.

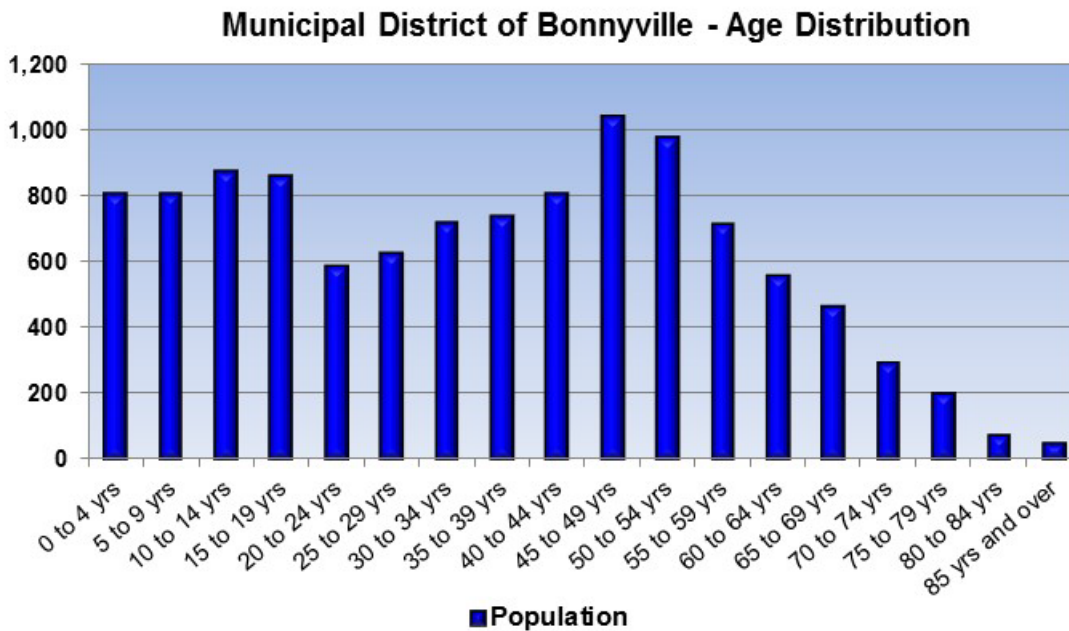


Figure 33: Municipal District of Bonnyville's Population Age Distribution as of 2011, Source: Statistics Canada.

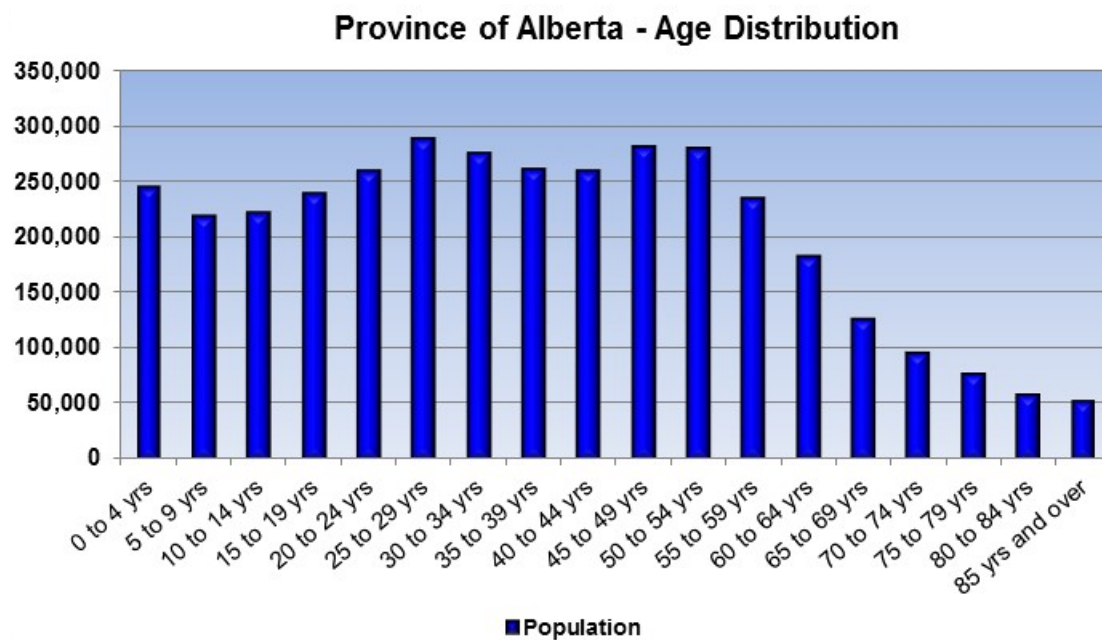


Figure 34: Alberta's Population Age Distribution as of 2011, Source: Statistics Canada.

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

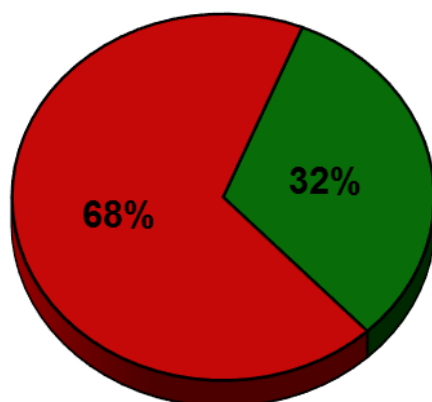
Table 13: Municipal and Provincial Death Rates, Source: Alberta Vital Statistics and Alberta Municipal Census.

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

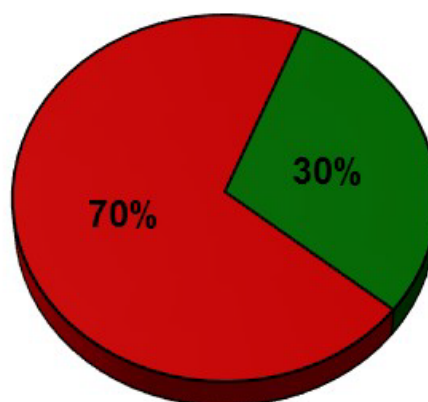
The pie charts below show the rate of disposition in the City of Cold Lake and Alberta in 2015.

**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.

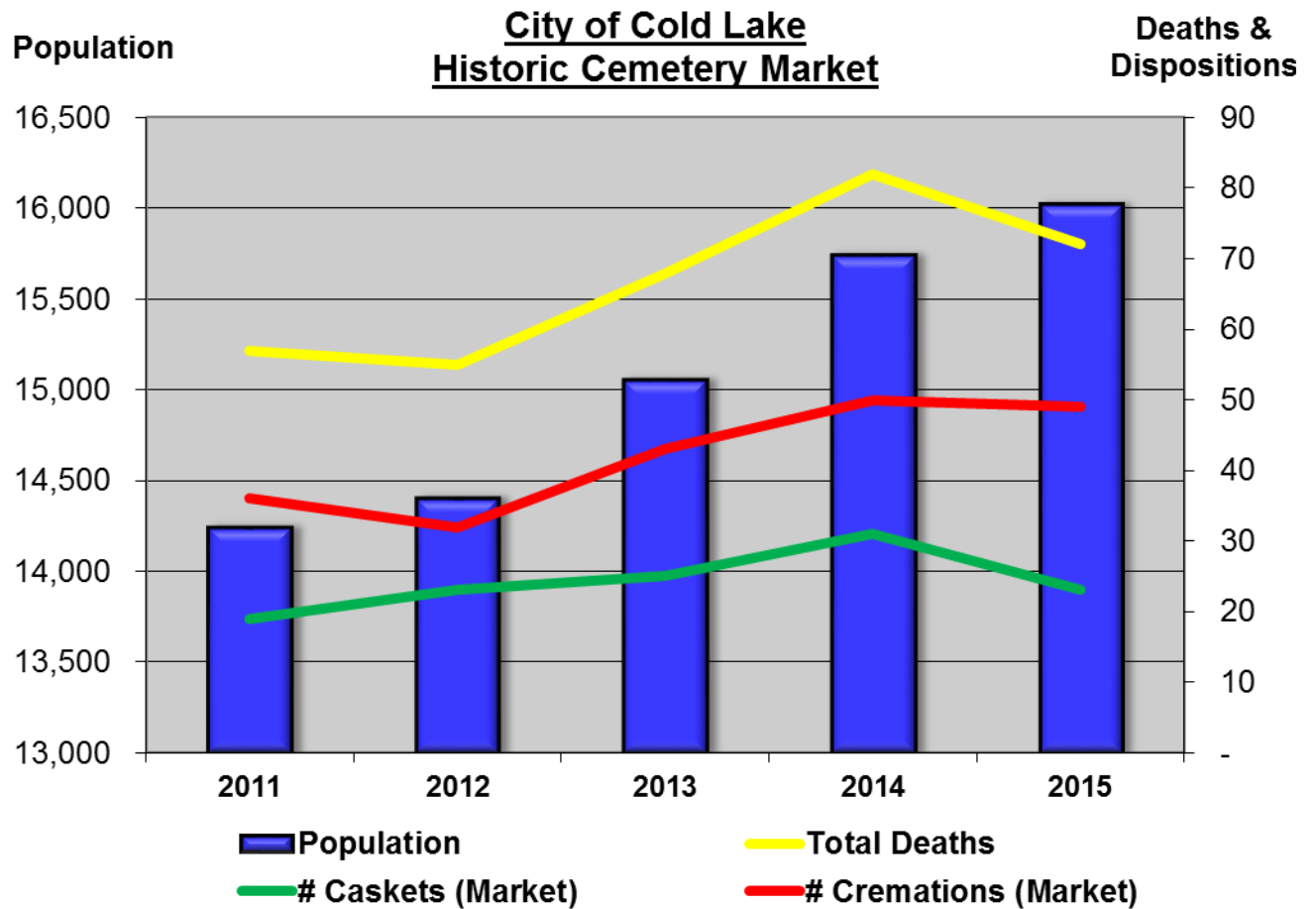


Figure 36: 5 Year City of Cold Lake Cemetery Market Overview, Source: LEES+Associates.

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

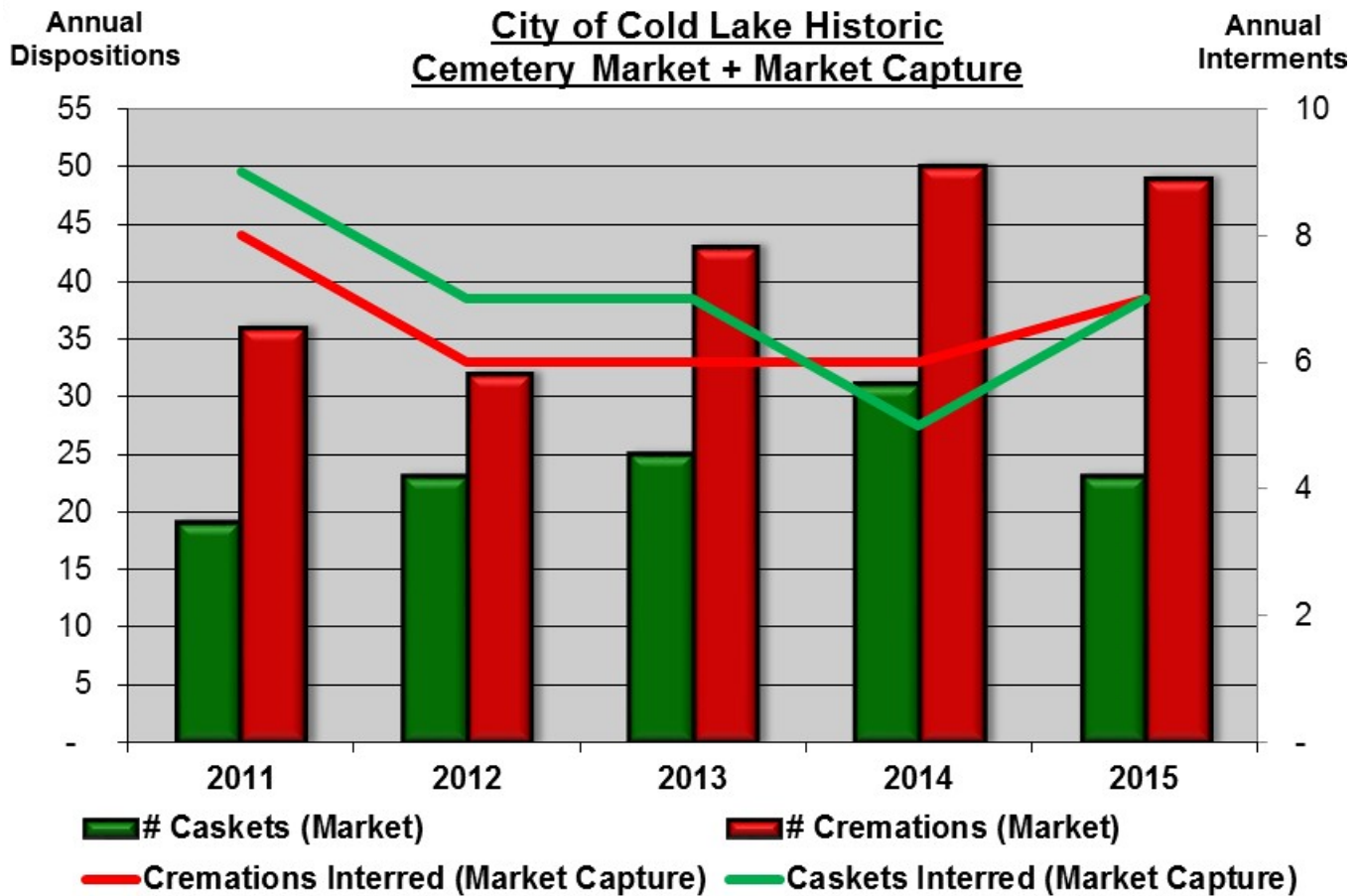


Figure 37: 5 Year Cemetery Market Capture of the City of Cold Lake Cemetery Market,
Source LEES+Associates.

APPENDIX D – CEMETERY INVENTORY DETAILS

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

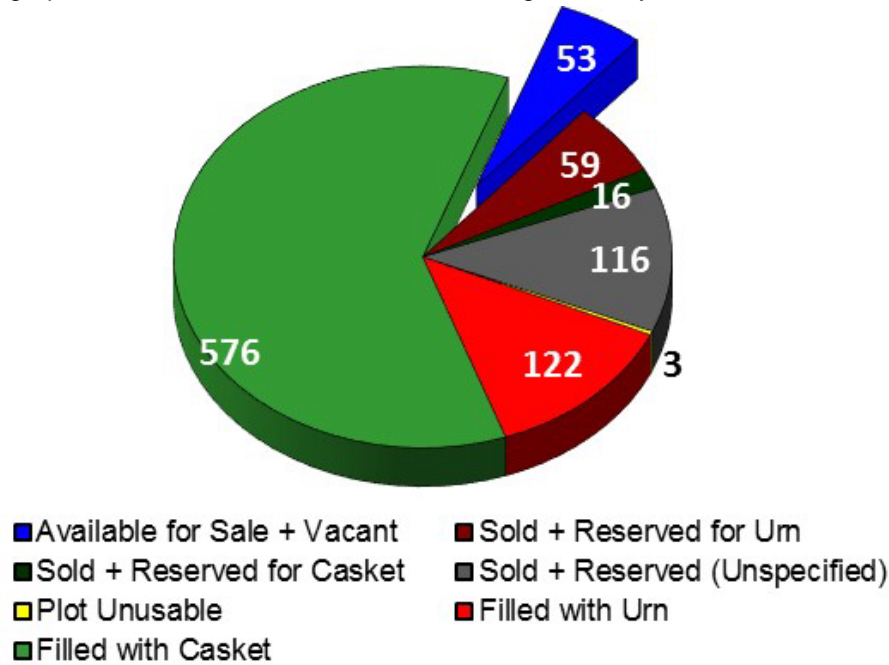


Figure 38: Distribution of Inventory of Existing Inventory at Lakeview Cemetery,
Source: City of Cold Lake Inventory Records.

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

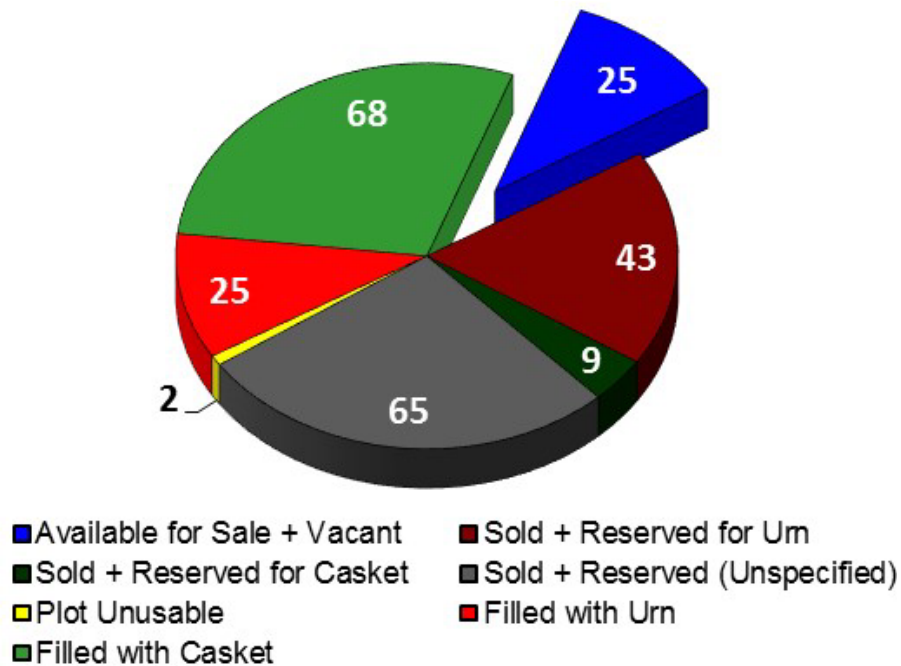


Figure 39: Distribution of Inventory of Existing Inventory at Grand Centre Memorial Park,
Source: City of Cold Lake Inventory Records.

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.

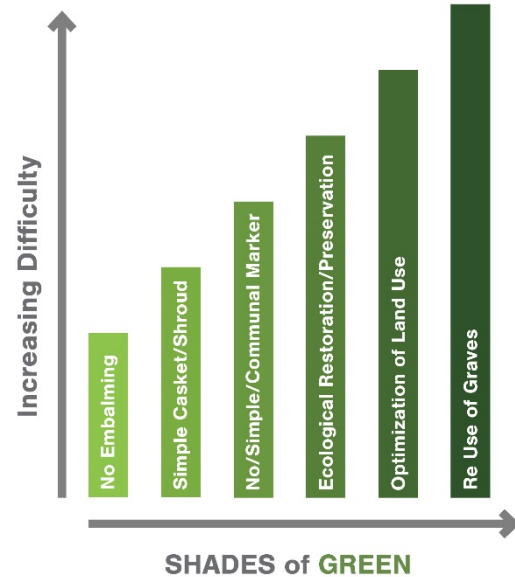


Figure 41: Shades of Green in Green Burial Practices, Source: LEES+Associates.

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
---	---	--

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.

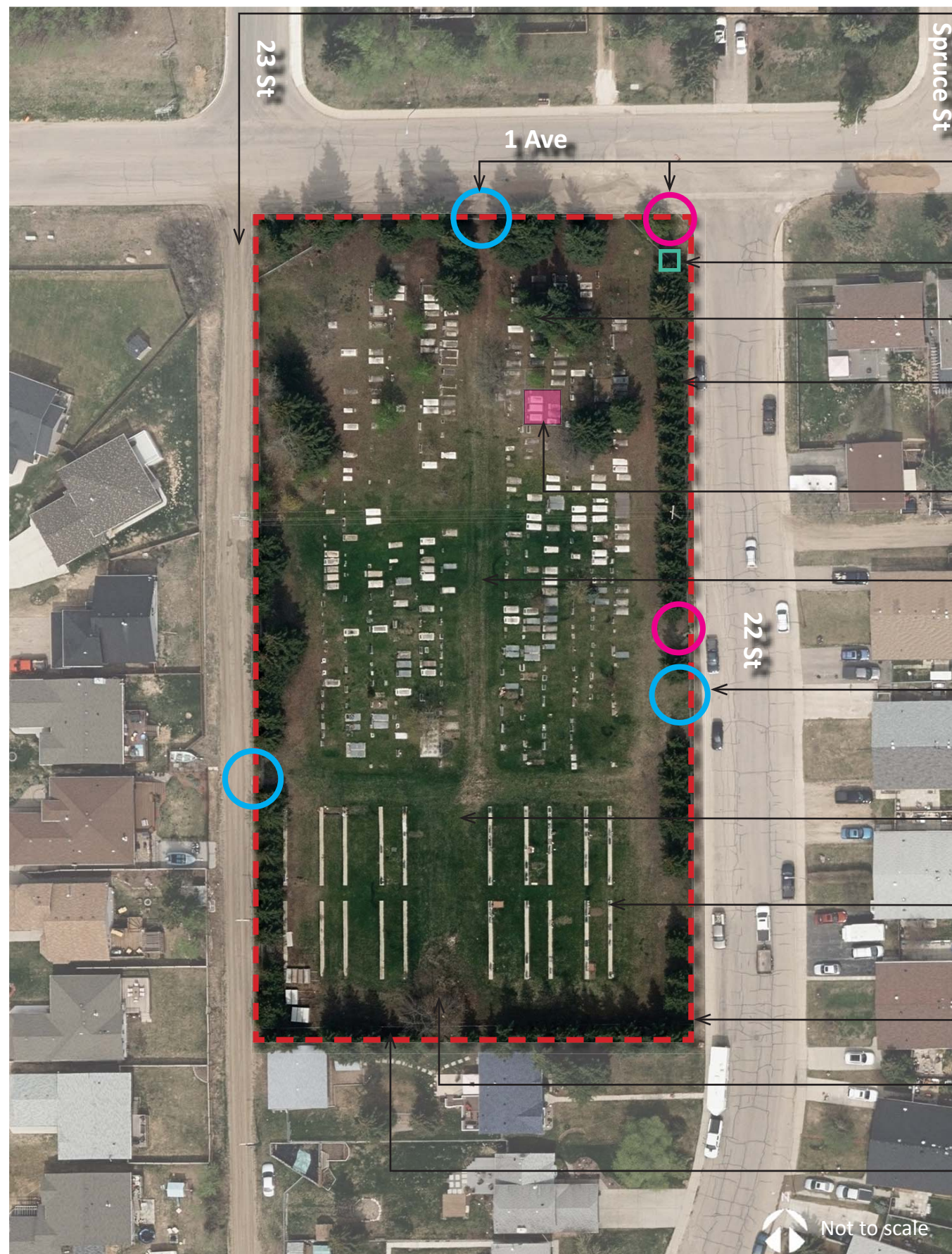
It is important to recognize that long term changes in community demographics, interment choices (cremation or burial) and memorialization practices will have an impact on the level of revenues received. As demand increases, so do projected sales.

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



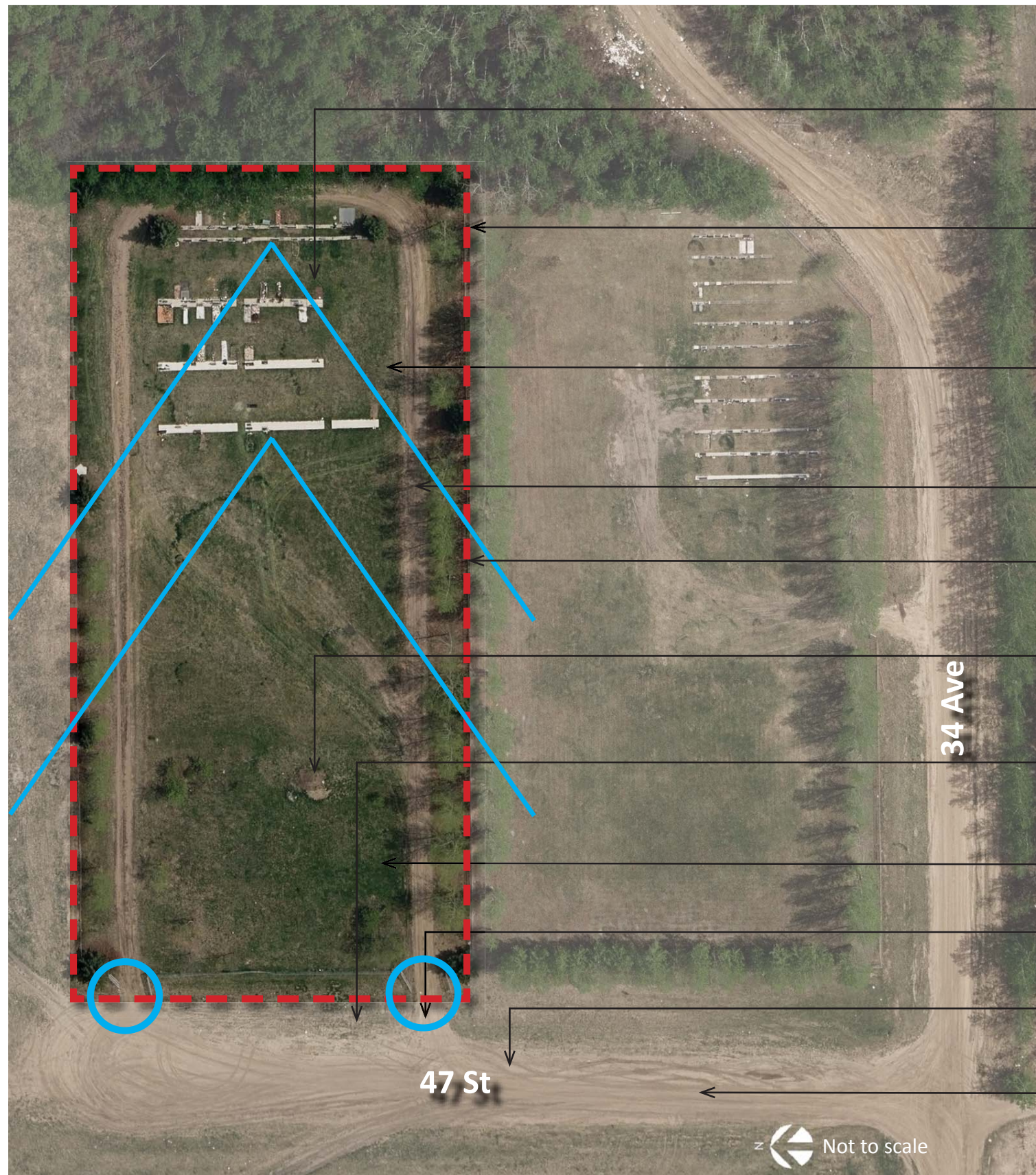
PEDESTRIAN GATE



VIEW TOWARDS THE SOUTHEAST

LEGEND

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



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:

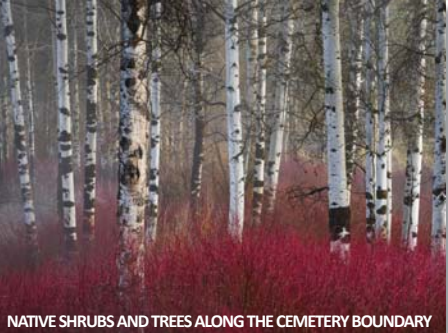
- 1. No embalming;
- 2. No outer burial container;
- 3. A biodegradable casket or shroud;
- 4. A communal marker, and
- 5. An element of habitat enhancement.

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

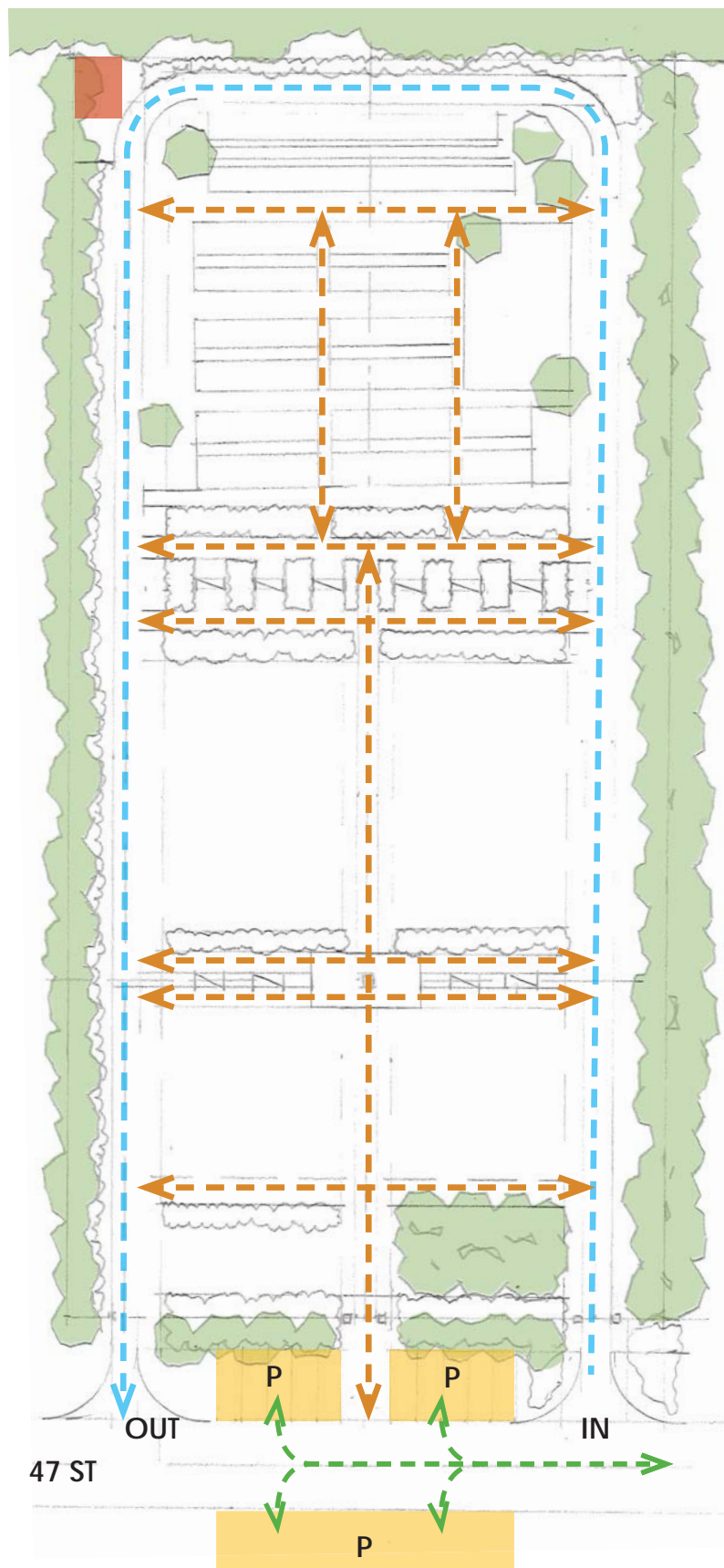
CONCEPT DESIGN



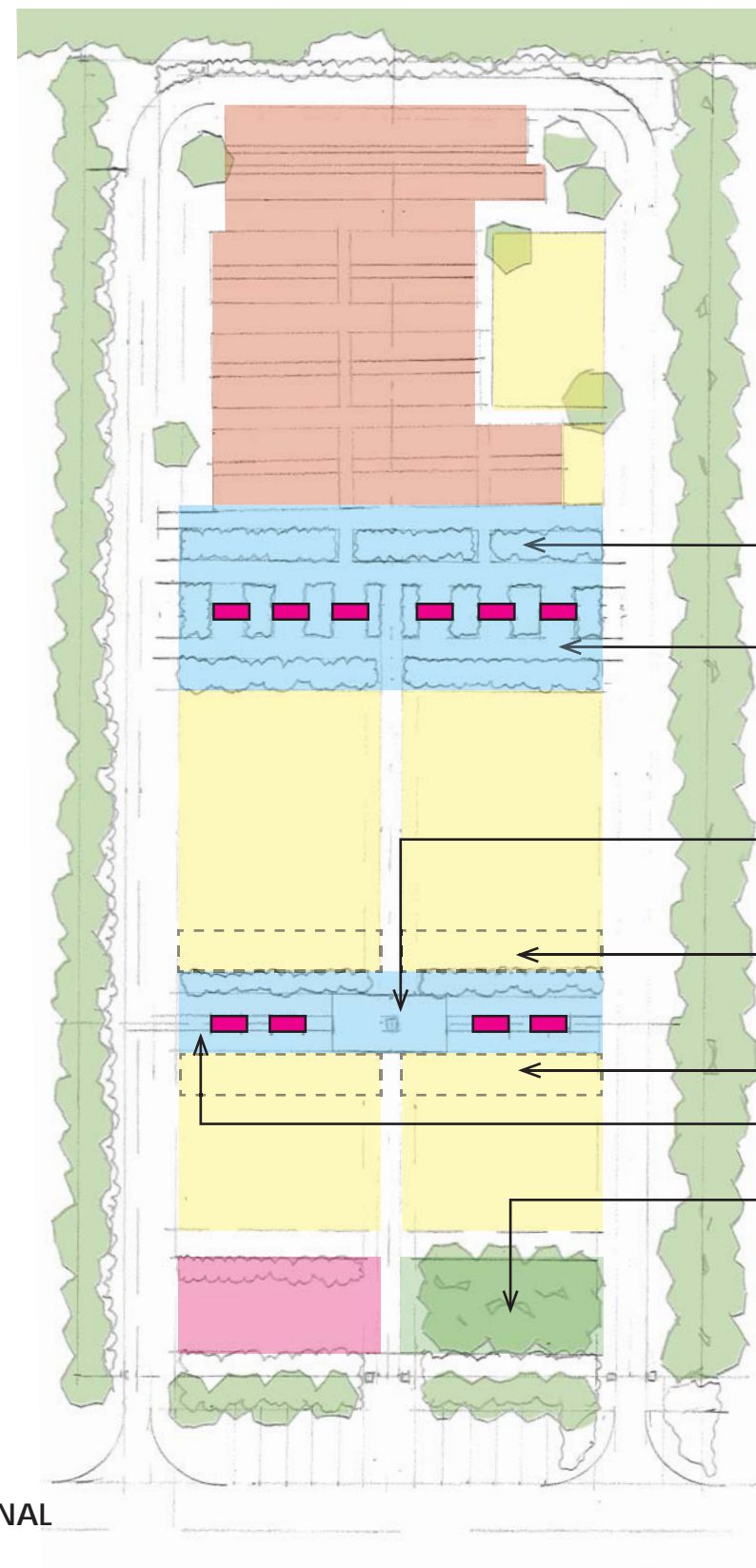
PRECEDENT IMAGES



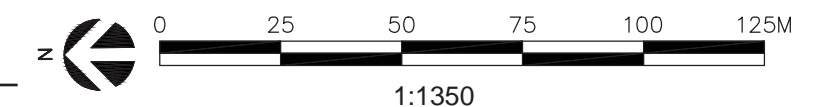
GRAND CENTRE (COLD LAKE SOUTH) - CONCEPT PLAN
COLD LAKE CEMETERY SYSTEM MASTER PLAN



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

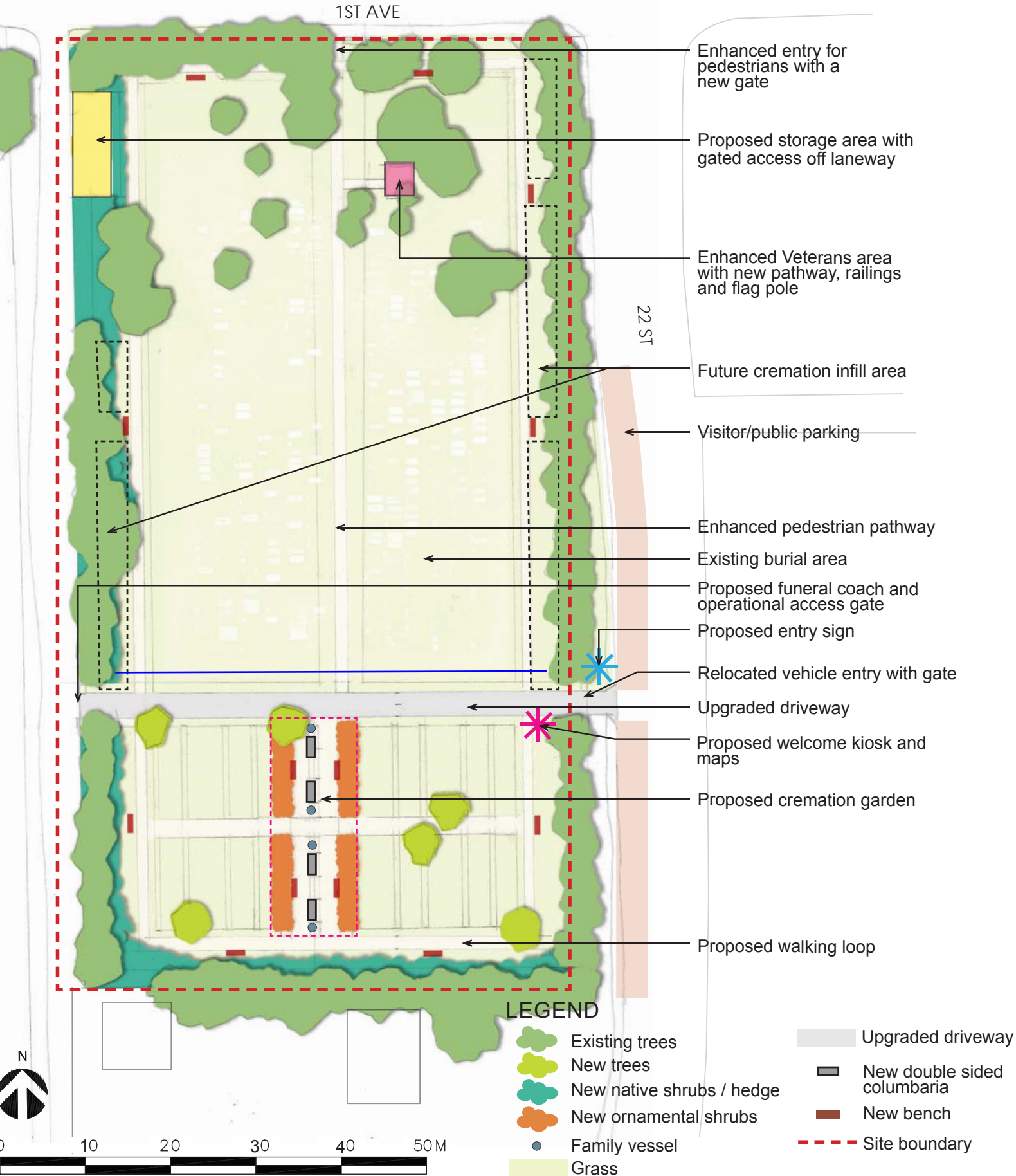


COLUMBARIA

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

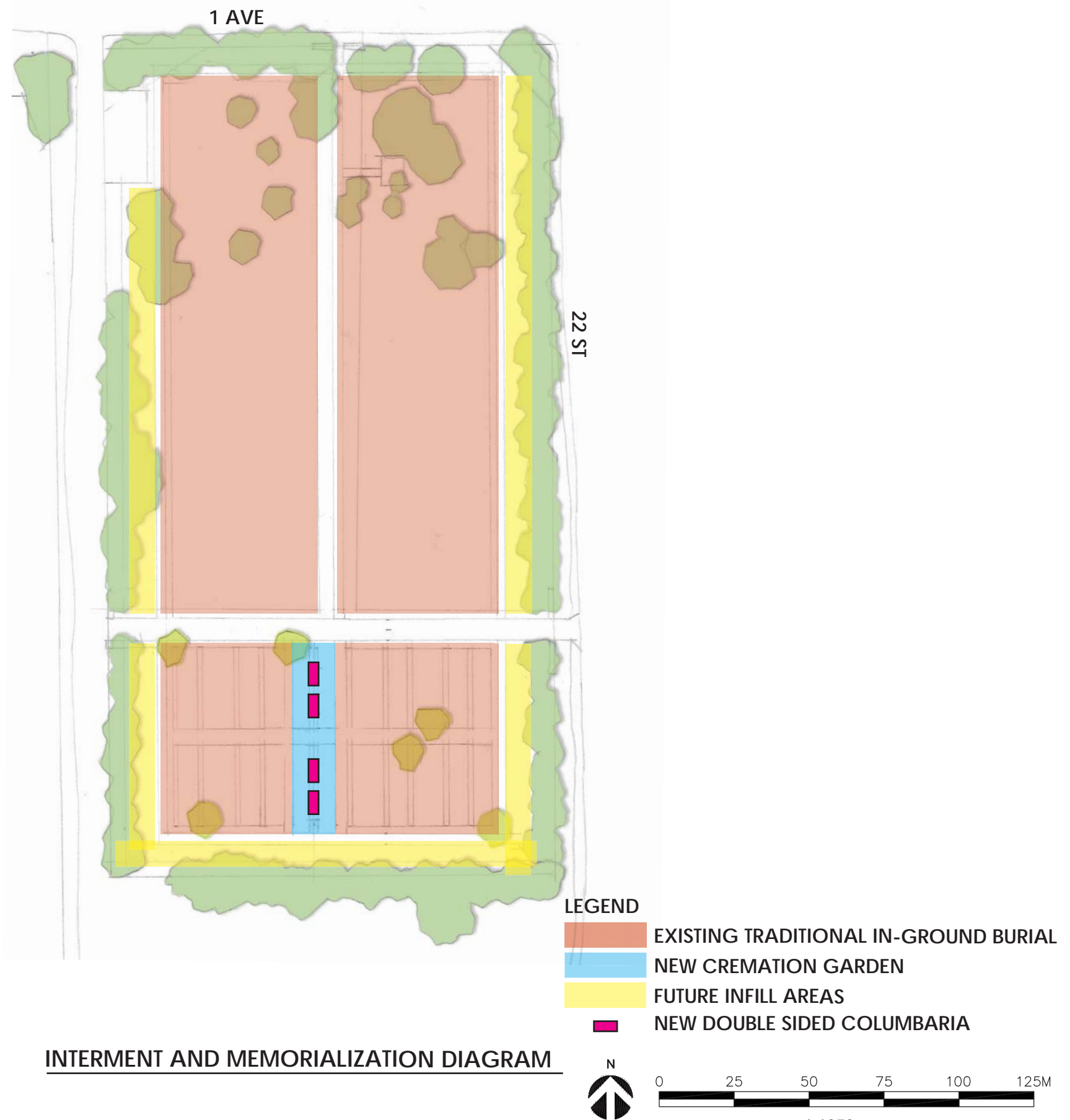


PRECEDENT IMAGES





ACCESS AND CIRCULATION DIAGRAM



INTERMENT AND MEMORIALIZATION DIAGRAM

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



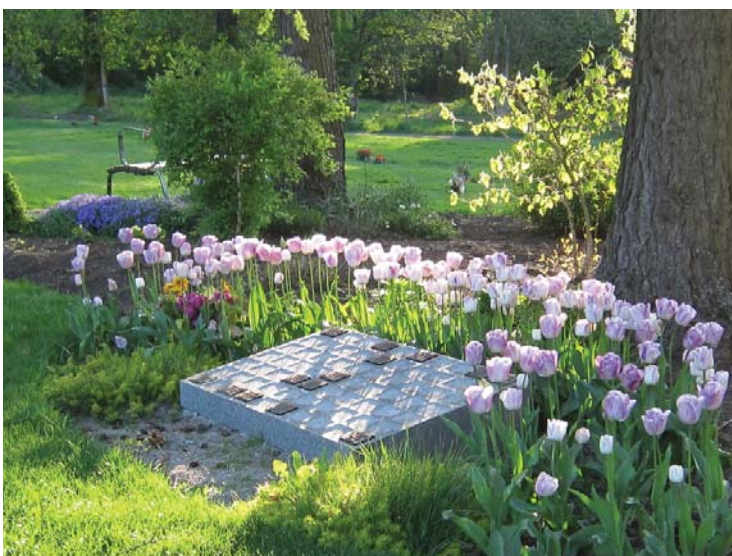
WELCOME KIOSK AND MAPS



MEMORIAL WALL



VETERANS MONUMENT



SCATTERING GARDEN



WALK OF HEROES

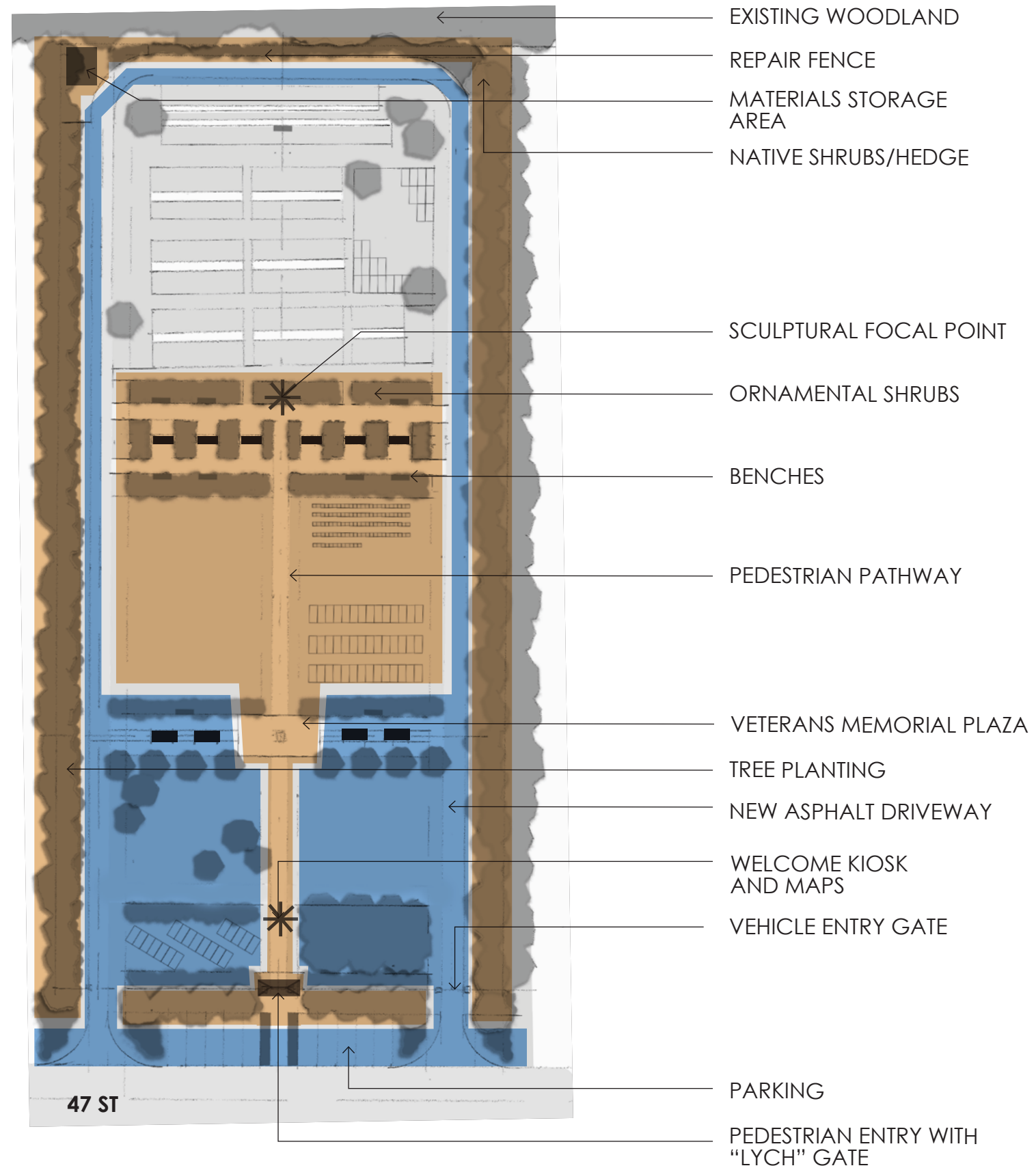


NATIVE SHRUBS

PRECEDENT IMAGES

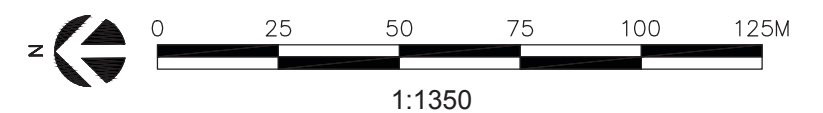
CITY OF COLD LAKE CEMETERY SYSTEM MASTER PLAN

APPENDIX K – CEMETERY PHASING PLANS



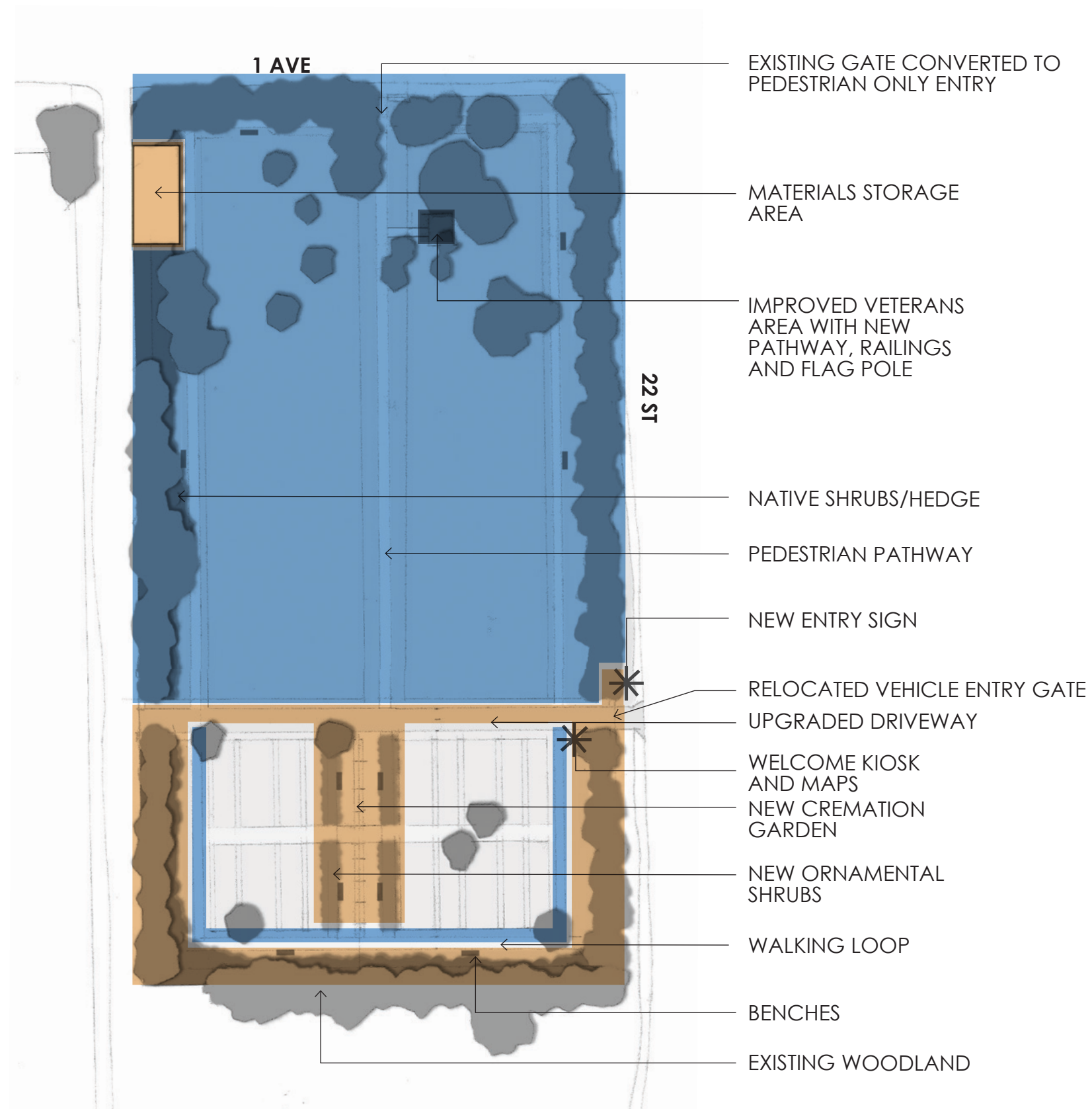
LEGEND

- PHASE 1 DEVELOPMENT
- PHASE 2 DEVELOPMENT



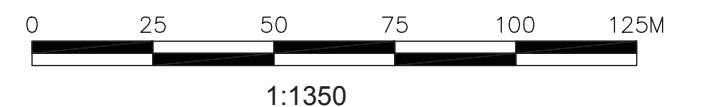
GRAND CENTRE - PHASING PLAN

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

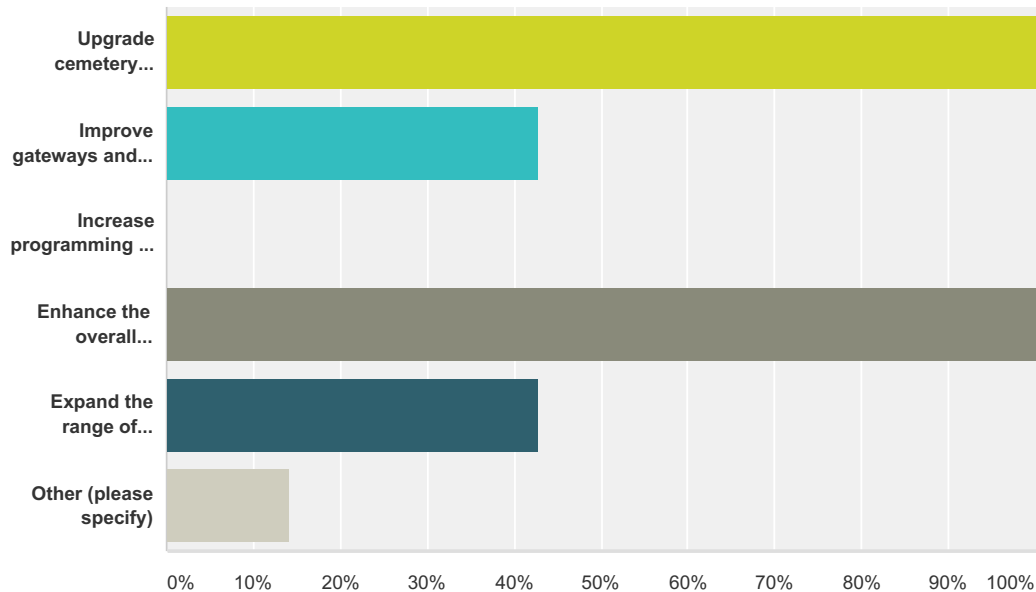
Q1 What is your overall impression of the proposed concept designs?

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

City of Cold Lake - Cemetery System Master Plan

Total Respondents: 7

#	Other (please specify)	Date
1	No comments.	7/4/2016 10:37 AM

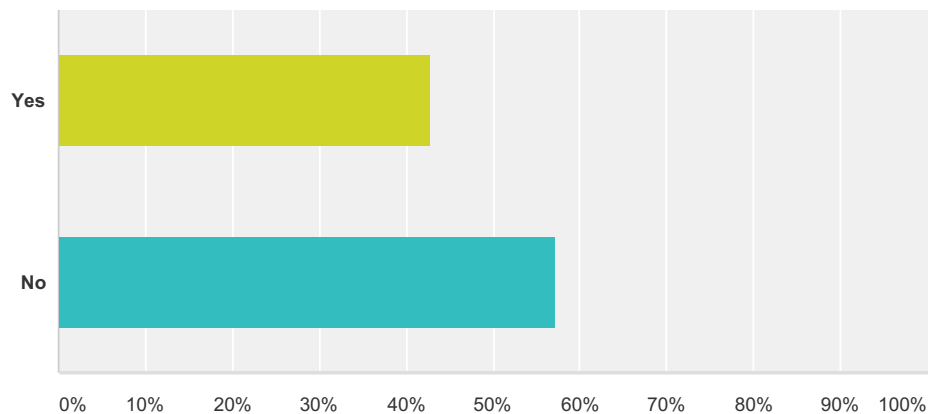
Q3 Are there any additional specific religious, cultural or secular practices that you would like to see accommodated at the cemeteries?

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

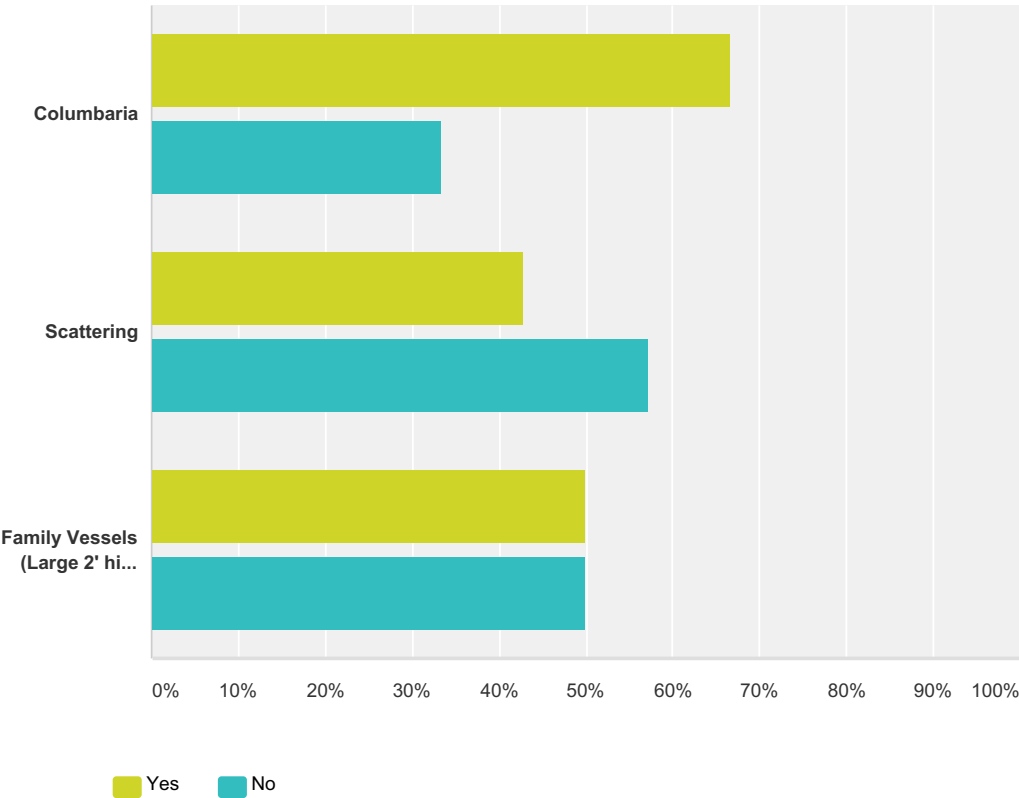


Answer Choices	Responses
Yes	42.86% 3
No	57.14% 4
Total	7

Q5 Would you consider one or more of the following options for cremated remains

interment if they were made available?

Answered: 7 Skipped: 0

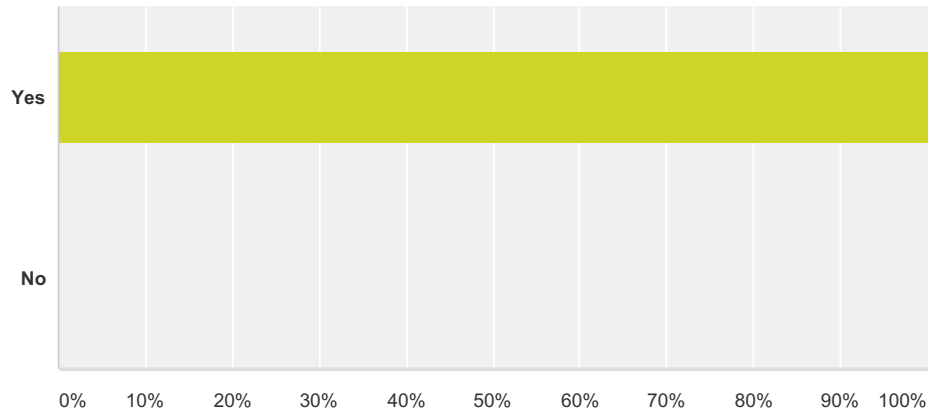


	Yes	No	Total
Columbaria	66.67% 4	33.33% 2	6
Scattering	42.86% 3	57.14% 4	7
Family Vessels (Large 2' high vessels in which multiple urns are nested or cremated remains are commingled)	50.00% 3	50.00% 3	6

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

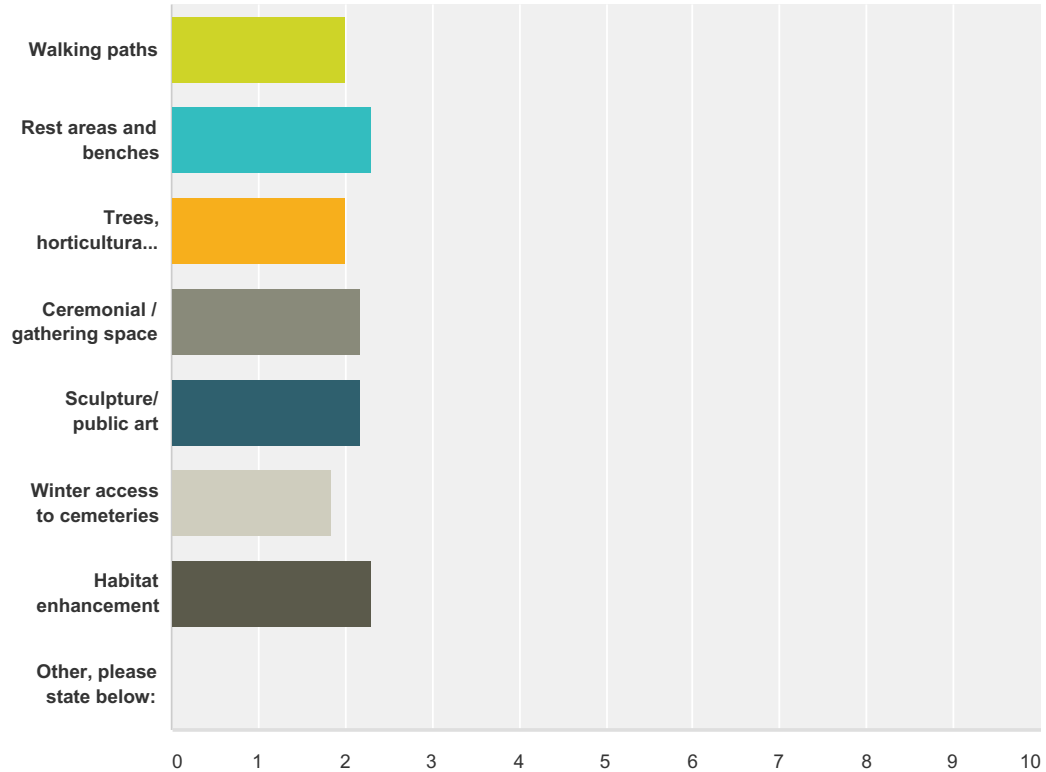


Answer Choices	Responses
Yes	100.00% 6
No	0.00% 0
Total	6

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



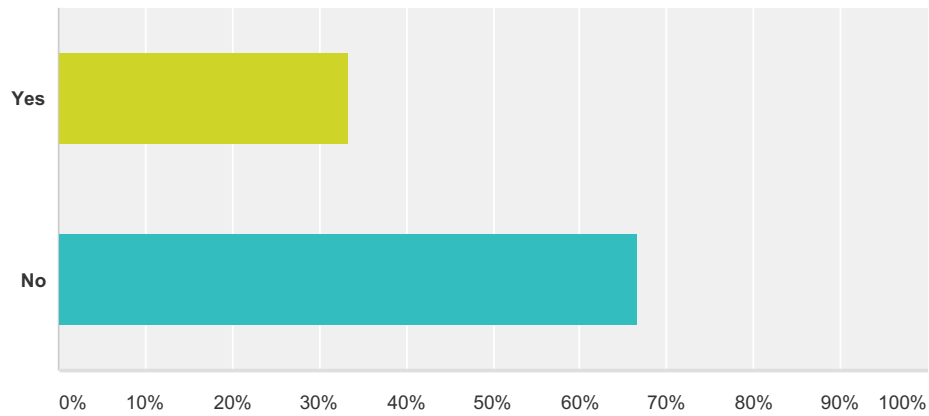
	Very Important	(no label)	(no label)	(no label)	Not Important	Total	Weighted Average
Walking paths	57.14% 4	14.29% 1	0.00% 0	28.57% 2	0.00% 0	7	2.00
Rest areas and benches	28.57% 2	42.86% 3	0.00% 0	28.57% 2	0.00% 0	7	2.29
Trees, horticultural features	57.14% 4	14.29% 1	0.00% 0	28.57% 2	0.00% 0	7	2.00
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

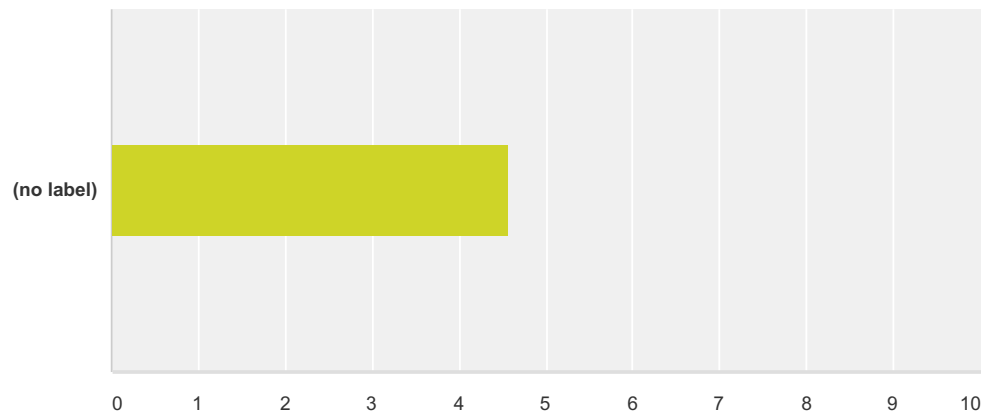
City of Cold Lake - Cemetery System Master Plan



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

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: <ol 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: Coalition of Canadian Municipalities for Energy Action

Meeting Date: June 11, 2019

Executive Summary:

Mayor Copeland will provide a verbal update at the June 11, 2019 Council meeting.

Background:

At Council's February 12, 2019 regular meeting of Council (reports attached), Council authorized the City of Cold Lake to enter into a relationship with IMPACT Public Affairs concerning Bill C-69 and lobbying the Government of Canada and Senate (Ref. Motion No. CRM20190212.1011).

Alternatives:

Recommended Action:

Type the recommendation here

Budget Implications (Yes or No):

Submitted by:

Kevin Nagoya, Chief Administrative Officer



INTEROFFICE MEMO

Date: February 12, 2019

To: Mayor and Council

From: Kevin Nagoya, CAO

Re: Coalition of Canadian Municipalities for Energy Action

The City of Cold Lake, the Town of Bonnyville, the M.D. of Bonnyville and Lac La Biche County have been involved in various discussions surrounding the Federal Government's Bill C-69.

Verbally, the AUMA had initially indicated that it was planning to speak to issues regarding Bill C-69, however, the AUMA has recently issued a letter indicating it will take a more neutral approach. The following is excerpted from an AUMA letter to member municipalities in regards to coordinating municipal voices on C-69:

Responsible resource development is essential for the future of Canadian municipalities. After talking to many municipal partners, there is a lot of momentum around coordinating our Canadian municipal voice to:

- *Advocate for responsible resource development.*
- *Ensure municipal perspectives are being heard on issues impacting resource development.*
- *Share factual information regarding resource development interests.*

We will be inviting all Alberta municipalities and encouraging our sister municipal associations to invite their municipal members to participate in this coordinated effort. More details on the specific activities and how you can get involved will be communicated in the coming weeks. One of our first activities will be an awareness campaign at the Quebec City FCM Conference at the end of May.....Barry Morishita | President

The main concern being raised are the timelines in which AUMA is proposing – will waiting for the Federation of Canadian Municipalities' conference in May leave enough time to have an impact on Bill C-69, or will the bill be passed by that time?

In its letter, AUMA also signals a shift away from an activist stance on the subject to a more broad effort geared towards educating Canadian municipalities about resource development in Alberta. It has been questioned whether this will be "too little, too late," as the Senate is convening on the issue in the coming weeks and months.



INTEROFFICE MEMO

In an effort to have Western Canadian municipalities' concerns heard, the Town of Bonnyville has spearheaded an initiative to hire a lobbying firm to represent a municipal coalition concerned with the potential impacts that Bill C-69 could have in its present form.

Attached is a proposal from Impact Public Affairs which states that, if hired, the firm would develop key messages, a strategy, and facilitate meetings for the "Coalition of Canadian Municipalities for Energy Action."

The proposed base fee is \$3,000.

The exact makeup of the proposed coalition and its strategy remains unconfirmed, however, administration is recommending that council consider playing an early role to ensure that the City of Cold Lake's concerns are heard by the group from the outset and during the development of a strategy.

The City of Cold Lake was also able to join a presentation from the Canadian Association of Petroleum Producers (CAPP) via teleconference on January 16, 2019. The presentation was also attended by a number of Chief Elected Officials, including the Mayors of the City of Grande Prairie, the City of Brooks, the Town of Whitecourt, and the Town of Bonnyville, among others. The presentation outlines the association's concerns over Bill C-69. Also attached for council's information is the presentation and CAPP literature provided to the group at that meeting.

Administration is recommending that Council pass a motion authorizing the City of Cold Lake to enter into relationship with IMPACT concerning Bill C-69 and lobbying the Government of Canada and Senate.

With regards,

Kevin Nagoya
Chief Administrative Officer



Coalition of Canadian Municipalities for Energy Action

Direct Senate and Public Engagement Strategy

February 2019





THE IMPACT STORY

Founded in 1997, Impact Public Affairs is a full-service, boutique firm based in Ottawa with offices in Toronto, Montreal and Québec City.

Our firm specializes in providing organizations with innovative and wide-ranging services that deliver long-term results. No other firm has the depth of experience and track record of success in ensuring its clients deliver effective communications to government officials, the public, and key stakeholders. We have an exceptional track record of delivering campaigns that exceed our clients' expectations.

Impact's advocacy and public relations work has been recognized among the best, both domestically and internationally. Our campaigns and projects have won multiple accolades through PR News Awards, the Canadian Society of Association Executives (CSAE) Awards, and the Summit International Awards—While the awards are appreciated, our clients appreciate the results even more.



OVERVIEW

1. Background
2. Public Opinion Climate
3. Strategy
4. Tactics
5. Team
6. Proposal



BACKGROUND

Bill C-69 is one of the most polarizing pieces of legislation that has come forward since the Trudeau government took power in 2015. Industries that will be affected by the changes it proposes have ramped up lobbying efforts in an attempt to kill the bill, or have it amended.

Energy companies and other organized interests in the oil and gas, extractive and construction industries will be lining up to appear before the Standing Senate Committee on Energy, the Environment, and Natural Resources, which is studying the Bill. At the same time, communities that depend on these industries for high levels of local economic activity will need to have their voices heard.

Major municipal organizations have skin in the game across departments, bills and regulations and may lack the sense of urgency needed to put forward a unified message on behalf of cities and towns that will be harmed by C-69 if it passes without significant changes.

This proposal offers an overview of activities that should be performed to ensure the Coalition of Canadian Municipalities for Energy Action is able to secure an audience with that committee. At the same time, the plan will demonstrate ways to engage private citizens and other stakeholder partners to support a united response to Bill C-69.



PUBLIC OPINION CLIMATE

Public opinion on Bill C-69 is split across Canada, across interest groups, and across partisan lines. However, in a recent poll from the Angus Reid Institute, 58 percent of Canadians said the lack of new oil pipeline capacity constitutes a crisis. Bill C-69 would exacerbate these concerns, which we know extends far beyond Alberta and Saskatchewan.

The federal government knows that in an election year it must take action to curb the sense that it is “anti-development” and opposed to expansion in the natural resources sector. Many competing priorities in the mandate letters of its Ministers are vying to take centre stage during the final legislative sprint before the election.

At the same time, Canadians are expressing concern about the government’s ability to initiate projects and get shovels in the ground after committing infrastructure funding and investing in mega projects across the board.

The Senate of Canada currently holds all of the power to amend, defeat, or pass Bill C-69. The institution is focused on its public perception and will be motivated to make the public happy ahead of doing the bidding of the House of Commons. We can expect *a lot* of sober second thought to occur.



STRATEGY

- Initiate coalition of concerned "Energy Towns"
- Brand the group and unify its message
- Emerge as the strongest municipal voice representing communities that will be hardest hit by Bill C-69
- Leverage existing relationships in the Senate of Canada, while focusing on creating new ones as well
- Focus efforts on the leadership of the Senate from all represented parties (Liberal, Conservative, Independent)
- Focus efforts on the Senate Standing Committee on Energy, the Environment and Natural Resources
- Elevate the media presence of municipalities affected by Bill C-69 both in Western Canada and across the country



TACTICS

- Develop Campaign Microsite
- Submit Brief and Meeting Request to Standing Committee on Energy, the Environment and Natural Resources
- Request to appear at Senate Standing Committee on Energy, the Environment and Natural Resources
- Train spokespeople to appear at Committee in Ottawa and hold face-to-face meetings with Senators on the same trip
- Generate media attention through press conference on Parliament Hill associated with committee appearance and in solicited media appearances on national and regional political talk shows
- Encourage coalition members to submit responses as part of the process and encourage committee meetings to take place in affected communities



TEAM

HUW WILLIAMS

PRESIDENT, IMPACT PUBLIC AFFAIRS



For over 20 years, Huw has worked with all levels of government on issues related to finance, health and budgetary asks. His extensive career in government - including as acting Chief of Staff to the Deputy Prime Minister of Canada - has made him highly successful at advancing the campaign objectives of organizations he represents.

A multiple-award winner, Huw Williams was named worldwide Public Affairs Professional of the Year finalist by PRNews Magazine. Williams' other accolades include being named one of The Hill Times' Top 100 lobbyists in Canada, and the Ottawa Business Journal's "Top Forty under 40 Award" for professional success and community involvement.

Mr. Williams authored "A Government Relations Guide For Directors of Non-Profit Organizations" and "Media Relations for Canadian Associations", both published by the Canadian Society of Association Executives. Mr. Williams holds a Masters of Business Administration from the University of Ottawa and a Bachelor of Arts (Political Science) from the University of Calgary. He has also completed studies at the Université de Tours in France and is bilingual.



TEAM

CHRISTIAN VON DONAT

DIRECTOR, GOVERNMENT RELATIONS AND STRATEGY



Christian has extensive experience working in the public sector on Parliament Hill, with a proven track record of delivering results. Through this time, he specialized in communications, policy development, navigating the parliamentary process, and stakeholder engagement.

Christian is a well-travelled political strategist, having worked in senior roles on Federal, Provincial, Municipal, and internal leadership campaigns. He also regularly liaised with national and local media, coordinated major events, and planned tours. Christian is proud of his accomplishments in Indigenous affairs, advancing the case for government to government dialogue and working to expand business opportunities with Indigenous partners.

Christian also previously worked at the Liberal Party of Canada as well as at Queen's Park. He graduated from Western University with a Bachelor of Arts with combined Honours in Political Science and German Language and Literature. He is currently pursuing a double Masters of Business Administration from Cornell University and Queens University.



TEAM

MATHIEU O'BRIEN

GRAPHIC DESIGNER AND WEB SPECIALIST



Mathieu O'Brien is an expert in multimedia design and is highly qualified for web marketing as well as being bilingual. He has vast experience in project production on a variety of social media platforms such as YouTube, Twitter, Instagram, and Snapchat. He has lead programs to create and engage audiences, most notably from generation "Y".

Mathieu distinguishes himself with his vast competencies in design and being able to work with a variety of softwares to produce creative designs for any project. He has expertise in video production, as well as conceptualizing, designing and producing user interfaces for games, mobile apps, and websites. He holds a Bachelor's degree from the Interactive Multimedia and Design program at Carleton University.





PROPOSAL

Our team will assist the Coalition of Canadian Municipalities for Energy Action in recruiting members, developing standard key messages, appearing before the appropriate committees, and meeting with the right politicians to effect change. We will ensure a high level of brand consistency and deliver strategic messages to the public that will turn support into action from residents in your communities.

We propose to undertake this work for a base fee of \$3000.

We will not only make sure your voice is heard, but we will ensure that you are always prepared to deliver the right message. Whether it is to committee, for face-to-face meetings, or in front of the media, our team will support you in putting the best arguments to the forefront of the discussion on C-69.

We have the right relationships and strategy to ensure Canada's Energy Towns have an effective response to this bill and are looking forward to working with you.





Bill C-69 An Overview

Overview

- Bill C-69 presentation of concerns and proposed solutions
- Overview of Senate engagement
- Save Canadian Jobs
- Opportunities

Bill C-69 – 7 major concerns

1. **Approvals and path to construction** – Lack of clarity around approvals and vulnerability to judicial challenge
2. **Overly broad public participation process** – brings delays due to volume and drowns out the voices of those directly affected
3. **Timeline certainty** – or rather uncertainty
4. **Project planning uncertainty** – barrier to indigenous engagement
5. **Decision making/public interest** – ministerial powers and more
6. **Involvement of lifecycle regulators** – and other offshore concerns
7. **Navigable waters act** – bad and overly broad definitions

Issuance of Approvals and the Path to Construction

Proposed amendments seek to:

- Clarify at the earliest stage the required considerations, information and stakeholders to be consulted.
- Clarify requirements and sources of guidance related to policy issues that are in the law (sustainability, the intersection of sex and gender, etc.)
- Give judicial resilience to scoping decisions by the regulator – if they exclude something, then that is final.
- Bring discipline to potential judicial review – deadlines to challenge a decision; deadlines for appeal, etc.

Public Participation

Proposed amendments seek to:

- Provide appropriate discretion to the regulator to determine the participation process and the degree of engagement of different intervenors.
- Makes the decisions of the regulator with respect to participation final (protect from court challenge)

Timeline Certainty

Proposed amendments seek to:

- Eliminate unnecessary process steps
- Increase transparency – as to when Cabinet can extend timelines
 - Provisions allow the Governor-in-council to extend timelines without providing reasons, unlimited times.
- Propose a legislated timeline of 730 days – which with early planning brings the total timeline to 2.5 years maximum.
- Impose deadlines for informing proponents that they are subject to a review.

Project Planning Certainty

- **ISSUE:** The Act prohibits a proponent from doing “any act or thing” in connection with a designated project that may cause any change to the health, social or economic conditions of the indigenous peoples of Canada.
- This clause unintentionally captures “acts or things” that have a positive impact on the conditions of Indigenous groups (e.g. Impact benefit agreements).

The Act should be amended to have this clause tied to “change to the environment”

Decision Making/Public Interest

Proposed amendments seek to:

- Ensure that when making public interest determinations, the act requires consideration of the economic benefits of a project.
- Creates boundaries around the Minister's discretion when designating a project to the "project list" and introduce the language of economic considerations into the calculus.

Involvement of Lifecycle Regulators in Review Panels

Propose amendments seek to:

- “Right size review” act currently triggers maximum assessment for anything in the offshore (e.g. 30-day exploration wells)
- Allow experts from life-cycle regulators to be a majority of review panel members or the chair of the review panel – currently their expertise is marginalized.

Navigation Protection Act

- **ISSUE:** The Act has changed how “interference with navigation” is defined by including changes to water flows and water levels in the text.
- The changes will be onerous to all parties regulated under the act and could have significant consequences for proponents (as an example) that operate water intakes.

The Act must remove references to water levels and water flows.



Senate Engagement

Moving Forward: *Amendments*

- **Bill has been sent to the Senate Standing Committee on Energy, the Environment and Natural Resources (ENEV)**
 - Review of C-69 legislation begins February 4, 5, 6, 2019
- **Timeline**
 - Committee expected to review legislation at least until May
 - Senate expected to vote on legislation before Senate adjourns for the summer (expected in June)
- **Current Senate breakdown of votes**
 - 105 Senators in total
 - 54 ISG votes total
 - 31 Conservative votes total
 - 10 Liberal Senators total
 - 10 Non-affiliated total
 - 53 votes needed for majority

Senate Engagement

- **Amendments:**
 - Openness to amendments
 - Seeking a sense of which are more priority
 - Interested in what amendments the government would support
 - Majority want to make the bill better don't want to delay
- **Pathway to amendments:**
 - Ensuring senators understand the concerns and possible solutions
 - Getting amendments put forward at the committee stage
- **Advocacy:**
 - Since October 25, each Senator, has received 41,170 emails from Energy Citizens in every province and territory
 - Plus letters over 35 municipalities; from indigenous groups; industry groups, and others.
 - Senators have had an unprecedented level of meeting requests.

Save Canadian Jobs Campaign

- **Objectives:**

- Raise awareness about negative effects of current Bill C-69
- Mobilize a coalition of stakeholder groups and their members
- Mobilize voters to pressure Senators and MPs to amend C-69 and ensure it does not pass in its current form.

- **Results to date:**

- 15 organizational members
- +8,700 individuals; +13,400 letters sent since Nov 22 soft launch;

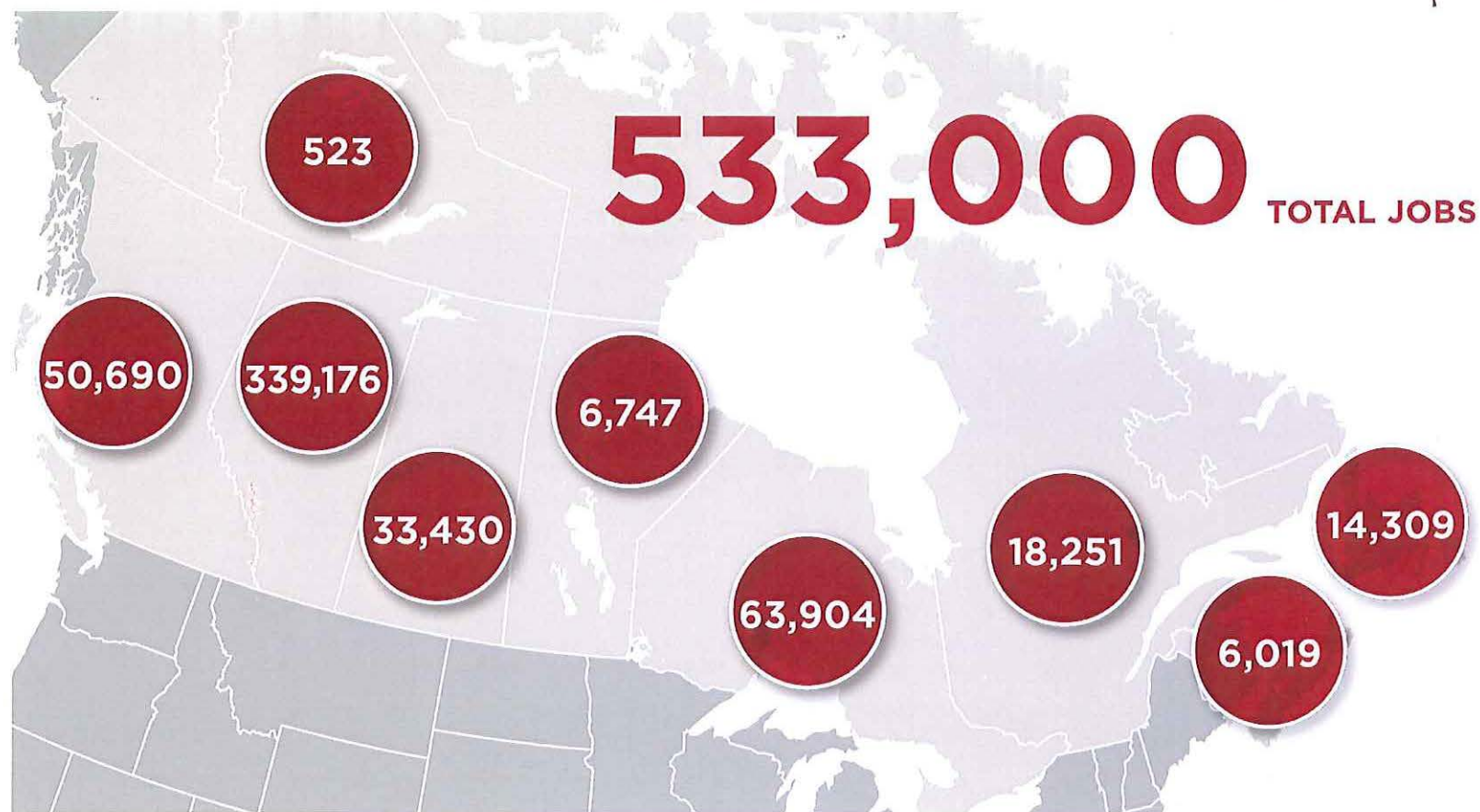
- <https://www.savecanadianjobs.com/>

Opportunities and next steps

- **The Municipal Voice is an important one:**
 - With considering speaking at an information session
 - Consider possible public visibility for your presence in Ottawa
- **FCM Engagement**
 - Possible Resolution at upcoming March Board meeting
- **Who do meet at the Senate:**
 - Members of the ENEV (priority)
 - Senator Wetston – an ISG resource on the Bill
 - Senators from the Prairies (ISG, LIB)
 - Senator Tkachuck – for insight into Conservative’s approach to the Bill

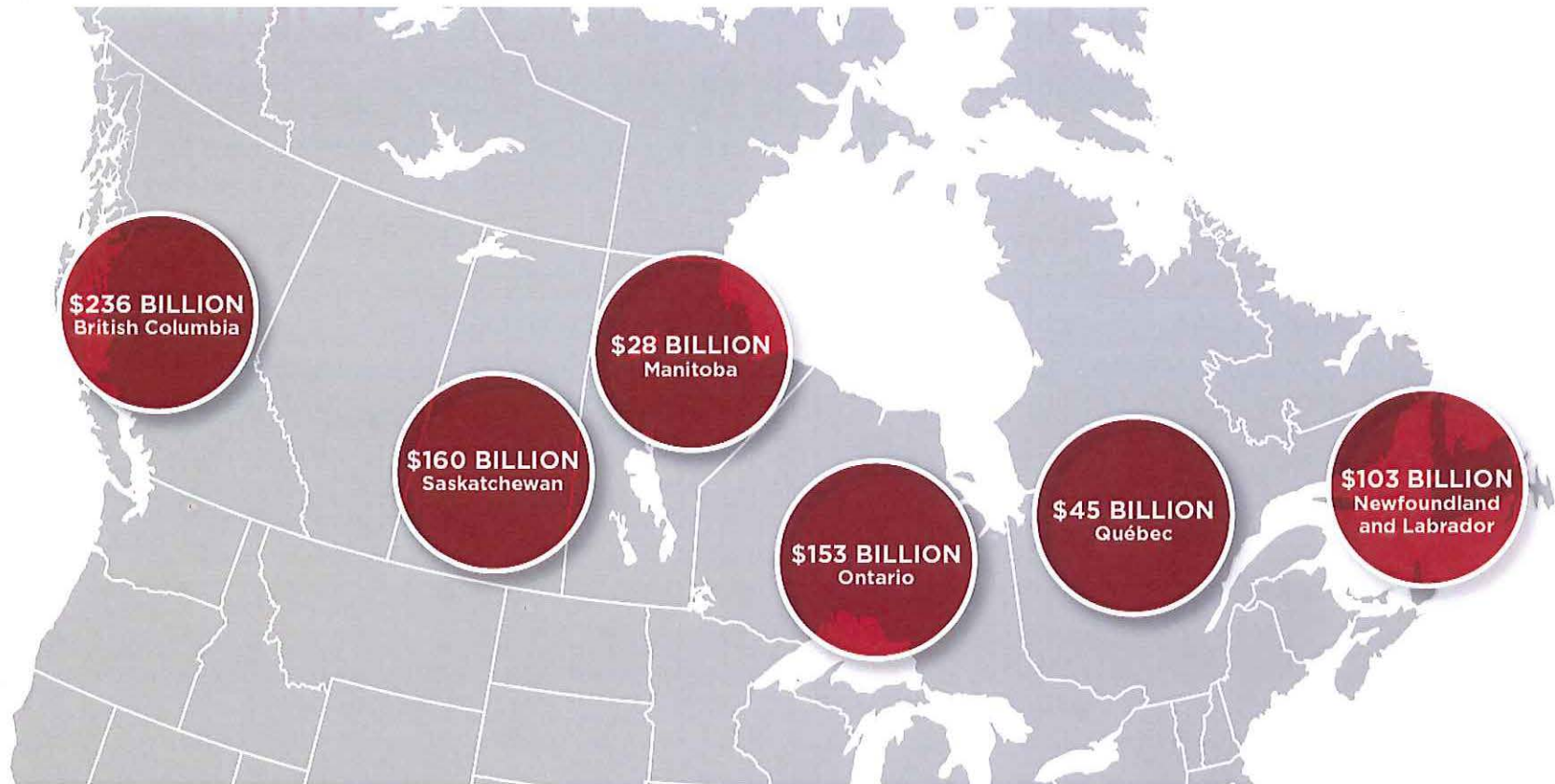
Canada's Oil and Natural Gas Industry Creates Jobs

NUMBER OF JOBS ACROSS CANADA IN 2017 (DIRECT AND INDIRECT)



Source: Prism Economics and Statistics Canada, 2017

Economic Impact of Canada's Oil and Natural Gas Industry



\$10 Billion Other (Includes New Brunswick, Northwest Territories, Nova Scotia, Nunavut, Prince Edward Island and Yukon.)

Source: CERI 2017 - GDP Impact*

*The economic impact to provinces, with the exception of Alberta, from 2017 to 2027.



STAFF REPORT

Title: Bylaw No. 648-AN-19 - Supplementary Tax Rate Bylaw

Meeting Date: June 11, 2019

Executive Summary:

Section 369(1) of the Municipal Government Act allows a municipality to pass a bylaw authorizing supplementary assessments to be prepared in respect of property. It also requires that the municipality pass a bylaw authorizing it to impose a supplementary tax. This Bylaw 639-AN-19 was passed on February 12, 2019. Section 369(2) of the Municipal Government Act states that the tax rates set by the property tax bylaw must be used as the supplementary tax rates. Administration is recommending first reading of Bylaw 648-AN-19 Supplementary Tax Rate Bylaw.

Background:

On February 12, 2019 Council passed Bylaw No. 639-AN-19 authorizing the preparation of supplementary assessments. Also, on May 23, 2019 Council gave Bylaw 647-AN-19 Tax Rate Bylaw, third and final reading with municipal tax rates set at Residential 8.0331, Multi-Family 8.4215, Non Residential 12.2760, Annexed Residential 2.7663, Annexed Farmland 5.0000, and Annexed Non-Residential 12.2760; Alberta School Foundation Fund at 2.7774 Residential and 3.7879 Non Residential; .0893 for the Lakeland Seniors Foundations and a tax rate of .0786 for Designated Industrial Properties. The City levied \$25,347.17 in supplementary taxes in 2018 inclusive of the City portion of \$18,621.24.

Alternatives:

Council may consider the following options:

1. Council may give first reading to Bylaw 648-AN-19, the Supplementary Tax Rate Bylaw.
2. Council may decide not to impose supplementary taxes.

Recommended Action:

Administration recommends that Council give first reading to Bylaw No. 648-AN-19, being a bylaw to authorize the rates of taxation to be levied against Supplementary Assessable Property for the 2018 Taxation Year, in the City of Cold Lake with a Municipal Residential Tax Rate of 8.0331, a Multi-Family Residential Tax Rate of 8.4215, a Non-Residential Tax Rate of 12.2760, Annexed Residential 2.7663, Annexed Farmland 5.0000, and Annexed Non-Residential 12.2760. Education Tax Rates of



2.7774 Residential and 3.7879 Non-Residential, .0893 for the Lakeland Lodge & Housing requisition and a Tax Rate of .0786 for Designated Industrial Properties.

Budget Implications (Yes or No):

Yes

Submitted by:

Kevin Nagoya, Chief Administrative Officer

CITY OF COLD LAKE
BYLAW # 648-AN-19

THIS BYLAW AUTHORIZES THE COUNCIL OF THE MUNICIPALITY TO IMPOSE A SUPPLEMENTARY TAX IN RESEPECT OF PROPERTY THAT HAS HAD A SUPPLEMENTARY ASSESSMENT PREPARED.

WHEREAS, the Municipal Government Act permits Council to impose a supplementary tax in respect of certain property;

AND WHEREAS, the Council of the City of Cold Lake has passed Bylaw No. 647-AN-19 being a bylaw authorizing the rates of taxation to be levied against assessable property for the 2019 taxation year;

AND WHEREAS, the Council of the City of Cold Lake has passed Bylaw No. 639-AN-19 being a bylaw authorizing the preparation of supplementary assessments for improvements for the purpose of imposing a supplementary tax for the 2019 taxation year;

AND WHEREAS, in any year a Council passes a bylaw authorizing supplementary assessments to be prepared in respect of property, the Council must, in the same year, pass a bylaw authorizing it to impose a supplementary tax in respect of that property and the rates set in this supplementary tax bylaw must be the same rates set in the property tax bylaw;

NOW THEREFORE, the Municipal Council of the City of Cold Lake, in the Province of Alberta, in Council duly assembled, pursuant to the terms of the Municipal Government Act, hereby 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 in respect of which supplementary assessments are prepared for the City of Cold Lake:

	Tax Rate
General Municipal - Residential	8.0331
Multi Family Residential	8.4215
Non-residential	12.2760
Residential – Annexed	2.7663
Farmland – Annexed	5.0000
Non-Residential – Annexed	12.2760
ASFF - Residential/Farmland	2.7774
Non-residential	3.7879
Opted Out School Boards	
Residential/Farmland	2.7774
Non-residential	3.7879
Senior Foundation	.0893
Designated Industrial Property	.0786

648-AN-19 This bylaw authorizes the Council of the Municipality to impose a supplementary tax in respect of property that has had a supplementary assessment prepared

CITY OF COLD LAKE
BYLAW # 648-AN-19

2. That this Bylaw shall take force and effect on the date of final passing thereof.

FIRST READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this___ day of _____, 2019 A.D. on motion by Councillor _____.

CARRIED
UNANIMOUSLY

SECOND READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this ___ day of _____, 2019 A.D. on motion by Councillor _____.

CARRIED
UNANIMOUSLY

THIRD READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this ___ day of _____, 2019 A.D. on motion by Councillor _____.

CARRIED
UNANIMOUSLY

Executed this_____ day of _____, 2019

CITY OF COLD LAKE

MAYOR

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 \$31,605,015.00 and the balance of \$20,555,238.00 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	
Non-residential	568,905.07
ASFF Requisition Allowance	279,926.96
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 of 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:

Residential	Assessment
Multi Family Residential	1,571,093,110
Non-residential	71,085,500
Farmland	594,416,310
	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:

General Municipal	Tax Levy	Assessment	Rate
Residential/Farmland	12,622,083.97	1,571,259,410	8.0331
Multi Family Residential	598,646.54	71,085,500	8.4215
Non-residential	7,297,054.62	594,416,310	12.2760
Machinery & Equipment	6,256.95	509,690	12.2760
Residential - Annexed	16,193.92	5,854,000	2.7663
Farmland - Annexed	656.70	131,340	5.0000
Non-residential - Annexed	14,344.75	1,168,520	12.2760
TOTAL MUNICIPAL	20,555,237.45	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

24,860,690.00

0.0786

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 Lay.

**CARRIED
UNANIMOUSLY**

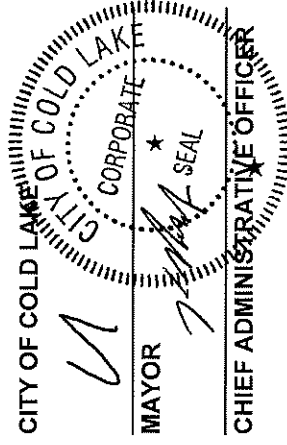
SECOND READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 23rd day of May, A.D. 2019, on motion by Councillor Grau, as amended.

**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 Councillor Lay.

**CARRIED
UNANIMOUSLY**

Executed this 23rd day of May, 2019.



CITY OF COLD LAKE
BYLAW 639-AN-19
2019 SUPPLEMENTARY TAX IMPOSITION

A BYLAW OF THE CITY OF COLD LAKE, IN THE PROVINCE OF ALBERTA, AUTHORIZING THE PREPARATION OF SUPPLEMENTARY ASSESSMENTS FOR IMPROVEMENTS FOR THE PURPOSE OF IMPOSING A SUPPLEMENTARY TAX FOR THE 2019 TAXATION YEAR.

WHEREAS, the assessor must prepare supplementary assessments for machinery and equipment used in manufacturing and processing if those improvements are completed or begin to operate in the year in which they are to be taxed;

AND WHEREAS, the Council of the City of Cold Lake deems it advisable to require the assessor to prepare a supplementary assessment for other improvements that are completed, occupied or moved into the City of Cold Lake in the year in which they are to be taxed;

AND WHEREAS, the Council of the City of Cold Lake deems it advisable to prepare a supplementary assessment for all improvements for the purpose of imposing a supplementary tax in 2019;

NOW THEREFORE, pursuant to the authority of the *Municipal Government Act*, RSA Chapter M-26., the Council of the City of Cold Lake, duly assembled, enacts as follows:

1. That the assessor for the City of Cold Lake is hereby required to prepare supplementary assessments of all improvements during the taxation year 2019;
2. That the assessor for the City of Cold Lake must prepare Supplementary Assessments for improvements if:
 - 2.1 they are completed in the year 2019 in which they are to be taxed;
 - 2.2 they are occupied during all or any part of the year 2019 in which they are to be taxed; or
 - 2.3 they are moved into the City of Cold Lake during the year 2019 in which they are to be taxed and they will not be taxed in 2019 by another Municipality.
 - 2.3.1 a supplementary assessment must be prepared for a designated manufactured home that is moved into the municipality during the year 2019 despite that the designated manufactured home will be taxed in the year 2019 by another municipality.
3. That the Supplementary Assessment must reflect:
 - 3.1 value of an improvement that has not been previously assessed; or
 - 3.2 the increase in the value of an improvement since it was last assessed.
4. This Bylaw shall come into effect on the day of its third reading.

FIRST READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta this 22nd day of January, 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 12th day of February, A.D. 2019, on motion by Councillor Vining.

CARRIED
UNANIMOUSLY

THIRD AND FINAL READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta this 12th day of February, A.D. 2019, on motion by Councillor Buckle.

CARRIED
UNANIMOUSLY

Executed this 12th day of February, 2019

CITY OF COLD LAKE


MAYOR


CHIEF ADMINISTRATIVE OFFICER





STAFF REPORT

Title: 2019 Capital Budget Amendment - 2019 Lane Improvement Program

Meeting Date: June 11, 2019

Executive Summary:

The approved budget for the 2019 Lane Improvement Program is \$200,000. The 2019 program include the lane between 50th Ave and Centre Ave (Lion Parks Lane), and the lane between 49th Ave and 50th Ave. Drawing is attached to the report for reference purposes. Based on the lowest bid received, it is estimated that \$314,628 will be required to complete the project. Additional funds are available in 2018 Lane Improvement Program and Eagle Ridge Estates Storm Water Enhancement Project which can be used to top up the budget for 2019 Lane Improvement Program.

Background:

The project budget for 2018 Lane Improvement Program was \$400,000 and two lanes; 51 Ave lane between 54 St and 51 St (lane behind cinema), and the lane between 49th Ave and 50th Ave were designed and tendered. However, due to conflict with a shallow gas line, the lane between 49th Ave and 50th Ave was not awarded for construction. A total of \$317,372 was spent leaving \$84,628 unused. ATCO Gas has now confirmed that the gas line will be lowered in the summer of 2019, therefore this lane is now included in the 2019 Lane Improvement Program.

The Eagle Ridge Estates Storm water Enhancement project had a budget of \$1,750,000. The project was completed at a cost of about \$1,050,000 leaving an unused budget of about \$700,000.

The 2019 Lane Improvement Program has a budget shortfall of \$114,628. This shortfall can be balanced by transferring the unused budget of \$84,628 from 2018 Lane Improvement Program and \$30,000 from the Eagle Ridge Estates Storm water Enhancement project to 2019 Lane Improvement Program. This transfer will increase the 2019 Lane Improvement Program budget to \$314,628

Administration recommends that Council approve the transfer of \$84,628 from the 2018 Annual Lane Project, and \$30,000 from the Eagle Ridge Estates Storm Water Enhancement project to the 2019 Lane Improvement Program to allow for the completion of the Lions Park lane and the lane between 49th Ave and 50th Ave. It is to be noted that the fund transfer will increase the 2019 capital budget by \$84,628



Alternatives:

Council can consider the following options

1. Council may approve the transfer of \$84,628 from the 2018 Annual Lane Project, and \$30,000 from the Eagle Ridge Estates Storm Water Enhancement project to the 2019 Lane Improvement Program.
2. Council may not approve decline the transfer of funds to the 2019 Lane Improvement Program, and direct administration to reduce the scope of work for 2019 Lane Improvement Program to bring it under approved budget.

Recommended Action:

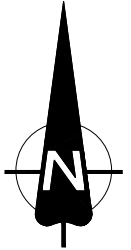
Administration recommends that Council pass a motion to approve the transfer of \$84,628 from the 2018 Annual Lane Project, and \$30,000 from the Eagle Ridge Estates Storm Water Enhancement project to the 2019 Lane Improvement Program. 2019 Capital budget will increase by \$84,628; bringing 2019 Capital budget to \$22,491,851 from \$22,407,223.

Budget Implications (Yes or No):

Yes

Submitted by:

Kevin Nagoya, Chief Administrative Officer

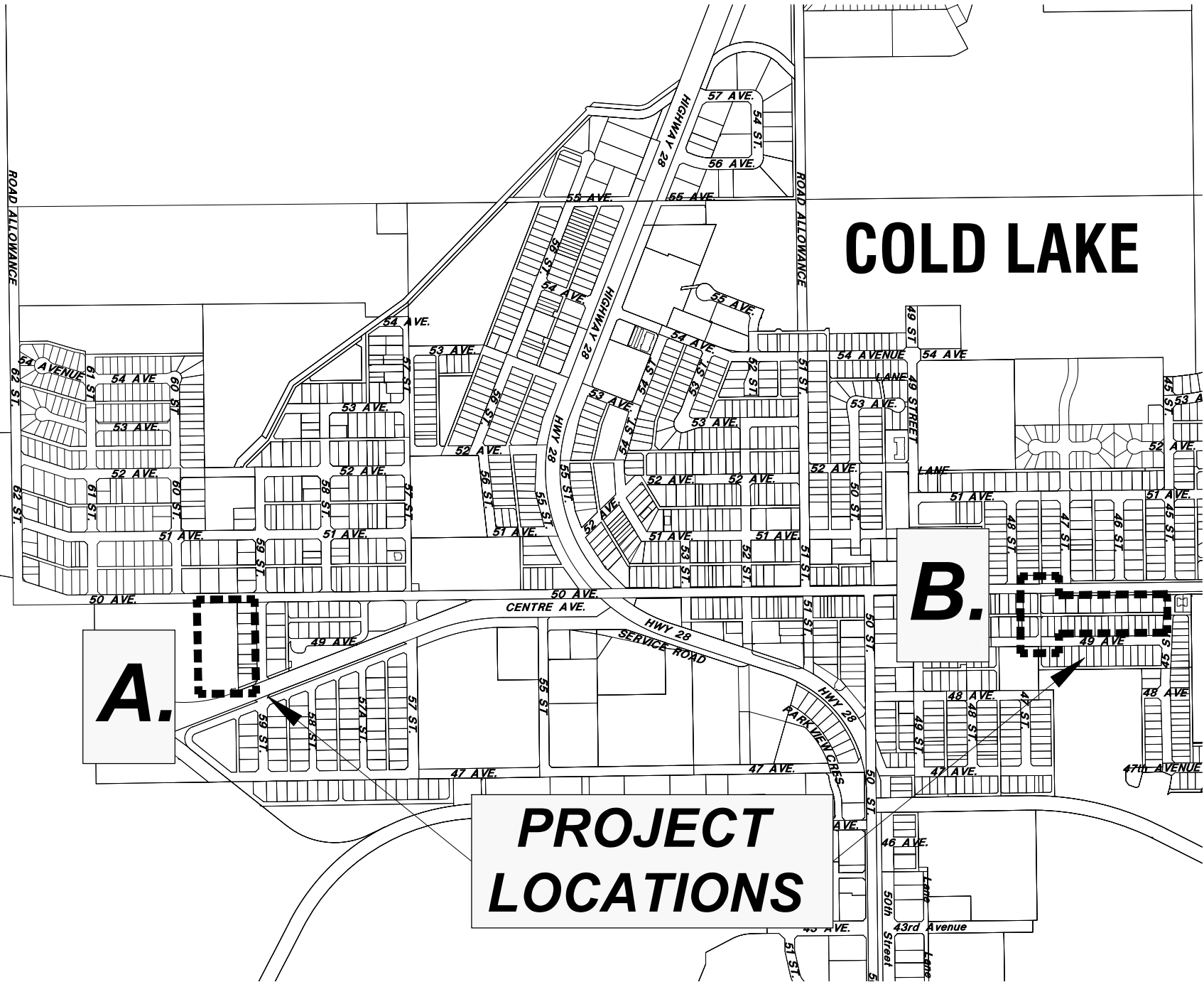


COLD LAKE

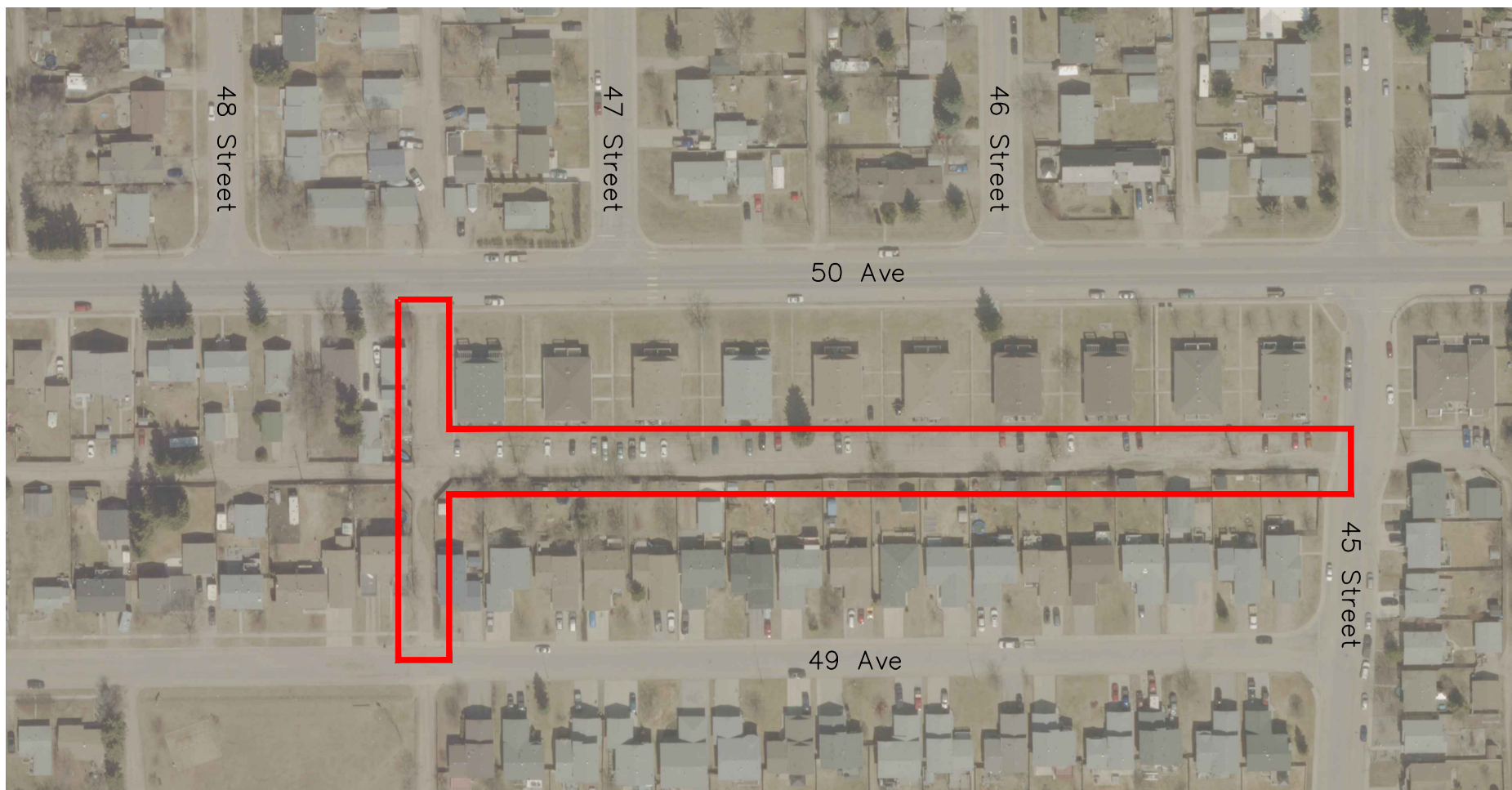
PROJECT LOCATIONS

A.

B.









STAFF REPORT

Title: Extension of Subdivision Approval - SUB-17-004 (Nelson Heights Phase 9)

Meeting Date: June 11, 2019

Executive Summary:

Request to Council to extend the subdivision approval for subdivision application SUB 17-004, for a period of two (2) years from the date of expiry, which was July 13, 2018.

Background:

Administration has received a request to Council to extend the subdivision approval for subdivision application SUB 17-004 for a period of two years from the date of expiry, which was July 13, 2018; therefore, the new expiry date would be July 13, 2020. SUB 17-004 was an application to subdivide one existing lot to create 4 R1A-Residential lots. 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 SUB-17-004 for a period of two years from the original expiry date of July 13, 2018.
2. Approve the request for extension of the subdivision approval for subdivision application SUB-17-004 for a period set out by Council from the original expiry date of July 13, 2018.
3. Not approve the request for extension of the subdivision approval for subdivision application SUB-17-004, and require the applicant to reapply.

Recommended Action:

Administration recommends that Council approve the request for extension of the subdivision approval for subdivision application SUB-17-004 for a period of two (2) years from the original expiry date of July 13, 2018.

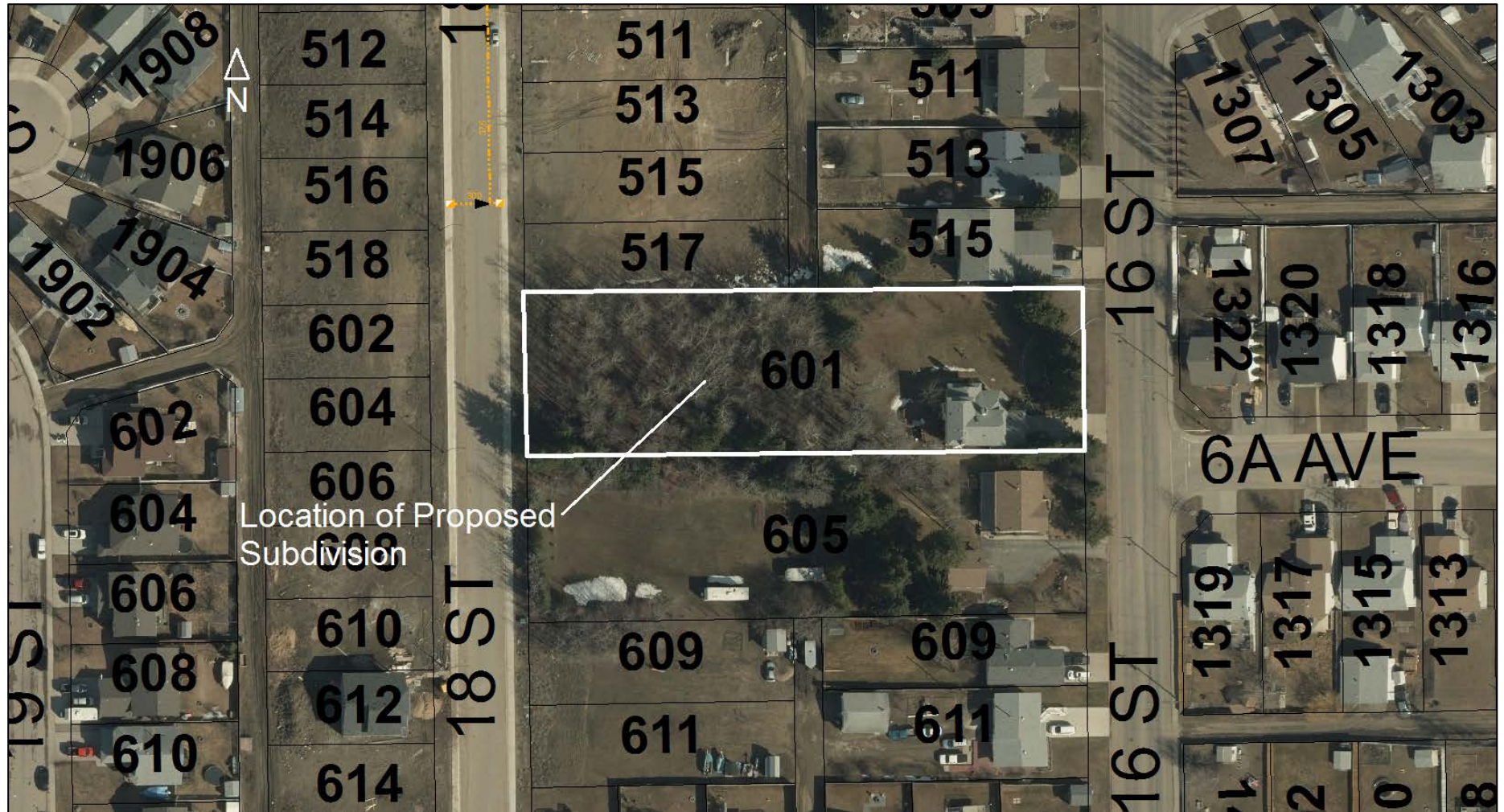
Budget Implications (Yes or No):

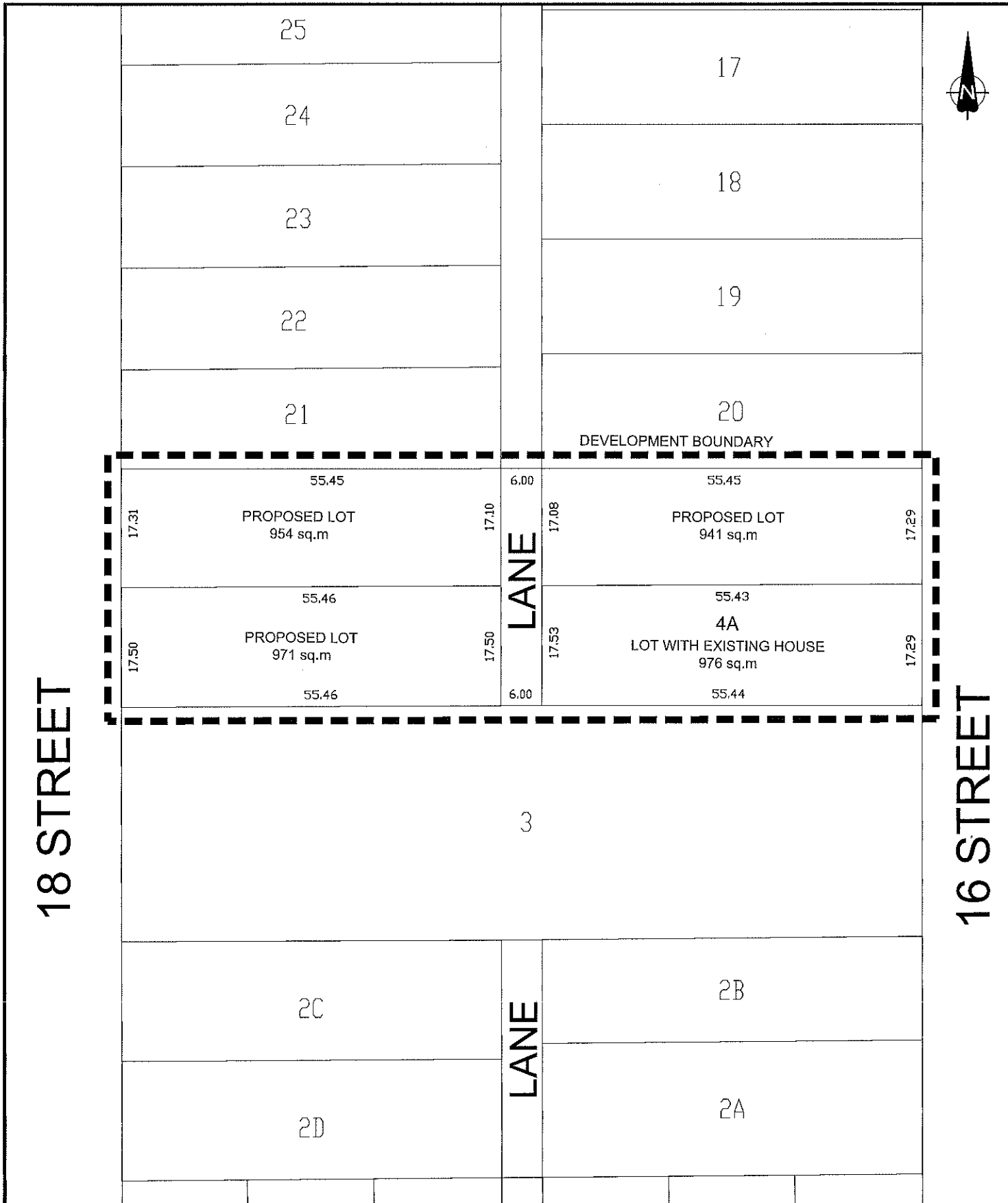
No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

Map of Proposed Subdivision
Nelson Heights Phase 9
Lot 4, Block 1, Plan 5617HW (601 16 Avenue)
Approximately 0.404 Hectares





SCALE 1:750	PROJECT No.	<div>713 LAKESHORE DRIVE, COLD LAKE, ALBERTA T9M 0C4, PH (780) 594-5380</div> <div>SE DESIGN AND CONSULTING</div>	BEN-ALL DEVELOPMENT LTD.		
DESIGNED BY SBE	DRAWN BY SBE		NELSON HEIGHTS RESIDENTIAL SUBDIVISION PHASE VII		
CHECKED BY	DATE JUNE 2, 2017		LOT 4 BLOCK 1 PLAN 5317HW TENTATIVE SUBDIVISION PLAN		
		SHEET 1 OF 1		DWG. No. 101	



STAFF REPORT

Title: Tax Arrears Agreement - Tax Roll 4000024024

Meeting Date: June 11, 2019

Executive Summary:

As per Section 418(4) of the Municipal Government Act, Council may enter into an agreement with an owner in tax arrears for payment of the arrears over a period not exceeding 3 years. Tax Roll No. 4000024024 is presently in arrears of taxes to the City of Cold Lake. The owner of the property has agreed to make minimum monthly payments of \$640.00 starting June 30, 2019. The tax account for this property will be paid in full including estimated future levies and all penalties by May 31, 2022. If the agreement is breached, the City will immediately start tax forfeiture procedures.

Background:

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

On March 31, 2019 the City registered a tax notification on 53 properties of which 7 are manufactured homes. As of June 11, 2019, there are 49 properties on the list. 5 of these properties have a tax agreement in place.

On March 31, 2018 the City registered a tax notification on 40 properties of which 8 were manufactured homes. As of June 11, 2019, there are 8 properties remaining on the list. 5 of these properties have a tax agreement in place.

As of June 6, 2019, there are currently twenty-one (21) properties on tax agreement with 11 agreements still in force from previous years.

Alternatives:

Council may consider the following options:

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

Recommended Action:



Administration recommends that Council accept the Property Tax Arrears Agreement for the Tax Roll No. 4000024024 as presented.

Budget Implications (Yes or No):

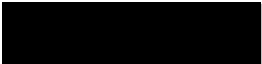
No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

MEMORANDUM OF AGREEMENT made in duplicate this **22nd** day of **May, 2019**.

BETWEEN:


(hereinafter referred to as the "Landowner")

AND

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

WHEREAS, the Landowner is the owner of the parcel legally described as **Plan 1441TR, Block 15, Lot 6** (hereinafter referred to as the "Lands") and,

WHEREAS, the Landowner acknowledges that the Lands are in tax arrears, as property taxes have not been paid since June 30, 2016, and are subject to tax recovery proceedings; and,

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

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

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

1. TERM OF THIS AGREEMENT

The term of this Agreement shall be from May 22, 2019 to May 31, 2022.

2. METHOD OF PAYMENT

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

3. MUNICIPAL RESPONSIBILITIES

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

4. GENERAL

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

5. TERMINATION

This Agreement shall come to an end:

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

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

6. REPRESENTATIVES

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

For the Landowner:

[Redacted signature area for Landowner]

For the Municipality:

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

[Redacted signature area for Municipality]

7. SIGNATURE

Tax Redemption Calculation

Roll # 4000024024

	Levy Charges	Payment	Interest	Balance	
Balance Fwd				\$10,978.04	
May 31, 2019	\$ 2,765.40			\$13,743.44	Estimated based on 2018 Levy + 5%
June 30, 2019		\$ 640.00		\$13,103.44	
July 1, 2019			\$ 52.67	\$13,156.11	
July 31, 2019		\$ 640.00		\$12,516.11	
August 1, 2019			\$ 52.67	\$12,568.78	
August 31, 2019		\$ 640.00		\$11,928.78	
September 1, 2019			\$ 52.67	\$11,981.46	
September 30, 2019		\$ 640.00		\$11,341.46	
October 1, 2019			\$ 52.67	\$11,394.13	
October 31, 2019		\$ 640.00		\$10,754.13	
November 1, 2019			\$ 52.67	\$10,806.81	
November 30, 2019		\$ 640.00		\$10,166.81	
December 1, 2019			\$ 52.67	\$10,219.48	
December 31, 2019		\$ 640.00		\$9,579.48	
January 1, 2020			\$ 1,149.54	\$10,729.02	
January 31, 2020		\$ 640.00		\$10,089.02	
February 28, 2020		\$ 640.00		\$9,449.02	
March 31, 2020		\$ 640.00		\$8,809.02	
April 30, 2020		\$ 640.00		\$8,169.02	
May 31, 2020	\$ 2,903.67	\$ 640.00		\$10,432.68	Estimated based on 2019 Levy + 5%
June 30, 2020		\$ 640.00		\$9,792.68	
July 1, 2020			\$ 58.07	\$9,850.76	
July 31, 2020		\$ 640.00		\$9,210.76	
August 1, 2020			\$ 58.07	\$9,268.83	
August 31, 2020		\$ 640.00		\$8,628.83	
September 1, 2020			\$ 58.07	\$8,686.90	
September 30, 2020		\$ 640.00		\$8,046.90	
October 1, 2020			\$ 58.07	\$8,104.98	
October 31, 2020		\$ 640.00		\$7,464.98	
November 1, 2020			\$ 58.07	\$7,523.05	
November 30, 2020		\$ 640.00		\$6,883.05	
December 1, 2020			\$ 58.07	\$6,941.12	
December 31, 2020		\$ 640.00		\$6,301.12	
January 1, 2021			\$ 756.13	\$7,057.26	
January 31, 2021		\$ 640.00		\$6,417.26	
February 28, 2021		\$ 640.00		\$5,777.26	
March 31, 2021		\$ 640.00		\$5,137.26	
April 30, 2021		\$ 640.00		\$4,497.26	
May 31, 2021	\$ 3,048.85	\$ 640.00		\$6,906.11	Estimated based on 2020 Levy + 5%
June 30, 2021		\$ 640.00		\$6,266.11	
July 1, 2021			\$ 60.98	\$6,327.08	
July 31, 2021		\$ 640.00		\$5,687.08	
August 1, 2021			\$ 60.98	\$5,748.06	
August 31, 2021		\$ 640.00		\$5,108.06	
September 1, 2021			\$ 60.98	\$5,169.04	
September 30, 2021		\$ 640.00		\$4,529.04	
October 1, 2021			\$ 60.98	\$4,590.01	
October 31, 2021		\$ 640.00		\$3,950.01	
November 1, 2021			\$ 60.98	\$4,010.99	
November 30, 2021		\$ 640.00		\$3,370.99	
December 1, 2021			\$ 60.98	\$3,431.97	
December 31, 2021		\$ 640.00		\$2,791.97	
January 1, 2022			\$ 335.04	\$3,127.00	
January 31, 2022		\$ 640.00		\$2,487.00	
February 28, 2022		\$ 640.00		\$1,847.00	
March 31, 2022		\$ 640.00		\$1,207.00	
April 30, 2022		\$ 640.00		\$567.00	
May 31, 2022		\$ 567.00			



STAFF REPORT

Title: Lakeland Industry and Community Association (LICA) Membership - May 14, 2019 Delegation

Meeting Date: May 21, 2019

Executive Summary:

Attached is an invoice from the Lakeland Industry and Community Association (LICA) for the 2019 Associate Membership Fee in the amount of \$750.00. In March of 2015, Council resolved to authorize the City of Cold Lake to be a municipal member with the Lakeland Industry and Community Association (LICA) for an annual membership fee of \$750.00. Since 2015, the City has continued to pay this annual membership fee in the amount of \$750.00 each year however Council has periodically raised questions on the membership. Council passed a motion to refer the issue of the membership to Council's Corporate Priorities Committee for recommendation.

At the March 12, 2019 regular meeting of Council, Council postponed New Business Item 9.1 - Lakeland Industry and Community Association (LICA) Membership to the May 21, 2019 Corporate Priorities Committee meeting.

As per Council's request, Administration invited LICA to come as a delegation to provide an update on LICA's recent activities and achievements. LICA came as a delegation to the May 14, 2019 regular meeting of Council.

At the May 21, 2019 meeting of the Corporate Priorities Committee, the Corporate Priorities Committee recommended that Council authorize the City of Cold Lake to be a municipal member with LICA.

Background:

During Council's strategic priorities session in early March 2015, an expression of interest was made to rejoin Lakeland Industry & Community Association (LICA). Attached is a letter from 2015 from the LICA extending an invitation to the City of Cold Lake to join LICA as a member in 2015. Municipal government membership fees are based on Statistics Canada data and in the case of Cold Lake, would result in an annual membership fee of \$750.

The Issue Summary Report from March 24, 2015 has been attached for reference purposes.



It is recommended that Council visit the LICA website for further background on the organization at <https://lica.ca/>

Councilor Duane Lay is Council's appointment to the association.

Alternatives:

Council may have the following options:

- Council pass a motion accepting the Lakeland Industry and Community Association (LICA) delegation presentation made at Council's May 14, 2019 regular meeting as information, and authorizing the City of Cold Lake to become a member of LICA.
- Council may pass a motion accepting the Lakeland Industry and Community Association (LICA) delegation presentation made at Council's May 14, 2019 regular meeting as information, and defeat a motion authorizing the City of Cold Lake to become a member of LICA

Recommended Action:

That Council accept the Lakeland Industry and Community Association (LICA) delegation presentation made at Council's May 14, 2019 regular meeting as information, and authorize the City of Cold Lake to be a municipal member with the Lakeland Industry and Community Association (LICA) for an annual membership fee of \$750.00 for the next three (3) years.

Budget Implications (Yes or No):

Yes

Submitted by:

Kevin Nagoya, Chief Administrative Officer



LICA
ENVIRONMENTAL STEWARDS

5107W-50 Street
Box 8237
Bonnyville, Alberta
T9N 2J5

INVOICE

Invoice No.: 1877
Date: Feb 14, 2019
Ship Date:
Page: 1
Re: Order No.

RECEIVED
FEB 19 2019
CITY OF COLD LAKE

Sold to:

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

Ship to:

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

Business No.: 89501 8513RT0001

Description		Amount
2019 Associate Membership Fee		750.00
E - GST exempt		
A/P RECEIVED FEB 20 2019		
LICA GST: #89501 8513 RT0001		
Shipped By:	Tracking Number:	Total Amount 750.00
Comment:		Amount Paid 0.00
Sold By:		Amount Owing 750.00



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.



LICA
ENVIRONMENTAL STEWARDS

LICA – *ENVIRONMENTAL STEWARDS*

ARIANNE CROOK – EXECUTIVE DIRECTOR

ERIN RITCHIE – ENVIRONMENTAL PROGRAM MANAGER



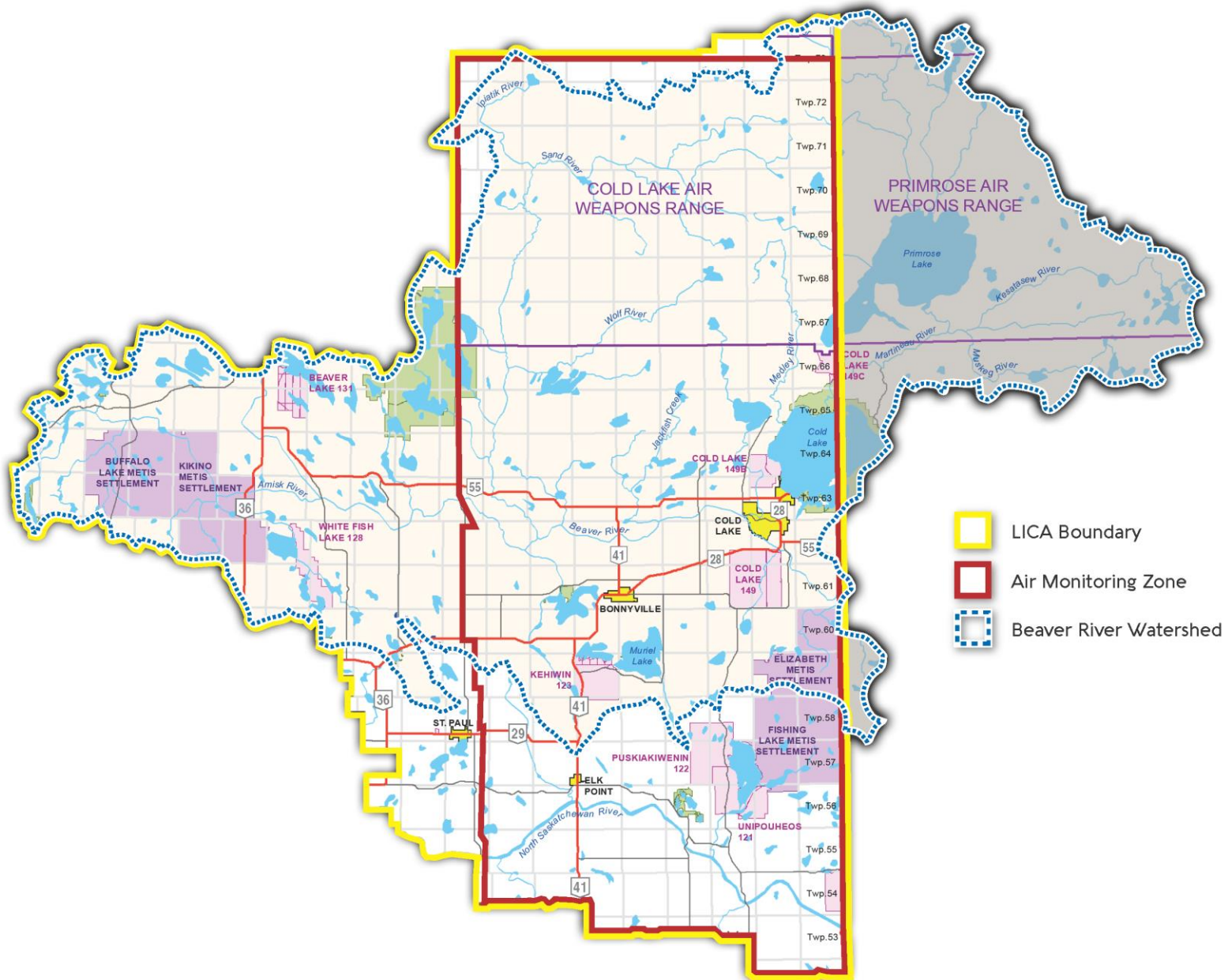
AIRSHED



WATERSHED



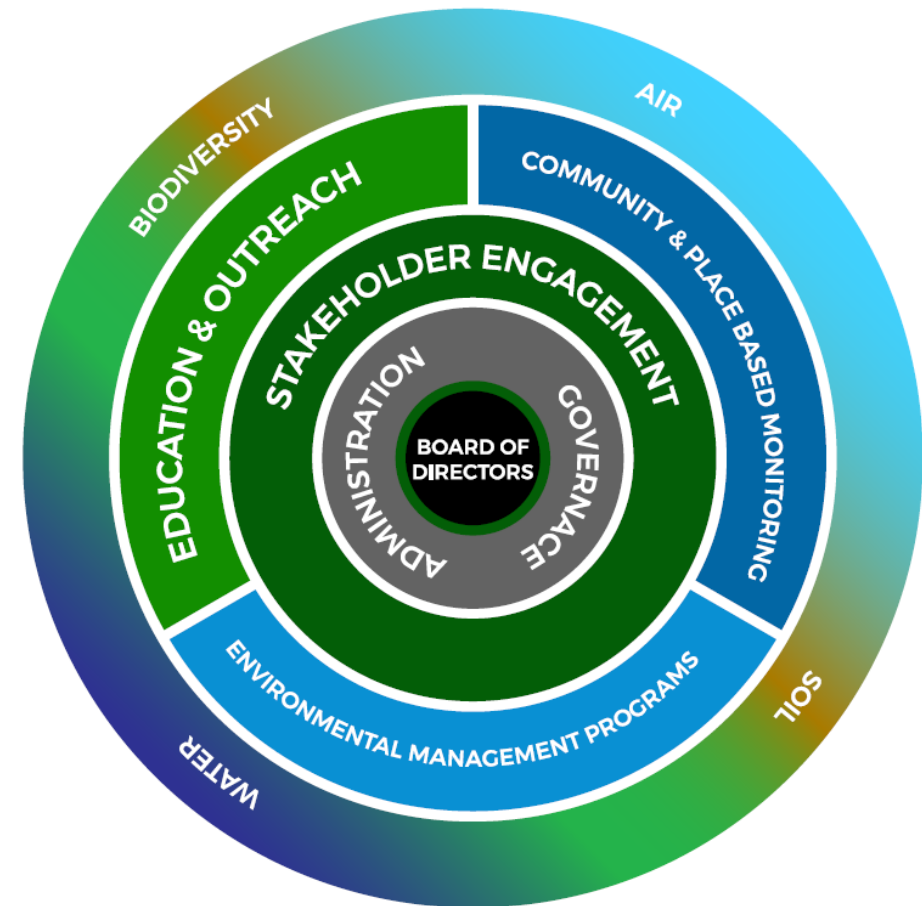
SYNERGY



- LICA Boundary
- Air Monitoring Zone
- Beaver River Watershed

■ Vision:

The environment in the LICA region is ecologically healthy and sustainable.



CONVENE & COLLABORATE

LICA Board

Facilitate a multi-stakeholder engagement

- Community
- First Nations
- Industry
- Métis
- Agriculture
- Alberta Energy Regulator
- Alberta Health Services
- Alberta Environment & Parks
- Local Municipal Governments
- Forestry/Trapping
- Environmental NGO



CONVENE & COLLABORATE

Jessie Lake Restoration Project

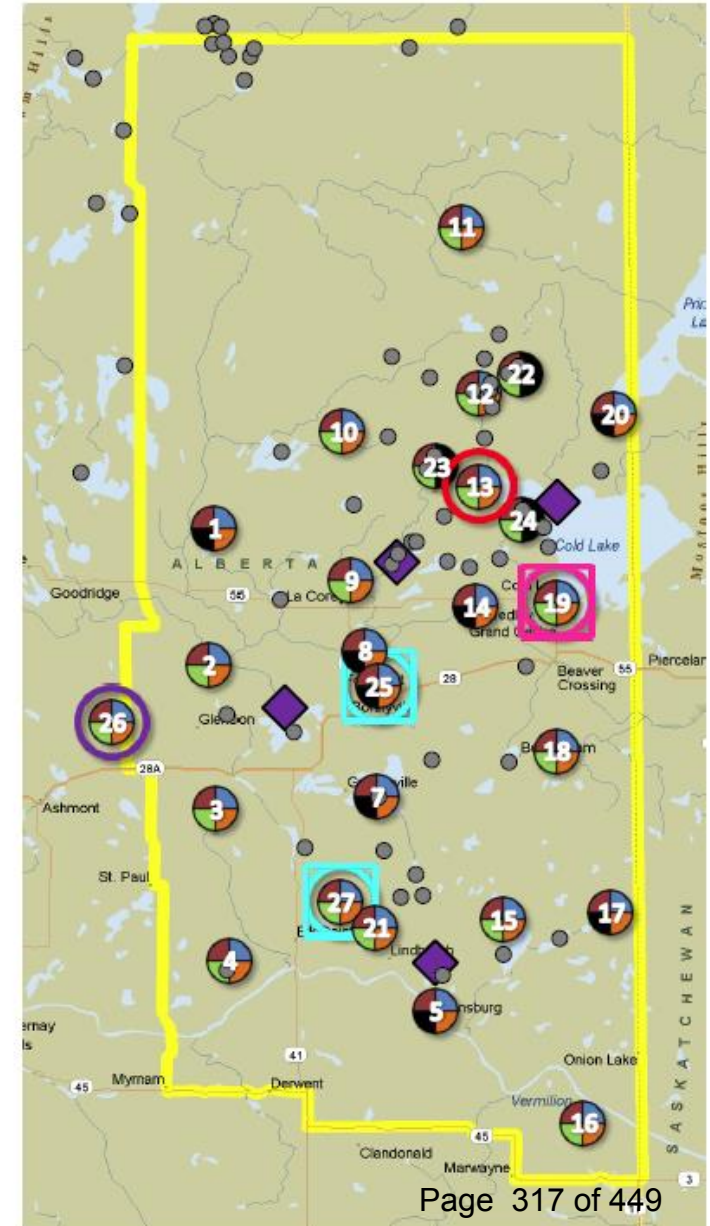
- Partnership with the Town of Bonnyville
- Informational Signs
- Clean-ups
- Riparian Restoration



INFLUENCE & IMPROVE

Air Monitoring

- 4 continuous monitoring stations 24/7 –
 - One permanent station in Cold Lake
- Air Quality Health Index
- 26 passive monitoring
- Soil acidification sampling



INFLUENCE & IMPROVE

Alberta Lake Management Society (ALMS)

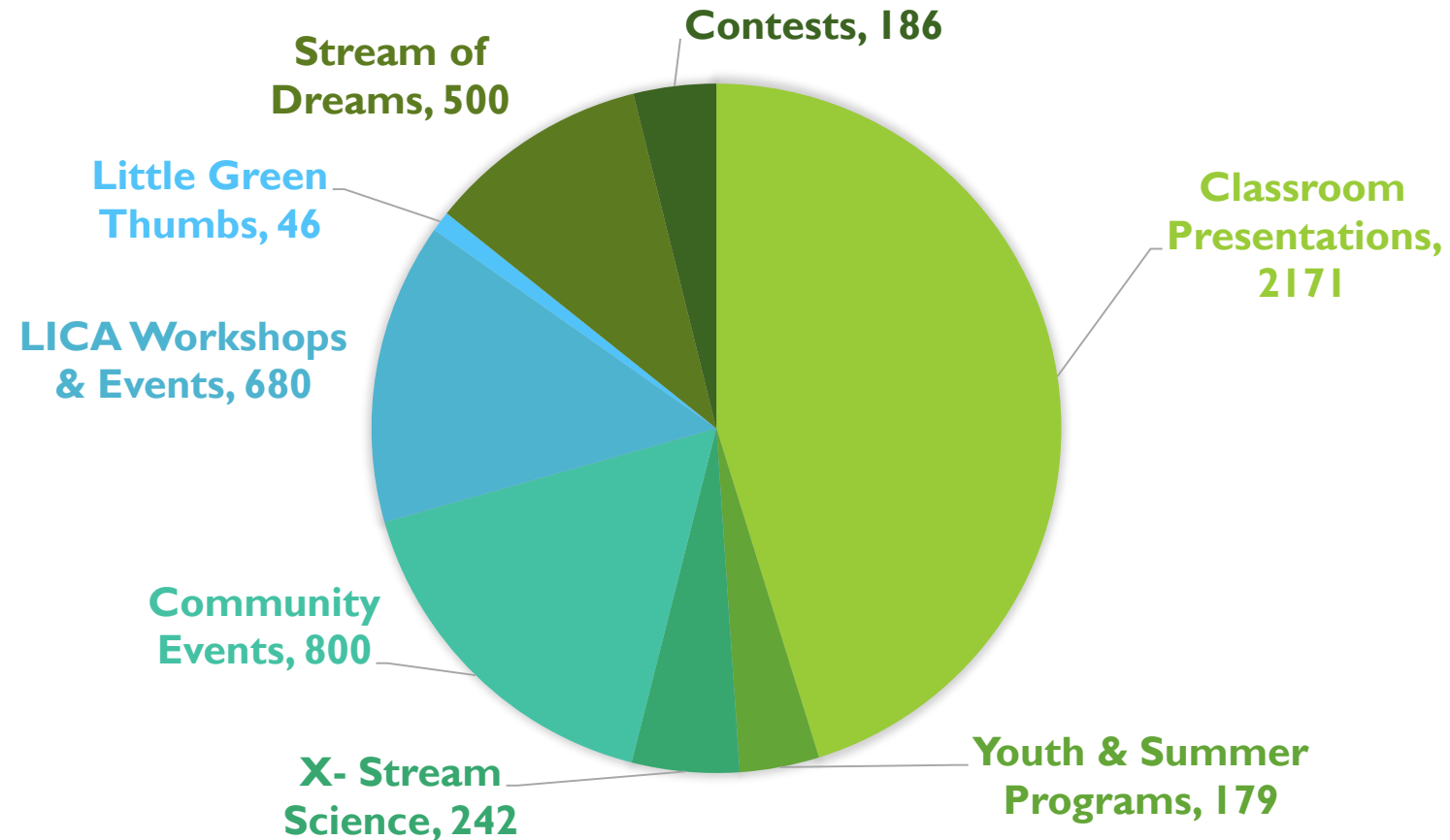
- 12th year of monitoring
- 10 lakes annually
- Sampled 5 times throughout the summer
- Sampling the lakes:
 - Crane Lake (2007, 08, 09, 10, 11, 12, 13, 14, 15, 16, 17, 18)
 - Hilda Lake (2005, 06, 07, 11, 18)
 - Marie Lake (2002, 03, 04, 07, 08, 09, 10, 12, 14, 16)
 - Tucker Lake (2006, 07)

www.alms.ca



ENGAGE & INFORM

EDUCATION & OUTREACH 2018-19 PEOPLE REACHED



ENGAGE & INFORM – BIG PROGRAMS

Stream of Dreams



Little Green Thumbs



ENGAGE & INFORM – IN COLD LAKE

Workshops

Classroom Presentations



Vermicomposting Workshop Photography Workshops



C.A.R.S



ENGAGE & INFORM – IN COLD LAKE

X-Stream Science

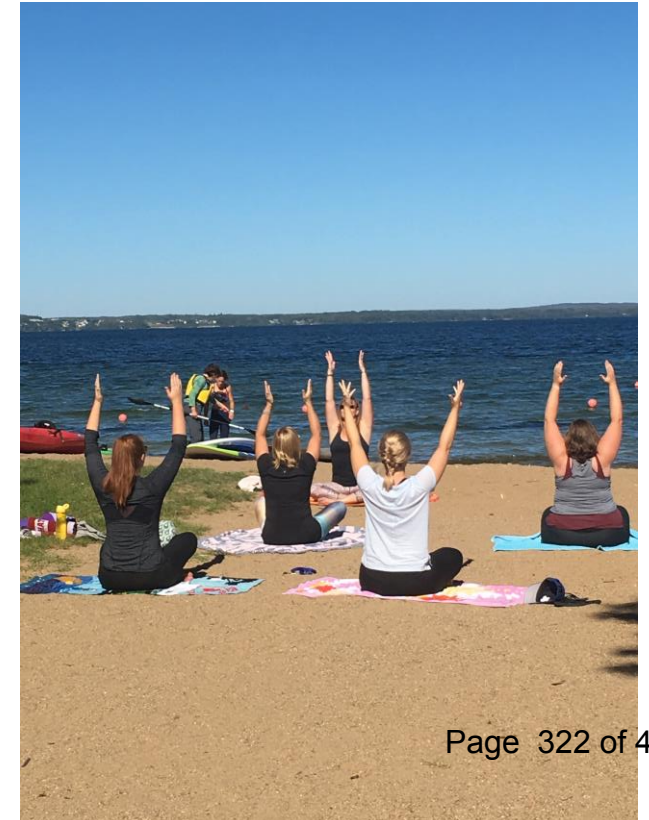


Community Events

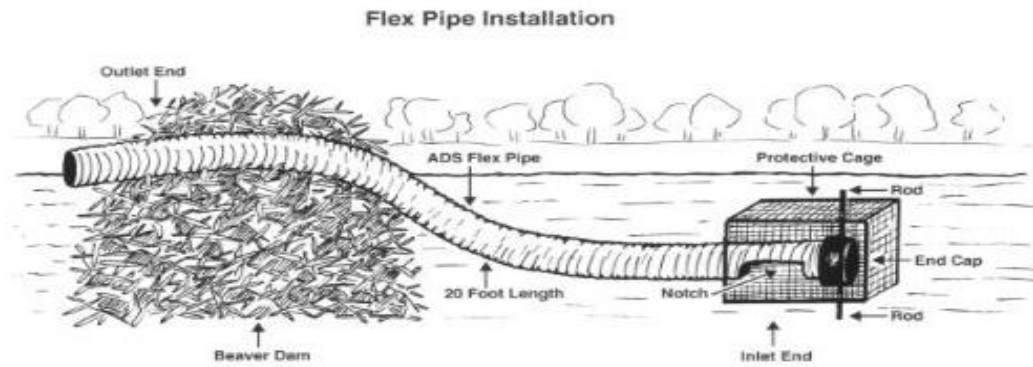
Canada Day - Aqua Day – Parks Day



Love Your Lake Day



UPCOMING



HOW TO GET INVOLVED WITH LICA

LICA – Environmental Stewards

5107 W – 50 Street

PO Box 8237

Bonnyville, AB, T9N 2J5

780-812-2182

www.lica.ca

Facebook: [@infoLICAonline](https://www.facebook.com/infoLICAonline)



Arianne Crook

- Executive Director
- Arianne@lica.ca

Erin Ritchie

- Manager of Environmental Programs
- watershed@lica.ca

Lisa Ratte & Mason Unrau

- Education & Outreach
- outreach@lica.ca



Issue Summary Report

LICA MEMBERSHIP

#20150313002

Meeting : Council - Regular Meeting

Meeting Date : 2015/03/24 18:00

Meeting Type : COUNCIL - REGULAR MEETING

Executive Summary

During Council's strategic priorities session in early March, an expression of interest was made to rejoin Lakeland Industry & Community Association (LICA). Attached is a letter from the LICA extending an invitation to the City of Cold Lake to join LICA as a member in 2015. Municipal government membership fees are based on Statistics Canada data and in the case of Cold Lake, would result in an annual membership fee of \$750.

Background

Lakeland Industry & Community Association (LICA) is a not-for-profit society that is a multi-stakeholder partnership between community, industry and government. A summary of membership benefits have been attached for reference purposes. Further information regarding LICA including their mission, goals and objectives may be found at www.lica.ca.

LICA Chairman Mr. Robert Deresh and Vice-Chairman Mr. Harold Ross attended Council's regular meeting of April 14, 2009 as a delegation advising that LICA was making some changes and would start invoicing municipalities an annual membership fee. In 2010, Council expressed concerns with regard to the cost of the annual membership and requested that LICA provide further information regarding the benefits of the membership. Based on past reports, it is understood that the proposed annual membership fees for 2010 were \$5,000. Council advise administration not to renew the membership on a go forward basis.

Further to the membership fees, there was also confusion with regard to board members. At Council's regular meeting held May 26, 2009 a query was made with respect to whether or not Cold Lake Council would be appointing a Council representative to the Lakeland Industry & Community Association (LICA) as per their letter of request dated May 18, 2009 (**attached**). Mayor Copeland attended a meeting the evening of Wednesday, May 27, 2009 and confirmed that LICA meetings are the first Thursday of each month during the day with some other sub committee involvement. The LICA Chairman felt that one political person could represent the entire LICA region and the need for one political person from each municipal Council was not necessary. The item was brought forward to the Corporate Priorities Committee meeting held June 16, 2009 and it was agreed that a letter be written to the M.D. of Bonnyville (**attached**) to clarify if regional representation already existed. A letter was sent to the M.D. of Bonnyville seeking clarification and their response (**attached**) was that the M.D. Councilor was the appointed government representative that represents all municipal members of LICA. At Council's regular meeting held August 11, 2009, Council resolved to not appoint a City of Cold Lake Council representative to the LICA (**letter attached**) as M.D. of Bonnyville seemed to have already appointed a government representative that represents the municipalities within the LICA area.

Despite the above, during Council's strategic priorities session in early March, an expression of interest was made to rejoin Lakeland Industry & Community Association.

Alternatives

Council may have the following options:

- Council pass a motion authorizing the City of Cold Lake to become a member of LICA.
- Council may defeat a motion authorizing the City of Cold Lake to become a member of LICA

Recommendation

Administration recommends that Council pass a motion authorizing the City of Cold Lake to be a municipal member with the Lakeland Industry and Community Association (LICA).

Additional Information

Budget Implications (Yes or No) :

Yes

Respectfully Submitted by :

Kevin Nagoya, CAO



Box 8237
5107W – 50th Street
Bonnyville, AB T9N 2J5
Phone: (780) 812-2182
Fax: (780) 812-2186
Toll Free: 1-877-737-2182
E-Mail: lica2@lica.ca
Website: <http://www.lica.ca>

March 13, 2015

RECEIVED

MAR 17 2015

CITY OF COLD LAKE

Mayor Craig Copeland &
Members of Council
City of Cold Lake
5513 – 48 Avenue
Cold Lake AB T9M 1A1

Dear Mayor Copeland & Members of Council:

MEMBERSHIP IN LICA

Lakeland Industry & Community Association (LICA) would like to take this opportunity to once again extend a warm invitation to the City of Cold Lake to join LICA as a member in 2015. LICA is a not-for-profit society that is a multi-stakeholder partnership between community, industry and government. We are a community based synergy group working together to support a healthy and sustainable environment.

When you join LICA, you gain:

- The opportunity to support and contribute to responsible resource development
- A conduit of communication between communities, various levels of government, and industries; new contacts, relationships and networks. This may be particularly beneficial with the standing up of the Alberta Environmental Monitoring, Evaluation and Reporting Agency (AEMERA).
- Shared information, knowledge and answers
- Participation in airshed and watershed activities
- The ability to sort out concerns before they become problems
- And much more, as noted in the attachment!

We invite you to check out LICA's website at www.lica.ca to learn more about what we have to offer. I can also send along additional material if any members of Council feel that would be beneficial. I am sure that you can agree that supporting sustainable development and the environment in our region are causes worthy of your Council's support.

LICA's Membership form is attached for your convenience and you will note that municipal government membership fees are based on Statistics Canada data and in the case of Cold Lake would result in an annual membership fee of \$750.

There are various levels of participation available to you from access to all of our monitoring results, studies, agendas and minutes, to full participation on the Board and our Committees. LICA's Board of Directors has two government seats: one is designated for the regulator (AER), and the other is filled by another government or department – that seat is currently filled by the M.D. of Bonnyville who brings the municipal government perspective to the table. The seat is assigned regularly according to the wishes of that group. In this way you do not have the unnecessary burden of designating a representative during years when your Council has formidable restrictions of time and other commitments.

If you are interested in becoming a Member, please fill out the form and e-mail or fax it back to our office at your earliest convenience. Please do not hesitate to contact me or our Executive Manager Charmaine Code, should you have further questions or would like a presentation provided to Council.

We look forward to welcoming you to the table!

Sincerely,

A handwritten signature in black ink, appearing to read 'Robert Deresh', with a stylized flourish at the end.

Robert Deresh
CHAIRMAN

Attach.



Box 8237
5107W – 50th Street
Bonnyville, AB T9N 2J5
Phone: (780) 812-2182
Fax: (780) 812-2186
Toll Free: 1-877-737-2182
E-Mail: lica2@lica.ca
Website: <http://www.lica.ca>

LICA MEMBERSHIP & VOLUNTEER FORM

INDIVIDUAL, PROVINCIAL & FEDERAL GOVERNMENT, FIRST NATION, MÉTIS, NGO's: (NO COST)

MUNICIPAL GOVERNMENT: Population up to 5,000: \$250

Population of 5,001 – 10,000: \$500

Population over 10,000: \$750

*Municipal Government fees based on most recent available Statistics Canada population figures.

CORPORATE: ☐ Corporate I (more than 50 employees): \$5,000.00
☐ Corporate II (fewer than 50 employees): \$2,000.00
☐ Corporate III (fewer than 20 employees): \$1,000.00

Name: _____

Organization: _____
(if applicable)

OPPORTUNITIES FOR PARTICIPATION:

Please check the committee(s) that you would like to become a member of & complete the reverse side of this form.
For more details contact the LICA office.

- | | |
|---|---|
| <input type="checkbox"/> Education & Information Committee | <input type="checkbox"/> Governance Committee |
| <input type="checkbox"/> Resolution Committee (<i>Ad Hoc</i>) | <input type="checkbox"/> Airshed Zone |
| <input type="checkbox"/> Beaver River Watershed Alliance | <input type="checkbox"/> I support this organization but I am not
interested in being on a Committee at this time. |

VOLUNTEER OPPORTUNITIES:

Please check the volunteer opportunities in which you may be interested in participating:

- ☐ Air Quality Monitoring ☐ Education Programs ☐ Lakewatch Program ☐ Event Hosting
☐ Great Canadian Shoreline Clean Up ☐ Attend a Meeting

I AM INTERESTED IN RECEIVING INFORMATION FROM LICA REGARDING THE FOLLOWING:

- ☐ Meetings ☐ Open Houses ☐ Email Updates
☐ Newsletters ☐ Annual Report ☐ Other _____

Vision: Lakeland Industry & Community Association is a balanced partnership actively supporting a sustainable environment.
Mission: LICA supports the environment by gathering, sharing and acting on information regarding development in our region.
Values: LICA demonstrates these values as individuals and an organization:
 • Respect • Honesty • Integrity • Equality • Cooperation • Transparency • Accountability

I AM INTERESTED IN THE COMMITTEE(S) AS SHOWN ON THE FRONT OF THIS FORM.

1. My interest in the selected committee(s) is:

2. I bring the following to the committee table (e.g.: state your related experience, general interest, etc.)

3. I believe that LICA should focus on the following for the next 2 to 5 years:

4. I am available to attend meetings during the : Daytime Evening

Name (Please Print)

Address

Phone number

Email

Signature

Date



Box 8237
5107W – 50th Street
Bonnyville, AB T9N 2J5
Phone: (780) 812-2182
Fax: (780) 812-2186
Toll Free: 1-877-737-2182
E-Mail: lica2@lica.ca
Website: <http://www.lica.ca>

LAKELAND INDUSTRY AND COMMUNITY ASSOCIATION —WHAT'S IN IT FOR YOU?

LICA is a synergy group—an association of members of the community, local and provincial government, and members of oil and gas and other industries—who have come together to establish understanding and rapport, share information, and work toward mutually beneficial solutions to local concerns, with reciprocal respect, to support a healthy environment.

So what can *you* gain by coming to the LICA table?

- The chance to bring forward your concerns
- A way to build understanding, respect, and trust
- The ability to sort out concerns before they become problems
- An established process for issue resolution
- Freedom to bring information to the table
- The opportunity to support and contribute to responsible resource development
- Better communication with the sectors that affect your life and business
- A broader perspective, and the chance to understand others' points of view
- A forum for dialogue and discussion
- Shared information and knowledge
- Answers to questions
- New contacts, relationships, and networks
- A conduit of communication between communities, government, and industries
- Accurate, science-based information
- Freedom to speak an opposing view
- Awareness of emerging issues
- Learning from others' experiences
- Participation in airshed and watershed activities
- Involvement in activities and decisions with legislative and regulatory impact

How can you take advantage of what LICA offers?

- Bring your knowledge, questions, and concerns to LICA
- Join LICA, as an individual, government, or industry member
- Participate at board, committee, airshed, and watershed levels
- Attend LICA-sponsored information presentations and open houses
- Check out LICA's website (<http://www.lica.ca>), Annual Report, and newsletters
- Use LICA as a forum to give and receive information and be updated on area concerns and best practices

Make a change for the positive... join LICA!



FILE
SCANNED ORIGINAL

Box 8237
5107W - 50th Street
Bonnyville, AB T9N 2J5
Phone: (780) 812-2182
Fax: (780) 812-2186
Toll Free: 1-877-737-2182
E-Mail: lica2@lica.ca
Website: <http://www.lica.ca>

February 16, 2010

City of Cold Lake
5513 - 48 Avenue
Cold Lake AB T9M 1A1

Attention: City Council

Dear Mayor Copeland and Members of Council:

RE: 2010 LICA MEMBERSHIP

You will recall that our Board Chairman, Robert Deresh, along with the Board Vice-Chairman, Harold Ross, attended to meet with your Council in early 2009. At that time, you were provided with various information regarding Lakeland Industry and Community Association (LICA), as well as a complimentary Annual Membership in LICA for 2009.

As you are aware, our Board of Directors currently has one seat designated for local government, which seat is presently filled by Delano Tolley of the M.D. of Bonnyville. The Board would of course welcome as a Board member whichever one individual is designated by the municipal government group in our region.

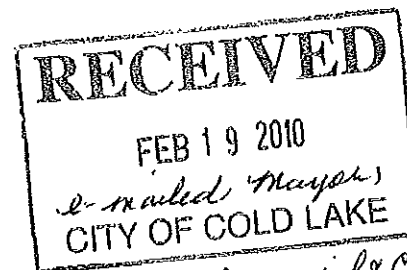
At this time I am providing a copy of our Business Plan entitled "Lakeland Industry and Community Association - What's In It For You?" to remind you of the many benefits accruing with membership in our Association. On behalf of the LICA Board of Directors, I am also enclosing an invoice for your 2010 LICA Membership fees, along with our sincere invitation to join our progressive group of community, industry and government members supporting a healthy and sustainable environment.

Should you require any further information, please do not hesitate to let me know. In the meantime, thank you for your ongoing support.

Yours truly,

Charmaine Code
EXECUTIVE MANAGER
CC/gn
Attach. (2)

cc. Table Officers



Council & CAO

LICA is proud to have our Airshed Zone and the Beaver River Watershed Alliance as independent standing committees.



LAKELAND INDUSTRY AND COMMUNITY ASSOCIATION —WHAT'S IN IT FOR YOU?

LICA is a synergy group—an association of members of the community, local and provincial government, and members of oil and gas and other industries—who have come together to establish understanding and rapport, share information, and work toward mutually beneficial solutions to local concerns, with reciprocal respect, to support a healthy environment.

So what can *you* gain by coming to the LICA table?

- The chance to bring forward your concerns
- A way to build understanding, respect, and trust
- The ability to sort out concerns before they become problems
- An established process for issue resolution
- Freedom to bring information to the table
- The opportunity to support and contribute to responsible resource development
- Better communication with the sectors that affect your life and business
- A broader perspective, and the chance to understand others' points of view
- A forum for dialogue and discussion
- Shared information and knowledge
- Answers to questions
- New contacts, relationships, and networks
- A conduit of communication between communities, government, and industries
- Accurate, science-based information
- Freedom to speak an opposing view
- Awareness of emerging issues
- Learning from others' experiences
- Participation in airshed and watershed activities
- Involvement in activities and decisions with legislative and regulatory impact

How can you take advantage of what LICA offers?

- Bring your knowledge, questions, and concerns to LICA
- Join LICA, as an individual, government, or industry member
- Participate at board, committee, airshed, and watershed levels
- Attend LICA-sponsored information presentations and open houses
- Check out LICA's website (<http://www.lica.ca>), Annual Report, and newsletters
- Use LICA as a forum to give and receive information and be updated on area concerns and best practices

Make a change for the positive... join LICA!

**INVOICE**

Invoice No.: 970
 Date: Feb 16, 2010
 Page: 1

5107W - 50th Street, P.O. Box 8237
 Bonnyville, AB T9N 2J5
 Phone: (780) 812-2182

Sold to

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

A/P RECEIVED

MAR 25 2010

Business No.: 89501 8513 RT0001

Description	Amount
2010 LICA Membership	5,000.00
Lakeland Industry & Community Association is a working partnership supporting a sustainable environment.	Total Amount 5,000.00



LICA Meeting & Event Calendar 2011

(Please note that dates are tentative-will be confirmed on a month to month basis)

January 2011 January 6 – Board of Directors – 9 am January 11 – BRWA Education/Outreach Subcommittee – 9:30 am January 11 – BRWA Conference Planning Subcommittee 12:30 pm January 19 – Airshed – 9:30 am January 19 – Table Officers – 1 pm (if required) January 20 – BRWA Sub-Committee – 9:30 a.m. January 20 – E&I Committee – 3 pm January 20 – LICA Presentation Series Event #4 & Book Launch January 27 – BRWA AEHAP Subcommittee	February 2011 February 1 – BRWA – 9:30 am followed by State of the Watershed Subcommittee February 3 – Board of Directors – 9 am February 8 – BRWA Sub-Committee – 9:30 a.m. February 15 – E&I Committee – 9 am February 16 – Airshed – 9:30 am	March 2011 March 3 – Board of Directors – 9 am March 4 - 6: Bonnyville Home, Farm & Leisure Show (Fri:5pm-9pm; Sat:10am-6pm; Sun:11am-4pm) March 15 – E&I Committee – 9 am March 16 – Airshed - 9:30 am March 16 – Table Officers – 1 pm (if required) Budgets Drafted TBA – Healthy Water Workshop
April 2011 April 1 – Budgets to Industry April 5 – BRWA – 9:30 am April 7 – Board of Directors – 9 am; Inclusive Budget Meeting to follow April 19 – E&I Committee – 9 am April 19 – BRWA Annual Meeting - TBA April 20– Airshed – 9:30 am April 20 - Table Officers – 1 pm (if required)	May 2011 May – Industry Agreement to Budgets TBA – Board Org. Meeting – 9:00 am May 3 – BRWA Board Develop. - 9:30 am May 4 - Annual General Meeting – 5 pm May 5 – Board of Directors – 9 am May 17 – E&I Committee – 9 am May 18 – Airshed – 9:30 am May 18 - Table Officers – 1 pm (if required) May 19 – Orientation & Board Development (Board & All Committee Members) 8:00 am – 12 Noon May 27 – LICA Chili Cook-off – Sylvestre's Parking Lot	June 2011 June 2 – Board of Directors – 9 am June 2 – Budget Approved by Board June 7 – BRWA – 9:30 am; Fish Fry to follow June 15 – Airshed – 9:30 am June 15 – Table Officers – 1 pm (if required) June 21 – E&I Committee – 9 am June 21 – 23: Bonnyville Oil & Gas Show (Tues: 7pm Registration & BBQ; Wed: 10am-7pm; Thurs: 10am-4pm) TBA – Strategic Planning – 9am – 4pm; Social Event to follow 4pm – 8 pm
July 2011 CANCELLED – Board of Directors	August 2011 CANCELLED – Board of Directors	September 2011 September 1 – Board of Directors – 9 am September 6 – BRWA – Shoreline Cleanup 9:30 am September 6 – BRWA – 11:30 am September 20 – E & I Committee – 9 am September 21 – Airshed – 9:30 am September 21 – Table officers – 1 pm (if required)
October 2011 October 4 – BRWA Strat. Planning - 9:30 am October 6 – Board of Directors – 9 am October 18 – E&I Committee – 9 am October 19 – Airshed – 9:30 am October 19 – Table Officers – 1 pm (if required)	November 2011 November 1 – BRWA – 9:30 am November 3 – Board of Directors – 9 am November 15 – E & I Committee – 9 am November 16 – Airshed – 9:30 am November 16 – Table Officers – 1 pm (if required)	December 2011 December 1 – Board of Directors – 9 am Christmas at LICA Open House - TBA December 6 – BRWA – 9:30 am December 21 – Airshed – 9:30 am December 21 - Table Officers – 1 pm (if required)

- Meetings are in LICA Board Room
- Meeting is being held at another location
- Special event or deadline
- Meetings are in the LICA Office

Revised on: 1/20/2011 at 10:52:33 AM



SCANNED

BOX 6251
5107W-50 Street
Bonnyville, AB T9N 2J5
Phone: (780) 812-2182
Fax: (780) 812-2186
Toll free: 1-877-737-2182
E-Mail: lcca2@lcca.ca
Website: <http://www.lcca.ca>

May 18, 2009

Municipal District of Bonnyville
4095 – 50th Avenue
Bag 1010
Bonnyville AB T9N 2J7

City of Cold Lake
5513 – 48th Avenue
Cold Lake AB T9M 1A1

Town of Bonnyville
4917 – 49th Avenue
Bag 1006
Bonnyville, AB T9N 2J7

Town of St. Paul
5101 – 50th Street
P. O. Box 1480
St. Paul, AB T0A 3A0

Town of Elk Point
P. O. Box 448
Elk Point, AB T0A 1A0

County of St. Paul
5015 – 49th Avenue
St. Paul, AB T0A 3A4

ATTENTION: Mayor/Reeve &
Members of Council

Dear Mayor/Reeve & Members of Council;

RE: REPRESENTATION ON THE LICA BOARD OF DIRECTORS

Thank you again for the recent opportunity for me, along with Vice-Chair Harold Ross, to meet with you to provide information on Lakeland Industry and Community Association (LICA). We appreciated the time that you took to hear our presentation, as well as the numerous questions posed regarding our association.

I am writing at this time to advise that LICA will be holding its Annual General Meeting on Wednesday, May 27, 2009. Immediately following that, the new Board will hold its organizational meeting, which is scheduled for Thursday, May 28, 2009.

Board of Directors

Currently, our Board of Directors comprises five community members, three industry members, one First Nations member, one Metis member, two Government members and a number of alternate members. The Government seats are currently held by one representative of the ERCB and also Delano Tolley, a member of the Council of the M.D. of Bonnyville.

- 2 -

At this time, the LICA Board of Directors invites you to determine amongst the municipalities represented in the LICA geographical region, who you would like to represent you on our Board. You will see from the above inside addresses that six municipalities are involved and, in fairness to each of you, we wish to provide you with this opportunity.

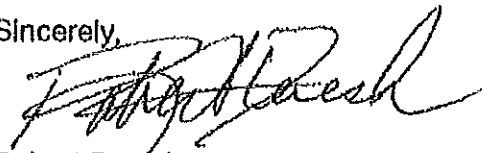
Airshed Zone

In addition, LICA's Airshed Zone also has government representation, including Alberta Environment, ERCB, 4 Wing Cold Lake and Kay Lee Kinch, an employee of the MD of Bonnyville. The Airshed Zone serves as the Alberta Airshed Zone in our area, facilitates and co-ordinates regional air quality monitoring in our region, and promotes understanding of air quality.

If there is any desire on your part to have a member of Council or staff member from your municipality sit on this Committee, would you also please consider a joint recommendation for this position.

Could we please hear from you in the next short while. Our Board's orientation and strategic planning sessions are scheduled for June 10 and 11, 2009, and it would be most beneficial to all Board and Committee members to attend at that time. Thank you for your early attention to this matter.

Sincerely,



Robert Deresh
CHAIRMAN
BOARD OF DIRECTORS

(Sent Via Fax)



SCANNED

FAXED
3100
07/23/09

City of Cold Lake

Mayor & Council

July 22, 2009

VIA FAX (780) 826-4524

Municipal District of Bonnyville No. 87
Bag 1010
Bonnyville, AB
T9N 2J7

ATTENTION: REEVE ED RONDEAU

Dear Reeve Rondeau:

RE: REPRESENTATION ON THE LICA BOARD OF DIRECTORS

Subsequent to a recent presentation from the Lakeland Industry & Community Association (LICA) and during a recent Council meeting, discussion ensued with respect to municipal representation on the Lakeland Industry & Community Association Board of Directors.

We understand that LICA encourages a municipal elected representative to sit on the Board to represent the region. The Council of the City of Cold Lake has expressed some interest in sitting on the LICA Board; however, some clarification is needed. Mr. Delano Tolley currently sits on the LICA Board, and we are seeking to understand if this representation is for the M.D. of Bonnyville or as a regular member of LICA.

Any information you could provide us with would be very helpful. If you have any questions, please contact me.

Sincerely,


Craig Copeland,
Mayor

cc: Council

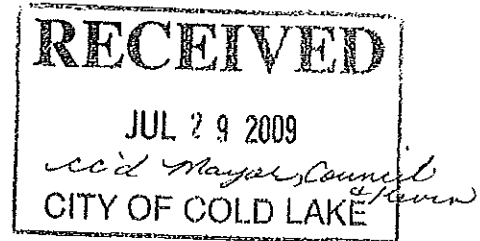
KN/cjr

5513 – 48th Avenue, *Cold Lake, AB* T9M 1A1
Telephone: (780) 594-4494 Fax: (780) 594-3480



July 24, 2009

City of Cold Lake
5513 - 48 Avenue
Cold Lake, Alberta
T9M 1A1



Attention: Craig Copeland, Mayor

Dear Mayor Copeland:

Re: Representation on the LICA Board of Directors

In response to your letter of July 22, 2009 this is to advise that Councillor Delano Tolley, at the Organizational Meeting of Council, was appointed as M.D. representative to the LICA Board.

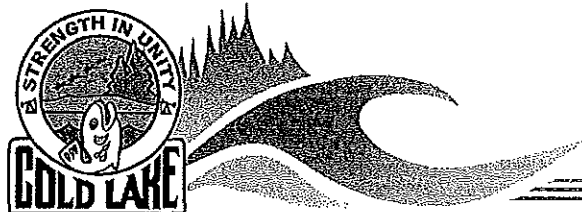
Mr. Delano Tolley has also been appointed by members of the LICA Board as the government representative for LICA. As the appointed government representative he would then represent all members of LICA.

Hoping this is the information you require.

Yours truly,

Ed Rondeau
Reeve

/klk



City of **FILE**
Cold Lake

Chief Administrative Officer

August 17, 2009

Lakeland Industry & Community Association
5107W-50th Street
Bonnyville, Alberta
T9N 2J5

ATTN: MR. ROBERT DERESH, CHAIRMAN BOARD OF DIRECTORS

Dear Mr. Deresh:

RE: MUNICIPAL REPRESENTATION

Further to your recent letter of May 18, 2009 wherein you requested municipal representation on the LICA Board of Directors.

After discussions amongst City of Cold Lake Council and receiving clarification from the M.D. of Bonnyville, Council, at their regular meeting of August 11, 2009, resolved not to appoint a City of Cold Lake Council representative to the LICA Board of Directors. This decision came about as the M.D. of Bonnyville's Councillor Delano Tolley is the appointed government representative that represents the municipalities within the LICA area.

I trust this information is as required.

Sincerely,

Kevin Nagoya, C.E.T.
Chief Administrative Officer

cc: Mayor & Council

/cjr

5513 – 48th Avenue, *Cold Lake, AB* T9M 1A1
Telephone: (780) 594-4494 Fax: (780) 594-3480



STAFF REPORT

Title: Cold Lake Community Mobilization Project Review - May 14, 2019 Delegation

Meeting Date: June 11, 2019

Executive Summary:

Mr. Ted Greenaway attended Council's regular meeting held May 14, 2019 as a delegation to provide a review on the Cold Lake Community Mobilization Project.

Background:

Alternatives:

Recommended Action:

That Council accept the Cold Lake Community Mobilization Project Review delegation presentation made at Council's May 14, 2019 regular meeting as information.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer



Delegation Application

To: The Office of the Chief Administrative Officer

I/We, 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

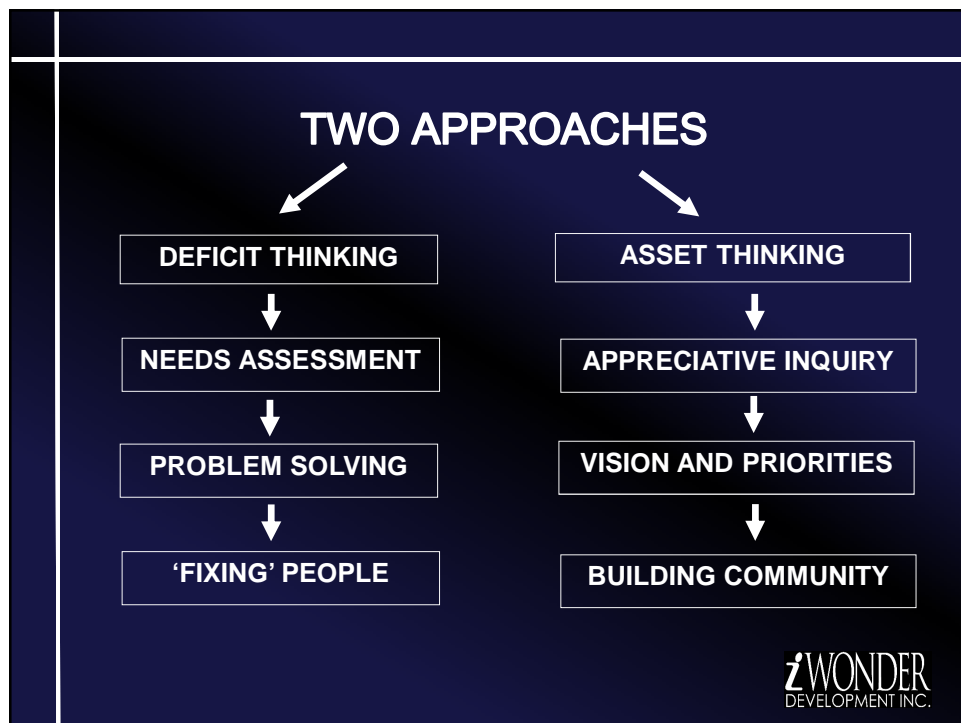
IMAGINE COLD LAKE COMMUNITY SUMMIT

SUMMIT 2012

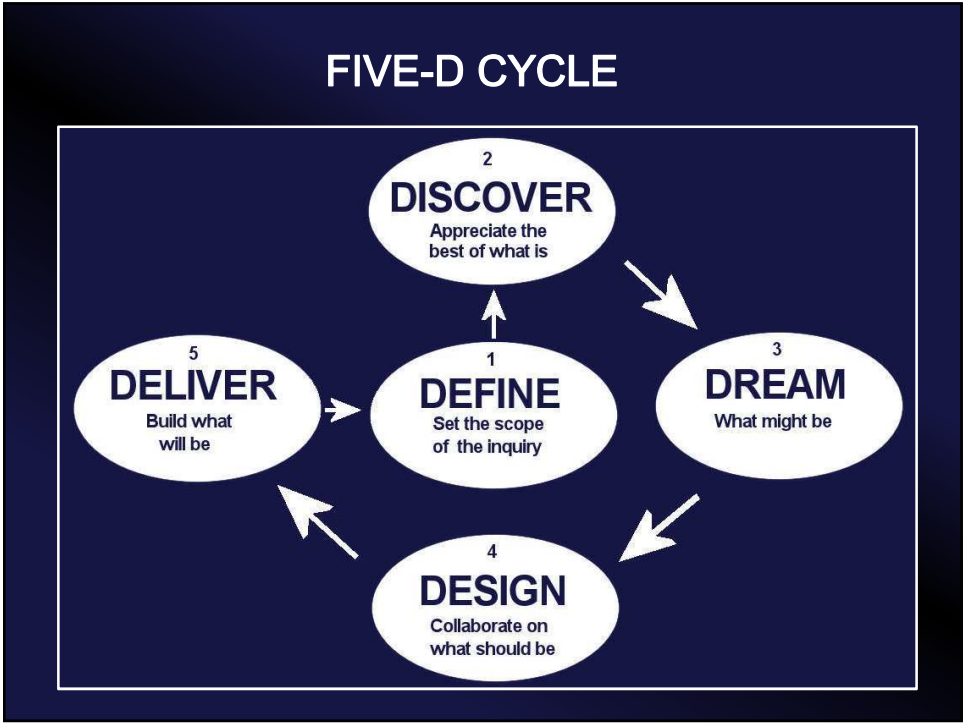
IMAGINE COLD LAKE REVISITED

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

zWONDER
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?

zWONDER
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

zWONDER
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:

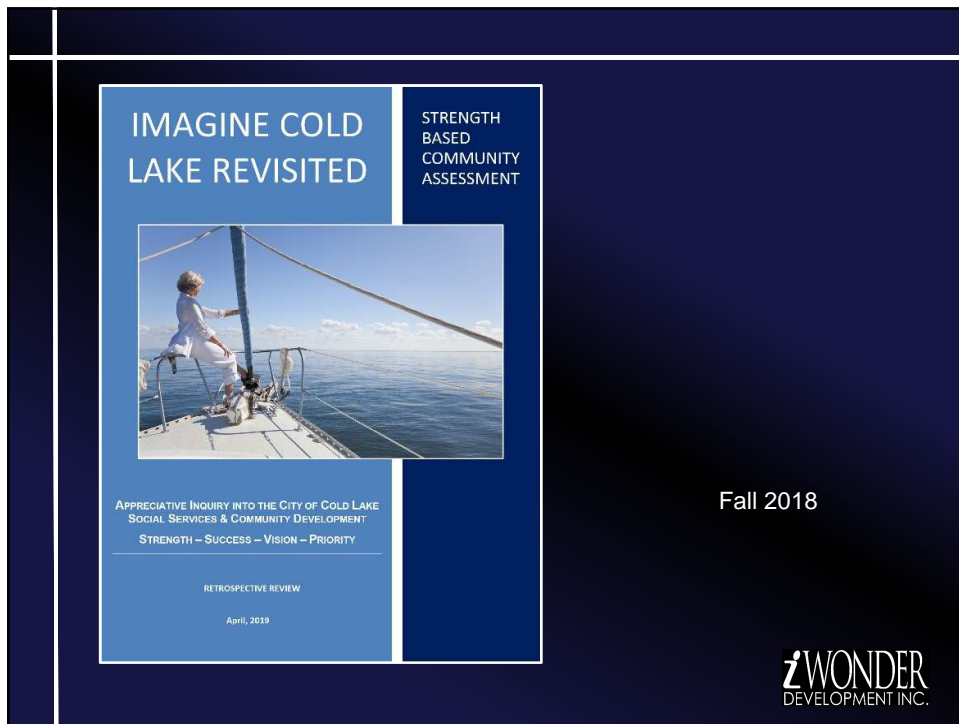
1. Present results of Community Assessment
2. Establish five Community Teams to advance the five Community Priorities
 1. Participants each choose their team
3. Begin the Design of the Teams' work in preparation for 'Stage 5: Deliver'.

4
DESIGN
Collaborate on
what should be

zWONDER
DEVELOPMENT INC.

18






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



zWONDER
DEVELOPMENT INC.

29

RECOMMENDATIONS

zWONDER
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

zWONDER
DEVELOPMENT INC.

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

zWONDER
DEVELOPMENT INC.

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: Minutes March 11, 2019 Family and Community Support Services Advisory Committee

Meeting Date: June 11, 2019

Executive Summary:

Minutes Family and Community Support Services Advisory Committee March 11, 2019

Background:

Alternatives:

Recommended Action:

Type the recommendation here

Budget Implications (Yes or No):

Submitted by:

Kevin Nagoya, Chief Administrative Officer

PRESENT	Kim Schmitz Carol Patenaude Councilor Jürgen Grau Councilor Ben Fadeyiw Gina Olofson Candice Sutterfield	FCSS Manager Recording Secretary City of Cold Lake Council Member MD of Bonnyville Council Member Advisory Committee Co-Chair Advisory Committee Member
ABSENT (with regrets)	Roderick Hickey Meagon Anishinabie	Advisory Committee Chair Advisory Committee Member
ABSENT (without regrets)	None	
CALL TO ORDER	<u>1.0 Call to Order</u> G. Olofson, FCSS Advisory Committee Co-chair called the March 2019 FCSS Advisory Committee meeting to order at 6:03 p.m.	
AGENDA	<u>2.0 Adoption of Agenda</u> Additional Items None Member Highlights None Disclosure of Interest None Adoption of Agenda B. Fadeyiw moved to accept the agenda for the Cold Lake and District FCSS Advisory Committee March 2019 meeting as presented.	
		CARRIED
MINUTES	<u>3.0 Adoption of Minutes</u> The November minutes were approved through the online voting process on January 31, 2019.	
MONTHLY REPORT	<u>4.0 Monthly Report</u> The FCSS Manager shared the February 2019 Monthly Report for information only. Information and referrals continue to be steady, with many requests stemming from the onset of the income tax season. There has been a significant increase in new customers for Meals on Wheels; the total numbers of delivered meals almost doubled from January. When the caterer is away, the back-up caterer received some negative feedback on the quality and quantity of meals. FCSS is working with the back-up caterer to address the concerns of the clients. The Ages and Stages Questionnaires Screening with the collaboration of the Early Childhood Development Coalition took place in February. Numbers are down by almost half from last year. FCSS realizes that the screening is now taking place in child care centres and pre-schools. It is similar to the situation with our LEGO™ Explorers program; Northern Lights and the Lakeland Catholic School Boards are now offering LEGO™ for children with disabilities. It also appears that many organizations would like to honour their volunteers with their own event, instead of being involved in the Community Volunteer Appreciation. When these situations arise, FCSS will not want to duplicate programs and will look for more opportunities to develop new programs; as well we are trimming our current programming.	

**MONTHLY
REPORT
(CONTINUED)**

With another grant from Imperial, FCSS is again offering counselling to those without benefits. The counselling is meant to be short term and the number of appointments is based on the discretion of the counsellor. The three counsellors will be providing 220 hours of service. It is being well marketed, however off to a somewhat slower start than last year. We are having fewer cancellations. C. Sutterfield asked if the counsellors knew to make referrals to community agencies such as the Lakeland Centre for FASD. The FCSS Manager noted that the preceding and the current counsellors are from the community and believes they would definitely know to make those referrals. We have received many inquiries from First Nations regarding parenting programs.

FCSS has been successful with five grant requests, including the Indigenous Enhancement from birth to six years of age. This grant is inclusive of the Lakeland Network including Cold Lake, Bonnyville, Lac La Biche and St. Paul. We will be working in conjunction with the First Nations and Métis Settlements of those four communities. In the first year of the grant, it will be about building staff knowledge, learning about traditional beliefs and culture and learning how to adjust our language and approach. The training will be provided by Blue Quills University, which will also include Circle Keeper Training, a meaningful opportunity for members of a community to gain and share knowledge, understanding, capacity and ideas as it applies to the bringing together of indigenous and non-indigenous peoples.

Volunteer numbers are high this month. The Volunteer Facilitator held a few tax clinics, one each at Portage College and the Lodge, and a couple at FCSS. The tax clinics provide knowledge regarding income support acquired with the filing of taxes, which the clinics also provided.

The three-year elder abuse grant and report have been finalized. Tobacco Reduction and the Healthy Communities grants are also completed.

FCSS also acquired the Aging Well in Communities grant and two additional Imperial grants. We are waiting on decisions for two other grant applications.

C. Sutterfield asked why Special Transportation riders would be turned away from the service. K. Schmitz spoke on the City of Cold Lake's Special Transportation and the priority of service. There is limited seating, so those customers with a priority of service such as medical appointments will be accommodated before those riding primarily for recreational purposes.

**FINANCIAL
REPORT**

5.0 Financial Report

The FCSS Manager reviewed the February 2019 Financial Report for information only. The FCSS Manager explained that there are a few new items that were not on the approved budget. Building Rentals is a new general ledger account since the finalization of a contract to rent one office space. Contributions from Organizations is over budget because we were successful with more grants than anticipated.

In expenses, Credit Card Commission is a new General Ledger account, which could not be tracked in previous years. Insurance has increased almost \$4,000; the FCSS Manager will provide a follow-up for this increase. Both accounts were unforeseen and not budgeted for and will therefore show a negative balance. Account 533 was used to pay for the maintenance of the PLC structure. FCSS is on track financially.

OLD BUSINESS

6.0 Old Business

6.1 2019 Counselling Services

2019 counselling services was reviewed in the Manager's Report.

6.2 Volunteer and Board Leadership Training

This February training addressed not-for-profit board fundamentals and trends which had been offered to the FCSS Advisory Committee.

NEW BUSINESS 7.0 New Business

7.1 NE Zone Spring Gathering

The FCSS Manager reviewed the agenda for the Spring Gathering. The line-up and events will showcase the area and highlight partnerships. The Thursday meeting and dinner will be held at Kinsoo Ridge and Friday's meeting will be at the Best Western. B. Fadeyiw and J. Grau will check their respective municipal mailboxes for their invitations. B. Fadeyiw, C. Sutterfield, J. Grau and G. Olson put their names forward to attend the event.

7.2 VAE Awards Nominations and Process

The volunteer award nominations will be sent out by email to the members for voting. The FCSS Manager reviewed the nominations and the criteria for the FCSS Volunteer of the Year Award. Voting for the FCSS Volunteer of the Year award amongst the committee took place and preempted any other votes. The committee agreed to open up the voting process of all awards to all FCSS staff members.

7.3 FCSS Matrix

The FCSS Manager acknowledged that it can be a struggle trying to determine the eligibility and approval of grant requests. We obtained a Grant Matrix that we adjusted for Cold Lake and District FCSS to help determine the qualifications, including organization collaboration on grant requests.

7.4 FCSS Grant Application

7.4.1 Holy Cross Elementary – CTF Winter Carnival Project: "Out of the Cold"

The FCSS Manager and the committee members used the Cold Lake and District FCSS Matrix for The Holy Cross Elementary 2019 CTF Winter Carnival Project: "Out of the Cold" grant request. After some discussion, the application request was deemed ineligible.

7.5 FCSS Grant Summary Reports

7.5.1 Cold Lake Middle School – Leadership / Service Learning

B. Fadeyiw moved to approve Cold Lake Middle School for the 2018 Leadership / Service Learning Summary Report as presented.

CARRIED

7.5.2 Cold Lake Victim Services Society – Cold Lake Operation Red Nose

G. Olofson moved to approve Cold Lake Victim Services Society for the 2018 Cold Lake Operation Red Nose Summary Report as presented.

CARRIED

7.5.3 Dr. Margaret Savage Crisis Centre – Youth Programming Space

C. Sutterfield moved to approve Dr. Margaret Savage Crisis Centre for the 2018 Youth Programming Space Summary Report as presented.

CARRIED

7.5.4 Northern Lights Public School – United Baggo Tournament

G. Olofson moved to approve Northern Lights Public School for the 2018 United Baggo Tournament Summary Report as presented.

CARRIED

NEW BUSINESS (CONTINUED) 7.5.5. Northern Lights Public Schools – Evening with Dr. Jody Carrington

B. Fadeyiw moved to approve Northern Lights Public School for the 2018 Evening with Dr. Jody Carrington as presented.

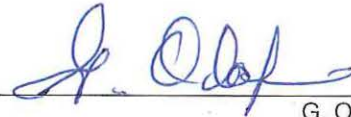
CARRIED

12.0 Adjournment

G. Olofson, Advisory Committee Co-chair adjourned the Cold Lake and District FCSS March 2019 FCSS Advisory Committee meeting at 7:55 p.m.



K. Schmidt,
FCSS Manager



G. Olofson,
FCSS Advisory Committee Co-chair



ADDENDUM TO THE MEETING

**OTHER
BUSINESS**

8.0 Other Business

8.1 Business Conducted by Email

8.1.1 November 2018 FCSS Advisory Committee Minutes approved by email on January 31, 2019

8.1.2 Summary Report for Women of Influence, Cold Lake Awards Night 2018 approved by email on February 12, 2019

8.1.3 Grant Application for Cold Lake Seniors Society, Seniors Week Activities 2019 approved by email on February 12, 2019

8.1.4 Grant Application for Cold Lake Women of Influence, Cold Lake Awards Night 2019 approved by email on February 12, 2019

**COMMITTEE
ATTENDANCE**

9.0 FCSS Advisory Committee Attendance

9.1 Reports on Committee Attendance

None

**SUGGESTIONS
FOR
COMMITTEE
ATTENDANCE**

9.2 Suggestions for Committee Attendance

Family Fun Night, Wednesday March 27, 5 to 7 PM, FCSS
Volunteer Awards and Event, Sunday April 7, 12:00 to 3:00 PM, Lakeland Inn
NE Zone Conference, Thursday April 25 and Friday April 26, Kinosoo Ridge
and the Best Western

ROUNDTABLE

10.0 Round Table

None

NEXT MEETING

11.0 Next Meeting

The next meeting is scheduled for April 8, 2019 at 6 pm at FCSS.





STAFF REPORT

Title: Minutes April 29, 2019 Cold Lake Library Board

Meeting Date: June 11, 2019

Executive Summary:

Minutes Cold Lake Library Board April 29, 2019

Background:

Alternatives:

Recommended Action:

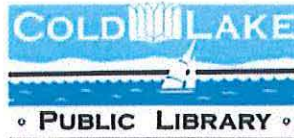
Type the recommendation here

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

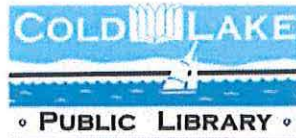


Minutes of The City of Cold Lake Library Board Meeting
Held Monday, Apr 29, 2019
Program Room, South Branch

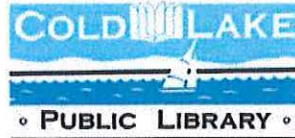
Present: Marie Manning, Board Vice-Chair
 Darren Robson, Board Secretary / Treasurer
 Councillor Vicky Lefebvre, City of Cold Lake Representative
 Jeannette Hatta, Board Member
 Daryl Gilroy, Board Member
 Emily Heyne, Board Member

Absent: Cynthia Sloychuk, Board Chair
 Leslie Price, Library Director
 Tanya Boudreau, Library Assistant Director
 Calvin Rideout, Board Member

Agenda Item and Discussion	Action
1.0 Call to Order Meeting called to order by Board Vice-Chair at 4:32pm.	N/A
2.0 Adoption of Agenda MOTION 2019-023 Moved by Emily that the agenda be adopted.	Carried
3.0 Adoption of Minutes from previous meeting MOTION 2019-024 Moved by Daryl that the minutes of the Mar 2019 meeting be adopted.	Carried
4.0 Correspondence	N/A
4.1 Item on agenda added in error. No correspondence this month.	N/A
5.0 Reports	N/A
5.1 Board Chair Report No report this month.	None
5.2 Library Director Report The Library Director Report for Apr is attached as Appendix 1, and includes the statistics for Mar. MOTION 2019-025 The Library Director Report was approved by unanimous consent.	Carried



Agenda Item and Discussion	Action
5.3 NLLS Rep Report No report this month. The board will be meeting next month.	None
5.4 Friends of the Library Report Marie was able to close the savings account this month, but has been unable to meet with Marilyn to close the chequing account. The balance in the chequing account is \$1037. From the library conference last week, Vicky reiterated that the library will still require a separate registered charity, like the Friends, in order to have access to a casino, which can raise around \$20,000 every four years. Robert Bruce with the Grand Centre Lions offered to provide advice on large fundraising activities.	None
5.5 Personnel Committee Report The Personnel Committee did not meet last month. Emily will only be with the Board for two more months.	None
5.6 Policy Committee Report The Policy Committee has the Fund Raising policy ready for review this meeting and will have more ready for the next meeting.	None
5.7 Financial Committee Report The Library Financial Report for Apr is attached as Appendix 2. The year-end audited financial statement was received last week. Leslie is looking for the Board to approve an increased CFEP grant at this meeting. MOTION 2019-026 The Financial Committee Report was approved by unanimous consent.	Carried
6.0 Priority Items	
6.1 2018 Financial Statement, Audited The audited 2018 library financial statement is attached as Appendix 3. While the summary categories are not very useful, the revenues and expenses totals match what Darren was expecting. Item closed. MOTION 2019-027 Darren moved to accept the audited 2018 Financial Statement. Emily seconded. All members voted in favour.	Carried
7.0 Old Business	N/A
7.1 Library Fines The Policy Committee is working on a revision to Schedule C and should have it ready for the next meeting. Item open.	Policy



Agenda Item and Discussion	Action
<p>7.2 Surplus Budget Tracking</p> <p>From the April Financial Committee Report, Leslie has requested that the Community Facility Enhancement Program (CFEP) grant application be expanded to include new lighting the South Branch children's area. This would bring the total amount for the application to \$27,019 with the library funding half or \$13,510.</p> <p>MOTION 2019-028</p> <p>Darren moved to increase library funding to \$13,510, provided the library receives the CFEP grant, to repaint the South Branch walls and children's area ceiling, and to replace the old fluorescent lights in the South Branch children's area. Jeanette seconded. All members voted in favour.</p> <p>Leslie has sent a letter to the City requesting approval for the project to provide power to the outdoor stage. Once approval is received, the Board will look at Surplus funding next meeting. Item open.</p>	Carried
<p>7.3 Fundraising Committee</p> <p>The Policy Committee updated the Policy 4041 on Fund Raising. After review by the Board, Emily wondered about the use of the term "may" in the two paragraphs about approving projects. Vicky said the committee didn't want the library to be obligated to take a donation just because it was offered. Daryl and Emily suggested "may" be replaced by "has the authority to approve". Darren felt the project dollar value of \$10,000 was too high and would like it lowered back to \$5000. The policy with the above two changes is attached to the minutes as Appendix 4.</p> <p>MOTION 2019-028</p> <p>Daryl moved that the Policy 4041, Fund Raising, as presented with the two corrections be accepted by the Board. Emily seconded. All members voted in favour.</p> <p>The Board can now look at taking the next steps to create a Fundraising Committee. Item open.</p>	Carried
<p>7.4 Board MD Representative</p> <p>A letter has been send from the Board to the MD asking if the MD will provide a library representative. No answer yet. Item open.</p>	None
<p>8.0 New Business</p>	N/A
<p>8.1 Brochures from Library Conference</p> <p>Vicky had some brochures to the show the Board that she brought back from the conference last week. There were two on Financial Planning and she thought that hosting a seminar would fit will with the Plan of Service. There was one on furniture and suggested isolated pod chairs might be a good addition. There was an example of a promotional bookmark that</p>	None



Agenda Item and Discussion	Action
combined library advertising with an event notification. There was an example of custom design library cards with key chain tags as well. Item closed.	
9.0 Next Meeting Monday May 27, 2019 at 4:30 PM at the South Branch	None
10.0 Meeting Adjourned at 5:20 pm	N/A



STAFF REPORT

Title: Chief Administrative Officer's Monthly Report - May 2019

Meeting Date: June 11, 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.

Administration has attempted to schedule a follow-up strategic planning session however this workshops have been cancelled due to availability of Council. Administration will follow-up with some further dates to host the follow-up strategic planning session.

Previously, 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 – Administration has completed a number of tasks relating to the CLAWR, of which administration has provided briefing to Council.
 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 presented the review to Council at their May 21, 2019 Corporate Priorities Committee meeting. Administration will provide the formal response provided to 4 Wing Cold Lake during their June 11, 2019 regular meeting.
-
- Municipal Development Plan (MDP) - With the annexation being recently approved, the MDP has been funded in the 2019 budget. The City has awarded the contract to ILS Engineering of which administration is hosting a workshop to discuss the MDP with City Council on June 19, 2019.
 - Inter-Municipal Development Plan (IDP) - With the annexation being recently approved, the IDP has been funded in the 2019 budget. The City has awarded the contract to ILS Engineering of which administration is hosting a workshop to discuss the MDP with City Council on June 19, 2019.
 - 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

May 1	Mtg. RE Old Type 2 Development Agmts.
May 1	Monthly Executive/Mgmt. Team Mtg.
May 6	Weekly Mgmt. Team Mtg. CANC.
May 6-7	Vancouver Tour
May 8	Mtg. RE 4 Wing License Agmt.
May 8	Mtg. w/ Portage College
May 8	Mtg. RE Select Consulting Firm for MDP/IDP
May 9	Artificial Turf Field Ribbon Cutting Planning Discussion
May 9	Mtg. RE Select Consulting Firm for MDP/IDP
May 9	E-Mtg. RE Support Canadian Energy at the FCM Conference
May 10	Discussion Development Opportunity - Northern Lights Public Schools
May 10	Mtg. RE Shoreline Cabin Development
May 13	Weekly Mgmt. Team Mtg.
May 13	Mtg. RE Sponsorship Position Options
May 13	Discuss Social Program from Lethbridge w/ Kim Schmitz
May 13	Podcasting Mtg.
May 13	Osum Reps. to Provide Update Regarding Operations at Orion
May 14	Regular Council Mtg.
May 15	Mtg. w/ Mr. Ron White - WSJHL
May 15	VIP Press Conference for Moments in Space Time
May 16	Farewell to Jing
May 16	Mtg. RE Lakewood Subdivision
May 17	Mtg. w/ Dave Hansen MLA FOIP
May 17	Raise the Flag - National Public Works Week Kickoff
May 20	STAT HOLIDAY
May 20	Weekly Mgmt. Team Mtg. CANC.
May 21	Weekly Mgmt. Team Mtg. Rescheduled
May 21	Podcast Recording
May 21	Mtg. RE Cold Lake Wings
May 21	Corporate Priorities Committee Mtg.



May 22	Cold Lake Interagency Meet 'n Greet
May 22	RCMP Dinner Mtg. w/ Mayor & Council
May 23	Public Works Day Open House Kickoff
May 23	Special Council Mtg.
May 24	Pre-Hearing Mtg.
May 24	Mtg. w/ Steve Engman
May 24	New Hearing Submission Requirements - AER
May 24	Mtg. at Energy Centre
May 27	Weekly Mgmt. Team Mtg. ABSENT
May 27	CLRUSC Mtg. CANC.
May 27-29	CAMA Conference
May 28	Regular Council Mtg. CANC.
May 29-31	FCM Conference

Corporate Strategic Initiatives and Communications:

- Assisted with the hosting of EDAC conference, May 22
- Meetings with RABC - new director
- Completing Summer Program Guide & Preparing for Print
- Continue to work on Annual report with input from all departments
- Wayfinding signage program advancing
- Park Signage Replacement Program advancing
- June 4 meeting re: Economic Development and Aerospace
- Preparing sponsorship and advertising 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 - May 2019

Meeting Date: June 11, 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:	May
Contributors:	Linda Mortenson, Kristy Isert, Michele McIntosh, Aaron Larson, and Mark Boonk		
Submitted by:	Linda Mortenson, General Manager of Corporate Services		

General Manager's Meetings:

May	
6	Management mtg.
8	Risk Management Conference
9	Risk Management Conference
13	Management mtg.
13	eScribe mtg.
13	Sponsorship mtg.
14	Accountant interview
14	Council mtg.
15	Energy Centre Phase III mtg.
16	Meeting
16	eScribe conference call
17	Accountant interview
20	Management mtg.
21	Corporate Priorities Council mtg.
23	MGA webinar
24	ARB course
29	City Hall safety meeting
29	Corporate Priorities department mtg.
29	Corporate Priorities managers mtg.

Administration:

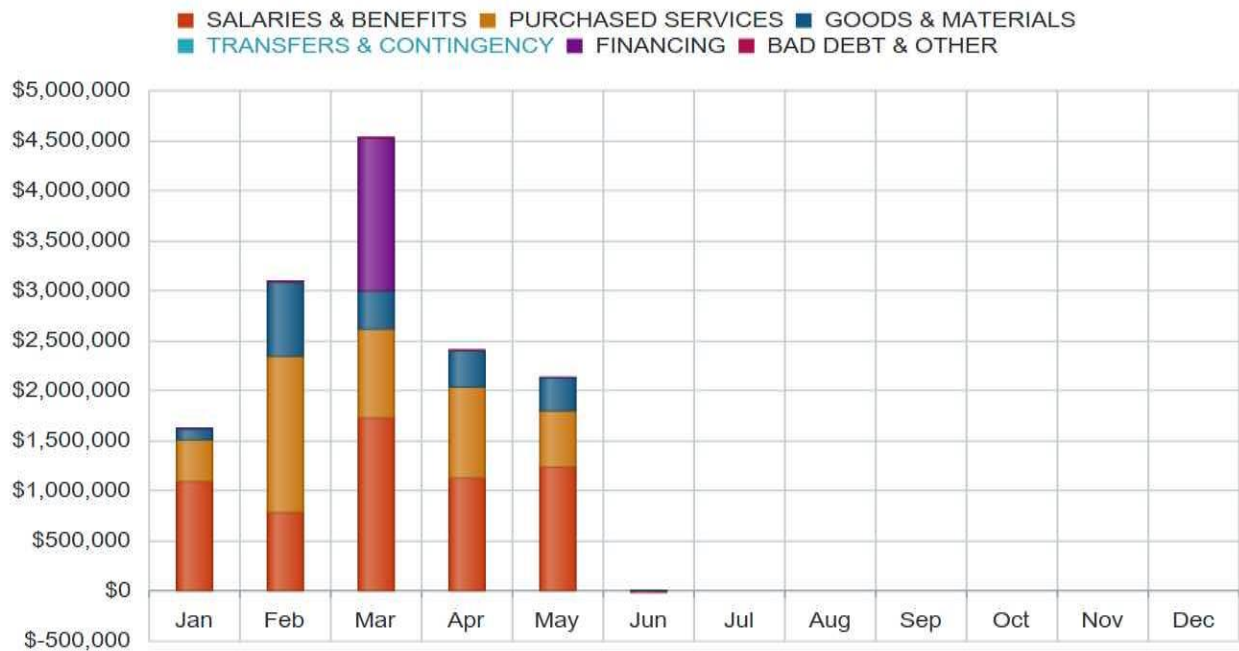
- Agenda preparation and minutes for meetings
- eScribe meetings and migration & implementation
- Schedule various meetings
- Create and update fillable forms, letters, and agreements
- Track returned mail
- Credit card reconciliation
- Various correspondence

Finance:

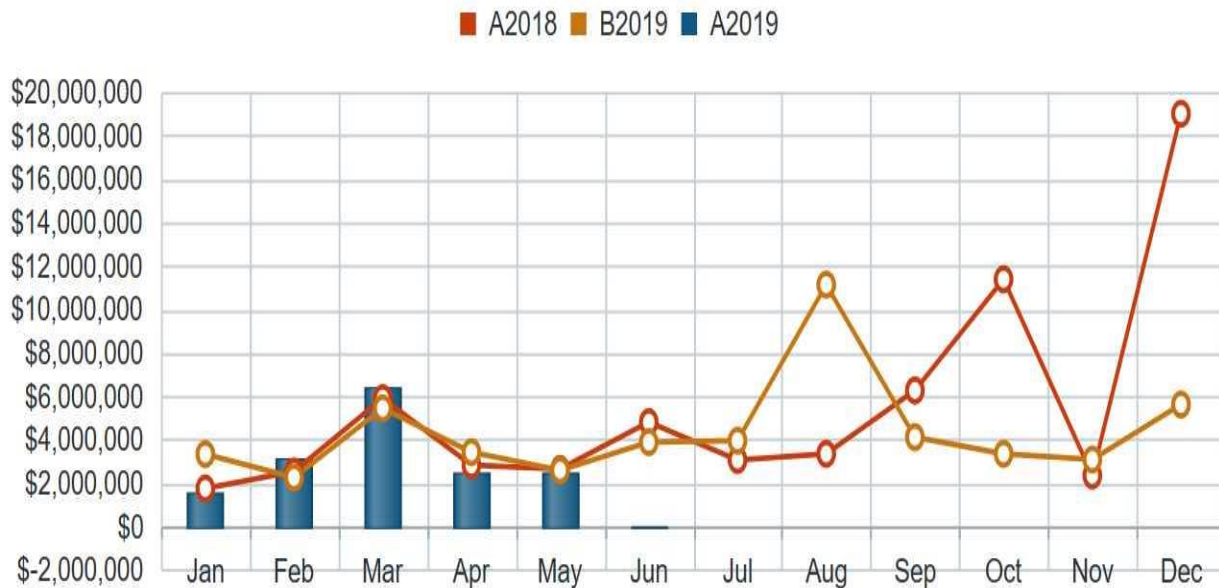
Year to Date Expense vs Budget (000's)



Expense by Object



Expense, Budget and Prior Year



Utilities

- 37 connects, 21 disconnects and 40 work orders
 - 2452 billed in Cold Lake North, 11 of these were estimated, 271 flat rate
 - 2342 billed in Cold Lake South, 28 of these were estimated, 38 flat rate

Receivable

- 158 Accounts Receivable invoices mailed out; 68 statements mailed out

Accounts Payable

- 931 Accounts Payable invoices processed, 547 Accounts Payable cheques printed

Property Taxes

- 48 tax certificates issued and 52 tax searches completed.
- 34 land title changes processed.
- Taxes receivable totalled \$43,838,494
 - Current tax outstanding - \$24,879,771
 - Tax arrears for one (1) year - \$2,716,263. These property owners were sent monthly statements regarding their accounts. (\$2,111,537 is related to the 4 Wing property)
 - Two (2) years' arrears - \$2,440,370. These arrears consist of 44 properties. These property owners were sent warning letter to inform them that their property will be placed on the arrears list on March 31, 2019. These properties were 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 - \$3,004,056. These arrears consist of 4 properties not on a tax agreement. 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 - \$10,798,034. This consists of 4 Wing and four properties 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

- April 2019 Bank and investment reconciliation and City Summary for Council
- General ledger reconciliation to CLASS, Perfect Mind and Golf Course software for April 2019.
- GST Return for April 2019 completed and filed.
- Variance reports were sent to department managers for all departments in the City.
- 2019 Property Tax Rates were presented and approved by Council.
- 2019 Property Tax Notices were prepared and mailed out. Property taxes are due on June 30, 2019.

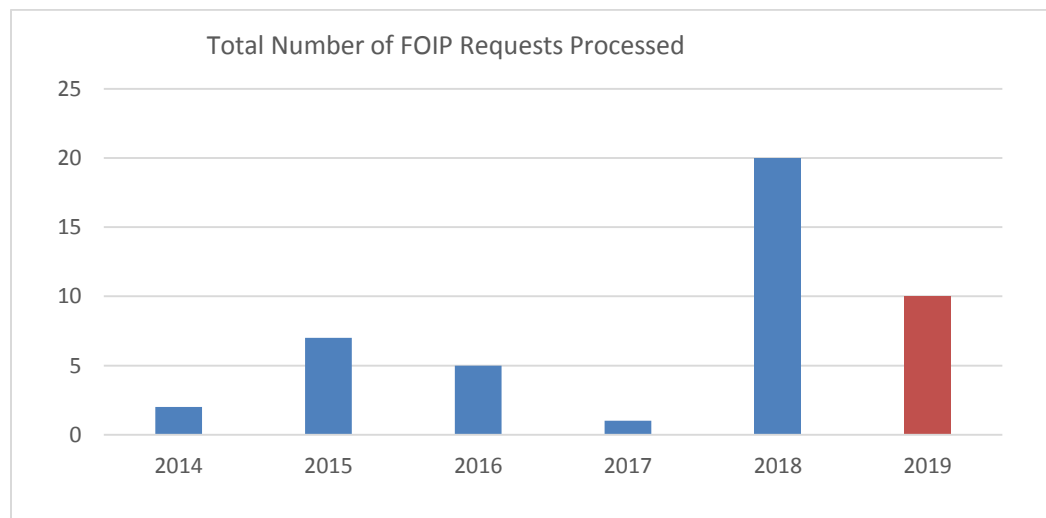
Currently Working on

- Preparing information for the Finance section of the Annual Report.
- Preparations for the Parent Link Audit.

Legislative:

- **Information Requests & FOIP**

- 1 new FOIP request received in May; 0 requests is still ongoing and 3 FOIP requests were 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 complete. Final migration of content has begun.
 - FCSS transition to SharePoint is complete.
 - Finance Department transition to SharePoint is almost complete. Final migration of content has begun.
 - Planning & Development transition to SharePoint is complete. Final migration of content has begun.
 - Infrastructure (Engineering Department) transition to SharePoint has begun, with prototype site developed and being tested.
 - **Ongoing Maintenance of “The Dock”:**
 - 11 Dock Help Request tickets addressed in May
 - 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 1,043 active agreements; 56 new agreements filed in May.
 - RUSC has 143 active agreements; 6 new agreements filed in May.
- **Appeals**
 - LARB and CARB appeals have been received. Administrative processing and scheduling of appeals is ongoing.
- **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 position)
- Roads Operator (1 Full-time position)
- Development Officer (1 Full-time position)
- Term Bylaw (1 Term position)

The following positions have been filled this month:

- Accountant (1 Full-time position)
- Meter Reader (11 month term)
- Facility Maintenance (3 month term)

Record of Employment:	3
Short Term Disability:	3
Long Term Disability:	3
Union Business:	3 Active Arbitration Files, 1 Human Rights Complaint, 1 FOIP Complaint
Workers Compensation (WCB):	1 – No lost time

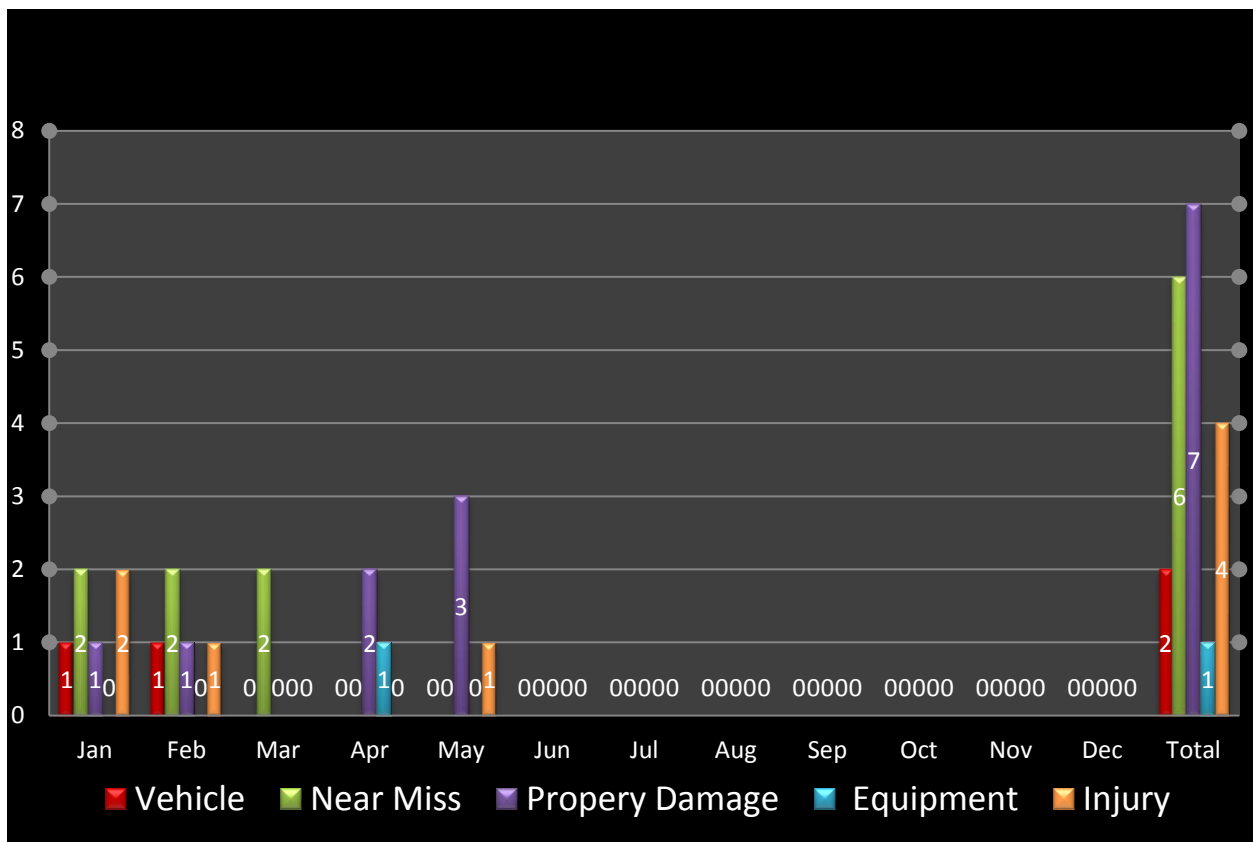
Currently working on:

- Updating safe-work practices
- Safety Recognition Program
- Staff Training Programs
- WHMIS training
- Revising/Updating CBA and Human Resource Policies
- Safety COR Certification

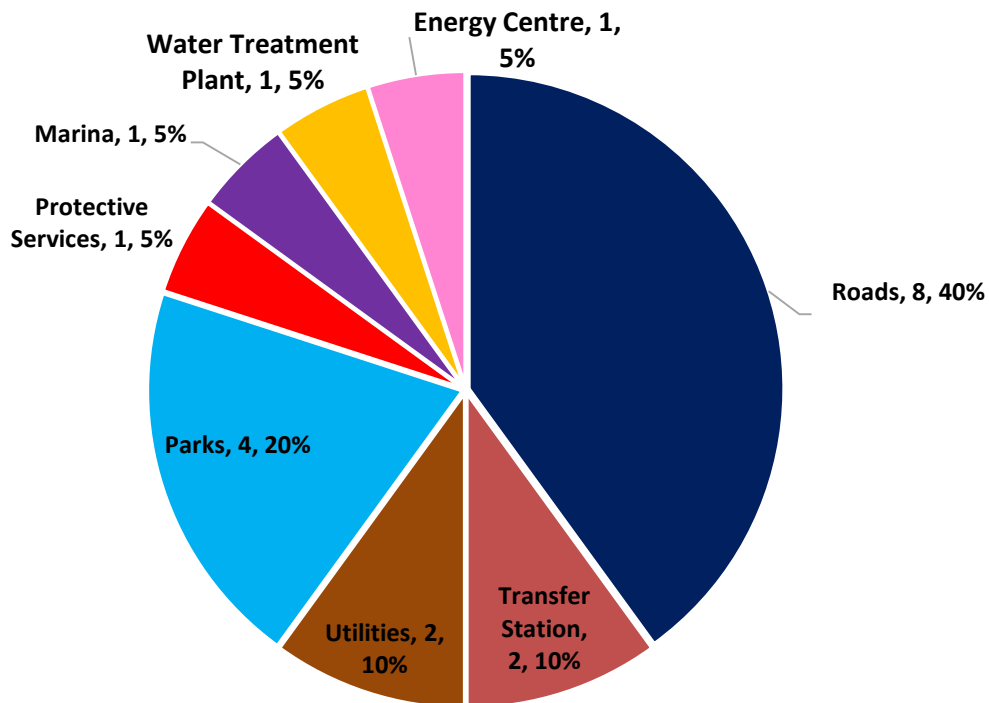
Safety:

Vehicle incidents to date: 2
 Property damage to date: 7
 Equipment damage to date: 1
 Injuries to date: 4
 Near Misses to date: 6
Total Incidents: 20

Incidents by type of loss:



Incidents by department:



Information Systems and Technology:

Number of tickets closed:	138
Number of tickets opened:	126
Number of tickets still open at end of Month:	118
Number of Surveillance Footage Request:	3
Backup Recovery's:	0
Virus Threats (Online)	17
Junk	46443
SPAM Email	3937
Phishing Emails	18
Inbound Viruses Caught (Email)	44
Spoofed emails	14

- **Application Updates:** Java
- **Application Installs:** Microsoft Team, Android Hazardous Materials App., Serenic, Arc Map.
- **Application Support:** SharePoint, Serenic, Android OS, Flight Skills, Flight Scope (Golf Course App), Report Exec, Outlook, Photoshop, Keyscan, Excel, SCADA PLC, Wellness Turnstile Gate Kicker, RTA, Perfect Mind, Collabware, Windows 10, ESET (Antivirus).
- **Server Support:** SharePoint.
- **Server Patches:** 44 Windows Servers, SQL, GIS.
- **Desktop Patches:** Windows, Anti-Virus.
- **Hardware Support:** Main Copier, VOIP Phone, Main Reception PC, Golf Pro Shop PC, Public Works Day (Projectors, Laptop)
- **Mobile Support:** Conference Apps for Fire Chiefs, and Mayor/Council.
- **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, SharePoint workflow issues.
- **Application Testing:**
- **Network:** WTP Alarm DSL Line (TELUS Line was cut at WTP), IPSAN to ESXi Host network connections re-configured.

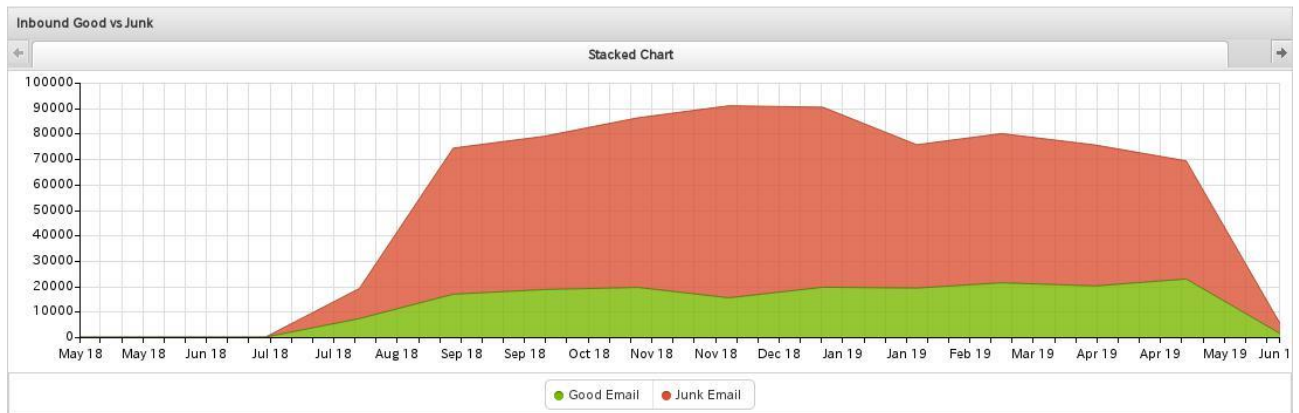
Noteworthy

- Repaired TELUS DSL/Phone lines cut due to construction at the WTP.
- Setup alternate SCADA email alerts to use the City network connection at the WTP.
- Purchased and tested an offline backup storage device to be used for Disaster Recovery.
- Continuing to switch mobile phones over to using Exchange Active Sync (Gmail or Outlook app).
- Changing SAN network configuration at City hall to be more efficient.
- Replaced stolen Waste Bins mobile device from a spare mobile phone.
- Swipe gates at the Marina repaired and operating for opening day.
- Pulling security camera footage for various incidences at City facilities.
- SharePoint Aggregates Issue Resolved.
- SharePoint bread crumb issue resolved.
- Paradigm, adding second scale at scale house planning and research (Licensing, Hardware, Deployment)
- Marina setup - Desktop/POS, Debit Machine, Printers, Fuel System App, Phone Line.

- WSUS (Windows Update Service) re-configuration planning and research.
- Desktop BIOS configuration set to wake on LAN for City PC.
- Grand Stand intrusion alarm install.
- New license plate cameras installed at scale house.



Monthly Inbound Good vs Junk

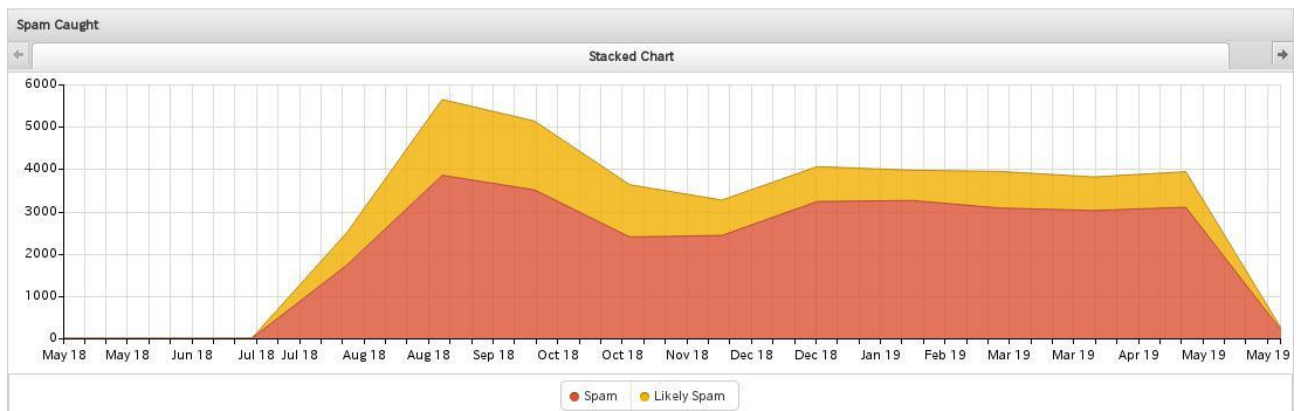


Time Span 05/03/2018 12:00 AM - 06/03/2019 08:44 PM

Email Security Version - 9.2.1.5025 (Hostname : emailsecurity)



Monthly Spam Caught

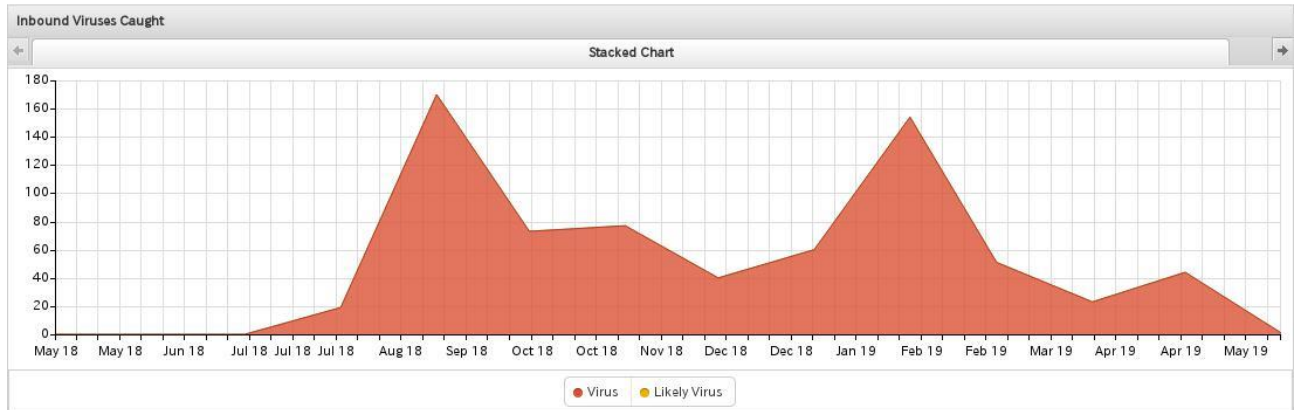


Time Span 05/03/2018 12:00 AM - 06/03/2019 09:01 PM

Email Security Version - 9.2.1.5025 (Hostname : emailsecurity)



Monthly Inbound Viruses Caught





STAFF REPORT

Title: Report to Chief Administrative Officer - Infrastructure Services - May 2019

Meeting Date: June 11, 2019

Executive Summary:

TRANSPORTATION SERVICES

Road Maintenance:

- Sign fixing/replacement; ongoing.
- Lane maintenance; ongoing.
- Street sweeping; ongoing.
- Potholes patching; ongoing.
 - Daily inspections as per the online pothole reporting application.
- Dust Control; complete.
- Highway line painting; complete.
- Assisted contractors and other departments as required.
- Participated in National Public Works Week events.

Fleet Maintenance and Procurement:

- Work Orders for Fleet Maintenance:
 - Mechanics – completed 74 work orders for various departments.
 - Operators – completed 2 work orders for various departments.
 - Contracted Services - 24 work orders were contracted out for various departments.
 - Outstanding - 64 work orders are outstanding for various departments.
- Fuel Consumption:
 - 12,024 liters of gas was dispensed into fleet vehicles for the various departments over 151 transactions.
 - 21,014 liters of diesel was dispensed into fleet vehicles for the various departments over 168 transactions.
- Procurement:
 - Received a new 2018 Chevy Silverado LS 150 as per the 2018 Capital Budget for the Community Peace Officers.
 - Received a new Kubota Utility Task Vehicle and snow blower attachment as per the 2019 Budget for the Parks Department.



- Participated in National Public Works Week events.

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.
- Participated in National Public Works Week events.

Facility Maintenance:

- Responded to 27 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.
 - Fleetwood Construction Ltd. - patch and paint North Arena ceilings; ongoing.
 - Value Master Homes - 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.
- Bailing cardboard that is collected at the Waste Management Facility; ongoing.
- Metal recycling; ongoing.
- 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.
- Compost Days – May1 - 31, 2019
 - 143 tonnes of compost was given out to approx. 900 customers.
- 11 of 20 Hyd-a-way bins have been received for the future recycling depots; remaining bins anticipated to arrive in June.
- Participated in National Public Works Week events including but not limited to:
 - Visiting 3 local schools to conduct a recycling presentation.
 - Toxic Round Up

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.
- Hydrant flushing program; ongoing.
- Participated in National Public Works Week events.

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.
- Participated in National Public Works Week events.



ENGINEERING SERVICES

- Capital Projects - See attached Capital Project Summary
- Participated in National Public Works Week events.

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; ongoing.
- Cityworks maintenance and troubleshooting; ongoing.
- Participated in National Public Works Week events:
 - Prepared presentation on Orthophotography for the Public Works Open House.

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	100	This project has been awarded to AECOM. Drawings have been completed and will be posted for tender the week of June 3 2019.
			Construction	0	
2	2019	Annual Lane Construction Program	Design	100	This project has been awarded to SE Design. Drawings are complete.
			Construction	0	This project has been awarded to Urlacher construction.
3	2019	Street Lighting Enhancement Program	Design	0	The proposal for 16 th Avenue has been approved, currently waiting on two other proposals from ATCO to confirm the other areas to be completed.
			Construction	0	
5	2019	Annual Trail/Sidewalk Connectivity Program	Design	0	
			Construction	0	
6	2019	Traffic Safety Program Fund	Design	0	All proposals have been received, reviewed and approved. Waiting on schedules from ATCO Electric as to when the work will start.
			Construction	0	
7	2019	Material Recycling Facility	Design	95	Proposals received on February 5. NOVA Mechanical and Construction is awarded this project.
			Construction	0	Construction completion date of June 30 2019 Metal structure was delivered May 20 2019. Foundation and site grading construction to commence on June 3 2019 12 of the 20 recycling bins ordered have arrived and the remaining bins will be delivered in early June. The new conveyor system and sort line is currently under construction and will be delivered to site once the building is ready.
8	2019	Building 10 Fire Pump Replacement	Design	0	Project has been awarded to BAR Engineering, the consultant is to send in the PSA for signing prior to the start-up meeting.
			Construction	0	

No	Yr.	DESCRIPTION	ACTIVITY	% COMPLETE	COMMENTS
9	2019	Grand Centre Memorial Cemetery	Design	90	Project has been awarded to LEEs and Associates, the Issue for Tender drawings have been completed and are currently out for Tender, which closes on June 7 th , 2019.
			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	50	Project has been awarded to AECOM, they have started the design and specifications.
12	2019	Lakeshore Drive Infrastructure Improvements	Design	0	RFP has been created and has gone through its first review, final document will be completed and posted on APC in the near future.
			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 2019 Start date of June 10
2	2018	2018 Annual Lane Rehabilitation	Design	100	Engineering has been awarded to SE Design.

No	Yr.	DESCRIPTION	ACTIVITY	% COMPLETE	COMMENTS
			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. Construction Start Up meeting June 3, 2019
4	2018	Imperial Park/Energy Centre South Access Enhancements and Parking Lot Improvements	Design	100	Engineering has been awarded to SE Design. Final alignment has been decided and detailed drawings are completed. Project to be tendered on January 29 2019 and tender closed on February 12 2019.
			Construction	10	Urlacher Construction has been awarded this project. Construction started on May 15 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	95	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 has been retendered and will close on June 6 th , 2019 at 2:00 PM
			Construction	0	
1	2017	2017 Street Improvement Program	Design	100	This project has been awarded to AECOM.

No	Yr.	DESCRIPTION	ACTIVITY	% COMPLETE	COMMENTS
			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) 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 July 31, 2019 to allow storm tie in and no disruption to the school
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		Design	100	Project was awarded to Stantec.

No	Yr.	DESCRIPTION	ACTIVITY	% COMPLETE	COMMENTS
		49 Street Parking Lane Enhancements	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)
			Construction	98	Project was awarded to E Construction. E Construction has completed all asphalt under the 2016 Service Roads. CCC completed. E Construction will be in to rectify the deficiencies noted within the CCC inspection after school has closed for the summer.
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 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.
5	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.

No	Yr.	DESCRIPTION	ACTIVITY	% COMPLETE	COMMENTS
6	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	10	Tender closed on April 29 2019 and has been awarded to MPS Group. Existing arch has been removed and work has started on the structure. Substantial completion date of June 27 2019. Completion date of July 8 2019.
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 complete the land transfer and registration at Land Titles. Revised Joint Party Agreement prepared for execution. Two of the parties have withdrawn from entering into the revised agreement
			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.

No	Yr.	DESCRIPTION	ACTIVITY	% COMPLETE	COMMENTS
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 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.

No	Yr.	DESCRIPTION	ACTIVITY	% COMPLETE	COMMENTS
			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.
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 - May 2019

Meeting Date: June 11, 2019

Executive Summary:

The attached report provides comparative statistics of the building and development activities, during 2016, 2017, 2018 and up to the current month of May 2019, within the Planning and Development department.

Background:

The comparative statistical report to the end of May 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 MAY 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 MAY 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	\$ 810,000.00	3
Reno. Residential	\$ 69,900.00	4
Multi-Family Residential		
Commercial		
Commercial Renovation	\$ 1,000.00	1
Accessory Buildings		
Secondary Suites		
Industrial		
Institutional		
Demolition	\$ 4,900.00	3
Other (Decks/Signs, etc.)	\$ 500.00	1
Total	\$ 886,300.00	12

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 MAY 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 MAY 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

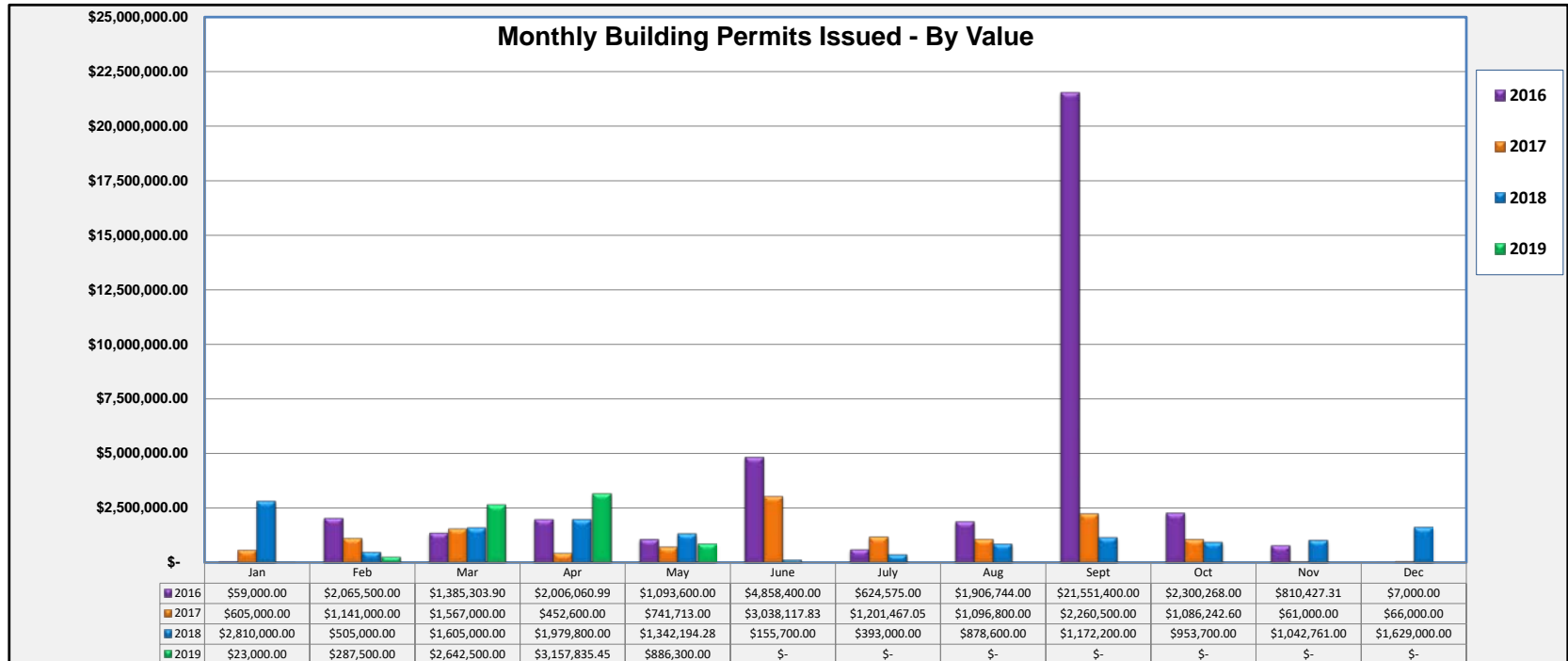
2016 Total \$ 38,668,279.20 157

2017 Total \$ 13,317,440.48 125

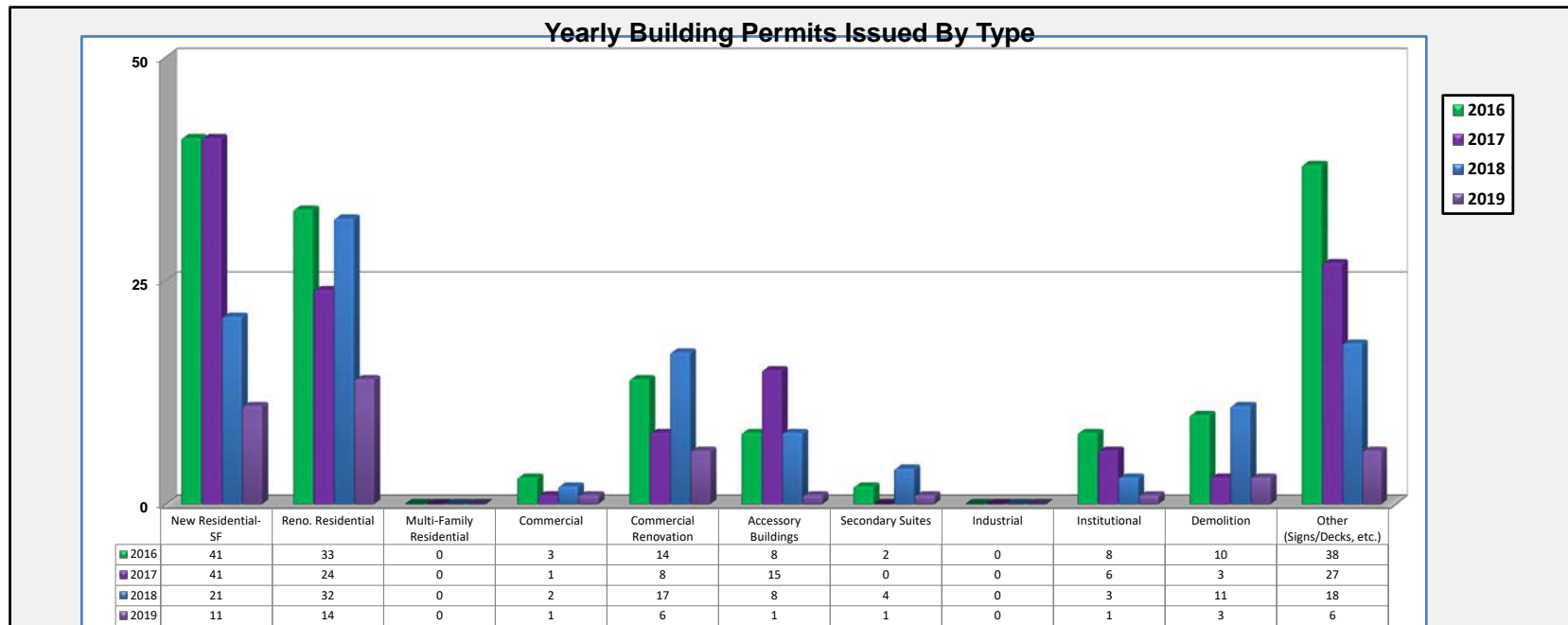
2018 Total \$ 14,466,955.28 116

2019 Total \$ 6,997,135.45 44

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	\$ 886,300.00
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	\$ 6,997,135.45



Data Summary - Building Permits by Type of Permit Issued				
PERMIT TYPE	2016	2017	2018	2019
New Residential-SF	41	41	21	11
Reno. Residential	33	24	32	14
Multi-Family Residential	0	0	0	0
Commercial	3	1	2	1
Commercial Renovation	14	8	17	6
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	3
Other (Signs/Decks, etc.)	38	27	18	6
Total	157	125	116	44



**Development Permit Stats Comparison
2016 - 2019**

Report ending MAY 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 MAY 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	\$600.00	6
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	\$400.00	4
Accessory Buildings	\$100.00	1	Accessory Buildings	\$100.00	1	Accessory Buildings	\$100.00	1	Accessory Buildings	\$250.00	3
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.)	\$275.00	5
Total	\$1,825.00	22	Total	\$1,450.00	17	Total	\$1,275.00	13	Total	\$1,525.00	18
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 MAY 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**

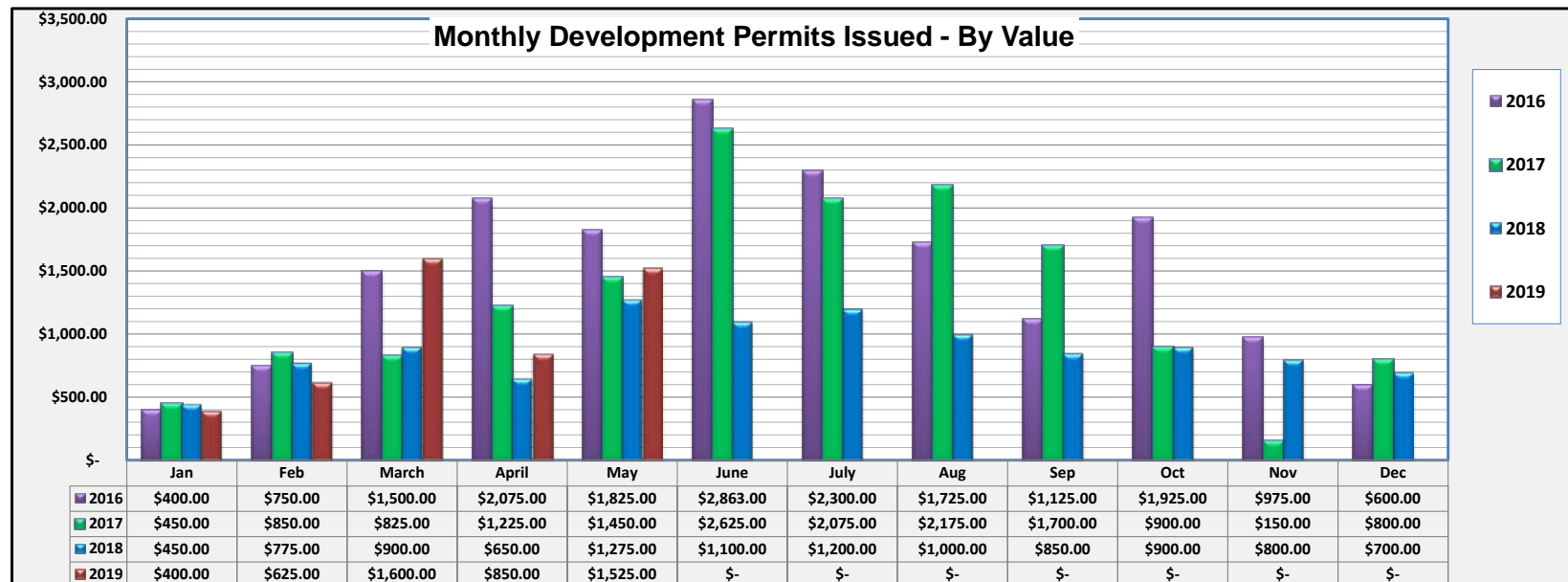
Report ending MAY 2019

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	\$5,000.00	57

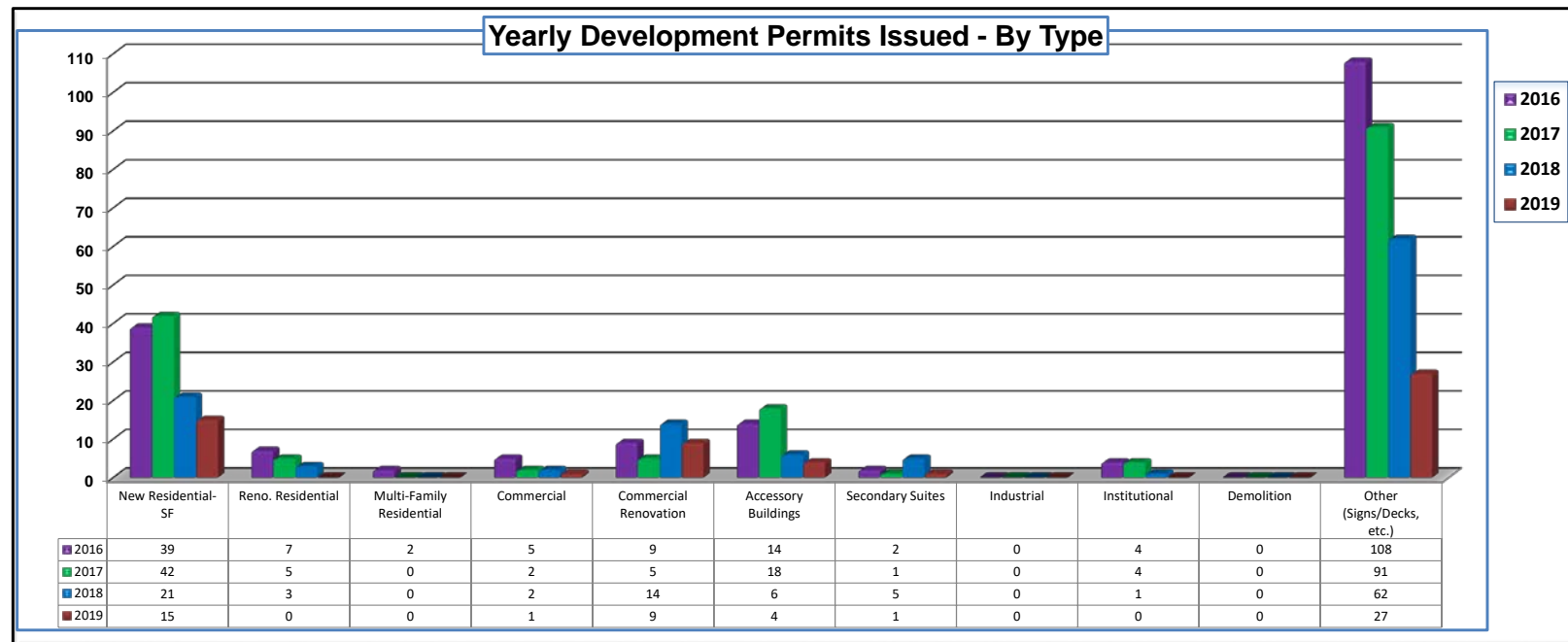
Development Permit Stats Comparison
2016 - 2019

Report ending MAY 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	\$ 1,525.00
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	\$ 5,000.00



Data Summary - Yearly Development Permit Type by Count as of Report Date				
	2016	2017	2018	2019
New Residential-SF	39	42	21	15
Reno. Residential	7	5	3	0
Multi-Family Residential	2	0	0	0
Commercial	5	2	2	1
Commercial Renovation	9	5	14	9
Accessory Buildings	14	18	6	4
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	27
Total	190	168	114	57





STAFF REPORT

Title: Report to Chief Administrative Officer - Community Services - May 2019

Meeting Date: June 11, 2019

Executive Summary:

This report provides a summary of the activities within the Community Services functional areas for the month of May 2019.

Background:

PROTECTIVE SERVICES DEPARTMENT

Cold Lake Fire Rescue Highlights

Fire Calls – 32 in total

During the month of May there were thirty-two (32) fire calls that Cold Lake Fire-Rescue (CLFR) responded to. CLFR responded to one (1) structure fire in the City of Cold Lake. The call came in as a report of smoke and flame on a deck. When fire crews arrived the fire had been knocked down by a passerby. Fire crews were able to isolate the burnt area, extinguish the still burning material and minimize the extent of the damage to some siding and a small area of the deck. The fire was deemed non-suspicious and caused from cigarette butts in a plastic container on a deck igniting and then starting the siding on fire. CLFR responded to two (2) vehicle fires both deemed suspicious. The first vehicle fire was a fully involved vehicle and a total loss and the second was some garbage being lit on fire in the back of a pickup truck. CLFR responded to five (5) motor vehicle collisions (mvc) during the month with none requiring extrication, and all requiring varying degrees of scene safety, traffic control, patient care, packaging and removal. One was quad rollover, one was a rear-end collision, one was an offset frontal collision, one was a vehicle versus building collision and one was a motorcycle incident. Of the ten (10) alarm calls CLFR attended, all were deemed to be false alarms. Eight of the alarms were residential fire alarms and two were commercial & institutional fire alarms. The fire alarms which were activated included: six from cooking smoke, one where nothing was found, one due to renovation work, one from system maintenance and one from a pull station being pulled accidentally by a young child but no fire. CLFR responded to eight (8) wildland fires which were mostly grass/brush fires with two of them being long duration fires in the MD of Bonnyville where both fire stations were toned out to ensure the fires were extinguished quickly and the public and their property was protected. Finally, CLFR responded to six (6) public/agency assistance calls which included: three calls for support for Cold Lake Ambulance Society (CLAS) for two lift assists and a breathing/cardiac problem and three calls to investigate fire pits where two were compliant and one was not.



During the month CLFR responded sixteen (16) times within City limits and fourteen (14) times in the MD of Bonnyville and two (2) times into Saskatchewan. Evening responses [1600-2400] (19) were the highest response times at 59.38% followed by daytime response [0800-1600] (12) at 37.50% and overnight response [0000-0800] (1) being at 3.13%.

Accomplishments and Events

- Fire Inspections. New pony wall at Cold Lake Brewing & Distillery Co – May 3rd and Kids Time Out in Cold Lake North – May 27th. Lock boxes placed on 2 more locations.
- Three (3) CLFR members attend Block 3 Incident Management Team (IMT) Training in Lloydminster made possible through provincial grant. 16 NE Alberta attendees including 3 from COCL. Final Block training in three block delivery – May 7th – 8th.
- CLFR apparatus inspection, NDT & load testing – 75' Aerial unit 'Ladder 2' – May 10th.
- CLFR delivered lesson on Fire Safety for Home Alone Course – May 11th.
- Vendor Visit → Wholesale Fire & Rescue (WFR) – May 15th.
- CLFR supported Safety Day for Cold Lake Agricultural Society at Agriplex – May 15th.
- Station Tours – Home schooling group – May 15th, school tour – May 16th, two preschool tours for Holy Cross School – May 22nd, kindergarten/grade1 – May 31st.
- Hearts for Healthcare Fire Chief for a Day. Winner got tour & lunch – May 23rd.
- Three (3) CLFR members attended Alberta Fire Training Officers Association (AFTOA) training. Nozzle Forward in Olds and Fire Dynamics in Red Deer – May 23rd – 25th.
- Three (3) CLFR members attended Alberta Fire Chiefs Conference – May 26th – 29th.

RCMP Highlights

The RCMP Statistical report for the period ending May 2019, is attached.

Municipal Enforcement Highlights

Items of Interest

- Municipal Enforcement assisted with traffic control during the annual Run for Ronald.
- Municipal Enforcement participated in a Peace Officer, Meet and Greet at the Cold Lake FCSS Parent Link Centre.
- Municipal Enforcement provided bicycle and pedestrian safety presentations to Grade One classes that attended the AG Society Progressive Day.



- Municipal Enforcement attended Cold Lake Elementary for a volunteer appreciation recognition event.
- Municipal Enforcement conducted several initiatives throughout the May long weekend.
- Municipal Enforcement participated and attended the RCMP Mug With a Member event at the local RCMP detachment.
- Municipal Enforcement attended the annual raising of the flag for Public Works Week.
- Municipal Enforcement attended the RCMP and Victim Services Court House, Open House event.

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 their 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 participated in two Joint Enforcement Operation with local law enforcement partners. Two events consisted of a Stopcheck and speed enforcement initiative with the 4 Wing Military Police and the other a speed operation with the RCMP. The Stopcheck included vehicle equipment regulations and document inspection resulting in roughly sixty vehicle checked and various traffic safety violations addressed. In addition, initiatives are conducted in the following zones include: 1st Avenue by Kinosoo 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 eighty-five traffic initiatives in May.
- During the May long weekend Peace Officers conducted various patrols and initiatives. Events included: 40 Avenue 50 Street, speed and distracted driving initiative, 41 Street 50 Avenue, speed initiative, 49 Street 54 Avenue, stop sign, intersection safety and vehicle equipment regulations, 59 Street Veterans Drive, speed initiative for traffic going onto the base, 60 Street 52 Avenue, playground speed and stop sign initiative, 75 Avenue Highway 28, speed initiative, 16 Street 16 Avenue, speed and distracted driving initiative, 1 Avenue English Bay Road, speed, distracted driving and vehicle equipment regulation initiative, 12 Street 8 Avenue, speed north and south bound,



distracted driving and vehicle equipment regulation initiative, 1 Avenue 16 Street, stop sign, speed, distracted driving, 26 Street English Bay Road, speed, vehicle equipment regulation initiative

- Facility and Park patrols consisted of, patrols at the Cold Lake Energy Centre and Imperial Park during the Fred Penner concert, foot patrol at Kinsoo Beach and the MD Campground patrolled and Fire Ban information pamphlets distributed.
- Municipal Enforcement assisted with traffic control during the annual Run for Ronald. The attending Peace Officers ensured pedestrian safety was maintained during the charity run.
- Municipal Enforcement participated in a Peace Officer, Meet and Greet at the Cold Lake FCSS Parent Link Centre. The attending Peace Officer provided demonstrations of enforcement and safety equipment. Attendees were able to liaise with a Peace Officer and obtain public safety information for both parents and children. That event was a success.
- Municipal Enforcement provided bicycle and pedestrian safety presentations to Grade One classes that attended the AG Society Progressive Day. The ten minute presentations made for a very positive interaction between Peace Officers and Cold Lake youth. A coloring contest was distributed throughout the event. In addition to the fun events Peace Officers provided demonstrations of tools devices, equipment and vehicles used by officers on a daily basis. One hundred and fifty-five students attended the days event.
- Municipal Enforcement attended Cold Lake Elementary for a volunteer appreciation recognition event. During the event several other agencies and individuals were acknowledged for their volunteer efforts and commitment to the schools children and staff.
- Municipal Enforcement participated and attended the RCMP, Mug with the Members event at the local RCMP detachment. The attending Peace Officer was able to liaise with community members and partners, while attending the acknowledgement presentation of a Good Samaritan.
- Municipal Enforcement attended the annual raising of the flag for Public Works Week. During the event the attending Peace Officer and RCMP member took the opportunity to meet with various attendees, while showing support for all the hard work and outstanding service that the City of Cold Lake, Public Works department provides on a regular basis.
- Municipal Enforcement attended the RCMP and Victim Services Court House, Open House event. The event provided an in-depth look at the services and procedures of the Alberta Courts process.

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.
- CAMS system set to be switched over on a separate server. IST is currently working with Aware360 technical staff.
- 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. One officer was fitted and measurements obtained for a new issued ballistic vest. Currently researching for trauma plates for ballistic vests.
- 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. Latest hired Peace Officer has been recently fitted accordingly.
- Two DSD Radar Signs added as additional tools to assist with awareness regarding traffic safety. Program to be worked on, signs to be deployed.
- Six new duty phones issued at this time.
- New patrol vehicle has arrived still requires updates and additional interior and emergency equipment.

Energy Centre (School Year Start) September 2018

- Patrols of the facility and surrounding premises include 757 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.
- Municipal Enforcement Coloring contest was initiated during the AG Society Progressive Day. Contest to end on June 5th, 2019.
- 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 to conduct course completion in self-paced manner.
- Modules have been provided by CTOMS. Officers to complete training in a self-paced manner.
- Three Peace Officers participated in the WILDNorth information and learning session regarding awareness and handling of wild animals found in distress.
- Two Peace Officers attended a Crowd Awareness training session along with other Peace Officer agencies in Lac La Biche.

Staffing

- Municipal Enforcement currently has five uniformed Community Peace Officers serving within the department.
- One Officer that was awaiting his Peace Officer appointment received proper designation during the month of May.
- The Term Bylaw Officer position was posted and closed on February 26th, 2019. Interviews to follow.

Statistics

- Municipal Enforcement initiated 657 events which resulted in 125 calls for service incidents, which had been tended to by frontline officers.
- Provincial and bylaw related actioned, matters consisted of 125 casefiles. Actioned provincial and bylaw enforcement matters consisted of 48 citations.
- Municipal Enforcement conducted 38 traffic stops resulting in 42 citations being issued including provincial offences, municipal bylaws and contacts which resulted in warnings.
- Concluding the month with 824 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: 169 Hr 39 Min

Group Total Man Hours Backup Officer; 0 Hr 44 Min

Group Total Man Hours: 170 Hr 23 Min

Total Events: 657

FAMILY COMMUNITY SOCIAL SERVICES DEPARTMENT

FCSS and Parent Link Highlights



The FCSS and Parent Link Centre statistical report, for the period ending May 2019, is attached.

RECREATIONAL DEPARTMENT

Recreation and Parks Highlights

The Recreation statistical report for the period ending May 2019, is attached.

Alternatives:

Recommended Action:

Type the recommendation here

Budget Implications (Yes or No):

No

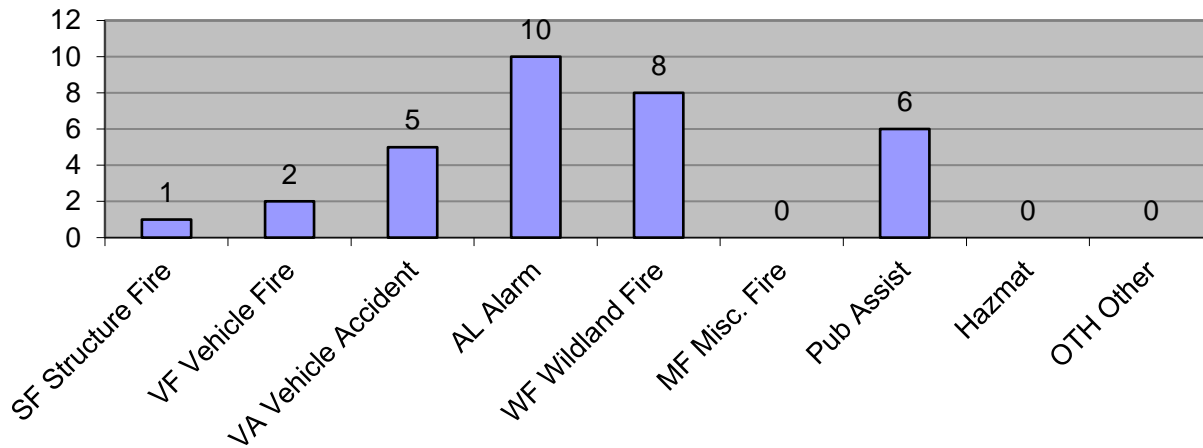
Submitted by:

Kevin Nagoya, Chief Administrative Officer

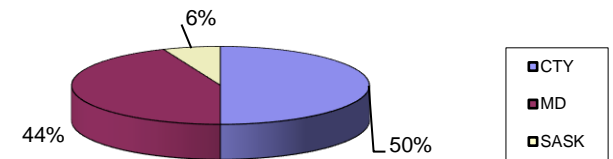
May 2019 Fire Responses

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
May 2019	32	1	2	5	10	8	0	6	0	0	16	14	2
<i>2019 Totals</i>	<i>119</i>	<i>5</i>	<i>9</i>	<i>24</i>	<i>47</i>	<i>16</i>	<i>4</i>	<i>14</i>	<i>0</i>	<i>0</i>	<i>73</i>	<i>44</i>	<i>2</i>

May 2019 - Incidents by Type



May 2019 - Incidents by Location



May-19

Totals

- 1 Structure Fire (1-City) [House siding/deck - cigarette but can]
 - 2 Vehicle Fire (1-City,1-MD) [2-Automobile,2-suspicious]
 - 5 Vehicle Accident (3-MD,2-Sask) [3-Automobile,1-Quad,1-Motorcycle]
 - 10 Alarm (10-City) [8-Residential & 2-Commercial/Institutional fire detectors]
 - 8 Wildland Fire (1-City,7-MD) [Grass, Brush]
 - 0 Misc. Fire
 - 0 Hazmat
 - 6 Oth/Pub Assist (3-City,3-MD)[CLAS Assist x3,fire pits x3]
- 32**
- (13 Calls for Station #3, 17 Calls for Station #4, 2 calls with both)
(16-City Calls, 14-MD Calls, 2-Sask Calls)

May-18

Totals

- 1 Structure Fire (1-City) [Attic space above bathroom fan]
 - 0 Vehicle Fire
 - 5 Vehicle Accident (2-City,3-MD) [5-Automobile]
 - 12 Alarm (12-City) [5-Residential & 7-Commercial/Institutional fire detectors]
 - 8 Wildland Fire (8-MD) [Grass, Brush]
 - 1 Misc. Fire (1-City) [Rubbish Fire, CL Transfer Station]
 - 0 Hazmat
 - 8 Oth/Pub Assist(3-City,5-MD)[smokex5,firex1,powerline,playground resq]
- 35**
- (14 Calls for Station #3, 17 Calls for Station #4, 4 calls with both)
(19-City Calls, 16-MD Calls, 0-Sask Calls)

**** At the end of May 2019 Cold Lake Fire-Rescue has responded to 119 calls as compared to 117 calls at the end of May 2018 ****

Cold Lake Municipal Detachment
Statistical Comparison of May and Year to Date
Year 2018 - 2019

June-03-19

CATEGORY	2018		2019		% Change	
	May/18	YTD	May/19	YTD	May	YTD
Homicide	0	0	0	0	0.0%	0.0%
Offences Related to Death	0	2	0	0	0.0%	-100.0%
Robbery	0	6	0	9	0.0%	50.0%
Sexual Assaults	0	7	1	5	100.0%	-28.6%
Other Sexual Offences	1	1	1	1	0.0%	0.0%
Assault	21	103	27	90	28.6%	-12.6%
Kidnapping/Hostage/Abduction	0	5	0	3	0.0%	-40.0%
Extortion	0	1	0	1	0.0%	0.0%
Criminal Harassment	6	28	5	27	-16.7%	-3.6%
Uttering Threats	7	32	10	31	42.9%	-3.1%
Other Persons	0	0	0	0	0.0%	0.0%
TOTAL PERSONS	35	185	44	167	25.7%	-9.7%
Break & Enter	13	34	10	68	-23.1%	100.0%
Theft of Motor Vehicle	5	37	12	49	140.0%	32.4%
Theft Over	1	8	1	8	0.0%	0.0%
Theft Under	28	125	33	124	17.9%	-0.8%
Possn Stn Goods	5	19	6	26	20.0%	36.8%
Fraud	12	38	17	57	41.7%	50.0%
Arson	0	0	0	1	0.0%	100.0%
Mischief To Property	54	207	106	375	96.3%	81.2%
TOTAL PROPERTY	118	468	185	708	56.8%	51.3%
Offensive Weapons	1	9	4	9	300.0%	0.0%
Public Order	0	0	0	1	0.0%	100.0%
OTHER CRIMINAL CODE	42	274	64	290	52.4%	5.8%
TOTAL OTHER CRIMINAL CODE	43	283	68	300	58.1%	6.0%
TOTAL CRIMINAL CODE	196	936	297	1175	51.5%	25.5%
Drug Enforcement - Production	0	0	0	0	0.0%	0.0%
Drug Enforcement - Possession	1	8	1	10	0.0%	25.0%
Drug Enforcement - Trafficking	2	15	2	7	0.0%	-53.3%
Drug Enforcement - Other	0	0	0	1	0.0%	100.0%
Total Drugs	3	23	3	18	0.0%	-21.7%
Federal - General	0	2	1	5	100.0%	150.0%
TOTAL FEDERAL	3	25	4	23	33.3%	-8.0%
Liquor Act	3	27	5	31	66.7%	14.8%
Other Provincial Stats	24	112	21	101	-12.5%	-9.8%
Total Provincial Stats	27	139	26	132	-3.7%	-5.0%
Municipal By-laws Traffic	3	4	2	5	-33.3%	25.0%
Municipal By-laws	14	38	13	34	-7.1%	-10.5%
Total Municipal	17	42	15	39	-11.8%	-7.1%
Fatals	0	0	0	0	0.0%	0.0%
Injury MVAS	0	4	0	1	0.0%	-75.0%
Property Damage MVAS (Reportable)	21	87	17	103	-19.0%	18.4%
Property Damage MVAS (Non Reportable)	1	11	1	13	0.0%	18.2%
TOTAL MVAS	22	102	18	117	-18.2%	14.7%
Provincial Traffic	44	270	48	251	9.1%	-7.0%
Other Traffic	3	3	2	3	-33.3%	0.0%
Criminal Code Traffic	9	47	0	3	-100.0%	-93.6%
Common Police Activities						
False Alarms	46	194	16	98	-65.2%	-49.5%
False/Abandoned 911 Call	30	163	46	235	53.3%	44.2%
Prisoners Held	15	76	14	73	-6.7%	-3.9%
Written Traffic Warnings	11	39	0	17	-100.0%	-56.4%
Persons Reported Missing	4	18	1	19	-75.0%	5.6%
Request to Locate	5	25	6	37	20.0%	48.0%
Abandoned Vehicles	3	19	11	37	266.7%	94.7%
VSU Accepted/Declined	29	193	15	155	-48.3%	-19.7%

Cold Lake Municipal Detachment
Statistical Comparison of May and Year to Date
Year 2018 - 2019

CATEGORY TOTALS	May-18	May-19	% Change
CRIMINAL CODE PERSONS	35	44	25.7%
CRIMINAL CODE PROPERTY	118	185	56.8%
CRIMINAL CODE OTHER	43	68	58.1%
TOTAL CRIMINAL CODE	196	297	51.5%

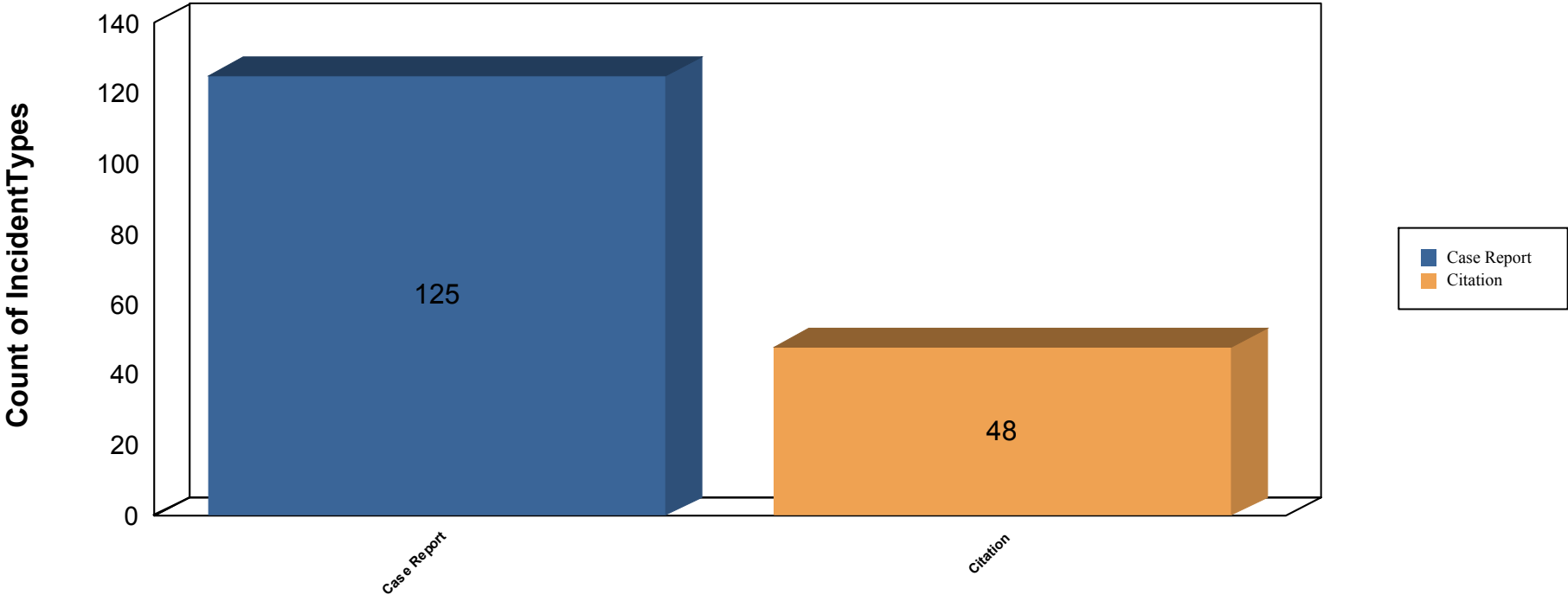
CATEGORY TOTALS	2018 - YTD	2019 - YTD	% Change
CRIMINAL CODE PERSONS	185	167	-9.7%
CRIMINAL CODE PROPERTY	468	708	51.3%
CRIMINAL CODE OTHER	283	300	6.0%
TOTAL CRIMINAL CODE	936	1175	25.5%

CLEARANCE RATES	May-18	May-19
CRIMINAL CODE PERSONS	69%	50%
CRIMINAL CODE PROPERTY	42%	29%
CRIMINAL CODE OTHER	67%	59%
TOTAL CRIMINAL CODE	52%	39%

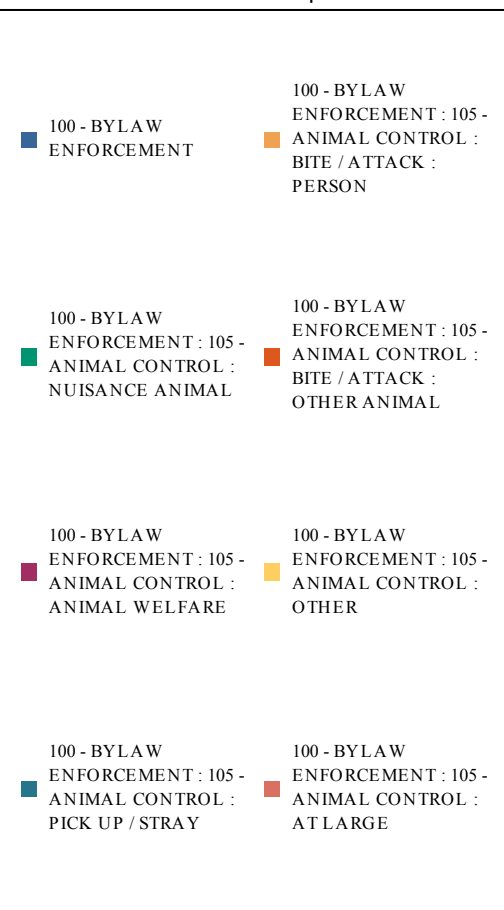
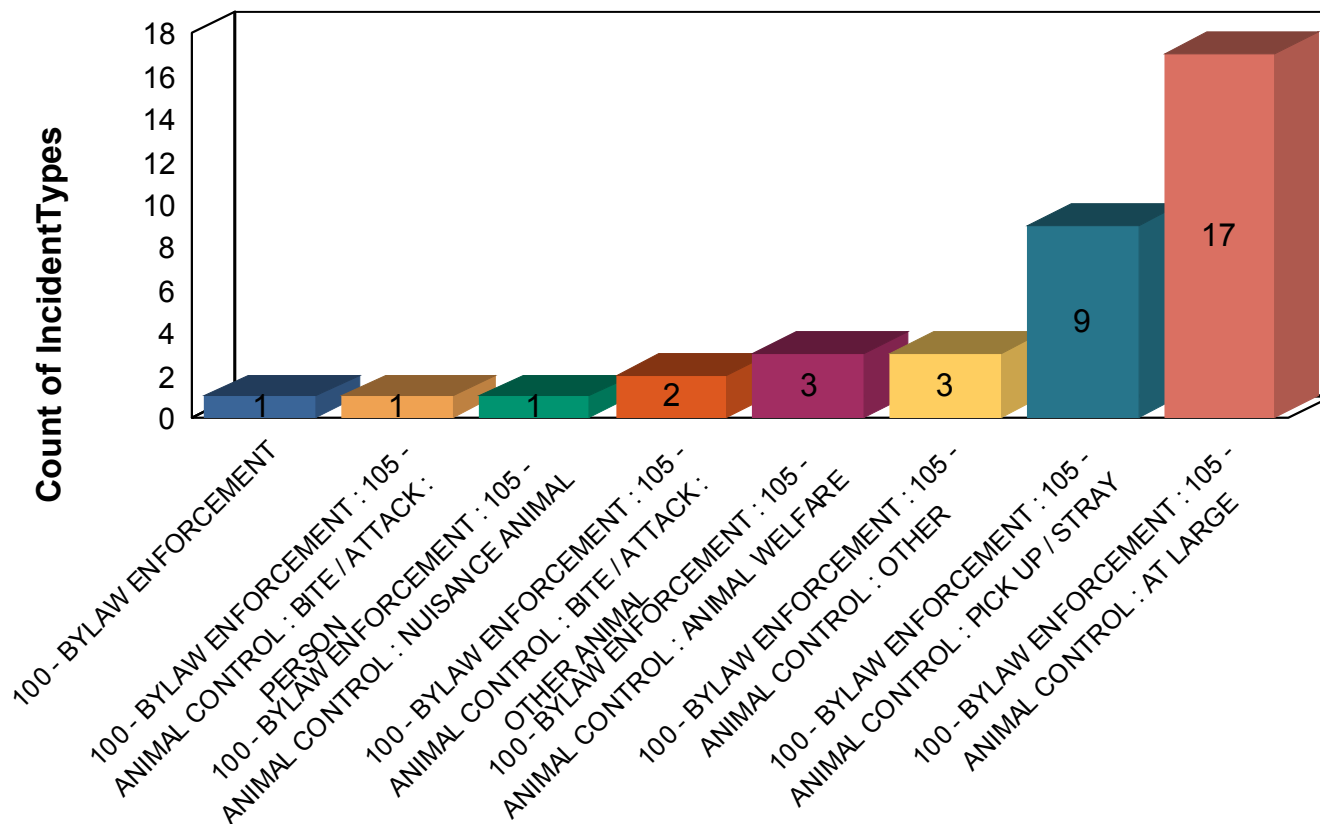
CLEARANCE RATES	2018 - YTD	2019 - YTD
CRIMINAL CODE PERSONS	82%	49%
CRIMINAL CODE PROPERTY	41%	28%
CRIMINAL CODE OTHER	77%	69%
TOTAL CRIMINAL CODE	60%	41%

Statistics from: 5/1/2019 12:00:00AM to 5/31/2019 11:59:00PM

Count of Reports Completed



Count of Incident Types



0.80% # of Reports: 1 Case Report 100 - BYLAW ENFORCEMENT

0.80% # of Reports: 1 Case Report 100 - BYLAW ENFORCEMENT : 105 - ANIMAL CONTROL : BITE / ATTACK : PERSON

0.80% # of Reports: 1 Case Report 100 - BYLAW ENFORCEMENT : 105 - ANIMAL CONTROL : NUISANCE ANIMAL

1.60% # of Reports: 2 Case Report 100 - BYLAW ENFORCEMENT : 105 - ANIMAL CONTROL : BITE / ATTACK : OTHER ANIMAL

2.40% # of Reports: 3 Case Report 100 - BYLAW ENFORCEMENT : 105 - ANIMAL CONTROL : ANIMAL WELFARE

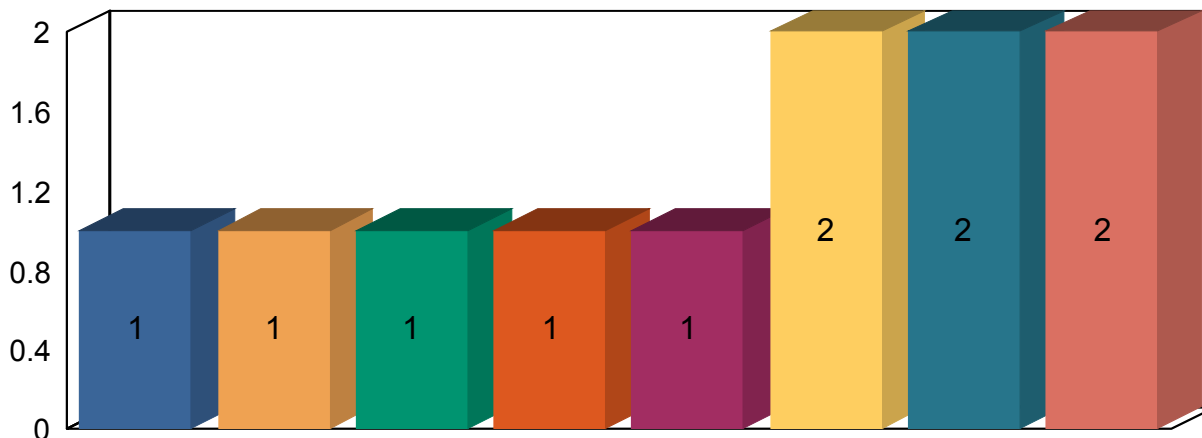
2.40% # of Reports: 3 Case Report 100 - BYLAW ENFORCEMENT : 105 - ANIMAL CONTROL : OTHER

7.20% # of Reports: 9 Case Report 100 - BYLAW ENFORCEMENT : 105 - ANIMAL CONTROL : PICK UP / STRAY

13.60% # of Reports: 17 Case Report 100 - BYLAW ENFORCEMENT : 105 - ANIMAL CONTROL : AT LARGE

Count of Incident Types

Count of IncidentTypes



- 100 - BYLAW ENFORCEMENT : 105 - ANIMAL CONTROL : PROACTIVE ENFORCEMENT
- 100 - BYLAW ENFORCEMENT : 115 - GARBAGE : PROACTIVE ENFORCEMENT
- 100 - BYLAW ENFORCEMENT : 120 - NOISE : LOUD MUSIC / PARTY
- 100 - BYLAW ENFORCEMENT : 120 - NOISE : NOISE WHICH DISTURBS
- 100 - BYLAW ENFORCEMENT : 125 - PARKS : PROHIBITED FIRE
- 100 - BYLAW ENFORCEMENT : 115 - GARBAGE : ILLEGAL DUMPING
- 100 - BYLAW ENFORCEMENT : 120 - NOISE : CAUSE DISTURBANCE / PUBLIC NUISANCE
- 100 - BYLAW ENFORCEMENT : 120 - NOISE : VEHICLE NOISE

0.80% # of Reports: 1 Case Report 100 - BYLAW ENFORCEMENT : 105 - ANIMAL CONTROL : PROACTIVE ENFORCEMENT

0.80% # of Reports: 1 Case Report 100 - BYLAW ENFORCEMENT : 115 - GARBAGE : PROACTIVE ENFORCEMENT

0.80% # of Reports: 1 Case Report 100 - BYLAW ENFORCEMENT : 120 - NOISE : LOUD MUSIC / PARTY

0.80% # of Reports: 1 Case Report 100 - BYLAW ENFORCEMENT : 120 - NOISE : NOISE WHICH DISTURBS

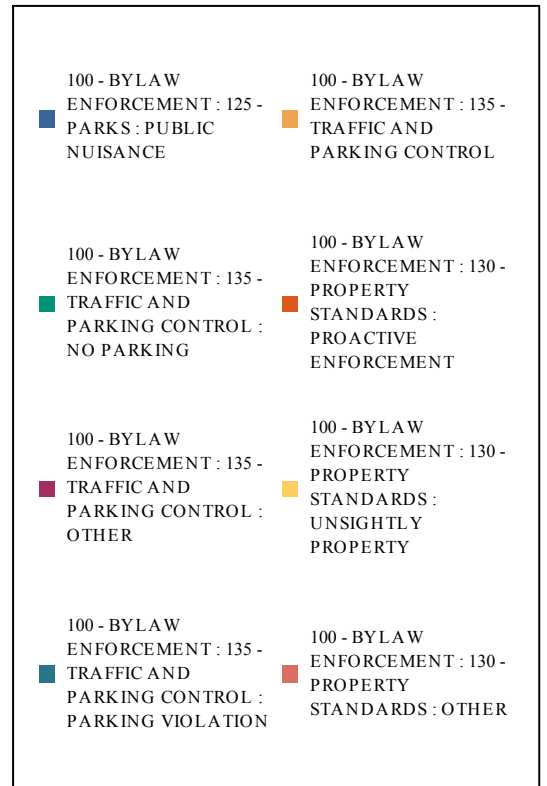
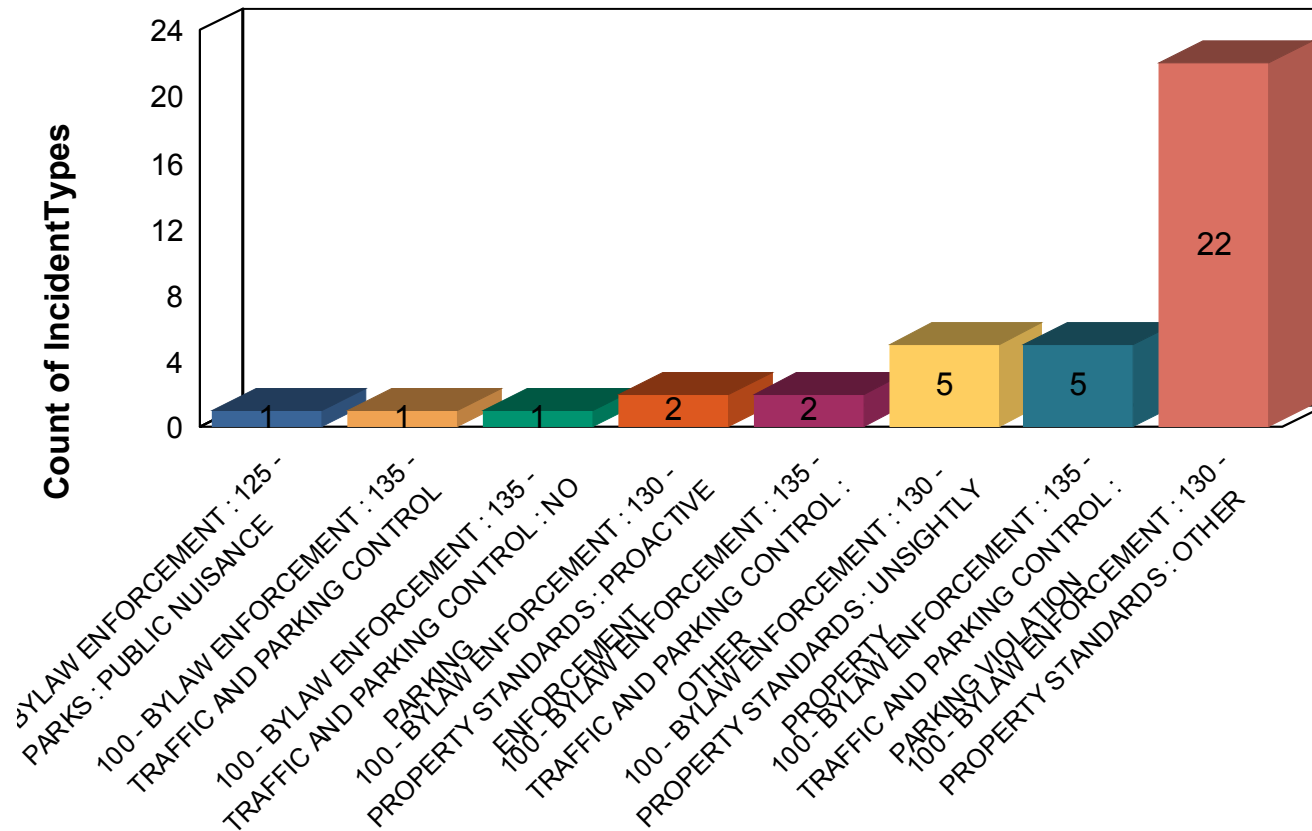
0.80% # of Reports: 1 Case Report 100 - BYLAW ENFORCEMENT : 125 - PARKS : PROHIBITED FIRE

1.60% # of Reports: 2 Case Report 100 - BYLAW ENFORCEMENT : 115 - GARBAGE : ILLEGAL DUMPING

1.60% # of Reports: 2 Case Report 100 - BYLAW ENFORCEMENT : 120 - NOISE : CAUSE DISTURBANCE / PUBLIC NUISANCE

1.60% # of Reports: 2 Case Report 100 - BYLAW ENFORCEMENT : 120 - NOISE : VEHICLE NOISE

Count of Incident Types



0.80% # of Reports: 1 Case Report 100 - BYLAW ENFORCEMENT : 125 - PARKS : PUBLIC NUISANCE

0.80% # of Reports: 1 Case Report 100 - BYLAW ENFORCEMENT : 135 - TRAFFIC AND PARKING CONTROL

0.80% # of Reports: 1 Case Report 100 - BYLAW ENFORCEMENT : 135 - TRAFFIC AND PARKING CONTROL : NO PARKING

1.60% # of Reports: 2 Case Report 100 - BYLAW ENFORCEMENT : 130 - PROPERTY STANDARDS : PROACTIVE ENFORCEMENT

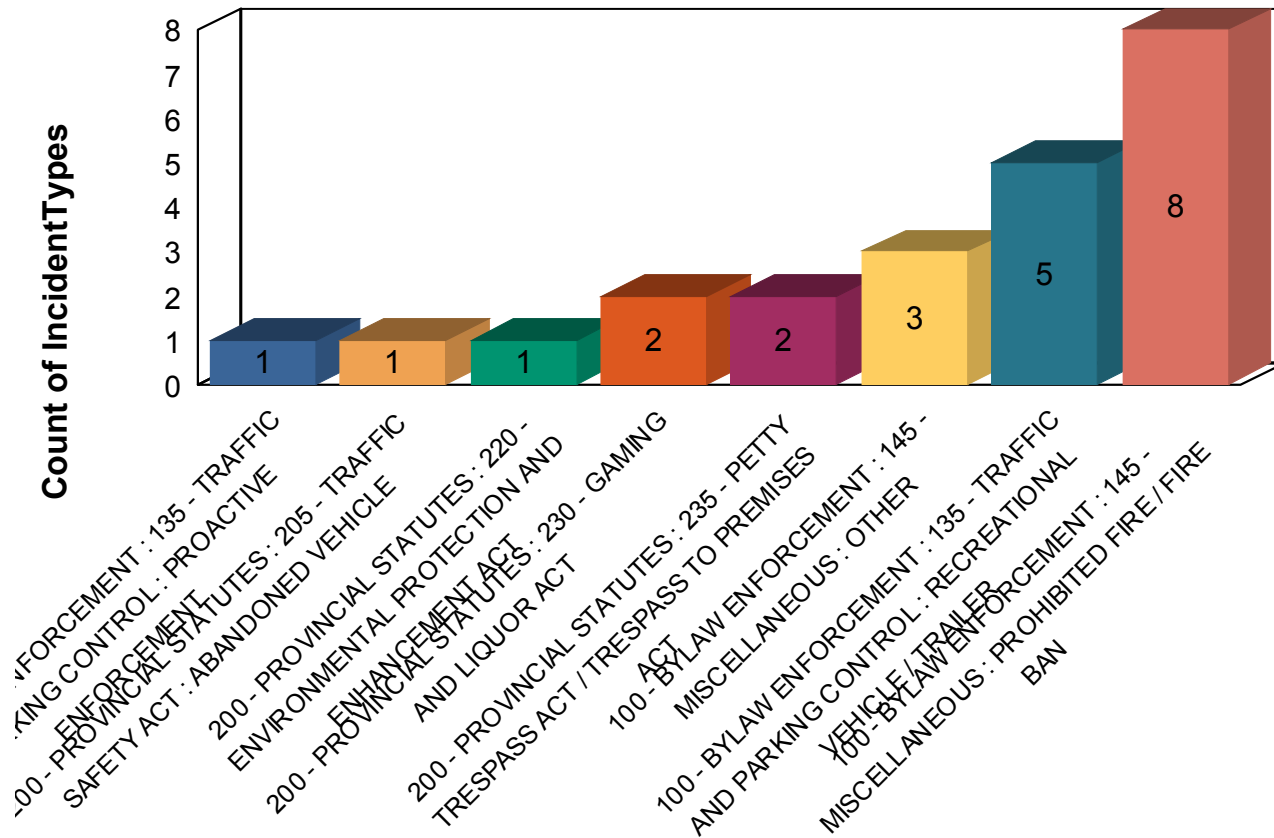
1.60% # of Reports: 2 Case Report 100 - BYLAW ENFORCEMENT : 135 - TRAFFIC AND PARKING CONTROL : OTHER

4.00% # of Reports: 5 Case Report 100 - BYLAW ENFORCEMENT : 130 - PROPERTY STANDARDS : UNSIGHTLY PROPERTY

4.00% # of Reports: 5 Case Report 100 - BYLAW ENFORCEMENT : 135 - TRAFFIC AND PARKING CONTROL : PARKING VIOLATION

17.60% # of Reports: 22 Case Report 100 - BYLAW ENFORCEMENT : 130 - PROPERTY STANDARDS : OTHER

Count of Incident Types



100 - BYLAW ENFORCEMENT : 135 - TRAFFIC AND PARKING CONTROL : PROACTIVE ENFORCEMENT	200 - PROVINCIAL STATUTES : 205 - TRAFFIC SAFETY ACT : ABANDONED VEHICLE
200 - PROVINCIAL STATUTES : 220 - ENVIRONMENTAL PROTECTION AND ENHANCEMENT ACT	200 - PROVINCIAL STATUTES : 230 - GAMING AND LIQUOR ACT
200 - PROVINCIAL STATUTES : 235 - PETTY TRESPASS ACT / TRESPASS TO PREMISES ACT	100 - BYLAW ENFORCEMENT : 145 - MISCELLANEOUS : OTHER
100 - BYLAW ENFORCEMENT : 135 - TRAFFIC AND PARKING CONTROL : RECREATIONAL VEHICLE / TRAILER	100 - BYLAW ENFORCEMENT : 145 - MISCELLANEOUS : PROHIBITED FIRE / FIRE BAN

0.80% # of Reports: 1 Case Report 100 - BYLAW ENFORCEMENT : 135 - TRAFFIC AND PARKING CONTROL : PROACTIVE ENFORCEMENT

0.80% # of Reports: 1 Case Report 200 - PROVINCIAL STATUTES : 205 - TRAFFIC SAFETY ACT : ABANDONED VEHICLE

0.80% # of Reports: 1 Case Report 200 - PROVINCIAL STATUTES : 220 - ENVIRONMENTAL PROTECTION AND ENHANCEMENT ACT

1.60% # of Reports: 2 Case Report 200 - PROVINCIAL STATUTES : 230 - GAMING AND LIQUOR ACT

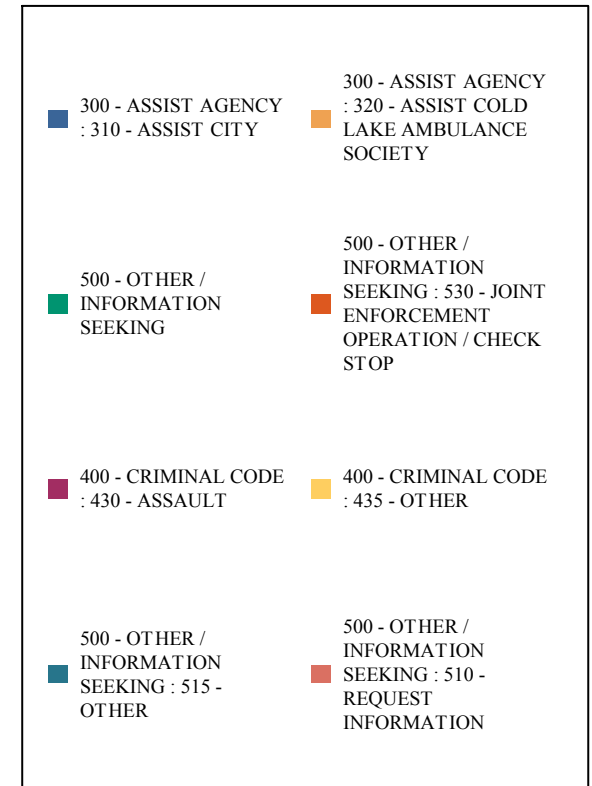
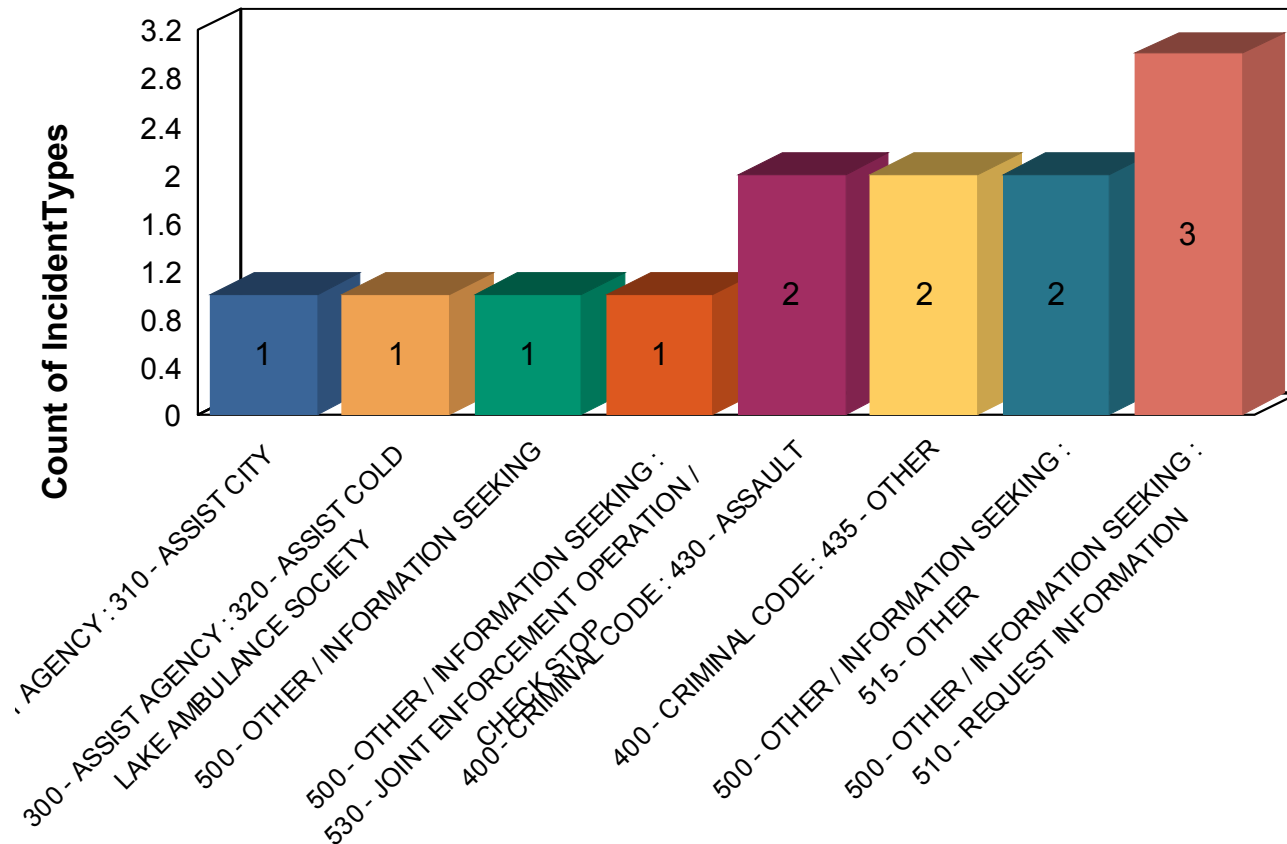
1.60% # of Reports: 2 Case Report 200 - PROVINCIAL STATUTES : 235 - PETTY TRESPASS ACT / TRESPASS TO PREMISES ACT

2.40% # of Reports: 3 Case Report 100 - BYLAW ENFORCEMENT : 145 - MISCELLANEOUS : OTHER

4.00% # of Reports: 5 Case Report 100 - BYLAW ENFORCEMENT : 135 - TRAFFIC AND PARKING CONTROL : RECREATIONAL VEHICLE / TRAILER

6.40% # of Reports: 8 Case Report 100 - BYLAW ENFORCEMENT : 145 - MISCELLANEOUS : PROHIBITED FIRE / FIRE BAN

Count of Incident Types



0.80% # of Reports: 1 Case Report 300 - ASSIST AGENCY : 310 - ASSIST CITY
 0.80% # of Reports: 1 Case Report 300 - ASSIST AGENCY : 320 - ASSIST COLD LAKE AMBULANCE SOCIETY

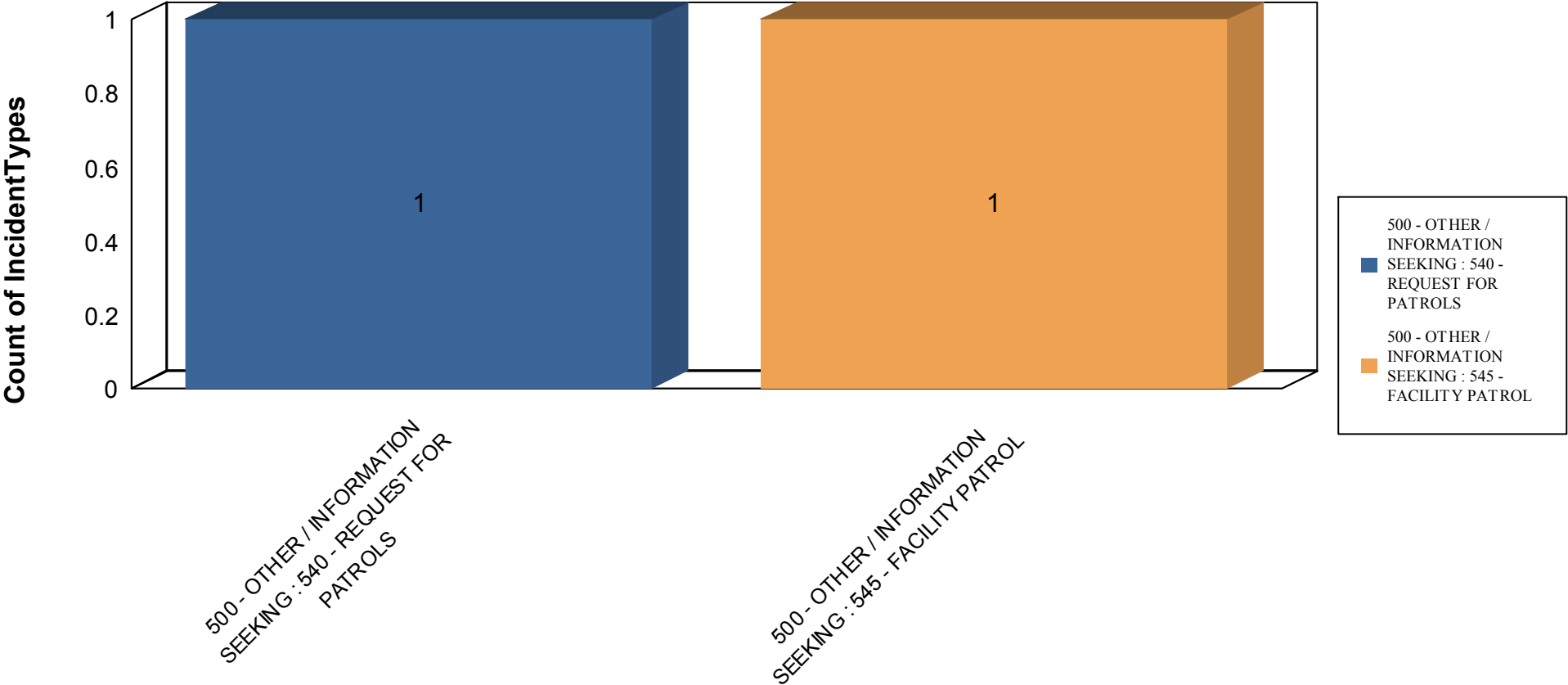
0.80% # of Reports: 1 Case Report 500 - OTHER / INFORMATION SEEKING

0.80% # of Reports: 1 Case Report 500 - OTHER / INFORMATION SEEKING : 530 - JOINT ENFORCEMENT OPERATION / CHECK STOP
 1.60% # of Reports: 2 Case Report 400 - CRIMINAL CODE : 430 - ASSAULT

1.60% # of Reports: 2 Case Report 400 - CRIMINAL CODE : 435 - OTHER

1.60% # of Reports: 2 Case Report 500 - OTHER / INFORMATION SEEKING : 515 - OTHER
 2.40% # of Reports: 3 Case Report 500 - OTHER / INFORMATION SEEKING : 510 - REQUEST INFORMATION

Count of Incident Types



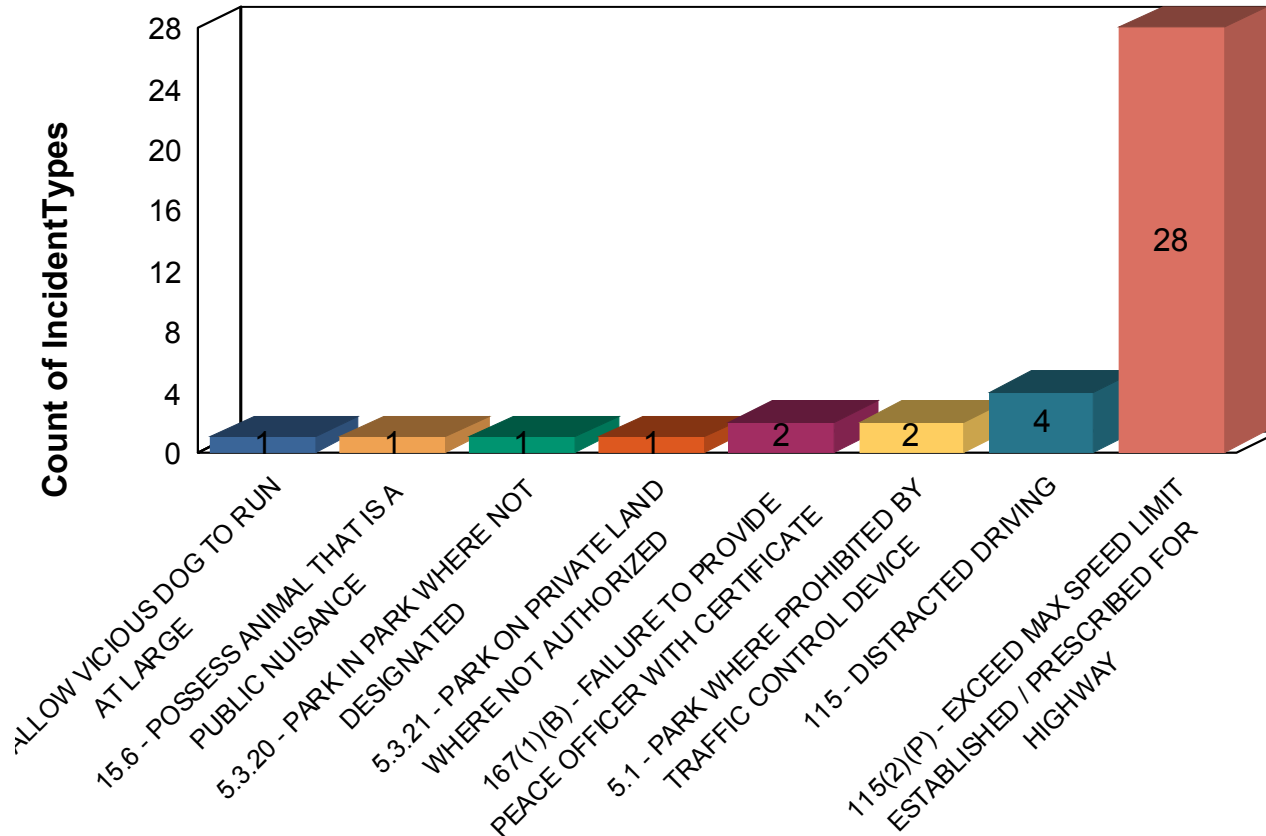
0.80% # of Reports: 1 Case Report 500 - OTHER / INFORMATION SEEKING : 540 - REQUEST FOR PATROLS

0.80% # of Reports: 1 Case Report 500 - OTHER / INFORMATION SEEKING : 545 - FACILITY PATROL

Grand Total: 100.00% Total # of Incident Types Reported: 125 Total # of Reports: 125

Count of Incident Types

Count of Incident Types



Citation

11.8 - ALLOW VICIOUS DOG TO RUN AT LARGE	15.6 - POSSESS ANIMAL THAT IS A PUBLIC NUISANCE
5.3.20 - PARK IN PARK WHERE NOT DESIGNATED	5.3.21 - PARK ON PRIVATE LAND WHERE NOT AUTHORIZED
167(1)(B) - FAILURE TO PROVIDE PEACE OFFICER WITH CERTIFICATE	5.1 - PARK WHERE PROHIBITED BY TRAFFIC CONTROL DEVICE
115 - DISTRACTED DRIVING	115(2)(P) - EXCEED MAX SPEED LIMIT ESTABLISHED / PRESCRIBED FOR HIGHWAY

2.04% # of Reports: 1 Citation 11.8 - ALLOW VICIOUS DOG TO RUN AT LARGE
2.04% # of Reports: 1 Citation 15.6 - POSSESS ANIMAL THAT IS A PUBLIC NUISANCE

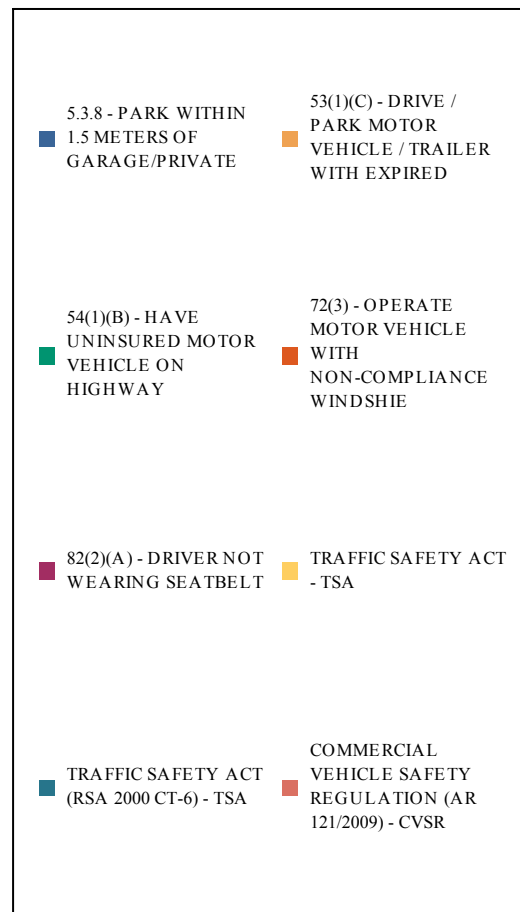
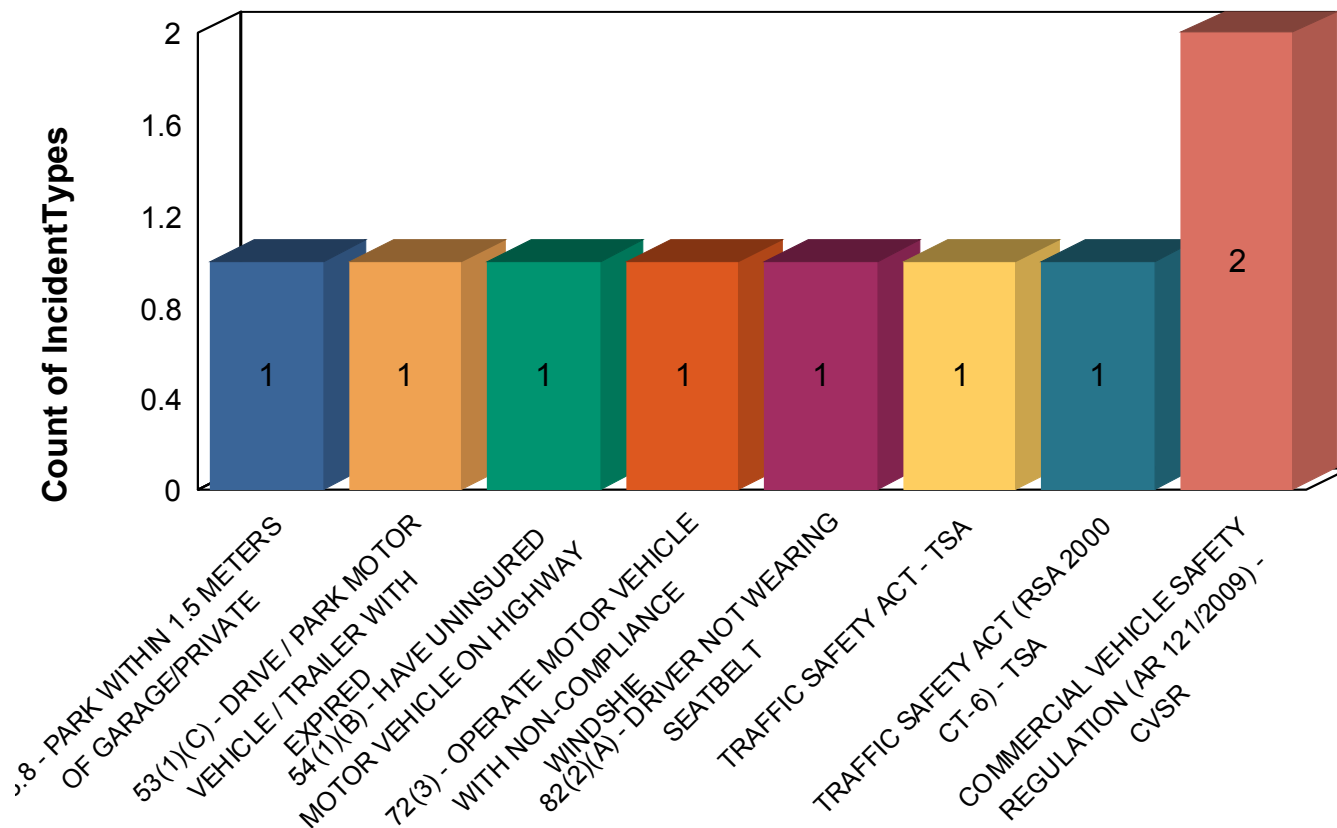
2.04% # of Reports: 1 Citation 5.3.20 - PARK IN PARK WHERE NOT DESIGNATED

2.04% # of Reports: 1 Citation 5.3.21 - PARK ON PRIVATE LAND WHERE NOT AUTHORIZED
4.08% # of Reports: 2 Citation 167(1)(B) - FAILURE TO PROVIDE PEACE OFFICER WITH CERTIFICATE

4.08% # of Reports: 2 Citation 5.1 - PARK WHERE PROHIBITED BY TRAFFIC CONTROL DEVICE

8.16% # of Reports: 4 Citation 115 - DISTRACTED DRIVING
57.14% # of Reports: 28 Citation 115(2)(P) - EXCEED MAX SPEED LIMIT ESTABLISHED / PRESCRIBED FOR HIGHWAY

Count of Incident Types



2.04% # of Reports: 1 Citation 5.3.8 - PARK WITHIN 1.5 METERS OF GARAGE/PRIVATE

2.04% # of Reports: 1 Citation 53(1)(C) - DRIVE / PARK MOTOR VEHICLE / TRAILER WITH EXPIRED

2.04% # of Reports: 1 Citation 54(1)(B) - HAVE UNINSURED MOTOR VEHICLE ON HIGHWAY

2.04% # of Reports: 1 Citation 72(3) - OPERATE MOTOR VEHICLE WITH NON-COMPLIANCE WINDSHIELD

2.04% # of Reports: 1 Citation 82(2)(A) - DRIVER NOT WEARING SEATBELT

2.04% # of Reports: 1 Citation TRAFFIC SAFETY ACT - TSA

2.04% # of Reports: 1 Citation TRAFFIC SAFETY ACT (RSA 2000 CT-6) - TSA

4.08% # of Reports: 2 Citation COMMERCIAL VEHICLE SAFETY REGULATION (AR 121/2009) - CVSR

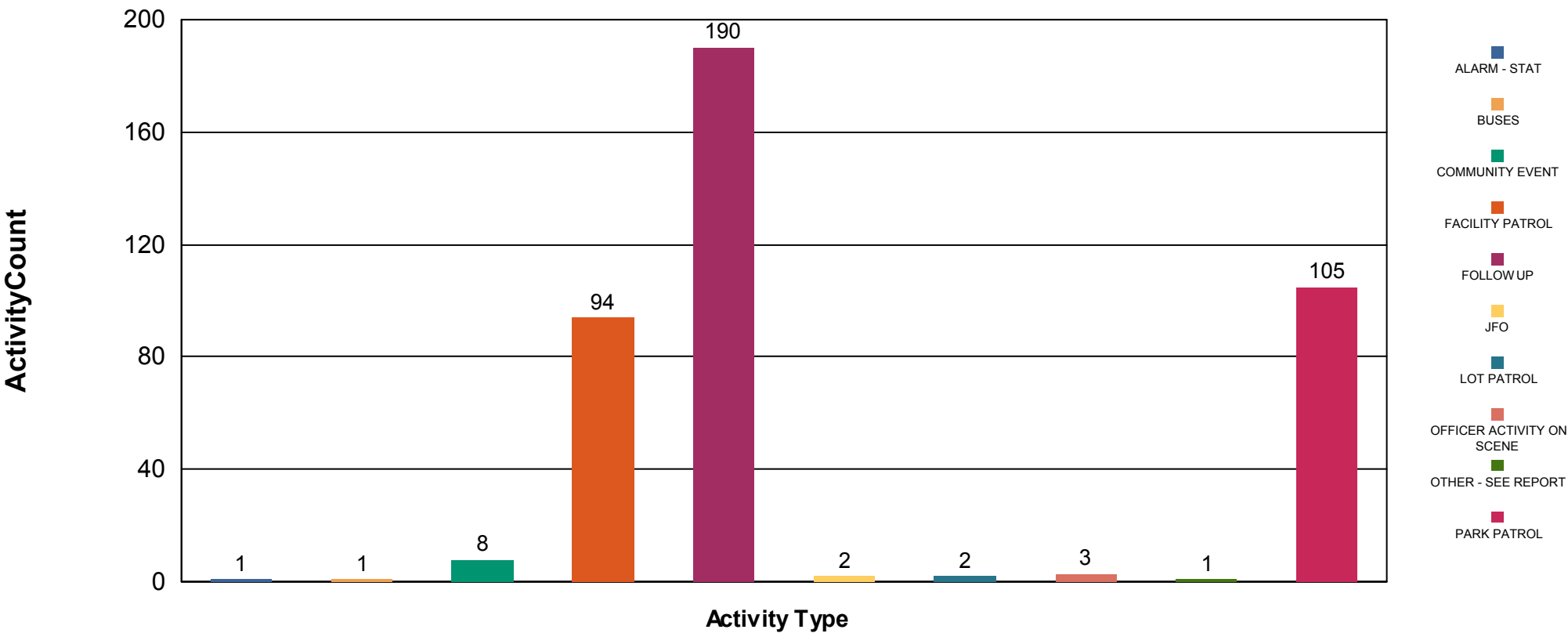
Grand Total: 100.00% Total # of Incident Types Reported: 49 Total # of Reports: 48

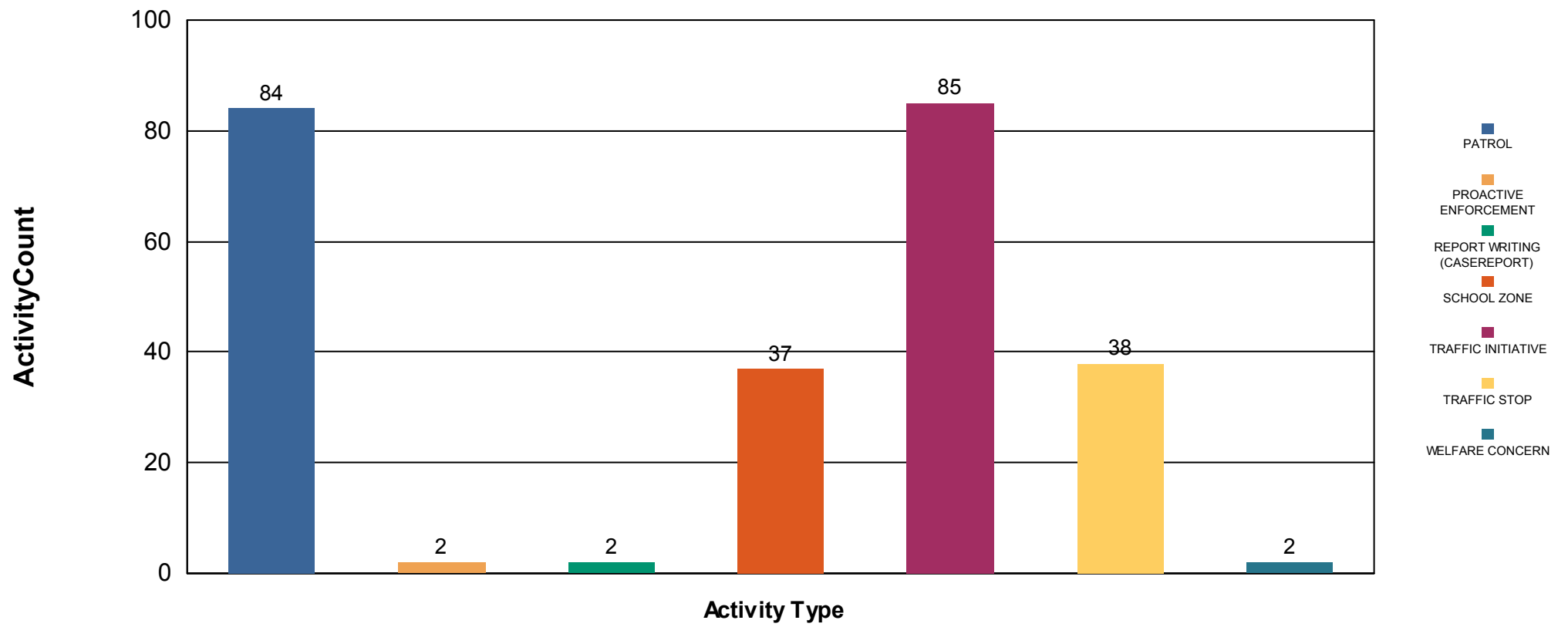
Grand Total: 100.00% Total # of Incident Types Reported: 174

Activity Count

City of Cold Lake Municipal Enforcement

Report Range : 5/1/2019 12:00:00AM To 5/31/2019 11:59:59PM Report Title :





MUNICIPAL ENFORCEMENT

MUNICIPAL ENFORCEMENT	Total Man Hours Primary Officer : 0 Hr 10 Min	Total Events : 1
ALARM - STAT	Total Man Hours Backup Officer : 0 Hr 0 Min	Activity Type Percentage : 0%
	Total Man Hours : 0 Hr 10 Min	
<hr/>		
MUNICIPAL ENFORCEMENT	Total Man Hours Primary Officer : 0 Hr 15 Min	Total Events : 1
BUSES	Total Man Hours Backup Officer : 0 Hr 0 Min	Activity Type Percentage : 0%
	Total Man Hours : 0 Hr 15 Min	
<hr/>		
MUNICIPAL ENFORCEMENT	Total Man Hours Primary Officer : 17 Hr 0 Min	Total Events : 8
COMMUNITY EVENT	Total Man Hours Backup Officer : 0 Hr 0 Min	Activity Type Percentage : 1%
	Total Man Hours : 17 Hr 0 Min	
<hr/>		
MUNICIPAL ENFORCEMENT	Total Man Hours Primary Officer : 35 Hr 11 Min	Total Events : 94
FACILITY PATROL	Total Man Hours Backup Officer : 0 Hr 0 Min	Activity Type Percentage : 14%
	Total Man Hours : 35 Hr 11 Min	
<hr/>		
MUNICIPAL ENFORCEMENT	Total Man Hours Primary Officer : 30 Hr 31 Min	Total Events : 190
FOLLOW UP	Total Man Hours Backup Officer : 0 Hr 15 Min	Activity Type Percentage : 29%
	Total Man Hours : 30 Hr 46 Min	

MUNICIPAL ENFORCEMENT JFO	Total Man Hours Primary Officer : 1 Hr 57 Min Total Man Hours Backup Officer : 0 Hr 0 Min Total Man Hours : 1 Hr 57 Min	Total Events : 2 Activity Type Percentage : 0%
MUNICIPAL ENFORCEMENT LOT PATROL	Total Man Hours Primary Officer : 0 Hr 20 Min Total Man Hours Backup Officer : 0 Hr 0 Min Total Man Hours : 0 Hr 20 Min	Total Events : 2 Activity Type Percentage : 0%
MUNICIPAL ENFORCEMENT OFFICER ACTIVITY ON SCENE	Total Man Hours Primary Officer : 0 Hr 49 Min Total Man Hours Backup Officer : 0 Hr 0 Min Total Man Hours : 0 Hr 49 Min	Total Events : 3 Activity Type Percentage : 0%
MUNICIPAL ENFORCEMENT OTHER - SEE REPORT	Total Man Hours Primary Officer : 5 Hr 0 Min Total Man Hours Backup Officer : 0 Hr 0 Min Total Man Hours : 5 Hr 0 Min	Total Events : 1 Activity Type Percentage : 0%
MUNICIPAL ENFORCEMENT PARK PATROL	Total Man Hours Primary Officer : 11 Hr 16 Min Total Man Hours Backup Officer : 0 Hr 24 Min Total Man Hours : 11 Hr 40 Min	Total Events : 105 Activity Type Percentage : 16%
MUNICIPAL ENFORCEMENT PATROL	Total Man Hours Primary Officer : 9 Hr 39 Min Total Man Hours Backup Officer : 0 Hr 5 Min Total Man Hours : 9 Hr 44 Min	Total Events : 84 Activity Type Percentage : 13%

MUNICIPAL ENFORCEMENT	Total Man Hours Primary Officer : 0 Hr 29 Min	Total Events : 2
PROACTIVE ENFORCEMENT	Total Man Hours Backup Officer : 0 Hr 0 Min	Activity Type Percentage : 0%
	Total Man Hours : 0 Hr 29 Min	
MUNICIPAL ENFORCEMENT	Total Man Hours Primary Officer : 4 Hr 0 Min	Total Events : 2
REPORT WRITING (CASEREPORT)	Total Man Hours Backup Officer : 0 Hr 0 Min	Activity Type Percentage : 0%
	Total Man Hours : 4 Hr 0 Min	
MUNICIPAL ENFORCEMENT	Total Man Hours Primary Officer : 15 Hr 10 Min	Total Events : 37
SCHOOL ZONE	Total Man Hours Backup Officer : 0 Hr 0 Min	Activity Type Percentage : 6%
	Total Man Hours : 15 Hr 10 Min	
MUNICIPAL ENFORCEMENT	Total Man Hours Primary Officer : 34 Hr 11 Min	Total Events : 85
TRAFFIC INITIATIVE	Total Man Hours Backup Officer : 0 Hr 0 Min	Activity Type Percentage : 13%
	Total Man Hours : 34 Hr 11 Min	
MUNICIPAL ENFORCEMENT	Total Man Hours Primary Officer : 3 Hr 31 Min	Total Events : 38
TRAFFIC STOP	Total Man Hours Backup Officer : 0 Hr 0 Min	Activity Type Percentage : 6%
	Total Man Hours : 3 Hr 31 Min	
MUNICIPAL ENFORCEMENT	Total Man Hours Primary Officer : 0 Hr 10 Min	Total Events : 2
WELFARE CONCERN	Total Man Hours Backup Officer : 0 Hr 0 Min	Activity Type Percentage : 0%
	Total Man Hours : 0 Hr 10 Min	

Totals For Group MUNICIPAL ENFORCEMENT

Group Total Man Hours Primary Officer : 169 Hr 39 Min
Group Total Man Hours Backup Officer : 0 Hr 44 Min
Group Total Man Hours : 170 Hr 23 Min

SubTotal Group Events : 657

Grand Totals

Total Man Hours Primary Officer : 169 Hr 39 Min
Total Man Hours Backup Officer : 0 Hr 44 Min
Total Man Hours : 170 Hr 23 Min

Total Events : 657



Cold Lake and District Family and Community Support Services (FCSS)

2019

Report to Chief Administrative Officer

FCSS ADMINISTRATION		
INFORMATION AND REFERRALS	May-19	YTD 2019
FCSS	221	1227
PLC	60	444
Community	103	402
INTERAGENCY	May-19	YTD 2019
Information Sharing	21	98
INITIATIVES	May-19	YTD 2019
FCSS/PLC Room Rentals	21	114
Block Party Participants	0	0
Community Rental Participants	480	1660
Baby Bags	50	230
SERVICES	May-19	YTD 2019
Resource Library	52	269
Forms and Assistance	28	131
Impact of FCSS Grants	100	690
Meals on Wheels	118	652
Counselling	17	59
MARKETING AND SOCIAL MEDIA	May-19	YTD 2019
Infomall – Calendar views	24	145
Infomall – Page views	114	631
Infomall – Page subscribers	115	549



Cold Lake and District Family and Community Support Services (FCSS)

2019

Report to Chief Administrative Officer

COMMITTEES AND PARTNERSHIPS		
MEETINGS	May-19	YTD 2019
Committee and Partnership Meetings	8	33
EVENTS		
May-19	YTD 2019	
Bully Free Committee Workshops and Events	0	150
Early Childhood Development Coalition	260	410
Additional Committee Events	0	64
PROGRAMMING		
CHILD AND YOUTH	May-19	YTD 2019
Life Skills and Social Competency	16	76
Social Skills and Development	48	306
Youth Advocacy and Empowerment	26	266
Character Education	0	200
ADULT		
May-19	YTD 2019	
Personal Growth	0	214
Seniors Services	230	280
Emergency Social Services	0	0
FAMILY AND COMMUNITY		
YTD 2019		
Family Support	26	87
Family Workshops	80	319
Community Events	54	104



Cold Lake and District Family and Community Support Services (FCSS)

2019

Report to Chief Administrative Officer

VOLUNTEER SERVICES		
RECRUITMENT AND PROGRAMMING	May-19	YTD 2019
Volunteer Recruitment	2	12
Volunteer Appreciation Event	0	175
govolunteer.ca Postings	0	5
Volunteer Hours	205	872.5
Number of Volunteers	41	207
CVITP Files Processed	61	261
Volunteer Inquiries	5	19
Volunteer Requests	5	25
PARENT LINK CENTRE		
PROGRAM ATTENDANCE AND HOURS	May-19	YTD 2019
Unique Drop-ins	200	1455
Drop-in Attendance	1141	8218
Programming Hours	184	880
Program Attendance	10	332
PARENT LINK OUTREACH		
PROGRAM ATTENDANCE	May-19	YTD 2019
Parent Outreach	0	0
Community Education	0	10
Parent and Child Programming	88	303
SPECIAL TRANSPORTATION		
RIDERS	May-19	YTD 2019
Number of Riders	501	2500
Number of Riders Turned Away	23	153
SUPPORT RIDERS		
May-19	YTD 2019	
Assistants/Staff Support/Volunteers	78	396



Cold Lake and District Family and Community Support Services (FCSS)

2019

Report to Chief Administrative Officer

FAMILY SERVICES - LIFE COACHING		
SERVICE	May-19	YTD 2019
Life Coaching Clients Served	17	82
Parent Support	16	73
USER GROUP	May-19	YTD 2019
1 – 12 years	5	20
Teens	4	20
Adults	12	63
Couples	7	27
Families	5	25
REFERRED TO	May-19	YTD 2019
Alberta Health Services - Mental Health	6	34
Alberta Health Services - Addictions	3	13
Alberta Health Services	9	31
LCFASD	2	9
Private Service	9	63
REFERRED FROM	May-19	YTD 2019
Self-Referred	6	39
Advertising / Online	4	20
FCSS Programs Attendance	9	31
Friend / Family Member	5	18
Child and Family Services/Social Services	2	18
Probation	2	2
Mental Health	5	22
CLIENT ISSUES	May-19	YTD 2019
Anger/Conflict Management	12	52
Relationship Issues	16	69
Parent-Teen Conflict	6	31
Parenting	16	80
Self-Esteem	19	98
Co-Parenting	6	20
Goal-Setting	22	106

Cold Lake Golf & Winter Club

Monthly Report for May 2019

Projects

COMPLETED:

Summer Staff Orientation & Training
Golf Equipment Prepared
Irrigation startup
May 25—2-Man Scramble: 64 participants
ProShop Setup Complete

CURRENT AND FUTURE:

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
Husky Golf Day June 7
CLFN Father's Day Scramble June 14
RMH Golf Classic June 15
Ladies Scramble June 22
Antique Roadshow June 27
Private Texas Scramble June 28

Statistics

	APR	MAY	JUN	YEAR TOTAL
Golf Memberships 2019	33	20	0	113
Golf Memberships 2018	24	34	0	71
Members Weekday 2019	121	500	0	621
Members Weekend 2019	100	368	0	468
Guests Weekday 2019	49	485	0	534
Guests Weekend 2019	61	422	0	483
Driving Range 2019	199	302	0	503
Driving Range 2018	80	291	0	371
Power Cart 2019	65	387	0	452
Power Cart 2018	4	343	0	347
Pull Cart 2019	5	36	0	41
Pull Cart 2018	0	31	0	31
Club Rental 2019	6	34	0	40
Club Rental 2018	0	32	0	32
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

Memberships

Memberships are being sold daily. New Members receive incentive benefits. All members receive 2 free rounds to help with member referral program.

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

The Daily mowing and trimming schedule has begun. Fertilizer is being applied to Greens, Tees, and Fairways as defined by fertilizer schedule. Weeds are being sprayed to reduce impact to turf. Irrigation continues as needed and repairs to system ongoing.

Cold Lake Energy Centre

Monthly Report for May 2019

Projects

COMPLETED

Bouncy Castle Day took place on May 19th and 31 youth joined us.

We held Nerf Wars on May 25th and had 56 kids registered.

Movie Night was on May 18th and we had 80 people watch How To Train Your Dragon, The Hidden World.

Friday Night Fun had 27 participants on May 31st.

Fred Penner was here on May 18th and we sold 382 tickets through Ticket Master. It was a great show and everyone had a fantastic time.

CURRENT & FUTURE:

Senior's Day—June 7

Bouncy Castle Day—June 8

Nerf Gun Wars—June 15

The events currently being planned are Canada Day, The Washboard Union Concert, The Bubble Run and Aqua Day.

Statistics

<i>Memberships</i>	APR	MAY	JUN	Year Total
New '19	287	268	-	1539
Passes Scanned '19	7,049	7265	-	30235
Drop Ins '19	668	347	-	2956

<i>Climbing Wall Memberships</i>	APR	MAY	JUN	Year Total
New '19	14	5	-	65
Drop Ins '19	443	315	-	1826
Rentals '19	1	0	-	4

<i>Fitness Classes</i>	APR	MAY	JUN	Year Total
Drop Ins '19	19	27	-	124
Classes '19	70	7	-	154

<i>Facility Rentals</i>	APR	MAY	JUN	Year Total
Imp. Oil Place '19	68	76.75	-	144.75
Phase III Arena '19	164	125.50	-	1035.50
Field House '19	190	151.50	-	741.50
North Arena '19	4.5	25.25	-	320.75

<i>Marina</i>	APR	MAY	JUN	Year Total
Slips—Paid	36	13	-	212
Days Sub-Lease	0	6	-	34

Operations

Fitness Class Sessions

Spring session of classes has been well attended with most classes at max capacity!

Drop In Programs

Pickleball has been running indoors but the outdoor courts are now open. 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 and the Rock Wall.

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. Summer camps are now open for registration. We are trying a beach volleyball league this summer at Kinsoo Beach as there seems to be interest in it! Planning for Senior's Day and Canada Day are in full swing.

Parks and Recreation

Monthly Report For May 2019

Projects

COMPLETED:

Zip Line has been installed at Kinosoo Beach.

Marina opened to the boating public on May 17th.

Lakeland Lawn Care contracted to conduct spraying for Noxious/Prohibited Noxious weeds on the week of June 3-7.

Splash parks at 4Wing and Kinosoo Beach are open for public use.

CURRENT & FUTURE:

4 Wing Fitness Park and Playground installation at JJ Parr Recreation Grounds. Dates to be finalized.

Forest Heights playground replacement project scheduled for August.

Check valve installation and compressor overhaul (CU#1) scheduled for early June.

Few outstanding items to be completed before new Grandstand building/turf field is officially handed over to the City.

Statistics

Hours	APR	MAY	JUN	Year Total
Figure Skating'19	53.75	43.75	-	221.50
Figure Skating'18	53	42.50	65	160.50
C League'19	0	0	-	58.75
C League'18	27.50	27.50	27	32
Jr B Ice'19	30	9.75	-	64.75
Jr B Ice'18	24.25	25.50	9	59
Master Old Tim'19	2	0	-	15.5
Master Old Tim'18	3.5	3.75	4.5	11.75
Minor Hockey'19	20	7	-	555.50
Minor Hockey'18	271.50	235.50	197	704
Cold Timers'19	1.5	0	-	28.5
Cold Timers'18	10	10	13.5	66.75
Cold Lake Rec'19	0	0	-	25.50
Cold Lake Rec'18	11.50	10	13.5	35
Jr A Wings '19	0	0	-	88.25
Women's Hockey'19	3	0	-	19.50
Women's Hockey'18	5	3.75	6	14.75
Casual/Camps'19	53	65	-	214.75
Casual/Camps'18	16	14	33.5	63.50
Slopitch'19	0	22	-	22
Slopitch'18	0	0	0	0
Baseball'19	0	124	-	124
Baseball'18	0	0	0	0
Soccer'19	0	324	-	324
Soccer '18	0	0	0	0
Rugby'19	0	72	-	72
Rugby'18	0	0	0	0
Lacrosse'19	0	144	-	144
Lacrosse'18	0	0	0	0

Operations

Grandstand/Turf Field

New facility hosted first football game on May 25th. Operational staff went above and beyond

Energy Centre

Ice plant shutdown for the season . Ice removed on June 3rd.

Staffing

Seasonal staffing for Parks, Marina and CLGWC are hired and oriented.

Green Spaces

Staff busy preparing and planting ornamental displays at various city facilities

Marina

Operational staff did an excellent job in responding to a fuel leak situation last week (May 29).

CLGWC

Golf course now in full operation. Course is good playing condition.



STAFF REPORT

Title: National Drowning Prevention Week - July 21-27, 2019

Meeting Date: June 11, 2019

Executive Summary:

Mayor Copeland proclaimed July 21-27, 2019 as National Drowning Prevention Week in the City of Cold Lake.

Background:

Alternatives:

Recommended Action:

Mayor Copeland proclaimed July 21-27, 2019 as National Drowning Prevention Week in the City of Cold Lake.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

From: Julianna Matson [<mailto:JuliannaM@lifesaving.org>]
Sent: June 4, 2019 2:56 PM
To: Craig Copeland <CCopeland@coldlake.com>
Subject: NDPW Proclamation

Dear His Worship Craig Copeland,

On behalf of the Lifesaving Society Alberta and Northwest Territories Branch, I am writing to ask that you proclaim July 21-27, 2019 as NATIONAL DROWNING PREVENTION WEEK in your Municipality.

The Lifesaving Society designates the third week in July as National Drowning Prevention Week (NDPW) to focus community and media attention on the drowning problem and drowning prevention.

Here is a link to the [proclamation template](#) as well as a [supporting letter](#) for your reference.

We would be truly grateful for your support in this important national education initiative.

If you have any questions, please don't hesitate to call me directly.

Warmest regards,

Julianna Matson, BSc
Drowning Prevention Coordinator
Lifesaving Society Alberta and Northwest Territories

13123-156 Street | Edmonton, AB | T5V 1V2 | Canada
Tel: 780 415 1755 | Fax: 780 427 9334
E-mail: juliannam@lifesaving.org | Web: www.lifesaving.org

Canada's Drowning Prevention Charity





LIFESAVING SOCIETY®

The Lifeguarding Experts

Alberta and Northwest
Territories Branch

June 4, 2019

Dear Mayors and Reeves of Alberta,

Canada faces a major problem – and a preventable one: Almost 500 people die every year from drowning. On behalf of the Lifesaving Society Alberta and Northwest Territories Branch, I am writing to ask that you proclaim July 21-27, 2019 as NATIONAL DROWNING PREVENTION WEEK in your Municipality.

The Lifesaving Society is a national, charitable organization working to prevent drowning and reduce water-related injury through our training programs, Water Smart® public education, drowning research and aquatic safety standards. The Lifesaving Society certifies Canada's National Lifeguards.

National Drowning Prevention Week is one of the Society's leading public education initiatives, with events taking place across the country to focus media and community attention on the drowning problem and drowning prevention. During this week, the Society urges individuals to:

- Supervise children in and around the water.
- Refrain from drinking alcoholic beverages while participating in aquatic activities.
- Wear a lifejacket when boating.

If every Canadian followed these steps, we could greatly reduce Canada's drowning rate.

A proclamation from you would give greater exposure to our lifesaving efforts to residents of your Municipality. I hope you will consider our request.

If you have any questions, please contact me at the Lifesaving Society Alberta and Northwest Territories Branch at (780) 415-1755 or experts@lifesaving.org.

Sincerely,

Mr. Kelly Carter
Executive Director

Reg. Charity No. [11912 9021 RR0001](#)
13123 – 156 Street
Edmonton, Alberta T5V 1V2 Canada



T: 780-415-1755
F: 780-427-9334
experts@lifesaving.org
www.lifesaving.org



PROCLAMATION

National Drowning Prevention Week July 21-27, 2019

WHEREAS, the mission of the Lifesaving Society of Canada is to prevent drowning throughout this great country, and even one drowning in Alberta is one too many; and

WHEREAS, most drownings are preventable in a Water Smart community, and only through Water Smart education and a healthy respect for the potential danger that any body of water may present, can we truly enjoy the beauty and recreation opportunities offered by these bodies of water; and

WHEREAS, the Lifesaving Society urges Canadians and residents of the City of Cold Lake to supervise children who are in and around the water, to refrain from drinking alcoholic beverages while participating in aquatic activities, and to wear a Personal Flotation Device or lifejacket at all times when boating; and

WHEREAS, the Lifesaving Society of Canada has declared July 21-27, 2019 as National Drowning Prevention Week to focus on the drowning problem and the hundreds of lives that could be saved this year.

NOW THEREFORE, I, Craig Copeland, Mayor of the City of Cold Lake, do hereby proclaim the week of July 21-27, 2019 as

“National Drowning Prevention Week”

in the City of Cold Lake, and do commend its thoughtful recognition to all citizens of the City of Cold Lake.

Craig Copeland,
Mayor

Dated this 11th day of June, 2019