



**Council - Regular Meeting
Agenda**

Tuesday, June 25, 2019

6:00 p.m.

Council Chambers

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STAFF REPORT

Title: Council - Regular Meeting June 11, 2019

Meeting Date: June 25, 2019

Executive Summary:

Background:

Alternatives:

Recommended Action:

That the minutes of Council's regular meeting held June 11, 2019 be accepted as presented.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer



Council - Regular Meeting Minutes

Tuesday, June 11, 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 Infrastructure Services Azam Khan
General Manager of Planning & Development Services Howard Pinnock
General Manager of Community Services Glenn Barnes
Manager of Strategic Initiatives Andrew Serba
Intermediate/Recording Secretary Valerie Saini

Staff Absent: General Manager of Corporate Services Linda Mortenson
Executive/Recording Secretary Cindy Reimer

CALL TO ORDER

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

ADOPTION OF AGENDA

Resolution # CRM20190611.1001

Moved by Councillor Lefebvre

That the agenda be adopted as presented.

Carried Unanimously

DISCLOSURE OF INTEREST

None.

MINUTES APPROVAL

Council - Regular Meeting May 14, 2019

Resolution # CRM20190611.1002

Moved by Councillor Grau

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

Carried Unanimously

Council - Corporate Priorities Committee Meeting May 21, 2019

Resolution # CRM20190611.1003

Moved by Councillor Buckle

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

Carried Unanimously

Council - Special Meeting May 23, 2019

Resolution # CRM20190611.1004

Moved by Councillor Lay

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

Carried Unanimously

PUBLIC QUESTION PERIOD

Mr. Murray Gauthier of 310-12 Street Cold Lake queried if the City is able to take down the signs for the old senior's lodge and put up signs showing how to get to the new senior's lodge?

Mayor Copeland thanked Mr. Gauthier for his question. General Manager of Infrastructure Services A. Khan advised Mr. Gauthier that he would look into the signage, and make sure signage would go the new senior's lodge.

Mr. Bruce Welwood of 346 Birch Avenue Cold Lake had a comment for Mayor Copeland and Council. Mr. Welwood informed Council that there was an individual taking pictures of the backside of houses on Lakeshore Drive, (pictures were taken from the shoreline). Mr. Welwood expressed his concerns that Council is being harassed by a certain citizen.

Mayor Copeland reassured Mr. Welwood that Council isn't intimidated by any citizen. As well, that the City had retained an independent third party legal surveyor for encroachment issues on the lakeshore.

Mr. Welwood queried if the City was having other areas surveyed?

Mayor Copeland replied that there wasn't any other areas being surveyed at this time, and that the City will be looking into it in the future.

Mr. Bernard Lefebvre of 519 Lakeshore Drive Cold Lake queried if the City was going to be paving any of the residential lanes?

Chief Administrative Officer K. Nagoya replied and informed Mr. Lefebvre that the City does some residential paving of the roads when they need to correct for drainage.

General Manager of Infrastructure Services A. Khan also replied that there is a lane improvement program for commercial and residential lanes.

Mayor Copeland also replied saying that Council can take a look at the issue during the 2020 budget deliberations.

PUBLIC HEARINGS

None.

DELEGATIONS

Cold Lake Valour Place Committee - Andre Marchand

Mayor Copeland welcomed Mr. Marchand and Ms. Assailly to the Council meeting at this time being 6:12 p.m.

Ms. Assailly presented Council with information and requested sponsorship towards the Cold Lake Valour Place Committee Golf Tournament scheduled for Saturday, September 7, 2019.

Ms. Assailly requested the City sponsor the golf fees for the tournament.

Mayor Copeland requested Mr. Marchand and Ms. Assailly provide Council with a budget and budget rationales.

Mayor Copeland thanked Mr. Marchand and Ms. Assailly for their presentation and advised that Council would consider the request at their regular meeting of Council being June 25, 2019.

Mr. Marchand and Ms. Assailly left the meeting at this time being 6:21 p.m.

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

Mayor Copeland welcomed Cold Lake Regional Chamber of Commerce (CLRCC) President Mr. Lefebvre and Vice President Mr. Holman to the Council meeting at this time being 6:21 p.m.

Mr. Lefebvre and Mr. Holman presented Council with a Power Point presentation regarding the CLRCC vision for the Feast at the Beach, a summer wrap-up to be held on August 30 and 31, 2019 at Kinosoo Beach.

Mr. Lefebvre and Mr. Holman requested \$10,000 in sponsorship for the event, as well as an estimated \$10,000 in, in-kind donations.

Mayor Copeland thanked Mr. Lefebvre and Mr. Holman for their informative presentation and advised that Council would consider the request at their next regular meeting of Council being June 25, 2019.

Mr. Lefebvre and Mr. Holman returned to the gallery at this time being 6:48 p.m.

Economic Development Advisory Committee (EDAC) - Bernard Lefebvre

Mr. Copeland welcomed Economic Development Advisory Committee (EDAC) Chairperson Mr. Lefebvre to the Council meeting at this time being 6:48 p.m.

Mr. Lefebvre gave a Power Point presentation regarding an update of EDAC's recent accomplishments, and tourism and marketing opportunity.

Mr. Lefebvre requested the City build a block letter sign spelling Cold Lake. Mr. Lefebvre also requested that the City create a monument for the largest Alberta Lake Trout that was caught in Cold Lake.

Mayor Copeland thanked Mr. Lefebvre for the presentation and advised that Council would wait to decide, and bring the request forward for consideration during the 2020 budget deliberations.

Mr. Lefebvre left the meeting at this time being 7:03 p.m.

CLRCC delegate, Mr. Homan also left the meeting at this time being 7:03 p.m.

Resolution # CRM20190611.1005

Moved by Councillor Vining

That the meeting be recessed at this time being 7:03 p.m., and reconvened at the call of the Chair.

Carried Unanimously

Mayor Copeland reconvened the meeting at this time being 7:15 p.m.

CITY FINANCIAL REPORTS

City Financial Reports - April 2019

Resolution # CRM20190611.1006

Moved by Councillor Grau

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

Carried Unanimously

OLD BUSINESS

Bylaw No. 646-AD-19 - Cemetery Bylaw

Resolution # CRM20190611.1007

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 second reading.

Carried Unanimously

Coalition of Canadian Municipalities for Energy Action

Resolution # CRM20190611.1008

Moved by Councillor Lay

That Council table Old Business Item 9.2 Coalition of Canadian Municipalities for Energy Action until after Item 13. Council Highlights/Reports.

Tabled

NEW BUSINESS

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

Resolution # CRM20190611.1009

Moved by Councillor Vining

That Bylaw No. 648-AN-19, being a Bylaw to Authorize the Rates of Taxation to be Levied against Supplementary Assessable Property for the 2019 Taxation Year, 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, with Education Tax Rates of 2.7774 Residential and 3.7879 Non-Residential, and a Tax Rate of .0893 for the Lakeland Lodge & Housing Requisition, and a Tax Rate of .0786 for Designated Industrial Properties, in the City of Cold Lake, be given first reading.

Carried Unanimously

2019 Capital Budget Amendment - 2019 Lane Improvement Program

Resolution # CRM20190611.1010

Moved by Councillor Lay

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 (2019 Capital budget will increase by \$84,628; bringing the 2019 Capital Budget from \$22,407,223 to \$22,491,851).

Carried Unanimously

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

Resolution # CRM20190611.1011

Moved by Councillor Buckle

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

Carried Unanimously

Tax Arrears Agreement - Tax Roll 4000024024

Resolution # CRM20190611.1012

Moved by Councillor Lefebvre

That Council accept the Property Tax Arrears Agreement for Tax Roll No. 4000024024 as presented.

Carried Unanimously

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

Resolution # CRM20190611.1013

Moved by Councillor Grau

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.

Carried Unanimously

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

Resolution # CRM20190611.1014

Moved by Councillor Grau

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

Carried Unanimously

COMMITTEE REPORTS

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

Information.

Minutes April 29, 2019 Cold Lake Library Board

Information.

STAFF REPORTS

Chief Administrative Officer's Monthly Report - May 2019

Information.

Report to Chief Administrative Officer - Corporate Services - May 2019

Information.

Report to Chief Administrative Officer - Infrastructure Services - May 2019

Information.

Report to Chief Administrative Officer - Planning and Development - May 2019

Information.

Report to Chief Administrative Officer - Community Services - May 2019

Information.

COUNCIL HIGHLIGHTS/ REPORTS

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

Resolution # CRM20190611.1015

Moved by Councillor Vining

That Council bring tabled Old Business Item 9.2 Coalition of Canadian Municipalities for Energy Action back onto the agenda.

Carried Unanimously

Resolution # CRM20190611.1016

Moved by Councillor Vining

That Council direct Chief Administrative Officer K. Nagoya to continue the City of Cold Lake's advocacy for this region in raising concerns to the Senate in regards to Bills C-48 and C-69.

Carried Unanimously

NOTICES OF MOTION /PROCLAMATIONS/ ANNOUNCEMENTS

National Drowning Prevention Week - July 21-27, 2019

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

QUESTIONS

None.

Resolution # CRM20190611.1017

Moved by Councillor Buckle

That the meeting be recessed at this time being 8:12 p.m., and reconvened at the call of the Chair.

Carried Unanimously

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

IN CAMERA

Member-at-Large Vacancy - Cold Lake Library Board

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

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

- FOIP Section 17, Disclosure harmful to personal privacy

Resolution # CRM20190611.1018

Moved by Councillor Vining

That the meeting go "In-Camera" at this time being 8:24 pursuant to Section 197(2) of the Municipal Government Act, 2000, Chapter M-26 and amendments thereto, and Division 2 of Part 1 of the Freedom of Information & Protection of Privacy Act, Revised Statutes of Alberta 2000, Chapter F-25 and amendments thereto, to discuss Privileged Information with regard to a Member-at-Large Vacancy - Cold Lake Library Board.

Carried Unanimously

Resolution # CRM20190611.1019

Moved by Councillor Grau

That the meeting come "Out-of-Camera" at this time being 8:26 p.m.

Carried Unanimously

Resolution # CRM20190611.1020

Moved by Councillor Buckle

That Council accept the recommendation of the Cold Lake Library Board that the member-at-large appointment held by Mr. Calvin Rideout on the Cold Lake Library Board be declared vacant, effective immediately, thus rescinding his appointment (Ref. Motion No. CM20181023.1017).

Carried Unanimously

Western Provinces Hockey Association (WPHA)

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

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

- FOIP Section 16, Disclosure harmful to business interests of a third party
- FOIP Section 24, Advice from Officials
- FOIP Section 27, Privileged Information

Resolution # CRM20190611.1021

Moved by Councillor Vining

That the meeting go "In-Camera" at this time being 8:26 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 the Western Provinces Hockey Association (WPHA).

Carried Unanimously

Resolution # CRM20190611.1022

Moved by Councillor Lefebvre

That the meeting come "Out-of-Camera" at this time being 9:17 p.m.

Carried Unanimously

Lease Agreement Renewal LA19-001 - Rogers Communications

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

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

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

Resolution # CRM20190611.1023

Moved by Councillor Lefebvre

That the meeting go "In-Camera" at this time being 9:18 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 Lease Agreement Renewal LA19-001 - Rogers Communications.

Carried Unanimously

Resolution # CRM20190611.1024

Moved by Councillor Buckle

That the meeting come "Out-of-Camera" at this time being 9:18 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 Infrastructure Services A. Khan, General Manager of Planning & Development Services H. Pinnock, General Manager of Community Services G. Barnes, Manager of Strategic Initiatives A. Serba, and Intermediate/Recording Secretary V. Saini.

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

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

Resolution # CRM20190611.1025

Moved by Councillor Buckle

That the meeting go "In-Camera" at this time being 9:18 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 # CRM20190611.1026

Moved by Councillor Vining

That the meeting come "Out-of-Camera" at this time being 9:32 p.m.

Carried Unanimously

ADJOURNMENT

Resolution # CRM20190611.1027

Moved by Councillor Vining

That the meeting be adjourned at this time being 9:32 p.m.

Carried Unanimously

Mayor

Chief Administrative Officer



STAFF REPORT

Title: The Grande Parlour - Teresa Pettit

Meeting Date: June 25, 2019

Executive Summary:

Delegation - Teresa Pettit of The Grande Parlour
Grant request for Verge Festival operation costs

Background:

Alternatives:

Recommended Action:

Type the recommendation here

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer



RECEIVED

JUN 19 2019

City of Cold Lake

CITY of COLD LAKE

Delegation Application

To: The Office of the Chief Administrative Officer

I/We, Teresa Pettit 780 815 0597
(Name) (Telephone Number)

Contact
I/We, Craig 780 812 6010
(Name) (Telephone Number)

Mailing Address Box 1567 Cold Lake AB T9M 1P4

E-mail Address the.grande.parlour@gmail.com

request to appear as a delegation before Cold Lake City Council at a meeting to be held on June 25th, 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.

grant request for Verge Festival operations cost

* 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 June 19/19
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 25/19

cc: _____

☐ Other

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



STAFF REPORT

Title: City Financial Reports - May 2019

Meeting Date: June 25, 2019

Executive Summary:

Administration presents monthly financial information to Council which includes accounts payable cheques, bank reconciliation and variance reports. The Variance Report includes Levied Taxes, estimated School Board Requisitions and the transfer from Accumulated Surplus of \$555,381 to balance the 2019 budget.

Background:

As of May 31, 2019 the bank had a balance of \$3,275,644. The Investment portfolio had a book value of \$56,687,647 inclusive of accrued interest, and a market value of \$54,684,835. Figures for the May 31, 2019 variance report are as follows:

	YTD	Budget	%
Revenue	\$ 35,774,455	\$ 59,208,732	60.42
Expenses	\$ 16,950,061	\$ 59,208,732	28.63

Alternatives:

Recommended Action:

Administration recommends that Council accept the financial reports for the period ending May 31, 2019 including accounts payable cheque numbers 131849 to 132395.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

MONTH END CASH SUMMARY
CITY OF COLD LAKE
May 31, 2019

	BANK CURRENT	INVESTMENTS	TOTAL
Receipts:	\$5,060,244	<u>Lakeland Credit Union -May 1, 2019</u>	\$0
Cash Receipts	\$2,696,974	Purchase (Redemption)	\$0
Auto Debits - UT/TX	\$594,380	Balance as May 31, 2019	\$0
Interest	\$1,194	Accrued interest - Credit Union	\$0
Common Shares		Balance as at May 31, 2019	\$0
Cancelled Cheques	\$11,092		
Returned Cheques	(\$3,847)	<u>ATB Financial - May 1, 2019</u>	\$19,000,000
Stale Dated Cheques		Purchase (Redemption) - GIC	\$0
Interest Received Investment		Balance as at May 31, 2019	\$19,000,000
Transfer from Investment		Accrued Interest-ATB	402,425
Alberta Capital Debenture		Balance as at May 31, 2019	\$19,402,425
Total Receipts	\$8,360,037		
Disbursements:		INVESTMENTS	
Accounts Payables	\$4,331,671		
Payroll	\$660,221	<u>Wood Gundy</u>	
Bank Wires & Drafts		Investment-Book Value May 1, 2019	\$35,159,800
Alberta Capital Debenture	\$89,689	Premium paid on Bonds May 1, 2019	\$1,447,774
Trans (from) to Investment		Redeemed CIBC Full Service Flexible GIC	
ASFF Payment			\$0
Service Charges	\$2,811		
Total Disbursements	\$5,084,393	Investments-Book Value as at May 31, 2019	\$36,607,574
NET BALANCE:	\$3,275,644	Accrued Interest-Fixed income securities	\$677,648
		Accrued Interest-High Interest Savings Accounts	\$0
Statement end balance:	\$4,475,738	WG Balance as May 31, 2019	\$37,285,222
O/S deposits	\$136,094	WG Market Value	\$35,282,410
Cash on hand	\$400	TOTAL INVESTMENTS MARKET VALUE	\$54,684,835
Sub Total	\$4,612,232	TOTAL INVESTMENTS-BOOK VALUE	\$56,687,647
Less:Outstanding cheques	\$1,336,588		
NET BALANCE:	\$3,275,644		

MAYOR

CHIEF ADMINISTRATIVE OFFICER

CITY SUMMARY OF VARIABLE REVENUES/EXPENSES BY FUNCTION

5/31/19

REVENUES	YTD ACTUAL	BUDGET	VARIANCE	% OF BUDGET
LEVY(penalties,investment returns)	2,169,853	500,000	- 1,669,853	433.97%
ADMINISTRATION	39,758	640,381	600,623	6.21%
POLICING	100,709	293,500	192,791	34.31%
FIRE RESCUE SERVICES	111,141	241,870	130,729	45.95%
BYLAW/SPEC CONSTABLES	55,076	166,700	111,624	33.04%
PUBLIC WORKS	24,362	350	- 24,012	6960.55%
INFRASTRUCTURE SERVICES	-	10,000	10,000	0.00%
AIRPORT	54,765	118,350	63,585	46.27%
SPECIAL TRANSPORTATION	3,941	8,500	4,559	46.36%
PUBLIC TRANSPORTATION	11,787	20,000	8,213	58.93%
WATER	859,859	2,920,000	2,060,141	29.45%
SEWER	518,049	1,750,000	1,231,951	29.60%
WASTE DISPOSAL	699,055	1,918,000	1,218,945	36.45%
RECYCLING	244,142	715,586	471,444	34.12%
FCSS	11,179	45,000	33,821	24.84%
DAYCARE/SENIORS	24,571	24,145	- 426	101.76%
CEMETERY	575	5,000	4,425	11.50%
MUNICIPAL SERVICES	191,201	262,000	70,799	72.98%
ECONOMIC DEVELOPMENT	38,554	46,400	7,846	83.09%
LAND, HOUSING & BLDG RENTAL	41,162	61,428	20,266	67.01%
RECREATION ADMIN-LEISURE	495	25,000	24,505	1.98%
ARENA	253,814	462,200	208,386	54.91%
ENERGY CENTRE	271,521	1,037,000	765,479	26.18%
GOLF & WINTER CLUB	226,956	460,700	233,744	49.26%
PARKS & SPORTS FIELDS	274	28,500	28,226	0.96%
MARINA	191,445	238,921	47,476	80.13%
TOTAL VARIABLE REVENUES	6,144,245	11,999,531	5,855,286	51.20%

FIXED REVENUES				
LEVIES/REQUISITIONS	27,966,929.85	36,588,717.52	8,621,788	76.44%
PROVINCIAL GRANTS	505,117	827,717	322,601	61.03%
OTHER LOCAL GOV'T	365,623	647,267	281,644	56.49%
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	29,630,209	47,209,202	17,578,992	62.76%
TOTAL REVENUES	35,774,455	59,208,733	23,434,278	60.42%

EXPENSES	YTD ACTUAL	BUDGET	VARIANCE	% OF BUDGET
COUNCIL & LEGISLATIVE	184,791	397,671	212,880	46.47%
ADMINISTRATION	2,112,231	5,450,567	3,338,336	38.75%
POLICING	219,447	2,858,600	2,639,153	7.68%
FIRE RESCUE SERVICES	463,616	1,071,600	607,984	43.26%
DISASTER SERVICES	19,670	75,050	55,380	26.21%
BYLAW/SPEC CONSTABLE	284,630	788,260	503,630	36.11%
PUBLIC WORKS	2,087,074	5,092,490	3,005,416	40.98%
INFRASTRUCTURE SERVICES	267,712	745,700	477,988	35.90%
AIRPORT	110,682	210,700	100,018	52.53%
SPECIAL TRANSPORTATION	49,933	143,500	93,567	34.80%
PUBLIC TRANSPORTATION	276,707	914,600	637,893	30.25%
STORM SEWER	49,193	207,100	157,907	23.75%
WATER SUPPLY/DISTRIBUTION	816,243	2,272,390	1,456,147	35.92%
WATER TREATMENT/RESERVOIR	161,450	571,210	409,760	28.26%
SEWER COLLECTION	666,117	2,110,160	1,444,043	31.57%
LIFT STATIONS	115,291	384,580	269,289	29.98%
WASTE DISPOSAL	643,804	1,898,660	1,254,856	33.91%
RECYCLING	267,468	714,298	446,830	37.44%
FCSS	416,990	1,032,200	615,210	40.40%
DAYCARE/PLAYSCHOOL	9,469	30,600	21,131	30.94%
SENIORS	23,702	69,000	45,298	34.35%
CEMETERY	6,865	35,680	28,815	19.24%
MUNICIPAL SERVICES	293,292	778,850	485,558	37.66%
ECONOMIC DEVELOPMENT	302,186	717,900	415,714	42.09%
LAND, HOUSING & BLDG RENTAL	2,891	14,530	11,639	19.89%
RECREATION ADMINISTRATION	310,921	654,867	343,946	47.48%
ARENA	640,572	1,373,166	732,594	46.65%
ENERGY CENTRE	900,650	2,542,310	1,641,660	35.43%
GOLF & WINTER CLUB	317,361	953,630	636,269	33.28%
PARKS & SPORTS FIELDS	370,514	1,519,646	1,149,132	24.38%
MARINA	88,024	457,200	369,176	19.25%
LIBRARY	77,049	79,782	2,733	96.57%
MUSEUM	33,669	15,000	- 18,669	224.46%
TOTAL VARIABLE EXPENSES	12,590,213	36,181,497	23,591,284	34.80%

FIXED EXPENSES				
REQUISITIONS	1,792,565	7,048,480	5,255,914	25.43%
DEBENTURES	1,612,505	3,994,192	2,381,687	40.37%
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	954,778	1,236,949	282,171	77.19%
CONTINGENCY	-	300,000	300,000	0.00%
TRANSFER TO CAPITAL (ID349)	-	8,000,000	8,000,000	0.00%
TOTAL FIXED EXPENSES	4,359,849	23,027,236	18,667,387	18.93%
TOTAL EXPENSES	16,950,061	59,208,733	42,258,671	28.63%

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131849	2019/05/03	11941	ACHIEVING EDEN LTD	2,650.78
131850	2019/05/03	123	ACKLANDS - GRAINGER INC.	467.22
131851	2019/05/03	3854	AHEARN & SOPER INC.	201.10
131852	2019/05/03	9559	ALBERTA MUNICIPAL ENFORCEMENT ASSO	360.00
131853	2019/05/03	5782	ALBERTA UNION OF PROVINCIAL EMPLOY	3,837.09
131854	2019/05/03	18	ALBERTA URBAN MUNICIPALITIES ASSOC	472.50
131855	2019/05/03	2427	ALBERTA'S LAKELAND DMO	5,339.99
131856	2019/05/03	12504	ALFORD, GLENN	422.02
131857	2019/05/03	6593	AMSC INSURANCE SERVICES LTD.	2,338.20
131858	2019/05/03	12501	BALLARD, JOHNATHON	50.00
131859	2019/05/03	12266	BARRY, FRANK	486.55
131860	2019/05/03	10044	BEAUDOIN, MEGAN	662.73
131861	2019/05/03	6678	BELL	454.62
131862	2019/05/03	8747	BERNIER'S DIESEL & AUTO REPAIR & P	3,383.13
131863	2019/05/03	5720	BEST WESTERN COLD LAKE INN	1,084.65
131864	2019/05/03	6089	BONNYVILLE WATER CONDITIONING LTD.	21.00
131865	2019/05/03	1808	BRANDT TRACTOR LTD.	383.38
131866	2019/05/03	9362	BRULLER CORPORATION	1,157.63
131867	2019/05/03	11107	BUMPER TO BUMPER	481.77
131868	2019/05/03	2572	BUSY BEE SANITARY SUPPLIES INC.	466.70
131869	2019/05/03	8581	CALLAWAY GOLF CANADA LTD	3,452.46
131870	2019/05/03	5823	CANADIAN LINEN & UNIFORM SERVICE	717.61
131871	2019/05/03	6378	CANADIAN PLAYGROUND SAFETY INSTITU	420.00
131872	2019/05/03	9798	CANADIAN TIRE #450	1,836.19
131873	2019/05/03	12417	CARSY'S MEDAL MOUNTING	95.00
131874	2019/05/03	4631	CDW CANADA CORP.	381.49
131875	2019/05/03	11869	CIMCO REFRIGERATION	7,695.42
131876	2019/05/03	11329	CINTAS CANADA LIMITED	268.22
131877	2019/05/03	12500	CITIZEN SERVICES DEPARTMENT	268.00
131878	2019/05/03	9478	CLASSIC EXPRESS INC.	3,150.00
131879	2019/05/03	650	CLEARTECH INDUSTRIES INC.	3,901.72
131880	2019/05/03	8474	CLEVELAND GOLF CANADA CORP.	4,979.25
131881	2019/05/03	8735	COLD LAKE FOODS (2003) INC	310.86
131882	2019/05/03	111	COLD LAKE HOME HARDWARE BUILDING C	89.19
131883	2019/05/03	4156	COLD LAKE MINOR BALL ASSOCIATION	500.00
131884	2019/05/03	12198	COLD LAKE MINOR HOCKEY ASSOCIATION	200.00
131885	2019/05/03	3050	COLD LAKE MINOR SOCCER U17 BOYS	500.00
131886	2019/05/03	298	COLD LAKE REGIONAL CHAMBER OF COMM	2,887.50
131887	2019/05/03	10380	COTTON CANDY WEST INC.	1,606.80
131888	2019/05/03	1248	CUBEX LIMITED	213.26
131889	2019/05/03	12507	CURRIE, KATHERINE	110.16
131890	2019/05/03	1937	DALE FLEMING CONSULTING LTD.	220.50
131891	2019/05/03	12265	DANIELSON, ANNE	507.38
131892	2019/05/03	2657	DE LAGE LANDEN FINANCIAL SERVICES	668.80
131893	2019/05/03	9825	DESMARAIS, MICHELLE	250.00
131894	2019/05/03	10163	ENTERPRISE RENT A CAR CANADA COMPA	390.35
131895	2019/05/03	4484	EXOVA CANADA INC.	1,558.72
131896	2019/05/03	579	FALLOW, JEFF	997.92
131897	2019/05/03	1735	FIRST TRUCK CENTRE LLOYDMINSTER IN	259.04
131898	2019/05/03	9978	FOUNTAIN TIRE (COLD LAKE) LTD.	83.79
131899	2019/05/03	11229	GOLF LEASE INC.	6,870.73
131900	2019/05/03	134	GRAND & TOY	58.13
131901	2019/05/03	8247	GREYHOUND COURIER EXPRESS	292.65
131902	2019/05/03	11405	HAMEL MEATS (2015) LTD.	14.00
131903	2019/05/03	6725	HISCOCK HOMES INC	50.00
131904	2019/05/03	5833	HOTSY CLEANING SYSTEMS	

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131905	2019/05/03	10204	HOWRISH, JOLAINE	829.82
131906	2019/05/03	699	INDUSTRIAL MACHINE INC.	894.60
131907	2019/05/03	12506	KOKOTILO, JOHN	129.71
131908	2019/05/03	4587	K3 PROMOTIONS INC.	578.63
131909	2019/05/03	90549	LAC LA BICHE COUNTY	200.00
131910	2019/05/03	11996	LAKELAND BANTAM AA PANTHERS	500.00
131911	2019/05/03	4290	LAKELAND FIRE & SAFETY SUPPLY	673.85
131912	2019/05/03	159	LAKELAND INN HOTEL	4,331.92
131913	2019/05/03	4662	LAKE SIDE MARINE AND OFF ROAD	2,692.99
131914	2019/05/03	5001	LAY, DUANE	51.00
131915	2019/05/03	12502	LEVY, PAUL	50.00
131916	2019/05/03	117	LOCAL AUTHORITIES PENSION	80,747.10
131917	2019/05/03	50	LOOMIS EXPRESS	238.17
131918	2019/05/03	2843	MAINTENANCE ENFORCEMENT PROGRAM	300.00
131919	2019/05/03	12268	MCCULLEY, ROB	362.41
131920	2019/05/03	3844	MCSNET	73.40
131921	2019/05/03	12503	MEARS, ROBERT D	50.00
131922	2019/05/03	11777	MEIER, DAWN	159.38
131923	2019/05/03	12480	MIGHTY PEACE SPORT AND RECREATION	30.00
131924	2019/05/03	11686	MOESKER, ISAAC	298.34
131925	2019/05/03	7188	MUSICWORKS LTD.	31.50
131926	2019/05/03	3127	NAGOYA, KEVIN	1,191.22
131927	2019/05/03	12499	OMAR'S PLUMBING AND HEATING LTD.	472.50
131928	2019/05/03	5886	PALMAN, MARK J	668.10
131929	2019/05/03	5774	PARKBRIDGE LIFESTYLE COMMUNITIES I	130.46
131930	2019/05/03	9903	PETTY CASH - GOLF & CURLING CLUB	80.84
131931	2019/05/03	12505	POLSON, ERNIE	422.02
131932	2019/05/03	12240	PREVOST, A DIVISON OF VOLVO GROUP	164.87
131933	2019/05/03	861	PRINCESS AUTO LTD.	100.88
131934	2019/05/03	64	PUROLATOR COURIER LTD	236.44
131935	2019/05/03	2052	RECEIVER GENERAL FOR CANADA	4,720.73
131936	2019/05/03	9	RECEIVER GENERAL FOR CANADA	140,840.51
131937	2019/05/03	378	RECEIVER GENERAL FOR CANADA	175.00
131938	2019/05/03	1946	RIDERS CONNECTION	94.23
131939	2019/05/03	12006	RMA FUEL LTD.	6,312.75
131940	2019/05/03	110	RONA	711.84
131941	2019/05/03	7568	SAFE SOFTWARE INC.	630.00
131942	2019/05/03	7915	SCHMIDTZ, KIM M	521.53
131943	2019/05/03	8450	SHAW DIRECT	133.30
131944	2019/05/03	5884	SHRED-IT INTERNATIONAL ULC	431.22
131945	2019/05/03	2291	SMART ELECTRICAL CONTRACTORS (2007	249.38
131946	2019/05/03	12264	SMOKY LAKE COUNTY	481.19
131947	2019/05/03	5672	STAPLES #332 COLD LAKE	319.26
131948	2019/05/03	2220	STAR AUTO & INDUSTRIAL LTD.	176.23
131949	2019/05/03	9718	STEMCO INC.	6,698.48
131950	2019/05/03	12269	STEVENSON, CAMERON	293.10
131951	2019/05/03	12370	STITCHED APPAREL, ULC	193.83
131952	2019/05/03	1247	STONEHOCKER, DIANE	5,905.87
131953	2019/05/03	8870	STRATEGIC ALLIANCE CONSULTING	3,026.10
131954	2019/05/03	7755	SYBERTECH WASTE REDUCTION LTD.	5,165.13
131955	2019/05/03	20	TELUS COMMUNICATIONS INC	4,890.31
131956	2019/05/03	12302	THE DAILY GOODS	86.25
131957	2019/05/03	5985	TOMKO SPORTS SYSTEMS ALBERTA	543.77
131958	2019/05/03	6868	ULINE CANADA CORPORATION	1,686.60
131959	2019/05/03	3285	UNITED RENTALS OF CANADA, INC.	321.30
131960	2019/05/03	7109	VERANOVA PROPERTIES LTD	894.97
131961	2019/05/03	11351	WANG, ZILONG	894.97

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131962	2019/05/03	9253	WATT, MEGAN	100.00
131963	2019/05/03	11500	WINDERMERE REGISTRY	120.00
*** Total : \$				353,010.59
*** Total # Of Cheques:				115

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131971	2019/05/10	156	ACCESS OVERDOOR LTD.	268.80
131972	2019/05/10	123	ACKLANDS - GRAINGER INC.	49.85
131973	2019/05/10	687	AECOM CANADA LTD.	9,141.08
131974	2019/05/10	5297	AEDARSA	324.45
131975	2019/05/10	12310	AGGREKO CANADA, INC.	7,877.96
131976	2019/05/10	2863	ALBERTA FIRE CHIEFS ASSOCIATION	529.39
131977	2019/05/10	9153	ALBERTA MUNICIPAL SERVICES CORPORA	198,154.67
131978	2019/05/10	11560	ANDRZEJEWSKI, ADA	120.50
131979	2019/05/10	12519	ARBOUR, VIKKI	50.00
131980	2019/05/10	4928	ATLAS APPRAISAL SERVICES INC.	420.00
131981	2019/05/10	6481	BIG TIME TOWING AND RECOVERY	451.61
131982	2019/05/10	12513	BILD ALBERTA - LAKELAND REGION	840.00
131983	2019/05/10	7189	BONNYVILLE & DISTRICT FCSS	48,712.36
131984	2019/05/10	9960	BR2 ARCHITECTURE	630.82
131985	2019/05/10	8340	BUCKINGHAM, BRAD	50.00
131986	2019/05/10	3225	BUCKLE, ROBERT	3,171.76
131987	2019/05/10	11107	BUMPER TO BUMPER	330.73
131988	2019/05/10	2572	BUSY BEE SANITARY SUPPLIES INC.	188.14
131989	2019/05/10	5823	CANADIAN LINEN & UNIFORM SERVICE	552.35
131990	2019/05/10	9798	CANADIAN TIRE #450	169.67
131991	2019/05/10	9229	COBRA PUMA GOLF CANADA	5,339.75
131992	2019/05/10	705	COLD LAKE CHRYSLER LTD.	148.75
131993	2019/05/10	111	COLD LAKE HOME HARDWARE BUILDING C	133.07
131994	2019/05/10	6616	COLD LAKE SECURITY	1,548.75
131995	2019/05/10	12324	COLLABRIA	6,232.37
131996	2019/05/10	10380	COTTON CANDY WEST INC.	2,529.29
131997	2019/05/10	12001	CRICHTON, KAEI	25.00
131998	2019/05/10	2657	DE LAGE LANDEN FINANCIAL SERVICES	4,189.43
131999	2019/05/10	1394	DIAMOND INTERNATIONAL TRUCKS LTD.	4,279.78
132000	2019/05/10	2974	DOLLAR STORE PLUS	374.85
132001	2019/05/10	10072	DYNAMO SMALL ENGINE	101.57
132002	2019/05/10	9123	EASTLINK	233.68
132003	2019/05/10	225	ECKEL, MARLENE	272.95
132004	2019/05/10	38	ELECTRIC SERVICES GRAND CENTRE LTD	4,024.22
132005	2019/05/10	12494	ELEMENT MATERIALS TECHNOLOGY CANAD	344.22
132006	2019/05/10	12221	ERAMOSA	29,903.26
132007	2019/05/10	7688	EXECUTIVE FLIGHT CENTRE FUEL SERVI	15,129.84
132008	2019/05/10	4484	EXOVA CANADA INC.	71.80
132009	2019/05/10	6099	FEDERAL EXPRESS CANADA CORPORATION	204.74
132010	2019/05/10	1735	FIRST TRUCK CENTRE LLOYDMINSTER IN	194.65
132011	2019/05/10	12510	FITNESS EXPERIENCE	20,707.93
132012	2019/05/10	12521	FLOAT - MARINA	200.00
132013	2019/05/10	967	FM GRAPH X	14.18
132014	2019/05/10	11639	GANTZ HEAVY EQUIPMENT & OILFIELD R	2,146.74
132015	2019/05/10	3754	GERRY'S EXPRESS LUBE INC.	799.10
132016	2019/05/10	6983	HOGAN, MELANIE	720.00
132017	2019/05/10	25	GOVERNMENT OF ALBERTA	1,239.00
132018	2019/05/10	134	GRAND & TOY	64.34
132019	2019/05/10	4241	GRAND CENTRE GOLF & COUNTRY CLUB	1,112.00
132020	2019/05/10	12432	HINSE, LORINE S	97.36
132021	2019/05/10	6725	HISCOCK HOMES INC	3,000.00
132022	2019/05/10	699	INDUSTRIAL MACHINE INC.	42.00
132023	2019/05/10	82	JESTER PAINT SUPPLY LTD.	692.89
132024	2019/05/10	6672	JUST CHECKING RESOURCES INC.	682.50
132025	2019/05/10	7458	L.D. SEPTIC TANK CLEANING	525.00
132026	2019/05/10	2993	LAKELAND HUMANE SOCIETY	

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132027	2019/05/10	2842	M/T SINC PLUMBING & HEATING	10,153.50
132028	2019/05/10	10081	MAGLIN SITE FURNITURE INC.	6,615.00
132029	2019/05/10	6804	MAILHOT, MARTIN	608.90
132030	2019/05/10	9648	MCCOWAN, EVELYN	870.80
132031	2019/05/10	12428	MCGOWAN, SUSAN	1,050.00
132032	2019/05/10	710	MCKAY, HUGH	531.45
132033	2019/05/10	12118	MOKELKI, DANIEL	495.45
132034	2019/05/10	11722	MONSON, WAYNE	1,587.50
132035	2019/05/10	12514	MURPHY, AMY	40.00
132036	2019/05/10	3127	NAGOYA, KEVIN	2,351.41
132037	2019/05/10	8126	NORTH EAST GAS CO-OP LTD	216.04
132038	2019/05/10	10360	NOVA MECHANICAL SYSTEMS LTD.	189,850.32
132039	2019/05/10	9543	PARKER, DEREK	50.00
132040	2019/05/10	64	PUROLATOR COURIER LTD	197.96
132041	2019/05/10	11673	RECYCLE WEST INC	346.50
132042	2019/05/10	218	REIMER, CINDY	531.70
132043	2019/05/10	1109	RELAY DISTRIBUTING	49.40
132044	2019/05/10	413	REYNOLDS MIRTH RICHARDS & FARMER L	6,004.24
132045	2019/05/10	12267	RM OF HILLSDALE #440	465.36
132046	2019/05/10	12006	RMA FUEL LTD.	11,640.24
132047	2019/05/10	110	RONA	128.68
132048	2019/05/10	12009	RURAL MUNICIPALITIES OF ALBERTA	1,023.40
132049	2019/05/10	850	SAFE-NET GROUP INC.	378.00
132050	2019/05/10	841	SAFETY CODES COUNCIL	1,087.25
132051	2019/05/10	5966	SCHEFFER ANDREW LTD. PLANNERS & EN	525.00
132052	2019/05/10	8105	SCHULTZ, BRADLEY	687.70
132053	2019/05/10	2291	SMART ELECTRICAL CONTRACTORS (2007	199.50
132054	2019/05/10	12515	SMITH, LAWRENCE & TAMMY	50.00
132055	2019/05/10	8679	SOLIDEARTH GEOTECHNICAL	860.42
132056	2019/05/10	2220	STAR AUTO & INDUSTRIAL LTD.	182.07
132057	2019/05/10	1247	STONEHOCKER, DIANE	1,968.62
132058	2019/05/10	8510	SUN MOUNTAIN	36.75
132059	2019/05/10	8481	SUNDOG DISTRIBUTING INC.	428.91
132060	2019/05/10	11931	TAYLORMADE CANADA LTD.	226.80
132061	2019/05/10	8108	THOMSON REUTERS CANADA	339.62
132062	2019/05/10	5873	TOTH, LINDSAY	806.75
132063	2019/05/10	12518	TRINH, KHOI D	400.00
132064	2019/05/10	12520	UNI-SELECT CANADA STORES INC.	103.07
132065	2019/05/10	5319	WASTE MANAGEMENT OF CANADA CORPORA	266.11
132066	2019/05/10	9253	WATT, MEGAN	1,998.12
132067	2019/05/10	8522	WIEBE, AMBER M	405.00
132068	2019/05/10	6257	ZONE WEST ENTRPRISES LTD	7,150.08
132069	2019/05/10	7894	LAKELAND LAWN CARE (1743626 ALBERT	1,099.35

*** Total : \$ 646,956.20

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132083	2019/05/17	81	ABOVE & BEYOND FLORIST	346.50
132084	2019/05/17	2670	ACCURATE ASSESSMENT GROUP	10,783.50
132085	2019/05/17	12053	ACCURATE SCALE INDUSTRIES LTD.	141,556.80
132086	2019/05/17	8431	ACUSHNET CANADA INC	429.98
132087	2019/05/17	5782	ALBERTA UNION OF PROVINCIAL EMPLOY	4,407.84
132088	2019/05/17	1355	AMSC INSURANCE SERVICES LTD	1,694.00
132089	2019/05/17	6593	AMSC INSURANCE SERVICES LTD.	2,347.91
132090	2019/05/17	2934	ATCO ELECTRIC LTD.	170,387.04
132091	2019/05/17	9605	AXIA CONNECT LTD.	929.25
132092	2019/05/17	10135	A2Z OFFICE FURNISHINGS	8,575.08
132093	2019/05/17	104	B & R ECKEL'S TRANSPORT LTD.	1,078.39
132094	2019/05/17	12266	BARRY, FRANK	636.33
132095	2019/05/17	5072	BEAVER RIVER REGIONAL WASTE MANAGE	53,590.21
132096	2019/05/17	8747	BERNIER'S DIESEL & AUTO REPAIR & P	1,385.95
132097	2019/05/17	4352	BONNYVILLE & DISTRICT CHAMBER OF C	1,500.00
132098	2019/05/17	6089	BONNYVILLE WATER CONDITIONING LTD.	21.00
132099	2019/05/17	6535	BORDELEAU, ELSIE	52.50
132100	2019/05/17	12524	BOWMAN, KELLY	469.34
132101	2019/05/17	2572	BUSY BEE SANITARY SUPPLIES INC.	163.44
132102	2019/05/17	5823	CANADIAN LINEN & UNIFORM SERVICE	353.85
132103	2019/05/17	9798	CANADIAN TIRE #450	508.87
132104	2019/05/17	12417	CARSY'S MEDAL MOUNTING	197.00
132105	2019/05/17	4631	CDW CANADA CORP.	701.09
132106	2019/05/17	650	CLEARTECH INDUSTRIES INC.	2,914.19
132107	2019/05/17	3322	COLD LAKE CURLING CLUB	44,949.00
132108	2019/05/17	12408	COLD LAKE FIGHTER JETS FOOTBALL CL	5,000.00
132109	2019/05/17	2803	COLD LAKE FIREFIGHTER SOCIAL FUND	275.00
132110	2019/05/17	8735	COLD LAKE FOODS (2003) INC	238.77
132111	2019/05/17	111	COLD LAKE HOME HARDWARE BUILDING C	110.66
132112	2019/05/17	278	COMMUNICATIONS COLD LAKE INC.	682.50
132113	2019/05/17	9487	CONSOLIDATED MONITORING LTD.	466.20
132114	2019/05/17	2392	COPELAND, CRAIG JOHN	20.00
132115	2019/05/17	12525	DAVIES, THEODORE & EILEEN	56.72
132116	2019/05/17	11050	DD CONTRACTING & CONSTRUCTION LTD.	32,674.95
132117	2019/05/17	5855	DELL CANADA INC.	218.39
132118	2019/05/17	8303	DESCHAMPS, RYAN	199.86
132119	2019/05/17	8329	DRAPER, LEANNE	212.99
132120	2019/05/17	12494	ELEMENT MATERIALS TECHNOLOGY CANAD	1,139.46
132121	2019/05/17	10163	ENTERPRISE RENT A CAR CANADA COMPA	227.81
132122	2019/05/17	2762	ESRI CANADA LIMITED	18,270.00
132123	2019/05/17	9978	FOUNTAIN TIRE (COLD LAKE) LTD.	456.75
132124	2019/05/17	12103	G & G GOLF COMPANY	66.15
132125	2019/05/17	12527	GANES, STEVEN T	64.73
132126	2019/05/17	12106	GAO, JING	80.00
132127	2019/05/17	6983	HOGAN, MELANIE	890.00
132128	2019/05/17	8478	GOLF TRENDS, INC.	919.28
132129	2019/05/17	11740	GOODWIN ROOF INSPECTIONS & CONSULT	1,228.50
132130	2019/05/17	4891	HARRIS, STEPHANIE	251.84
132131	2019/05/17	2307	HOLLIS, BARBARA	465.00
132132	2019/05/17	5833	HOTSY CLEANING SYSTEMS	81.23
132133	2019/05/17	82	JESTER PAINT SUPPLY LTD.	1,450.81
132134	2019/05/17	7745	JOHN DEERE FINANCIAL	116.46
132135	2019/05/17	1215	KYETECH CANADA INC.	690.64
132136	2019/05/17	4587	K3 PROMOTIONS INC.	272.22
132137	2019/05/17	90549	LAC LA BICHE COUNTY	549.95
132138	2019/05/17	11272	LAKELAND CONNECT MEDIA INC.	291.52

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132139	2019/05/17	352	LAKELAND CREDIT UNION LTD.	2,128.99
132140	2019/05/17	7927	LAKELAND CREDIT UNION - BONNYVILLE	45.12
132141	2019/05/17	4290	LAKELAND FIRE & SAFETY SUPPLY	230.84
132142	2019/05/17	4840	LEFEBVRE, VICKY	728.24
132143	2019/05/17	117	LOCAL AUTHORITIES PENSION	81,505.88
132144	2019/05/17	4278	LUPUL, ERNA	70.97
132145	2019/05/17	2842	M/T SINC PLUMBING & HEATING	2,093.70
132146	2019/05/17	2843	MAINTENANCE ENFORCEMENT PROGRAM	300.00
132147	2019/05/17	480	MARTIN DEERLINE	411.89
132148	2019/05/17	12268	MCCULLEY, ROB	183.60
132149	2019/05/17	12528	MERIDIAN SOURCE	1,173.38
132150	2019/05/17	12453	MOAR, MICHELLE S	1,050.00
132151	2019/05/17	12126	NCSG HAULING & RIGGING LTD.	1,252.13
132152	2019/05/17	10360	NOVA MECHANICAL SYSTEMS LTD.	794,879.68
132153	2019/05/17	262	OK TIRE - COLD LAKE	56.96
132154	2019/05/17	12523	OLDFORD, JENNIFER	22.05
132155	2019/05/17	5537	PETTY CASH - ENERGY CENTRE	194.00
132156	2019/05/17	7606	PINNACLE DISTRIBUTION INC.	38.56
132157	2019/05/17	2175	PITNEY WORKS	6,353.00
132158	2019/05/17	11348	POSTMEDIA PAYMENT CENTRE	3,326.40
132159	2019/05/17	12240	PREVOST, A DIVISON OF VOLVO GROUP	99.58
132160	2019/05/17	12526	QUICKFALL, RICHARD	34.01
132161	2019/05/17	12073	REBEL NDT INSPECTIONS LTD.	2,386.13
132162	2019/05/17	9	RECEIVER GENERAL FOR CANADA	154,056.64
132163	2019/05/17	378	RECEIVER GENERAL FOR CANADA	175.00
132164	2019/05/17	12522	REID, MATT	193.52
132165	2019/05/17	1109	RELAY DISTRIBUTING	37.63
132166	2019/05/17	12315	RESPECT NEWS	472.50
132167	2019/05/17	12267	RM OF HILLSDALE #440	364.33
132168	2019/05/17	4554	ROSIE SEPTIC TANK SERVICE LTD	78.75
132169	2019/05/17	850	SAFE-NET GROUP INC.	168.00
132170	2019/05/17	12255	SAINI, VALERIE	450.38
132171	2019/05/17	5052	SE DESIGN AND CONSULTING (2009) IN	11,780.23
132172	2019/05/17	2291	SMART ELECTRICAL CONTRACTORS (2007	149.63
132173	2019/05/17	271	SOCAN	117.52
132174	2019/05/17	8679	SOLIDEARTH GEOTECHNICAL	1,295.17
132175	2019/05/17	9612	STANTEC CONSULTING LTD.	23,958.27
132176	2019/05/17	5672	STAPLES #332 COLD LAKE	123.30
132177	2019/05/17	2220	STAR AUTO & INDUSTRIAL LTD.	593.41
132178	2019/05/17	5781	STEVENSON, CAMERON	205.02
132179	2019/05/17	11931	TAYLORMADE CANADA LTD.	1,244.61
132180	2019/05/17	12181	THOMPSON INFRASTRUCTURE LTD.	219,202.41
132181	2019/05/17	12520	UNI-SELECT CANADA STORES INC.	253.64
132182	2019/05/17	448	VAL APPRAISALS	315.00
132183	2019/05/17	12338	VALLEY BLADES LIMITED	233.10
132184	2019/05/17	5319	WASTE MANAGEMENT OF CANADA CORPORA	673.45

*** Total : \$ 1,833,217.55

*** Total # Of Cheques: 102

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132187	2019/05/24	123	ACKLANDS - GRAINGER INC.	122.45
132188	2019/05/24	12538	ADEAGBO, FRANCIS	50.16
132189	2019/05/24	9143	AIR LIQUIDE CANADA INC.	105.84
132190	2019/05/24	8407	ALBERTA GOLF ASSOCIATION	2,192.40
132191	2019/05/24	11944	ARTTEC ADVERTISING INC.	4,725.00
132192	2019/05/24	58	ATCO GAS	308.39
132193	2019/05/24	4928	ATLAS APPRAISAL SERVICES INC.	600.00
132194	2019/05/24	4312	AXIA SUPERNET LTD.	1,134.00
132195	2019/05/24	104	B & R ECKEL'S TRANSPORT LTD.	66.87
132196	2019/05/24	6678	BELL	454.63
132197	2019/05/24	2741	BELL CANADA	5.87
132198	2019/05/24	2188	BEST SERVICE PROS LTD.	36,402.16
132199	2019/05/24	2572	BUSY BEE SANITARY SUPPLIES INC.	1,042.58
132200	2019/05/24	5823	CANADIAN LINEN & UNIFORM SERVICE	567.38
132201	2019/05/24	9798	CANADIAN TIRE #450	83.96
132202	2019/05/24	650	CLEARTECH INDUSTRIES INC.	748.44
132203	2019/05/24	8735	COLD LAKE FOODS (2003) INC	163.63
132204	2019/05/24	111	COLD LAKE HOME HARDWARE BUILDING C	322.53
132205	2019/05/24	3394	COLD LAKE MIDDLE SCHOOL	500.00
132206	2019/05/24	3114	COLD LAKE RECYCLING CENTRE LTD.	38,140.19
132207	2019/05/24	2524	COLLISION TOWING	110.25
132208	2019/05/24	278	COMMUNICATIONS COLD LAKE INC.	402.92
132209	2019/05/24	9487	CONSOLIDATED MONITORING LTD.	315.00
132210	2019/05/24	12533	CONSOLIDATED TURF EQUIPMENT (1965)	140.25
132211	2019/05/24	1248	CUBEX LIMITED	1,465.59
132212	2019/05/24	1937	DALE FLEMING CONSULTING LTD.	246.75
132213	2019/05/24	10422	DOVE CENTRE	24.00
132214	2019/05/24	12431	DR. MANJU MATHEW	510.00
132215	2019/05/24	107	DUN-RITE ROOFING	30,124.50
132216	2019/05/24	38	ELECTRIC SERVICES GRAND CENTRE LTD	2,620.07
132217	2019/05/24	1877	EMCO CORPORATION	215.35
132218	2019/05/24	9727	EMCO CORPORATION LTD	5.94
132219	2019/05/24	1735	FIRST TRUCK CENTRE LLOYDMINSTER IN	585.79
132220	2019/05/24	9978	FOUNTAIN TIRE (COLD LAKE) LTD.	179.10
132221	2019/05/24	2121	GLENWALL CONSTRUCTION LTD.	9,312.66
132222	2019/05/24	8297	GLOBAL INDUSTRIAL CANADA INC	217.67
132223	2019/05/24	12057	GOVERNMENT OF ALBERTA	1,954.05
132224	2019/05/24	134	GRAND & TOY	211.82
132225	2019/05/24	2303	HI PRO RECREATION SERVICES	1,365.00
132226	2019/05/24	12532	HOSEPOWER CANADA	645.48
132227	2019/05/24	9686	ISERT, KRISTY	621.65
132228	2019/05/24	12531	JACKSON, WILLIAM	50.00
132229	2019/05/24	82	JESTER PAINT SUPPLY LTD.	3,541.44
132230	2019/05/24	7745	JOHN DEERE FINANCIAL	416.94
132231	2019/05/24	3019	KRAZEE KLEAN INC.	395.18
132232	2019/05/24	1215	KYETECH CANADA INC.	257.25
132233	2019/05/24	4587	K3 PROMOTIONS INC.	1,255.70
132234	2019/05/24	8624	LAC LA BICHE COUNTY/LAC LA BICHE P	1,140.07
132235	2019/05/24	4290	LAKELAND FIRE & SAFETY SUPPLY	251.89
132236	2019/05/24	357	LAKELAND LODGE & HOUSING FOUNDATIO	92.82
132237	2019/05/24	4546	LAWSON PRODUCTS INC.	690.91
132238	2019/05/24	1900	LEE VALLEY TOOLS LTD.	1,492.16
132239	2019/05/24	10081	MAGLIN SITE FURNITURE INC.	194.25
132240	2019/05/24	12537	MARLING, CONRALINDA M	54.53
132241	2019/05/24	480	MARTIN DEERLINE	257.70
132242	2019/05/24	2531	MEGA-TECH	

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132243	2019/05/24	712	MUNICIPAL DISTRICT OF BONNYVILLE N	1,757.40
132244	2019/05/24	8001	NEWCAP INC.	1,118.04
132245	2019/05/24	12534	NEWFIE CAKES	250.00
132246	2019/05/24	12536	NICHOLSON, KURTIS	138.43
132247	2019/05/24	12497	NICKEL, THERESA	64.68
132248	2019/05/24	2167	PETTY CASH - ADMIN	394.21
132249	2019/05/24	2164	PETTY CASH - FCSS	456.00
132250	2019/05/24	3166	PETTY CASH - PUBLIC WORKS	191.85
132251	2019/05/24	4534	PUMPS & PRESSURE INC.	67,908.75
132252	2019/05/24	12530	READ, KEVIN	50.00
132253	2019/05/24	1109	RELAY DISTRIBUTING	28.81
132254	2019/05/24	12356	RJ CUSTOM INC.	11,497.50
132255	2019/05/24	12006	RMA FUEL LTD.	20,129.49
132256	2019/05/24	110	RONA	32.11
132257	2019/05/24	11293	ROXTON INDUSTRIES INC.	3,905.89
132258	2019/05/24	12009	RURAL MUNICIPALITIES OF ALBERTA	3,373.37
132259	2019/05/24	11561	SALTER, BRANDON E	610.72
132260	2019/05/24	8679	SOLIDEARTH GEOTECHNICAL	864.96
132261	2019/05/24	10091	SOUTHLAND TRANSPORTATION LTD.	44,493.12
132262	2019/05/24	5672	STAPLES #332 COLD LAKE	151.94
132263	2019/05/24	2220	STAR AUTO & INDUSTRIAL LTD.	81.53
132264	2019/05/24	11617	STEQCAN INC.	115.13
132265	2019/05/24	238	SUPERIOR INDUSTRIES INC.	29,200.50
132266	2019/05/24	6409	SUPERIOR PROPANE	392.49
132267	2019/05/24	124	SYLOGIST LTD.	420.00
132268	2019/05/24	20	TELUS COMMUNICATIONS INC	5,577.16
132269	2019/05/24	492	TELUS MOBILITY INC.	4,725.43
132270	2019/05/24	10492	THE F.I.R.M INC.	572.02
132271	2019/05/24	9873	THE INSPECTIONS GROUP INC.	21,428.04
132272	2019/05/24	5985	TOMKO SPORTS SYSTEMS ALBERTA	7,571.26
132273	2019/05/24	6868	ULINE CANADA CORPORATION	458.91
132274	2019/05/24	12520	UNI-SELECT CANADA STORES INC.	82.42
132275	2019/05/24	71	URLACHER CONSTRUCTION LTD.	1,378.13
132276	2019/05/24	562	URLACHER, GEORGE	113.70
132277	2019/05/24	12338	VALLEY BLADES LIMITED	3,402.00
132278	2019/05/24	6173	VISTA RADIO	118.13
132279	2019/05/24	5319	WASTE MANAGEMENT OF CANADA CORPORA	5,853.15
132280	2019/05/24	11500	WINDERMERE REGISTRY	530.00
132281	2019/05/24	12529	ZEEBREGTS, CHRISTOPHER	50.00
132282	2019/05/24	12535	ZIMMERMAN, JILLIAN	26.25
132283	2019/05/24	2538	4 IMPRINT, INC.	688.79
132284	2019/05/24	838	4 WING MILITARY FAMILY RESOURCE CE	157.50

*** Total : \$ 396,486.23

*** Total # Of Cheques: 98

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132289	2019/05/28	738 4	WING BASE FUND	383,055.00
*** Total : \$				383,055.00
*** Total # Of Cheques:				1

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132290	2019/05/31	687	AECOM CANADA LTD.	53,721.08
132291	2019/05/31	12310	AGGREKO CANADA, INC.	7,877.96
132292	2019/05/31	7700	AGLAND	10,710.00
132293	2019/05/31	8218	ALBERTA MUNICIPAL HEALTH & SAFETY	131.15
132294	2019/05/31	3250	ALBERTA PUBLIC WORKS ASSOCIATION	813.75
132295	2019/05/31	5782	ALBERTA UNION OF PROVINCIAL EMPLOY	4,881.89
132296	2019/05/31	12543	ALLURE HOMES LTD.	1,500.00
132297	2019/05/31	1355	AMSC INSURANCE SERVICES LTD	85,409.33
132298	2019/05/31	6593	AMSC INSURANCE SERVICES LTD.	2,347.91
132299	2019/05/31	104	B & R ECKEL'S TRANSPORT LTD.	194.34
132300	2019/05/31	8747	BERNIER'S DIESEL & AUTO REPAIR & P	1,453.90
132301	2019/05/31	5720	BEST WESTERN COLD LAKE INN	665.62
132302	2019/05/31	12544	BLAKIE, SCOTT	1,049.43
132303	2019/05/31	12540	BOISVERT, LUKE	100.00
132304	2019/05/31	4350	BRETT YOUNG	12,645.68
132305	2019/05/31	1229	BROWNLEE LLP	26,771.79
132306	2019/05/31	9362	BRULLER CORPORATION	698.25
132307	2019/05/31	3225	BUCKLE, ROBERT	662.67
132308	2019/05/31	11107	BUMPER TO BUMPER	573.38
132309	2019/05/31	2572	BUSY BEE SANITARY SUPPLIES INC.	2,831.32
132310	2019/05/31	5823	CANADIAN LINEN & UNIFORM SERVICE	359.08
132311	2019/05/31	9798	CANADIAN TIRE #450	3,514.26
132312	2019/05/31	11329	CINTAS CANADA LIMITED	345.30
132313	2019/05/31	8735	COLD LAKE FOODS (2003) INC	5.03
132314	2019/05/31	111	COLD LAKE HOME HARDWARE BUILDING C	1,911.70
132315	2019/05/31	278	COMMUNICATIONS COLD LAKE INC.	1,211.71
132316	2019/05/31	7691	CWB NATIONAL LEASING	4,513.17
132317	2019/05/31	6100	DBS ENVIRONMENTAL	6,443.26
132318	2019/05/31	2657	DE LAGE LANDEN FINANCIAL SERVICES	668.80
132319	2019/05/31	7532	DEGRUCHY, ANDREW J	744.74
132320	2019/05/31	5855	DELL CANADA INC.	268.78
132321	2019/05/31	8303	DESCHAMPS, RYAN	68.04
132322	2019/05/31	12547	DRAKE, REECE	26.01
132323	2019/05/31	10361	E. LEES + ASSOCIATES CONSULTING LT	33,687.15
132324	2019/05/31	38	ELECTRIC SERVICES GRAND CENTRE LTD	275.63
132325	2019/05/31	12221	ERAMOSA	46,553.51
132326	2019/05/31	3595	FLEETWOOD CONSTRUCTION LTD.	7,986.77
132327	2019/05/31	9978	FOUNTAIN TIRE (COLD LAKE) LTD.	366.58
132328	2019/05/31	8297	GLOBAL INDUSTRIAL CANADA INC	3,700.32
132329	2019/05/31	6983	HOGAN, MELANIE	775.00
132330	2019/05/31	8530	GOLF SUPPLY HOUSE	124.54
132331	2019/05/31	134	GRAND & TOY	131.43
132332	2019/05/31	4241	GRAND CENTRE GOLF & COUNTRY CLUB	328.45
132333	2019/05/31	5498	GREAT WEST NEWSPAPERS, LP	1,635.42
132334	2019/05/31	11536	HILLTOP MANAGEMENT	36.06
132335	2019/05/31	761	HOLLIS, NORMAN	60.61
132336	2019/05/31	12541	HOLOAK, ED	65.00
132337	2019/05/31	8406	IAAE CANADA	1,155.00
132338	2019/05/31	699	INDUSTRIAL MACHINE INC.	375.06
132339	2019/05/31	6480	JENA MACHINING LTD.	478.42
132340	2019/05/31	82	JESTER PAINT SUPPLY LTD.	5,511.25
132341	2019/05/31	7745	JOHN DEERE FINANCIAL	1,175.61
132342	2019/05/31	1215	KYETECH CANADA INC.	257.25
132343	2019/05/31	4587	K3 PROMOTIONS INC.	20.48
132344	2019/05/31	2552	LAKELAND CENTRE FOR FASD	100.00
132345	2019/05/31	5001	LAY, DUANE	

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132346	2019/05/31	4840	LEFEBVRE, VICKY	55.08
132347	2019/05/31	117	LOCAL AUTHORITIES PENSION	81,030.72
132348	2019/05/31	50	LOOMIS EXPRESS	532.37
132349	2019/05/31	2842	M/T SINC PLUMBING & HEATING	18,126.93
132350	2019/05/31	480	MARTIN DEERLINE	723.59
132351	2019/05/31	11409	MAYER, KEVIN	50.00
132352	2019/05/31	3160	MCINTOSH, MICHELE	166.25
132353	2019/05/31	115	MCKAY WATER WORKS SUPPLY LTD	800.66
132354	2019/05/31	3844	MCSNET	73.40
132355	2019/05/31	2531	MEGA-TECH	1,502.14
132356	2019/05/31	9814	MILMAN, GLEN	50.00
132357	2019/05/31	1972	NILEX INC.	42.42
132358	2019/05/31	954	NORTH STAR ELEMENTARY SCHOOL	92.44
132359	2019/05/31	12197	NOVABUS	81.13
132360	2019/05/31	6188	OAKCREEK GOLF & TURF INC.	2,515.58
132361	2019/05/31	11682	PINERIDGE WELDING SERVICES	89.25
132362	2019/05/31	3289	PJ'S LIQUOR STORE	352.62
132363	2019/05/31	9558	PLAY QUEST RECREATION	68,554.87
132364	2019/05/31	5685	POLLARD, DENISE	426.22
132365	2019/05/31	861	PRINCESS AUTO LTD.	160.69
132366	2019/05/31	64	PUROLATOR COURIER LTD	419.43
132367	2019/05/31	8686	RAMIREZ, RODOLFO	104.99
132368	2019/05/31	9	RECEIVER GENERAL FOR CANADA	160,504.40
132369	2019/05/31	1109	RELAY DISTRIBUTING	102.91
132370	2019/05/31	413	REYNOLDS MIRTH RICHARDS & FARMER L	164.55
132371	2019/05/31	1946	RIDERS CONNECTION	808.73
132372	2019/05/31	12006	RMA FUEL LTD.	5,332.60
132373	2019/05/31	110	RONA	969.86
132374	2019/05/31	12009	RURAL MUNICIPALITIES OF ALBERTA	640.79
132375	2019/05/31	850	SAFE-NET GROUP INC.	378.00
132376	2019/05/31	7915	SCHMIDTZ, KIM M	117.60
132377	2019/05/31	5884	SHRED-IT INTERNATIONAL ULC	307.15
132378	2019/05/31	8679	SOLIDEARTH GEOTECHNICAL	2,057.85
132379	2019/05/31	12452	ST. HILAIRE, DOROTHY	455.00
132380	2019/05/31	12252	ST. PAUL PARENT LINK	6,522.13
132381	2019/05/31	2220	STAR AUTO & INDUSTRIAL LTD.	815.71
132382	2019/05/31	9164	STREETER, TERRANCE	646.62
132383	2019/05/31	4555	SUMMIT VALVE & CONTROLS INC.	1,186.50
132384	2019/05/31	20	TELUS COMMUNICATIONS INC	1,074.95
132385	2019/05/31	1637	THE TREE FARM	420.00
132386	2019/05/31	12545	THORHILD COUNTY	493.26
132387	2019/05/31	6741	TOWN OF ELK POINT	30.00
132388	2019/05/31	12520	UNI-SELECT CANADA STORES INC.	452.78
132389	2019/05/31	71	URLACHER CONSTRUCTION LTD.	7,427.70
132390	2019/05/31	12051	WOODWARD, GERALD	293.99

*** Total : \$ 708,003.94

*** Total # Of Cheques: 101

Library Cheques: 132391-132395



STAFF REPORT

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

Meeting Date: June 25, 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 June 11, 2019 Council meeting the cemetery bylaw received second reading. At the May 14, 2019 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 third and final reading as presented.
2. Proceed to give Bylaw No. 646-AD-19, being the Cemetery Bylaw third and final 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 a Bylaw for the Management of Cemeteries, in the City of Cold Lake, third and final 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 Statutes 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 14th day of May, A.D. 2019, on motion by Councillor Buckle.

**CARRIED
UNANIMOUSLY**

SECOND READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta this 11th day of June, A.D. 2019, on motion by Councillor Buckle.

**CARRIED
UNANIMOUSLY**

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

**CARRIED
UNANIMOUSLY**

Executed this ____ day of _____, 2019.

CITY OF COLD LAKE

MAYOR

CHIEF ADMINISTRATIVE OFFICER

SCHEDULE 'A'
CEMETERY FEES

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

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



Cemetery Management Policy

POLICY NUMBER: 206-AD-19

Approval Date:

Revise Date:

Motion Number:

Repeal Date:

Supersedes: New

Review Date:

1.0 Policy Intent

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

2.0 Purpose

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

3.0 Policy Statement

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

4.0 Managerial Guidelines

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

5.0 References

N/A

6.0 Persons Affected

- City of Cold Lake Staff.
- The public.

7.0 Revision/Review History

N/A

Date

Chief Administrative Officer

Date

Mayor

SCHEDULE 'A'
INTERMENT RIGHTS & SPECIFICATIONS

SECTION 1.0 INTERMENT RIGHTS

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

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

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

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

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

SECTION 2.0 INTERMENT PLOT SIZE

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

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

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

SECTION 3.0 INTERMENTS

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

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

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

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

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

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

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

SECTION 4.0 CREMATION SCATTERING

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

SCHEDULE 'B'
MEMORIAL REGULATIONS

SECTION 1 MEMORIAL GENERAL RULES

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

SECTION 2 MEMORIAL SPECIFICATIONS

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

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

2.3 **Flat Markers:**

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

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

2.3.1.1 excavation of the installation site;

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

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

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

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

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

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

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

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

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

2.4 **Upright Monuments:**

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

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

2.4.1.1 excavation of the installation site ;

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

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

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

2.11 Niches:

A memorial taking the form of a niche plate:

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

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

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

2.12 Green Burial Memorials:

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

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

2.10.1.1 the inscription is approved by the City;

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

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

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

2.10.2.2 recorded sequentially on the appropriate memorial as interments occur;

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

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

2.10.2.5 made by an authorized agent of the City.

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

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

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

2.13 Temporary Memorials:

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

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

SECTION 3 PLOT TYPES & PERMITTED MEMORIALS

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

3.1 Infant / Child Plot:

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

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

3.2 Flat Marker Plot:

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

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

3.3 Side-by-Side Flat Marker Plot:

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

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

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

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

3.4 Upright Monument Plot:

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

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

3.4.2. for the permitted secondary interment of cremated remains;

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

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

3.5 Side-by-Side Upright Monument Plot:

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

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

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

3.5.3 for the permitted secondary interment of cremated remains;

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

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

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

3.6 Standard Cremation Plot:

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

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

3.7 Flat Marker (cremation only) Plot:

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

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

3.8 Columbarium Niche Plot:

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

3.9 Green Burial Human Remains or Cremated Remains Plot:

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

SECTION 4 POLICY & SCHEDULE APPLICATION

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

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

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

SCHEDULE 'C'
GREEN BURIAL

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

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

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



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

City of Cold Lake Cemetery Services Master Plan

Submitted to:



Submitted by:





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

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EXECUTIVE SUMMARY

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

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

CONSULTATION KEY FINDINGS

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

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

OPPORTUNITIES + CONSTRAINTS KEY FINDINGS

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



DEMOGRAPHICS, MARKET + CULTURAL TRENDS ANALYSIS

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

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

DEMAND/NEEDS ANALYSIS + FUNCTIONAL PLAN

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

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

It is recommended that the City of Cold Lake:

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



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

OPERATIONAL REVIEW + BUSINESS MODEL FOR CEMETERY SERVICES

It is recommended that the City of Cold Lake:

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



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



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

CONCEPT DESIGNS + SITE IMPROVEMENT RECOMMENDATIONS

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

DEVELOPMENT + PHASED IMPLEMENTATION PLAN

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

CONCLUSION

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

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



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
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PROJECT NUMBER: 15-820

STATUS: FINAL REPORT

DATE: SEPTEMBER 29, 2016



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1 INTRODUCTION

1.1 OVERVIEW

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

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



Report chapters can be summarized as follows:

1. Introduction

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

2. Methodology

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

3. Demographics, Market + Cultural Trends Analysis

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

4. Consultations

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

5. Opportunities + Constraints

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

6. Demand-Needs Analysis + Functional Plan

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

7. Operational Review + Business Model

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

8. Concept Design Options + Site Improvements

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

9. Development + Phased Implementation Plans

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

10. Conclusion

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

11. Appendices

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



2 METHODOLOGY

2.1 DATA ASSEMBLY

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

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



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

2.2 STAFF, STAKEHOLDER + COMMUNITY CONSULTATION

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

2.3 ANALYSIS TOOLS + METHODOLOGY

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

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

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

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



City of Cold Lake Cemetery Services Master Plan - FINAL Report



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



3 DEMOGRAPHICS, MARKET + CULTURAL TRENDS ANALYSIS

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

3.1 REGIONAL CONTEXT

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

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



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

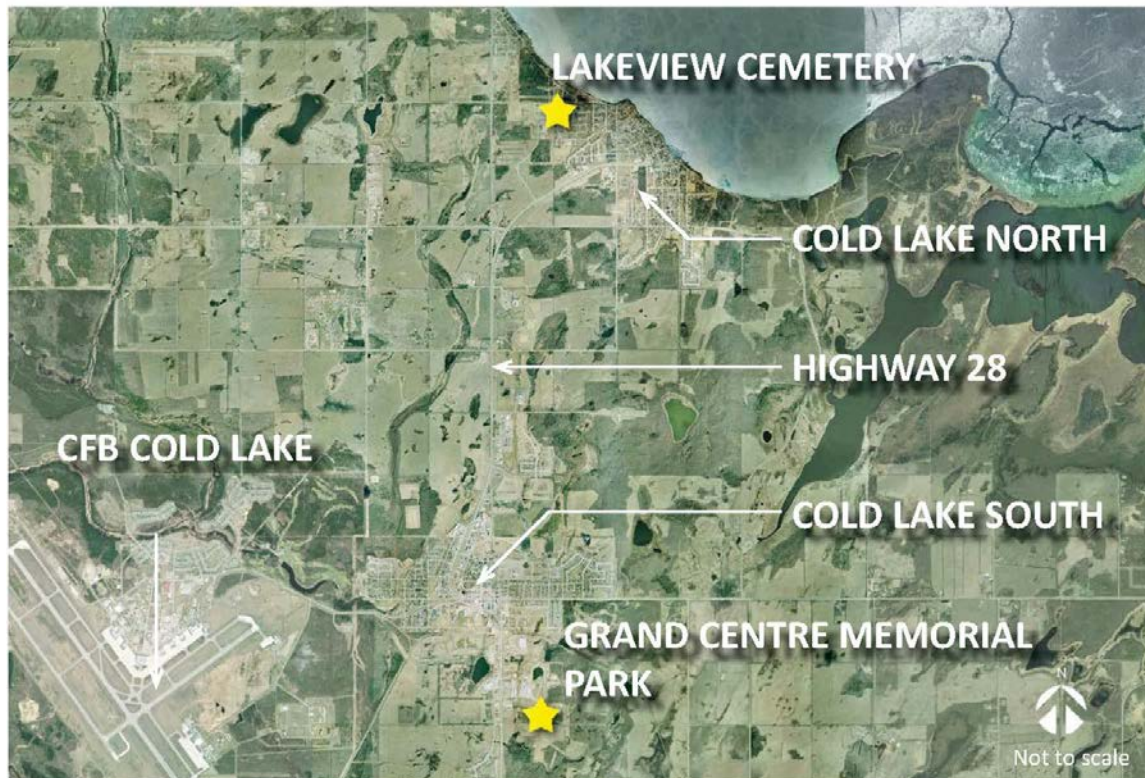


Figure 2. Cemetery location map, Source: LEES+Associates.

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

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



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

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

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



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

Duclos Memorial United Church Cemetery (G)

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

Golden Ridge Roman Catholic Cemetery (F)

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



Holy Family Cemetery (H)

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

North Pine Mennonite Cemetery (C)

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

Our Lady of the Assumption Roman Catholic Cemetery (D)

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

Rife and District Cemetery (J)

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

Sacred Heart Russian Greek Catholic Cemetery (I)

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

Saint Dominic Roman Catholic Cemetery (B)

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

Sideview Cemetery (E)

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

St-John the Evangelist Anglican Church Cemetery (K)

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



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

3.2 DEMOGRAPHIC PROFILES

In summary, demographic research shows that:

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

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

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

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

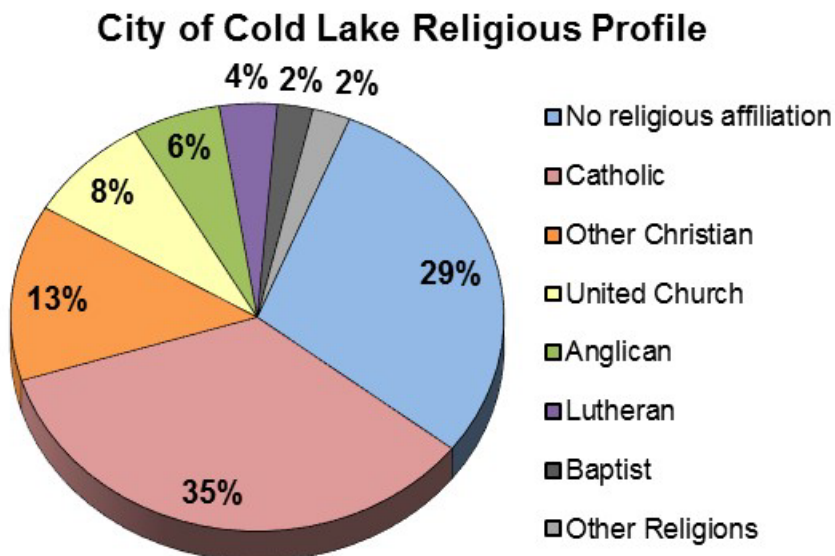


Figure 5: City of Cold Lake Religious Profile, Source: National Household Survey 2011.

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

3.3 DISPOSITIONS + INTERMENTS PROFILE

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

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

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

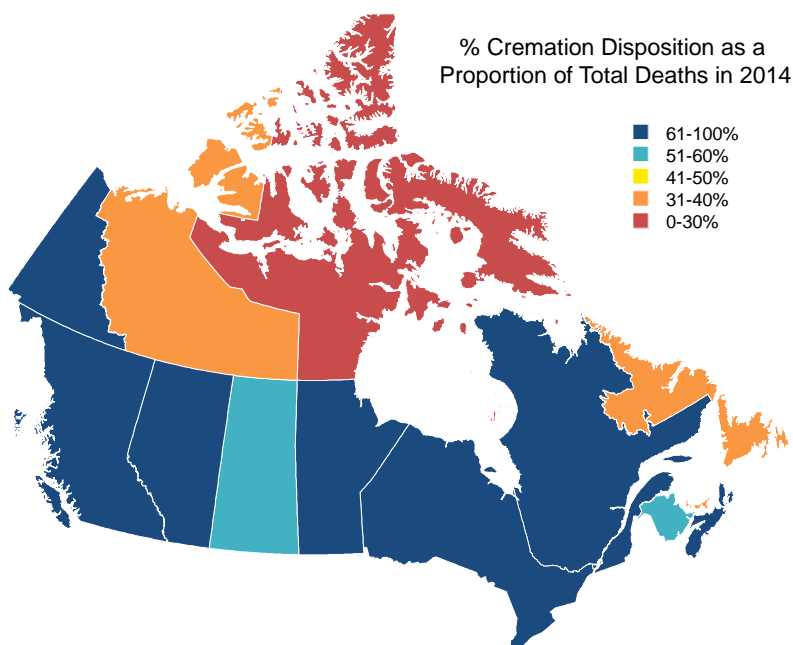


Figure 6: Canadian Rates of Cremation, Source: Cremation Association of North America.



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

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

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

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

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

3.4 HISTORIC COMMUNITY USE

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

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

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

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

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



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

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

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

3.5 FUTURE COMMUNITY USE

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

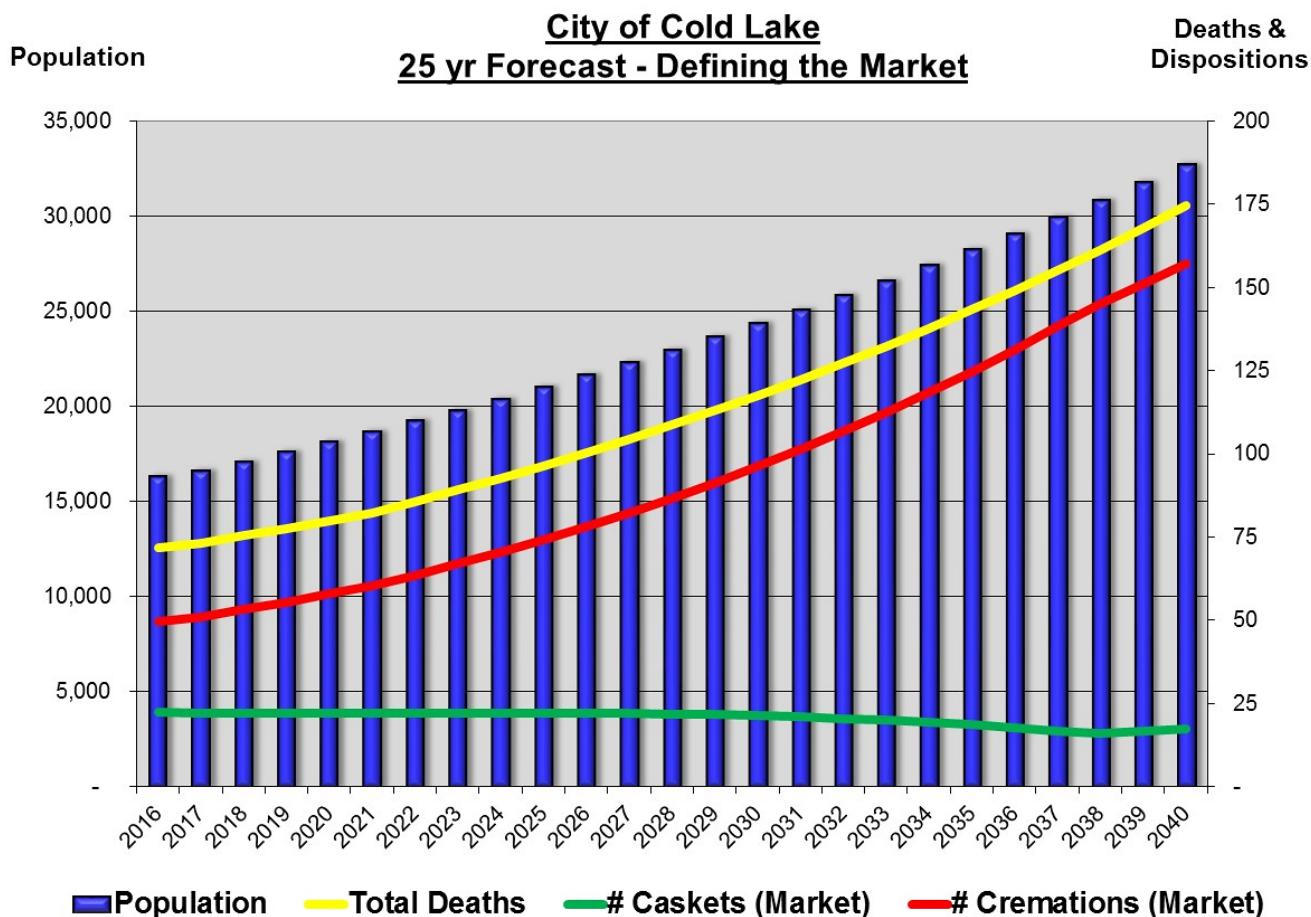


Figure 7: 25 Year Cemetery Market Forecast for the City of Cold Lake, Source: LEES+Associates.



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

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

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

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

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

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

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

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



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

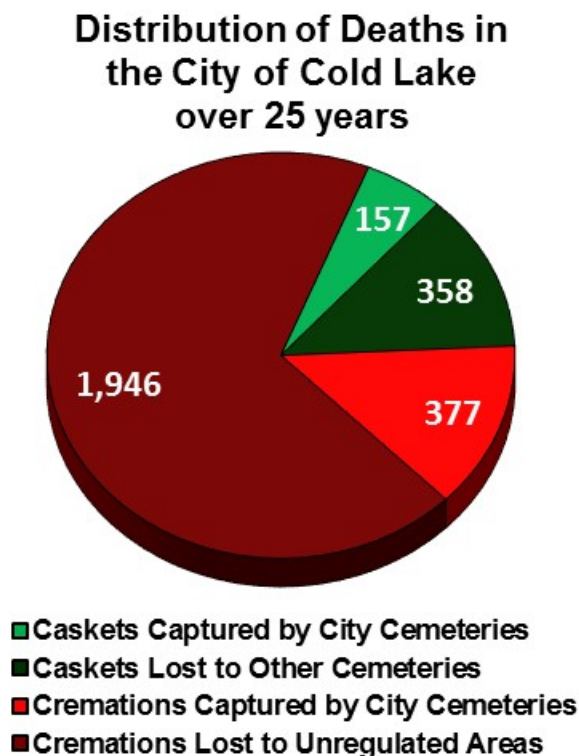


Figure 8: Distribution of Deaths in the City of Cold Lake over the next 25 years, Source: LEES+Associates.

3.6 KEY FINDINGS: DEMOGRAPHIC, MARKET + CULTURAL TRENDS ANALYSIS

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

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



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



4 CONSULTATIONS

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

4.1 THE CONSULTATION PROCESS

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

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



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

4.2 CONSULTATION SUMMARY HIGHLIGHTS

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

Internal City Staff noted that:

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



External Stakeholders noted that:

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

Members of the Public noted that:

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

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



5 OPPORTUNITIES + CONSTRAINTS

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

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



5.1 LAKEVIEW CEMETERY – OPPORTUNITIES AND CONSTRAINTS

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

5.2 GRAND CENTRE MEMORIAL PARK – OPPORTUNITIES AND CONSTRAINTS

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



6 DEMAND-NEEDS ANALYSIS + FUNCTIONAL PLAN

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

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



6.1 FUTURE CEMETERY DEMAND

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

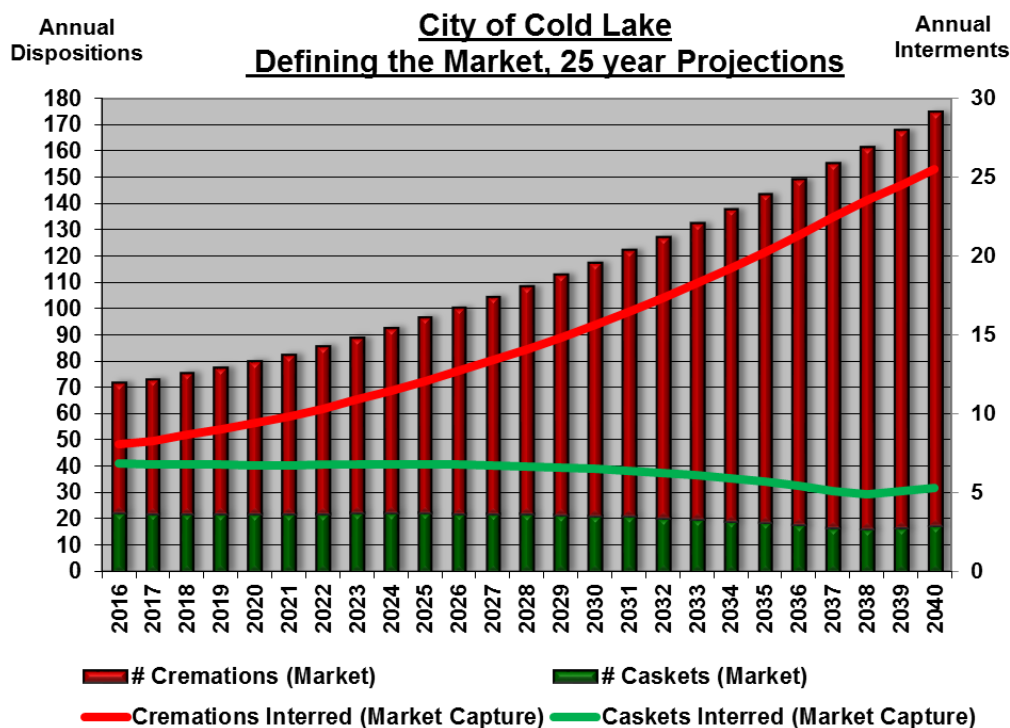


Figure 9: 25 Year Capture Forecast of the City of Cold Lake Cemetery Market, Source: LEES+Associates.

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

6.2 EXISTING INVENTORY

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



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

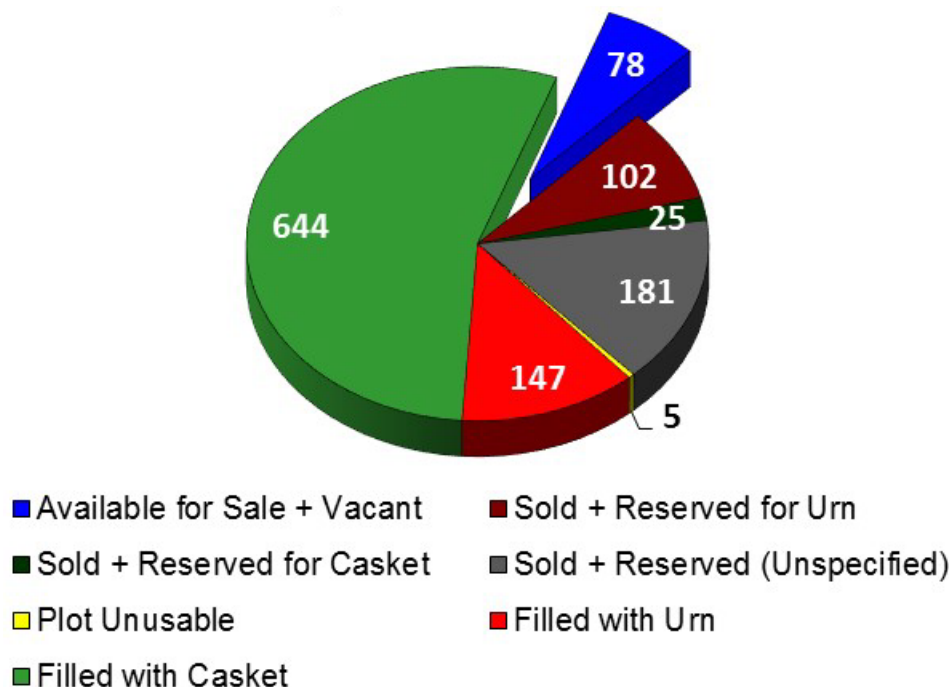


Figure 10: Distribution of Inventory of Existing Inventory at Cold Lake Cemeteries, as of March 15, 2016, Source: City of Cold Lake Inventory Records.

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

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

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

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

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

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



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

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

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

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

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

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

6.3 FUTURE LAND NEED

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

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

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

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

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



6.4 OPPORTUNITIES TO EXPAND CAPACITY

BEST PRACTICES FOR EXPANSION

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

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

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



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



INFILL + UNDEVELOPED CAPACITY

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

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

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

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

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

NEW INTERMENT OPTIONS

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

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



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



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

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

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



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

6.5 KEY FINDINGS: DEMAND-NEEDS ANALYSIS + FUNCTIONAL PLAN

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

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



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



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



6.6 RECOMMENDATIONS: DEMAND-NEEDS ANALYSIS + FUNCTIONAL PLAN

It is recommended that the City of Cold Lake:

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



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



7 OPERATIONAL REVIEW + BUSINESS MODEL

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

7.1 REGIONAL CEMETERY MARKET PRICING

RESIDENT AND NON-RESIDENT POLICIES

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

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



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

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

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

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

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



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

PRICE BENCHMARKING

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

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



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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

³ LEES+Associates pricing benchmark studies 2011 to 2016.



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

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

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

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

PRICING PRACTICES

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

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

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

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

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



7.2 CEMETERY OFFERINGS DIVERSITY

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

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

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

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

NEW CEMETERY SERVICE OPTIONS

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

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

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

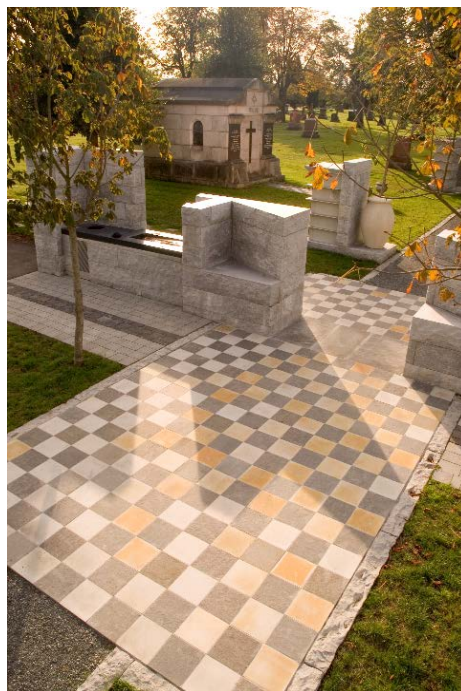


Figure 17: Mountain View Cemetery, Columbaria, Family Vessels and Mausoleum, Source: LEES+Associates.



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

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

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



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

7.3 RECOMMENDATIONS: MARKET PRICES + OFFERINGS

It is recommended that the City of Cold Lake:

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



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



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



7.4 CEMETERY BYLAW REVIEW

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

7.5 KEY FINDINGS – CEMETERY BYLAW

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

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

Introduction

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

Definitions

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

Ownership Priority

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

General Provisions

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



Monuments

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

New Forms of Interment

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

Ornamentation

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

Enforcement

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

Veteran Burial

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



Grave Covers

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

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

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

7.6 RECOMMENDATIONS: CEMETERY BYLAW REVIEW

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

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



7.7 OPERATIONS REVIEW

RECORDS MANAGEMENT

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

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

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

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

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

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



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

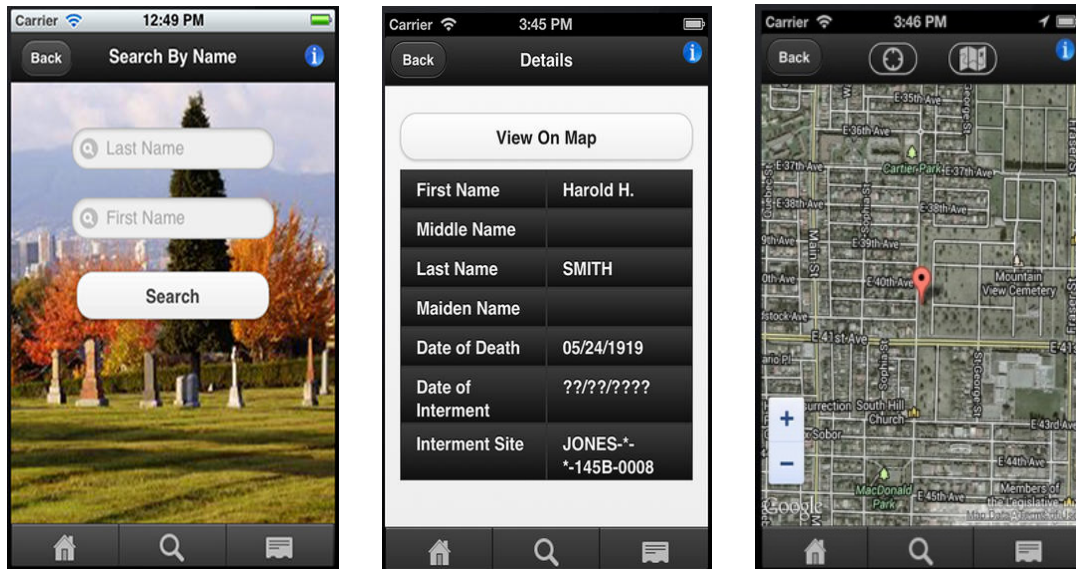


Figure 21: iCemetery screenshots, Source: LEES+Associates.

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 matter 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.



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

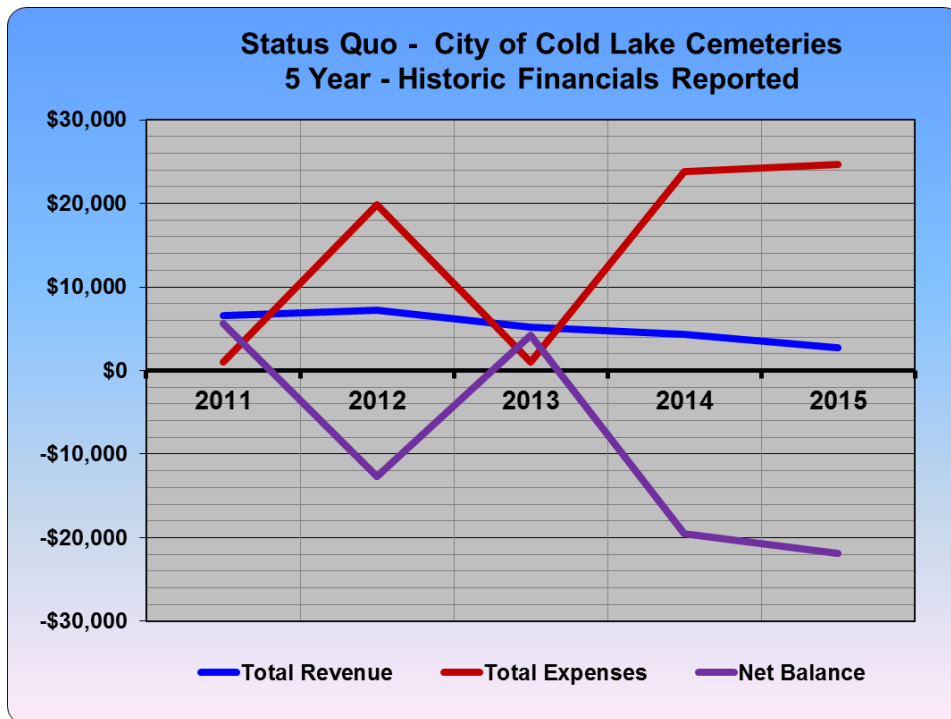


Figure 23: Historic Revenue, Expenses and Net Balance for Cold Lake Cemeteries, Source: City of Cold Lake Financials.

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.

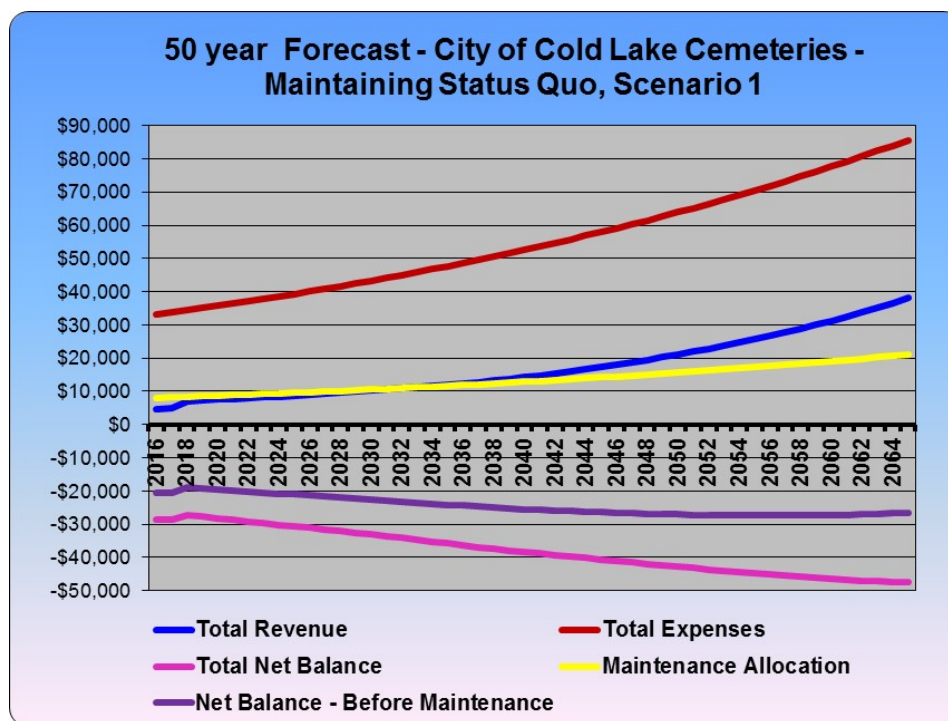


Figure 24: Cold Lake Cemeteries, Scenario 1 - Maintain Status Quo, 50 Year Forecast, Source: LEES+Associates.

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.

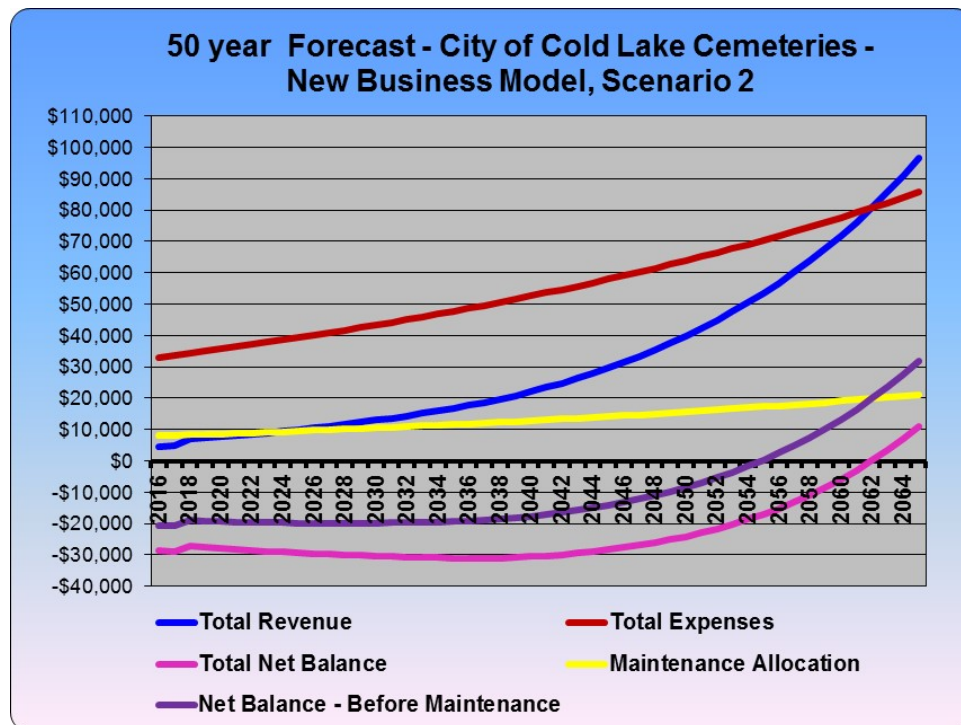


Figure 25: Cold Lake Cemeteries, Scenario 2 – New Business Model, 50 Year Forecast, Source: LEES+Associates.



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.

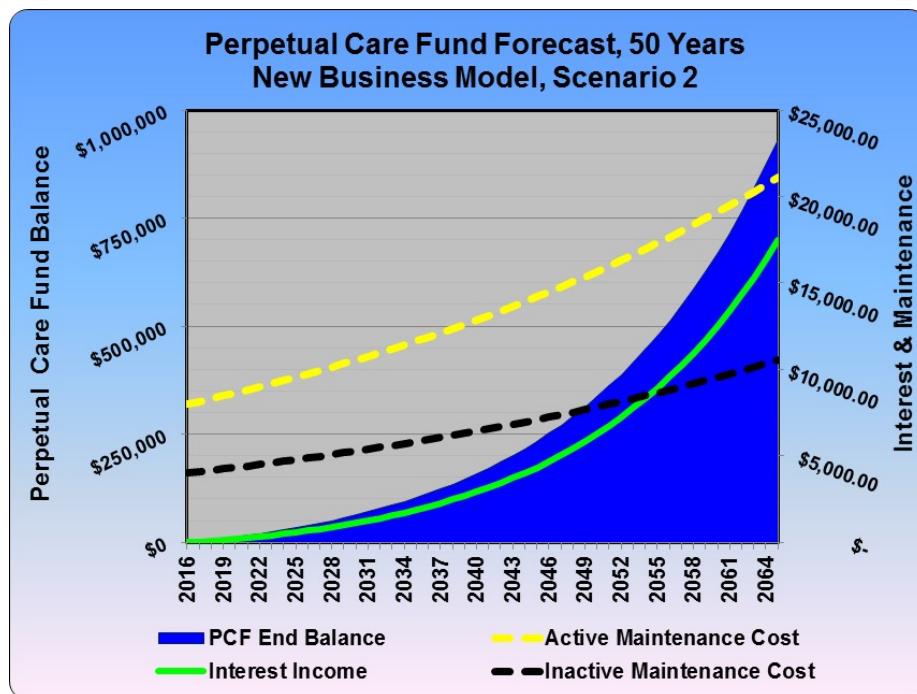


Figure 26: Cold Lake Cemeteries Perpetual Care Fund Forecast, Scenario 2 – New Business Model, Source: LEES+Associates.

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:

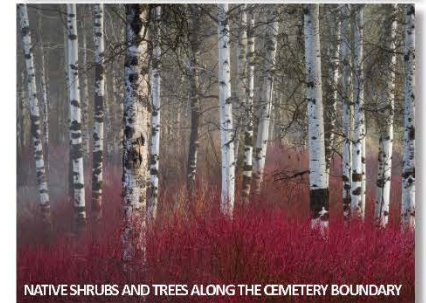
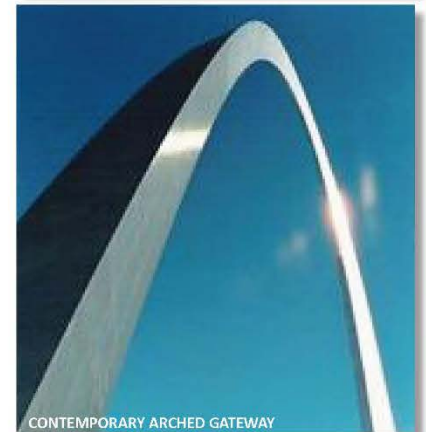
1. No embalming;
2. No outer burial container;
3. A biodegradable casket or shroud;
4. A communal marker, and
5. An element of habitat enhancement.

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

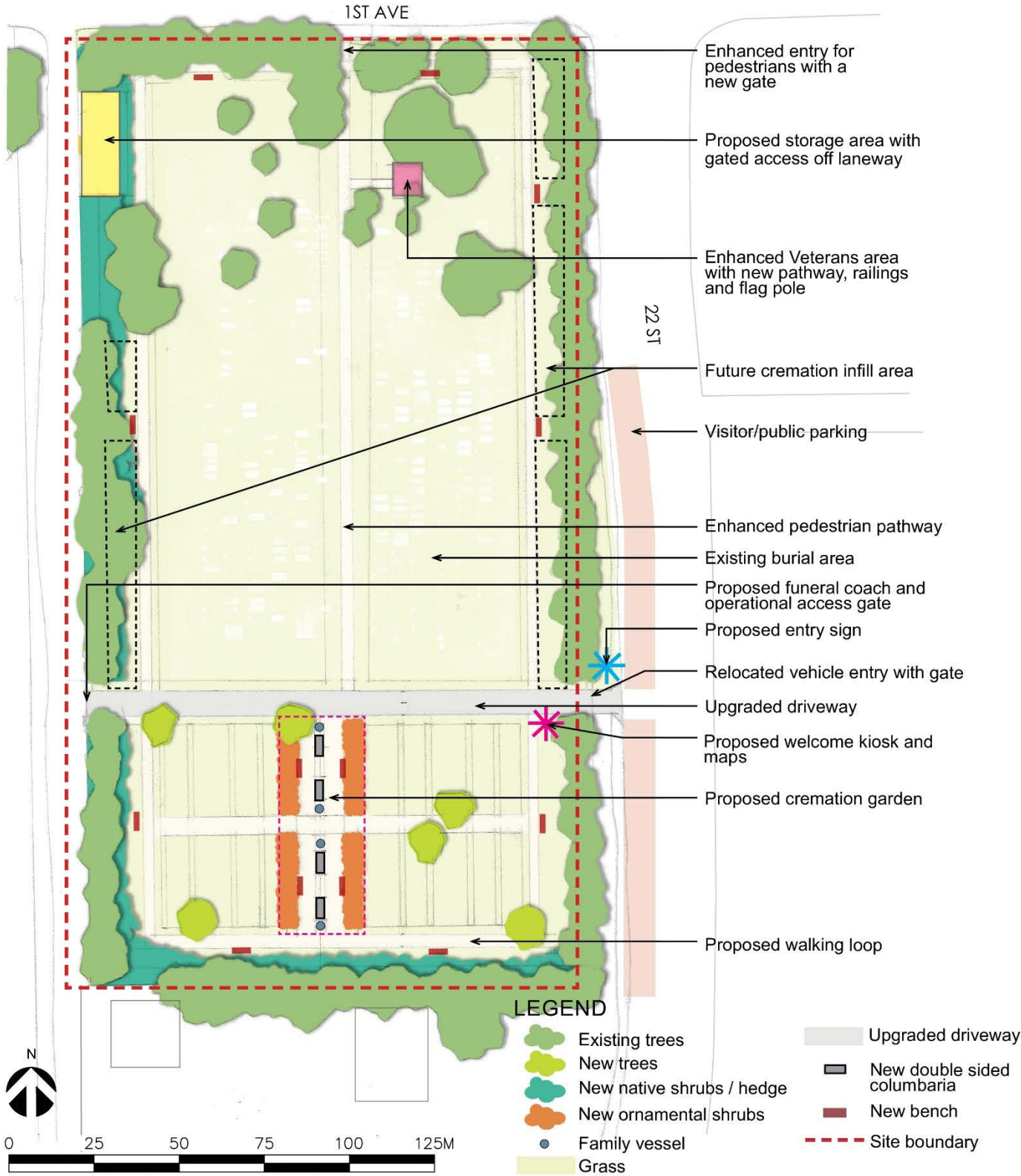


COLUMBARIA

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.

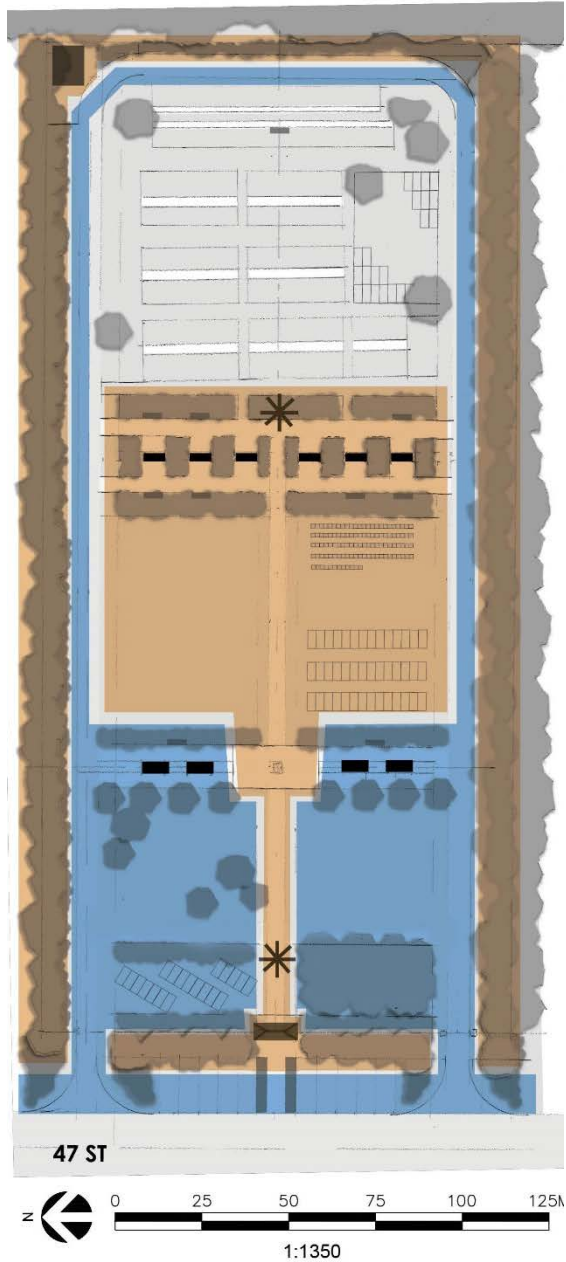
9.1 PHASING PLANS

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		

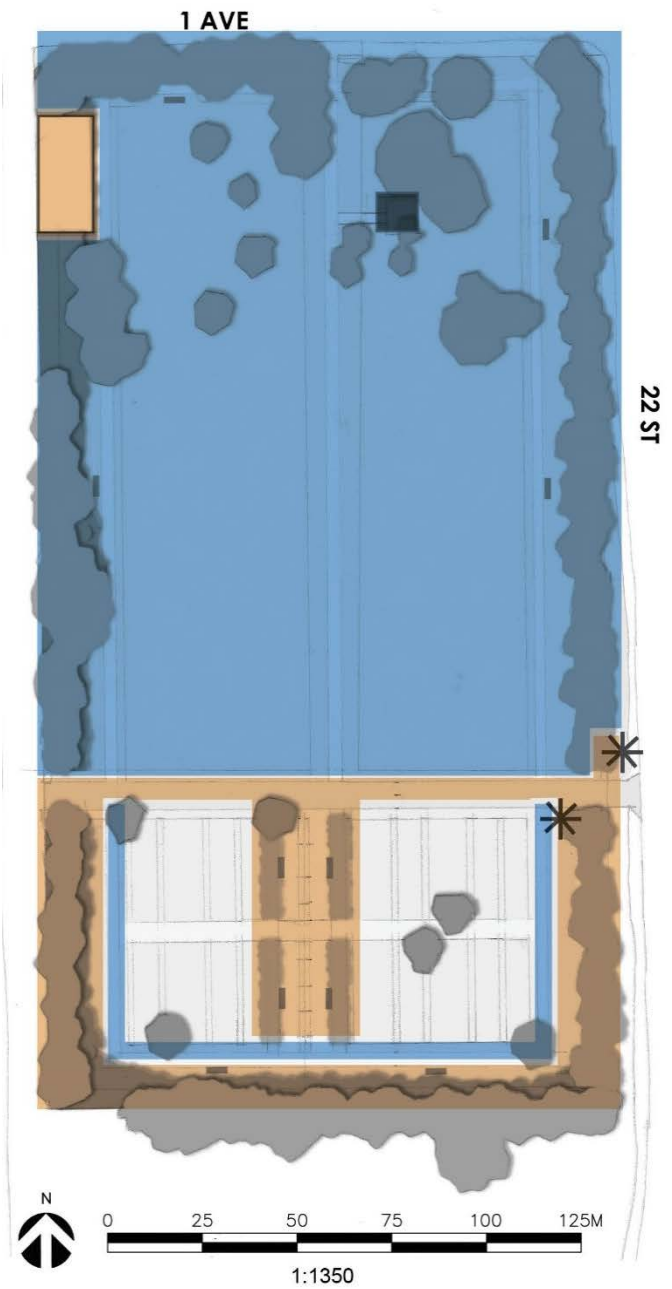
Table 6. Summary of Recommended Priorities by Phase - Grand Centre Memorial Park



LEGEND

- PHASE 1 DEVELOPMENT
- PHASE 2 DEVELOPMENT

Figure 31. Phasing Plan - Grand Centre Memorial Park



LEGEND

- PHASE 1 DEVELOPMENT
- PHASE 2 DEVELOPMENT

Figure 30. Phasing Plan - Lakeview Cemetery

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

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

9.2 COST ESTIMATES

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

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

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

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

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

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

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

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

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

10 CONCLUSION

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

11 APPENDICES

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

APPENDIX A – STAFF + STAKEHOLDER CONSULTATION

MEETING #1 – SITE VISIT TO GRAND CENTRE MEMORIAL PARK

Date: April 28, 2016 at 1:30 PM

Location: Grand Centre Memorial Park

Attending:

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

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

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

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

Notes by: Heidi Redman

MEETING #2 – WORKSHOP WITH EXTERNAL STAKEHOLDERS

Date: April 28, 2016

Location: Golf course meeting room

Attending:

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

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

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

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

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

Notes by: Tasha Elliott

MEETING #3 – SITE VISIT TO LAKEVIEW CEMETERY

Date: April 29, 2016 at 9:00 AM

Location: Lakeview Cemetery

Attending

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

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

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

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

Notes by: Heidi Redman

MEETING #4 – ADDITIONAL STAKEHOLDER INPUTS

Location: received via email

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

Cemetery Consultants: Heidi Redman (LEES+Associates)

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

Notes by: HR

Location: via telephone

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

Cemetery Consultants: Heidi Redman (LEES+Associates)

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

Notes by: HR

Location: Cold Lake Energy Centre

Stakeholder Representatives: Ajaz Quariashi

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

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

Notes by: HR

APPENDIX B – DEMOGRAPHIC PROFILES

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

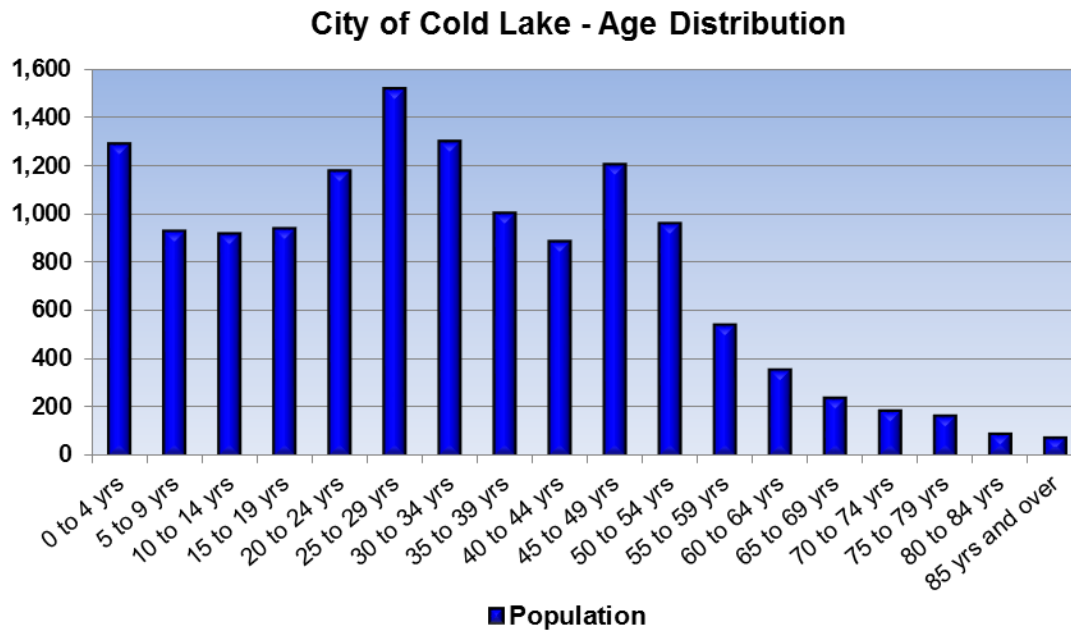


Figure 32: City of Cold Lake's Population Age Distribution as of 2011, Source: Statistics Canada.

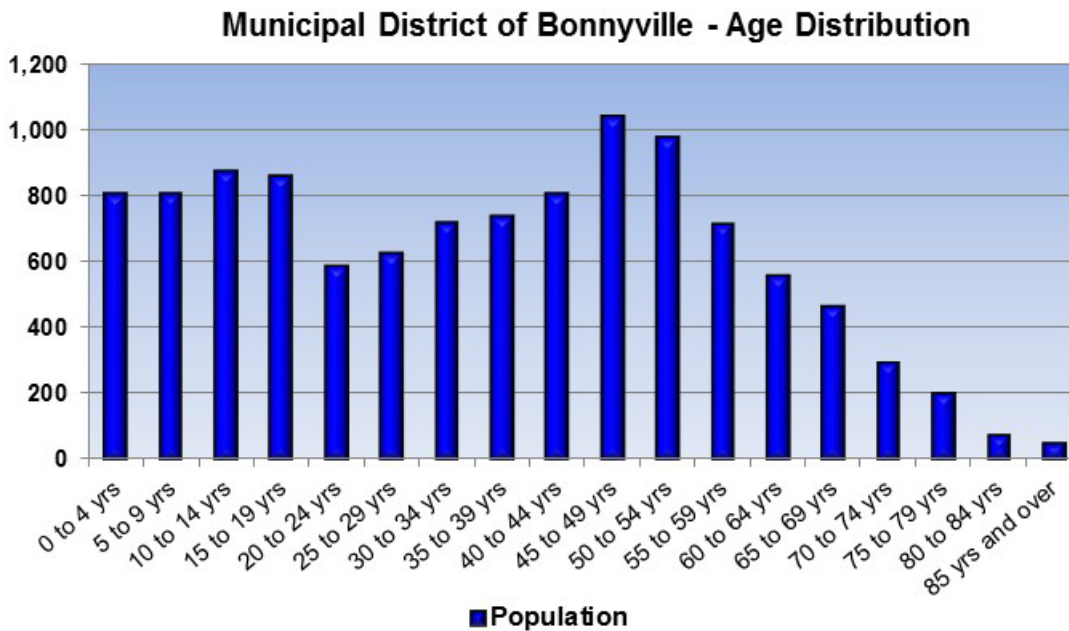


Figure 33: Municipal District of Bonnyville's Population Age Distribution as of 2011, Source: Statistics Canada.

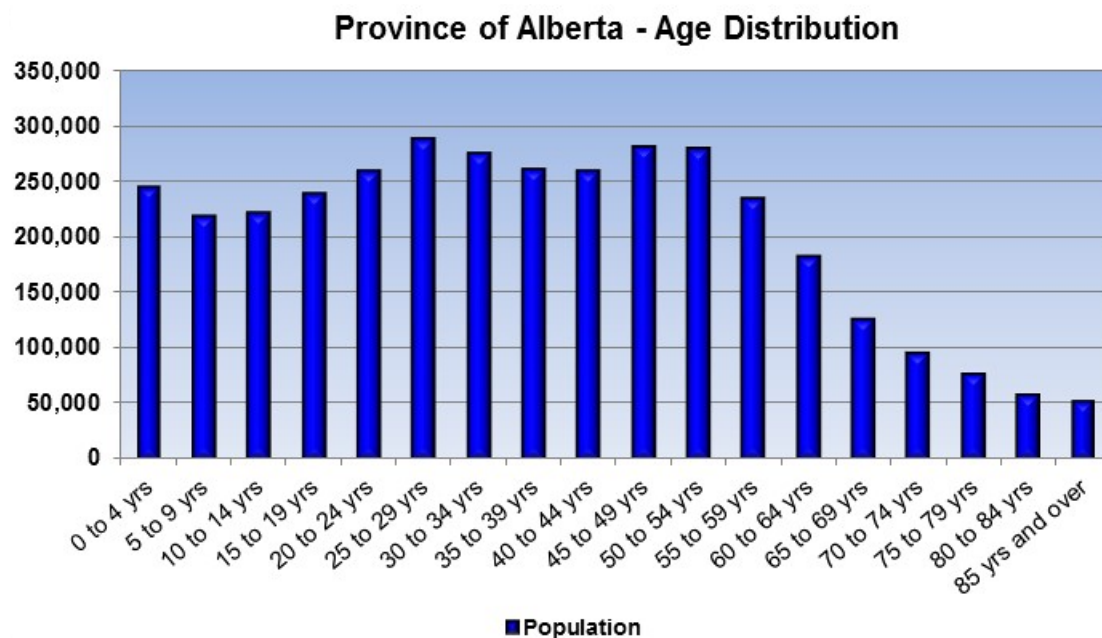


Figure 34: Alberta's Population Age Distribution as of 2011, Source: Statistics Canada.

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

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

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

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

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

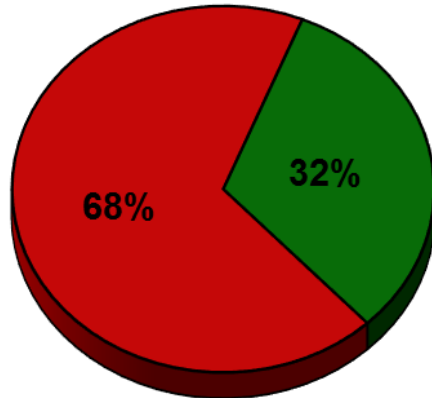
Table 13: Municipal and Provincial Death Rates, Source: Alberta Vital Statistics and Alberta Municipal Census.

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

APPENDIX C – CEMETERY MARKET DISPOSITIONS AND MARKET CAPTURE DETAILS

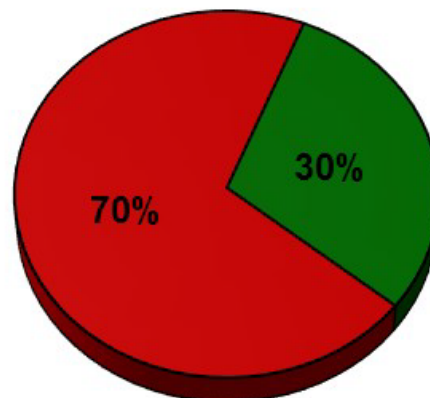
The pie charts below show the rate of disposition in the City of Cold Lake and Alberta in 2015.

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



■ Casket Disposition
■ Cremation Disposition

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



■ Casket Disposition
■ Cremation Disposition

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

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

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

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

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

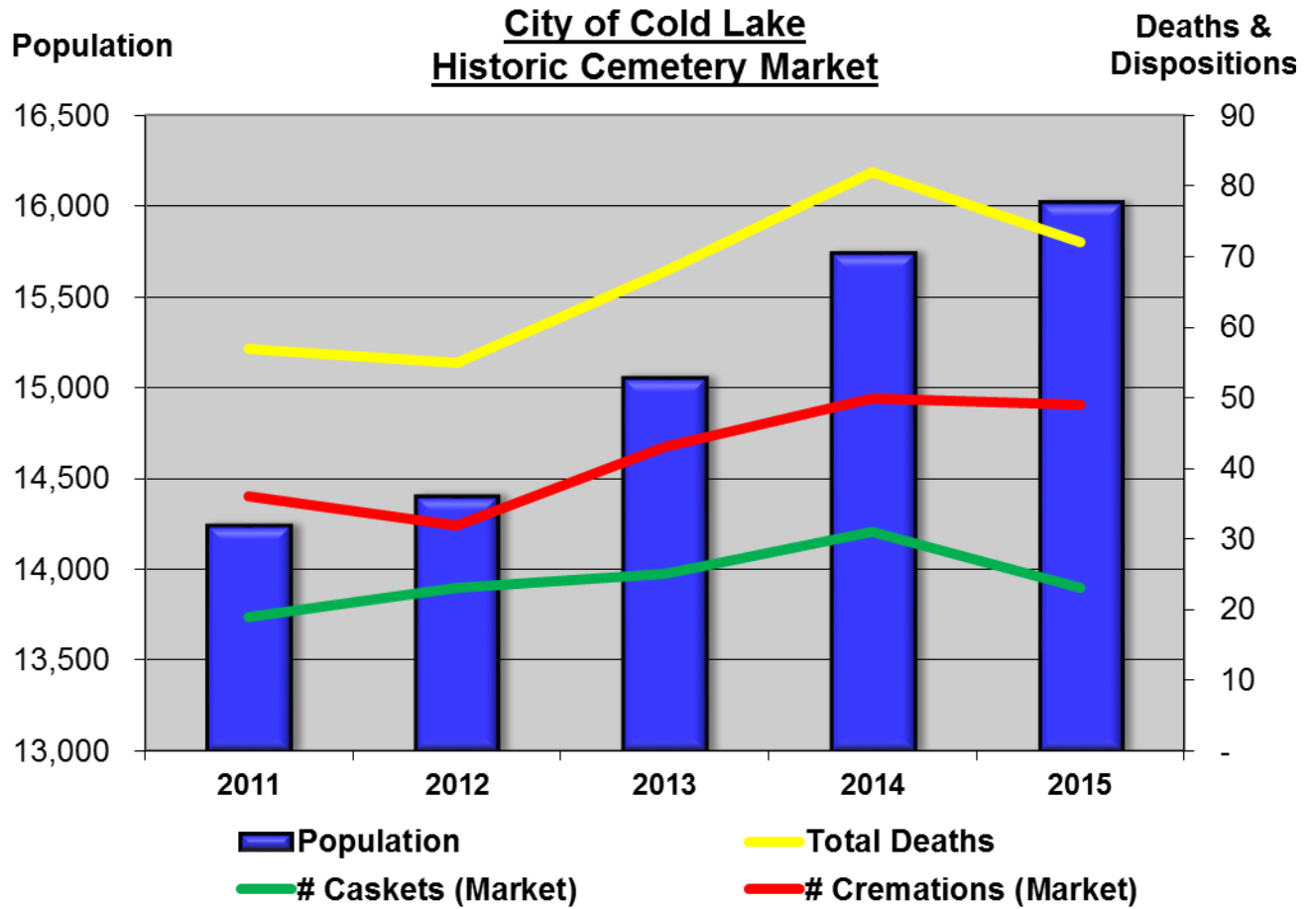


Figure 36: 5 Year City of Cold Lake Cemetery Market Overview, Source: LEES+Associates.

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

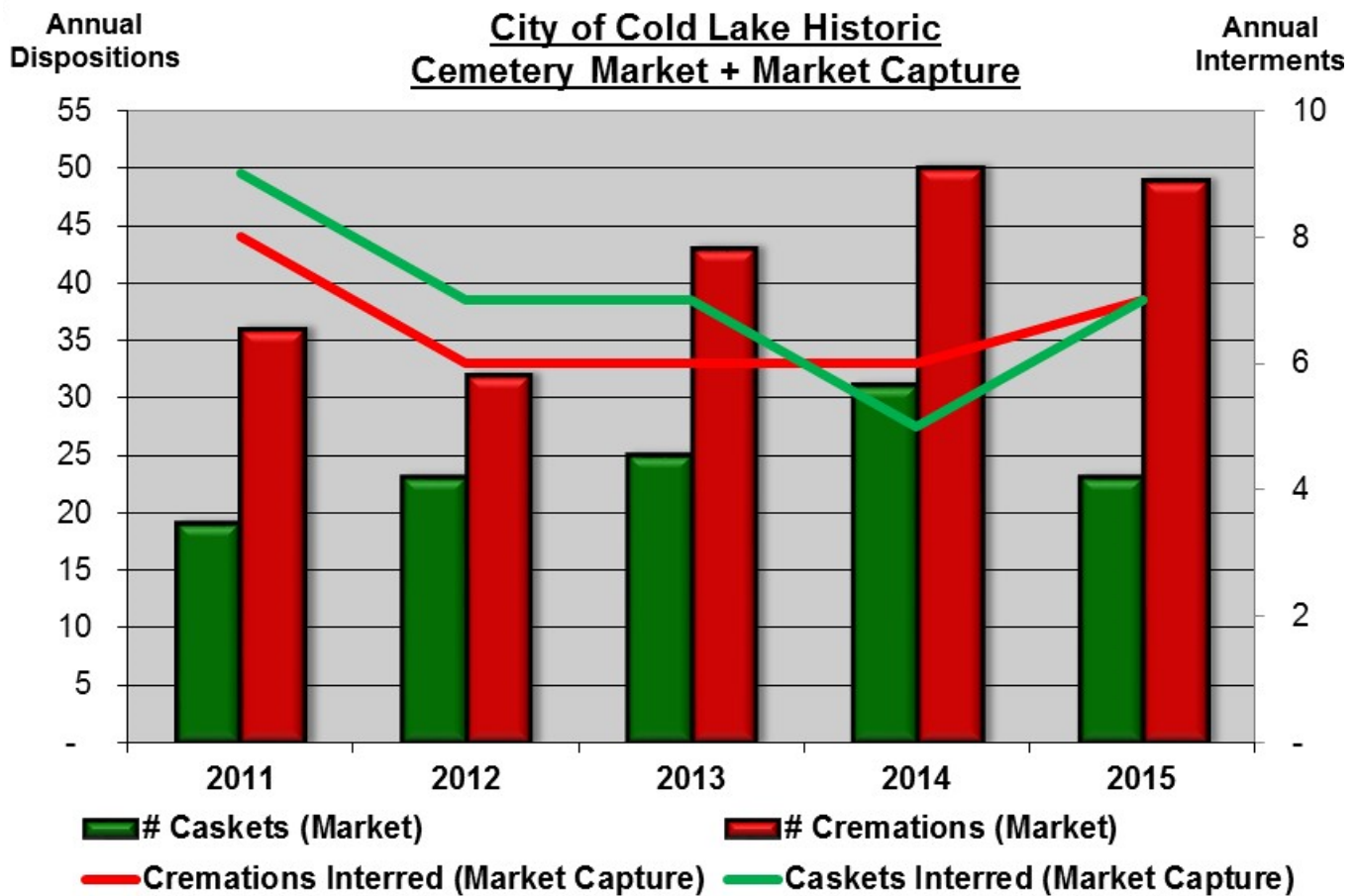


Figure 37: 5 Year Cemetery Market Capture of the City of Cold Lake Cemetery Market,
Source LEES+Associates.

APPENDIX D – CEMETERY INVENTORY DETAILS

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

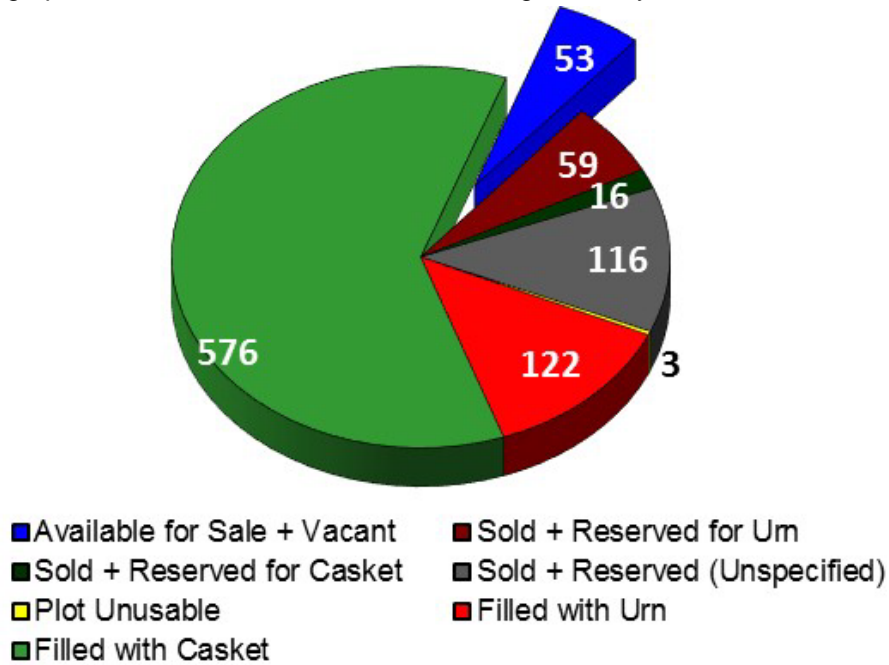


Figure 38: Distribution of Inventory of Existing Inventory at Lakeview Cemetery,
Source: City of Cold Lake Inventory Records.

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

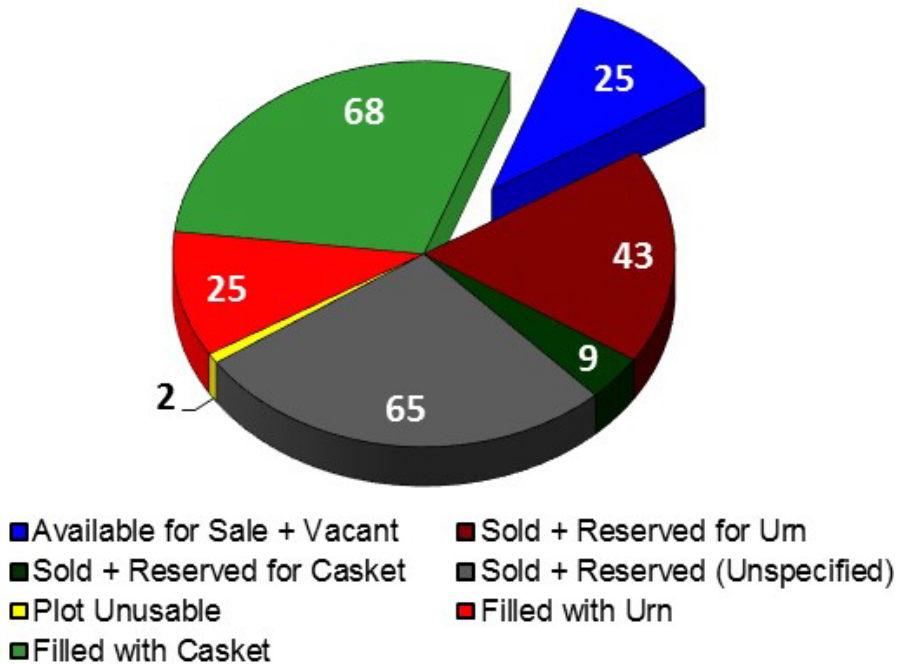


Figure 39: Distribution of Inventory of Existing Inventory at Grand Centre Memorial Park,
Source: City of Cold Lake Inventory Records.

APPENDIX E – CEMETERY MARKET PRICES

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

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

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

APPENDIX F – NEW INTERMENT OPTIONS

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

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

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

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



Green burial is defined as traditional earth burial with:

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

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

Green burial has three core tenets:

- Social;
- Economic, and
- Environmental Sustainability.

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

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

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

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

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

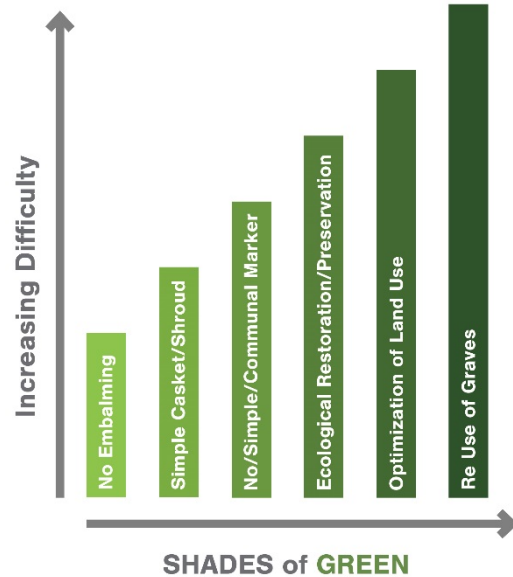


Figure 41: Shades of Green in Green Burial Practices, Source: LEES+Associates.

Best Management Practices:

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

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

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

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

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

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

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

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

APPENDIX G – CEMETERY BYLAW INFORMATION

EXAMPLE OF TOPICS THAT CAN BE COVERED IN A CEMETERY BYLAW

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

-Decorations, Plants handout

SELECTED REGULATIONS AND GUIDELINES

NO planting of any kind.

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

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

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

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

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

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

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

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

Improperly or unapproved memorials will be removed without further notice.

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

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

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

FOR INFORMATION
CONTACT

APPENDIX H – PERPETUAL CARE FUND OVERVIEW

DEFINITION OF PERPETUAL CARE + LEGISLATIVE REQUIREMENTS

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

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

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

Canadian Provincial Legislation:

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

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

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

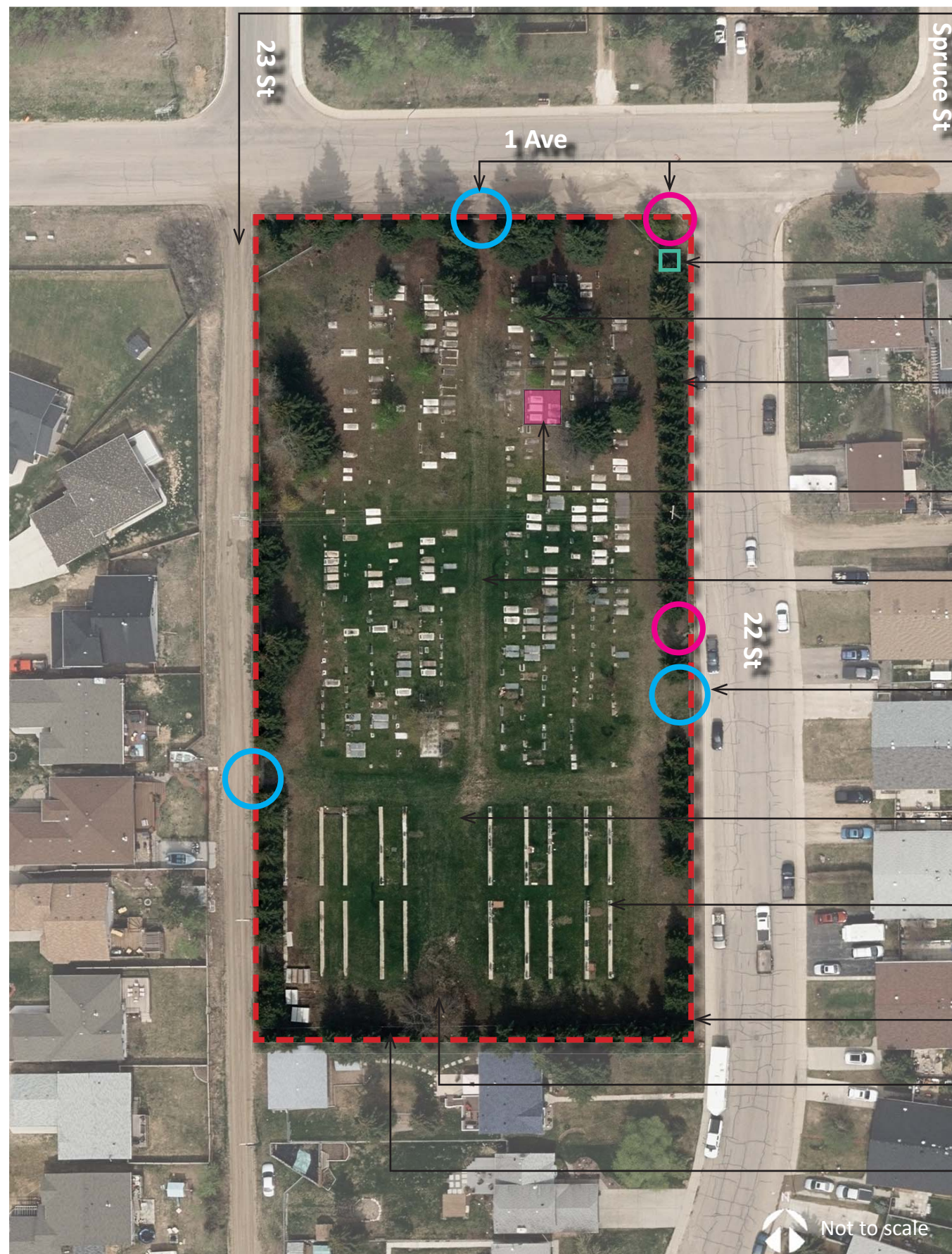
It is important to recognize that long term changes in community demographics, interment choices (cremation or burial) and memorialization practices will have an impact on the level of revenues received. As demand increases, so do projected sales.

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

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

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

APPENDIX I – SITE ANALYSIS PLANS



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

THE NORTH SIDE VEHICLE AND PEDESTRIAN GATES ARE NOT USED OFTEN

ENTRY SIGN NEEDS RENEWING AND RELOCATING

LARGE MATURE TREES GIVE CHARACTER TO THE SITE

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

THE VETERANS AREA IS FULL AND NOT WELL MARKED

THE EXISTING ROADWAY IS NOT WELL DEFINED

PRIMARY ACCESS POINT IS NOT WELL ALIGNED WITH INTERNAL ROADWAYS

THERE IS A LACK OF SEATING IN THE CEMETERY

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

EXISTING CHAINLINK PERIMETER FENCING

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

BUFFER TO ADJACENT PROPERTIES COULD BE ENHANCED



VETERANS' AREA



PEDESTRIAN GATE



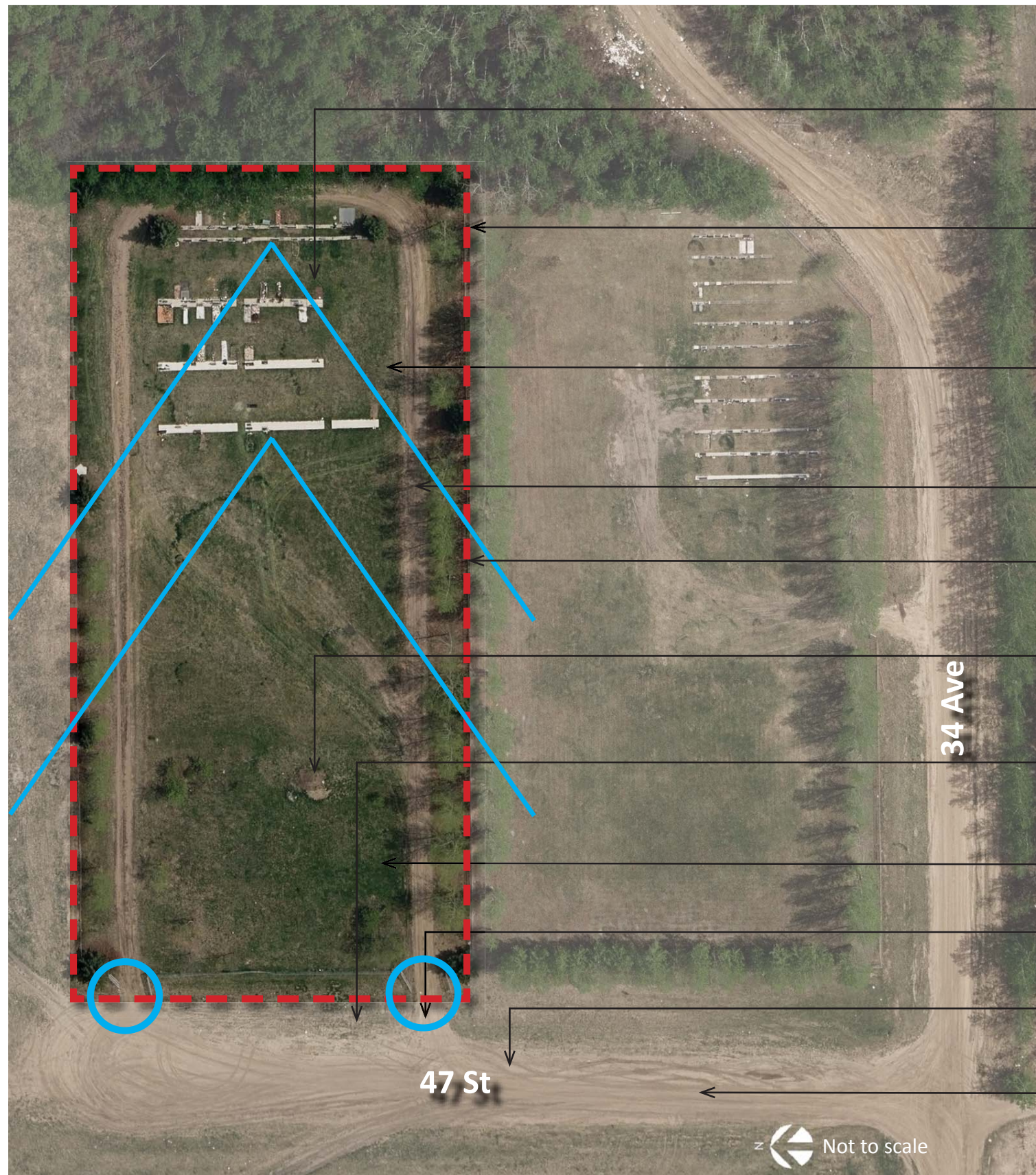
VIEW TOWARDS THE SOUTHEAST

LEGEND

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

LAKEVIEW CEMETERY - SITE ANALYSIS PLAN

CITY OF COLD LAKE CEMETERY SERVICES MASTER PLAN



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

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

THE CEMETERY LACKS TREES AND OTHER CHARACTER DEFINING ELEMENTS

THE EXISTING DIRT ROAD CAN BE MUDDY IN WET CONDITIONS

THE EXISTING CHAINLINK FENCING + ENTRY GATES NEED REPLACING

THE MATERIALS SPOIL SHOULD BE RELOCATED TO A LESS PROMINENT LOCATION

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

THERE IS A LACK OF SEATING IN THE CEMETERY

THE ENTRY LACKS SIGNAGE AND A FORMALIZED PARKING AREA

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

THE ENTRY ROAD IS ROUGH AND CAN BE DIFFICULT TO NAVIGATE



VIEWS TOWARDS THE SOUTHWEST



MAIN ENTRY GATE



BOUNDARY WITH ADJACENT CEMETERY

LEGEND

SITE BOUNDARY

VEHICLE ACCESS/ GATE

DESIRABLE VIEWS

GRAND CENTRE - SITE ANALYSIS PLAN

CITY OF COLD LAKE CEMETERY SERVICES MASTER PLAN

APPENDIX J – CEMETERY CONCEPT DESIGNS

OVERVIEW

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

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

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

RENDERING OF PROPOSED VETERAN'S PLAZA



GREEN BURIAL

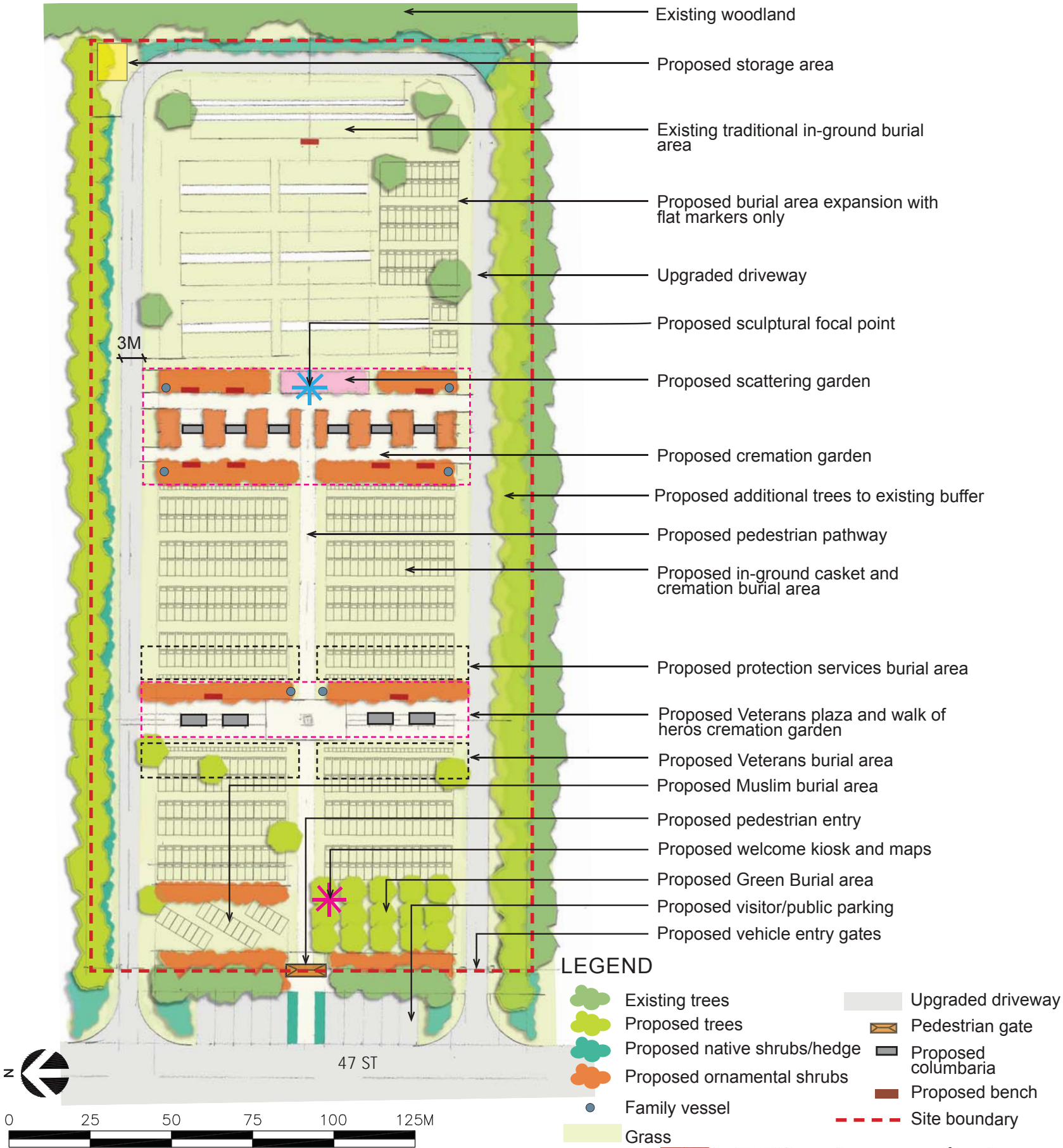


“Green” or “Natural” Burial is an alternative to traditional burial practices and is seen as more environmentally friendly. The five principles of Green Burial are:

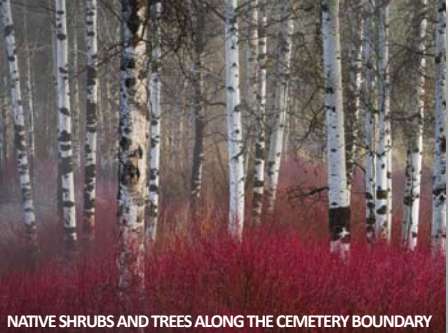
1. No embalming;
2. No outer burial container;
3. A biodegradable casket or shroud;
4. A communal marker, and
5. An element of habitat enhancement.

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

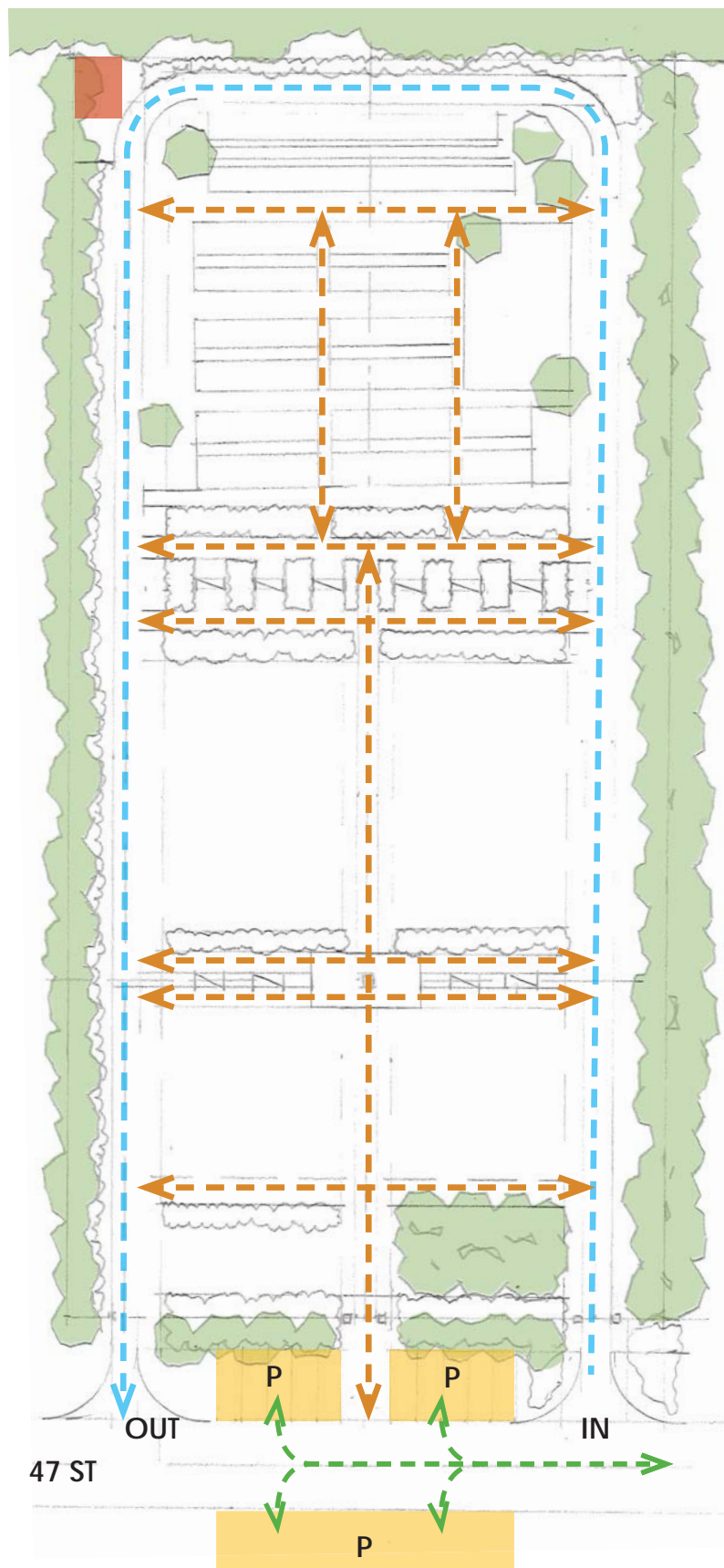
CONCEPT DESIGN



PRECEDENT IMAGES



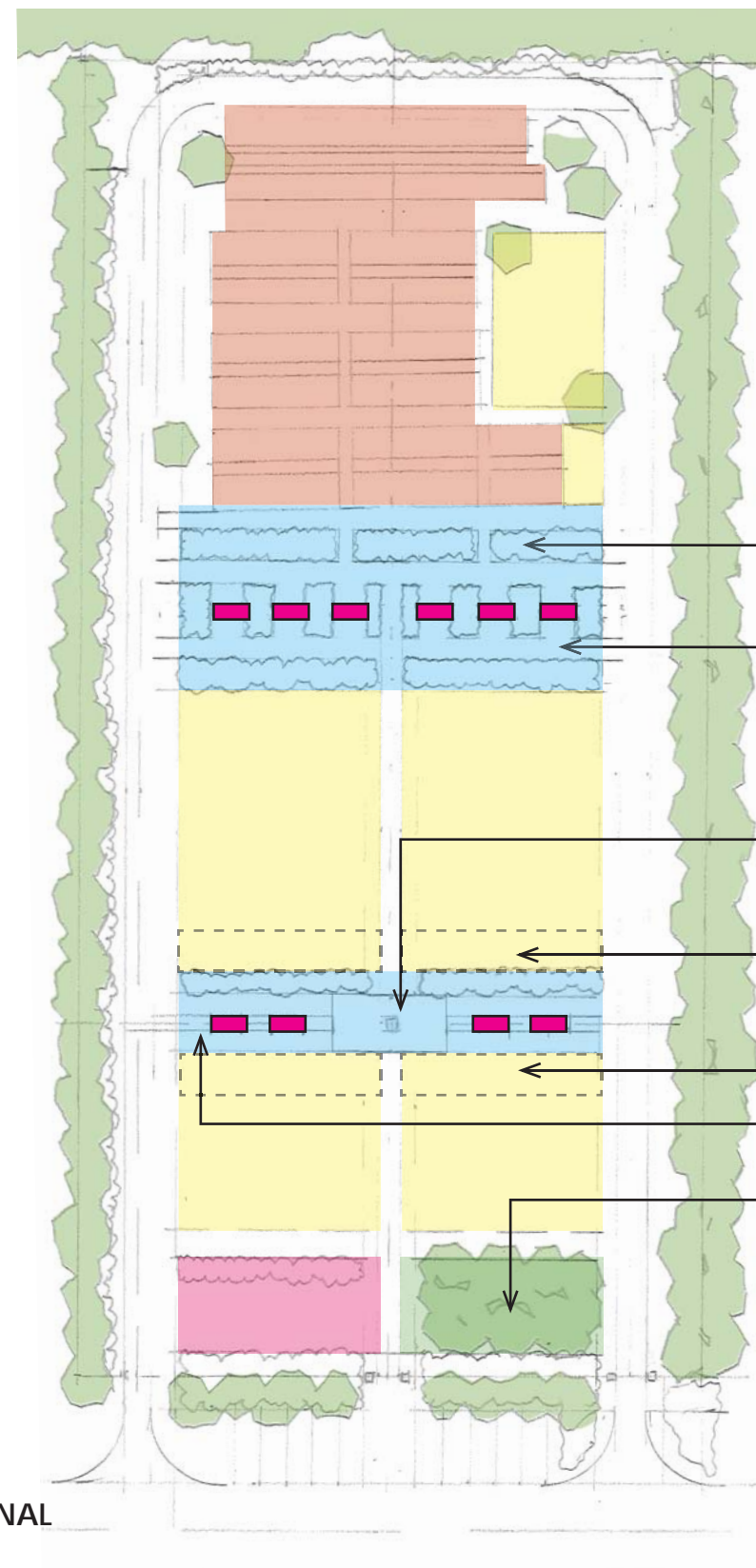
GRAND CENTRE (COLD LAKE SOUTH) - CONCEPT PLAN
COLD LAKE CEMETERY SYSTEM MASTER PLAN



NOTE: MOST VISITORS ARE EXPECTED TO PARK IN STREET PARKING LOTS PROVIDED

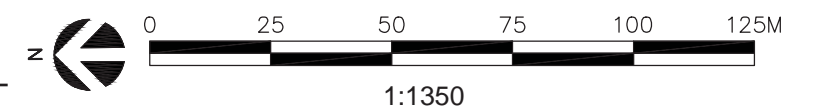
- LEGEND**
- MATERIALS STORAGE AREA
 - VISITOR/PUBLIC PARKING
 - PEDESTRIAN CIRCULATION
 - FUNERAL COACH AND OPERATIONAL VEHICLE CIRCULATION
 - VISITOR/PUBLIC VEHICLE CIRCULATION

ACCESS AND CIRCULATION DIAGRAM



- LEGEND**
- EXISTING TRADITIONAL IN-GROUND BURIAL
 - NEW MUSLIM BURIAL AREA
 - NEW CREMATION GARDENS
 - NEW TRADITIONAL IN-GROUND BURIAL AREAS
 - NEW GREEN BURIAL AREA
 - NEW DOUBLE SIDED COLUMBARIA

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

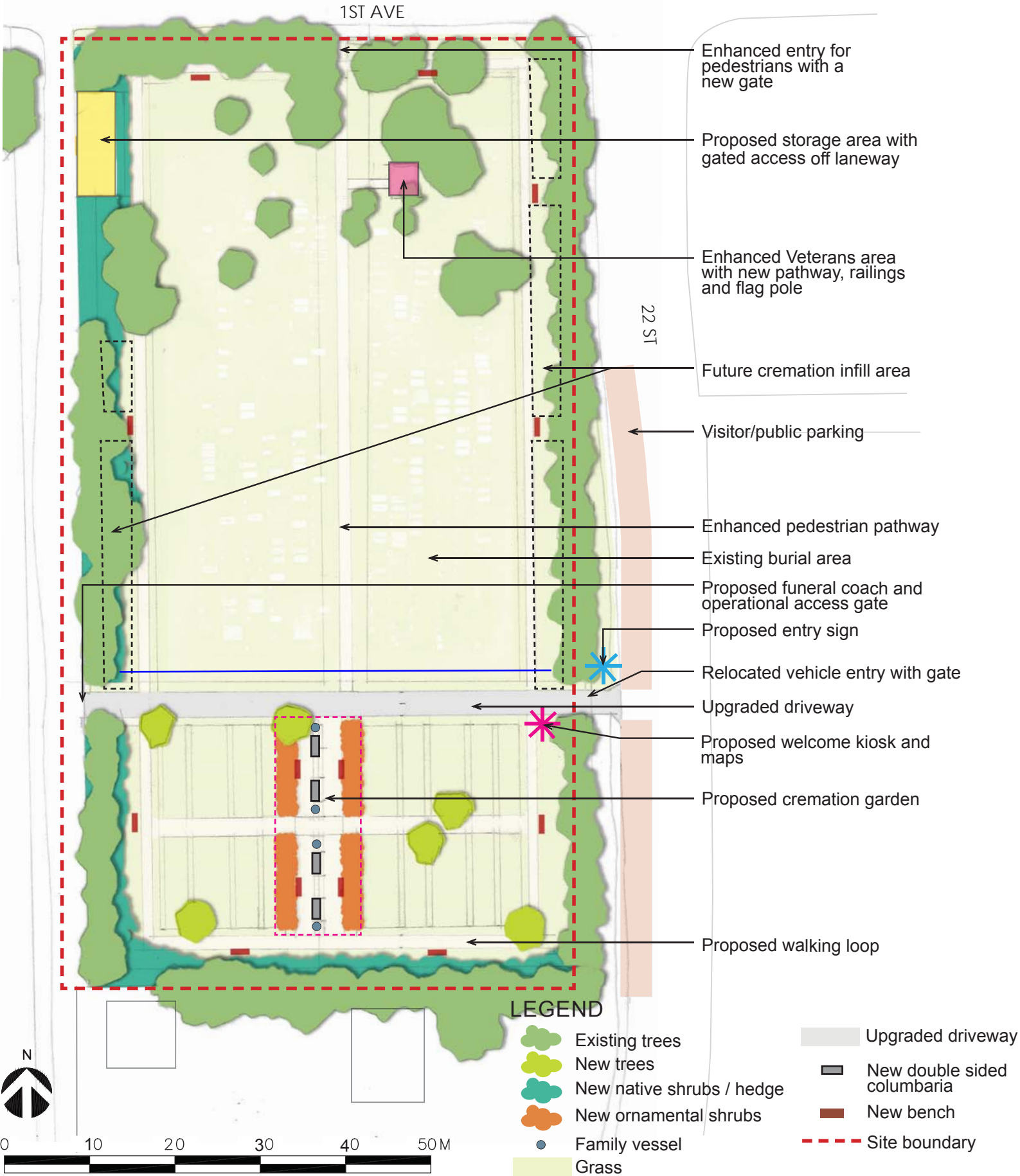


COLUMBARIA

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

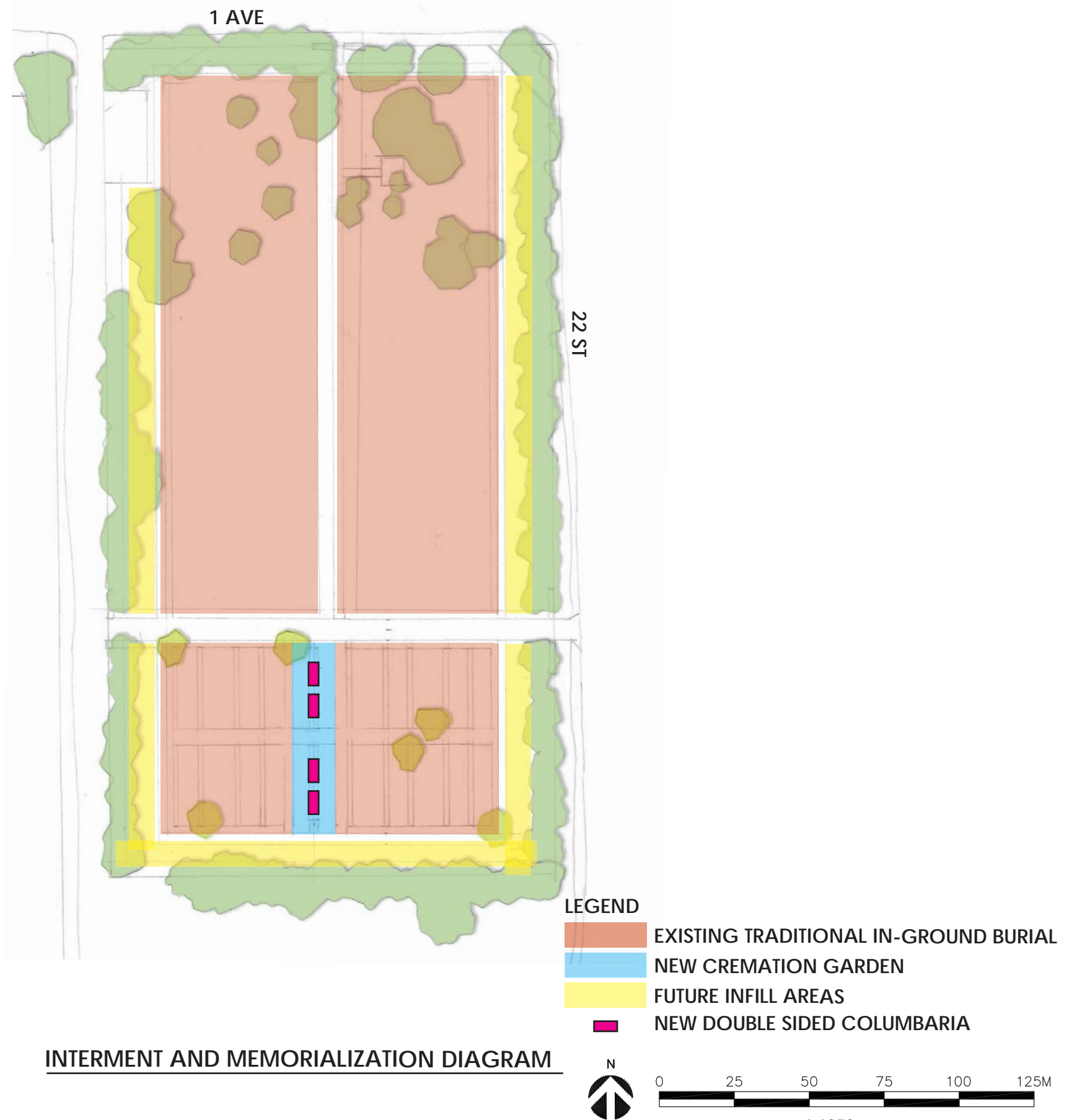


PRECEDENT IMAGES





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



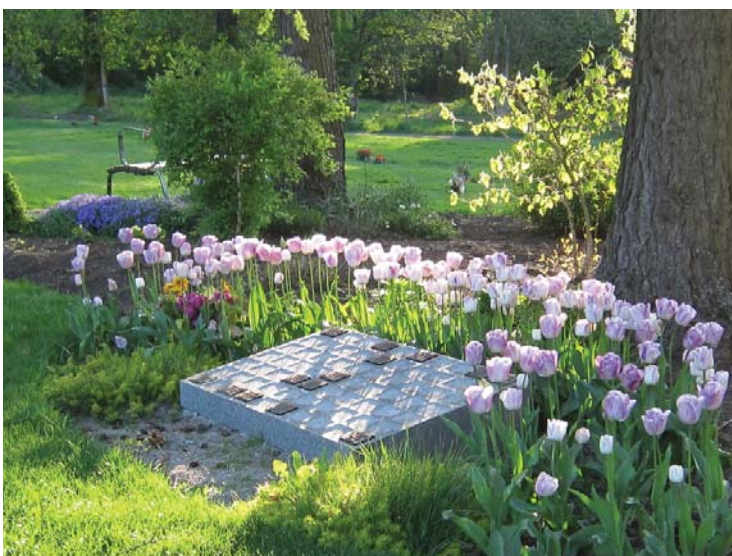
WELCOME KIOSK AND MAPS



MEMORIAL WALL



VETERANS MONUMENT



SCATTERING GARDEN

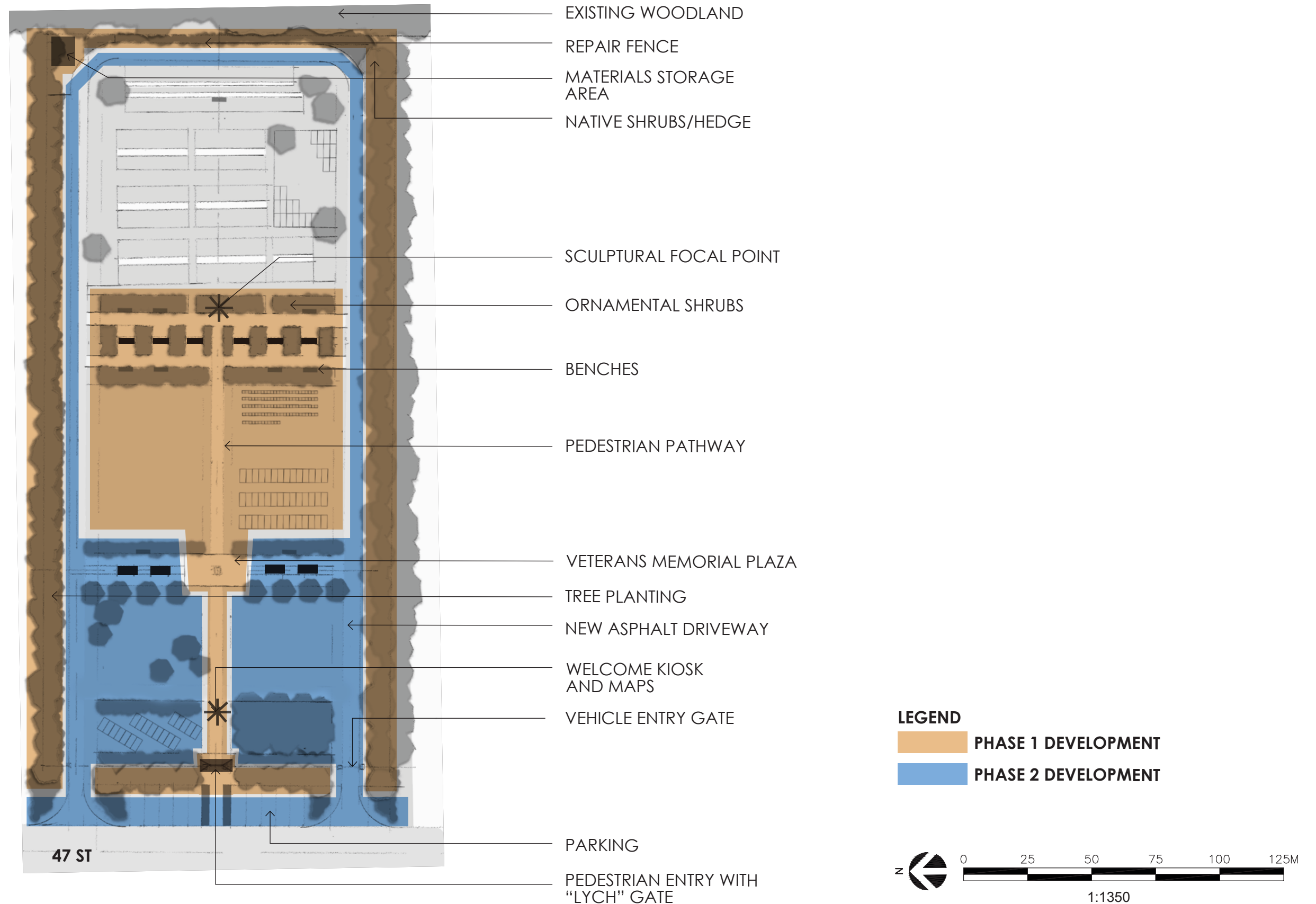


WALK OF HEROES

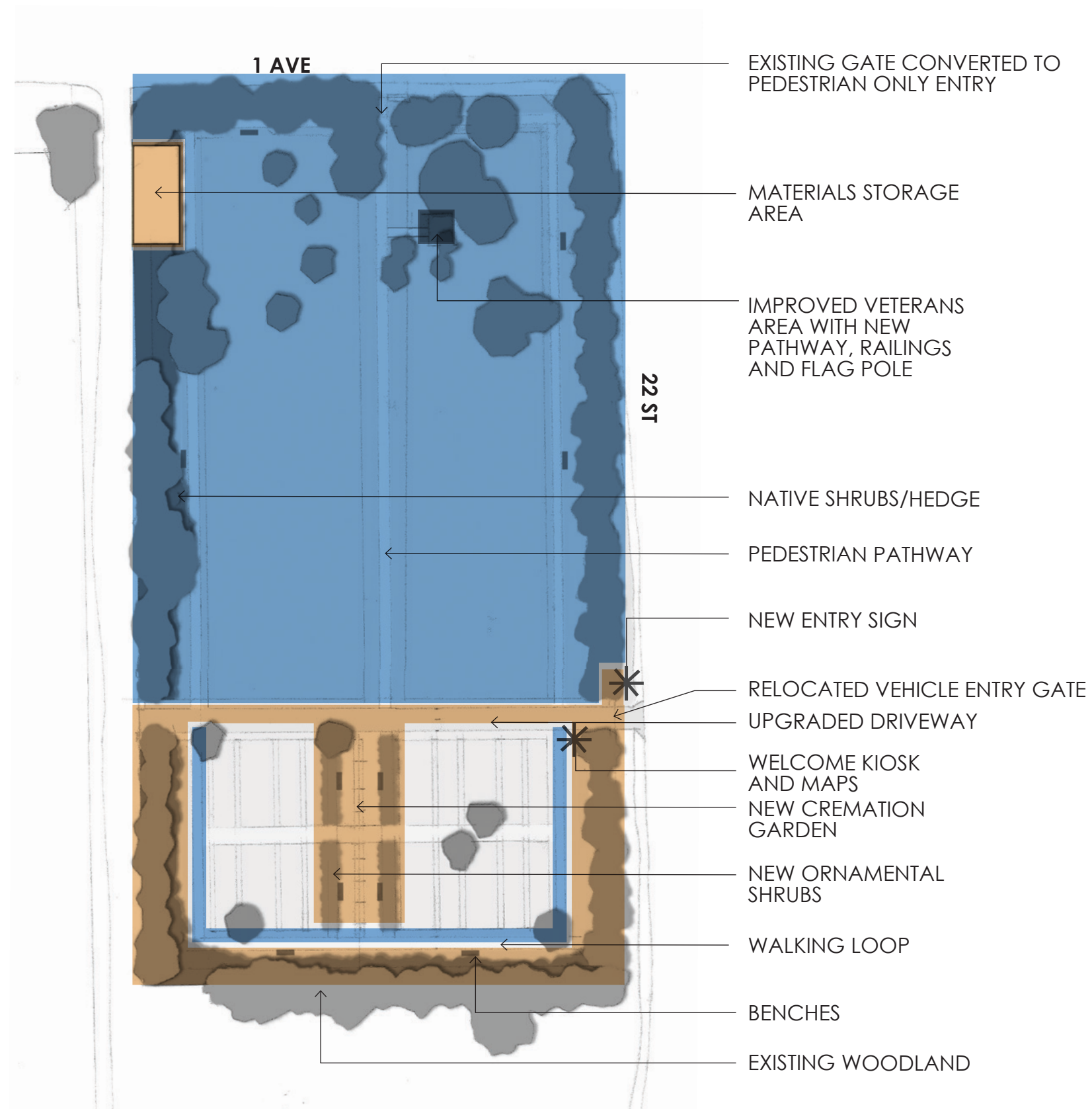


NATIVE SHRUBS

APPENDIX K – CEMETERY PHASING PLANS

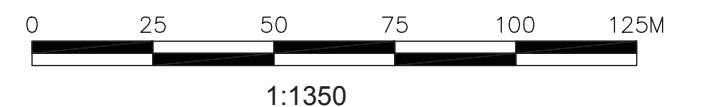


GRAND CENTRE - PHASING PLAN CITY OF COLD LAKE CEMETERY SYSTEM MASTER PLAN



LEGEND

- PHASE 1 DEVELOPMENT
- PHASE 2 DEVELOPMENT



LAKEVIEW - PHASING PLAN

CITY OF COLD LAKE CEMETERY SYSTEM MASTER PLAN

APPENDIX L – PUBLIC OPEN HOUSE SUMMARY

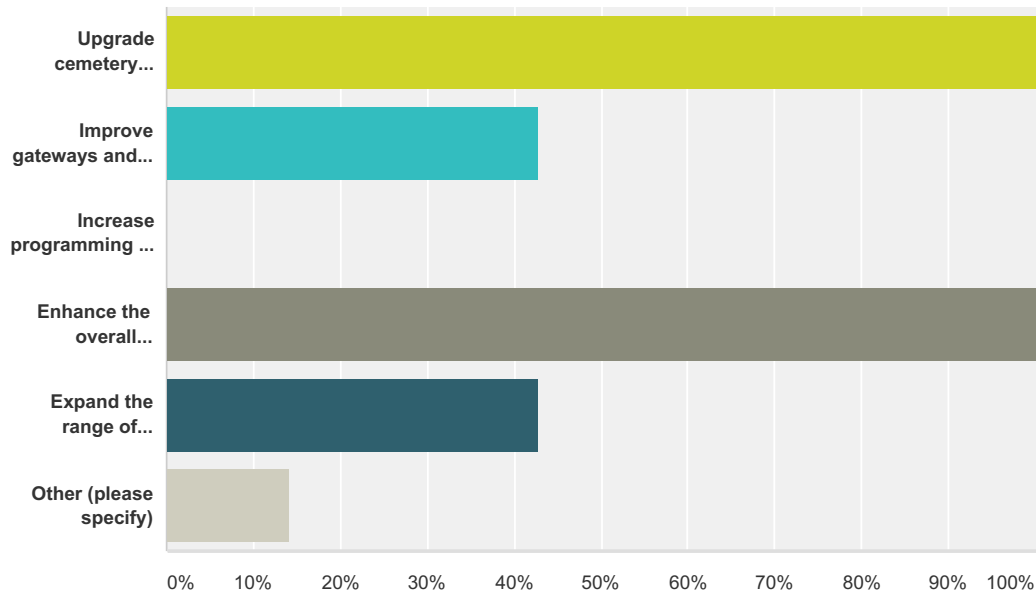
Q1 What is your overall impression of the proposed concept designs?

Answered: 5 Skipped: 2

#	Responses	Date
1	Beauty of trees,etc is exciting... More vegetation, pathways, brick/paving stones, clean finishes	7/6/2016 9:23 PM
2	Absolutely beautiful!	7/5/2016 3:06 PM
3	Great possibility to beautify the areas and make it more welcoming. Hopefully access will be a major improvement.	7/4/2016 11:13 AM
4	Very informative and well laid out.	7/4/2016 10:40 AM
5	Looks great.	7/4/2016 10:37 AM

Q2 What are the top three features that you think the City should include as part of future cemetery improvements? Please choose three.

Answered: 7 Skipped: 0



Answer Choices	Responses
Upgrade cemetery driveways and access	100.00% 7
Improve gateways and fencing	42.86% 3
Increase programming and events at the cemeteries	0.00% 0
Enhance the overall aesthetics of the cemeteries	100.00% 7
Expand the range of interment options at the cemeteries	42.86% 3
Other (please specify)	14.29% 1

Total Respondents: 7

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

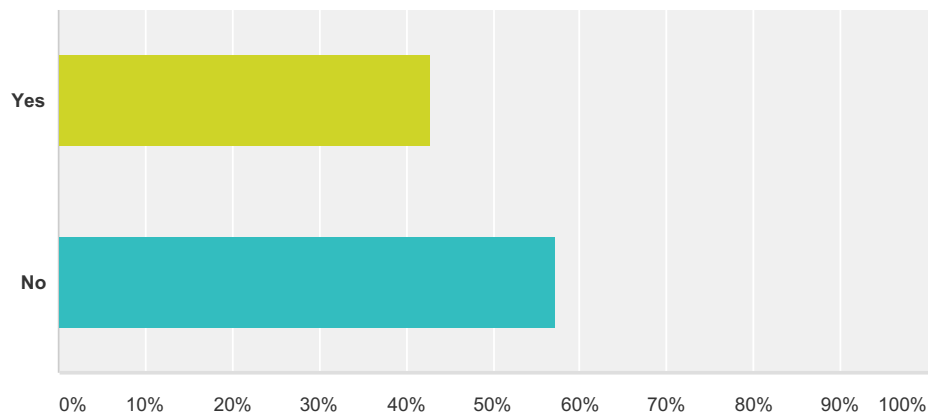
Q3 Are there any additional specific religious, cultural or secular practices that you would like to see accommodated at the cemeteries?

Answered: 2 Skipped: 5

#	Responses	Date
1	Cenotaph, remembrance ceremonies	7/6/2016 9:23 PM
2	Success interfaith practices as well as religious practices are unlaunched.	7/4/2016 11:13 AM

Q4 Green Burial is an interment option that involves no embalming, and burial in a simple biodegradable casket or container. Would you consider Green Burial if it were made available at Grand Centre Memorial Park (Cold Lake South)?

Answered: 7 Skipped: 0

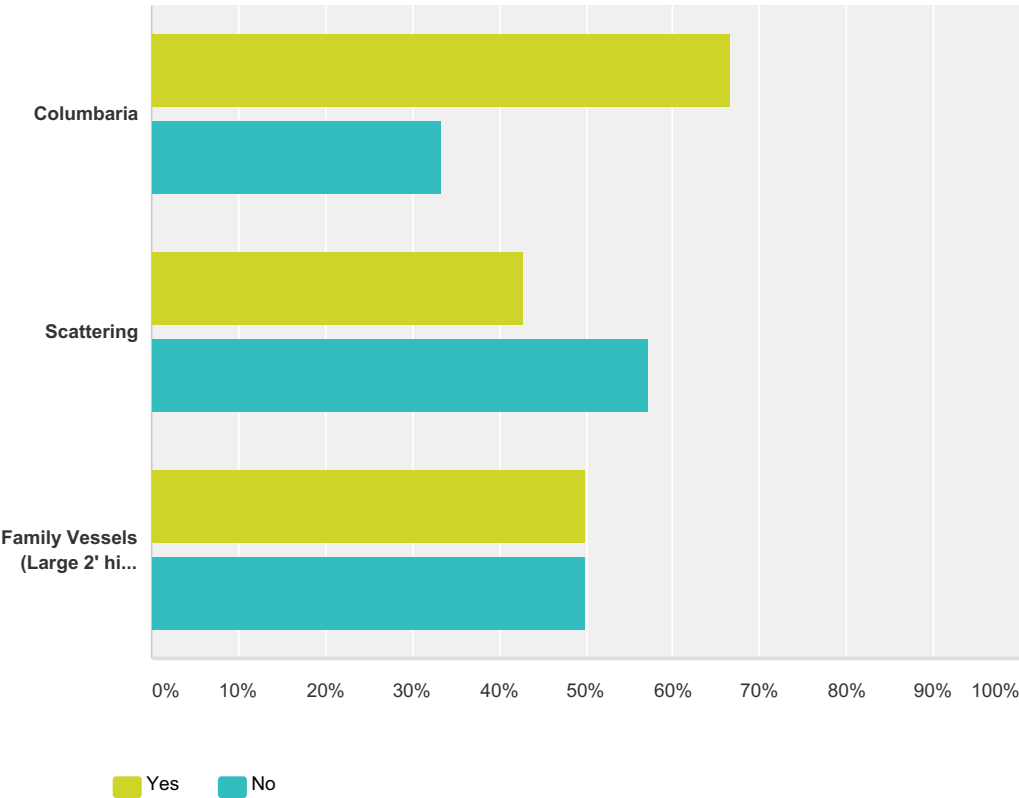


Answer Choices	Responses
Yes	42.86% 3
No	57.14% 4
Total	7

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

interment if they were made available?

Answered: 7 Skipped: 0

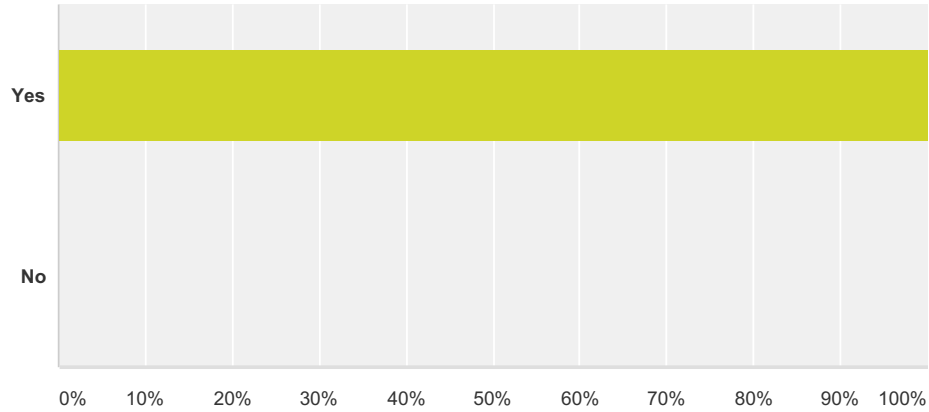


	Yes	No	Total
Columbaria	66.67% 4	33.33% 2	6
Scattering	42.86% 3	57.14% 4	7
Family Vessels (Large 2' high vessels in which multiple urns are nested or cremated remains are commingled)	50.00% 3	50.00% 3	6

Q6 Is an inscription as part of a memorial wall an option your family might choose for commemoration of loved ones, possibly even memorializing those buried elsewhere?

Answered: 6 Skipped: 1

City of Cold Lake - Cemetery System Master Plan

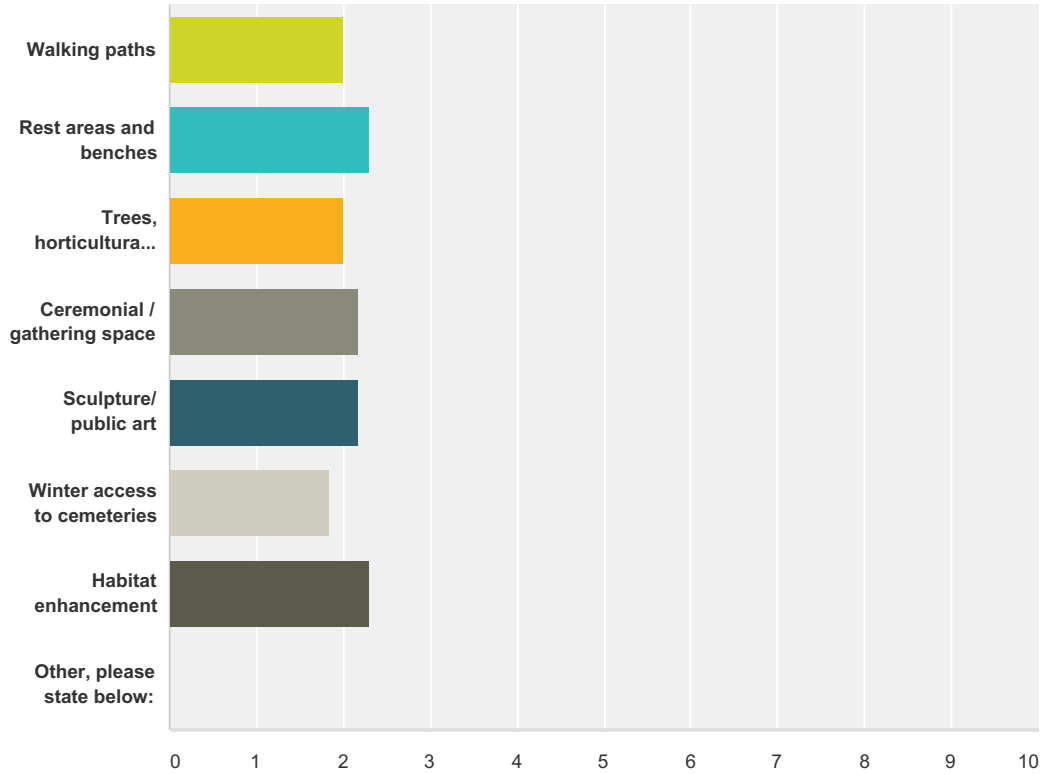


Answer Choices	Responses
Yes	100.00% 6
No	0.00% 0
Total	6

Q7 The cemeteries are intended to accommodate a wide variety of uses other than burial, including acting as extensions of the community's green spaces. What are the MOST IMPORTANT amenities you would like to see in the improved cemeteries?

Answered: 7 Skipped: 0

City of Cold Lake - Cemetery System Master Plan



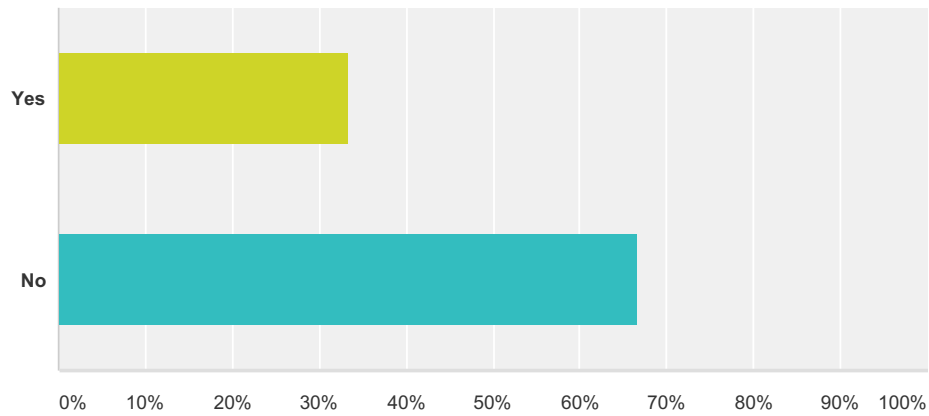
	Very Important	(no label)	(no label)	(no label)	Not Important	Total	Weighted Average
Walking paths	57.14% 4	14.29% 1	0.00% 0	28.57% 2	0.00% 0	7	2.00
Rest areas and benches	28.57% 2	42.86% 3	0.00% 0	28.57% 2	0.00% 0	7	2.29
Trees, horticultural features	57.14% 4	14.29% 1	0.00% 0	28.57% 2	0.00% 0	7	2.00
Ceremonial / gathering space	50.00% 3	0.00% 0	33.33% 2	16.67% 1	0.00% 0	6	2.17
Sculpture/ public art	33.33% 2	33.33% 2	16.67% 1	16.67% 1	0.00% 0	6	2.17
Winter access to cemeteries	66.67% 4	16.67% 1	0.00% 0	0.00% 0	16.67% 1	6	1.83
Habitat enhancement	42.86% 3	14.29% 1	14.29% 1	28.57% 2	0.00% 0	7	2.29
Other, please state below:	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0	0.00

#	Other (please specify)	Date
	There are no responses.	

Q8 Would community events at the cemeteries such as music, candle-lighting services or 'Night for All Souls' appeal to you or your family?

Answered: 6 Skipped: 1

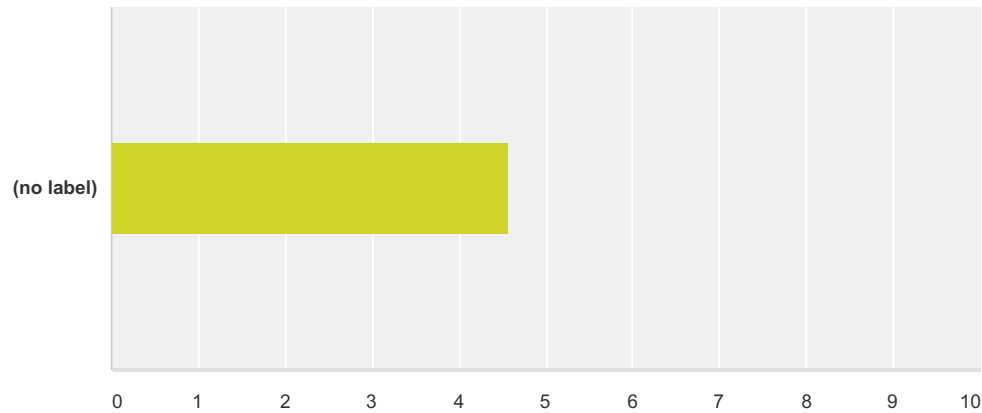
City of Cold Lake - Cemetery System Master Plan



Answer Choices	Responses
Yes	33.33% 2
No	66.67% 4
Total	6

Q9 Are you supportive of the proposed upgrades to the cemeteries?

Answered: 7 Skipped: 0



	Strongly Opposed	Opposed	Neutral	Support	Strongly Support	Total	Weighted Average
(no label)	0.00% 0	0.00% 0	0.00% 0	42.86% 3	57.14% 4	7	4.57

Q10 Do you have any additional suggestions or comments in relation to the Master Plan?

Answered: 3 Skipped: 4

#	Responses	Date
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APPENDIX M – GLOSSARY OF CEMETERY TERMS

ADAPTED FROM VARIOUS SOURCES BY LEES+ASSOCIATES.

AT-NEED	<ul style="list-style-type: none">▪ At the time of, or immediately following, death.▪ Usually refers to the time of purchase of funeral or cemetery services.
BOOK OF MEMORIES	<ul style="list-style-type: none">▪ Plaque with list of names of the deceased who typically are located in areas not readily accessible.▪ A type of memorial monument.
BURIAL	<ul style="list-style-type: none">▪ One form of interment.▪ The placement of human or cremated remains in a grave.
BURIAL LINER	<ul style="list-style-type: none">▪ Similar to a burial vault, however, unlike a vault it only covers the top and sides of the casket
BURIAL PERMIT	<ul style="list-style-type: none">▪ A legal document issued by a regulatory authority authorizing final disposition of human remains.
BURIAL VAULT	<ul style="list-style-type: none">▪ A protective, sealable outer receptacle, into which a casket or urn is placed, designed to restrict the entrance of gravesite elements into the casket or urn.
BYLAWS	<ul style="list-style-type: none">▪ The written regulations, rules or laws governing the organization, management and operation of a cemetery, mausoleum, columbarium or crematorium.
CARE FUND (also known as PERPETUAL CARE FUND or MAINTENANCE FUND)	<ul style="list-style-type: none">▪ An irrevocable trust fund established, held and administered in accordance with applicable law, with the income from the fund to be used for the upkeep and repair of a cemetery, mausoleum or columbarium.
CASKET	<ul style="list-style-type: none">▪ A rigid container usually constructed of wood, metal or similar material, ornamented and lined with fabric, designed for the encasement of human remains.
CASKET ENTOMBMENT	<ul style="list-style-type: none">▪ When a casket is interred in a mausoleum.

CEMETERY SERVICES	<ul style="list-style-type: none">▪ The disposition of human remains by interment or cremation and includes the supply of goods incidental to the provision of such service, but does not include the sale of lots.
COLUMBARIUM (plural: COLUMBARIA)	<ul style="list-style-type: none">▪ A structure, building, an area in a structure or building that contains, as an integral part of the structure or building or as a freestanding sections, niches for the inurnment of cremated remains.▪ Can be “Individual”, “Family” or “Community”, based on the number of niches, and how they are sold.
COMMEMORATION	<ul style="list-style-type: none">▪ A ceremony, service or symbol of memory for a person/people or event
COMMINGLING	<ul style="list-style-type: none">▪ The mixing of the cremated remains of more than one deceased person.
CONTAINER	<ul style="list-style-type: none">▪ A self-contained receptacle or enclosure other than a casket, made of rigid cardboard, pressed wood or other similar material that is of sufficient strength to hold and conveniently transport human remains, but does not include a metal or fibre glass casket, or receptacle or enclosure made of plastic or similar substance, or a pouch or bag.
CREMATED REMAINS	<ul style="list-style-type: none">▪ The human bone fragments that remain after cremation that may also include the residue of any other materials cremated with the human remains.
CREMATION	<ul style="list-style-type: none">▪ The irreversible reduction of human remains to bone fragments through the application of flame and intense heat; in some jurisdictions this may include the repositioning or movement of the body during the process to complete the cremation; and the manual or mechanical reduction of the bone fragments after removal from the cremation chamber.
CREMATION LOT	<ul style="list-style-type: none">▪ A space used, or intended to be used, specifically for the interment of cremated remains.▪ Typically, a smaller than full-sized lot.

CREMATORIUM	<ul style="list-style-type: none"> ▪ The building or part of a building that is fitted with approved appliances for the purpose of cremation human remains and includes everything incidental or ancillary to it.
CRIB GRAVE	<ul style="list-style-type: none"> ▪ A grave lot surrounded by a small picket fence.
CRYPT	<ul style="list-style-type: none"> ▪ One kind of lot. ▪ Typically, a space in a mausoleum used or intended to be used for the entombment of human remains.
DEATH CERTIFICATE	<ul style="list-style-type: none"> ▪ A legal document certifying the vital statistics pertaining to the life and death of a deceased person.
DIRECT (or IMMEDIATE) DISPOSITION	<ul style="list-style-type: none"> ▪ The final disposition of human remains without any formal viewing or visitation, ritual, rite, service or ceremony.
DISINTERMENT	<ul style="list-style-type: none"> ▪ The removal of human remains, along with the casket or container or any remaining portion of the casket or container holding the remains, from the lot in which the remains had been interred.
DOUBLE DEPTH LOT	<ul style="list-style-type: none"> ▪ A lot dug at extra depth at the time of the interment of the first casket to allow for the accommodation of a second interment at regular depth.
EASEMENT	<ul style="list-style-type: none"> ▪ The right acquired, whether or not supported by a certificate, to interment in a lot.
ENTOMBMENT	<ul style="list-style-type: none"> ▪ One form of interment. ▪ The placement of human remains in a mausoleum crypt.
FAMILY COLUMBARIUM	<ul style="list-style-type: none"> ▪ See columbarium
FAMILY ESTATE LOTS	<ul style="list-style-type: none"> ▪ A family estate lot contains 6-12 lots together.
FAMILY VESSEL	<ul style="list-style-type: none"> ▪ A large urn for several cremated remains. Remains may be comingled or may be contained in smaller, individual urns, held within the larger vessel.
FLAT MARKER	<ul style="list-style-type: none"> ▪ A grave marker set flush with the ground.
FUNERAL SERVICES	<ul style="list-style-type: none"> ▪ The arrangements, care and preparation of human remains for interment, cremation or other disposition and includes the supply of goods incidental to the arrangements, care and preparation, but does not include the sale of lots.

GRAVE	<ul style="list-style-type: none">▪ One kind of lot.▪ A portion of ground in a cemetery, used or intended to be used, for the burial of human remains or cremated remains.
GRAVE LINER	<ul style="list-style-type: none">▪ A fibreglass or concrete structure installed over a casket once it has been placed in the grave.
GRAVE MARKER	<ul style="list-style-type: none">▪ Can be in-ground (flat) or upright.
GREEN BURIAL	<ul style="list-style-type: none">▪ A more environmentally conscious alternative to “traditional burial.” Typically includes:<ul style="list-style-type: none">a. no embalming;b. burial directly in the ground without a grave liner or vault;c. a fully biodegradable burial container (casket or shroud);d. interment sites planted with indigenous ground cover, ande. without individual grave markers.
INTERMENT	<ul style="list-style-type: none">▪ Disposition by:<ul style="list-style-type: none">a. burial of human remains or cremated remains in a grave;b. entombment of human remains in a mausoleum, crypt, or;c. inurnment of cremated remains in a columbarium niche.
INURNMENT	<ul style="list-style-type: none">▪ One form of cremated remains interment.▪ The process of placing cremated remains in a receptacle including, but not limited to, an urn and placing the urn into a niche.
LAWN CRYPT	<ul style="list-style-type: none">▪ A concrete or other durable and rigid outer receptacle installed in a grave prior to burial.
LOT	<ul style="list-style-type: none">▪ A space used, or intended to be used, for the interment of human remains or cremated remains under a right of interment and includes a grave, crypt, niche or plot.

LOT HOLDER	<ul style="list-style-type: none"> ▪ The person in whose name the right of interment in a lot is registered in the records of a cemetery and, where the interment has taken place, includes the person who has legally acquired ancillary rights to the lot.
MAINTENANCE FUND (also known as CARE FUND or PERPETUAL CARE FUND)	<ul style="list-style-type: none"> ▪ A fund established for the upkeep and repair of a cemetery, mausoleum or columbarium.
MAUSOLEUM (plural: MAUSOLEA)	<ul style="list-style-type: none"> ▪ A structure or building that contains interior or exterior crypts designed for the entombment of human remains.
MAUSOLEUM CRYPT	<ul style="list-style-type: none"> ▪ A chamber of a mausoleum or sufficient size for entombment of human remains.
MEMORIAL	<ul style="list-style-type: none"> ▪ A product, meeting the bylaw standard of a cemetery, used or intended to be used to identify a lot or to memorialize a deceased person interred or to be interred in a lot, including but not limited to: <ul style="list-style-type: none"> a. a marker, headstone, tombstone monument, plaque, tablet or plate on a lot; or b. a tablet inscription, lettering or ornamentation on a crypt or niche front, or c. a tree, boulder or other feature so identified. ▪ A ceremony, rite or ritual commemorating the life of a deceased individual without the human remains being present.
NECESSARIUM	<ul style="list-style-type: none"> ▪ Necessaria are stations located throughout a cemetery for filling vases and disposing of garbage. They often provide watering cans, flower vases, a rake and hand tools. They should be located within 60m from all graves.
NICHE	<ul style="list-style-type: none"> ▪ One kind of lot. ▪ A space, usually within a columbarium, for placing a receptacle containing cremated remains.
OSSUARY	<ul style="list-style-type: none"> ▪ A vessel for the interment of two or more cremated remains. ▪ Typically, the cremated remains are commingled

OUTER CONTAINER	<ul style="list-style-type: none">▪ A receptacle, which is designed for placement in a lot to accept the placement of a casket or urn.
PERPETUAL CARE FUND (also CARE FUND or MAINTENANCE FUND)	<ul style="list-style-type: none">▪ An irrevocable trust fund established, held and administered in accordance with applicable law, with the income from the fund to be used for the upkeep and repair of a cemetery, mausoleum or columbarium.
PRE-NEED	<ul style="list-style-type: none">▪ Any time prior to death.▪ Usually refers to the time of purchase of funeral or cemetery services.▪ “Pre-need planning” refers to the process of making arrangements and/or entering into contracts regarding future cemetery services for one or more persons who are still alive at the time.
REGISTRAR	<ul style="list-style-type: none">▪ The person responsible for the administration and enforcement of applicable laws and regulations relating to cemetery and funeral services. In British Columbia or Alberta, this person is known as the “Director of Cemeteries.”
SCATTERING	<ul style="list-style-type: none">▪ The irreversible dispersal of cremated remains over land or water, or commingling in a defined area in a cemetery.
SCATTERING GARDEN	<ul style="list-style-type: none">▪ An area within a cemetery, usually providing an attractive natural or ornamental setting, dedicated to the scattering of cremated remains.
SPIRIT HOUSE	<ul style="list-style-type: none">▪ A wooden shelter over a grave to house the spirit of the dead, typical of First Nations cemeteries.
UPRIGHT MARKER	<ul style="list-style-type: none">▪ A grave marker that is not flush with the ground is mounted on a footing and intended to be visible over the surrounding finished grade.
URN	<ul style="list-style-type: none">▪ A receptacle for containing cremated remains.



**CITY OF COLD LAKE
BYLAW #431-AD-12**

TO REGULATE AND CONTROL THE OPERATION OF THE CITY OF COLD LAKE CEMETERY

A BYLAW OF THE CITY OF COLD LAKE IN THE PROVINCE OF ALBERTA, TO REGULATE AND CONTROL THE OPERATION OF THE CITY OF COLD LAKE CEMETERY

PURSUANT to the *Cemeteries Act of Alberta*, Revised Statutes of Alberta 2000, Chapter C-3 and *Cemeteries Act*, General Regulations, Alberta Regulation 249/2010;

WHEREAS Bylaw 431-AD-12 will repeal the Town of Grand Centre Cemetery Bylaw 92-714;

WHEREAS Schedules "A", "B" and "C" which form part of this Bylaw can be amended from time to time by resolution of Council; and

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

TITLE

1. This Bylaw shall be cited as the "Cold Lake Cemetery Bylaw".

DEFINITIONS

2. In this ByLaw:
 - 2.1 "Adult" means any person over the age of eighteen (18) years;
 - 2.2 "Ash Inurnment" means the act of burying cremated remains. The act includes the digging of the grave, placement of the ashes and the backfilling of the grave;
 - 2.3 "CAO" means the Chief Administrative Officer or his/her designate;
 - 2.4 "Caretaker" shall mean the person placed in charge of the day-to-day operations of the Cemetery employed by the City of Cold Lake;
 - 2.5 "Cemetery" means Grand Centre Memorial Park and Lakeview Cemetery, or any other cemetery in the City of Cold Lake operated by and under the control of the City of Cold Lake;
 - 2.6 "Child" means any person between the ages of one (1) year and seventeen (17) years;
 - 2.7 "City" means the City of Cold Lake;
 - 2.8 "Council" means the Council of the City of Cold Lake;
 - 2.9 "Funeral Director" means any registered or licenced embalmer or mortician;
 - 2.10 "Grave" a plot designated for burial of human remains and cremated human remains;
 - 2.11 "Immediate Family Member" means a person's spouse, parents and grandparents, children and grandchildren, brothers and sisters, mother-in-law and father-in-law, brothers-in-law and sisters-in-law, daughters-in-law and sons-in-law;
 - 2.12 "Infant/Stillborn" means a child that is less than one (1) year or a deceased child at the time of birth;
 - 2.13 "Public Services Department" means the Parks and Recreation Department of the Public Services Department of the City of Cold Lake, who are responsible for the maintenance and care of the Cemetery;
 - 2.14 "On-going Maintenance" means a general term used to designate all various types of work the City does to ensure that the burial plots and the continuous foundations are kept in good repair, and that the surrounding grounds are properly cared for; this does not include monument care;
 - 2.15 "Open and Close" means the digging of the grave, the placement of the rough box vault, the supply and placement of the lowering device and City greens, the backfilling and levelling of the grave, site clean-up and placement of funeral decorations, and reestablishment of grass as soon as practicable afterwards. This also applies to the digging of a cremation grave by manual or mechanical means;
 - 2.16 "Veteran" means a person who at any time during his/her life served on a full-time basis for Canada in any war which Canada participated, and who has a Veteran's Affairs registration number.

MONUMENT DESCRIPTIONS

2.17 Monument Descriptions

- 2.17.1 “Concrete Foundation” means a piece of rectangular concrete which is placed to support a monument;
- 2.17.2 “Continuous Monument Foundation” means concrete installed by the City to support monuments. These foundations are continuous in fashion;
- 2.17.3 “Footstone” is a structure of marble, granite or similar material placed at the foot of the grave for memorial purposes. The installation of such monument is not permitted;
- 2.17.4 “Grave Cover” is a structure of marble, granite, or similar material placed on the entire burial plot for memorial purposes and set level with the contour of the ground. The installation of such monument is not permitted;
- 2.17.5 “Grave Decoration” is anything that is placed on a grave for memorial purposes; and
- 2.17.6 “Monument” means a headstone, tombstone, upright or vertical monument, pillow monument, a flat monument that is made of granite, marble, metallic materials, or other materials acceptable to the Public Services Department. All of these are supported by a concrete foundation or a continuous monument foundation which is somewhat lower but level with the surrounding ground contour of the particular grave.

PLOT DESCRIPTIONS

2.18 Plot Descriptions

- 2.18.1 “Double Depth Plot” means a single grave plot (full plot) in which the City will permit the burial of two (2) bodies in separate caskets placed one above the other provided the caskets are placed at minimum depths as required by the *Cemeteries Act of Alberta*, Revised Statutes of Alberta 2000, Chapter C-3 and *Cemeteries Act*, General Regulations, Alberta Regulation 249/2010; and
- 2.18.2 “Full Plot” means a single grave plot measuring 1.2 meters wide by 2.8 meters long.

ADMINISTRATION

- 3. The operation of the Cold Lake Cemetery shall be in accordance with all policies, rules and regulations, and procedures established by the Council of the City of Cold Lake and in accordance with the *Cemeteries Act of Alberta*, Revised Statutes of Alberta 2000, Chapter C-3 and *Cemeteries Act*, General Regulations, Alberta Regulation 249/2010.
- 4. The Caretaker shall be responsible for the selling of the plots, the keeping of all necessary records and the collecting of fees and charges in accordance with the Cemetery.
- 5. The Public Services Department shall have sole control of all matters related to the Cemetery, including but not necessarily limited to, maintenance and enforcement of this Bylaw.
- 6. All fees and charges in connection with the sale, use and care of a plot(s), and/or other facilities which are or may in the future be offered in connection with the Cemetery operation, shall be in accordance with Schedule “A” attached to and forming part of this Bylaw.
- 7. Cemetery information is available at City Hall every day except Saturdays, Sundays and statutory holidays.
- 8. As per the *Cemeteries Act of Alberta*, Revised Statutes of Alberta 2000, Chapter C-3 and *Cemeteries Act*, General Regulations, Alberta Regulation 249/2010, a portion of the fees charged in Schedule “A” provides for perpetual care. Perpetual care and maintenance will include: filling and reseedling of any sinking grave, and generally to do and perform all things necessary and expedient to preserve the said grave plot in a neat and tidy condition, and to properly care for and protect the same so far as the funds available will extend. Perpetual care does not include any responsibility for repair and maintenance of the monument or the concrete foundation.

GENERAL RULES AND CONDITIONS – BURIAL PLOT PURCHASES AND UTILIZATIONS

- 9. Not more than four (4) reserved plots, in the Cemetery, may be purchased by any person or estate, except in special circumstances when approved by the CAO.

10. Reserved plots may be transferred from one (1) immediate family member to another immediate family member, but no transfer shall be valid unless such transfer is duly registered with the Caretaker. The purchaser of a grave or his/her legal representative may not transfer or assign the grave to any other person other than another immediate family member. Fees and charges are in accordance to Schedule "A".
11. An owner of any reserved plot(s) may cancel his/her reservations by advising the City in writing. The City's refund shall be based on a percentage of the value of the plot(s), which shall be an amount representing at least eight-five per cent (85%) of the market value of the plot(s) at the date of resale, as listed in this Bylaw at the time of cancellation in accordance with the *Cemeteries Act of Alberta*, Revised Statutes of Alberta 2000, Chapter C-3 and *Cemeteries Act*, General Regulations, Alberta Regulation 249/2010. Any plot(s) purchased at the prices that reflect Bylaw 92-714 will be refunded at the cost reflected in the schedule less administration charges as set out in Schedule "A".
12. It is a condition of sale of every burial plot(s) that the purchaser expressly waives any claim arising from an error caused by City personnel or operations providing that it was not reasonably possible to avoid such an error. The City's liability shall only extend to a refund of any money paid to the City for a plot(s) providing that the plot(s) suggested as an alternative is/are not acceptable to the purchaser.
13. It is a condition of sale of every burial plot that the City has the right to reclaim all unused burial plots after the period of twenty (20) years has expired if the following conditions have been met:
 - 13.1 the interment space is not in use for interment;
 - 13.2 the Caretaker has not heard from the purchaser of the interment space, or from the purchaser's personal representative, for a period of twenty (20) years;
 - 13.3 the Caretaker has made every reasonable effort to locate the purchaser of the interment space or of the purchaser's personal representative, and has failed;

pursuant to the *Cemeteries Act of Alberta*, Revised Statutes of Alberta 2000, Chapter C-3 and *Cemeteries Act*, General Regulations, Alberta Regulation 249/2010.
14. A full plot shall only be used for:
 - 14.1 the single burial of an infant/stillborn, child or adult;
 - 14.2 no more than one (1) body shall be buried in a single casket except a mother and her infant/stillborn when both are in the same casket;
 - 14.3 the single burial of an infant/stillborn, child or adult, but with the provision that up to four (4) ash inurnments shall be permitted where continuous monument foundations exist or where there is an existing monument;
 - 14.4 a double depth burial;
 - 14.5 a double depth burial, but with the provision that up to four (4) ash inurnments may also occur and shall be permitted where continuous monument foundations exist or where there is an existing monument; or
 - 14.6 cremation purposes only for up to six (6) ash inurnments. In the instances where a continuous monument foundation exists or where there is an existing monument, six (6) ash inurnments are permitted.

GENERAL RULES AND CONDITIONS – INTERMENTS AND DISINTERMENTS

15. No plot(s) (cremation, traditional interment or disinterment) shall be opened for any reason by any person not in employment of the City and under contract with a funeral director. In all cases, a request for opening or disinterment shall be accompanied by such forms and signatures as are required by law by the Government of Canada or Alberta.
16. All single interments require a concrete outer receptacle or liner. All double depth interments require a concrete outer receptacle, or liner, for the lower interment.
17. Burials in the Cemetery shall be permitted during the hours from 8:30 a.m. to 4:30 p.m., excluding declared or Statutory Holidays. Special arrangements may be made for Saturday, Sunday and Statutory Holiday burials, but since Saturday, Sunday and Statutory Holidays are not regular working days, all Saturday, Sunday and Statutory Holiday inurnments/interments shall be charged an established rate as set out in Schedule "A". The only exception for burials will be burials ordered by the Provincial Health Department or during a period of extraordinary happenings.
18. The Funeral Director will perform all the activities involved with the placing and removing of the greens and lowering device which are to be provided by the Funeral Director.

19. A disinterment of a body, regardless of the circumstances, shall not take place until a permit for disinterment is issued by the Provincial Government and copy thereof is presented to the Caretaker. Disinterment must be attended by the funeral home requesting such service. The funeral home must provide the staff to handle the human remains and all necessary equipment, supplies and any related costs will be at the expense of the requestor.
20. No interment shall be permitted in any plot on which there are unpaid charges due and payable to the City.
21. Cemetery plots shall be used only for the burial of human remains and cremains.
22. Ashes may be inurned in any plot already occupied where the person/or next of kin (who is deemed to have authority) gives written permission for such inurnment. The general rules and conditions discussed elsewhere in this Bylaw associated with traditional burials will still apply to inurnment of ashes; fees and charges are different and are in accordance to Schedule "A".
23. No person shall enter upon any portion of Cemetery which is set apart for storage facilities without having first obtained the consent of the Public Services Department.

INTERMENT NOTIFICATION

24. All applications for burials are to be made to the Caretaker at City Hall during regular working hours. Any changes to the initial instructions must also be reported to this office.
25. Advance notice is required in accordance to the following:
 - 25.1 all applications for burial shall be made to the Caretaker at least sixteen (16) working hours before the interment;
 - 25.2 if there is a reason on the part of the grieving family to accelerate the interment time, the Caretaker may consider an application only if the following conditions are met:
 - 25.2.1 at least eight (8) working hours' notice is given.

GENERAL MONUMENT REGULATIONS

26. Monument or monument foundations shall not be erected in the Cemetery unless an application for a permit has been submitted and approved by the Caretaker. Monuments are placed in the Cemetery at the owner's risk and the City assumes no responsibility for damage or loss due to vandalism, etc. It is the owner's responsibility to contact an Insurance Agent to discuss the possible coverage.
27. Concrete, granite or marble covers will not be permitted to be installed. There will be no matching of existing grave covers permitted.
28. Upright monuments shall be placed on a granite or marble base laid on a concrete foundation, such foundations shall be as per specifications in Schedule "B".
29. A concrete foundation shall:
 - 29.1 mean a rectangular piece of concrete of not less than one thousand-five hundred-forty two (1,542) kilograms P.S.I. strength and not less than a 10.2 centimetres thickness;
 - 29.2 be placed level with the surrounding ground contour with no corners protruding; and
 - 29.3 be 10.2 centimetres wider on all sides of the monument or monument base it is going to support.
30. No trees, shrubs or flowers may be planted.
31. No monument, including the monument foundation shall exceed the maximum dimensions stated in Schedule "B".
32. Monuments shall be installed so that the top edge of the monument foundations shall be in alignment with all other foundations in that particular row.
33. Prior to the removal of any monument for any reason, the Caretaker shall be notified.
34. After installation of a monument, no fixture of any type, such as pictures, ornaments, or similar items may be attached or affixed in any manner whatsoever to any part of a monument.

35. Lettered boards, or memorial designs of any description designating graves; other than the standard temporary marker provided by the funeral home, will not be permitted. The standard temporary marker provided by the funeral home must be removed after a period of one (1) year from the date of the burial. The City is not responsible for standard temporary markers.
36. No fences, railing, coping, earthmound, plantings or any other type of material, shall be placed on any burial plot except for a monument placed in accordance with the provisions of this Bylaw.
37. All persons employed by a monument supply company firm shall be subject to the direction and control of the Public Services Department while working in the Cemetery, and shall provide sixteen (16) working hours' notice to inform the Public Services Department of when an installation will take place.
38. The Public Services Department may, from time to time, report to the owners or next of kin on the condition of any monument in need of repair, and it shall be the duty of the owner of such monument, or the next of kin, to repair same within three (3) months' time to the satisfaction of the Public Services Department.
39. All earth, debris, litter and rubbish arising or resulting from work done on any burial plot shall be carefully cleaned up and removed from the Cemetery by the party carrying out such work.
40. Ash inurnments are permitted only after traditional interments have occurred or when no traditional interments will occur. Ash inurnments shall not be permitted under the continuous monument foundation.
41. When an installation of a monument and/or foundation is in non-compliance with the Cemetery Bylaw, a notice identifying the non-compliance will be issued by the Caretaker. If the problem is not rectified in a reasonable amount of time, the Public Services Department has the authority to remove the monument in question.

GRAVE DECORATION

42. Grave decorations placed at the Cemetery shall conform to the following guidelines, refer to:
 - 42.1 the grave decorations must not include lawn ornaments or any items made of glass or china; and
 - 42.2 flowers and potted plants shall not be placed on the turf areas of graves except as provided as otherwise herein.
43. Flowers placed on a grave following the burial may be left for seven (7) calendar days, after which they may be removed and disposed of by the Public Services Department.

GENERAL PROVISIONS

That within the Cemetery:

44. All vehicular traffic shall travel at speeds no greater than fifteen (15) kilometres per hour and shall be restricted to roadways only. Service vehicles will be permitted off the roadways when providing the necessary services of the Cemetery.
45. The use of snowmobiles and other all-terrain recreation vehicles will not be permitted at any time.
46. There will be no canvassing, advertising or placement of advertising trademarks on any monument within the Cemetery.
47. No picnics, parties or gatherings, except for funerals or a ceremony of observance shall be permitted in the Cemetery.
48. No person shall litter or commit any wilful damage to the Cemetery's landscape, or any monument, building or other structure in the Cemetery.
49. No pets or animals are permitted in the Cemetery.
50. The Public Services Department shall have the authority to remove from the grounds any person disturbing the peace or good order of the Cemetery by noisy or improper conduct or language, or any person violating any of the provisions of this Bylaw.



PENALTIES

- 51. Any person who commits any act or omission contrary to this Bylaw is guilty of an offense and is liable on summary conviction of a fine not less than five hundred dollars (\$500.00) and not more than one hundred thousand dollars (\$100,000.00) exclusive of costs or in the case of non-payment of the fine and costs imposed, to imprisonment of any period not exceeding two (2) years.
- 52. Enforcement of this Bylaw shall be by way of the CAO, Caretaker and/or the Public Services Department.

ENACTMENT

- 53. This Bylaw shall come into full force and effect immediately upon the date of its final passage.

FIRST READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta this 13th day of March, A.D., 2012, on motion by Deputy Mayor Vining.

**CARRIED
UNANIMOUSLY**

SECOND READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta this 27th day of March, A.D., 2012, on motion by Councillor Lay.

**CARRIED
UNANIMOUSLY**

THIRD AND FINAL READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 27th day of March, A.D., 2012 on motion by Councillor Buckle.

**CARRIED
UNANIMOUSLY**

CITY OF COLD LAKE



MAYOR



CHIEF ADMINISTRATIVE OFFICER

SCHEDULE “A”
CITY OF COLD LAKE
BYLAW # 431-AD-12

SCHEDULE OF FEES all prices exclude G.S.T.

BURIAL PLOT FOR ADULT	\$500.00
BURIAL PLOT FOR INFANT/STILLBORN and CHILD	\$300.00
BURIAL PLOT FOR FIELD OF HONOR	\$300.00
EXTRA CHARGES FOR FUNERALS ON WEEKENDS and STATUTORY HOLIDAYS	\$200.00
PERMIT FEE FOR INSTALLATION OF MONUMENTS	\$75.00
TRANSFER OF BURIAL PLOT	\$100.00
TRANSFER OF BURIAL PLOT TO CITY OF COLD LAKE	\$100.00
PERMIT FEE TO INURN IN OCCUPIED PLOT	\$100.00

SCHEDULE "B"
CITY OF COLD LAKE
BYLAW #431-AD-12

SPECIAL PROVISIONS FOR MONUMENTS

1. REGULAR SINGLE GRAVE

One upright monument – maximum height 1.02 meters or a flat monument placed at the head of the grave.

When the cremains are to be buried in a grave (previously interred) and where one monument exists, a flat monument measuring not more than .069 meters by 0.51 meters including foundation and placed adjacent to the foundation of the existing monument shall be permitted. Regular concrete foundation is required.

A double cremation monument may be permitted, which would be placed adjacent to existing monument and would measure 1.02 meters by 0.51 meters including foundation. This would only apply in a side-by-side graveside situation and should not be larger than the monument.

2. SIDE-BY-SIDE GRAVE, ONE COMMON STONE (owned by the same individual)

One upright monument (where permitted) or one flat monument placed at the head of the common plots.

3. GRAVE COVERS

Any new concrete or granite covers are not permitted in any section. The matching of existing grave covers will be permitted to any burial plots that were in place prior to this bylaw coming into effect.

4. CONTINUOUS MONUMENT FOUNDATION

In areas where continuous monument foundations are provided, the monuments shall be installed thereon and no other concrete foundation shall be required.

In areas where continuous monument foundations are provided, the concrete boundary of 10.2 centimetres is not necessary.

The placement of cremains under continuous monument foundations will not be permitted.

**SCHEDULE “C”
CITY OF COLD LAKE
BYLAW #431-AD-12**

CITY OF COLD LAKE CEMETERIES IMPORTANT REGULATIONS

The City of Cold Lake Cemetery is owned and maintained by the City of Cold Lake on behalf of its citizens. The general maintenance is carried out by employees of the Public Services Department.

Cemetery information is available at City Hall every day, except for Saturdays, Sundays and Statutory Holidays, during the hours of 8:30 a.m. to 4:30 p.m.

**EXCERPTS FROM THE BYLAW OF THE CITY OF COLD LAKE
GOVERNING THE CITY OF COLD LAKE CEMETERY**

1. **Rules and regulations** made from time to time by City Council shall be binding upon plot owners and upon all other persons to whom they apply.
2. **Vehicle traffic** speed limit is fifteen (15) kilometers per hour and shall be restricted to roadways only.
3. **Grave decorations** must not include lawn ornaments or any items made of glass or china. Such decorations will be removed for maintenance reasons.
4. **Flowers and potted plants** shall be not placed on the turf areas of the graves except for a period as laid out in the Bylaw.
5. **Ash inurnments** are permitted only after traditional interments have occurred or when no traditional interments will occur. Ash inurnments shall not be permitted under the continuous monument foundation.
6. **Cemetery plots** shall be used only for the burial of human remains and cremains.
7. **Monuments or monument foundations** shall be not erected in the Cemetery unless an application for a permit has been submitted and approved by the Caretaker.
8. No **monument**, including the **monument foundation** shall exceed the maximum dimensions as stated in Schedule “B” of this Bylaw.
9. **Monuments**, flowers and decorations are placed in the Cemetery at the owner’s risk and the City assumes no responsibility for damage or loss due to vandalism, etc. “All risk” coverage (theft, vandalism, malicious damage and other extended coverage) may be available through an Insurance Agent.
10. No **fence, railing, coping, earthmound, plantings or any type of memorial** shall be placed on any burial plot except for a monument placed in accordance with the provisions of this Bylaw;
11. No **pets or animals** are permitted in the Cemetery.
12. **Sacred grounds** – A Cemetery is a sacred place. Quiet reverence must be observed by everyone and the Cemetery reserves the right to refuse admission at any time.
13. No **plot(s) (cremation, traditional interment or disinterment)** shall be opened for any reason by any person not in the employment of the City and under contract with a funeral director. In all cases, a request for opening or disinterment shall be accompanied by such forms and signatures as are required by law by the Government of Canada or Alberta.



STAFF REPORT

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

Meeting Date: June 25, 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. Council gave first reading to the Supplementary tax bylaw 648-AN-19 at the regular Council meeting on June 11, 2019. Administration is recommending second, third and final reading of the 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 second, third and final 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 second, and third and final 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 2019 Taxation Year 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, with Education Tax Rates of 2.7774 Residential and 3.7879 Non-Residential, and a Tax Rate of .0893 for the Lakeland Lodge & Housing requisition, and a Tax Rate of .0786 for Designated Industrial Properties, in the City of Cold Lake.

Budget Implications (Yes or No):

Yes

Submitted by:

Kevin Nagoya, Chief Administrative Officer

CITY OF COLD LAKE
BYLAW 648-AN-19
CITY OF COLD LAKE SUPPLEMENTARY TAX RATE BYLAW

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

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 11th day of June, 2019 A.D. on motion by Councillor Vining.

**CARRIED
UNANIMOUSLY**

SECOND READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this ____ day of ____, 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	568,905.07
Non-residential	279,926.96
ASFF Requisition Allowance	
Senior Foundation	200,340.41
Designated Industrial Properties	1,954.05 and;

WHEREAS the Council of the City of Cold Lake is required each year to levy on the assessed value of all property
tax rates sufficient to meet the estimated expenditures and the requisitions, and;

WHEREAS the Council is authorized to classify assessed property and to establish different rates of taxation
in respect to each class of property, subject to the Municipal Government Act, Chapter M-26, Revised
Statutes of Alberta, 2000, and Order 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
Machinery and Equipment	166,300
Residential - Annexed	509,690
Farmland - Annexed	5,854,000
Non-residential - Annexed	131,340
Seniors Housing	1,168,520
TOTAL ASSESSMENT	-
	2,244,424,770

NOW THEREFORE under the authority of the Municipal Government Act, the Council of the City of Cold Lake,
in the Province of Alberta, enacts as follows:

1. That the Chief Administrative Officer is hereby authorized to levy the following rates of taxation on the assessed
value of all property as shown on the assessment roll of the City of Cold Lake:

	Tax Levy	Assessment	Rate
General Municipal			
Residential/Farmland	12,622,083.97	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

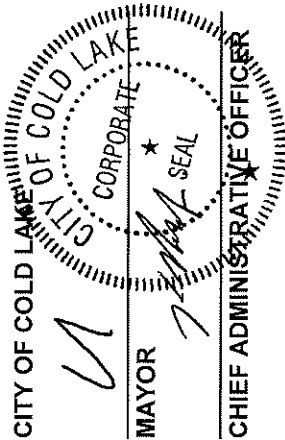
SECOND READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 23rd day of May, A.D. 2019, on motion by Councillor Grau, as amended.

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: Bylaw No. 650-LU-19 - Amend LUB No. 382-LU-10

Meeting Date: June 25, 2019

Executive Summary:

Application to rezone the lands described as Lots 1, Block 18, Plan 8442ET and Block 17 (South Portion), Plan 8442 ET from C1-Downtown Commercial to DC-Direct Control.

Background:

The subject lot has been vacant since the Grand Centre Hotel was demolished in 2016. It is the City's intention to redevelop this lot with a Recycling Depot to support the City's infrastructure system. The current zoning of the lot is C1-Downtown Commercial, which provides for commercial uses but does not allow for any recycling facility. Given that the lot is directly adjacent to a residential area and the proposed development may affect the amenities of the local neighbourhood by creating nuisances, Administration determined that rezoning the lot to DC-Direct Control would be the best option to accommodate the potential development, while also preventing any nuisance and protecting adjacent residents and business operators as they would have the opportunity to address Council prior to any decisions being made regarding the proposal of the Recycling Depot on the property.

Administration is of the opinion that the proposed rezoning complies with the policies of the Municipal Development Plan. There is no Area Structure Plan in place in this Area.

Alternatives:

Council may consider the following alternatives:

- 1) Proceed to give Bylaw No. 650-LU-19 first reading and direct Administration to set the required statutory Public Hearing.
- 2) Defeat first reading of Bylaw No. 650-LU-19
- 3) Accept as information only.

Recommended Action:

Administration recommends that Council proceed to give Bylaw No. 650-LU-19 first reading and direct Administration to set the required statutory Public Hearing.

Budget Implications (Yes or No):

No



Submitted by:
Kevin Nagoya, Chief Administrative Officer

CITY OF COLD LAKE
BYLAW #650-LU-19
A BYLAW TO AMEND LAND USE BYLAW NO. 382-LU-10

A BYLAW OF THE CITY OF COLD LAKE IN THE PROVINCE OF ALBERTA, TO AMEND LAND USE BYLAW NO. 382-LU-10 BY REZONING PLAN 8442ET BLOCK 18 LOT 1 AND PLAN 8442ET BLOCK 17 (SOUTH PORTION) FROM C1-DOWNTOWN COMMERCIAL TO DC-DIRECT CONTROL

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

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

WHEREAS Council deems it necessary to rezone the land described as Plan 8442ET Block 18 Lot 1 and Plan 8442ET Block 17 (South Portion) from C1-Downtown Commercial to DC-Direct Control;

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

SECTION 1 – TITLE

1. This Bylaw shall be cited as the “Bylaw to rezone Plan 8442ET Block 18 Lot 1 and Plan 8442ET Block 17 (South Portion) from C1-Downtown Commercial to DC-Direct Control”.

SECTION 2 – REZONING APPROVAL

2. The City of Cold Lake Land Use Bylaw No. 382-LU-10 is hereby amended by:
 - 2.1 The approval of the rezoning of Plan 8442ET Block 18 Lot 1 and Plan 8442ET Block 17 (South Portion), attached to and forming part of this bylaw as Schedule ‘A’ from C1-Downtown Commercial to DC-Direct Control.

SECTION 3 – ENACTMENT

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

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

**CARRIED
UNANIMOUSLY**

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

**CARRIED
UNANIMOUSLY**

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

**CARRIED
UNANIMOUSLY**

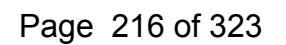
Executed this_____ day of _____, 2019

CITY OF COLD LAKE

MAYOR

CHIEF ADMINISTRATIVE OFFICER

Plan 8442ET Block 18 Lot 1 & Plan 8442ET Block 17 (South Part)



Location Map
Bylaw 650-LU-19





STAFF REPORT

Title: Policy No. 206-AD-19 - Cemetery Management Policy

Meeting Date: June 25, 2019

Executive Summary:

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. The Cemetery Management Policy has been developed in support of Bylaw No. 646-AD-19, being the Cemetery Bylaw.

Background:

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.

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 and 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.

Alternatives:

Council may consider the following options:

1. Make a motion to pass the policy No. 206-AD-19, being the Cemetery Management Policy as presented.
2. Consider changes to the policy No. 206-AD-19, being the Cemetery Management Policy and direct administration to bring back a report to Council at an upcoming Regular Meeting of Council.
3. Refer administration's report policy No. 206-AD-19, being the Cemetery Management Policy to the next Corporate Priorities Committee meeting.

Recommended Action:

That Council approve policy No. 206-AD-19, being the Cemetery Management Policy as presented

Budget Implications (Yes or No):



Yes

Submitted by:

Kevin Nagoya, Chief Administrative Officer



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 cemetery fees, 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 cemetery fees, 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 Cemetery Fees have been attached hereto as Appendix "A".
- 4.2 The Interment Rights and Specifications have been attached hereto as Appendix "B".
- 4.3 The Memorial Specifications have been attached hereto as Appendix "C".

4.4 The Green Burial Specifications have been attached hereto as Appendix “D”.

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'
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.

SCHEDULE 'B'
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 Policy No. 206-AD-19, Cemetery Management Policy*, 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 'C'
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 (60.9 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 'D'
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 eco-system 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.



STAFF REPORT

Title: 2019 Operating Budget Amendment - Council Goodwill

Meeting Date: June 25, 2019

Executive Summary:

In the 2019 Operating Budget Council budgeted for \$60,000 for sponsoring functions, goodwill and other activities for the staff and community. To date \$40,650 has been formally allocated from Goodwill by motion of Council. Currently \$48,012 has been expensed to this account. Remaining expenditures that are budgeted from this account but to date have not been expensed would likely place the expenditures in the order of magnitude of \$70,000 to \$80,000. Administration is recommending Council pass a motion to increase the goodwill by at least \$50,000 from Contingency.

Background:

Council budgeted for \$200,000 for contingency in the 2019 budget. Currently \$5,000 has been formally allocated from this account.

It should be noted that during the 2019 Budget Deliberations, Council reduced the Council Goodwill Budget from \$100,000 to \$60,000; understanding that Council has historically allocated from Council Goodwill between \$115,000 and \$136,000 since 2015. (2015 - \$132,302, 2016 - \$135,940, 2017 - \$115,815 and 2018 - \$118,643). Based on current pace of approvals and expenditures, it is projected that council will expend approximately \$120,000 to \$140,000.

Alternatives:

Council may consider the following options:

1. Council may pass a motion supporting the reallocation of \$60,000 from Council's Contingency to Council Goodwill (This would be consistent to expenditures in previous years).
2. Council may pass a motion supporting the reallocation of \$50,000 from Council's Contingency to Council Goodwill (This would be consistent to previous year's initial budget).
3. Council may defeat a motion supporting the reallocation of funding from Council's Contingency to Council Goodwill.

Recommended Action:

Administration recommends that Council allocate \$60,000 from Contingency (1-2-97-99-991) to Council Goodwill (1-2-11-20-229) budget within the approved 2019 Operating Budget.



Budget Implications (Yes or No):

Yes

Submitted by:

Kevin Nagoya, Chief Administrative Officer



STAFF REPORT

Title: Financial Write Offs - Uncollectable Accounts

Meeting Date: June 25, 2019

Executive Summary:

Administration has made every attempt to collect all outstanding receivables. Collection procedures such as monthly statements, letters and phone calls have been utilized with little or no success. Outstanding accounts that are eligible by bylaw to be transferred to taxes, have been transferred and the resident has been notified. The outstanding amounts being brought forward for write off represent amounts outstanding up to December 31, 2017 and to June 30, 2019 for some property tax accounts. All accounts will be sent to collections and if collected the City will receive 50% of the total amount collected. There is an adequate allowance being held in reserves for the recommended write offs. The amounts recommended for write off are as follows:

CITY OF COLD LAKE

2019 PROPOSED WRITE OFF LISTING SUMMARY

	2016	2017	2018	2019	Total
Accounts Receivable	17,233.77	41,475.93			58,709.70
Recreation		270.99			270.99
Taxes	175.43	3,893.14	8,284.36	1,331.02	13,683.95
Utility		1,635.62			1,635.62
	17,409.20	47,275.68	8,284.36	1,331.02	74,300.26

Background:

Administration annually reviews outstanding accounts for the purposes of establishing an allowance that represents possible bad debt. Collection measures that have been used include: phone calls, letters, final notices, cut offs, serving notices by peace officers and sometimes solicitors.

The total requested for write off is \$74,300.26. Of this amount, \$51,056.04 (69%) is due to four general receivable accounts. Two are unpaid amounts for lease agreements, one unpaid sponsorship agreement and one for unpaid permits.

As per the MGA and the Utility Bylaw the City transfers unpaid utility bills to taxes and the amount is then collected under the tax collection methods. Administration still has some issues with collections as some of the renters have been grandfathered in and still hold a Utility Account. There are also some issues with timing of the invoices. If a



resident sells their property and the water invoice is not generated until after the sale we sometimes are unable to collect the water invoice through taxation. Staff is very cognizant of this issue and does try to mitigate the risk when they are aware of the sale. The proposed write off for Utilities is \$1,635.62 and stem from owners leaving the area without paying final bill after sale transaction of their property.

The proposed write off for taxes and related penalties total \$13,683.95. Of this amount, \$4,144.38 is related to a business located on 4Wing that was no longer operating since 2016 and the City or our assessor weren't notified. Penalties were levied against the Alberta Government of \$5,524.45 for late payment of taxes and according to the Alberta Finance Treasury Board Directive #04~85, section 3.d)ii), interest is not paid to a local government body. There is an amount of \$1,331.02 that was inadvertently levied in 2019 for the Pita Pit location in the Energy Centre. The balance of \$2,684.10 is from Manufactured Homes that were moved out of the community with taxes left outstanding. Currently the Finance department is working with the Planning Department to ensure that when a permit is pulled to move a home, taxes are paid up to date before the permit is issued. Unfortunately there are times when a permit has not been pulled before a manufactured home is moved out so there has not been the opportunity to collect the outstanding taxes.

The total write off amount includes all accounts that have arrears dating back to December 31, 2017 or prior and property arrears that are June 30, 2019 or prior that do not have a payment arrangement or have not been brought to Council under separate cover. Currently General Accounts Receivable more than 90 days in arrears totals \$137,143.61 and utility accounts more than 90 days in arrears total \$20,230.60. An allowance is usually set up at year end for any accounts 180 days or more in arrears unless a payment arrangement has been made. The detailed attached list contains the names of businesses but the names of the individuals have been removed. The City of Cold Lake will retain all write offs on file so that they may be referenced in the future in the event these individuals wish to reopen an account with the City. Please note all accounts will be sent to collections and if collected the revenue is receipted into the current year. There is an adequate allowance being held in reserves for the recommended write offs.

Alternatives:

Council may choose one of the following options:

1. Council may pass a resolution to write off the outstanding receivables as presented.
2. Council may not choose to pass a resolution to write off the outstanding receivables.

Recommended Action:



That Council approve Administration's recommendation to write off the uncollectable accounts totaling \$74,300.26.

Budget Implications (Yes or No):

Yes

Submitted by:

Kevin Nagoya, Chief Administrative Officer

CITY OF COLD LAKE**2019 PROPOSED WRITE OFF LISTING SUMMARY**

	2016	2017	2018	2019	Total
Accounts Receivable	17,233.77	41,475.93			58,709.70
Recreation		270.99			270.99
Taxes	175.43	3,893.14	8,284.36	1,331.02	13,683.95
Utility		1,635.62			1,635.62
	17,409.20	47,275.68	8,284.36	1,331.02	74,300.26

CITY OF COLD LAKE
2019 PROPOSED GENERAL WRITE OFF LISTING FOR COUNCIL

AR #	Name	Invoices	Penalties	Total	
4233	1980514 Alberta Ltd.	15,163.35	5,308.17	20,471.52	2017 Marina Lease
792	Mach 1 Sports	15,833.27	-	15,833.27	2016 Skatepark Sponsorship
4093	Logic Plumbing & Heating Ltd.	6,737.32	1,687.05	8,424.37	Sept-Dec 2017 Permits
3408	The Pita Pit	4,756.54	1,570.34	6,326.88	2017 Energy Centre Lease
4444		1,400.50	546.26	1,946.76	2016/2017 Golf Advertising & Storage
3888	Omar Plumbing And Heating	1,114.05	651.22	1,765.27	Sept-Dec 2017 Permits
4467	1587470 Alberta Ltd.	630.00	170.10	800.10	Cold Lake Fire Rescue Call 2017-083
4476		630.00	198.45	828.45	Cold Lake Fire Rescue Call 2017-094
4493		420.00	207.90	627.90	Cold Lake Fire Rescue Call 2017-135
3775	Harwood Homes Ltd.	378.39	90.88	469.27	2017 Repair of subdivision fence
4527		285.00	66.97	351.97	Nov, Dec 2017 Meals on wheels
4489		210.00	66.10	276.10	Cold Lake Fire Rescue Call 2017-141
4518		210.00	56.70	266.70	Cold Lake Fire Rescue Call 2017-220
4520		105.00	28.44	133.44	Cold Lake Fire Rescue Call 2017-213
4531		59.70	14.40	74.10	2017 Unsightly premises cleanup
4272	Buffalo Dust Building Services	5.85	2.16	8.01	April 2017 Landfill fees
4501	Bird Construction		21.74	21.74	
4149	High-Caliber Plumbing & Heatin		17.39	17.39	
4421			12.60	12.60	
4450			12.60	12.60	
4517			37.84	37.84	
1814	Smart Electrical Contractors		3.42	3.42	
TOTAL TO BE WRITTEN OFF				58,709.70	

	2016	2017	Total
FCSS		285.00	285.00
Fire		2,205.00	2,205.00
Infrastructure		378.39	378.39
Landfill		5.85	5.85
Permits		7,851.37	7,851.37
Planning		-	-
Recreation	17,233.77	19,919.89	37,153.66
Waste		59.70	59.70
Admin Penalties		10,770.73	10,770.73
	17,233.77	41,475.93	58,709.70

CITY OF COLD LAKE
2019 PROPOSED RECREATION WRITE OFF LISTING

Name	Invoice	Penalties	Total	Invoice Date	Details
	220.46	50.53	270.99	2-May-17	2017 Ice Rental

CITY OF COLD LAKE
2019 PROPOSED TAX WRITE OFF LISTING

Roll	Owner	Address	2018		2018		2017		2016		Balance
			Levy	Penalties	Levy	Penalties	Levy	Penalties	Levy	Penalties	
907602	City of Cold Lake	7825 51 Street (Pita Pit)	1,331.02								1,331.02
4000017018	Her Majesty The Queen In Right Of Alberta	Court House			1,884.86		937.23				2,822.09
4000026045	CPC - Municipal Payments	5201 - 51 Avenue			476.55		245.93				722.48
4000028017	Alberta Municipal Affairs	neighbourhood Commercial			1,342.96		636.92				1,979.88
4000202002	Vacant	20 Wildwood Trailer Court			133.67	56.90					190.57
4000206601	Vacant	66 Wildwood Trailer Court			289.08	80.61					369.69
4001325002	Vacant	5910 Labrador Road			440.53	187.40					627.93
4002525002	Vacant	5809 Labrador Road			607.57	207.72					815.29
4007325002	Vacant	4605 Labrador Road			10.50	2.67					13.17
4007625002	Vacant	5903 Kinosoo Crescent			186.48	165.92					352.40
4014025002	Vacant	4601 Snowbird Lane			154.87	160.18					315.05
5000710100	Roundel Cleaners	Lease by Roundel Cleaners			1,511.38	384.51	1,475.57	597.49	139.85	35.58	4,144.38
Total to be Written off											13,683.95

	2016	2017	2018	2019	
Levy	139.85	1,475.57	3,334.08	1,331.02	6,280.52
Penalties	35.58	2,417.57	4,950.28	-	7,403.43
					<u>13,683.95</u>

CITY OF COLD LAKE
2019 PROPOSED UTILITIES WRITE OFF LISTING

UT ACCT#	Name	Balance Due	Historical Date	Renter/Owner
675.46		5.63	7/27/2017	Owner
1597.04		24.83	1/26/2017	Owner
60819.00	JALMAR CONSTRUCTION LTD.	144.26	7/14/2017	Owner
102213.03		64.74	10/10/2017	Owner
105220.03		14.08	7/10/2017	Owner
170100.00		95.31	5/30/2017	Owner
404080.02		135.47	8/3/2017	Owner
404140.02		205.02	1/27/2017	Owner
405020.01		82.40	1/18/2017	Owner
405140.01		163.08	10/27/2017	Owner
405330.00		78.15	10/12/2017	Owner
407290.00		35.29	5/31/2017	Owner
409080.00		4.36	11/20/2017	Owner
801640.01		105.37	6/7/2017	Owner
802541.05		78.38	8/4/2017	Owner
888147.00		149.23	5/1/2017	Owner
903704.00		106.59	3/5/2017	Owner
1205662.03		97.96	11/6/2017	Owner
1702040.01		17.66	8/28/2017	Owner
1705150.00		27.81	5/19/2017	Owner
TOTAL TO BE WRITTEN OFF		1,635.62		

SUMMARY		TOTAL
Owner		1,635.62
Renter		-
		1,635.62



STAFF REPORT

Title: MCCAC Municipal Energy Manager Program

Meeting Date: June 25, 2019

Executive Summary:

The MD of Bonnyville has invited the City of Cold Lake to consider a joint application, along with the Village of Glendon, to the Municipal Climate Change Action Centre (MCCAC) Municipal Energy Manager Program.

This program provides an 80-20 grant for the partners to hire a municipal energy manager (MEM), with up to a maximum of \$80,000/year in grant funding over two years. The program is open to municipalities with populations of 150,000 or less.

The goal is to assist municipalities in becoming more energy efficient and to reduce greenhouse gas emissions in their facilities and fleet through the MEM's mandate. The total cost of an MEM is estimated at about \$100,000 per year.

Administration worked with the MD of Bonnyville to be included in an expression of interest for the grant so as to help their application maintain a forward position in the first-come-first-served program. Proceeding further with the application would require a positive motion from council.

Both the MD of Bonnyville and the Village of Glendon have passed motions to proceed beyond the expression of interest stage. The Town of Bonnyville was approached to join the submission but indicated that it was unable to participate at this time.

Background:

The MCCAC's MEM program is intended to assist by having an energy manager find energy savings across municipalities' facilities and fleets. Successful applicants will have the established positions reviewed after approximately six months. If the position is in line with the program, funding will be extended for a second and final year.

The position cannot be filled by a contractor, and must be employed by a lead municipality, in the case of a joint application. The MD of Bonnyville has signaled that it is willing to take on this role. Smaller rural and urban municipalities are encouraged to partner in the program.



MD of Bonnyville administration is working to confirm that the program will be satisfied with a one or two-year term position.

There is funding in place for a total of 24 positions across the province.

Included in the year-one deliverables under the program are the requirements for the MEM to:

- Submit a work plan
- Evaluate the current state of energy practices and policies within the municipality
- Develop or refresh an energy management plan spanning at least 3-years
- Present the work plan and energy management plan to municipal staff and elected officials.
- Complete or initiate GHG emission reducing activities resulting in a 5% reduction in emissions, or another target based on the energy management plan's scope.
- Complete an energy audit of the highest energy-consuming municipal building, or the building with the most potential for a reduction as defined in the energy management plan, using either third part resources or internal resources.

A cursory estimate of the number of facilities that would be covered by the program showed approximately 83 facilities between the three municipalities, with about 30 being in Cold Lake, 46 in the Municipal District of Bonnyville and 8 in the Village of Glendon.

In the past, Council has expressed concern with operational grants that may create an expectation of an ongoing, permanent position. Also, it should be noted that the details of the cost sharing in the partnership are required to be worked out between the partners.

There is also the possibility that:

- 1) Partnering municipalities may approve the hiring of a position at a rate which would require "top up" above the 80-20 cost-sharing the program allows.
- 2) The position could require budget above and beyond the salary – ie. In the deliverables it is noted that using a third party contractor to perform duties such as energy audits is acceptable under the program.

Administration is therefore recommending that, should council pass a motion to proceed with the application, the motion clearly indicate the time frame the position will be supported for (ie. two years) and the maximum exposure that council is prepared to commit.

For the sake of discussion, if council wanted to maximize the grant dollars while not requiring further top up, a total \$40,000 municipal contribution would be required. The



MD of Bonnyville is proposing a split between the proposed partners on a per capita basis would amount to:

MD of Bonnyville (11,661) 43% = \$17,200
City of Cold Lake (14,961) 55% = \$22,000
Village of Glendon (493) 2% = \$800

The above noted will have to be included in the City's 2020 Budget as committed funds.

Alternatives:

- Council may respectfully decline to participate in the Municipal Climate Change Action Centre's (MCCAC) Municipal Energy Manager Program at this time.
- Council may pass a motion to submit a joint application to the Municipal Climate Change Action Centre's (MCCAC) Municipal Energy Manager Program with the Municipal District of Bonnyville and the Village of Glendon.
- Council may pass a motion to submit a joint application to the Municipal Climate Change Action Centre's (MCCAC) Municipal Energy Manager Program with the Municipal District of Bonnyville and the Village of Glendon, committing up to \$_____ in funding for a total of two (2) years.

Recommended Action:

Administration recommends that Council pass a motion to submit a joint application to the Municipal Climate Change Action Centre's (MCCAC) Municipal Energy Manager Program with the Municipal District of Bonnyville and the Village of Glendon, committing up to \$22,000 in funding for a total of two (2) years.

Budget Implications (Yes or No):

Yes. 20% of the MEM salary to be shared on a pro-rated basis, with the detailed split to be confirmed.

Submitted by:

Kevin Nagoya, Chief Administrative Officer



STAFF REPORT

Title: Cold Lake - Mental Health Services

Meeting Date: June 25, 2019

Executive Summary:

Last year the RCMP, during its annual report to council, notified the City of Cold Lake that local officers were spending a significant amount of time transporting people in need of a mental health facility to designated facilities in either St. Paul or Fort McMurray.

The City of Cold Lake has since learned that there is a possibility that Alberta Health Services could bring mental health services to the Cold Lake Healthcare Centre. While the capital cost and service levels required of a designated facility would likely be out of reach at the initial outset, the availability of mental health services in the City of Cold Lake would not only be expected to provide a much needed service for the region, but it would also alleviate the pressures felt by local law enforcement, as well as pressure being put on the designated facilities.

Administration feels that there is some room to begin the conversation about mental health services in the City of Cold Lake with the ministry and the appropriate AHS staff.

Background:

The RCMP delegation informed council that when the Cold Lake RCMP encounter an individual who requires mental health care, they are required to transport them to a designated mental health facility.

The two (2) closest mental health facilities most frequently used by the Cold Lake RCMP members are located in St. Paul and in Fort McMurray. The time spent to transfer and process people to these facilities is a significant use of local RCMP resources, council heard. This information sparked a conversation about the possibility of obtaining AHS mental health services at the Cold Lake Healthcare Centre in an effort to achieve a number of community priorities.

Local access to AHS mental health services could have a preventative effect on the issue by providing increased access to mental health care to individuals in need. This could assist people with the care they require before they find themselves in crisis or in a situation in which the RCMP become involved. The service would also alleviate pressure for space that the Fort McMurray or St. Paul facilities may experience by



accommodating people who require the service but do not need to be transported to a designated mental health facility.

In short, adding AHS mental health services (space to that of community mental health that currently exists on the second floor of the Health Centre) to the Cold Lake Healthcare Center could assist with filling a gap in the regional health care needs while also alleviating the pressure on resources that the RCMP are experiencing.

Alternatives:

- Council may decide not to lobby the Minister of Health and Alberta Health Services in regards to mental health services at this time.
- Council may authorize a letter on behalf of the city to the Minister of Health, the Honourable Tyler Shandro, and Alberta Health Services, requesting a discussion in regards to establishing mental health services at the Cold Lake Healthcare Centre.

Recommended Action:

Administration recommends that Council authorize a letter on behalf of the City of Cold Lake to the Minister of Health, the Honourable Tyler Shandro, and Alberta Health Services, requesting a discussion in regards to establishing mental health services at the Cold Lake Healthcare Centre.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer



STAFF REPORT

Title: Economic Development Advisory Committee (EDAC) - June 11, 2019 Delegation

Meeting Date: June 25, 2019

Executive Summary:

Economic Development Advisory Committee (EDAC) Chairperson Mr. Lefebvre to the Council meeting at this time being 6:48 p.m.

Mr. Lefebvre gave a Power Point presentation regarding an update of EDAC's recent accomplishments, and tourism and marketing opportunity.

Mr. Lefebvre requested the City build a block letter sign spelling Cold Lake. Mr. Lefebvre also requested that the City create a monument for the largest Alberta Lake Trout that was caught in Cold Lake.

Mayor Copeland thanked Mr. Lefebvre for the presentation and advised that Council would wait to decide, and bring the request forward for consideration during the 2020 budget deliberations.

Background:

Alternatives:

Recommended Action:

That Council accept the Economic Development Advisory Committee (EDAC) delegation presentation made at Council's June 11, 2019 regular meeting as information, and bring the request for a block letter sign spelling Cold Lake and the creation of a monument for the largest Alberta Lake Trout caught in Cold Lake forward for consideration during the 2020 budget deliberations.

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@EDACCBHOMETeam.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

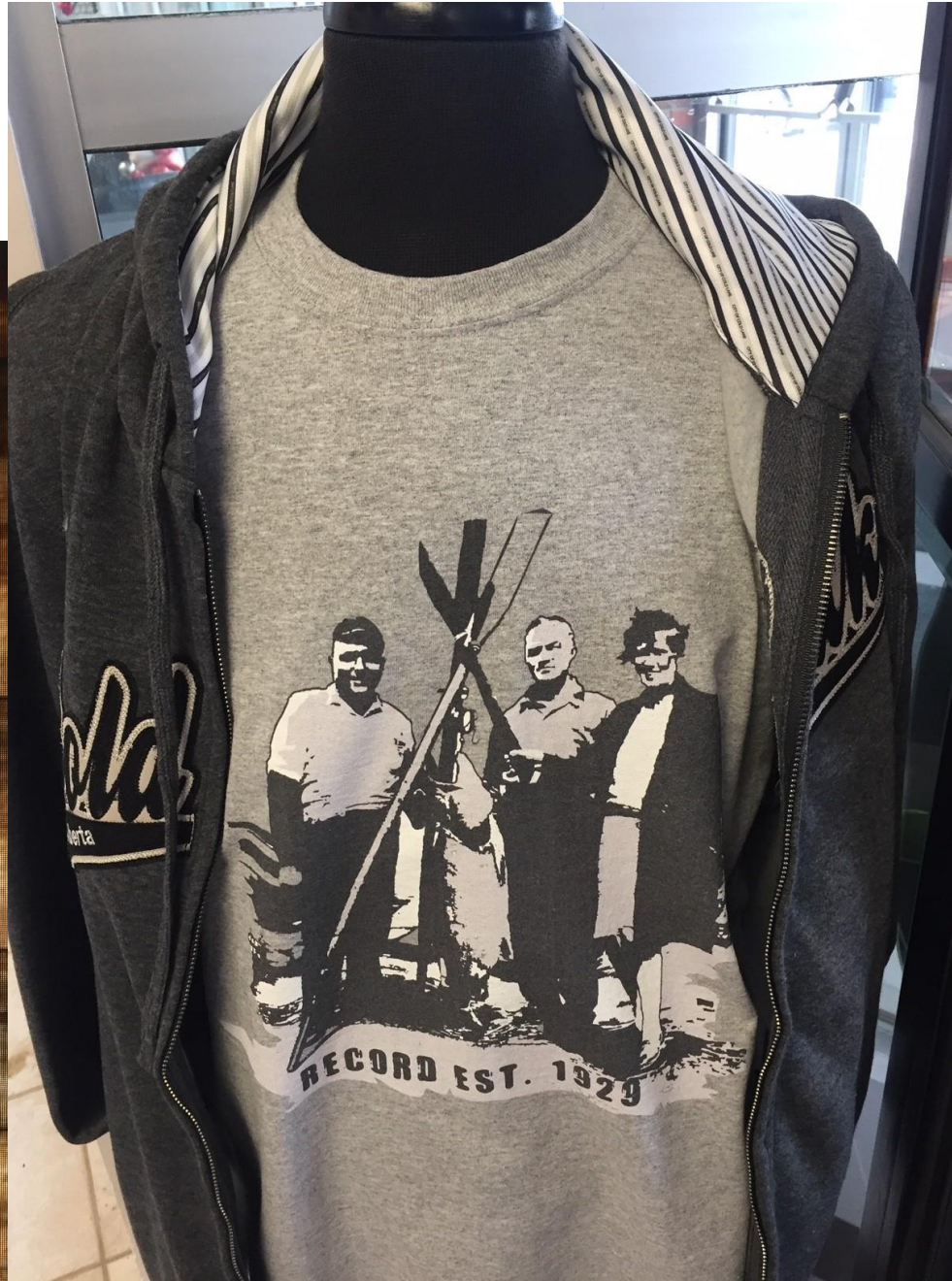
**A record waiting
to be broken.**

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: Request for Funding - Cold Lake Valour Place Committee Golf Tournament - June 11, 2019 Delegation

Meeting Date: June 25, 2019

Executive Summary:

Mr. Marchand and Ms. Assailly appeared before Council as a delegation at the June 11, 2019 regular Council meeting.

Ms. Assailly presented Council with information and requested sponsorship towards the Cold Lake Valour Place Committee Golf Tournament scheduled for Saturday, September 7, 2019.

Ms. Assailly requested the City sponsor the golf fees for the tournament. Mayor Copeland requested Mr. Marchand and Ms. Assailly provide Council with a budget and budget rationales.

Mayor Copeland thanked Mr. Marchand and Ms. Assailly for their presentation and advised that Council would consider the request at their regular meeting of Council being June 25, 2019.

Attached is a letter of thanks from the Cold Lake Valour Place Committee along with their budget and budget rationales of which Council had requested they provide.

Background:

Historically, the City of Cold Lake has not previously provided Council Goodwill funding to the Cold Lake Valour Place Committee of which they are seeking for \$3,000 in donations from the City or alternatively waiving the fees for the usage of the Cold Lake Golf and Winter Club.

Administration does not recommend that the Council waive user fees at its facility; however Council may consider providing sponsorship funding using their Council Goodwill Funding.

In 2019, Council budgeted \$60,000 for sponsoring functions, goodwill, and other activities for the staff and community. To date, without consideration of this request or any others on June 25, 2019 agenda, \$38,685.00 has formally been allocated from the 2019 Council Goodwill by motion of Council. It should be noted that this does not include incidental expenses such as hosting events, gifts, etc. At this time, Administration is of the opinion that Council has fully utilized its' Council Goodwill Fund (as reduced).



Alternatives:

Recommended Action:

That Council accept the Cold Lake Valour Place Committee delegation presentation made at Council's June 11, 2019 regular meeting as information, and provide a sponsorship grant in the amount of \$3,000 towards their golf tournament being held on September 7, 2019 with funds to come from Council Goodwill (1-2-11-20-229).

Budget Implications (Yes or No):

Yes

Submitted by:

Kevin Nagoya, Chief Administrative Officer



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

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cc: _____

☐ Other

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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



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

RECEIVED

JUN 14 2019

CITY of COLD LAKE

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 Cold Lake Valour Place Committee would like to thank the Mayor and Council for giving us the opportunity to present on June 11, 2019. As requested, we have a budget and rationales included with this letter.

As we are in our first year, the Committee feels that the City's support would provide foundational sponsorship to raise the profile of the event, which in turn will greatly assist us in our fundraising efforts. The goals of Valour Place align with the City's vision for their people, to have all their basic needs met with access to excellent health care. Valour Place supports three distinct groups which are all part of the make-up of Cold Lake. Current CF members and their families, RCMP and First Responders and their families as well as a significant group of veterans that have chosen to make Cold Lake their forever home. Through Valour Place, they have the means to face the challenges of rehabilitation in a supportive environment, at no cost.

In this role, the City would provide a \$3,000 sponsorship, 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, Respect newspapers (1 week),
- Four tickets to the event

Thank you again for your consideration of our event! Any support the City of Cold Lake can offer will be greatly appreciated. Please contact myself, Andre Marchand, at 780-207-7948 if you have questions.

Best regards,

Andre Marchand

Valour Place Golf Tournament			
Budget			
<u>Revenue</u>	<u>Amount</u>	<u>Confirmed</u>	
Ticket Sales	\$ 5,500		Based on 50 tickets @ \$110
Sponsorship			
Facility Sponsor	\$ 3,000		Based on 1 @ \$3,000
Community Sponsors	\$ 3,000	\$ 1,000	Based on 3 @\$1,000
Hole Sponsors	\$ 2,250	\$ 500	Based on 9 @ \$250
Prize Sponsors	\$ 2,000	\$ 350	
Other			
50/50	\$ 3,000		Based on 1,500 @ \$2
Golf Ball sales	\$ 300		Based on 3 packs sold for \$10 per set
BBQ (June 15th)	\$ 450		Burger sales
Donations	\$ 1,000	\$ 110	
Total	\$ 20,500	\$ 1,850	
<u>Expenses</u>			
Course Rental	\$ 2,880		Based on 72 tickets @ \$40
Cart Rentals	\$ 720		
Lunch Catering	\$ 1,800		Based on 72 tickets @ \$25 including GST
Print material	\$ 1,000		
Prizes	\$ 2,000		
Media advertising	\$ 1,500		
Miscellaneous	\$ 1,500		
Sponsorship Commitments (hole signs)	\$ 1,000		
Bank Fees	\$ 100		
Golf Balls	\$ 270	\$ 270	
BBQ (June 15th)	\$ 300		
50/50	\$ 1,500		
Total	\$ 14,570.00	\$ 270	
Net proceeds	\$ 5,930	\$ 1,580	

Cold Lake Valour Place Committee - Golf Tournament Budget Rationale

1. Although we have not yet confirmed our pricing, we estimate our ticket price to be \$110. In the budget under revenue we deliberately gave a low estimate to our ticket sales of 50. This fills two purposes, one, not to overestimate our sales, and two, to accommodate tickets which will be part of our sponsorship agreements. The ticket prices will vary slightly if the golfer chooses not to have dinner or if they have a membership to the golf club. However, for the purposes of the budget we estimate the full price and we also estimate the full cost on the expense side.
2. The facility sponsorship amount is listed at \$3,000. This is the amount we would like to formally ask to City of Cold Lake to sponsor. It is based on 72 tickets at \$40 apiece (\$2,880) and we rounded it up to \$3,000 for simplicity. A price of \$40 per ticket was used because The Golf Course manager offered us the military rate.
3. I have listed several amounts on the revenue side which are confirmed. These include in-kind as well as cash donations from seven businesses in Cold Lake.
4. We have deliberately overestimated our expenses to buffer our budget and the ticket and catering costs will decrease if we do not sell out on ticket sales. We also expect that we will be able to cover most of the media advertising through in-kind donations.
5. Included in the budget is a BBQ we are doing at Sobeys on June 15, 2019.
6. Donations - we have estimated at \$1,000 this revenue line has no expense item attached to it.



STAFF REPORT

Title: Request for Funding - Cold Lake Regional Chamber of Commerce (CLRCC) Feast at the Beach - June 11, 2019 Delegation

Meeting Date: June 25, 2019

Executive Summary:

Cold Lake Regional Chamber of Commerce (CLRCC) President Mr. Lefebvre and Vice President Mr. Holman appeared as a delegation at Council's regular meeting held June 11, 2019.

Mr. Lefebvre and Mr. Holman presented Council with a Power Point presentation regarding the CLRCC vision for the Feast at the Beach, a summer wrap-up to be held on August 30 and 31, 2019 at Kinosoo Beach.

Mr. Lefebvre and Mr. Holman requested \$10,000 in sponsorship for the event (Platinum), as well as an estimated \$10,000 to \$15,000 in, in-kind donations from the City.

Mayor Copeland thanked Mr. Lefebvre and Mr. Holman for their informative presentation and advised that Council would consider the request at their next regular meeting of Council being June 25, 2019.

The budget for the event has been attached.

Background:

There are many logistical issues that need to be further reviewed by administration in regards to operational and human resource in-kind donations. It should be noted that most of the City summer staff will have left by the final week-end in August as well as the requirement for the remain full time staff to get the arenas operational for the fall season (e.g. Imperial Oil Place is slate to be operational by September 3, 2019 of which needs approximately 7 days commission, prep, and make the ice).

Administration will also meet with the CLRCC to discuss the layout of the event. Some concerns are relating to the location of the stage being located adjacent to a drainage pathway (which could be very damp) and overtop of existing irrigations systems. Administration will also need an understanding from the CLRCC on the potential exposures do to inclimate weather (as it relates to the usage of the stage).



As for funding, Council can give consideration to being an event sponsor from Council's Goodwill for the requested amount of \$10,000.

In 2019, Council budgeted \$60,000 for sponsoring functions, goodwill, and other activities for the staff and community. To date, without consideration of this request or any others on June 25, 2019 agenda, \$38,685.00 has formally been allocated from the 2019 Council Goodwill by motion of Council. It should be noted that this does not include incidental expenses such as hosting events, gifts, etc. At this time, Administration is of the opinion that Council has fully utilized its' Council Goodwill Fund.

Alternatives:

No alternatives are being proposed at this time.

Recommended Action:

That Council accept the Cold Lake Regional Chamber of Commerce (CLRCC) delegation presentation made at Council's June 11, 2019 regular meeting as information, and provide a sponsorship grant in the amount of \$10,000 for their Feast at the Beach event being held on August 30 and 31, 2019 at Kinosoo Beach with funds to come from Council Goodwill (1-2-11-20-229).

Budget Implications (Yes or No):

Yes

Submitted by:

Kevin Nagoya, Chief Administrative Officer



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

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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:

- 2018 CITY OF COLD LAKE AERIAL PHOTOGRAPH SHOWN

LAYOUT 2



Cold Lake Regional
Chamber of Commerce

FEAST AT THE BEACH

GENERAL NOTES:

- 2018 CITY OF COLD LAKE AERIAL PHOTOGRAPH SHOWN

LAYOUT 3

A VENTURE OF THE





SPONSORSHIP OPPORTUNITIES

www.coldlakechamber.ca

#FATbeach

PLATINUM SPONSOR

2 AVAILABLE

COMMITMENT

\$10,000

INCLUSIONS

- You will be referenced in all media including but not limited to; radio, print ads and social media
- Ongoing Social media marketing with a special dedicated campaign announcing sponsorship
- Live Media Interview along with Feast at the Beach committee Chairperson.
- Corporate Banner on/at VIP Tent
- 16 Wristbands for VIP Tent
- Artist Interaction (when available)

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ENTERTAINMENT SPONSOR

2 AVAILABLE

COMMITMENT:

\$5,000 (Friday or Saturday)

INCLUSIONS

- The sponsor of this event will have their logo on all print material including tickets and posters. You will be referenced in all media including but not limited to; radio, print ads and social media
- Introduction of the closing act on chosen day
- Special side stage seating for 6 people

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KID ZONE

The Feast at the Beach has committed to ensuring there are activities for all members of the family. The Kid Zone will feature face painting, balloon animals, bounce castles, fishpond with prizes, family entertainment.

COMMITMENT:

\$2000 -FRIDAY

\$3000 – SATURDAY

INCLUSIONS

- Your logo will be on any and all media utilized
- Your Company logo branded on the Kid Zone
- Live Media Interview along with Feast at the Beach committee Chairperson.

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WINE WALL 200 AVAILABLE

We will be accepting donations of bottles of wine for the Wine Wall which will be situated inside the Beer Gardens. This is a donor's choice bottle. Bottles will then be tagged with the donor's name, disguised and placed on the wine wall for purchase.

COMMITMENT:

\$15.00 minimum per bottle

INCLUSIONS

- Your bottle(s) will be tagged with your logo identifying your donation
- Your name will be displayed at the Wine Wall recognizing your contribution.

REUSABLE BRANDED CUPS

1 AVAILABLE

Reusable branded Feast at the Beach Cups will be sold both prior to and during the event.

Commitment:

\$3000

INCLUSIONS

- 2000 cups will be branded with Feast at the Beach logo on one side and your logo on the other side.

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MEDIA SPONSOR

2 AVAILABLE

COMMITMENT:

\$5,000 per day (or advertising contra for an equal value)

INCLUSIONS

- The sponsor of this event will have their logo on all print material including tickets and posters. You will be referenced in all media including but not limited to; radio, print ads and social media
- You will own the main stage for the chosen day, this includes artist introductions etc. We encourage the sponsor to engage the crowd with swag etc. if possible
- Banner placed inside the Beer Garden for the duration of the event
- Side stage seating to give away to listeners/viewers (area permitting)

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MEDIA SPONSOR

2 AVAILABLE

COMMITMENT:

\$2500 per day (or advertising contra for an equal value)

INCLUSIONS

- The sponsor of this event will have their logo on all print material including tickets and posters. You will be referenced in all media including but not limited to; radio, print ads and social media
- Side stage seating to give away to listeners/viewers (area permitting)
- Artist Interaction (when available)

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**Statement of Revenue/Expenses
2019 Feast at the Beach**

	Proposed 2019	Actual 2019		
Revenue				
Vendor registrations	\$ 3,840.00			
Misc Revenue (cancelled booths etc)	\$ 150.00			
Beer Gardens	\$ 20,000.00			
Wine Wall Revenue	\$ 2,000.00			
Sponsorship	\$ 46,500.00			
Sale of Reusable Cups	\$ 10,000.00			
Donations In Kind	\$ 16,500.00			
Unused ticket redemption (500 ?)	\$ 1,000.00			
Total Revenue	\$ 99,990.00			
	Actual 2019	Proposed 2019		
Expenses				
Performers Cost's	\$ 42,000.00			
SoCan Fees	\$ 1,500.00			
Portable Toilet Rentals	\$ 3,500.00			
Advertising	\$ 7,500.00			
Marketing	\$ 3,000.00			
DJ Services	\$ 5,000.00			
Training Costs	\$ -			
Fencing (Beer Gardens)	\$ 2,000.00			
Volunteer Ident Clothing	\$ 2,000.00			
Beer Garden Supplies	\$ 5,000.00			
Kid Zone - prizes, face painters etc	\$ 1,000.00			
Stage, lighting, tables, chairs etc	\$ 16,000.00			
Bouncy Structures	\$ 500.00			
Misc Expenses (trash removal etc)	\$ 500.00			
Security - paid for overnight	\$ 1,000.00			
Sponsorship Costs	\$ 1,000.00			
Total Expenses	\$ 91,500.00			

Net Profit	\$ 8,490.00	\$ -	\$ -	\$ -
		\$ -		
		\$ -		
		\$ -	\$ -	\$ -



STAFF REPORT

Title: Minutes March 22, 2019 Inter-City Forum on Social Policy

Meeting Date: June 25, 2019

Executive Summary:

Minutes Inter-City Forum on Social Policy March 22, 2019

Background:

Alternatives:

Recommended Action:

Type the recommendation here

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

INTER-CITY FORUM ON SOCIAL POLICY

March 22, 2019

9:30 a.m. – 3:30 p.m.

Delta Airport Hotel, Calgary, Alberta

In Attendance

<input type="checkbox"/> Gerald Aalbers	Lloydminster	<input type="checkbox"/> Tanya Galey	Chestermere
<input type="checkbox"/> Patrick Lancaster	Lloydminster	<input type="checkbox"/> Tina Petrow	Airdrie
<input type="checkbox"/> Krista Balsom	RMWB	<input type="checkbox"/> Jenny Kain	Edmonton
<input type="checkbox"/> Jacquie Hansen	St. Albert	<input type="checkbox"/> Dylan Bressey	Grande Prairie
<input type="checkbox"/> Martin Thomsen	Lethbridge	<input type="checkbox"/> Tyler Gandam	Wetaskiwin
<input type="checkbox"/> Judy Smith	Edmonton	<input type="checkbox"/> Dianne Wyntjes	Red Deer
<input type="checkbox"/> Bev Esslinger	Edmonton	<input type="checkbox"/> Lawrence Lee	Red Deer
<input type="checkbox"/> Karla Cote	Calgary	<input type="checkbox"/> Bree Claude	Strathcona County
<input type="checkbox"/> Doug Borch	Calgary	<input type="checkbox"/> Katie Berghofer*	Strathcona County
<input type="checkbox"/> Jurgen Grau	Cold Lake	<input type="checkbox"/> Linda Thompson-Brown	RMWB
<input type="checkbox"/> Kim Schmidt	Cold Lake	<input type="checkbox"/> Colleen Burton-Ochocki	FCSSAA
<input type="checkbox"/> Clay Aragon	Airdrie		

*denotes telephone attendance

	ITEM	ACTION
1.	<u>Meeting Called to Order</u> <ul style="list-style-type: none"> At 9:30 am the Chair, Councillor Esslinger called the meeting to order. 	
2.	<u>Welcome and Introductions, Approval of Agenda and Review of November 02, 2018 Minutes</u> <ul style="list-style-type: none"> The Minutes were accepted as presented The Agenda was accepted as presented 	
3.	<u>Addition of City of Beaumont as Member City</u> <ul style="list-style-type: none"> Consensus to extend an invitation for Beaumont to join. 	

4.	<p><u>Updates</u></p> <p>FCSSAA</p> <ul style="list-style-type: none"> • Update attached • Questions - clarification on some of the information in the report in regards to Early Childhood Coalitions. • Learning Modules - is there a plan for evaluation? Judy Smith, as Chair of Directors Network Committee, spoke about the Directors getting feedback and looking for opportunities to update and improve the learning opportunities. <p>FCM</p> <ul style="list-style-type: none"> • Community and Safety Crime Prevention - accepted change of policy from Opioid Crisis to Substance Use Disorder Committee. • Adopted a number of new policies, discussion about cannabis, various provinces have not directed funding to municipalities, collection of data needs to happen to show the effect on communities, concern about what will happen when edibles are introduced. • Edmonton put a motion forward on Gender Based Violence Prevention, aligning with the national strategy; getting municipalities at the table as they are doing the front line work. Will go forward at the AGM policy session. • Key focus - modernization of the relationship; position municipalities to be more connected to the federal government. <p>AUMA</p> <ul style="list-style-type: none"> • Update attached 	<p>Colleen will email the online learning modules attached here</p>
5.	<p><u>Membership Cost Update</u></p> <ul style="list-style-type: none"> • Decision had been made to add up costs and split the amount to share equally between municipalities, instead of rotation. Invoices were sent out and payments need to be made - \$268 per municipality • Explore booking the community room at the EIA for Edmonton meeting; more convenient for those that fly in. 	<p>Councillor Esslinger to share contact information</p>

6.	<p><u>Opioid Discussion</u></p> <ul style="list-style-type: none"> • Strathcona County presented on their new interactive display “Opioids Don’t Discriminate.” • DIY kit of how to create your own display - all you need to do is update local stats for the display. • Strathcona is doing a re-launch April 30 - May 3. • Need a central location to have these resources - Judy Smith committed to work on this with the Directors Network Committee, FCSSAA. • Suggestion to have these exhibits at AUMA, RMA, FCSSAA conferences etc. <p><u>Update on Supervised Consumption Sites</u></p> <p>Grande Prairie - mobile safe consumption site, no public information on opening, well used, no public reaction at this time.</p> <p>Edmonton - Dispersed, coordinated model - services provided at three sites and at hospital. Established a community committee to address concerns and share information. Higher number of people have sought help regarding their addiction (through the wrap around services).</p> <p>Calgary - one site within a health facility, struggling with issue of one fixed site vs. dispersed sites. High traffic area already because of numerous services; taxing for this one site. Opioid replacement program has increased in numbers. Q4 numbers: Calgary at 6 deaths/overdoses; continued concern about impact on frontline workers.</p> <p>Red Deer - dealing with community perception and zoning issues. Red Deer has highest number of opioid deaths. Have a site now for a safe consumption site. More education needed so people really understand who is affected by this crisis.</p> <p>Strathcona County - two years ago designed Social Policy Framework. One commitment was addressing root causes. Collaborative got together to address root causes of addiction. Recognizing stigma and judgement, sought to increase empathy. Opioids Don’t Discriminate interactive exhibit; ran for two days. Re-launching and creating a do it yourself kit for other</p>	<p>Judy Smith to follow up with Directors Network</p>

	<p>communities. In 1.5 days almost 500 people participated. Result was increased empathy. April 30 - May 03 re-launch, then going to Red Deer for event there in June.</p> <p>Fort McMurray/RMWB - has developed something similar on mental health. DIY kit - Edmonton also launched interactive exhibit: "This Is What It Feels Like" to increase awareness of impact of Gender Based Violence.</p>	
7.	<p><u>City of Calgary: Cannabis Legalization Process and Procedure</u></p> <ul style="list-style-type: none"> • Presentation attached 	
8.	<p><u>Aftermath of New Zealand</u></p> <ul style="list-style-type: none"> • Impact on communities - launch of AB Kind. • Communities are reaching out in different ways. • Strathcona County focus on inclusion. • Centre for Civic Literacy. • Focus on diversity and inclusion training for FCSS agencies. • Lots of sharing of what is happening in different communities. • Other municipalities want to learn more about Edmonton - Intercultural and Active Witness Training. • Suggested resource, "Culture Influences Everything: Making it Work", Presenter: Elizabeth Entz from Lethbridge Public Library. 	<p>Doug Borch to send link</p> <p>Judy to share information</p>
9.	<p><u>Presentation by CMHC - Federal Housing Strategy</u></p> <ul style="list-style-type: none"> • CMHC has an ambitious goal: by 2030, everyone in Canada will have a home that they can afford. • Overview of National Housing Strategy. • 10-year, \$40B investment. • Canada Community and Housing Initiative - Provincial and Territorial housing. • Federal Community Housing Initiative: to protect low income tenants as old operating agreements expire. • Housing rights are human rights • National Housing Co-investment Fund and Federal Lands; very low interest loans and some grants, intended to assist in the creation of new affordable housing units. 	

	<ul style="list-style-type: none"> ● Federal Provincial Territorial Housing Partnership. ● New Canada Housing Benefit. ● Evidence Based Housing - to measure the success - research and data. ● Improving Home Ownership options for Canadians. ● CMHC, one single purpose: to make housing affordable for everyone. ● Areas of focus under the strategy: <ul style="list-style-type: none"> ○ Create new housing; ○ Modernize existing housing; ○ Resources for community housing providers; ○ Innovation and research. ● Partnerships in the development of projects is key ● If you are aware of parcels of federal land and you know the owner, then approach your regional CMHC representative and they can approach their federal partners; ensure you have an interested developer to develop the land. <p><u>Question: Concern if municipalities do not have public transportation as it impacts their scoring.</u></p> <p>Response: Encouraged to apply. There is recognition that some rural communities have no or limited public transportation. Transit not the sole anchor for decisions.</p> <p><u>Question: Lot of concerns/challenges in rural areas. This seems more difficult to access. Do Metis communities qualify for First Nations funding?</u></p> <p>Response: There is a discussion underway and this includes a strategy for the Metis settlements.</p> <p>There is also a specific strategy for urban indigenous being discussed.</p> <ul style="list-style-type: none"> ● CMHC - absolutely open to discussing mixed market developments. ● As part of multilateral and bilateral agreement just reached - it speaks to mixed market. Seeking not to recreate old agreement but to develop new based on current context. ● Values mixed market but recognizes may not be best for everyone. 	
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	<ul style="list-style-type: none"> • Agreement struck just before the writ dropped. Action plan not completed by time election announced. Action Plan will follow once government in place after the election. <p><u>Question: Timelines? Are there any deadlines for applying?</u></p> <p>Response: All of the programs are 10 year programs - no fixed deadlines.</p> <p>Encouraged to reach out and discuss with your CMHC affordable housing consultants to discuss as their job is to navigate best solutions and opportunities for innovation.</p> <p>Solutions can be multifaceted.</p> <p><u>Question: Is there a way to better understand the details of the agreement?</u></p> <p>Response: 2 buckets of funding:</p> <ul style="list-style-type: none"> • Canada community housing funding: <ul style="list-style-type: none"> ○ Funding intended to help repair, and maintain existing stock and also to increase the capacity in the community housing sector. • Alberta priorities funding - starts large and finishes smaller: <ul style="list-style-type: none"> ○ Intention similar with slightly different flavour - to assist community with what is needed that may not fit under other community housing funding. ○ Best time to review would be once the Province has a chance to put their action plan together. <p><u>Question: Lot of organizations assist cities to deliver affordable housing, do you provide any best practice services for not for profit partners?</u></p> <p>Response: Responsibility for managing has been transferred from CMHC to GoA so this is provincial jurisdiction. There is some information available on the website.</p> <p><u>Question: What are portfolio applications?</u></p> <p>Response: It is when someone approaches them with multiple projects. If proponent wants a better idea of what funding options there are then CMHC can assist with overall portfolio and provide guidance.</p> <p>Do consider the experience of the operator - take this into consideration when reviewing the application. However, if developer does not have a lot of experience they will still receive</p>	
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	<p>application and will be considered. Stressed the importance of the relationship between CMHC and the municipalities.</p> <p><u>Question: Direct to tenant rent supplement program?</u></p> <p>Response: GoC and GoA will work together on design of Canada Housing Benefit but not yet confirmed. There is already a rent support program delivered by the province. Co-development process is still underway. Province held some consultations in the fall. Sometime this summer will begin talking more about this program and look to deliver beginning in 2020. It is based on specific principles.</p>	
10.	<p><u>Next Meeting</u></p> <ul style="list-style-type: none"> • Next meeting: June 14. <p><u>Suggested Topics</u></p> <ul style="list-style-type: none"> • Active witnessing. Wood Buffalo interested in training information. • Future topic: anti-racism/discrimination strategy. • Elizabeth Entz - Culture Influences Everything. • Anti-racism; new provincial committee: can GoA provide an update. • Mental Health and access to mental health services. • Shelter funding, no core funding; daytime shelter funding. • Lack of access to dual diagnosis services and psycho-social supports. • Minister of Community and Family Services - invite new Minister to next meeting. • Harm reduction - new Minister of Health. • AHS - municipal guide to alcohol policy to be released in June. 	
	<p><u>Meeting Adjourned</u></p> <p>3:30 p.m. the Chair, Bev Esslinger adjourned the meeting.</p>	



STAFF REPORT

Title: Minutes April 8, 2019 Family and Community Support Services Advisory Committee

Meeting Date: June 25, 2019

Executive Summary:

Minutes Family and Community Support Services Advisory Committee April 8, 2019

Background:

Alternatives:

Recommended Action:

Type the recommendation here

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

PRESENT	Kim Schmitz Carol Patenaude Councilor Jürgen Grau Councilor Marc Jubinville Gina Olofson Candice Sutterfield Meagon Anishinabe	FCSS Manager Recording Secretary City of Cold Lake Council Member Alternate MD of Bonnyville Council Member Advisory Committee Co-Chair Advisory Committee Member Advisory Committee Member
ABSENT (with regrets)	Roderick Hickey Ben Fadeyiw	Advisory Committee Chair MD of Bonnyville Council Member
ABSENT (without regrets)	None	
CALL TO ORDER	<u>1.0 Call to Order</u> G. Olofson, FCSS Advisory Committee Co-chair called the April 2019 FCSS Advisory Committee meeting to order at 5:59 p.m.	
AGENDA	<u>2.0 Adoption of Agenda</u> Additional Items None Member Highlights None Disclosure of Interest None Adoption of Agenda J. Grau moved to accept the agenda for the Cold Lake and District FCSS Advisory Committee April 2019 meeting as presented.	
		CARRIED
MINUTES	<u>3.0 Adoption of Minutes</u> J. Grau moved to accept the minutes for the March 2019 FCSS Advisory Committee Meeting as presented.	
		CARRIED
MONTHLY REPORT	<u>4.0 Monthly Report</u> The FCSS Manager shared the March 2019 Monthly Report for information only. The Parent Link Centre indoor play structure was inspected professionally by the owners/installers. Because the City of Cold Lake have no employees certified at maintaining indoor playgrounds, the two inspectors will be returning this week to do the repairs. J. Grau asked if city staff could be trained, and the FCSS Manager responded that she has been in discussions with the General Manager of Community Services for intentions moving forward. J. Grau asked if there were policies in place for the play structure. The FCSS Manager will confer with our Legislative Department for policies on file. Our Triple P and all other parenting programs are doing extremely well with high participation numbers, especially with current partners such as the Lakeland Centre for FASD and Children Services and new partnership developments with Cold Lake First Nations. We are very enthusiastic to be sharing collaboration opportunities with the MFRC as well.	

**MONTHLY
REPORT
(CONTINUED)**

The July to December Program Guide sections are due April 15 from staff members. The FCSS Administrative Assistant will collate the sections into one document and work with our Communications department for rounds of edits and to complete the final copy for print. It is expected to be available to the public by June 15.

The FCSS Manager and the City of Cold Lake Councillor J. Grau attended the Intercity Forum on Social Policy, which is a platform for social advocacy. It is an opportunity to learn how other communities are managing socially and what is working for them. There is much representation from professionals, including deputy ministers of health and justice, FCSSAA, and a host of councillors and representatives from various social service agencies. J. Grau asked if there was additional information regarding social housing. There was some discussion on the Lakeland Lodge and Housing Foundation which was established under the Alberta Housing Act and is governed by a board. The foundation provides low cost housing to seniors, individuals and families, of which include seniors' lodges, community housing and the rent supplement program. The FCSS Manager had some questions as to the stability of the direct to tenant rent supplement program, and how Canada Mortgage and Housing relate to the program. She will provide some follow-up for the next meeting.

FCSS has completed their financial year end, which has been approved and will be signed off by K. Nagoya and uploaded by the end of April.

FCSS Outcome Measures will also be uploaded to the province. Outcome measures, usually in the form of surveys, are submitted by each department such as Child and Youth, Family Services and Seniors by program. A recent outcome measures training provided learning opportunities for Cold Lake and District FCSS, such as how to tailor programs that reflect the FCSS mandate.

G. Olofson asked if all staff positions were filled. The FCSS Manager noted that there is still one staff on indefinite leave until the beginning of June.

G. Olofson and K. Schmitz spoke on the meeting they attended in response to an appeal for a cannabis store to be located across the back alley from the FCSS building. The appeal was turned down as per the bylaw requirements. The applicant has the right to appeal in six months.

The FCSS Manager met with the Aging Friendly Coalition including interested citizens, the City of Cold Lake Mayor and the General Manager of Community Services in regards to a Men's Shed initiative that the coalition is currently proposing. In a men's shed, men get together for activities like woodworking projects, cooking, bike repairs, or anything that a members requests. Originally men sheds were developed to reduce isolation, loneliness, and depression; the movement has developed into collaborative, communal spaces for support and mentorship.

To date, FCSS has received grants for: Aging Well in Community for \$82,000; Indigenous Enhancement for \$125,000; Bully Free for \$500, Counselling for \$25,000; and Volunteer Appreciation for \$1,000.

March 31 is year-end for the Parent Link Centre and those documents are being prepared for submission to the province. The FCSS Manager explained that the PLC and FCSS are different entities, with different year-ends. The Lakeland Parent Link Network includes Bonnyville, Cold Lake, Lake La Biche, and St. Paul. Cold Lake is responsible for managing the payments to those four locations on behalf of the Province.

**FINANCIAL
REPORT**

5.0 Financial Report

The FCSS Manager reviewed the March 2019 Financial Report for information only. Account 533 was used to pay for the maintenance of the PLC structure. J. Grau inquired if the advertising account is usually expended early. The FCSS Manager explained that we are currently looking into a \$1,956 expenditure for March. Additionally, the insurance increase was explained to the committee through an email; the insurer adopted a new underwriting approach which caused a fluctuation from last year. This will be absorbed by the City this year and budgets for 2020 will reflect the changes.

OLD BUSINESS 6.0 Old Business

6.1 FCSS Matrix

When the FCSS Advisory Committee used the matrix at last meeting, the FCSS Manager noted that there were some difficulties during the application. She reached out to the province through FCSSAA and has received about twenty matrixes. The FCSS Manager will make a dossier of those most relevant and review with the committee at a subsequent meeting.

6.2 NE Zone Spring Gathering

Planning for the NE Zone is coming together. We have approximately 60 people attending, which is an exceptional number as there are normally about 40 in attendance. M. Anishinabe was given her invitation and the FCSS Manager gave a synopsis of the event, including the bus ride throughout Cold Lake to the Kinsoo Ridge Snow Resort for dinner and speeches on Thursday. Friday will include two speeches, brunch and the Zone Meeting.

NEW BUSINESS 7.0 New Business

7.1 Council Volunteer Application

The FCSS Advisory Committee reviewed the application from Christopher Vandeborn for the available position on the FCSS Advisory Committee. Mr. Vandeborn has traditionally assisted Volunteer Services with the Snow Angel Program.

G. Olofson moved to recommend to Mayor and Council that Christopher Vandeborn be appointed to the Cold Lake and District FCSS Advisory Committee.

CARRIED

7.2 Operation Red Nose Letter

Dave Zimmerman thanked the Cold Lake and District Advisory Committee for their contribution to Operation Red Nose over the years; 2018 was the final year that Victim Services will be facilitating this event.

7.3 Special Project Grant Application

7.3.1 Cold Lake Interagency – Interagency Meet and Greet 2019

M. Jubinville moved to grant the Cold Lake Interagency Committee the requested funds of \$2,000 for the 2019 Meet and Greet as presented.

CARRIED

7.4 2018 Annual Report

The Advisory Committee were each presented with a copy of the Cold Lake and District FCSS and Cold Lake Parent Link Centre 2018 Annual Report.

**OTHER
BUSINESS**

8.0 Other Business

8.1 Business Conducted by Email

None

**COMMITTEE
ATTENDANCE**

9.0 FCSS Advisory Committee Attendance

9.1 Reports on Committee Attendance

B. Fadeyiw, C. Sutterfield, G. Olofson and J. Grau volunteered at the Volunteer Appreciation Event held on Sunday, April 7. Overall, they enjoyed the event, it was well organized and was run efficiently.

**SUGGESTIONS
FOR
COMMITTEE
ATTENDANCE**

9.2 Suggestions for Committee Attendance

- NE Zone Conference, Thursday April 25 and Friday April 26, Kinsoo Ridge and the Best Western
- Family Fun Night – Wednesday April 24, FCSS
 - The theme for the April Family Fun Night is *Be Emergency Ready*. Usually the Cold Lake Emergency Services make an appearance.

ROUNDTABLE

10.0 Round Table

C. Sutterfield asked if the criteria was the same for all FCSS agencies across Alberta when approving grants. The FCSS Manager stated that all FCSS offices must adhere to the FCSS mandate and are encouraged to follow strategic directions such as homelessness, poverty, mental health and family violence. Every FCSS office is unique, while some offer just programming, others may just offer grants. Cold Lake and District FCSS offers grants and is heavy into programming. In the FCSS Handbook, there is a general guide of eligibility for all FCSS offices to follow for funding applications.

NEXT MEETING

11.0 Next Meeting

The next meeting is scheduled for May 13, 2019 at 6 pm at FCSS.

ADJOURNMENT

12.0 Adjournment

G. Olofson, Advisory Committee Co-chair adjourned the Cold Lake and District FCSS April 2019 FCSS Advisory Committee meeting at 7:50 p.m.


K. Schmidt,
FCSS Manager


G. Olofson,
FCSS Advisory Committee Co-chair



STAFF REPORT

Title: Minutes April 17, 2019 Recreation and Culture Advisory Committee

Meeting Date: June 25, 2019

Executive Summary:

Minutes Recreation and Culture Advisory Committee April 17, 2019

Background:

Alternatives:

Recommended Action:

Type the recommendation here

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer



**Cold Lake Recreation & Culture Advisory Committee Meeting
Regular Meeting
April 17, 2019 - Energy Centre**

Representatives:

Chris Holoboff, Chairperson, Absent with Regrets
Lorie Jacobsen, Vice-Chairperson, Absent with Regrets
Bob Buckle, Councilor
Ed Machtmes, Committee Member
Ben Fadeyiw, Councilor, MD of Bonnyville No. 87
Calvin Rideout, Committee Member
Candice Sutterfield, Committee Member, Absent with Regrets
Heather Miller, Recreation Programs & Services Manager
Tina Willier-Piché, Recording Secretary

1. Call to Order at 7:37 pm by Councilor Bob Buckle.

2. Adoption/Additions

2.1 Agenda

2019-018 Moved by Calvin Rideout to accept the agenda as presented. 2nd by Ben Fadeyiw. AIF.

CARRIED

2019-019 Moved by Ben Fadeyiw to accept the Regular Meeting Minutes of the RCAC held February 20, 2019. 2nd by Ed Machtmes. AIF.

CARRIED

3. Old Business – None.

4. New Business

4.1 Application – Travel Grant – Lakeland Panthers Bantam AA

2019-020 Moved by Ed Machtmes to approve the Travel Grant Application for the Lakeland Panthers Bantam AA for the amount of Five Hundred Dollars (\$500) as outlined in the eligibility criteria. 2nd by Calvin Rideout. AIF.

CARRIED

4.2 Application – Travel Grant – Cold Lake U17 Boys Soccer

2019-021 Moved by Ben Fadeyiw to approve the Travel Grant Application for the Cold Lake U17 Boys Soccer for the amount of Five Hundred Dollars (\$500) as outlined in the eligibility criteria. 2nd by Ed Machtmes. AIF.

CARRIED

Civic Address
#102, 7825 – 51 Street
Cold Lake, AB
Telephone (780) 639-6400
Fax (780) 639-0250



Mailing Address
5513 – 48 Avenue
Cold Lake, AB T9M 1A1
www.coldlake.com



4.3 Application – Equipment Grant – Cold Lake Minor Ball Association

2019-022 Moved by Ed Machtnes to approve the Equipment Grant Application for Cold Lake Minor Ball Association for the allowable maximum amount of Five Hundred Dollars (\$500) as outlined in the eligibility criteria. 2nd Ben Fadeyiw. AIF.

CARRIED

4.4 Application – Special Event Grant – Cold Lake Minor Ball Association

2019-023 Moved by Ben Fadeyiw to approve the Special Event Grant Application for Cold Lake Minor Ball Association for the allowable maximum amount of One Thousand Dollars (\$1000) as outlined in the eligibility criteria. 2nd Ed Machtnes. 4 Opposed.

DEFEATED

Motion 2019-023 to approve the Special Event Grant for Cold Lake Minor Ball Association was defeated due to Policy 097-RC-07 3.2.4 not meeting eligibility criteria. The policy states that "the organization must not have received funding from city council or other city departments in the same fiscal year for the same purpose or projects." AIF.

CARRIED

4.5 Application – Development Grant – Cold Lake Fighter Jets Football Club

4.6 Application – Special Event Grant – Cold Lake Fighter Jets Football Club

4.7 Application – Travel Grant – Cold Lake Fighter Jets Football Club

4.8 Application – Equipment Grant – Cold Lake Fighter Jets Football Club

2019-024 Moved by Ben Fadeyiw to approve all four grant applications Development, Special Event, Travel and Equipment submitted by the Cold Lake Fighter Jets Football Club for the allowable maximum amount of Four Thousand Dollars (\$4000) as outlined in the eligibility criteria. 2nd by Calvin Rideout. 4 Opposed.

DEFEATED

Motion 2019-024 to approve the Development, Special Event, Travel and Equipment Grant applications for the Cold Lake Fighter Jets Football Club was defeated due to Policy 097-RC-07 3.2.4 not meeting eligibility criteria. The policy states that "the organization must not have received funding from city council or other city departments in the same fiscal year for the same purpose or projects." AIF.

CARRIED

Civic Address
#102, 7825 – 51 Street
Cold Lake, AB
Telephone (780) 639-6400
Fax (780) 639-0250



Mailing Address
5513 – 48 Avenue
Cold Lake, AB T9M 1A1
www.coldlake.com

hup



4.9 Application – Travel Grant – 1st Kinosoo Scouts

2019-025 Moved by Ben Fadeyiw to approve the Travel Grant Application for 1st Kinosoo Scouts for the allowable maximum amount of One Thousand Dollars (\$1000) as outlined in the eligibility criteria. 2nd by Calvin Rideout. 4 Opposed.

DEFEATED

Motion 2019-025 to approve the Travel Grant Application for 1st Kinosoo Scouts was defeated due to Policy 097-RC-07 4.1.3 not meeting eligibility criteria. The policy states "The purpose is to assist individuals, teams and cultural groups, participating in athletic or cultural events, individually or as a team, who have qualified to compete at a provincial, national or international level."

CARRIED

5. Correspondence and Information Items

5.1 Report Form – Equipment Grant – Cold Lake Pickleball Club

2019-026 Moved by Ed Machtmes to accept Items 5.1 as Information. 2nd by Ben Fadeyiw. AIF.

CARRIED

6. In Camera

6.1 Erik Zimmerman

2019-027 Moved by Ed Machtmes to go into camera at this time being 7:55 pm. AIF.

CARRIED

2019-028 Moved by Calvin Rideout to come out of camera at this time being 8:04 pm. AIF.

CARRIED

Councilor Bob Buckle will contact past delegate Erik Zimmerman and forward a Recreation and Cultural Travel Grant Application for submission. Administrative Assistant T Willier-Piche to email Councilor Buckle the said application.

6.2 Council Application

2019-029 Moved by Ed Machtmes to go into camera at this time being 8:05 pm. AIF.

CARRIED

2019-030 Moved by Calvin Rideout to come out of camera at this time being 8:07 pm. AIF.

CARRIED

Civic Address
#102, 7825 – 51 Street
Cold Lake, AB
Telephone (780) 639-6400
Fax (780) 639-0250



Mailing Address
5513 – 48 Avenue
Cold Lake, AB T9M 1A1
www.coldlake.com

Handwritten signature/initials



7. Board Development – Proclamation – Announcements

8. Next Meeting scheduled May 15, 2019 at 7:30 pm, Energy Centre

9. Adjournment at 8:20 pm.

Motion 2019-031 Moved by Ed Machtmes to adjourn. 2nd by Lorie Jacobsen. AIF

CARRIED

Respectfully Submitted:

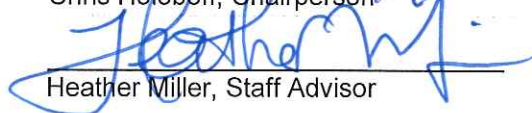

Tina Willier-Piché, Recording Secretary

June 19, 2019
Date

Approved:


Chris Holoboff, Chairperson

June 19, 2019
Date


Heather Miller, Staff Advisor

June 19/19
Date



STAFF REPORT

Title: Minutes May 2, 2019 Economic Development Advisory Committee

Meeting Date: June 25, 2019

Executive Summary:

Minutes Economic Development Advisory Committee May 2, 2019

Background:

Alternatives:

Recommended Action:

Type the recommendation here

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer



**COLD LAKE ECONOMIC DEVELOPMENT
ADVISORY COMMITTEE**

MEETING MINUTES OF WEDNESDAY, MAY 2, 2019
CHAMBER OF COMMERCE BOARD ROOM

PRESENT

Chairperson Bernard Lefebvre
Councillor Vicky Lefebvre
John Usher
Lorie Jacobsen
Allison Untereiner
Norman Perreault

ALSO PRESENT

Howard Pinnock, General Manager Planning and Development
Andrew Serba, Strategic Initiatives Manager
Brad Schultz, Planner
Irene Poirier, Recording Secretary

**Community
Liaisons**

ABSENT

Councillor Kirk Soroka; Eric North; Larry Ashcroft

**CALL TO
ORDER**

B. Lefebvre called the meeting to order at 7:04 p.m.

**ADOPTION OF
THE AGENDA**

Moved by J. Usher that the agenda be adopted.

CARRIED

**ADOPTION OF
THE MINUTES**

Moved by L. Jacobsen that the minutes of the April 3, 2019 Economic Development
Advisory Committee meeting be adopted.

CARRIED

OLD BUSINESS

**4.1 "Doing
Business with the
Government"**

B. Lefebvre called E. North to give an update on the conference preparations:

- Posters are ready.
- All logistics have been covered
- One more meeting with presenters will be held. The meeting time and date will be decided later.
- Registration will start at 7:30 am with volunteers ready to assist.
- Working with Stacey at the Lakeland Inn for room preparation.

A. Untereiner reported that Eric's presentation to BILD Alberta was well received.

A. Serba gave a media advertising update that press release was going out tomorrow, Lakeland Connect on Monday and the newspaper next week.

Discussion continued on other avenues of release, steps leading up to the day and follow up after the event.

NEW BUSINESS:

5.1 Sign Ideas

B. Lefebvre distributed the presentation in report form of what will be presented to Council regarding Wayfinding signage.

Discussion followed that wayfinding signs were in the budget and members agreed on taking the presentation that was distributed to Council. Delegation to Council will be made.

The Committee continued with discussion of the "Doing Business with the Government" conference and B. Lefebvre went over the questions that members had submitted for the survey that would follow for feedback on its success.

Page 1 of 2

**5.2 Chamber of
Commerce
Updates**

ROUNDTABLE

S. Buckle was not available to report on the Chamber of Commerce activities.

B. Shultz reported on an internal meeting of City staff regarding wayfinding signs was held and it was decided that there needed to be more signage on the Highway 55 entrance to the City. He stated that a consultant was being selected to work on the IDP and the MDP and there would be an Open House coming up for public engagement on these.

L. Jacobsen stated that the Interagency Group were holding a Meet and Greet on May 22. She explained what the group was and how social agencies work together in the community.

N. Perreault suggested he would like to see more ideas presented to Council for economic development.

J. Usher had attended the Travel Tourism and Trade Show in Fort McMurray and their numbers were down with 173 vendors. He noted that businesses are looking to diversify and the conference will open opportunities to help them do that. He will pass along the conference information to ROABA the Regional One Aboriginal Business Association.

B. Lefebvre reported that the real estate market was active and there are more sales with prices dropping an average of about 25.3% It is a buyers' market.

ADJOURNMENT

Moved by N. Perreault that the meeting be adjourned, at this time being 8:06 p.m.

CARRIED

NEXT MEETING

June 6, 2019

**ECONOMIC DEVELOPMENT ADVISORY
COMMITTEE**



CHAIRPERSON



DESIGNATED OFFICER