



**Council - Regular Meeting  
Agenda**

Tuesday, November 12, 2019

6:00 p.m.

Council Chambers

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## **STAFF REPORT**

**Title:** Council - Organizational Meeting October 22, 2019

**Meeting Date:** November 12, 2019

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**Executive Summary:**

**Background:**

**Alternatives:**

**Recommended Action:**

That the minutes of Council's organizational meeting held October 22, 2019 be accepted as presented.

**Budget Implications (Yes or No):**

No

**Submitted by:**

Kevin Nagoya, Chief Administrative Officer



## **Council - Annual Organizational Meeting Minutes**

**Tuesday, October 22, 2019**

**5:00 p.m.**

### **Council Chambers**

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

Council Absent: Councillor Jurgen Grau  
Councillor Kirk Soroka

Staff Present: Chief Administrative Officer Kevin Nagoya  
General Manager of Corporate Services Linda Mortenson  
Manager of Strategic Initiatives Andrew Serba  
Executive/Recording Secretary Cindy Reimer

Staff Absent: General Manager of Infrastructure Services Azam Khan  
General Manager of Planning & Development Services Howard Pinnock  
General Manager of Community Services Glenn Barnes

### **CALL TO ORDER**

The meeting was called to order at this time being 5:06 p.m. by Mayor Copeland.

### **ADOPTION OF AGENDA**

#### **Resolution # COM20191022.1001**

Moved by Councillor Buckle

That the agenda be adopted as presented.

**Carried Unanimously**

### **DISCLOSURE OF INTEREST**

None.

## **COUNCIL BOARD / COMMITTEE APPOINTMENTS**

### **Council Board, Committee and Commission Appointments**

#### **Resolution # COM20191022.1002**

Moved by Councillor Lay

That Council appoint Mayor & Council to the City of Cold Lake's various boards, committees and commissions for 2019/2020 as follows:

Alberta HUB (Buckle + Lay as Alternate)

Beaver River Regional Waste Management Commission (Copeland)

Cold Lake Community Grant Advisory Committee (Grau & Vining)

Cold Lake Economic Development Advisory Committee (Lefebvre & Soroka)

Cold Lake & District Family and Community Support Services Advisory Committee (Grau + Vining as Alternate)

Combative Sports Commission **(All Members At Large)**

Composite Assessment Review Board (Buckle, Lefebvre & Vining)

Corporate Priorities Committee **(All Council)**

Hearts for Healthcare Society (Copeland)

Inter City Forum on Social Policy (Grau + Vining as Alternate)

Inter-Municipal Collaboration Framework Committee (Copeland, Soroka & Vining + Buckle as Alternate)

Inter-Municipal Development Plan Committee (Copeland & Vining)

Lakeland Industry & Community Association (Copeland + Lay as Alternate)

Lakeland Lodge & Housing Foundation (Lefebvre & Vining)

Library Board (Lefebvre + Buckle as Alternate)

Local Assessment Review Board (Buckle, Lefebvre & Vining)

Medley CFB Society (Copeland)

Municipal Disaster Services Agency (Buckle & Grau)

Municipal Planning Commission **(All Council)**

Muni-Corr (Lay + Buckle as Alternate)

Northern Lights Library System (Lefebvre + Buckle as Alternate)  
Recreation & Culture Advisory Committee (Buckle)  
Regional Partnership Opportunities Committee (Ministers') (Copeland + CAO)  
Regional Partnership Opportunities Committee w/ Town & M.D. of B'ville (Copeland & Soroka + CAO)  
Regional Recreation Committee (Buckle & Vining + Copeland as Alternate)  
Regional (CLFN) Tourism Working Group Committee (Lefebvre + Buckle as Alternate)  
Regional Utility Services Commission (Buckle, Grau, Lay & Vining)  
Subdivision & Development Appeal Board **(All Members At Large)**  
Unightly Premise Appeal Committee (Grau)  
Water North Coalition Liaison (Buckle & Lay)

**Carried Unanimously**

#### **IN CAMERA**

None.

#### **ADJOURNMENT**

##### **Resolution # COM20191022.1003**

Moved by Councillor Lefebvre

That the meeting be adjourned at this time being 5:13 p.m.

**Carried Unanimously**

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Mayor

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Chief Administrative Officer



## **STAFF REPORT**

**Title:** Council - Regular Meeting October 22, 2019

**Meeting Date:** November 12, 2019

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**Executive Summary:**

**Background:**

**Alternatives:**

**Recommended Action:**

That the minutes of Council's regular meeting held October 22, 2019 be accepted as presented.

**Budget Implications (Yes or No):**

No

**Submitted by:**

Kevin Nagoya, Chief Administrative Officer



**Council - Regular Meeting Minutes**

**Tuesday, October 22, 2019**

**6:00 p.m.**

**Council Chambers**

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

Council Absent: Councillor Kirk Soroka

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

**CALL TO ORDER**

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

**ADOPTION OF AGENDA**

**Resolution # CRM20191022.1001**

Moved by Councillor Buckle

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

Add Notices of Motion/Proclamations/Announcements Item 13.3 Family Violence Prevention Month - November 2019

Remove In Camera Item 15.4 Chief Administrative Officer (CAO) Performance Evaluation

Add In Camera Item 15.4 Agreement - Improvement District (ID) No. 349

**Carried Unanimously**

## **DISCLOSURE OF INTEREST**

None.

## **MINUTES APPROVAL**

### **Council - Regular Meeting October 8, 2019**

#### **Resolution # CRM20191022.1002**

Moved by Councillor Lefebvre

That the minutes of Council's regular meeting held October 8, 2019 be accepted as amended:

*Add Resolution # CRM20191008.1030 under In Camera Item Cold Lake First Nations - IR149A as follows:*

#### **Resolution # CRM20191008.1030**

*Moved by Councillor Buckle*

*That Council authorize the City of Cold Lake to partner with Cold Lake First Nations to commence with drainage improvements on I.D. 149A with an upstart budget of \$550,000.*

**Carried Unanimously**

*Renumber Adjournment Resolution # CRM20191008.1030 to Resolution # CRM20191008.1031*

**Carried Unanimously**

## **Council - Corporate Priorities Committee Meeting October 15, 2019**

### **Resolution # CRM20191022.1003**

Moved by Councillor Lay

That the minutes of Council's Corporate Priorities Committee meeting held October 15, 2019 be accepted as presented.

**Carried Unanimously**

### **PUBLIC QUESTION PERIOD**

None.

### **PUBLIC HEARINGS**

None.

### **DELEGATIONS**

#### **TC Energy - Josh Pentland and Kaili Kasper**

Mayor Copeland welcomed Mr. Josh Pentland (Public Affairs) and Ms. Kaili Kasper (Public Affairs) to the Council meeting at this time being 6:02 p.m.

Mr. Sean La Croix (Indigenous Relations) remained seated in the gallery.

Mr. Pentland and Ms. Kasper presented Council with a power point presentation regarding the proposed new pipeline project occurring in the area, being the Saddle Lake Lateral Loop Project. This proposed project will connect growing natural gas production in Alberta to the growing market demand in northeast Alberta and northwest Saskatchewan.

The components of the project will consist of:

- new pipeline loop
- removal and replacement of the Cold Lake Border Meter Station
- decommissioning of the existing pipeline lateral and the Cherry Grove East Sales Meter Station

An open house, with respect to the project, will be held in Cold Lake the evening of Wednesday, November 20, 2019 at the Lakeland Inn.

Mayor Copeland thanked Mr. Pentland and Ms. Kasper for their informative presentation.

Mr. Pentland, Ms. Kasper, and Mr. La Croix left the meeting at this time being 6:20 p.m.

### **Cold Lake Museums - Chris Holoboff and Linda Dunn**

Mayor Copeland welcomed Cold Lake Museums Chairman Chris Holoboff and Curatorial Manager Linda Dunn to the Council meeting at this time being 6:20 p.m.

Director of the Cold Lake Air Force Museum and Vice Chair of the Cold Lake Museum Society Major Kael (Kato) Rennie and Curator of the Cold Lake Air Force Museum Ms. Jennifer Ross remained seated in the gallery.

Mr. Holoboff and Ms. Dunn presented Council with the Cold Lake Museums financial statement for the year ending April 30, 2019, and a report on their progress and needs for continued operational funding and "in-kind" support.

The Cold Lake Museums 2020 needs are for continued operational funding and "in-kind" support. The request is for operational funding in the amount of \$131,662.84 (3% increase), and capital and/or in-kind assistance in the amount of \$50,000.00 for assistance with ongoing projects such as:

- Observation Tower
- Wall of Thanks/Gratitude
- Educational Programming
- Cruise Missile Testing Exhibit
- 50th Anniversary of Snowbirds Exhibit
- Commissionaires Shack
- Hallway Displays, Doors, Pest Control, and Grounds Cleanup
- Upper Museums
- Power Plant

Mayor Copeland thanked Mr. Holoboff and Ms. Dunn for their presentation advising that Council would consider the Cold Lake Museums' requests during the City's 2020 budget deliberations.

Mr. Holoboff, Ms. Dunn, Major Rennie, and Ms. Ross left the meeting at this time being 6:43 p.m.

## **CITY FINANCIAL REPORTS**

### **City Financial Reports - September 2019**

#### **Resolution # CRM20191022.1004**

Moved by Councillor Vining

That Council accept the financial reports for the period ending September 30, 2019 including accounts payable cheque numbers 133844 to 134277.

**Carried Unanimously**

## **OLD BUSINESS**

### **Bylaw No. 649-UT-19 - Bylaw to Amend Regulation, Control, and Management of Municipal Solid Waste Bylaw No. 519-UT-14**

#### **Resolution # CRM20191022.1005**

Moved by Councillor Vining

That Bylaw No. 649-UT-19, being a Bylaw to Amend Regulation, Control, and Management of Municipal Solid Waste Bylaw No. 519-UT-14, in the City of Cold Lake, be given second reading.

**Carried Unanimously**

#### **Resolution # CRM20191022.1006**

Moved by Councillor Grau

That Bylaw No. 649-UT-19 be given third and final reading.

**Carried Unanimously**

## **NEW BUSINESS**

### **Bylaw No. 653-BD-19 - Procedure Bylaw**

#### **Resolution # CRM20191022.1007**

Moved by Councillor Vining

That Bylaw No. 653-BD-19, being a Bylaw to Provide Rules Governing the Proceedings and the Regular Business of Council and Council Committees, in the City of Cold Lake, be given first reading.

**Carried Unanimously**

**Policy No. 190-BD-15 - Energy Centre Design Development Steering Committee Policy**

**Resolution # CRM20191022.1008**

Moved by Councillor Lefebvre

That Council rescind Policy No. 190-BD-15, being the Energy Centre Design Development Steering Committee Policy.

**Carried Unanimously**

**Lakeland Destination Marketing Organization (DMO) Membership**

**Resolution # CRM20191022.1009**

Moved by Councillor Buckle

That Council direct Administration to allow the City of Cold Lake's membership in the Lakeland Destination Marketing Organization (DMO) (rebranded to Travel Lakeland) to lapse.

**Carried Unanimously**

**Franchise Agreement - Atco Gas**

**Resolution # CRM20191022.1010**

Moved by Councillor Lay

That Council maintain the 2020 Atco Gas Franchise Fee at 13%.

**Carried Unanimously**

**Surplus Goods - Easy Line Fitness Equipment**

**Resolution # CRM20191022.1011**

Moved by Councillor Lefebvre

That Council authorize the City of Cold Lake to donate the TechnoGym Easy Line Fitness Equipment Collection to the Lakeland Lodge and Housing Foundation.

**Carried Unanimously**

## **Ad-Hoc Annexation Negotiations Committee**

### **Resolution # CRM20191022.1012**

Moved by Councillor Vining

That Council rescind Resolution No. CM20120911.1009 being a resolution authorizing the Ad-Hoc Annexation Review Committee.

**Carried Unanimously**

## **Appointment of Chairperson - Local Assessment Review Board (LARB) and Composite Assessment Review Board (CARB)**

### **Resolution # CRM20191022.1013**

Moved by Councillor Vining

That Council appoint Councillor Buckle as the Chairperson to the Local Assessment Review Board (LARB) for a one (1) year term to expire October 2020.

**Carried Unanimously**

### **Resolution # CRM20191022.1014**

Moved by Councillor Vining

That Council appoint Councillor Buckle as the Chairperson to the Composite Assessment Review Board (CARB) for a one (1) year term to expire October 2020.

**Carried Unanimously**

## **Cold Lake Combative Sports Commission Resignation**

### **Resolution # CRM20191022.1015**

Moved by Councillor Lay

That Council accept, with regret, the resignation of Mr. Calvin Rideout from the Cold Lake Combative Sports Commission effective immediately.

**Carried Unanimously**

## **Request for Funding - Men's Shed - October 8, 2019 Delegation**

### **Resolution # CRM20191022.1016**

Moved by Councillor Grau

That Council accept the Men's Shed delegation presentation made at the October 8, 2019 regular meeting of Council as information, and consider their request for funding in the amount of \$25,000.00 during the 2020 budget deliberations.

**Carried Unanimously**

## **COMMITTEE REPORTS**

### **Minutes November 15, 2018 Water North Coalition**

Information.

### **Minutes January 24, 2019 Water North Coalition**

Information.

### **Minutes March 18, 2019 Northern Alberta Mayors and Reeves Caucus**

Information.

### **Minutes May 16, 2019 Water North Coalition**

Information.

### **Minutes June 10, 2019 Family and Community Support Services Advisory Committee**

Information.

### **Minutes June 27, 2019 Alberta Hub**

Information.

### **Minutes July 23, 2019 Alberta Hub**

Information.

### **Minutes July 25, 2019 Water North Coalition**

Information.

### **Minutes September 18, 2019 Recreation and Culture Advisory Committee**

Information.

## **COUNCIL HIGHLIGHTS/ REPORTS**

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

## **NOTICES OF MOTION /PROCLAMATIONS/ ANNOUNCEMENTS**

### **Oath of Office Deputy Mayor Lefebvre November 1, 2019 - June 30, 2020**

Mayor Copeland administered the Oath of Office of Deputy Mayor for the period of November 1, 2019 - June 30, 2020 to Councillor Lefebvre.

### **World Town Planning Day - November 8, 2019**

Mayor Copeland proclaimed November 8, 2019 as World Town Planning Day in the City of Cold Lake.

### **Family Violence Prevention Month - November 2019**

Mayor Copeland proclaimed November 2019 as Family Violence Prevention Month in the City of Cold Lake.

## **QUESTIONS**

Councillor Buckle noted that the grass on the west side right-of-way of English Bay road, up to the hospital road turn off, never got cut all year.

Chief Administrative Officer K. Nagoya advised that he thought the area in question was contracted out, but that he would follow up.

Councillor Buckle queried about the status of the street lights along hospital road?

General Manager of Infrastructure Services A. Khan advised that he had talked with the contractors and they advised that the lights would be completed soon noting that they (the contractor) currently have five (5) other ongoing projects in Cold Lake. General Manager of Infrastructure Services A. Khan advised that he would follow up with Council.

Councillor Buckle queried if the Christmas ornaments along the highway were always installed on every second light standard?

General Manager of Community Services G. Barnes advised that as the highway speed slows down, ornaments are installed on every light standard, but are installed on every second light standard at higher speed limits.

Councillor Vining asked for a follow up on his email with respect to the emptying of the recycling bins on the weekends.

General Manager of Infrastructure Services A. Khan advised that the recycling bins are emptied on Saturdays, but not Sundays. The City will monitor and adjust accordingly noting that additional bins can be added as required.

Councillor Vining queried if the south side recycling bins are used more often than the Energy Centre ones?

General Manager of Infrastructure Services A. Khan stated that it is too early in the program to tell.

Councillor Vining noted his concern that the Energy Centre recycling bins are set up very awkwardly.

Mayor Copeland suggested that as it is awkward for residents to have to walk around the bins; that Administration flip the bins around and the truck can go around for emptying.

Mayor Copeland queried where to put glass jars?

General Manager of Infrastructure Services A. Khan advised that glass is becoming a non-accepted commodity noting that if glass is placed in the bins, the glass will break when the bins are flipped for emptying.

Councillor Grau queried if businesses want to change their use of plastic bottles to glass bottles will they have to take them directly to the bottle depot?

General Manager of Infrastructure Services A. Khan advised that the bottle depot will accept glass bottles.

General Manager of Infrastructure Services A. Khan advised that the City has received 47 tonnes of recycling since the October 1, 2019 start-up date.

Mayor Copeland queried if the paving from 16th to the Energy Centre was completed?

General Manager of Infrastructure Services A. Khan advised that the paving is completed.

### **Resolution # CRM20191022.1017**

Moved by Councillor Lay

That the meeting be recessed at this time being 7:42 p.m., and reconvened at the call of the Chair.

**Carried Unanimously**

Mayor Copeland reconvened the meeting at this time being 7:52 p.m.

## **IN CAMERA**

### **Yearly Member-at-Large Appointments**

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

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

- FOIP Section 17, Disclosure harmful to personal privacy

**Resolution # CRM20191022.1018**

Moved by Councillor Lefebvre

That the meeting go "In-Camera" at this time being 7:52 p.m., pursuant to Section 197(2) of the Municipal Government Act, 2000, Chapter M-26 and amendments thereto, and Division 2 of Part 1 of the Freedom of Information & Protection of Privacy Act, Revised Statutes of Alberta 2000, Chapter F-25 and amendments thereto, to discuss Privileged Information with regard to Yearly Member-at-Large Appointments.

**Carried Unanimously**

**Resolution # CRM20191022.1019**

Moved by Councillor Vining

That the meeting come "Out-of-Camera" at this time being 8:15 p.m.

**Carried Unanimously**

**Resolution # CRM20191022.1020**

Moved by Councillor Vining

That Council re-appoint/appoint members-at-large as follows:

- Re-appoint Darren Robson to the Cold Lake Library Board for a three (3) year term to expire October 2022
- Re-appoint Cynthia Sloychuk to the Cold Lake Library Board for a three (3) year term to expire October 2022
- Re-appoint Chris Holoboff to the Cold Lake Recreation & Culture Advisory Committee for a one (1) year term to expire October 2020
- Re-appoint Lorie Jacobsen to the Cold Lake Recreation & Culture Advisory Committee for a two (2) year term to expire October 2021
- Re-appoint Edward Machtmes to the Cold Lake Recreation & Culture Advisory Committee for a two (2) year term to expire October 2021
- Re-appoint Gary Bartman to the Subdivision & Development Appeal Board for a two (2) year term to expire October 2021
- Re-appoint Rob Brassard to the Subdivision & Development Appeal Board for a two (2) year term to expire October 2021
- Re-appoint Code Clements to the Subdivision & Development Appeal Board for a two (2) year term to expire October 2021
- Appoint Bernard Antle to the Combative Sports Commission for a one (1) year term to expire October 2020

- Appoint Ryan McNabb to the Combative Sports Commission for a one (1) year term to expire October 2020
- Appoint Lisa Borowitz to the Community Grant Advisory Committee for a two (2) year term to expire 2021
- Appoint Lorie Jacobsen to the Community Grant Advisory Committee for a two (2) year term to expire 2021
- Appoint Craig Konechny to the Community Grant Advisory Committee for a two (2) year term to expire 2021
- Appoint Edward Machtmes to the Community Grant Advisory Committee for a two (2) year term to expire 2021
- Appoint Alysha Hudson to the Library Board for a one (1) year term to expire October 2020

**Carried Unanimously**

**City Land Available for Sale - 4722-69 Avenue (Lot 8, Block 1, Plan 182-2733)**

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

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

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

**Resolution # CRM20191022.1021**

Moved by Councillor Buckle

That the meeting go "In-Camera" at this time being 8:15 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 City Land Available for Sale - 4722-69 Avenue (Lot 8, Block 1, Plan 182-2733).

**Carried Unanimously**

**Resolution # CRM20191022.1022**

Moved by Councillor Vining

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

**Carried Unanimously**

**Legal - 4 Wing Cold Lake Golf and Winter Club**

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

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

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

**Resolution # CRM20191022.1023**

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 Legal - 4 Wing Cold Lake Golf and Winter Club.

**Carried Unanimously**

**Resolution # CRM20191022.1024**

Moved by Councillor Grau

That the meeting come "Out-of-Camera" at this time being 8:53 p.m.

**Carried Unanimously**

General Manager of Corporate Services L. Mortenson, General Manager of Infrastructure Services A. Khan, General Manager of Planning & Development Services H. Pinnock, General Manager of Community Services G. Barnes, Manager of Strategic Initiatives A. Serba, and Executive/Recording Secretary C. Reimer left the meeting at this time being 8:54 p.m.

### **Agreement - Improvement District (ID) No. 349**

Present: Mayor Copeland, Councillors Buckle, Grau, Lay, Lefebvre, and Vining, and Chief Administrative Officer K. Nagoya.

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

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

### **Resolution # CRM20191022.1025**

Moved by Councillor Grau

That the meeting go "In-Camera" at this time being 8:57 p.m., pursuant to Section 197(2) of the Municipal Government Act, 2000, Chapter M-26 and amendments thereto, and Division 2 of Part 1 of the Freedom of Information & Protection of Privacy Act, Revised Statutes of Alberta 2000, Chapter F-25 and amendments thereto, to discuss Privileged Information with regard to an Agreement - Improvement District (ID) No. 349.

**Carried Unanimously**

### **Resolution # CRM20191022.1026**

Moved by Councillor Lay

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

**Carried Unanimously**

**ADJOURNMENT**

**Resolution # CRM20191022.1027**

Moved by Councillor Vining

That the meeting be adjourned at this time being 9:18 p.m.

**Carried Unanimously**

---

Mayor

---

Chief Administrative Officer



## STAFF REPORT

**Title:** Alberta Public Works Association (APWA) - Alberta Chapter - Garry Webster

**Meeting Date:** November 12, 2019

---

**Executive Summary:**

Delegation - Alberta Public Works Association's (APWA) - Alberta Chapter - President Garry Webster

Presentation of:

- APWA Award - 2019 Public Works Week Celebrations - Large Community
- APWA Award - 2019 Commendation for Exemplary Service to Public Works  
Elected Official Mayor Copeland

**Background:**

**Alternatives:**

**Recommended Action:**

Type the recommendation here

**Budget Implications (Yes or No):**

No

**Submitted by:**

Kevin Nagoya, Chief Administrative Officer



City of  
Cold Lake

## Delegation Application

To: The Office of the Chief Administrative Officer

I/We, APWA - Alberta Chapter (403) 990-2792 I/We, \_\_\_\_\_  
(Name) (Telephone Number) (Name) (Telephone Number)

Mailing Address \_\_\_\_\_

E-mail Address Jeannette Austin <admin@publicworks.ca>

request to appear as a delegation before Cold Lake City Council at a meeting to be held on November 12, 2019.

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

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

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

Awards Presentation:

- Public Works Week Celebrations 2019 – large community
- Contributions to APWA – Elected Official (Mayor Copeland)

\* 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 24/10/19

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](mailto:creimer@coldlake.com)

Form 11-00-06

FOR INTERNAL USE ONLY

Request Approved by [Signature]

Date Approved for Nov. 12/19

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:** Cold Lake RCMP Detachment - Staff Sgt. Buchanan

**Meeting Date:** November 12, 2019

---

**Executive Summary:**

Delegation - Cold Lake RCMP Detachment S/Sgt. Scott Buchanan

Power Point Presentation

- 2019/2020 2<sup>nd</sup> Quarter Stats (July, August, and September)
- Addressing any issues, comments, or concerns that Mayor and Council may have

**Background:**

**Alternatives:**

**Recommended Action:**

Type the recommendation here

**Budget Implications (Yes or No):**

No

**Submitted by:**

Kevin Nagoya, Chief Administrative Officer



## Delegation Application

**To: The Office of the Chief Administrative Officer**

I/We, Scott Buchanan 780-782-7829 I/We, \_\_\_\_\_  
(Name) (Telephone Number) (Name) (Telephone Number)

Mailing Address 4710-55 Street Cold Lake T9M 1N4

E-mail Address scott.buchanan@rcmp-grc.gc.ca

request to appear as a delegation before Cold Lake City Council at a meeting to be held on November 12, 2019.

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

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

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

RCMP Quarterly Report covering July, August, September.

Power Point Presentation with Crime Stats and Police Activity. This PPT is not yet completed; however, will be forwarded 1 week in advance.

S/Sgt. Scott BUCHANAN  
Detachment Commander  
Cold Lake RCMP

\* 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 2019.10.04.

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

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# COLD LAKE RCMP

2019/2020 2<sup>nd</sup> Quarter Stats

July, August, September

# 2019/2020 Quarter 2

Q2 (July, August, September) and YTD (April - September)

|                     | CITY OF<br>COLD LAKE |             | MD OF<br>BONNYVILLE |            | COLD LAKE FIRST<br>NATIONS |            | ELIZABETH METIS<br>SETTLEMENT |            |
|---------------------|----------------------|-------------|---------------------|------------|----------------------------|------------|-------------------------------|------------|
|                     | Q2                   | YTD         | Q2                  | YTD        | Q2                         | YTD        | Q2                            | YTD        |
| Assault             | 44                   | 91          | 11                  | 16         | 21                         | 36         | 0                             | 3          |
| Break and Enter     | 36                   | 87          | 14                  | 32         | 7                          | 12         | 2                             | 6          |
| Mischief            | 349                  | 693         | 41                  | 70         | 50                         | 93         | 11                            | 18         |
| Theft Under \$5000  | 123                  | 243         | 7                   | 24         | 9                          | 14         | 1                             | 3          |
| TOTAL PERSONS       | 149                  | 284         | 30                  | 47         | 34                         | 71         | 8                             | 16         |
| TOTAL PROPERTY      | 577                  | 1184        | 90                  | 180        | 80                         | 139        | 23                            | 49         |
| TOTAL TRAFFIC       | 300                  | 652         | 158                 | 321        | 28                         | 47         | 8                             | 27         |
| TOTAL OTHER CC      | 234                  | 437         | 33                  | 63         | 26                         | 54         | 16                            | 26         |
| TOTAL DRUG OFFENCES | 16                   | 36          | 4                   | 7          | 4                          | 4          | 1                             | 1          |
| <b>TOTAL</b>        | <b>1276</b>          | <b>2593</b> | <b>315</b>          | <b>618</b> | <b>172</b>                 | <b>315</b> | <b>56</b>                     | <b>119</b> |

RCMP-GRC



# CALLS FOR SERVICE

*Quarter 2 YTD (April 1 - September 30)*

| 2018 | 2019 |
|------|------|
| 4648 | 5330 |

# MUNICIPAL

## COLD LAKE DETACHMENT

|         | 2013  | 2014  | 2015  | 2016  | 2017  | 2018  |
|---------|-------|-------|-------|-------|-------|-------|
| CC/RM   | 109.4 | 112.7 | 114.9 | 118.6 | 117.1 | 104.7 |
| CSI     | 114.6 | 119.9 | 102.3 | 135.1 | 153   | N/A   |
| CC/1000 | 130.1 | 124.2 | 124.7 | 126.9 | 131.1 | 115.5 |
| PPR     | 840   | 907   | 921   | 935   | 893   | 906   |

## COMPARISON OF 12 DETACHMENTS

*with similar populations*

|         | 2013 | 2014 | 2015 | 2016  | 2017  | 2018 |
|---------|------|------|------|-------|-------|------|
| CC/RM   | 73   | 73   | 81   | 82    | 89    | 87   |
| CSI     | 90   | 91   | 100  | 99    | 107   | 103  |
| CC/1000 | 83.5 | 86.9 | 96.8 | 101.7 | 109.5 | N/A  |
| PPR     | 805  | 804  | 812  | 827   | 835   | 846  |

# PROVINCIAL

## COLD LAKE DETACHMENT

|         | 2013  | 2014  | 2015  | 2016  | 2017  | 2018  |
|---------|-------|-------|-------|-------|-------|-------|
| CC/RM   | 155.5 | 126.9 | 115.6 | 105.9 | 105.8 | 106.7 |
| CSI     | 190.5 | 212.2 | 186.8 | 188.5 | 194.7 | N/A   |
| CC/1000 | 153.7 | 177.5 | 153   | 133.1 | 126.6 | 121.8 |
| PPR     | 1012  | 715   | 755   | 795   | 836   | 876   |

## COMPARISON OF 12 DETACHMENTS *with similar populations*

|         | 2013  | 2014  | 2015  | 2016  | 2017  | 2018 |
|---------|-------|-------|-------|-------|-------|------|
| CC/RM   | 83    | 83    | 94    | 94    | 99    | 96   |
| CSI     | 96    | 99    | 111   | 111   | 116   | 111  |
| CC/1000 | 101.4 | 109.1 | 133.4 | 139.5 | 142.9 | N/A  |
| PPR     | 857   | 835   | 846   | 847   | 855   | 866  |

# POLICE DOG SERVICE

*2019/2020 Quarter 2 (July, August, September) and YTD (January - September)*

| POLICE DOG SERVICE          |    |     |
|-----------------------------|----|-----|
|                             | Q2 | YTD |
| Total Files                 | 87 | 255 |
| Total Captures in Cold Lake | 7  | 33  |
| Total Captures              | 45 | 117 |

# ANNUAL PERFORMANCE PLAN

## *Quarter 2*

| TRAFFIC SAFETY                                               | Q2 | YTD | TARGET |
|--------------------------------------------------------------|----|-----|--------|
| Violations as a result of Check stops                        | 0  | 0   | 48     |
| Joint Forces Operations: Check stops, Enhanced Patrols       | 10 | 14  | 24     |
| Enhanced Patrol Contacts: Charges/Written Warning/Education  | 15 | 17  | 24     |
| CRIME REDUCTION STRATEGY                                     | Q2 | YTD | TARGET |
| Results with Prolific/Priority Offenders                     | 22 | 50  | 36     |
| Results from Drug Investigations (charged persons)           | 29 | 39  | 24     |
| COMMUNITY ENGAGEMENT                                         | Q2 | YTD | TARGET |
| Meet with Community twice over the year: Town Halls          | 1  | 1   | 2      |
| Meet with and determine 2 Top Priorities of stakeholders     | 2  | 2   | 2      |
| Community Interaction: Positive Contacts                     | 38 | 89  | 270    |
| Formal/Informal Meetings with Working and Community Partners | 21 | 62  | 65     |

# ANNUAL PERFORMANCE PLAN continued

## *Quarter 2*

| EMPLOYEE WELLNESS                                      | Q2 | YTD | TARGET |
|--------------------------------------------------------|----|-----|--------|
| Encourage Employee Wellness                            | 6  | 10  | 24     |
| Mental Health Educational Opportunities                | 2  | 3   | 4      |
| Office Fitness Activities/Challenges                   | 2  | 3   | 30     |
| INDIGENOUS POLICING                                    | Q2 | YTD | TARGET |
| Proactive Patrols: Visibility/Prevention               | 20 | 25  | 120    |
| Positive Community Engagement: Education/Attend Events | 30 | 66  | 60     |
| Cultural Awareness and Education Opportunities         | 8  | 9   | 6      |



# Questions



## STAFF REPORT

**Title:** Cold Lake Seniors' Society - Ray Coates and Jeanette Laforce

**Meeting Date:** November 12, 2019

---

**Executive Summary:**

Delegation - Cold Lake Seniors' Society Director Ray Coates, Treasurer Jeannette Laforce, and Director Roger Baker

Letter

Beliefs and Mission Statement

Financial Budget for Programming

November 2019 Newsletter

November 2019 Calendar

**Background:**

**Alternatives:**

**Recommended Action:**

Type the recommendation here

**Budget Implications (Yes or No):**

No

**Submitted by:**

Kevin Nagoya, Chief Administrative Officer



City of Cold Lake

## Delegation Application

To: The Office of the Chief Administrative Officer

I/We, Ray Coates 780-594-4293 I/We, Jeanette Laforce 780-594-4336  
(Name) (Telephone Number) (Name) (Telephone Number)

Mailing Address Po Box 1416 Cold Lake, Alberta T9M 1P3

E-mail Address coldlake@telus.net

request to appear as a delegation before Cold Lake City Council at a meeting to be held on November 12, 2019.

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

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

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

Letter

financial Budget for programming

News letter and Calendar

Mission Statement

Also in attendance Roger Baker 780-201-8807

\* 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 Ray Coates Date Nov. 6, 2019

Signed Jeanette Laforce 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 Nov. 12/19

cc: \_\_\_\_\_

☐ Other

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*Cold Lake Seniors' Society*  
1301- 8 Avenue,  
Cold Lake, AB T9M 1P3  
780-639-0065 Email: [coldlake@telus.net](mailto:coldlake@telus.net)

City of Cold Lake  
5513 – 48 Avenue  
Cold Lake, AB T9M 1A1  
Re: Delegation Application

November 6, 2019

Dear Mr. Kevin Nagoya CAO

The Cold Lake Seniors' Society owns and operates the Cold Lake Seniors' Centre which provides a safe environment for our seniors, where they can socialize, meet new friends and enhance their mental, emotional and physical health through recreational and social activities. The Seniors Centre alone engages an average of up to 130 people per week, whether it's for our daily programming, dropping in for coffee, people looking for information, purchasing tickets for our special events or inquiring about renting the hall or office space.

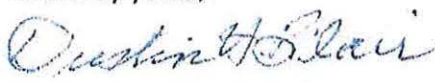
We are also home to several business and community services. The building is a hub of activity and see a lot of daily traffic. The building is aging and although the society has invested a lot of time and money already in repairs and renovating, there is still so much to be done. We have formed a capital planning committee to help us address and prioritize our projects. The larger projects are costly but necessary. We have a financial plan to meet our programming budget and any emergency repairs that may be required, i.e.: immediate replacement of the buildings heating system or addressing some of the smaller renovations. For the larger more expensive projects like the parking lot and side walk replacement, alarm system upgrade, chair lift installation we are actively seeking grants or other financial assistance.

The seniors Society is doing well with 326 members; 50 of which are from the MD of Bonnyville or surrounding area. Over 1/3 is very active, approximately 1/3 comes on an occasional basis and the remainder are inactive however like to maintain their membership and receive our monthly Newsletter.

Attached is the Society's most recent financial statement.

The Seniors Society appreciates council's interest and ongoing support in our organization, and is extremely grateful for being entrusted with the ownership and management of the building which is so important to a lot of people in our community.

Sincerely yours,

  
Dustin Blair, Vice-President

  
Jeanette Laforce, Treasurer

## **Cold Lake Seniors' Society**

### **Beliefs:**

The City of Cold Lake is made up of 8% of its population are seniors and the MD of Bonnyville is made up of 14% of its population are seniors. There were two senior organizations operating in Cold Lake and Grand Centre until 2006, when the two clubs amalgamated to form the Cold Lake Seniors' Society. We operate a senior's drop-in centre located at the Harbourview Community Center. We, the Cold Lake Seniors' Society feel that we have and can achieve additional effort on behalf of the seniors in the City of Cold Lake and surrounding areas. A group of seniors cannot accomplish all of these needs that need to be done or could be done. Dedicated and personable staff support is needed to sustain in the accomplishment of our goals and priorities.

### **Mission Statement:**

The purpose of the **Cold Lake Seniors' Society** is to provide recreational, health, social and educational related programs for the seniors from Cold Lake and surrounding areas. The society has established and operates a drop-in centre which provides a safe meeting place and forum to discuss the issues affecting seniors. We advocate for better programs in addition to services for individuals and groups.

|    | A                                      | B                              | C | D      | E                        | F                                            | G                 | H      | I     |
|----|----------------------------------------|--------------------------------|---|--------|--------------------------|----------------------------------------------|-------------------|--------|-------|
| 1  |                                        | <b>2019 Programming Budget</b> |   |        | <b>&amp; Projections</b> |                                              |                   |        |       |
| 2  | <b>Mar-19</b>                          |                                |   |        |                          | Sep-19                                       |                   |        |       |
| 3  | <b>Elk Point Dinner Theater</b>        |                                |   | Income | Cost                     | <b>Horse Shoe Tournament</b>                 |                   |        |       |
| 4  |                                        | Seniors Paid                   |   | 2115   |                          |                                              |                   | Income | Cost  |
| 5  |                                        | Tickets                        |   |        | 2160                     | Income                                       |                   | 75     |       |
| 6  |                                        | Bus                            |   |        | 815                      | Food                                         |                   |        | 72    |
| 7  |                                        | Balance                        |   |        | -860                     | Balance                                      |                   |        | 3     |
| 8  | <b>Mar-19</b>                          |                                |   |        |                          |                                              |                   |        |       |
| 9  | <b>Bonspiel</b>                        |                                |   |        |                          | Sep-19                                       |                   |        |       |
| 10 |                                        | Income                         |   | 1110   |                          | <b>BBQ</b>                                   |                   |        |       |
| 11 |                                        | Food, etc                      |   |        | 152                      | Income                                       |                   | 2320   |       |
| 12 |                                        | Balance                        |   |        | 958                      | Food                                         |                   |        | 732   |
| 13 | <b>Feb-19</b>                          |                                |   |        |                          | Music                                        |                   |        | 1200  |
| 14 | <b>Senior Games</b>                    |                                |   |        |                          | door prize                                   |                   |        | 30    |
| 15 |                                        | Income                         |   | 980    |                          | total                                        |                   | 2320   | 1962  |
| 16 |                                        | Food                           |   |        | 448                      | Balance                                      |                   |        | 358   |
| 17 |                                        | Balance                        |   |        | 532                      |                                              |                   |        |       |
| 18 | <b>Jun-19</b>                          |                                |   |        |                          | <b>Nov 2019 Bonspiel Projection</b>          |                   |        |       |
| 19 | <b>Senior Week</b>                     |                                |   |        |                          | Income                                       |                   | 1110   |       |
| 20 |                                        | Dinner                         |   | 3610   |                          | Food                                         |                   |        | 300   |
| 21 |                                        | FCSS Grant                     |   | 2000   |                          | Balance                                      |                   |        | 810   |
| 22 |                                        | Dinner                         |   |        | 5151                     |                                              |                   |        |       |
| 23 |                                        | Music                          |   |        | 500                      | <b>2019 Christmas Party Projection (200)</b> |                   |        |       |
| 24 |                                        | Arts & Craft                   |   |        | 200                      | Income                                       |                   | 5000   |       |
| 25 |                                        | Luncheon                       |   |        | 145                      | Food                                         |                   |        | 5486  |
| 26 |                                        | Misc                           |   |        | 26                       | Music                                        |                   |        | 1500  |
| 27 |                                        | Totals                         |   | 5610   | 6022                     | Décor; misc                                  |                   |        | 300   |
| 28 |                                        | Balance                        |   |        | -412                     | Balance                                      |                   |        | -2186 |
| 29 | <b>Jul-19</b>                          |                                |   |        |                          |                                              |                   |        |       |
| 30 | <b>Canada Day</b>                      |                                |   |        |                          | <b>Ongoing Programs</b>                      |                   |        |       |
| 31 |                                        | Income                         |   | 2175   |                          | Long Term Care- Cakes                        |                   |        |       |
| 32 |                                        | Income- City of CL             |   | 1000   |                          | 5 @\$35.= 780.00                             |                   |        |       |
| 33 |                                        | Food & Expenses                |   |        | 1595                     | Arts & Crafts                                |                   |        |       |
| 34 |                                        | Balance                        |   |        | 1580                     | Bingo & Bingo prizes                         |                   |        |       |
| 35 | <b>Aug-19</b>                          |                                |   |        |                          | Floor Curling                                |                   |        |       |
| 36 | <b>Blueberry Fest- St. Walburg, SK</b> |                                |   |        |                          | Crib tournaments montly                      |                   |        |       |
| 37 |                                        | Income                         |   | 640    |                          | Exercise w/ instructor                       |                   |        |       |
| 38 |                                        | Bus                            |   |        | 1024                     | Line Dancing w/ instructor                   |                   |        |       |
| 39 |                                        | Balance                        |   |        | -384                     | Friday Crib                                  |                   |        |       |
| 40 | <b>Sep-19</b>                          |                                |   |        |                          | Bridge                                       |                   |        |       |
| 41 | <b>AB Fun Day</b>                      |                                |   |        |                          | Carpet Bowling                               |                   |        |       |
| 42 |                                        | Income                         |   | 1240   |                          | Euchre                                       | Summer Horse Shoe |        |       |
| 43 |                                        | Food                           |   |        | 244                      | Jamborees monthly                            |                   |        |       |
| 44 |                                        | Balance                        |   |        | 996                      | Soup & Sandwich montly                       |                   |        |       |
| 45 | <b>done Oct 31, 2019</b>               | <i>Jeanette</i>                |   |        |                          | Birthday Potlucks montly                     |                   |        |       |



## Cold Lake Seniors' Society

1301-8th Ave Cold Lake, Alberta

780-639-0065 email: [coldlake@telus.net](mailto:coldlake@telus.net)

[www.coldlakeseniorsociety.com](http://www.coldlakeseniorsociety.com)

### NEWSLETTER & EVENTS CALENDAR



I have never known the reality of war, aside from what I see on the evening news. I am however aware that war rages on in some other part of the world, in some other town. Perhaps you have seen war first hand, lived it and wear the battle scars. November 11th is a day people stop and remember who was lost, what was gained, maybe some of you remember everyday. I have never known the reality of war, for which I am grateful for.

November 11th show your support by taking a moment of silence or by attending the Remembrance Day Ceremony at the Energy Centre @ 10:30 am

#### SENIORS SOCIETY ANNUAL CHRISTMAS PARTY

DECEMBER 14TH, 2019

COCKTAILS 5:30 PM SUPPER 6:00 PM

LIVE BAND AND DANCE TO FOLLOW

\$25.00 PER TICKET

TICKETS SELL FAST SO DON'T DELAY

#### FLOOR CURLING BONSPIEL

November 9th, 2019 @ 9:00 am

Lunch and refreshments  
provided 50/50 draw and  
cash prizes

Team Pre-register

Spectators Welcome

#### Painting Class

Monday November 18th,  
2019 11: am—1:00 pm  
All material provided  
Pre-registration \$10.00



Next Jamboree November 3rd 1:00 pm  
here at the Seniors Centre. Great  
music, dancing and lunch for \$5.00  
Everyone is welcome—Bring your  
dancing shoes, bring an instrument  
the stage is open...



BOARD MEETING NOVEMBER 6TH 2019 @ 10:00 AM

GENERAL MEETING NOVEMBER 13TH @ 11:00 AM

GUEST SPEAKER: OPTOMETRIST DR. HAMDEE HOUCHEIMI

FOLLOWED BY SOUP AND SANDWICH @ 12:00 PM

#### CRIBBAGE TOURNAMENT NOVEMBER 13TH @ 1:00 PM

\$5.00 ENTRY FEE \* FOOD \* REFRESHMENTS \* CASH PRIZES \* 50/50 DRAW

CONGRATULATIONS TO LAST MONTHS WINNERS HELEN RUNKE & HELEN FLAMING

#### Hours of Operation

Monday thru Friday from 9:00 am to 4:00 pm

YES WE ARE OPEN REMEMBRANCE DAY

## MEMBERS BIRTHDAYS IN NOVEMBER

Valerie Bauerfind  
Barry Baumgardner  
Madeline Boisvert  
Basil Bouvette  
Peter Briere  
Evelyn Drake  
Rene Dufour  
Joyce Duncan  
Erica Ellenwood

Helen Flaming  
Kim Fraser  
Jeff Gay  
James Hollingshead  
Darrell Jensen  
Ron Kucy  
Richard Lasouski  
Remi Lirette  
Shirley Matzanke

Larry Melanchuck  
Marion Neumann  
Don Nuttal  
Doris Rieder  
Glen Saur  
Shirley Simpson  
Kathleen Smith  
Joanne Lee Spicer  
Michaela Staples  
Marlene Ward

Birthday



November  
27th  
5:00 pm  
Bring a dish,  
enjoy live  
music

The Cold Lake Seniors Society is a volunteer driven organization. Most of the weekly programs and special events are organized, set up and delivered by the members of the seniors society themselves. We are looking for volunteers for the weekly cribbage game and someone to lead a few arts and craft projects. In addition to the position of President, there are also openings for directors. The seniors society has been successful because of the continual efforts of the membership and of course I am here to help. Please let us know if you would like to offer your time. 2020 Memberships are available.. You must have renewed your membership prior to December 20th, 2019 in order to exercise your voting privileges in the next February Election.



November 3rd Daylight Saving time ends  
For Alberta Residents. Set clocks back 1 hour.

*The arrival of winter may not be cause for laughter  
but often it offers something beautiful ~*



10 Benefits of Laughter - A sense of humour is a great quality worth cultivating. In his book "Anatomy of an Illness" Norman Cousins recounts his healing journey and demonstrates that laughter and loving care is the best medicine. Laughter promotes good health in the following ways:

1. Reduces tension
2. Promotes co-operation
3. Build trust
4. Inspires a positive outlook
5. Removes barriers between people
6. Increases motivation
7. Improves memory
8. Enhance the immune system
9. Lowers Blood Pressure
10. Improves alertness and creativity.


*Any tyrant can make men and woman weep, but it takes a genius  
to make them laugh.*



# November 2019



COLD LAKE SENIORS' SOCIETY (780) 639-0065

| SUN                   | Mon                                                                                                                                                                    | Tue                                                 | Wed                                                                            | Thu                                                           | Fri                                                  | Sat                            |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|--------------------------------------------------------------------------------|---------------------------------------------------------------|------------------------------------------------------|--------------------------------|
|                       |                                                                                                                                                                        |                                                     |                                                                                |                                                               | 1<br>Pool 11:30<br>Crib 1:00<br>Cook Book Club 12:00 | 2                              |
| 3<br>Jamboree 1:00 pm | 4<br>Fitness Class 9:30<br>Arts & Crafts 9:30                                                                                                                          | 5<br>Pool 11:30<br>Line Dancing 1:00<br>Bingo 1:30  | 6<br>Board Meeting 10:00<br>Euchre 1:00                                        | 7<br>No Fitness Class<br>Floor Curling 1:00<br>Bridge 1:00    | 8<br>Pool 11:30<br>Crib 1:00                         | 9<br>Floor Curling<br>Bonspiel |
| 10                    | 11 Yes we are<br>open <br>Remembrance Day<br>Fitness Class 9:30<br>Arts & Crafts 9:30 | 12<br>Pool 11:30<br>Line Dancing 1:00<br>Bingo 1:30 | 13<br>General Meeting 11:00<br>Soup & Sandwich<br>Noon<br>Crib Tournament 1:00 | 14<br>Fitness Class 9:30<br>Floor Curling 1:00<br>Bridge 1:00 | 15<br>Pool 11:30<br>Crib 1:00                        | 16                             |
| 17                    | 18<br>Fitness Class 9:30<br>Arts & Crafts 9:30<br>Painting Class 11:00<br>pre-register \$10                                                                            | 19<br>Pool 11:30<br>Line Dancing 1:00<br>Bingo 1:30 | 20<br>Euchre 1:00<br>Foot Clinic                                               | 21<br>Fitness Class 9:30<br>Floor Curling 1:00<br>Bridge 1:00 | 22<br>Pool 11:30<br>Crib 1:00                        | 23                             |
| 24                    | 25<br>Fitness Class 9:30<br>Arts & Crafts 9:30                                                                                                                         | 26<br>Pool 11:30<br>Line Dancing 1:00<br>Bingo 1:30 | 27<br>Euchre 1:00<br>Pot Luck 5:00 pm                                          | 28<br>Fitness Class 9:30<br>Floor Curling 1:00<br>Bridge 1:00 | 29<br>Pool 11:30<br>Crib 1:00<br>Mexican Train 7:00  | 30                             |



## STAFF REPORT

**Title:** Cold Lake Library Board - Darren Robson and Jeannette Hatta

**Meeting Date:** November 12, 2019

---

**Executive Summary:**

Delegation - Cold Lake Library Board Treasurer Darren Robson and Board Member Jeannette Hatta  
Library Director Leslie Price (in gallery)

**Background:**

**Alternatives:**

**Recommended Action:**

Type the recommendation here

**Budget Implications (Yes or No):**

No

**Submitted by:**

Kevin Nagoya, Chief Administrative Officer



To: The Office of the Chief Administrative Officer

I/We, Darren Robson (Name) (Telephone Number) I/We, Hestie Price (Name) (Telephone Number) (780) 594-7428

Mailing Address 5513 B - 48<sup>th</sup> Ave Cold Lake

E-mail Address director@library.coldlake.ab.ca

request to appear as a delegation before Cold Lake City Council at a meeting to be held on Nov. 12, 2019.

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

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

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

City of Cold Lake Library Board - Budget 2020 Request  
-Thumb drive to follow with entire presentation.

\* 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 17 Oct 19

Signed [Signature] Date 17 Oct 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 Nov. 12/19

cc: \_\_\_\_\_

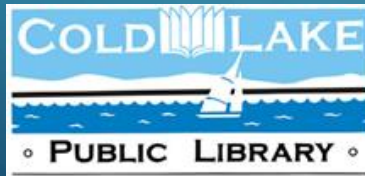
☐ Other

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.

# LIBRARIES IN THE CITY OF COLD LAKE

2020 BUDGET PRESENTATION

NOV 12, 2019



Building Dreams and Community  
At The City of Cold Lake Library

# LIBRARY BUDGET PRESENTATION

- Memberships and Circulation
- Program Highlights
- Coalitions and Testimonials
- Budget Expenses and Revenues

**Mission** - We spark learning and imagination for all through resources, programs, and staff, in an inclusive community space.

# MEMBERSHIPS

2018  
Memberships  
4962

Use your library  
card to access over  
10 million items  
from over 300  
libraries — for free!

2019  
Memberships  
4956 till  
September  
Projected 6600



# THE LIBRARY IS UTILIZED

- Walk In Traffic
- 36,549

2018



- Walk In Traffic
- 29,153

8 Months

43,729

Projected year end

2019



# CIRCULATION

**2018**

92,806

Year

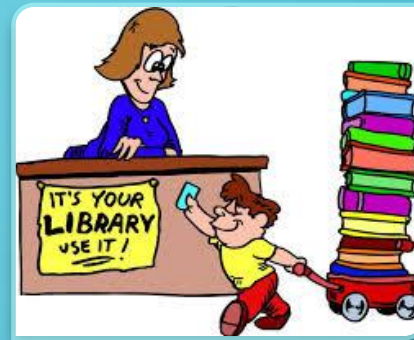
**2019**

108,492 (8 months)

162,738 (projected year-end)

Projected Increase

75%



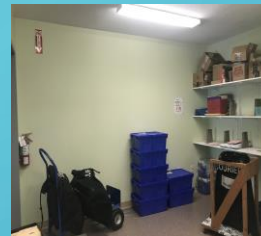
Patrons continue to use print books for some purposes and ebooks for other purposes.

The Library provides patrons with access to both Ebooks and Print. Ebooks stats continue to be about 10 per cent of Circulation numbers (but are not included in the stats on the left).

# INTER-LIBRARY LOANS

- 2018 Borrowed -33,514
- 2019 (9 months) -27,302
  - Projected for 2019 -36,400
- 2018 Lent -28,020
- 2019 (9 months) -21,778
  - Projected for 2019, -29,030

Increase → 3896 Items → 2019



# PUBLIC COMPUTER USAGE

With the increasing use of the Internet and online media to support political and social activities and provide access to news and current events across the country, access to the Internet becomes an important component of community life.

Public Computer  
Usage 2018  
6244

Public Computer  
Usage 2019  
8 months 4221  
Projected 6332

Public Computer  
Usage Remains  
Steady

As communities become more distributed and less based on geographic proximity, the library is helping those who might otherwise have no other access to online communities participate in an active way in our society

# PROGRAMS



**Reading to Cats**  
**Alberta Parks Presentation**  
**LICA Presentation**  
**Garden Tower**  
**Art Lessons**  
**Turtle Club**  
**Toastmasters**



# A Few of our New Services and Attractions

Librarian for a Day  
Opportunities



China our  
Library Turtle



Commissioner for Oaths



# Mosaic of Cultures

## Alberta Arts and Culture Grant





## POP UP INDIGENOUS SERVICES

- Continuing to strengthen relationships with our community partners at Cold Lake First Nations, Elizabeth Métis Settlement, and Cold Lake Native Friendship Centre
- Regular Pop Up Library Services currently offered at 3 locations, one of these locations is soon entering the 3rd year of service
- Working with our partner organizations to secure funding for meaningful projects including printing locally made self-published materials and bringing back author Richard Van Camp for further events based on community feedback
- 2019 stats (as of September): over 1600 items circulated; over 800 visits to the Pop Up Service, and 100 active patrons of all ages

# Coalitions



## Plus many more...

# Our Patrons Say...

I love my library because of the beautiful, friendly, happy staff. Always make the Cold Lake Library such a wonderful place to be. Always have so many creative incentives and programs for kids and adults. Thank you.

Can get any resources I need and help me with any project. My life is so much better with the library! Thank you.  
- Free for public use w/membership

Very welcoming staff. -Friendly, knowledgeable staff. -Access to many resources around province. -great, helpful programming -great selection of books and helpful staff. - friendly, helpful, great energy Thank you. Also LOVE POP UP Library. Great Kids books!!

Friendly + Accommodating Staff – Love that I can come with a book title or author's name and if they don't hold it here it can be found at another location and brought in – Really nice atmosphere, clean, comfy décor.

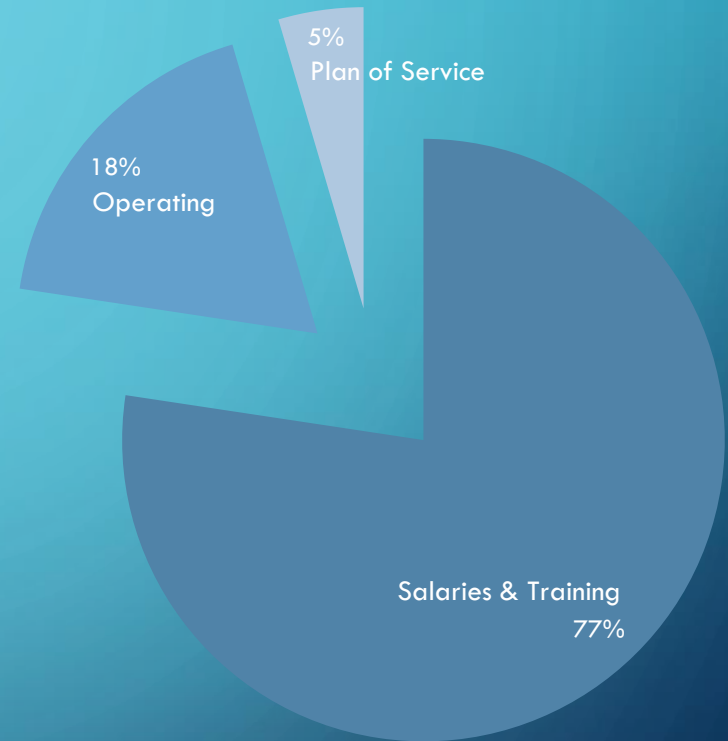
I love that I can order in books from other branches. It makes French books a lot more accessible.

No late fines when my kids fall so much in love with a book that it's hard to let go.

This library is the heart of the community.

## BUDGET 2019 EXPENSES

|                     | 2019      | 2020      |
|---------------------|-----------|-----------|
| Salaries & Training | \$515,505 | \$525,689 |
| Operating Costs     | \$121,650 | \$124,245 |
| Plan of Service     | \$24,100  | \$31,000  |
| TOTAL               | \$661,225 | \$680,934 |

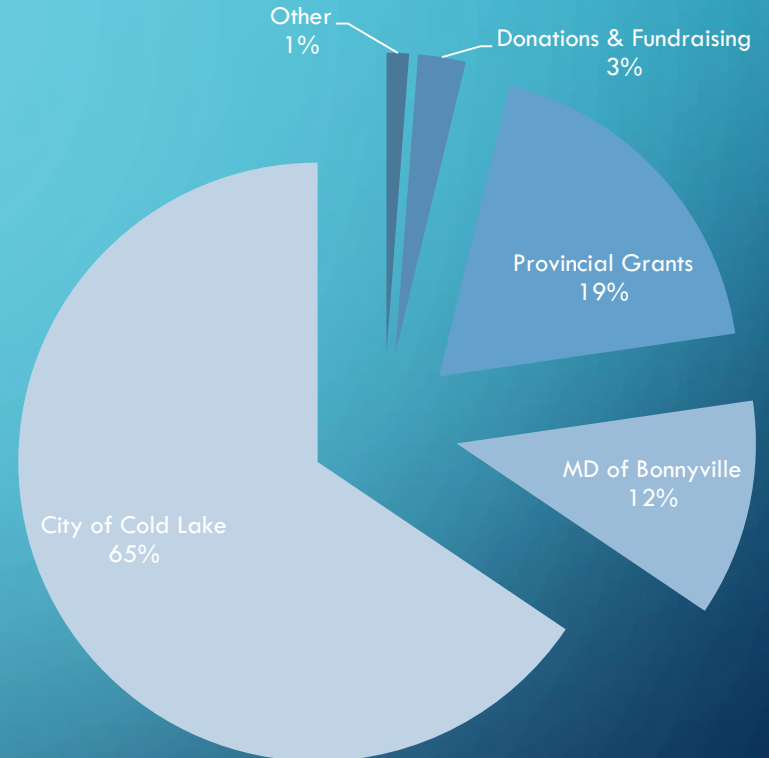


### HIGHLIGHTS

- 2.98% increase for 2020
- Increased opening hours at both branches
- Expected increase in dues to NLLS (province)
- Plan of Service category includes funding for Programs and Equipment

## BUDGET 2020 REVENUE

|                              | 2019                    | 2020                    |
|------------------------------|-------------------------|-------------------------|
| City of Cold Lake            | \$433,527<br>\$27.55 pc | \$445,486<br>\$28.31 pc |
| MD of Bonnyville             | \$73,494<br>\$18.00 pc  | \$79,790<br>\$21.60 pc  |
| Provincial Grants            | \$130,755               | \$128,597               |
| Donations & Fundraising      | \$14,000                | \$19,000                |
| Sales, Fines & Memberships * | \$10,700                | \$8,200                 |
| TOTAL                        | \$662,476               | \$681,073               |



- For Memberships, \$3000 funded by City and \$2000 funded by MD (requested)

## WITH AN INCREASE IN CITY FUNDING

The 15 staff at the Cold Lake Public Libraries will continue providing the citizens of Cold Lake with:

- Materials and information to build their dreams
- Over 400 Programs annually
- Limitless opportunities to build community with their fellow library patrons
- Endless resources that allow families to read, learn, grow, and enjoy time together
- Longer opening hours, six days a week, all year
- Free computer usage and access to electronic resources

# QUESTIONS



An illustration of two hands, one brown and one light skin, holding library cards. The cards are blue and green with a book icon and the text 'Your LIBRARY CARD'.

## RAISE A READER.

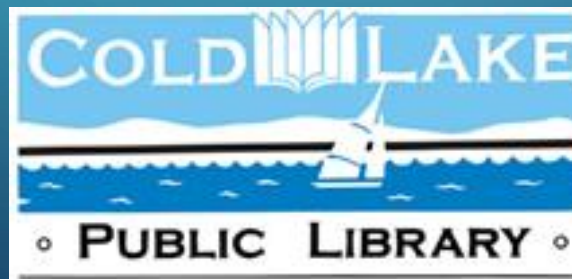
Want to instill a love of reading in your children that will benefit them for a lifetime?

Get a library card.

A library card means you can fill your home with new reading material as often as you'd like, for **free**.

***Sign up today!***

For more information, stop at the checkout desk.





## STAFF REPORT

**Title:** Bylaw No. 653-BD-19 - Procedure Bylaw

**Meeting Date:** November 12, 2019

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### **Executive Summary:**

Bylaw No. 308-BD-07, Procedure Bylaw was passed by Council on October 23, 2007, with minor amendments being subsequently passed by Council on November 12, 2008 (Amending Bylaw No. 344-BD-08), and December 14, 2010 (Amending Bylaw No. 383-BD-10).

At the October 15, 2019 Corporate Priorities Meeting, Council requested Administration revise draft Bylaw No. 653-BD-19, Procedure Bylaw and present the revised bylaw at the next Regular Meeting of Council for first reading.

At the October 22, 2019 Regular meeting, Council approved first reading of Bylaw No. 653-BD-19, Procedure Bylaw and requested Administration provide further information and suggested revisions second and third reading.

### **Background:**

At the **September 17, 2019 Corporate Priorities meeting**, Council discussed the areas they would like to see revised of the City's procedure bylaw after considering multiple similar sized municipalities' procedure bylaws.

At the **October 15, 2019 Corporate Priorities meeting**, administration presented a new draft Bylaw No. 653-BD-19, Procedure Bylaw and research as to what other municipalities were doing in relation to electronic participation.

At the **October 22, 2019 Regular meeting**, administration presented a revised draft Bylaw No. 653-BD-19, Procedure Bylaw, which passed first reading. Following discussion and feedback from Council, Administration is recommending the following revisions to the proposed Bylaw No. 653-BD-19, Procedure Bylaw:

- Section 7.24 has been amended to state that: "Members may participate through electronic communication in any Meeting, Committee of the Whole Meeting, or Committee Meeting. Council encourages electronic participation not exceed 5 times over a one year period."

Following debate by Council regarding the fairness, rationale and enforceability of a yearly five time cap on Councillor electronic participation, Administration recommends



the encouragement to not electronically participate in a meeting more than 5 times in a one year period or remain silent on the number of meetings.

The enforcement of any set days of electronic participation currently would fall under the umbrella of section 5 of Bylaw #618-AD-18- Council Code of Conduct which states that “any resident, business owner, or taxpayer of the City of Cold Lake may make a complaint if s/he has reason to believe a Councillor may have violated section 3” of the Bylaw. Section 3.9 of the Bylaw holds that “Councillors shall uphold legislation, City bylaws, and policies” which in administration’s view would include all provisions of the Procedure Bylaw.

Upon receipt of a complaint under s.4.1 of the Council Conduct Bylaw the Council Complaints Committee may determine that the said complaint is valid by a two-thirds majority vote.

As mandated by s.146(1) of the *Municipal Government Act*, RSA 2000, c M-26 (the “MGA”), section 4.6 of the Council Conduct Bylaw **does not allow** the disqualification or removal from office of a Councillor for any breach of a municipality’s Code of Conduct.

Beyond this, the list of sanctions available to Council is limited. Pursuant to requirements under the MGA, Section 4.5 of the Council Conduct Bylaw mandates an exhaustive list upon determination that a Code of Conduct violation has occurred, including:

- “4.5.1 a letter of reprimand addressed to the Councillor;
- 4.5.2 requesting the Councillor to issue a letter of apology;
- 4.5.3 publication of a letter of reprimand or request for apology and the Councillor’s response;
- 4.5.4 a requirement to attend training;
- 4.5.5 suspension or removal of the appointment of a Councillor as the deputy Mayor or acting Mayor under section 152 of the Act;
- 4.5.6 suspension or removal of the Mayor’s presiding duties under section 154 of the Act;
- 4.5.7 suspension or removal from some or all council committees and bodies to which council has the right to appoint members;
- 4.5.8 reduction or suspension of remuneration as defined in section 275.1 of the Act corresponding to a reduction in duties, excluding allowances for attendance at council meetings;”

The introduction of a yearly five time cap for electronic participation in Council meetings risks breaching section 6 of the *Code of Conduct for Elected Officials Regulation*, AR 200/2017 which states that “A code of conduct or any sanctions imposed under a code



of conduct must not prevent a councilor from fulfilling the legislated duties of a councilor". However, precluding a Councillor from attending more than 5 Council meetings electronically per year would not be interpreted as preventing a councilor from fulfilling their legislated duties as they remain free to attend Council meetings in person.

Under the Municipal Government Act there is currently no requirement for Municipal Councils to allow electronic participation. Based on the wording of the Municipal Government Act administration is of the view that electronic participation in Council meetings is a privilege that may be restricted based on Council's discretion. To date several Alberta municipalities have either not yet considered amendments to their procedure bylaws allowing for electronic participation in Council meetings or have specifically opted not to introduce such changes.

Options for enforcing the proposed yearly 5 time cap pursuant to the revised s. 7.24 may include the following:

- Introducing wording into the Procedure Bylaw mandating that Councilors who wish to attend more than 5 meetings per year by way of electronic participation shall, absent a majority vote, be prevented from doing so;
- Allowing all non-compliance issues to be dealt with by way of the complaints procedure outlined in the Council Code of Conduct;

**Alternatives:**

Council may consider the following options:

1. Give second and third and final reading to Bylaw No. 653-BD-19.
2. Amend Bylaw 653-BD-19 as presented and give second reading as amended and third and final reading.
3. Council may make alternate amendments to Bylaw 653-BD-19 Procedure Bylaw prior to it being brought to the next Regular Meeting of Council for second and third and final reading.

**Recommended Action:**

Administration recommends that Council amend Bylaw 653-BD-19 being the Procedure Bylaw as presented.

Administration recommends Council give second reading to Bylaw No. 653-BD-19, being the Procedure Bylaw, as amended and third and final reading.

**Budget Implications (Yes or No):**

No

**Submitted by:**

Kevin Nagoya, Chief Administrative Officer

**CITY OF COLD LAKE  
BYLAW 653-BD-19  
PROCEDURE BYLAW**

A BYLAW OF THE CITY OF COLD LAKE IN THE PROVINCE OF ALBERTA, TO PROVIDE RULES GOVERNING THE PROCEEDINGS AND THE REGULAR BUSINESS OF COUNCIL AND COUNCIL COMMITTEES.

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**PURSUANT** to section 145(a) of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended Council may pass bylaws in relation to the establishment and functions of council committees and other bodies; and pursuant to section 145(b) of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended Council may pass bylaws in relation to the procedures to be followed by council, council committees and other bodies established by the council;

**WHEREAS** Council deems it necessary to regulate the procedure and conduct at meetings of Council and committees established by Council;

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

**SECTION 1- TITLE**

- 1.1 This bylaw shall be cited as the "Procedure Bylaw"

**SECTION 2- DEFINITIONS**

In this bylaw:

- 2.1 "Act" means the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended;
- 2.2 "Administration" means staff of the City of Cold Lake;
- 2.3 "Chair" means the Mayor, Deputy Mayor or presiding officer who presides over Council and/ or committee meetings;
- 2.4 "CAO" means the Chief Administrative Officer for the City of Cold Lake; or someone designated by the CAO;
- 2.5 "Committee" means a committee, board, commission, authority, task force or any other public body established by Council pursuant to section 145 of the *Act* (and excepting the Library Board);
- 2.6 "Committee of the Whole" means a committee of the whole Council where no bylaw or resolution, apart from the resolution necessary to revert back to an open meeting, may be passed;
- 2.7 "Council" and "Councillor" means all elected officials on the City of Cold Lake Council including the Mayor;
- 2.8 "*In Camera*" or a "Closed Meeting" means a meeting closed to the general public and/or municipal employees, as deemed appropriate, to discuss any matter that is within one of the exceptions outlined in the *Freedom of Information and Protection of Privacy Act*, Part 1, Division 2;
- 2.9 "Meeting" means duly constituted regular or special open meeting of Council where bylaws and resolutions are formally ratified;
- 2.10 "Member" means a member of Council, or a member of a Committee.

**SECTION 3- APPLICATION**

- 3.1 This Bylaw applies to the procedure and conduct of business at:
  - 3.1.1 All Council meetings, Committee of the Whole meetings, and Special Council Meetings; and
  - 3.1.2 All Committee meetings, except:

- 3.1.2.1 when Council has granted permission to a Committee to establish its own procedures.
- 3.2 If a question relating to the procedure of Council is not answered by the *Act* or this Bylaw, the answer to the question is determined by referring to the most recent revision of Robert's Rules of Order Newly Revised.

## **SECTION 4- CONDUCT**

### **Conduct of Members:**

- 4.1 the presiding Chair shall:
  - 4.1.1 maintain order and decorum at all meetings;
  - 4.1.2 rule on points of order, citing the applicable government rule or authority, without debate or comment;
  - 4.1.3 recognize who has the right to speak, rule on motions, and call Members to order, as required;
  - 4.1.4 encourage questions, treating them impartially, with sound judgement;
  - 4.1.5 start the meeting on time;
  - 4.1.6 step down from the Chair to make a motion
- 4.2 Members shall:
  - 4.2.1 carry out required duties to the best of their ability, be accountable for their decisions and actions, and strive to create a courteous, respectful atmosphere;
  - 4.2.2 show respect for all participants and guests at all times, so there shall be no side comments or private conversations
  - 4.2.3 actively participate in meetings with the intent of arriving at the best solutions for the City.
- 4.3 If any Member acts contrary to section 4.2, her or she may be called to order by the Chair.
- 4.4 If any Member acts contrary to section 4.2 twice in one meeting, the Chair may ask that person to leave that meeting (only), and the matter may be discussed in camera, if necessary. When the open meeting reconvenes, the excluded member may, upon an adequate apology and majority vote of the members, be permitted to rejoin the meeting. No exclusion shall be for more than the meeting in progress.
- 4.5 The decision of the Chair in relation to section 4.3 and 4.4 is final, unless the person called to order appeals to the meeting members; this shall be decided without debate.
- 4.6 A Member called to order by the Chair shall immediately cease speaking, but may afterward explain his or her position in making the remark for which he or she was called to order.

### **Members of the Public**

- 4.7 Any individual addressing a meeting shall not:
  - 4.7.1 shout, use profane, vulgar or offensive language;
  - 4.7.2 speak on a matter not before the meeting;
  - 4.7.3 make personal comments about any staff or Council member or any other person, or indulge in personalities, use language personally offensive, arraign motives of member, charge deliberate misrepresentation, or use language tending to hold another member up to contempt.
- 4.8 Speakers shall obey the approved rules of order, and may be called to order by the Chair if they do not, at which they must immediately stop speaking unless permitted to explain; this shall be recorded in the minutes.
- 4.9 Members of the public who constitute an audience at a meeting shall maintain order and quiet and shall not applaud or otherwise interrupt any speech or action of the Members.
- 4.10 The Chair may direct that any person in the audience who creates a disturbance during a meeting leave immediately, and if that person does not leave, may have him or her removed.

## **SECTION 5- NOTICE OF MEETINGS**

- 5.1 In accordance with section 193 of the *Act*, for regular Council meetings, notice to Councilors and the public is not required unless there is a change, in which case the CAO or designate shall deliver notice to all members of the Council and to the public at least 24 hours prior to the day of the Council meeting;
- 5.2 In accordance with section 194 of the *Act*, for special Council meetings, the Mayor must provide at least 24 hours notice in writing to each Councilor and the public stating the purpose of the meeting and the date, time and place at which it is to be held. However, a special Council meeting may be held with less than 24 hours notice to all Councilors and without notice to the public if at least  $\frac{2}{3}$  of the whole Council agrees to this in writing before the beginning of the meeting;
- 5.3 In accordance with section 195 of the *Act*, for Committee meetings, notice shall be given to participants and the public at least 24 hours in advance;
- 5.4 Council deems that providing notice in the following manner is sufficient pursuant to section 196(2) of the *Act*:
  - 5.4.1 posting a notice on the City of Cold Lake website; and
  - 5.4.2 posting a notice in City Hall.

## **SECTION 6- MEETINGS**

- 6.1 All Council and Committee Meetings shall:
  - 6.1.1 be open to the Public, except for any in camera portions;
  - 6.1.2 held in accordance with the provisions of the *Act*;
  - 6.1.3 have recorded minutes
  - 6.1.4 be adjourned by 9:30 p.m. unless a resolution to continue is passed by a simple majority of the Members present.

### **Organizational Meeting**

- 6.2 Council must hold an Organization Meeting annually in accordance with the *Act*.
- 6.3 At the Organizational Meeting, Council:
  - 6.3.1 must establish a process for determining which Councillors will serve as Deputy Mayor throughout the year;
  - 6.3.2 may appoint Members of Council to Committees, any vacant appointments remaining after the Organizational Meeting will be referred to a subsequent regular or special council meeting;
  - 6.3.3 must conduct any other business as identified within the Organizational Meeting agenda.

### **Regular Meetings of Council**

- 6.4 Regular meetings of Council shall be held on the second and fourth Tuesday of each month at 6:00 pm in City Hall Council Chambers, with the exception that:
  - 6.4.1 when the meeting falls on a legal holiday, the meeting shall be held on the first following non-holiday business day;
  - 6.4.2 the second meeting in July and December will be cancelled; and
  - 6.4.3 any meeting may be cancelled or postponed by resolution of Council.

### **Committee of the Whole Meetings**

- 6.5 A committee is hereby established called the "Committee of the Whole" with membership comprised of all members of Council.
- 6.6 The purpose of the Committee of the Whole is to review matters or receive information referred by City administration or by members of Council. Committee of the Whole may not make motions or take votes and shall refer items to a Council meeting if decisions are required with the exception of making a motion to:
  - 6.6.1 adopt the meeting agenda;
  - 6.6.2 recess the meeting;
  - 6.6.3 table an item; and
  - 6.6.4 move In Camera or out of In Camera.

- 6.7 The Committee of the Whole meetings shall be held on every third Tuesday of the month at 6:00 pm in City Hall Council Chambers, with the exception that:
- 6.7.1 the meetings in July and August will be cancelled; and
  - 6.7.2 any meeting may be cancelled or postponed by resolution of Council.

### **Special Council Meetings**

- 6.8 Special Council meetings may be called by the Mayor in accordance with section 194 of the *Act* whenever the Mayor considers it appropriate to do so, and must be called if the Mayor receives a written request for the meeting stating its purpose from a majority of Councillors.
- 6.9 No matter other than that stated in the notice calling the special council meeting may be transacted at the meeting unless the whole council is present at the meeting and the council agrees to deal with the matter in question.

### **Committees**

- 6.10 Council may establish Committees as necessary under the *Act* and may by bylaw set out terms of reference for each. The terms of reference shall be reviewed by Council in the second year of the Councillor's term of office.
- 6.11 Council may appoint members to a Committee as follows:
- 6.11.1 Council member appointments to a Committee shall be made at the Organizational Meeting;
  - 6.11.2 Public member appointments shall be made as needed.
- 6.12 The general responsibility of any Committee shall be to analyze any and all matters placed before it and indicate to Council by recommendation the ways and means of dealing with the said matters before it and to advise the course of action which in its considered opinion is necessary and expedient and shall include without limiting the said general responsibilities, any specific matters or responsibilities directed to it by Council.
- 6.13 Committees shall:
- 6.13.1 establish the date, time and location of meetings;
  - 6.13.2 provide minutes and any written reports of committee activities to Council regularly for approval;
  - 6.13.3 review and make recommendations to Council (at least annually) on all bylaws and policies dealing with the subject matter germane to that Committee.
- 6.14 Committees shall not:
- 6.14.1 have the power to pledge the credit of the City or commit the City to any particular action;
  - 6.14.2 pass resolutions other than a motion to report to or make recommendations to Council.

## **SECTION 7- PROCEEDINGS**

### **Quorum**

- 7.1 A quorum for meetings shall be a simple majority of the whole Council or Committee.
- 7.2 For a Council and Committee of the Whole meeting, if a quorum is not present within 30 minutes of the start time set for a Council meeting, the CAO or designate shall record the names of the members present and Council shall stand adjourned until the next regular meeting.
- 7.3 For a Committee meeting, if a quorum is not present within 15 minutes of the start time set for the meeting, the meeting shall be re-scheduled.
- 7.4 If at any time during a meeting, quorum is lost, the meeting will be recessed and if quorum is not achieved again within fifteen (15) minutes, the meeting will be deemed to be adjourned, unless a resolution was passed prior to losing the quorum to extend the recess period.

## **Rules of Order**

- 7.5 The conduct of all City business is controlled by the general will of the Members - the right of the majority to decide, accompanied by the right of the minority to require the majority to decide only after a full and fair deliberation in a constructive and democratic manner, of the issues involved.
- 7.6 At no time is it intended that undue strictness of adherence to the rules of order intimidate members or limit full participation.
- 7.7 Each individual wishing to address a meeting shall first be recognized by the Chair. The first person to raise a hand and address the Chair when the person speaking has finished, and to be recognized by the Chair, has the floor. Speaking while another is still speaking is out of order, except to make a point of order or to make a point of personal privilege.
- 7.8 Debate begins when the Chair states the motion or resolution and asks "Are you ready for the question?" If no one initiates discussion, the Chair calls for the vote.
- 7.9 No member can speak twice to the same issue until everyone who wishes to has spoken to it once.
- 7.10 All remarks must be directed to the Chair, and be courteous.
- 7.11 Individuals who arrive late for meetings shall not have prior discussion reviewed for them except with the unanimous consent of all members present.
- 7.12 The meeting must be formally adjourned.

## **In Camera**

- 7.13 At the discretion of the Chair or the majority of the Members, a meeting may go In Camera, subject to the following procedural requirements:
  - 7.13.1 a motion is required to go In Camera and must include the basis on which, under an exception to disclosure in Division 2 of Part 1 of the *Freedom of Information and Protection of Privacy Act* the part of the meeting to be closed.
  - 7.13.2 a motion is required to come out of In Camera;
  - 7.13.3 the times the meeting goes In Camera and comes out of In Camera must be recorded in the minutes;
- 7.14 The In Camera portion of the meeting will:
  - 7.14.1 be chaired by the same person chairing the rest of the meeting; and
  - 7.14.2 be held without the presence of the public unless one or more members of the public are invited by the chair to participate in the In Camera session.
- 7.15 No record is necessary during the In Camera portion of the meeting, but if a record is kept, it is subject to the Freedom of Information and Protection of Privacy regulations.
- 7.16 Council shall not pass resolutions or bylaws during In Camera sessions. Any decisions reached by consensus during the In Camera session must be passed as motions when the regular meeting resumes.
- 7.17 What is discussed In Camera must remain confidential and may not be discussed at any other time or place, unless brought forward as a motion and recorded in the regular meeting minutes.

## **Electronic Recording of Proceedings**

- 7.18 The recording of a meeting by a member of the public or media by electronic or other means is allowed unless, at the sole determination of the Chair, the recording of the meeting is determined to be disruptive to the process or if the recording will inhibit or discourage any Member or the public from fully participating in the meeting, in which case the Chair may prohibit the recording of the meeting.

7.19 A meeting may be recorded by Administration for the purposes of preparing the minutes.

### **Electronic Meetings**

- 7.20 A meeting may be conducted by means of electronic or other communication facilities if:
- 7.20.1 notice is given to the public of the meeting, including the way in which it is to be conducted;
  - 7.20.2 the facilities enable the public to watch or listen to the meeting at a place specified in that notice and a designated officer is in attendance at that place; and
  - 7.20.3 the facilities enable all the meeting's participants to watch or hear each other;
  - 7.20.4 there is a secure means by which the meeting participant can join and participate in the meeting.
- 7.21 Members participating in a meeting held by means of a communication facility are deemed to be present at the meeting.
- 7.22 A maximum of two Members may participate in a meeting by electronic communication (provided that participation by two Members is permitted by the technology and that there is a secure way to access the technology).
- 7.23 Members participating in a meeting by electronic communication may participate in any In Camera session provided that he or she swears or affirms an affidavit provided by Administration and satisfies all other procedural safeguards to ensure confidentiality.
- 7.24 Members may participate through electronic communication in any Meeting, Committee of the Whole Meeting, or Committee Meeting. Council encourages that electronic participation not exceed five (5) times over a one (1) year period.

### **Public Hearings**

- 7.24 Public hearings must be held in accordance with section 230 of the *Act*.
- 7.25 On a matter included in the agenda of a regular or special Council meeting for the purpose of a public hearing, any individual or delegation may appear without prior notice.
- 7.26 The Chair shall call three times for appearances from the gallery, and upon receiving no response, shall declare the public hearing closed.
- 7.27 Members may, upon recognition by the Chair, direct questions to a delegate or to Administration, but at no time shall a debate be entered into.

### **Delegations**

- 7.28 Any person or delegation wishing to appear before Council or committee or to address an agenda item not designated as a public hearing shall give written notice to the CAO no later than noon on the Wednesday preceding the meeting day.
- 7.29 An instructional sheet setting out meeting procedures and protocol shall be supplied to anyone wishing to address a Council or committee meeting.
- 7.30 Any person or delegation addressing Council shall state name(s), address (es), and the purpose of the presentation.
- 7.31 Delegations shall speak only on the matters which they have submitted to Council and which have been included on the agenda.
- 7.32 Delegations may be limited in the time they are permitted, but shall generally be allowed fifteen (15) minutes for presentation and discussion, which can be extended or decreased at the discretion of Council.
- 7.33 Approval of a delegation is subject to the Mayor or designates' discretion.

### **Conflict of Interest and/ or Pecuniary Interest**

- 7.34 Councillors must comply with all provisions of the Council Code of Conduct Bylaw in relation to conflict of interest and pecuniary interest
- 7.35 Committee members shall rigorously avoid situations which may result in claims of pecuniary interest, conflict of interest or bias.

#### **Chairperson**

- 7.36 The Mayor must preside as Chair when in attendance at a Council Meeting unless the Mayor has asked to step down as Chair, in which case, the Deputy or Acting Mayor or another Councillor must be called to take the Chair.

### **SECTION 8- MOTIONS & DEBATE**

#### **Rights in Debate**

- 8.1 Members, including the Chair, may enter debate once a motion is on the floor, subject to the following:
- 8.1.1 the Chair must step down from the Chair for the purpose of taking part in a debate in which case the Deputy or Acting Mayor or another Councillor must be called to take the Chair.
- 8.1.2 the Chair may resume the Chair when the main motion is voted on by Council.
- 8.2 When a pending question is presented for consideration, the Chair shall recognize the member who made the motion to speak first and the member who seconded the motion (if any) to speak second.
- 8.3 When two or more members wish to speak, the Chair shall name the member who is to speak first.
- 8.4 No member shall normally speak more than three (3) minutes on any question or amendment to a question, but may request permission to exceed this limit; the privilege shall be accorded without objection upon motion supported by two-thirds of the Members present.

#### **Motions**

- 8.5 The following procedural requirements apply to all motions:
- 8.5.1 A Main Motion brings new business (the next item on the agenda) before the assembly.
- 8.5.2 Council or Committees may deal with a motion on a subject which is not on the agenda with unanimous consent only.
- 8.5.3 After a motion has been moved and has been stated or read, it shall be deemed to be in possession of the Council or committee, and may only be withdrawn by majority consent of the members present.
- 8.5.4 Every motion or resolution shall be stated or read by the mover, who shall speak first to the motion and close debate on the motion.
- 8.5.5 When duly moved, a motion shall be open for discussion and debate. A member may speak to a motion a maximum of two times only unless there is agreement to provide another opportunity to address the issue.
- 8.5.6 Any member may ask to have the motion under discussion to be read again at any time during the debate, but may not interrupt a speaker to do so.
- 8.5.7 The mover of a motion may speak and vote for or against the motion.
- 8.5.8 When required by the Chair, a motion shall be in writing and a copy shall be given to the CAO before such motion shall be open for consideration.
- 8.5.9 No motion other than an amending motion or motion to table or refer shall be considered until any motion already before the meeting has been disposed of.
- 8.5.10 A Notice of Motion may be given (and shall be given verbally and in writing to all members present) at any regular meeting, specifying the entire content of the motion to be considered, but may not be dealt with at that meeting. The CAO shall receive a copy of any notice of motion upon adjournment of the meeting at which the notice was given and shall put it on the agenda under New or Unfinished Business for the next regular meeting unless otherwise instructed.

## **SECTION 9 – VOTING**

### **Voting**

- 9.1 Once the motion has been put to a vote, no member shall debate further on the question or speak any words except to request that the motion be read aloud.
- 9.2 When a question is put to vote, no member shall leave Council chambers until the vote is taken.
- 9.3 Any bylaw or resolution upon which there is an equality of votes shall be deemed to be defeated.
- 9.4 Pursuant to section 183 of the *Act*, Councillors must vote on a matter at a council meeting except where the person is required or permitted to abstain from voting under the *Act* or any other legislation.
- 9.5 The vote on any matter shall be recorded.

### **Bylaws, Resolutions, and Policies**

- 9.6 Draft Bylaws and policies shall be prepared at the request of Council or a Committee by the appropriate Committee or Administration, and shall be reviewed by the appropriate Committee before being presented for approval. Copies of the drafts shall be included in the agenda packages according to City procedure.
- 9.7 Before a Bylaw is passed, it shall, in accordance with the *Act*, have three distinct and separate readings before it is adopted, but no more than two readings may take place at any one meeting of Council, unless unanimous consent is taken before third (3rd) reading.
- 9.8 Council shall vote on the motion for the first reading of the bylaw without amendment or debate.
- 9.9 When all amendments (if any) have been accepted or rejected, the motion for second reading of the bylaw as presented or amended shall be considered.
- 9.10 When a bylaw has received third reading and been passed, the Mayor shall declare the bylaw adopted, and it becomes a municipal enactment, effective immediately unless the bylaw itself provides otherwise.
- 9.11 Resolutions or motions shall come into effect as soon as they are passed unless they contain a deferred implementation.
- 9.12 Policies shall be presented for discussion, and passed by simple majority, and shall come into effect as soon as they are passed unless they contain a deferred implementation.
- 9.13 Upon being passed:
  - 9.13.1 a policy shall be signed by the Chair of the meeting at which it was passed and by the CAO;
  - 9.13.2 a bylaw shall be signed by the Chair of the meeting at which it was passed and by the CAO, and shall be embossed with the corporate seal of the City.

## **SECTION 10 – AGENDA, ORDER OF BUSINESS & MINUTES**

### **Agendas for Council Meetings**

- 10.1 The CAO shall be responsible for preparing Council meeting agendas, including input from participants, City staff and previous meetings.
- 10.2 Council meeting agendas shall be made available to Members and the public at least two (2) business days prior to the time of the meeting on the City of Cold Lake website.
- 10.3 Only business listed in the agenda shall be undertaken at a Council meeting, unless resolution to change it is unanimously passed.

- 10.4 Council meeting agenda items and applications from delegations shall be accepted up to Wednesday noon prior to the meeting and approved at the discretion of the Mayor or designate.

**Order Of Business**

- 10.5 Council Meetings shall use the following order of business, unless changed by unanimous consent:
- 10.5.1 Call to Order
  - 10.5.2 Adoption of Agenda
  - 10.5.3 Adoption of Minutes
  - 10.5.4 Question Period
  - 10.5.5 Public Hearings
  - 10.5.6 Delegation
  - 10.5.7 City Financial Reports
  - 10.5.8 Old Business
  - 10.5.9 New Business
  - 10.5.10 Committee Reports
  - 10.5.11 Notices of Motion, Proclamations, or Announcements
  - 10.5.12 Adjournment

**Minutes**

- 10.6 Minutes of all Meetings shall be recorded in accordance with the *Act*.
- 10.7 At every regular Council and committee meeting, minutes of the previous regular meeting and any special meeting held more than 48 hours prior to the current meeting shall be considered for adoption.
- 10.8 Minutes shall include resolutions to go In Camera, out of In Camera, and to adjourn the meeting.

**SECTION 11 – REPEAL**

- 11.1 City of Cold Lake Bylaw No. 308-BD-07, Bylaw No. 383-BD-10 and Bylaw No. 344-BD-08 are hereby repealed.

**SECTION 12 – ENACTMENT**

- 12.1 This bylaw shall come into full force and effect at the beginning of the day it receives third and final reading.

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

**CARRIED  
UNANIMOUSLY**

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

**CARRIED  
UNANIMOUSLY**

**THIRD AND FINAL READING** passed in open Council duly assembled in the 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**

**CITY OF COLD LAKE  
BYLAW 653-BD-19  
PROCEDURE BYLAW**

A BYLAW OF THE CITY OF COLD LAKE IN THE PROVINCE OF ALBERTA, TO PROVIDE RULES GOVERNING THE PROCEEDINGS AND THE REGULAR BUSINESS OF COUNCIL AND COUNCIL COMMITTEES.

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**PURSUANT** to section 145(a) of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended Council may pass bylaws in relation to the establishment and functions of council committees and other bodies; and pursuant to section 145(b) of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended Council may pass bylaws in relation to the procedures to be followed by council, council committees and other bodies established by the council;

**WHEREAS** Council deems it necessary to regulate the procedure and conduct at meetings of Council and committees established by Council;

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

**SECTION 1- TITLE**

- 1.1 This bylaw shall be cited as the "Procedure Bylaw"

**SECTION 2- DEFINITIONS**

In this bylaw:

- 2.1 "Act" means the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended;
- 2.2 "Administration" means staff of the City of Cold Lake;
- 2.3 "Chair" means the Mayor, Deputy Mayor or presiding officer who presides over Council and/ or committee meetings;
- 2.4 "CAO" means the Chief Administrative Officer for the City of Cold Lake; or someone designated by the CAO;
- 2.5 "Committee" means a committee, board, commission, authority, task force or any other public body established by Council pursuant to section 145 of the *Act* (and excepting the Library Board);
- 2.6 "Committee of the Whole" means a committee of the whole Council where no bylaw or resolution, apart from the resolution necessary to revert back to an open meeting, may be passed;
- 2.7 "Council" and "Councillor" means all elected officials on the City of Cold Lake Council including the Mayor;
- 2.8 "*In Camera*" or a "Closed Meeting" means a meeting closed to the general public and/or municipal employees, as deemed appropriate, to discuss any matter that is within one of the exceptions outlined in the *Freedom of Information and Protection of Privacy Act*, Part 1, Division 2;
- 2.9 "Meeting" means duly constituted regular or special open meeting of Council where bylaws and resolutions are formally ratified;
- 2.10 "Member" means a member of Council, or a member of a Committee.

**SECTION 3- APPLICATION**

- 3.1 This Bylaw applies to the procedure and conduct of business at:
  - 3.1.1 All Council meetings, Committee of the Whole meetings, and Special Council Meetings; and
  - 3.1.2 All Committee meetings, except:

- 3.1.2.1 when Council has granted permission to a Committee to establish its own procedures.
- 3.2 If a question relating to the procedure of Council is not answered by the *Act* or this Bylaw, the answer to the question is determined by referring to the most recent revision of Robert's Rules of Order Newly Revised.

## **SECTION 4- CONDUCT**

### **Conduct of Members:**

- 4.1 the presiding Chair shall:
  - 4.1.1 maintain order and decorum at all meetings;
  - 4.1.2 rule on points of order, citing the applicable government rule or authority, without debate or comment;
  - 4.1.3 recognize who has the right to speak, rule on motions, and call Members to order, as required;
  - 4.1.4 encourage questions, treating them impartially, with sound judgement;
  - 4.1.5 start the meeting on time;
  - 4.1.6 step down from the Chair to make a motion
- 4.2 Members shall:
  - 4.2.1 carry out required duties to the best of their ability, be accountable for their decisions and actions, and strive to create a courteous, respectful atmosphere;
  - 4.2.2 show respect for all participants and guests at all times, so there shall be no side comments or private conversations
  - 4.2.3 actively participate in meetings with the intent of arriving at the best solutions for the City.
- 4.3 If any Member acts contrary to section 4.2, her or she may be called to order by the Chair.
- 4.4 If any Member acts contrary to section 4.2 twice in one meeting, the Chair may ask that person to leave that meeting (only), and the matter may be discussed in camera, if necessary. When the open meeting reconvenes, the excluded member may, upon an adequate apology and majority vote of the members, be permitted to rejoin the meeting. No exclusion shall be for more than the meeting in progress.
- 4.5 The decision of the Chair in relation to section 4.3 and 4.4 is final, unless the person called to order appeals to the meeting members; this shall be decided without debate.
- 4.6 A Member called to order by the Chair shall immediately cease speaking, but may afterward explain his or her position in making the remark for which he or she was called to order.

### **Members of the Public**

- 4.7 Any individual addressing a meeting shall not:
  - 4.7.1 shout, use profane, vulgar or offensive language;
  - 4.7.2 speak on a matter not before the meeting;
  - 4.7.3 make personal comments about any staff or Council member or any other person, or indulge in personalities, use language personally offensive, arraign motives of member, charge deliberate misrepresentation, or use language tending to hold another member up to contempt.
- 4.8 Speakers shall obey the approved rules of order, and may be called to order by the Chair if they do not, at which they must immediately stop speaking unless permitted to explain; this shall be recorded in the minutes.
- 4.9 Members of the public who constitute an audience at a meeting shall maintain order and quiet and shall not applaud or otherwise interrupt any speech or action of the Members.
- 4.10 The Chair may direct that any person in the audience who creates a disturbance during a meeting leave immediately, and if that person does not leave, may have him or her removed.

## **SECTION 5- NOTICE OF MEETINGS**

- 5.1 In accordance with section 193 of the *Act*, for regular Council meetings, notice to Councilors and the public is not required unless there is a change, in which case the CAO or designate shall deliver notice to all members of the Council and to the public at least 24 hours prior to the day of the Council meeting;
- 5.2 In accordance with section 194 of the *Act*, for special Council meetings, the Mayor must provide at least 24 hours notice in writing to each Councilor and the public stating the purpose of the meeting and the date, time and place at which it is to be held. However, a special Council meeting may be held with less than 24 hours notice to all Councilors and without notice to the public if at least  $\frac{2}{3}$  of the whole Council agrees to this in writing before the beginning of the meeting;
- 5.3 In accordance with section 195 of the *Act*, for Committee meetings, notice shall be given to participants and the public at least 24 hours in advance;
- 5.4 Council deems that providing notice in the following manner is sufficient pursuant to section 196(2) of the *Act*:
  - 5.4.1 posting a notice on the City of Cold Lake website; and
  - 5.4.2 posting a notice in City Hall.

## **SECTION 6- MEETINGS**

- 6.1 All Council and Committee Meetings shall:
  - 6.1.1 be open to the Public, except for any in camera portions;
  - 6.1.2 held in accordance with the provisions of the *Act*;
  - 6.1.3 have recorded minutes
  - 6.1.4 be adjourned by 9:30 p.m. unless a resolution to continue is passed by a simple majority of the Members present.

### **Organizational Meeting**

- 6.2 Council must hold an Organization Meeting annually in accordance with the *Act*.
- 6.3 At the Organizational Meeting, Council:
  - 6.3.1 must establish a process for determining which Councillors will serve as Deputy Mayor throughout the year;
  - 6.3.2 may appoint Members of Council to Committees, any vacant appointments remaining after the Organizational Meeting will be referred to a subsequent regular or special council meeting;
  - 6.3.3 must conduct any other business as identified within the Organizational Meeting agenda.

### **Regular Meetings of Council**

- 6.4 Regular meetings of Council shall be held on the second and fourth Tuesday of each month at 6:00 pm in City Hall Council Chambers, with the exception that:
  - 6.4.1 when the meeting falls on a legal holiday, the meeting shall be held on the first following non-holiday business day;
  - 6.4.2 the second meeting in July and December will be cancelled; and
  - 6.4.3 any meeting may be cancelled or postponed by resolution of Council.

### **Committee of the Whole Meetings**

- 6.5 A committee is hereby established called the "Committee of the Whole" with membership comprised of all members of Council.
- 6.6 The purpose of the Committee of the Whole is to review matters or receive information referred by City administration or by members of Council. Committee of the Whole may not make motions or take votes and shall refer items to a Council meeting if decisions are required with the exception of making a motion to:
  - 6.6.1 adopt the meeting agenda;
  - 6.6.2 recess the meeting;
  - 6.6.3 table an item; and
  - 6.6.4 move In Camera or out of In Camera.

- 6.7 The Committee of the Whole meetings shall be held on every third Tuesday of the month at 6:00 pm in City Hall Council Chambers, with the exception that:
- 6.7.1 the meetings in July and August will be cancelled; and
  - 6.7.2 any meeting may be cancelled or postponed by resolution of Council.

### **Special Council Meetings**

- 6.8 Special Council meetings may be called by the Mayor in accordance with section 194 of the *Act* whenever the Mayor considers it appropriate to do so, and must be called if the Mayor receives a written request for the meeting stating its purpose from a majority of Councillors.
- 6.9 No matter other than that stated in the notice calling the special council meeting may be transacted at the meeting unless the whole council is present at the meeting and the council agrees to deal with the matter in question.

### **Committees**

- 6.10 Council may establish Committees as necessary under the *Act* and may by bylaw set out terms of reference for each. The terms of reference shall be reviewed by Council in the second year of the Councillor's term of office.
- 6.11 Council may appoint members to a Committee as follows:
- 6.11.1 Council member appointments to a Committee shall be made at the Organizational Meeting;
  - 6.11.2 Public member appointments shall be made as needed.
- 6.12 The general responsibility of any Committee shall be to analyze any and all matters placed before it and indicate to Council by recommendation the ways and means of dealing with the said matters before it and to advise the course of action which in its considered opinion is necessary and expedient and shall include without limiting the said general responsibilities, any specific matters or responsibilities directed to it by Council.
- 6.13 Committees shall:
- 6.13.1 establish the date, time and location of meetings;
  - 6.13.2 provide minutes and any written reports of committee activities to Council regularly for approval;
  - 6.13.3 review and make recommendations to Council (at least annually) on all bylaws and policies dealing with the subject matter germane to that Committee.
- 6.14 Committees shall not:
- 6.14.1 have the power to pledge the credit of the City or commit the City to any particular action;
  - 6.14.2 pass resolutions other than a motion to report to or make recommendations to Council.

## **SECTION 7- PROCEEDINGS**

### **Quorum**

- 7.1 A quorum for meetings shall be a simple majority of the whole Council or Committee.
- 7.2 For a Council and Committee of the Whole meeting, if a quorum is not present within 30 minutes of the start time set for a Council meeting, the CAO or designate shall record the names of the members present and Council shall stand adjourned until the next regular meeting.
- 7.3 For a Committee meeting, if a quorum is not present within 15 minutes of the start time set for the meeting, the meeting shall be re-scheduled.
- 7.4 If at any time during a meeting, quorum is lost, the meeting will be recessed and if quorum is not achieved again within fifteen (15) minutes, the meeting will be deemed to be adjourned, unless a resolution was passed prior to losing the quorum to extend the recess period.

## **Rules of Order**

- 7.5 The conduct of all City business is controlled by the general will of the Members - the right of the majority to decide, accompanied by the right of the minority to require the majority to decide only after a full and fair deliberation in a constructive and democratic manner, of the issues involved.
- 7.6 At no time is it intended that undue strictness of adherence to the rules of order intimidate members or limit full participation.
- 7.7 Each individual wishing to address a meeting shall first be recognized by the Chair. The first person to raise a hand and address the Chair when the person speaking has finished, and to be recognized by the Chair, has the floor. Speaking while another is still speaking is out of order, except to make a point of order or to make a point of personal privilege.
- 7.8 Debate begins when the Chair states the motion or resolution and asks "Are you ready for the question?" If no one initiates discussion, the Chair calls for the vote.
- 7.9 No member can speak twice to the same issue until everyone who wishes to has spoken to it once.
- 7.10 All remarks must be directed to the Chair, and be courteous.
- 7.11 Individuals who arrive late for meetings shall not have prior discussion reviewed for them except with the unanimous consent of all members present.
- 7.12 The meeting must be formally adjourned.

## **In Camera**

- 7.13 At the discretion of the Chair or the majority of the Members, a meeting may go In Camera, subject to the following procedural requirements:
  - 7.13.1 a motion is required to go In Camera and must include the basis on which, under an exception to disclosure in Division 2 of Part 1 of the *Freedom of Information and Protection of Privacy Act* the part of the meeting to be closed.
  - 7.13.2 a motion is required to come out of In Camera;
  - 7.13.3 the times the meeting goes In Camera and comes out of In Camera must be recorded in the minutes;
- 7.14 The In Camera portion of the meeting will:
  - 7.14.1 be chaired by the same person chairing the rest of the meeting; and
  - 7.14.2 be held without the presence of the public unless one or more members of the public are invited by the chair to participate in the In Camera session.
- 7.15 No record is necessary during the In Camera portion of the meeting, but if a record is kept, it is subject to the Freedom of Information and Protection of Privacy regulations.
- 7.16 Council shall not pass resolutions or bylaws during In Camera sessions. Any decisions reached by consensus during the In Camera session must be passed as motions when the regular meeting resumes.
- 7.17 What is discussed In Camera must remain confidential and may not be discussed at any other time or place, unless brought forward as a motion and recorded in the regular meeting minutes.

## **Electronic Recording of Proceedings**

- 7.18 The recording of a meeting by a member of the public or media by electronic or other means is allowed unless, at the sole determination of the Chair, the recording of the meeting is determined to be disruptive to the process or if the recording will inhibit or discourage any Member or the public from fully participating in the meeting, in which case the Chair may prohibit the recording of the meeting.

7.19 A meeting may be recorded by Administration for the purposes of preparing the minutes.

### **Electronic Meetings**

- 7.20 A meeting may be conducted by means of electronic or other communication facilities if:
- 7.20.1 notice is given to the public of the meeting, including the way in which it is to be conducted;
  - 7.20.2 the facilities enable the public to watch or listen to the meeting at a place specified in that notice and a designated officer is in attendance at that place; and
  - 7.20.3 the facilities enable all the meeting's participants to watch or hear each other;
  - 7.20.4 there is a secure means by which the meeting participant can join and participate in the meeting.
- 7.21 Members participating in a meeting held by means of a communication facility are deemed to be present at the meeting.
- 7.22 A maximum of two Members may participate in a meeting by electronic communication (provided that participation by two Members is permitted by the technology and that there is a secure way to access the technology).
- 7.23 Members participating in a meeting by electronic communication may participate in any In Camera session provided that he or she swears or affirms an affidavit provided by Administration and satisfies all other procedural safeguards to ensure confidentiality.
- 7.24 Members may participate through electronic communication a maximum of five (5) times total per year (from October 1<sup>st</sup> to October 1<sup>st</sup>) in any Meeting, Committee of the Whole Meeting, or Committee meeting.

### **Public Hearings**

- 7.24 Public hearings must be held in accordance with section 230 of the *Act*.
- 7.25 On a matter included in the agenda of a regular or special Council meeting for the purpose of a public hearing, any individual or delegation may appear without prior notice.
- 7.26 The Chair shall call three times for appearances from the gallery, and upon receiving no response, shall declare the public hearing closed.
- 7.27 Members may, upon recognition by the Chair, direct questions to a delegate or to Administration, but at no time shall a debate be entered into.

### **Delegations**

- 7.28 Any person or delegation wishing to appear before Council or committee or to address an agenda item not designated as a public hearing shall give written notice to the CAO no later than noon on the Wednesday preceding the meeting day.
- 7.29 An instructional sheet setting out meeting procedures and protocol shall be supplied to anyone wishing to address a Council or committee meeting.
- 7.30 Any person or delegation addressing Council shall state name(s), address (es), and the purpose of the presentation.
- 7.31 Delegations shall speak only on the matters which they have submitted to Council and which have been included on the agenda.
- 7.32 Delegations may be limited in the time they are permitted, but shall generally be allowed fifteen (15) minutes for presentation and discussion, which can be extended or decreased at the discretion of Council.
- 7.33 Approval of a delegation is subject to the Mayor or designates' discretion.

### **Conflict of Interest and/ or Pecuniary Interest**

- 7.34 Councillors must comply with all provisions of the Council Code of Conduct Bylaw in relation to conflict of interest and pecuniary interest
- 7.35 Committee members shall rigorously avoid situations which may result in claims of pecuniary interest, conflict of interest or bias.

#### **Chairperson**

- 7.36 The Mayor must preside as Chair when in attendance at a Council Meeting unless the Mayor has asked to step down as Chair, in which case, the Deputy or Acting Mayor or another Councillor must be called to take the Chair.

### **SECTION 8- MOTIONS & DEBATE**

#### **Rights in Debate**

- 8.1 Members, including the Chair, may enter debate once a motion is on the floor, subject to the following:
- 8.1.1 the Chair must step down from the Chair for the purpose of taking part in a debate in which case the Deputy or Acting Mayor or another Councillor must be called to take the Chair.
- 8.1.2 the Chair may resume the Chair when the main motion is voted on by Council.
- 8.2 When a pending question is presented for consideration, the Chair shall recognize the member who made the motion to speak first and the member who seconded the motion (if any) to speak second.
- 8.3 When two or more members wish to speak, the Chair shall name the member who is to speak first.
- 8.4 No member shall normally speak more than three (3) minutes on any question or amendment to a question, but may request permission to exceed this limit; the privilege shall be accorded without objection upon motion supported by two-thirds of the Members present.

#### **Motions**

- 8.5 The following procedural requirements apply to all motions:
- 8.5.1 A Main Motion brings new business (the next item on the agenda) before the assembly.
- 8.5.2 Council or Committees may deal with a motion on a subject which is not on the agenda with unanimous consent only.
- 8.5.3 After a motion has been moved and has been stated or read, it shall be deemed to be in possession of the Council or committee, and may only be withdrawn by majority consent of the members present.
- 8.5.4 Every motion or resolution shall be stated or read by the mover, who shall speak first to the motion and close debate on the motion.
- 8.5.5 When duly moved, a motion shall be open for discussion and debate. A member may speak to a motion a maximum of two times only unless there is agreement to provide another opportunity to address the issue.
- 8.5.6 Any member may ask to have the motion under discussion to be read again at any time during the debate, but may not interrupt a speaker to do so.
- 8.5.7 The mover of a motion may speak and vote for or against the motion.
- 8.5.8 When required by the Chair, a motion shall be in writing and a copy shall be given to the CAO before such motion shall be open for consideration.
- 8.5.9 No motion other than an amending motion or motion to table or refer shall be considered until any motion already before the meeting has been disposed of.
- 8.5.10 A Notice of Motion may be given (and shall be given verbally and in writing to all members present) at any regular meeting, specifying the entire content of the motion to be considered, but may not be dealt with at that meeting. The CAO shall receive a copy of any notice of motion upon adjournment of the meeting at which the notice was given and shall put it on the agenda under New or Unfinished Business for the next regular meeting unless otherwise instructed.

### **SECTION 9 – VOTING**

### **Voting**

- 9.1 Once the motion has been put to a vote, no member shall debate further on the question or speak any words except to request that the motion be read aloud.
- 9.2 When a question is put to vote, no member shall leave Council chambers until the vote is taken.
- 9.3 Any bylaw or resolution upon which there is an equality of votes shall be deemed to be defeated.
- 9.4 Pursuant to section 183 of the *Act*, Councillors must vote on a matter at a council meeting except where the person is required or permitted to abstain from voting under the *Act* or any other legislation.
- 9.5 The vote on any matter shall be recorded.

### **Bylaws, Resolutions, and Policies**

- 9.6 Draft Bylaws and policies shall be prepared at the request of Council or a Committee by the appropriate Committee or Administration, and shall be reviewed by the appropriate Committee before being presented for approval. Copies of the drafts shall be included in the agenda packages according to City procedure.
- 9.7 Before a Bylaw is passed, it shall, in accordance with the *Act*, have three distinct and separate readings before it is adopted, but no more than two readings may take place at any one meeting of Council, unless unanimous consent is taken before third (3rd) reading.
- 9.8 Council shall vote on the motion for the first reading of the bylaw without amendment or debate.
- 9.9 When all amendments (if any) have been accepted or rejected, the motion for second reading of the bylaw as presented or amended shall be considered.
- 9.10 When a bylaw has received third reading and been passed, the Mayor shall declare the bylaw adopted, and it becomes a municipal enactment, effective immediately unless the bylaw itself provides otherwise.
- 9.11 Resolutions or motions shall come into effect as soon as they are passed unless they contain a deferred implementation.
- 9.12 Policies shall be presented for discussion, and passed by simple majority, and shall come into effect as soon as they are passed unless they contain a deferred implementation.
- 9.13 Upon being passed:
  - 9.13.1 a policy shall be signed by the Chair of the meeting at which it was passed and by the CAO;
  - 9.13.2 a bylaw shall be signed by the Chair of the meeting at which it was passed and by the CAO, and shall be embossed with the corporate seal of the City.

## **SECTION 10 – AGENDA, ORDER OF BUSINESS & MINUTES**

### **Agendas for Council Meetings**

- 10.1 The CAO shall be responsible for preparing Council meeting agendas, including input from participants, City staff and previous meetings.
- 10.2 Council meeting agendas shall be made available to Members and the public at least two (2) business days prior to the time of the meeting on the City of Cold Lake website.
- 10.3 Only business listed in the agenda shall be undertaken at a Council meeting, unless resolution to change it is unanimously passed.
- 10.4 Council meeting agenda items and applications from delegations shall be accepted up to Wednesday noon prior to the meeting and approved at the discretion of the Mayor or designate.

**Order Of Business**

- 10.5 Council Meetings shall use the following order of business, unless changed by unanimous consent:
- 10.5.1 Call to Order
  - 10.5.2 Adoption of Agenda
  - 10.5.3 Adoption of Minutes
  - 10.5.4 Question Period
  - 10.5.5 Public Hearings
  - 10.5.6 Delegation
  - 10.5.7 City Financial Reports
  - 10.5.8 Old Business
  - 10.5.9 New Business
  - 10.5.10 Committee Reports
  - 10.5.11 Notices of Motion, Proclamations, or Announcements
  - 10.5.12 Adjournment

**Minutes**

- 10.6 Minutes of all Meetings shall be recorded in accordance with the *Act*.
- 10.7 At every regular Council and committee meeting, minutes of the previous regular meeting and any special meeting held more than 48 hours prior to the current meeting shall be considered for adoption.
- 10.8 Minutes shall include resolutions to go In Camera, out of In Camera, and to adjourn the meeting.

**SECTION 11 – REPEAL**

- 11.1 City of Cold Lake Bylaw No. 308-BD-07, Bylaw No. 383-BD-10 and Bylaw No. 344-BD-08 are hereby repealed.

**SECTION 12 – ENACTMENT**

- 12.1 This bylaw shall come into full force and effect at the beginning of the day it receives third and final reading.

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

**CARRIED  
UNANIMOUSLY**

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

**CARRIED  
UNANIMOUSLY**

**THIRD AND FINAL READING** passed in open Council duly assembled in the Province of Alberta, this \_\_\_\_ day of \_\_\_\_, A.D. 2019, on motion by Councillor \_\_\_\_.

**CARRIED  
UNANIMOUSLY**

\_\_\_\_\_  
**MAYOR**

\_\_\_\_\_  
**CHIEF ADMINISTRATIVE OFFICER**

PROCEDURAL BYLAW

A BYLAW OF THE COUNCIL OF THE CITY OF COLD LAKE, IN THE PROVINCE OF ALBERTA, TO PROVIDE RULES GOVERNING THE PROCEEDINGS AND THE REGULAR BUSINESS OF COUNCIL AND COUNCIL COMMITTEES

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**WHEREAS** Section 145 (b) of the Municipal Government Act, RSA 2000, Chapter M-26, provides that Council shall by bylaw make rules for calling meetings and governing its proceedings, the conduct of its members, the appointment of committees, and for the transaction of its business; and

**WHEREAS** Section 145 (a) of the Municipal Government Act, RSA 2000, Chapter M-26, provides that Council may establish committees to consider matters referred to them by Council, may appoint the members of such committees and may require reports of the findings or recommendations of the committees;

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

SHORT TITLE

1.0 This bylaw may be cited as the "Procedural Bylaw".

DEFINITIONS

2.0 In this bylaw:

- (1) Whenever the singular, masculine or feminine is used in this bylaw it shall be considered as if plural, feminine or masculine has been used where the context of the bylaw so requires.
- (2) "ACT" means the Municipal Government Act, RSA 2000, Chapter M-26.1 of the Statutes of Alberta.
- (3) "ADMINISTRATION" mean the employees of the municipality.
- (4) "BUSINESS DAY" means a day on which the municipal offices are open for business.
- (5) "CHAIR" means the Mayor, Deputy Mayor or presiding officer who presides over Council and/or committee meetings.
- (6) "CAO" means the Chief Administrative Officer for the municipality or his designate, appointed by Council in accordance with Section 205 of the Municipal Government Act as determined by Bylaw.
- (7) "COMMITTEE" means a committee appointed by Council under section 145 of the Act to provide advice and make recommendations to Council (and excepting the Library Board).
- (8) "COMMITTEE OF THE WHOLE" means a committee of the whole Council where no bylaw or resolution, apart from the resolution necessary to revert back to an open meeting, may be passed.
- (9) "COUNCIL" means the duly elected Council of Cold Lake.
- (10) "*IN CAMERA*" means at the discretion of the Mayor or Chair or a majority of the members of a committee, a meeting closed to the general public or municipal employees, as deemed appropriate.

- (11) "MEETING" means duly constituted regular or special open meeting of Council where bylaws and resolutions are formally ratified.
- (12) "MEMBER" means a member of Council, duly elected and continuing to hold office.
- (13) "MOTION" means a standard terminology used by Council to describe the original statement whereby business is brought before a meeting, and may also mean resolutions.
- (14) "PERSON" means a reference in discourse to the speaker, the person spoken to, or another person capable of having legal rights and duties.
- (15) "ELECTRONIC MEETING" is a meeting held in two or more places with the participants using electronic means of communication.

### APPLICATION

- 3.0 The following rules shall be observed and shall be the rules and regulation for the order and conduct of business in all regular and special meetings of Council and its committees, all *in camera* meetings, and all Committee of the Whole meetings.

### MEETINGS AND PROCEEDINGS

- 4.0 This bylaw covers the following areas:

- 4.1 Rules of Order
- 4.2 Conduct
- 4.3 Conflict Of Interest
- 4.4 Agendas
- 4.5 Notice of Meeting
- 4.6 Meeting Etiquette
- 4.7 Regular, Special, Organizational and Committee Meetings
- 4.8 Order Of Business
- 4.9 Delegations
- 4.10 Public Hearings
- 4.11 *In Camera*
- 4.12 Rights in Debate
- 4.13 Motions
- 4.14 Voting
- 4.15 Bylaws, Resolutions and Policies
- 4.16 Minutes
- 4.17 Spokespersons

#### **4.1 Rules of Order**

- (1) In all regular and special Council meetings, *in camera* meetings, and committee meetings, the most recent version of Robert's Rules will be followed where this policy does not provide direction.
- (2) The conduct of all City business is controlled by the general will of the Council and committee members—the right of the majority to decide, accompanied by the right of the minority to require the majority to decide only after a full and fair deliberation, in a constructive and democratic manner, of the issues involved.
- (3) At no time is it intended that undue strictness of adherence to the rules of order intimidate members or limit full participation.
- (4) The first person to raise a hand and address the Chair (Mr. /Madam Chair) when the person speaking has finished, and to be recognized by the Chair, has the floor. Speaking while another is still speaking is out of order, except to make a point of order or to make a point of personal privilege.
- (5) Debate begins when the Chair states the motion or resolution and asks "Are you ready for the question?" If no one initiates discussion, the Chair calls for the vote.
- (6) No member can speak twice to the same issue until everyone who wishes to has spoken to it once.
- (7) All remarks must be directed to the Chair, and be courteous.

- (8) A **quorum** for meetings shall be a simple majority of the whole Council, committee, or board.
- (9) If a quorum is not present within 30 minutes of the start time set for a regular or special Council meeting, the CAO or designate shall record the names of the Council members present and Council shall stand adjourned until the next regular meeting.
- (10) If a quorum is not present within 15 minutes of the start time set for a committee or board meeting, the meeting shall be re-scheduled.
- (11) Individuals who arrive **late** for meetings shall not have prior discussion reviewed for them except with the unanimous consent of all members present.

## 4.2 Conduct

- (1) Councillors and committee members shall carry out required duties to the best of their ability, be accountable for their decisions and actions, and strive to create a courteous, respectful atmosphere.
- (2) The presiding Chair shall maintain order and decorum at all Council meetings, and rule on points of order, citing the applicable governing rule or authority, without debate or comment.
- (3) The presiding Chair shall recognize who has the right to speak, rule on motions, and call members to order, as required.
- (4) The presiding Chair shall encourage questions, treating them impartially, with sound judgment.
- (5) The Chair must step down from the chair to make a motion.
- (6) Each individual wishing to address a meeting shall first be recognized by the Chair.
- (7) No speaker shall be interrupted by private conversations or comments, except on a point of order or personal privilege.
- (8) No individual may give specific direction to any staff member at any Council or committee meeting; such direction shall come from the full Council at a duly assembled meeting, unless delegated to the CAO or designate.
- (9) Any individual addressing a meeting shall not shout; use profane, vulgar or offensive language; or speak on a matter not before the meeting.
- (10) Speakers shall not make personal comments about any staff or Council member, or any other person, or indulge in personalities, use language personally offensive, arraign motives of members, charge deliberate misrepresentation, or use language tending to hold another member up to contempt.
- (11) Speakers shall obey the approved rules of order, and shall be called to order by the Chair if they do not, at which they must immediately stop speaking unless permitted to explain; this shall be recorded in the minutes.
- (12) The Council or committee shall, if appealed to, decide the case without debate. The speaker may proceed only if the decision is in his/her favour.
- (13) Individuals who flout the rules twice in one meeting shall be asked to leave that meeting (only), and the matter may be discussed *in camera* if necessary. When the open meeting reconvenes, the excluded member may, upon an adequate apology and majority vote of the members, be permitted to rejoin the meeting.
- (14) The decision of the presiding Chair is final, unless the person called to order appeals to the meeting members; this shall be decided without debate.
- (15) No exclusion shall be for more than the meeting in progress.

## 4.3 Conflict Of Interest

- (1) An individual who stands to gain personal benefit from a decision of the Council or a committee, or has a pecuniary interest in the matter, as defined in the Municipal Government Act is in conflict of interest.
- (2) Anyone in conflict of interest shall declare that interest, and shall not participate in any debate or decision concerning the matter, but does not need to leave the room.

Such conflict of interest shall be recorded in the minutes.

#### 4.4 Agendas

- (1) The CAO or designate shall be responsible for preparing meeting agendas, including input from participants, City staff, and previous meetings.
- (2) Meeting agendas shall be made available at least two business days prior to the time of the meeting.
- (3) Only business listed in the agenda shall be undertaken at a meeting, unless a resolution to change it is unanimously passed
- (4) Agenda items and applications from delegations shall be accepted up to Wednesday noon, prior to the meeting and approved at the discretion of the Mayor or designate.

#### 4.5 Notice Of Meeting

- (1) **Regular Council meetings:** Notice to participants and the public is not required unless there is a change, in which case the CAO or designate shall deliver notice to all members of the Council and to the public at least one business day prior to the day of the Council meeting.
- (2) **Special Council meetings** shall be called in accordance with S. 194 of the Municipal Government Act.
- (3) Notice of **committee meetings** shall be given to participants and the public at least 24 hours in advance.

#### 4.6 Meeting Etiquette

- (1) Accepted conventions of meeting protocol shall be used, to facilitate respect, orderly progression, and attentiveness.
- (2) The designated Chair shall start the meeting on time; explanation of a late start shall be included in the minutes.
- (3) Speakers shall raise their hands to be recognized by the Chair, and shall then have the floor.
- (4) Respect for all participants and guests shall be shown at all times, so there shall be no side comments or private conversations.
- (5) When addressing any participants in a meeting, the use of official titles is required. (i.e. Councillor Miller, Mrs. Whalen or Mr. Brown)
- (6) Active participation is expected, with the intent of arriving at the best solutions for the City.
- (7) The next meeting must be scheduled (date, time, and location).
- (8) The meeting must be formally adjourned.

#### 4.7 Regular, Special, Organizational and Committee Meetings

- (1) All City meetings shall be open to the public, except for any *in camera* portions.
- (2) All Council and committee meetings shall be held in accordance with the provisions of the Municipal Government Act.
- (3) The CAO or designate shall record the **minutes** of all Council and committee meetings, and provide the required written reports of committee activities to Council.
- (4) Council shall hold its' regular meetings on the second and fourth Tuesday of each month at 7:00 p.m. in City Hall Council Chambers.
- (5) When a regular Council or committee meeting falls on a legal holiday, the meeting shall be held on the first following non-holiday business day.
- (6) The second regular Council meeting in July and December will be cancelled and the Corporate Priorities meeting in July and August will be cancelled.
- (7) Any regular meeting may be cancelled or postponed by resolution of Council.
- (8) **Special Council meetings** shall be called in accordance with Municipal Government Act.
- (9) Council may establish council committees and other bodies as necessary under the Municipal Government Act and shall determine Terms of Reference for each (to be reviewed annually).
- (10) The Library Board, while appointed by Council, is not advisory, but self-governing, established by Council bylaw under the Alberta Libraries Act and responsible to Council under that Act.
- (11) Committee members shall be appointed annually by the Mayor no later than two weeks following the third Monday in October.

- (12) Each committee is responsible for reviewing and making recommendations to Council (at least annually) on all bylaws and policies dealing with subject matter germane to that committee.
- (13) Committee meetings shall set date, time, and location.
- (14) Committees may pass no resolutions other than a motion to report to or make recommendations to Council.
- (15) Written reports or minutes of committee activities shall be submitted to the next regular Council meeting.
- (16) No committee has the power to pledge the credit of the municipality or commit the Municipality to any particular action.
- (17) Evening meetings shall be adjourned by 10:30 p.m., unless a resolution to continue is passed by simple majority.
- (18) Organizational Meeting must be held at a designated time in accordance with the MGA Act.

#### 4.8 Order Of Business

Council and City committees shall use the following order of business, unless changed by unanimous consent.

- (1) Call to Order
- (2) Adoption of Agenda
- (3) Adoption of Minutes
- (4) Question Period
- (5) Public Hearings
- (6) Delegations (Limited to First Tuesday Council Meeting and Corporate Priorities)
- (7) Old Business
- (8) New Business
- (9) Committee Reports
- (10) Notices of Motion, Proclamations, or Announcements
- (11) Adjournment

#### 4.9 Delegations

- (1) Any person or delegation wishing to appear before Council or committee or to address an agenda item not designated as a public hearing shall give written notice to the CAO no later than noon on the Wednesday preceding the meeting day.
- (2) An instructional sheet setting out meeting procedures and protocol shall be supplied to anyone wishing to address a Council or committee meeting.
- (3) Any person or delegation addressing Council shall state name(s), address(es), and the purpose of the presentation.
- (4) Delegations shall speak only on the matters which they have submitted to Council and which have been included on the agenda.
- (5) Delegations may be limited in the time they are permitted, but shall generally be allowed 15 minutes for presentation and discussion, which can be extended or decreased at the discretion of Council.
- (6) Approval of a delegation is subject to the Mayor or designates' discretion.

#### 4.10 Public Hearings

- (1) On a matter included in the agenda of a regular or special Council meeting for the purpose of a **public hearing**, any individual or delegation may appear without prior notice.
- (2) The presiding Chair shall call three times for appearances from the gallery, and upon receiving no response, shall declare the public hearing closed.
- (3) Council and committee members may, upon recognition by the Chair, direct questions to a delegate or to administration, but at no time shall a debate be entered into.
- (4) Any person disrupting the proceedings of Council or a committee may be removed upon the request of the Chair.
- (5) Individuals who do not wish to make a presentation, but who wish to go on record in support or opposition to an agenda item may complete the comment form provided, which will be referred to the CAO and Council.

#### 4.11 *In Camera*

- (1) At the discretion of the Mayor or Chair or a majority of the members of a committee, a meeting may be closed to the general public or municipal employees, as deemed appropriate, called *in camera*.
- (2) *Under the Freedom of Information and Protection of Privacy* (FOIPP), Boards may close all or part of their meetings in accordance with the MGA Act
- (3) A motion is required to go *in camera*, and the times the meeting goes *in camera* and comes out are recorded in the minutes.
- (4) No record is necessary during the *in camera* portion of the meeting, but if a record is kept, it is subject to FOIPP regulations.
- (5) Council shall not pass resolutions or bylaws during *in camera* meetings. Any decisions reached by consensus during the *in camera* session must be passed as motions when the regular meeting resumes.
- (6) What is discussed *in camera* must remain confidential and may not be discussed at any other time or place, unless brought forward as a motion and recorded in the regular meeting minutes.
- (7) When two (2) or more elected officials participate in council or committee meetings through an electronic device or other communication facilities; that meeting will be deemed to be a meeting through electronic communication or as per the MGA act.

#### 4.12 **Rights in Debate**

- (1) Debate is the discussion regarding a motion that occurs after the Chair has restated the motion and before it is put to a vote.
- (2) When a pending question is presented for consideration, the Chair shall recognize the member who made the motion to speak first and the member who seconded the motion (if any) to speak second.
- (3) When two or more members wish to speak, the Chair shall name the member who is to speak first.
- (4) No member shall normally speak more than three minutes on any question or amendment to a question, but may request permission to exceed this limit; the privilege shall be accorded without objection upon motion supported by two-thirds of the Council.

#### 4.13 **Motions**

- (1) A **Main Motion** brings new business (the next item on the agenda) before the assembly.
- (2) Council or committees may deal with a motion on a subject which is not on the agenda with unanimous consent only.
- (3) After a motion has been moved and has been stated or read, it shall be deemed to be in possession of the Council or committee, and may only be withdrawn by majority consent of the members present.
- (4) Every motion or resolution shall be stated or read by the mover, who shall speak first to the motion and close debate on the motion.
- (5) When duly moved, a motion shall be open for discussion and debate. A member may speak to a motion a maximum of two times only unless there is agreement to provide another opportunity to address the issue.
- (6) Any member may ask to have the motion under discussion to be read again at any time during the debate, but may not interrupt a speaker to do so.
- (7) The mover of a motion may speak and vote for or against the motion.
- (8) When required by the Chair, a motion shall be in writing and a copy shall be given to the CAO before such motion shall be open for consideration.
- (9) No motion other than an amending motion or motion to table or refer shall be considered until any motion already before the meeting has been disposed of.
- (10) A **Notice of Motion** may be given (and shall be given verbally and in writing to all members present) at any regular meeting, specifying the entire content of the motion to be considered, but may not be dealt with at that meeting.
- (11) The CAO shall receive a copy of any notice of motion upon adjournment of the meeting at which the notice was given and shall put it on the agenda under New or Unfinished Business for the next regular meeting unless otherwise instructed.

- (12) When a motion under consideration concerns two or more specific matters, a motion to **Divide the Question** divides it into two or more separate motions (which must be able to stand on their own).
- (13) When a motion is tabled without being settled, no similar or conflicting motion which would restrict action on the first motion may be introduced or adopted.
- (14) A written notice of **Motion to Reconsider, Alter, or Rescind**, given from one meeting to the next with a minimum of five (5) members voting in favour, is the only way a question once decided may be reversed, reconsidered, or rescinded within one year after the decision.
- (15) Where the City has a contractual liability or obligation, Council shall not reconsider, alter, vary, revoke, rescind, or replace any motion except to the extent that it does not avoid or interfere with such liability or obligation.
- (16) A **Point of Privilege** pertains to noise, personal comfort, etc. and should only interrupt discussion if unavoidable.
- (17) A **Parliamentary Inquiry** is a query as to the correct motion, to accomplish a desired result, or to raise a point of order.
- (18) A **Point of Information** generally applies to a question asked of the speaker.
- (19) **Orders of the Day or Agenda** is a call to adhere to the agenda. Deviation from the agenda requires Suspension of the Rules.
- (20) A **Point of Order** refers to an infraction of the rules or improper decorum in speaking, and must be raised as soon as the error is made.
- (21) To **Consider by Paragraph** is to hold back adoption of a paper until all paragraphs are debated and amended and the entire paper is satisfactory. After all the paragraphs are considered, the entire paper is then open to amendment, and paragraphs may be further amended.
- (22) To **amend** is to insert or strike out words or paragraphs, or substitute whole paragraphs or resolutions; this motion may be made by any member.
- (23) Amendments shall be voted on in reverse order to that in which they are moved, and all amendments shall be decided on or withdrawn before the original motion is put to a vote.
- (24) To **Withdraw or Modify a Motion** can be done only after a question is stated; mover can accept an amendment without obtaining the floor.
- (25) To **Commit /Refer/Recommit to Committee** is to state which committee or administration sector is to receive the question or resolution for research/further information, and shall include terms, timelines, and necessary explanations. If no committee exists, the size of committee, composition, and selection method (election or appointment) is included.
- (26) To **Extend Debate** can be applied only to the immediately pending question; the extension is until a set time or for a set period.
- (27) To **Limit Debate** is to close debate at a set time, or limit it to a set period.
- (28) To **Postpone** is to state the time the motion or agenda item will be resumed (usually the next regular meeting), and must be passed by a majority of members present. It shall appear on the agenda for the meeting date specified as an item of unfinished business.
- (29) To **Object to Consideration** is to state an objection, which must be stated before discussion is started or another motion is stated.
- (30) To **Table** is to temporarily set aside an issue and bring it back at the same meeting. It may be done after a motion to close debate has carried or is pending.
- (31) To **Take from the Table** is to state a motion previously laid on the table to resume consideration of it.
- (32) To **Reconsider** can be made only by an individual on the prevailing side who has changed position or view.
- (33) To **Postpone Indefinitely** is to kill the question/resolution for this session; exception: the motion to reconsider can still be made during this session.
- (34) **Previous Question** closes debate if successful; if preferred, a motion may be made to "**Close Debate**".
- (35) **Informal Consideration** is a motion that the assembly go into Committee of the Whole for informal debate as if in committee; this committee may limit the number or length of speeches or close debate by other means by a 2/3 vote. All votes, however, are formal.
- (36) To **Appeal the Decision of the Chair** is an appeal which the assembly must decide, and must be made before other business is resumed; NOT debatable if relates to decorum, violation of rules, or order of business.

- (37) To **Suspend the Rules** allows a violation of the assembly's own rules (except Constitution); the object of the suspension must be specified
- (38) A **Motion to Adjourn** is not subject to debate and will be voted on immediately.

#### 4.14 Voting

- (1) When a member who has moved a motion closes the debate, the Chair shall put the motion to a vote, and this decision is final unless overruled by a majority vote of the members present at the meeting.
- (2) Once the motion has been put to a vote, no member shall debate further on the question or speak any words except to request that the motion be read aloud.
- (3) When a question is put to vote, no member shall leave Council chambers until the vote is taken.
- (4) Any bylaw or resolution upon which there is an equality of votes shall be deemed to be defeated.
- (5) Pursuant to the Municipal Government Act, a councillor member must vote on a matter at a council meeting except where the person abstaining is prohibited from voting because of conflict of interest or pecuniary interest in accordance with the Municipal Government Act.
- (6) The vote on any matter shall be recorded.

#### 4.15 Bylaws, Resolutions, and Policies

- (1) Draft Bylaws and policies shall be prepared at the request of Council or a committee by the appropriate committee or City staff, and shall be reviewed by the appropriate committee before being presented for approval. Copies of the drafts shall be included in the agenda packages according to City procedure.
- (2) Before a **Bylaw** is passed, it shall, in accordance with the Municipal Government Act, have three distinct and separate readings before it is adopted, but no more than two readings may take place at any one meeting of Council, unless unanimous consent is taken before third (3<sup>rd</sup>) reading.
- (3) Council shall vote on the motion for the first reading of the bylaw without amendment or debate.
- (4) When all amendments (if any) have been accepted or rejected, the motion for second reading of the bylaw as presented or amended shall be considered.
- (5) When a bylaw has received third reading and been passed, the Mayor shall declare the bylaw adopted, and it becomes a municipal enactment, effective immediately unless the bylaw itself provides otherwise.
- (6) Upon being passed, a bylaw shall be signed by the Chair of the meeting at which it was passed and by the CAO, and shall be embossed with the corporate seal of the City.
- (7) A bylaw which requires approval from the Province of Alberta shall receive two readings prior to the submission of a certified copy to the provincial authorities. The third reading may proceed only after the signed approval of the provincial authority is received.
- (8) **Resolutions or motions** shall come into effect as soon as they are passed unless they contain a deferred implementation.
- (9) **Policies** shall be presented for discussion, and passed by simple majority, and shall come into effect as soon as they are passed unless they contain a deferred implementation.
- (10) Upon being passed, a policy shall be signed by the Chair of the meeting at which it was passed and by the CAO,

#### 4.16 Minutes

- (1) Minutes of all proceedings of regular and special Council and committee meetings shall be recorded in accordance with the Municipal Government Act.
- (2) At every regular Council and committee meeting minutes of the previous regular meeting and any special meeting held more than 48 hours prior to the current meeting shall be considered for adoption.
- (3) Minutes shall include resolutions to go *in camera* and to adjourn the meeting.

- (4) The CAO (or designate) shall, as soon as possible after a meeting of the Council, prepare minutes of the meeting and circulate them to the members of Council or the committee.

#### 4.17 Spokespersons

- (1) The Mayor speaks for the City unless that power is designated to another person, on a case-by-case basis only.
- (2) Individual Councillors or committee members have no authority to act outside established bylaws and policy.
- (3) Bylaws and Policy can only be initiated and must be approved by Council (with the exception of the Library Board).
- (4) Democratic process includes the right to debate, question, and discuss, but once a decision is made, Councillors and committee members must speak with one voice and practice and publicly defend all Council decisions.
- (5) Councillors and committee members should remember that advocacy and information for ratepayers are part of their responsibilities, but always within parameters set by Council decisions.
- (6) No special interests shall be promoted over the common interest.
- (7) Councillors and committee members who are approached about issues not covered by policy or bylaw shall bring such concerns to Council, and not attempt to resolve them; Council shall forward them to Administration or committee, as appropriate.

#### 4.18 Repeal

- (1) Bylaw No.'s 071-BD-99, 185-BD-04, 227-BD-05 and 293-BD-07 of the City of Cold Lake and any amendments are hereby repealed.

#### 4.19 Coming into Force

- (1) This bylaw shall come into full force and effect upon the final passing thereof.

**FIRST READING** passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 23<sup>rd</sup> day of October, A.D. 2007, on motion by Councillor Rodden.

**CARRIED  
UNANIMOUSLY**

**SECOND READING** passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 23<sup>rd</sup> day of October, A.D. 2007, on motion by Councillor Plain.

**CARRIED  
UNANIMOUSLY**

**CONSENT TO THIRD AND FINAL READING** granted on motion by Councillor Taschereau.

**CARRIED  
UNANIMOUSLY**

**THIRD AND FINAL READING** passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 23<sup>rd</sup> day of October, A.D. 2007, on motion by Councillor Lay.

**CARRIED  
UNANIMOUSLY**

**CITY OF COLD LAKE**

\_\_\_\_\_  
**MAYOR**

\_\_\_\_\_  
**CHIEF ADMINISTRATIVE OFFICER**

**CITY OF COLD LAKE  
BYLAW #344-BD-08**

A BYLAW OF THE CITY OF COLD LAKE, IN THE PROVINCE OF ALBERTA, TO PROVIDE FOR THE AMENDMENT OF COLD LAKE PROCEDURAL BYLAW NO. 308-BD-07 OF THE CITY OF COLD LAKE.

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**WHEREAS** the Council of the City of Cold Lake deems it necessary to amend some Subsections of Section 4.8 of Procedural ByLaw No. 308-BD-07;

**AND WHEREAS**, it is deemed expedient to amend ByLaw No. 308-BD-07 of the City of Cold Lake,

**NOW THEREFORE**, under the authority of the Municipal Government Act, Chapter M-26.1, Statutes of Alberta, 1994, the Council of the City of Cold Lake, in the Province of Alberta, duly assembled, hereby enacts as follows:

1. Amend Section 4.8(6) to read as follows:  
  
(6) Delegations (limited to Council meetings)
2. Add City Financial Reports as Section 4.8(7) after Section 4.8(6) Delegations and subsequently renumber subsections 7-11 to 8-12.
3. This ByLaw shall take effect upon third and final reading.

**FIRST READING** passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 28<sup>th</sup> day of October, A.D. 2008, on motion by Councillor Pelechosky.

**CARRIED  
UNANIMOUSLY**

**SECOND READING** passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 12<sup>th</sup> day of November, A.D. 2008, on motion by Councillor Pelechosky.

**CARRIED  
UNANIMOUSLY**

**THIRD AND FINAL READING** passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 12<sup>th</sup> day of November, A.D. 2008, on motion by Councillor Rodden.

**CARRIED  
UNANIMOUSLY**

**CITY OF COLD LAKE**

  
\_\_\_\_\_  
**MAYOR**

  
\_\_\_\_\_  
**CHIEF ADMINISTRATIVE OFFICER**

**CITY OF COLD LAKE**  
**BYLAW #383-BD-10**  
**A BYLAW TO AMEND BYLAW #308-BD-07**

A BYLAW OF THE CITY OF COLD LAKE, IN THE PROVINCE OF ALBERTA, TO AMEND BYLAW 308-BD-07, THE PROCEDURAL BYLAW.

**WHEREAS** the Council of the City of Cold Lake deems it necessary to amend Subsection 4 & 17 of Section 4.7 of Procedural Bylaw No. 308-BD-07;

**AND WHEREAS**, it is deemed expedient to amend Bylaw No. 308-BD-07 of the City of Cold Lake,

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

1. Amend Section 4.7(4) to read as follows:

“4.7(4) Council shall hold its’ regular meetings on the second and fourth Tuesday of each month at **6:00 p.m.** in City Hall Council Chambers.”

2. Amend Section 4.7(17) to read as follows:

“4.7(17) Evening meetings shall be adjourned by **9:30 p.m.**, unless a resolution to continue is passed by simple majority.”

3. This Bylaw shall take effect upon third and final reading.

**FIRST READING** passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 14<sup>th</sup> day of December, A.D. 2010, 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 14<sup>th</sup> day of December, A.D. 2010, on motion by Councillor Vining.

**CARRIED**  
**UNANIMOUSLY**

**CONSENT TO THIRD AND FINAL READING** granted on motion by Councillor Plain.

**CARRIED**  
**UNANIMOUSLY**

**THIRD AND FINAL READING** passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 14<sup>th</sup> day of December, A.D. 2010, on motion by Deputy Mayor Buckle.

**CARRIED**  
**UNANIMOUSLY**

**CITY OF COLD LAKE**

  
\_\_\_\_\_  
**MAYOR**

  
\_\_\_\_\_  
**CHIEF ADMINISTRATIVE OFFICER**

**CITY OF COLD LAKE**  
**BYLAW #618-AD-18 - COUNCIL CODE OF CONDUCT BYLAW**  
**Unofficial Consolidation**

**Please note: in a bylaw that is “Unofficially Consolidated”, the original approved bylaw is updated to include all of the approved amendments to that bylaw**

**A BYLAW OF THE CITY OF COLD LAKE IN THE PROVINCE OF ALBERTA, TO ESTABLISH A COUNCIL CODE OF CONDUCT**

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**PURSUANT** to section 146.1(1) of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended, municipalities must establish a code of conduct bylaw that governs the conduct of councillors;

**WHEREAS** Council wishes to establish a code of conduct to set a standard of behavior and actions of City of Cold Lake councillors, in order to:

- Build and inspire public trust and confidence in local government by upholding high standards and ideals;
- Promote public confidence by respecting the process established by Council for communicating with the public on behalf of Council or the City;
- Support effective decision-making through the processes set out in legislation and local bylaws for making decisions, including respect for the role of the chair;
- Promote service of the public interest and show leadership by upholding legislation, local bylaws, and policies adopted by Council;
- Promote the treatment of Council members, municipal employees, and others with dignity, understanding and respect;
- Promote public trust by refraining from using information in a way that would be detrimental to the public interest;
- Promote public trust by refraining from exploiting the position of Councillor for private reasons or that would bring discredit to the office;
- Promote the priority of municipal interests over the individual interests of councillors, and to refrain from seeking to influence decisions for personal reasons;
- Promote stewardship and public trust by refraining from the use of municipal assets or resources for personal reasons; and
- Promote effective leadership and personal development by accessing training opportunities.

**WHEREAS** Councillors have an obligation to act in the best interests of the rate payers of the City of Cold Lake and make all decisions for the betterment of the Cold Lake community; and whereas no provision of the code of conduct shall be interpreted to conflict with this obligation;

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

**SECTION 1 - TITLE**

- 1.1 This Bylaw shall be cited as the “Councillor Code of Conduct Bylaw”.

**SECTION 2 - DEFINITIONS**

In this Bylaw:

- 2.1 “Act” means the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended;
- 2.2 “Administration” means staff of the City of Cold Lake;
- 2.3 “CAO” means the Chief Administrative Officer of the City of Cold Lake;
- 2.4 “City” means the municipal corporation of the City of Cold Lake, or the geographical area falling within the municipal boundaries of the City of Cold Lake, as the context requires;

- 2.5 “Conflict of Interest” means the situations which would breach Part 2 of the *Conflicts of Interest Act*, RSA 2000, c C-23 as defined in that Act;
- 2.6 “Council” and “Councillor” means all elected officials on the City of Cold Lake Council including the Mayor;
- 2.7 “Council Meeting” means Council meetings, Committee of the Whole meetings, Council Committee meetings, and at Special Council meetings;
- 2.8 “Gift or other advantage” means the definition used in section 2 of the *Conflict of Interest Act*, SC 2006, c 9:

Gift or other advantage means

- (a) an amount of money if there is no obligation to repay it; and
  - (b) a service or property, or the use of property or money that is provided without charge or at less than its commercial value.
- 2.9 “Pecuniary Interest” means the definition used in section 170 of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended:
- (1) Subject to subsection (3), a councillor has a pecuniary interest in a matter if
    - (a) the matter could monetarily affect the councillor or an employer of the councillor, or
    - (b) the councillor knows or should know that the matter could monetarily affect the councillor’s family.
  - (2) For the purposes of subsection (1), a person is monetarily affected by a matter if the matter monetarily affects
    - (a) the person directly,
    - (b) a corporation, other than a distributing corporation, in which the person is a shareholder, director or officer,
    - (c) a distributing corporation in which the person beneficially owns voting shares carrying at least 10% of the voting rights attached to the voting shares of the corporation or of which the person is a director or officer, or
    - (d) a partnership or firm of which the person is a member.

- 2.10 “Council Complaints Committee” means the Committee created by this Bylaw, and for each meeting of such committee, to be composed of all Councillors other than the one or more Councillors about whom a particular complaint is made. The quorum of this Committee is the majority of Council.

*Amended by Bylaw 638-AD-19, March 12, 2019*

## **SECTION 3 – CODE OF CONDUCT FOR COUNCILLORS**

### **Representing the Municipality**

- 3.1 Councillors shall uphold high standards and ideals by:
- 3.1.1 acting honestly and in good faith conducting themselves at all times in a manner befitting their position as an elected official and representative of the City;
  - 3.1.2 demonstrating fairness in all dealings, both personal and professional;
  - 3.1.3 demonstrating accountability and impartiality in all Council matters;
  - 3.1.4 considering the welfare and interests of the City as a whole and ensuring the welfare of the City as a whole supersedes the interest of any particular segment of the City.

### **Communicating on behalf of the Municipality**

- 3.2 Councillors may make public statements on behalf of Council or the City when specifically authorized by Council to do so long as all applicable processes established by Council are followed.
- 3.3 Councillors may publicly express their opinions on Council matters so long as, the Councillor(s):
- 3.3.1 Ensure that it is clearly stated that the public statement reflects the personal opinion of the Councillor, not the opinion or position of Council;
  - 3.3.2 Does not undermine the standing of Council in the community;
  - 3.3.3 Ensure the statements are made with the utmost respect to the decision of Council, to all Councillor(s) and to any other person(s) associated with the decision.

- 3.4 Councillors shall not comment in public regarding the performance of any member of Administration, instead Councillors must refer any question of performance of Administration to the CAO.

**Respecting the decision-making process**

- 3.5 Councillors shall:
- 3.5.1 adhere to the decision-making processes set out in law including City bylaws;
  - 3.5.2 engage in respectful, fulsome, and healthy debate on all matters in Council Meetings;
  - 3.5.3 be impartial to discussion or presentation of any matter that requires a decision of Council;
  - 3.5.4 respect and support the decisions, resolutions, and direction of Council (made by majority vote of the Councillors) regardless of their personal view of the decision(s); and
  - 3.5.5 respect Council Meetings as the appropriate place to discuss and debate matters before Council.
- 3.6 Councillors shall not:
- 3.6.1 interrupt another Councillor or act in any way that could threaten another Councillor's right to feel confident to express his/her views at a Council Meeting;
  - 3.6.2 act in any way that would threaten another Councillor's right to address matters before Council in a full, open, transparent, and professional manner with the goal of good governance through healthy debate.
- 3.7 Councillors may meet with any person, including a person who may file an application/submission with the City in the future, a developer or special interest group, with the exception that
- 3.7.1 after Council has been notified that an application or submission has been filed where Council will have a decision making role in the approval process or a subsequent appeal, Councillors shall not discuss the application/submission with the applicant, developer or special interest group;
  - 3.7.2 after Council has been notified that a party has initiated legal action or is expected to initiate legal action, Councillors shall not discuss the matter with the applicant, developer or special interest group.
  - 3.7.3 Being notified for the purposes section 3.7 shall mean that the matter has been discussed by Council at a Council Meeting or Council has been formally made aware of an issue through briefing by the CAO.
- 3.8 Councillors may attend open houses or exchange information with potential applicants, developers, and special interest groups prior to a formal submission or application being submitted to Administration, however, the Councillor must,
- 3.8.1 Advise the person they have met with that:
    - 3.8.1.1 the Councillor can provide only general information on the process but cannot give any indication of the chance of success of the submission;
    - 3.8.1.2 they may wish to seek independent legal advice;
    - 3.8.1.3 they may wish to seek preliminary information prior to submitting their application by consulting with Administration;
  - 3.8.2 Forward any information received from an applicant, developer, or special interest group to the CAO who will record the information and determine whether further distribution or disclosure of the information is required; and
  - 3.8.3 Direct all development inquiries to Administration.

**Adherence to policies, procedures and bylaws**

- 3.9 Councillors shall uphold legislation, City bylaws, and policies.
- 3.10 Councillors shall avoid waste, abuse, and extravagance in the provision and use of public money remaining mindful that public money must be used for public good:
- 3.10.1 strictly adhering to all City guidelines addressing expenses and reimbursement;
  - 3.10.2 being open and accountable with respect to all expenditures, per diems, and/or any and all other expenses incurred;
  - 3.10.3 avoiding situations where an expenditure can be questioned as inappropriate and may cause adverse reaction that may result in undermining the standing of Council in the public eye.

**Respectful interactions with councillors, Administration, the public and others**

- 3.11 Councillors shall treat all people equally with dignity and respect regardless of race, culture, religion, language, gender, disability, or occupation providing adequate and substantive opportunity for persons to state their position on any matter before Council and ensuring equity of service.

- 3.12 When interacting with administration, Councillors shall:
  - 3.12.1 respect the professional opinions of Administration and be mindful that the CAO is exclusively responsible for directing Administration;
  - 3.12.2 not abuse relationships or interactions with Administration by attempting to take advantage of their position as Councillors;
  - 3.12.3 refrain from any behaviour which is, or may be perceived as, bullying of Administration; and
  - 3.12.4 direct all requests for information to the CAO.
- 3.13 Councillors shall not instigate, be involved with, or condone personal attacks on other Councillors, Administration or members of the public.

#### **Confidential information**

- 3.14 Councillors shall keep in the strictest confidence (including not releasing, disclosing, publishing, or commenting on):
  - 3.14.1 all information received during, and matters discussed “in camera” at Council Meetings until such information is disclosed at a public meeting;
  - 3.14.2 all matter discussed in confidence with another Councillor or Administration;
  - 3.14.3 all private correspondence, both oral and written, between Councillors and with the CAO until the parties agree that the information should be made public;
  - 3.14.4 any information to be treated as confidential in accordance with the *Act*;
  - 3.14.5 any information subject to solicitor client privilege unless expressly authorized by Council, through a Council resolution, to make public.
- 3.15 Councillors shall not use any information provided to Council or to a Councillor, or any information they have knowledge of by virtue of their position as a Councillor that is not in the public domain:
  - 3.15.1 in a way that would be detrimental to the public interest;
  - 3.15.2 for any purpose other than to exercise their role as Councillor;
  - 3.15.3 in any way that could cause harm, detriment or embarrassment to Council, other Councillors, Administration, members of the public or third parties;
  - 3.15.4 for any reason that may create a benefit for themselves.
- 3.16 Councillors shall sign an Oath of Confidentiality attached as Appendix “A” to this Bylaw.
- 3.17 Councillors shall at all times, recognize and act in accordance with, the *Freedom of Information and Protection of Privacy Act*, RSA 2000, c F-25 regarding the access, use and release of personal information.

#### **Conflicts of Interest and/or Pecuniary Interest**

- 3.18 Councillors shall rigorously avoid situations which may result in claims of pecuniary interest, conflict of interest or bias.
- 3.19 Councillors shall not exploit the position of Councillor for private reasons or any reason that would bring discredit to Council.
- 3.20 Councillors shall adhere to all pecuniary interest requirements in the *Act* (including disclosure and procedure requirements) where s/he may have (or may reasonably be perceived to have) a pecuniary interest.
- 3.21 In respect of pecuniary interests, it is each Councillor’s responsibility to:
  - 3.21.1 Decide whether or not s/he has a pecuniary interest, however, the Councillor may discuss their decision with Council and/or seek the advice of the Mayor and/or CAO;
  - 3.21.2 Seek independent legal advice, at their own cost, with respect to any situation which may result in pecuniary interest;
  - 3.21.3 Notify the Mayor or Chair of the meeting prior to the matter being considered, if a Councillor believes s/he may have a pecuniary interest in the matter.
- 3.22 If a Councillor believes s/he may have or may reasonably be perceived to have a conflict of interest, it is that Councillor’s responsibility to:
  - 3.22.1 Decide whether or not s/he has a conflict of interest, however, the Councillor may discuss their decision with Council and/or seek the advice of the Mayor and/or CAO;
  - 3.22.2 Seek independent legal advice, at his/her own cost, if s/he wishes;
  - 3.22.3 Notify the Mayor or Chair of the meeting of the potential conflict prior to the matter being considered (each time the matter arises before Council);
  - 3.22.4 Not discuss the matter with any Councillor publically or privately;
  - 3.22.5 ~~Leave the meeting room if the matter is discussed and not return until discussion has ended or voting on the matter has been concluded; with the exception that,~~

~~Councillors with a stated conflict of interest may stay in the meeting room, if the Councillor is seated in the gallery and addresses Council as a taxpayer, elector, or owner or if the Councillor has the right to be heard pursuant to the Act or any other enactment.~~

- 3.22.5 Leave the meeting room if the matter is discussed and not return until discussions has ended or voting on the matter has been concluded; with the exception that, Councillors with a stated conflict of interest may stay in the meeting room, if the Councillor is seated in the gallery and addresses Council as a taxpayer, elector, or owner who has the right to be heard pursuant to the Act or any other enactment.

*Amended by Bylaw 638-AD-19, March 12, 2019*

- 3.23 Councillors shall not accept a fee, gift or other benefit that is connected, directly or indirectly, with the performance of the Councillor's duties, subject to the following exception:
- 3.23.1 Councillors may accept gifts of appreciation, courtesy, symbolic donations, gifts of protocol or social obligation in accordance with section 7(3)(a), 7(3)(b) and 7(3)(c) of the *Conflicts of Interest Act*, RSA 2000, c C-23.
- 3.24 Should a Councillor be offered a gift exceeding the value indicated in section 7(3)(a), 7(3)(b), 7(3)(c) of the *Conflicts of Interest Act*, RSA 2000, c C-23 the Councillor shall inform the CAO of the offer.

#### **Improper use of influence**

- 3.25 Councillors shall not seek to influence decisions for personal reasons or make improper use of his/her position as a Councillor by:
- 3.25.1 Gaining or attempting to gain or advance, directly or indirectly, a personal or private interest for him/herself or another person;
- 3.25.2 Causing or attempting to cause detriment to Council, any Councillor, any member of Administration, the public, or third parties;
- 3.25.3 Seeking personal benefit or gain from any information obtain through his/her position as Councillor.

#### **Use of municipal assets and services**

- 3.26 Councillors shall not use municipal assets or resources for personal reasons or personal profit.
- 3.27 During a general election, Councillors shall not use, authorize or request that Administration use public resources in any way that could
- 3.27.1 influence the electorate except to support the actual election process;
- 3.27.2 provide an undue advantage for any candidate;
- 3.27.3 be used for campaigning purposes (even if the use of City equipment, facilities or resources had otherwise been used as a part of the regular delivery of their duties).
- 3.28 During an election, Councillors shall not use City assets for campaigning or in any way that could result in an advantage to their campaign.

#### **Orientation and other training attendance**

- 3.29 Councillors shall become informed about the business of Council and all legislative requirements. Should a councillor become aware that he/she does not understand the business of Council, it is the Councillors responsibility to take all necessary steps to educate themselves so they may perform their duties.
- 3.30 Councillors shall access training opportunities for professional development.
- 3.31 Councillor orientation provided by administration following an election shall be mandatory. If extenuating circumstances prevent a Councillor from attending the mandatory training, it is the Councillor's responsibility to make alternate arrangements.

### **SECTION 4 – ACCOUNTABILITY**

- 4.1 Any resident, business owner, or taxpayer of the City of Cold Lake may make a complaint if s/he has reason to believe a Councillor may have violated section 3 of this Bylaw by completing the Elected Official Complaint Form (attached as Appendix "B") and providing it to the Manager of Legislative Services as per the form's instructions. The complainant must:
- 4.1.1 provide their name when making the complaint;
- 4.1.2 make the complaint within sixty (60) days from the date on which the complainant knew, or ought to have known, that the breach of the code of conduct occurred;

complaints that the code of conduct was breached more than 60 days prior, will not be considered.

4.2 All complaints received by a Councillor in accordance with section 4.1 shall be processed in accordance with this Bylaw.

4.3 A copy of the completed Elected Official Complaint Form will be delivered to the Councillor who is alleged to have breached the Code of Conduct.

~~4.4 The Mayor (or Deputy Mayor) shall call and Chair a special in-camera Council Meeting to determine the validity of the complaint, during which:~~

~~4.4.1 All Councillors shall be provided with a copy of the Complaint Form and given an opportunity to ask questions;~~

~~4.4.2 The Councillor alleged to have breached the Code of Conduct shall answer questions from the other Councillors and be given an opportunity to respond to the allegations and provide additional information concerning the allegations;~~

~~4.4.3 The Chair may determine that additional information is required to determine the validity of the complaint;~~

~~4.4.4 The complaint shall be deemed valid by a two-thirds majority vote of the members of Council, who are present, no later than forty-five (45) days following receipt of the complaint.~~

4.4 The Council Complaints Committee is formed for the purposes set out below. The Mayor (or Deputy Mayor) shall call and Chair a meeting of the Council Complaints Committee which shall consider in-camera the validity of the complaint, and during which:

4.4.1 All Councillors shall be provided with a copy of the Complaint Form and given an opportunity to ask questions;

4.4.2 The Councillor alleged to have breached the Code of Conduct has a right to be heard by the Committee and shall answer questions from the other Councillors and be given an opportunity to respond to the allegations and provide additional information concerning the allegations;

4.4.3 The Chair may determine that additional information is required to determine the validity of the complaint;

4.4.4 The complaint may be determined to be valid by a two-thirds majority vote of the members of the Committee, who are present, but excluding any Councillor about whom the complaint under consideration is made, no later than forty-five (45) days following receipt of the complaint, unless the Council Complaints Committee passes a motion to extend the period beyond the forty-five (45) day deadline.

*Amended by Bylaw 638-AD-19, March 12, 2019*

~~4.5 Where a complaint is deemed to be valid in accordance with section 4.4, the appropriate sanction shall be determined by a two-thirds majority vote of the members of Council, who are present when the complaint is considered, from any or all of the following options:~~

~~— 4.5.1 a letter of reprimand addressed to the Councillor;~~

~~— 4.5.2 requesting the Councillor to issue a letter of apology;~~

~~4.5.3 publication of a letter of reprimand or request for apology and the Councillor's response;~~

~~— 4.5.4 a requirement to attend training;~~

~~4.5.5 suspension or removal of the appointment of a Councillor as the deputy Mayor or acting Mayor under section 152 of the Act;~~

~~4.5.6 suspension or removal of the Mayor's presiding duties under section 154 of the Act;~~

~~4.5.7 suspension or removal from some or all council committees and bodies to which council has the right to appoint members;~~

~~4.5.8 reduction or suspension of remuneration as defined in section 275.1 of the Act corresponding to a reduction in duties, excluding allowances for attendance at council meetings.~~

4.5 Where a complaint is deemed to be valid in accordance with section 4.4, the appropriate sanction shall be determined by a two-thirds majority vote of the members of the Committee, but excluding any Councillor about whom the complaint under consideration is made, who are present when the complaint is considered, from any or all of the following options:

4.5.1 a letter of reprimand addressed to the Councillor;

4.5.2 requesting the Councillor to issue a letter of apology;

4.5.3 publication of a letter of reprimand or request for apology and the Councillor's response;

4.5.4 a requirement to attend training;

- 4.5.5 suspension or removal of the appointment of a Councillor as the deputy Mayor or acting Mayor under section 152 of the *Act*;
- 4.5.6 suspension or removal of the Mayor’s presiding duties under section 154 of the *Act*;
- 4.5.7 suspension or removal from some or all council committees and bodies to which council has the right to appoint members;
- 4.5.8 reduction or suspension of remuneration as defined in section 275.1 of the *Act* corresponding to a reduction in duties, excluding allowances for attendance at council meetings;

*Amended by Bylaw 638-AD-19, March 12, 2019*

- 4.6 In accordance with section 146.1(4) of the *Act*, a Councillor must not be disqualified or removed from office for a breach of the Code of Conduct.

**SECTION 5 – OATH OF OFFICE & STATEMENT OF ETHICS**

- 5.1 Councillors shall swear/affirm an oath of office in accordance with section 156 of the *Act*, and the *Oaths of Office Act*, RSA 2000, c O-1 s. 2 attached as Appendix “C” to this Bylaw.
- 5.2 Councillors shall swear/affirm a Statement of Code of Ethics and Conduct attached as Appendix “D” to this Bylaw.

**SECTION 6 – REVIEW**

- 6.1 This bylaw shall be reviewed at least every four (4) years.

**SECTION 7 – ENACTMENT**

- 7.1 This Bylaw shall come into full force and effect at the beginning of the day on which it receives third and final reading.

**FIRST READING** passed in open Council duly assembled in the City of Cold Lake in the Province of Alberta, this 27<sup>th</sup> day of March, A.D. 2018, on motion by Councillor Lefebvre.

**CARRIED  
UNANIMOUSLY**

**SECOND READING** passed in open Council duly assembled in the City of Cold Lake in the Province of Alberta, this 27<sup>th</sup> day of March A.D. 2018, on motion by Councillor Soroka.

**CARRIED  
UNANIMOUSLY**

**THIRD AND FINAL READING** passed as amended in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 24<sup>th</sup> day of April, A.D. 2018, on motion by Councillor Grau.

**CARRIED  
UNANIMOUSLY**

Executed this \_\_ day of \_\_\_\_\_, 2018

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CHIEF ADMINISTRATIVE OFFICER

## Appendix “A”



City of  
**Cold Lake**

### Elected Official – Oath of Confidentiality

I, \_\_\_\_\_ of \_\_\_\_\_ solemnly swear/affirm to the following during and after my term as an elected official with the City of Cold Lake:

1. I acknowledge that any information that I may obtain from, or through my access to, the City of Cold Lake facilities is deemed to be confidential information.
2. I will not use, disclose, communicate or transfer any confidential information, except as required in the performance of my role.
3. I will not allow any unauthorized person(s) to inspect or have access to any record containing confidential information, regardless of media format.
4. I will not discuss confidential information when a member of the public is present.
5. I will not leave confidential information in open view of any member(s) of the public.
6. I will report any unauthorized access of confidential information to the City as soon as I become aware that such an incident has occurred.
7. I will not remove any records containing confidential information from the City of Cold Lake property, unless expressly authorized in writing to do so, and I will return such records upon conclusion of my term as an elected official or as requested by the City.
8. I understand that this oath/affirmation survives the conclusion of my term as an elected official and that noncompliance could result in repercussions in accordance with the Council Code of Conduct Bylaw, and I may be fined and/or face civil penalties should I breach this agreement even after my term has ended.

**I ACKNOWLEDGE that I have read, understood and voluntarily agree with these terms.**

**SWORN/AFFIRMED BEFORE ME**

on \_\_\_\_\_, 20\_\_\_\_  
at \_\_\_\_\_ Cold Lake \_\_\_\_\_, Alberta.

\_\_\_\_\_  
Commissioner for Oaths  
in and for Alberta



\_\_\_\_\_  
*Signature of Elected Official*

5513 - 48 Avenue, Cold Lake, AB • T9M 1A1 • Ph: 780-594-4494 • Fax: 780-594-3480

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Form 12-00-04

Page 1 of 1



**ELECTED OFFICIAL COMPLAINT FORM**  
(Section 4 of Bylaw No. 618-AD-18, Council Code of Conduct)

Mayor and Council, City of Cold Lake  
5513 48 Avenue  
Cold Lake, AB, T9M 1A1

**Person Making Complaint**

Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
Phone: (H) \_\_\_\_\_ (W) \_\_\_\_\_ E-Mail: \_\_\_\_\_

I would like to make a complaint that an elected official of the City of Cold Lake has breached Bylaw No. 618-AD-18, Council Code of Conduct. I make this complaint in accordance with section 4 of that Bylaw.

**Complaint Information**

Name of Councilor(s): \_\_\_\_\_  
The situation that gives rise to the complaint occurred on: \_\_\_\_\_  
Section of Bylaw No. 618-AD-18, Council Code of Conduct that was breached: \_\_\_\_\_  
Please explain the actions/inactions of the Councilor related to the complaint:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Please note that this form will be provided to the City of Cold Lake Manager of Legislative Services. This complaint will be processed in accordance with the Bylaw No. 618-AD-18, Council Code of Conduct.

\_\_\_\_\_  
Signature Date

Please return your complete form to the Manager of Legislative Services  
at City Hall or by email to: [electedofficialcomplaints@coldlake.com](mailto:electedofficialcomplaints@coldlake.com)

5513 - 48 Avenue, Cold Lake, AB • T9M 1A1 • Ph: 780-594-4494 • Fax: 780-594-3480

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*Municipal Government Act*, RSA 2000, c M-26, as amended s. 156  
Oaths of Office Act, RSA 2000, c O-1 s. 2

Appendix “D”



Elected Official – Statement of Code of Ethics and Conduct

I, \_\_\_\_\_ of \_\_\_\_\_ solemnly swear/affirm to the following during my term as an elected official with the City of Cold Lake:

- 1. I will uphold the City of Cold Lake Council Code of Conduct at all times.
- 2. I have read and understand City of Cold Lake Bylaw No. 618-AD-18, Council Code of Conduct Bylaw, and further agree to all the terms and conditions as specified.

I ACKNOWLEDGE that I have read, understood and voluntarily agree with these terms.

SWORN/AFFIRMED BEFORE ME

on \_\_\_\_\_, 20\_\_\_\_

at \_\_\_\_\_ Cold Lake \_\_\_\_\_, Alberta.

\_\_\_\_\_  
Commissioner for Oaths  
in and for Alberta

}

\_\_\_\_\_  
*Signature of Elected Official*

5513 - 48 Avenue, Cold Lake, AB • T9M 1A1 • Ph: 780-594-4494 • Fax: 780-594-3480

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Form 12-00-07

Page 1 of 1



## STAFF REPORT

**Title:** Policy No. 120-FN-10 - Business Retention and Attraction Incentive Program Policy

**Meeting Date:** November 12, 2019

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### **Executive Summary:**

Annual review of the Business Retention and Attraction Incentive Program Policy No. 120-FN-10 and authorize continuation of the program for 2020 and revisions to the Policy regarding the timeline for application submissions.

### **Background:**

The Business Retention and Attraction Incentive Program (BRAIP) Policy No. 120-FN-10 was originally adopted by Council on March 16, 2010 to provide a financial incentive in the form of a municipal tax rebate to business owners who enhance existing buildings, construct new buildings/additions to buildings or demolish existing buildings. The policy was originally approved in 2010 to run for an initial 2 year period and has been renewed and revised by Council several times since. The policy was substantially revised in January 2017, to increase the incentive amount from 50% of the difference in the pre-and-post construction tax levy to 100% of this difference. The policy was also revised to offer a one-time, 10% rebate for projects consisting of renovations that do not enlarge the building.

The number of applications received in each year of the program are as follows:

- 2010 – 4
- 2011 – 2
- 2012 – 0
- 2013 – 1
- 2014 – 2
- 2015 – 3
- 2016 – 2
- 2017 – 4
- 2018 – 3
- 2019 – 5

It should also be noted that Administration includes a reminder about the BRAIP program with the annual Business Licence renewal notices to increase awareness of the program. Despite efforts to raise awareness, and the significant adjustments to the



policy in 2017 to make the program more attractive to prospective applicants, uptake of the program is still low.

Section 4.4.2 of the policy currently states:

*“The program application form must be submitted within ninety (90) days of issuance of the Development Permit and/or Building Permits for the project. In cases where a qualifying project does not require permits, the incentive program application must be submitted and approved prior to commencement of any work beginning on the project.”*

Administration has noted that, towards the end of each year since 2017, qualifying projects are observed in the community that have not taken advantage of the BRAIP program. In both 2017 and 2018, Council approved an amendment to the Policy which effectively waived the application timelines specified in Section 4.4.2 of the policy and extended the application deadline for qualifying projects to December 31 of the given year. As the City is facing this same scenario in 2019, Administration is recommending a revision to the policy to make the deadline for BRAIP applications December 31 of any given year. Doing so would allow Administration to review building activity in the fall of each year (when construction activity is typically winding down) and contact eligible property owners to encourage them to apply for the BRAIP, without the need for Council to authorize a waiver of the application timelines each year.

Administration has also encountered several applications in the past few years where a property is found to be in tax arrears at the time the BRAIP application is submitted. Currently, the policy simply states that properties in tax arrears are not eligible. In practice, Administration has contacted the applicant to provide them with an opportunity to rectify the tax arrears, rather than automatically refusing the BRAIP application. Typically, this results in the tax arrears being resolved very quickly. In several cases, however, the arrears have not been paid and a decision on the BRAIP application has been deferred for an extended period. As presented, the policy has been updated to formally address this type of scenario by giving applicants up to six (6) months to rectify their tax arrears, after which the BRAIP application would be refused. The intent of the proposed change is to allow BRAIP applicants (who would otherwise qualify for the program) a reasonable period of time to rectify any tax arrears but also to establish a limit to how long an application may be held before it is deemed refused.

In accordance with Section 4.2, the BRAIP policy is to be reviewed by Council on an annual basis. Administration is recommending that Council pass a motion to adopt revised Policy No. 120-FN-10 as presented, and direct Administration to continue to accept applications for the program until December 31, 2020. The program will be brought forward for review again in late 2020.



**Alternatives:**

Council may consider the following alternatives:

1. Pass a motion to adopt revised Policy No. 120-FN-10 as presented and direct Administration to continue to accept applications for the program until December 31, 2020.
2. Defeat a motion to adopt revised Policy No. 120-FN-10 as presented and direct Administration to continue to accept applications for the program until December 31, 2020.
3. Accept as information only.

**Recommended Action:**

Administration recommends that Council pass a motion to adopt revised Policy No. 120-FN-10, being the Business Retention and Attraction Incentive Program (BRAIP) Policy, as presented, and direct Administration to continue to accept applications for the program until December 31, 2020.

**Budget Implications (Yes or No):**

Yes - continuation of the BRAIP program will impact future budget cycles.

**Submitted by:**

Kevin Nagoya, Chief Administrative Officer



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## **Business Retention and Attraction Incentive Program Policy**

**POLICY NUMBER: 120-FN-10**

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Approval Date: March 16, 2010

Revise Date: November 5, 2019

Motion Number: CM20100316.1006

Repeal Date:

Supersedes:

Review Date:

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### **1.0 Policy Intent**

The City of Cold Lake is committed to providing a City-wide incentive program for commercial property owners who enhance existing buildings/property, construct new buildings or additions to existing buildings, or those who demolish existing buildings. Participants in the program may be eligible for an improvement incentive, upon project completion, by way of a municipal property tax rebate.

### **2.0 Purpose**

The purpose of the Business Retention and Attraction Incentive Program is to (1) encourage owners of non-residential buildings to invest in improvements that enhance the appearance and function of the building or property; (2) attract new business opportunities to the City and encourage investment in new buildings; and (3) encourage the demolition of existing buildings that may detract from the visual amenities of the area.

### **3.0 Policy Statement**

- 3.1 The City of Cold Lake shall establish the Business Retention and Attraction Incentive Program to encourage commercial property owners to enhance existing buildings or properties, construct/add to existing buildings and/or demolish existing buildings.
- 3.2 A standardized application process and guidelines to ensure transparent and consistent administration of the program.

### **4.0 Managerial Guidelines**

#### **General**

- 4.1 For the purposes of this policy, “municipal tax levy” shall mean property taxes levied and collected by the City of Cold Lake, exclusive of any property taxes levied and collected by the City on behalf of the Province of Alberta.

- 4.2 The program shall be reviewed annually by Council.

**Eligibility**

- 4.3 In order for the property to be deemed eligible for the program, the property must be either:
- 4.3.1 a private commercial and industrial building within the City of Cold Lake (including all vacant lots zoned for commercial or industrial purposes in accordance with the City of Cold Lake Land Use Bylaw); or;
  - 4.3.2 a property zoned RMX-Residential Mixed Use if the City, in its sole discretion, determines that the post-development use of the property would be classified as a commercial use by the City of Cold Lake Land Use Bylaw.
- 4.4 In order for a project to be deemed eligible for the program, the following criteria must be satisfied:
- 4.4.1 The minimum investment by the applicant of at least \$5,000 for eligible improvements for each project;
  - 4.4.2 The program application form must be submitted no later than December 31 of the calendar year in which the improvements to the property are made.
- 4.5 The applicant would be eligible for the grant incentive once the City has received verification that the improvements, which are the subject of the grant application, have been completed to the City's satisfaction.
- 4.6 The program is limited to one grant application per parcel or principal building on a parcel. In the case of a single parcel accommodating multiple tenants or businesses, the program may be applied for each independent business operation, with the grant available to the property owner(s).
- 4.6.1 Projects approved for inclusion in the program prior to the review date of this policy shall not be eligible to receive the increased grant funding offered by the current program.
  - 4.6.2 Notwithstanding section 4.6, properties which have previously been approved for incentive funding under this program are eligible to reapply in respect of additional enhancements provided that the payment term of the previous approval has expired and the property is no longer receiving grant payments under any previous approval made under this policy.
- 4.7 The following projects, businesses and/or properties are not eligible:
- 4.7.1 Home based businesses;
  - 4.7.2 Properties that are in tax arrears with the City;
    - 4.7.2.1 Where a property for which an application for the incentive program has been submitted is found to be in tax arrears, the City shall notify the applicant and the decision on the application shall be deferred for a period not exceeding six (6) months.
    - 4.7.2.2 If, after the expiration of the six (6) month period referred to in 4.7.2.1, the property is still in tax arrears, the application for the incentive program shall be refused and the City shall notify the applicant of the refusal.
  - 4.7.3 Government offices and agencies and any organizations exempt from paying property taxes to the City;

- 4.7.4 Projects for which permits have been obtained and/or construction has commenced prior to the approval of this policy by Council because this policy shall not apply retroactively.
- 4.7.5 Improvements related to the normal upkeep of a building including, but not limited to, replacement of roofing, HVAC systems or business equipment shall not be eligible for a rebate under this program nor shall the value of such improvements be considered to meet the minimum investment criteria specified in 4.4.1 if combined with other eligible improvements.

#### **Incentive Program Funding**

##### **4.8 External and Internal Enhancements to Existing Buildings or Properties**

- 4.8.1 A one-time property tax rebate grant equal to 10% of the municipal tax levy for the year in which construction of the enhancements is completed is provided as an incentive.
- 4.8.2 Payment of the grant is subject to the applicant notifying the City that the project is complete and the City's confirmation of the same.
- 4.8.3 Eligible external enhancements may also include improvements to property on which a commercial building is located such as landscaping, paving, sidewalks or patios.

##### **4.9 Demolition of Existing Structures Only or Demolition and Rebuild**

- 4.9.1 A one-time grant of \$5,000 is available to assist with demolition costs.
- 4.9.2 Payment of the demolition rebate is subject to the City's confirmation that the entire site has been cleared of all buildings and structures.
- 4.9.3 The rebuild incentive is per the provisions of section 4.10 for new build on vacant land.

##### **4.10 New Build on Vacant Land or Additions to Existing Buildings**

- 4.10.1 100% of the difference between the pre-development and post-development municipal tax levy (resulting from the increased assessed value of the property following completion of the enhancements) is provided as an incentive grant in the form of a property tax rebate.
- 4.10.2 To be eligible, the improvements must result in an increase in the assessed value of the property.
- 4.10.3 The grant is provided over a three-year term to the property owner; 50% of the grant will be repaid in Year 1 following grant approval; 30% in year 2 and 20% in Year 3. See example chart attached as schedule "A" to this Policy.

#### **Application Requirements**

- 4.11 Applications for this program must include the following:
  - 4.11.1 A detailed explanation, written and with plans/drawings where applicable, of the proposed improvements to be made.
  - 4.11.2 Written confirmation of the elements for which the applicant is seeking grant approval.
  - 4.11.3 Photographs of the current state of the building or condition of the land and in the case of enlargement of existing buildings or construction of new buildings, elevation drawings/renderings of the proposed development.
  - 4.11.4 A legal description of the property and the legal name of the owner(s).
  - 4.11.5 Any other information that may be deemed necessary by the General Manager of Planning & Development to support the application.

- 4.12 Program participants are required to comply with all municipal, provincial and federal permits and licenses.
- 4.13 Approvals under this policy will be subject to the applicant obtaining the necessary development permit and/or building permit for the project for which the applicant is seeking incentive funding, within 90 days of the date of funding approval unless the necessary permit(s) were already obtained prior to submission of the incentive program application. If the necessary permit(s) are not obtained within 90 days, the funding approval shall be deemed void.
- 4.14 Acceptance into the Program will coincide with the issuance of all permits necessary for the Project to be undertaken.

**Application Process**

- 4.15 Prior to filing an application, the applicant shall schedule a pre-application consultation meeting with the General Manager of Planning and Development regarding the application process, criteria and rules of eligibility.
- 4.16 There is no fee required to submit an application.
- 4.17 Completed applications shall be submitted to the General Manager of Planning and Development or their designate.
- 4.18 The General Manager of Planning and Development will review the application and will determine whether the proposed work meets the Program's criteria. The General Manager may approve, approve with conditions, or refuse an application.

**Appeal Process**

- 4.19 In the case of an approval with conditions, or refusal of an application by the General Manager of Planning and Development, the applicant may appear as a delegation before Council to appeal the decision.
- 4.20 An appeal may be made in writing by filing the Council delegation form with the Council recording secretary within 14 days of the decision of the General Manager of Planning and Development.
- 4.21 Council shall hear from the applicant as well as the General Manager of Planning and Development after which Council will make a decision on the appeal. Council's decision respecting the appeal shall be final.
- 4.22 Notwithstanding Section 4.21 Council may, at its sole discretion, defer making a decision on the appeal until a later Council meeting in order to conduct due diligence.

**Payment of Incentive Funding**

- 4.23 Upon completion of the project, the applicant/property owner shall notify the City that the qualifying project is complete. The City shall determine that the project has been completed to the City's satisfaction.
- 4.24 The City's Assessment Agency shall determine the post-improvement assessment of the property (if the project has been approved under Section 4.10).

- 4.25 Based on the post-improvement assessment, the City shall determine the municipal tax rebate amount in accordance with this policy.
- 4.26 For each year of the payment term, the property owner shall ensure that the tax levy for that year has been paid in full, and request payment of the approved rebate using the prescribed form attached hereto as Schedule "B".
- 4.27 Upon receiving the prescribed payment request form and confirmation that the tax levy has been paid in full, the City shall issue a rebate cheque to the property owner.

## **5.0 References**

### **6.0 Persons Affected**

Cold Lake City Council  
Cold Lake Planning and Development Department  
Members of the Public

### **7.0 Revision/Review History**

- Refer to Bylaw 013-BD-97 Consolidated Schedule "A"
- Refer to Bylaw 361-BD-09
- Reviewed June 12, 2012 by Motion No. CM20120612.1013. Moved by Councilor Vining that Council accept the recommendation of the Economic Development Advisory Committee to continue the Business Retention and Attraction Incentive Program (BRAIP) for two (2) additional years, and direct Administration to accept and review new applications for participation in the program.
- Reviewed March 10, 2015. Moved by Council to renew the Business Retention and Attraction Incentive Program Policy for an additional one (1) year period, effective March 10, 2015.
- Reviewed June 28, 2016. Moved by Council to renew the Business Retention and Attraction Incentive Program Policy for an additional one (1) year period, to expire March 31, 2017.
- Reviewed January 10, 2017- CM20170110.1014. Moved by Council to amend this policy, percentage of Municipal Tax Levy to be offered as an incentive as per section 4.8 and table 1 to be set at 10%.
- Reviewed September 26, 2017-CM20170926.1012. Moved by Councilor Lefebvre that Council amend Policy No. 120-FN-10, being the Business Retention and Attraction Incentive Program Policy, by inserting the following section: Section 4.4.3.
- Reviewed December 12, 2017-CM20171212.1015. Moved by Deputy Mayor Buckle that Council renew Policy No. 120-FN-10, being the Business Retention and Attraction Incentive Program Policy, for 2018 and direct Administration to continue to accept application for the program until December 31, 2018.

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Date

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Chief Administrative Officer

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Date

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Mayor

**SCHEDULE “A”****Table 1: Enhancements to Existing Buildings or Properties**

| Post-Development Municipal Tax Levy | Grant Available (10% of Municipal Tax Levy in Completion Year) |
|-------------------------------------|----------------------------------------------------------------|
| <b>Examples:</b>                    |                                                                |
| \$5,675                             | \$568                                                          |
| \$8,680                             | \$868                                                          |
| \$12,035                            | \$1,204                                                        |

**Table 2: New Build on Vacant Land or Addition to an Existing Building**

| Pre-Development Municipal Tax Levy | Post-Development Municipal Tax Levy | Grant Available (100% of Difference) | Grant Amount Paid in Year 1<br>(50%) | Grant Amount Paid in Year 2<br>(30%) | Grant Amount Paid in Year 3<br>(20%) |
|------------------------------------|-------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| <b>Examples:</b>                   |                                     |                                      |                                      |                                      |                                      |
| \$15,000                           | \$95,000                            | \$80,000                             | \$40,000                             | \$24,000                             | \$16,000                             |
| \$40,000                           | \$150,000                           | \$110,000                            | \$55,000                             | \$33,000                             | \$22,000                             |

## SCHEDULE "B"

City of *Cold Lake***BUSINESS RETENTION & ATTRACTION INCENTIVE PROGRAM  
REQUEST FOR GRANT PAYMENT**

Date: \_\_\_\_\_ Tax Roll #: \_\_\_\_\_

Property Address: \_\_\_\_\_

As Property Owner(s) of the above mentioned tax roll, I/We have accepted a grant payment through the Business Retention and Attraction Incentive Program for the \_\_\_\_\_ year in the amount of \$ \_\_\_\_\_ for the, with reference to City of Cold Lake Policy 120-FN-10.

Enclosed is a copy of the receipt proving the property tax payment for the \_\_\_\_\_ year has been paid in full.

\_\_\_\_\_  
Recipient Signature\_\_\_\_\_  
Print Name\_\_\_\_\_  
Date**INTERNAL USE ONLY**

BRAIP Approved by Council on \_\_\_\_\_

Approved Rebate for the \_\_\_\_\_ year at \$ \_\_\_\_\_

Authorized by: \_\_\_\_\_  
(Print Name)\_\_\_\_\_  
Signature\_\_\_\_\_  
Date

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Form 12-30-06

Ref: Policy 120-FN-10

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## **Business Retention and Attraction Incentive Program Policy**

**POLICY NUMBER: 120-FN-10**

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Approval Date: March 16, 2010

Revise Date: November 29, 2018

Motion Number: CM20100316.1006

Repeal Date:

Supersedes:

Review Date: December 11, 2018

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### **1.0 Policy Intent**

The City of Cold Lake is committed to providing a City-wide incentive program for commercial property owners who enhance existing buildings/property, construct new buildings or additions to existing buildings, or those who demolish existing buildings. Participants in the program may be eligible for an improvement incentive, upon project completion, by way of a municipal property tax rebate.

### **2.0 Purpose**

The purpose of the Business Retention and Attraction Incentive Program is to (1) encourage owners of non-residential buildings to invest in improvements that enhance the appearance and function of the building or property; (2) attract new business opportunities to the City and encourage investment in new buildings; and (3) encourage the demolition of existing buildings that may detract from the visual amenities of the area.

### **3.0 Policy Statement**

- 3.1 The City of Cold Lake shall establish the Business Retention and Attraction Incentive Program to encourage commercial property owners to enhance existing buildings or properties, construct/add to existing buildings and/or demolish existing buildings.
- 3.2 A standardized application process and guidelines to ensure transparent and consistent administration of the program.

### **4.0 Managerial Guidelines**

#### **General**

- 4.1 For the purposes of this policy, “municipal tax levy” shall mean property taxes levied and collected by the City of Cold Lake, exclusive of any property taxes levied and collected by the City on behalf of the Province of Alberta.

- 4.2 The program shall be reviewed annually by Council.

**Eligibility**

- 4.3 In order for the property to be deemed eligible for the program, the property must be either:
- 4.3.1 a private commercial and industrial building within the City of Cold Lake (including all vacant lots zoned for commercial or industrial purposes in accordance with the City of Cold Lake Land Use Bylaw); or;
  - 4.3.2 a property zoned RMX-Residential Mixed Use if the City, in its sole discretion, determines that the post-development use of the property would be classified as a commercial use by the City of Cold Lake Land Use Bylaw.
- 4.4 In order for a project to be deemed eligible for the program, the following criteria must be satisfied:
- 4.4.1 The minimum investment by the applicant of at least \$5,000 for eligible improvements for each project;
  - 4.4.2 The program application form must be submitted within ninety (90) days of issuance of the Development Permit and/or Building Permits for the project. In cases where a qualifying project does not require permits, the incentive program application must be submitted and approved prior to commencement of any work beginning on the project.
  - 4.4.3 Notwithstanding Section 4.4.2, qualifying projects that were undertaken during the year 2018, shall be eligible to submit an incentive program application until December 31, 2018.
- 4.5 The applicant would be eligible for the grant incentive once the City has received verification that the improvements, which are the subject of the grant application, have been completed to the City's satisfaction.
- 4.6 The program is limited to one grant application per parcel or principal building on a parcel. In the case of a single parcel accommodating multiple tenants or businesses, the program may be applied for each independent business operation, with the grant available to the property owner(s).
- 4.6.1 Projects approved for inclusion in the program prior to the review date of this policy shall not be eligible to receive the increased grant funding offered by the current program.
  - 4.6.2 Notwithstanding section 4.6, properties which have previously been approved for incentive funding under this program are eligible to reapply in respect of additional enhancements provided that the payment term of the previous approval has expired and the property is no longer receiving grant payments under any previous approval made under this policy.
- 4.7 The following projects, businesses and/or properties are not eligible:
- 4.7.1 Home based businesses;
  - 4.7.2 Properties that are in tax arrears with the City;
  - 4.7.3 Government offices and agencies and any organizations exempt from paying property taxes to the City;
  - 4.7.4 Projects for which permits have been obtained and/or construction has commenced prior to the approval of this policy by Council because this policy shall not apply retroactively.

- 4.7.5 Improvements related to the normal upkeep of a building including, but not limited to, replacement of roofing, HVAC systems or business equipment shall not be eligible for a rebate under this program nor shall the value of such improvements be considered to meet the minimum investment criteria specified in 4.4.1 if combined with other eligible improvements.

**Incentive Program Funding**

4.8 **External and Internal Enhancements to Existing Buildings or Properties**

- 4.8.1 A one-time property tax rebate grant equal to 10% of the municipal tax levy for the year in which construction of the enhancements is completed is provided as an incentive.
- 4.8.2 Payment of the grant is subject to the applicant notifying the City that the project is complete and the City's confirmation of the same.
- 4.8.3 Eligible external enhancements may also include improvements to property on which a commercial building is located such as landscaping, paving, sidewalks or patios.

4.9 **Demolition of Existing Structures Only or Demolition and Rebuild**

- 4.9.1 A one-time grant of \$5,000 is available to assist with demolition costs.
- 4.9.2 Payment of the demolition rebate is subject to the City's confirmation that the entire site has been cleared of all buildings and structures.
- 4.9.3 The rebuild incentive is per the provisions of section 4.10 for new build on vacant land.

4.10 **New Build on Vacant Land or Additions to Existing Buildings**

- 4.10.1 100% of the difference between the pre-development and post-development municipal tax levy (resulting from the increased assessed value of the property following completion of the enhancements) is provided as an incentive grant in the form of a property tax rebate.
- 4.10.2 To be eligible, the improvements must result in an increase in the assessed value of the property.
- 4.10.3 The grant is provided over a three-year term to the property owner; 50% of the grant will be repaid in Year 1 following grant approval; 30% in year 2 and 20% in Year 3. See example chart attached as schedule "A" to this Policy.

**Application Requirements**

- 4.11 Applications for this program must include the following:
- 4.11.1 A detailed explanation, written and with plans/drawings where applicable, of the proposed improvements to be made.
- 4.11.2 Written confirmation of the elements for which the applicant is seeking grant approval.
- 4.11.3 Photographs of the current state of the building or condition of the land and in the case of enlargement of existing buildings or construction of new buildings, elevation drawings/renderings of the proposed development.
- 4.11.4 A legal description of the property and the legal name of the owner(s).
- 4.11.5 Any other information that may be deemed necessary by the General Manager of Planning & Development to support the application.
- 4.12 Program participants are required to comply with all municipal, provincial and federal permits and licenses.

- 4.13 Approvals under this policy will be subject to the applicant obtaining the necessary development permit and/or building permit for the project for which the applicant is seeking incentive funding, within 90 days of the date of funding approval unless the necessary permit(s) were already obtained prior to submission of the incentive program application. If the necessary permit(s) are not obtained within 90 days, the funding approval shall be deemed void.

- 4.14 Acceptance into the Program will coincide with the issuance of all permits necessary for the Project to be undertaken.

**Application Process**

- 4.15 Prior to filing an application, the applicant shall schedule a pre-application consultation meeting with the General Manager of Planning and Development regarding the application process, criteria and rules of eligibility.

- 4.16 There is no fee required to submit an application.

- 4.17 Completed applications shall be submitted to the General Manager of Planning and Development or their designate.

- 4.18 The General Manager of Planning and Development will review the application and will determine whether the proposed work meets the Program's criteria. The General Manager may approve, approve with conditions, or refuse an application.

**Appeal Process**

- 4.19 In the case of an approval with conditions, or refusal of an application by the General Manager of Planning and Development, the applicant may appear as a delegation before Council to appeal the decision.

- 4.20 An appeal may be made in writing by filing the Council delegation form with the Council recording secretary within 14 days of the decision of the General Manager of Planning and Development.

- 4.21 Council shall hear from the applicant as well as the General Manager of Planning and Development after which Council will make a decision on the appeal. Council's decision respecting the appeal shall be final.

- 4.22 Notwithstanding Section 4.21 Council may, at its sole discretion, defer making a decision on the appeal until a later Council meeting in order to conduct due diligence.

**Payment of Incentive Funding**

- 4.23 Upon completion of the project, the applicant/property owner shall notify the City that the qualifying project is complete. The City shall determine that the project has been completed to the City's satisfaction.

- 4.24 The City's Assessment Agency shall determine the post-improvement assessment of the property (if the project has been approved under Section 4.10).

- 4.25 Based on the post-improvement assessment, the City shall determine the municipal tax rebate amount in accordance with this policy.

- 4.26 For each year of the payment term, the property owner shall ensure that the tax levy for that year has been paid in full, and request payment of the approved rebate using the prescribed form attached hereto as Schedule "B".
- 4.27 Upon receiving the prescribed payment request form and confirmation that the tax levy has been paid in full, the City shall issue a rebate cheque to the property owner.

## 5.0 References

## 6.0 Persons Affected

Cold Lake City Council  
Cold Lake Planning and Development Department  
Members of the Public

## 7.0 Revision/Review History

- Refer to Bylaw 013-BD-97 Consolidated Schedule "A"
- Refer to Bylaw 361-BD-09
- Reviewed June 12, 2012 by Motion No. CM20120612.1013. Moved by Councilor Vining that Council accept the recommendation of the Economic Development Advisory Committee to continue the Business Retention and Attraction Incentive Program (BRAIP) for two (2) additional years, and direct Administration to accept and review new applications for participation in the program.
- Reviewed March 10, 2015. Moved by Council to renew the Business Retention and Attraction Incentive Program Policy for an additional one (1) year period, effective March 10, 2015.
- Reviewed June 28, 2016. Moved by Council to renew the Business Retention and Attraction Incentive Program Policy for an additional one (1) year period, to expire March 31, 2017.
- Reviewed January 10, 2017- CM20170110.1014. Moved by Council to amend this policy, percentage of Municipal Tax Levy to be offered as an incentive as per section 4.8 and table 1 to be set at 10%.
- Reviewed September 26, 2017-CM20170926.1012. Moved by Councilor Lefebvre that Council amend Policy No. 120-FN-10, being the Business Retention and Attraction Incentive Program Policy, by inserting the following section: Section 4.4.3.
- Reviewed December 12, 2017-CM20171212.1015. Moved by Deputy Mayor Buckle that Council renew Policy No. 120-FN-10, being the Business Retention and Attraction Incentive Program Policy, for 2018 and direct Administration to continue to accept application for the program until December 31, 2018.

August 23, 2019

Date

August 23, 2019.

Date

Chief Administrative Officer

Mayor



**SCHEDULE "A"****Table 1: Enhancements to Existing Buildings or Properties**

| Post-Development Municipal Tax Levy | Grant Available (10% of Municipal Tax Levy in Completion Year) |
|-------------------------------------|----------------------------------------------------------------|
| <b>Examples:</b>                    |                                                                |
| \$5,675                             | \$568                                                          |
| \$8,680                             | \$868                                                          |
| \$12,035                            | \$1,204                                                        |

**Table 2: New Build on Vacant Land or Addition to an Existing Building**

| Pre-Development Municipal Tax Levy | Post-Development Municipal Tax Levy | Grant Available (100% of Difference) | Grant Amount Paid in Year 1<br>(50%) | Grant Amount Paid in Year 2<br>(30%) | Grant Amount Paid in Year 3<br>(20%) |
|------------------------------------|-------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| <b>Examples:</b>                   |                                     |                                      |                                      |                                      |                                      |
| \$15,000                           | \$95,000                            | \$80,000                             | \$40,000                             | \$24,000                             | \$16,000                             |
| \$40,000                           | \$150,000                           | \$110,000                            | \$55,000                             | \$33,000                             | \$22,000                             |

## SCHEDULE "B"

City of *Cold Lake***BUSINESS RETENTION & ATTRACTION INCENTIVE PROGRAM  
REQUEST FOR GRANT PAYMENT**

Date: \_\_\_\_\_ Tax Roll #: \_\_\_\_\_

Property Address: \_\_\_\_\_

As Property Owner(s) of the above mentioned tax roll, I/We have accepted a grant payment through the Business Retention and Attraction Incentive Program for the \_\_\_\_\_ year in the amount of \$ \_\_\_\_\_ for the, with reference to City of Cold Lake Policy 120-FN-10.

Enclosed is a copy of the receipt proving the property tax payment for the \_\_\_\_\_ year has been paid in full.

\_\_\_\_\_  
Recipient Signature\_\_\_\_\_  
Print Name\_\_\_\_\_  
Date**INTERNAL USE ONLY**

BRAIP Approved by Council on \_\_\_\_\_

Approved Rebate for the \_\_\_\_\_ year at \$ \_\_\_\_\_

Authorized by: \_\_\_\_\_  
(Print Name)\_\_\_\_\_  
Signature\_\_\_\_\_  
Date

5513 - 48 Avenue, Cold Lake, AB • T9M 1A1 • Ph: 780-594-4494 • Fax: 780-594-3480

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.

Form 12-30-06

Ref: Policy 120-FN-10

Page 1 of 1



## STAFF REPORT

**Title:** Provincial Budget 2019 - AUMA Analysis

**Meeting Date:** November 12, 2019

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### **Executive Summary:**

With the release of the Government of Alberta's (GoA) 2019 budget on October 24, Administration attended both government and Alberta Urban Municipality Association (AUMA) webinars, held the next day.

In the lead up to revealing the budget, the GoA had signaled that the budget would show restraint and that it would be focused on "Getting Albertans back to work," "Making life better for Albertans," and "Standing up for Alberta."

The GoA messaged that the province's debt burden has reached \$62.7 billion, requiring annual debt servicing of almost \$2 billion. The GoA stated that the 2019 budget reflects the United Conservative Party's commitment to balance the provincial budget in four years.

AUMA's initial analysis has been attached to the report. It provides mixed comments, especially regarding the AUMA's main priority of establishing a provincial-municipal relationship that ultimately provides for "adequate, predictable, and sustainable infrastructure funding." The GoA's budget includes plans for legislating a Local Government Fiscal Framework (LGFF) as a replacement for the Municipal Sustainability Initiative (MSI) in 2022-23. The LGFF will be tied to provincial revenues, however, the AUMA is concerned that the LGFF will grow at only half the rate of provincial revenues and will start in 2022-23 at a level 30% less than the 2017 MSI funding numbers.

Administration is aware that the Summer Temporary Employment Program grant program will be discontinued. While the City of Cold Lake did make use of this program, it was not budgeted for as funding was never guaranteed and was not always awarded.

Children Services is also rolling out a new program or programs guided by the Well-Being and Resiliency Framework to replace programs currently funded by the Parent Link and Indigenous Enhancement grants. FCSS will enter an expression of interest to provide these programs, however, it remains unclear what the programs will look like and what budget implications there will be for Cold Lake. It is anticipated that City Council will be asked to further discussion the program and services being provided as the funding and grants are structured.



Changes to the police funding model were also discussed but are unlikely to have an impact on municipalities that already pay for the service under the current model.

The province also announced that it will cease to provide P.I.L.T. to municipalities for provincial owned properties which will impact the municipal property taxes for privately owned properties.

**Background:**

On October 28, the government introduced two bills to implement its 2019 Budget: Bill 20: *Fiscal Measured and Taxation Act, 2019* and Bill 21: *Ensuring Fiscal Sustainability Act, 2019*.

The Government is expecting the economy to slow by 0.6% in 2019 and begin to strengthen in 2020, although it points to high “external risks: to the province’s economy.

Revenue is projected at roughly \$50 billion for 2019 and 2020, rising to \$58 billion by the 2022-23 fiscal year.

The province has will also do away with the previous government’s city charter agreements and delay several capital projects.

**Alternatives:**

- Council may accept this report as information.
- Council may direct administration to prepare a response to the Government of Alberta based on council’s discussion.
- Council may refer this report to Council’s Corporate Priorities Committee meeting next week for further discussion and review.

**Recommended Action:**

Administration recommends that Council accept this report as information.

**Budget Implications (Yes or No):**

No

**Submitted by:**

Kevin Nagoya, Chief Administrative Officer



## AUMA responds to Budget 2019

AUMA expected a provincial budget of restraint, and that was the budget the government delivered. We are relieved that the budget supports municipalities by maintaining critical programs for policing, libraries, Family and Community Support Services (FCSS), and the infrastructure operating budgets for small communities. We look forward to further funding details.

However, the planned changes to some municipal programs cause us concern. While Budget 2019 keeps the Municipal Sustainability Initiative (MSI) stable for this year, it will be depleted over subsequent years, leading to a new fiscal framework with a funding level that fails to address the long-term infrastructure needs of Alberta's communities.

"Despite a lack of consultation from the government on a new municipal funding framework, AUMA will continue to advocate for a framework that supports the province's financial goals while also meeting the needs and responsibilities of our communities," says AUMA President Barry Morishita.

"While the province reduces its budget by 2.8 per cent over the next four years, it has proposed reducing our infrastructure funding by almost 10 times that amount. With municipal governments currently facing a multibillion-dollar infrastructure deficit, these funding cuts will lead to crumbling community infrastructure or higher taxes for property owners for years to come," President Morishita explains.

Additionally, AUMA is extremely disappointed with the government's decision to replace the *City Charters Fiscal Framework Act*, backtracking on their campaign promise. We also have significant concerns about the extraordinary reduction to Grants in Place of Taxes (GIPOT) for municipalities that are home to provincially-owned buildings and facilities. A reduction in grant revenue equivalent to one per cent of property taxes for a city the size of Edmonton is a substantial impact and could result in downloading provincial costs onto city taxpayers. We understand that those municipalities with more than five per cent of their revenue coming from GIPOT will be exempt, which we appreciate.

Changing the terms of these agreements restructures the relationship our largest cities have with the provincial government.

"We're here to support each other – rural and urban, municipal and provincial – through Alberta's current economic context so we can all share in brighter times ahead. These are the things our local governments want to build strong communities, and a stronger Alberta," says President Morishita.

For more information:

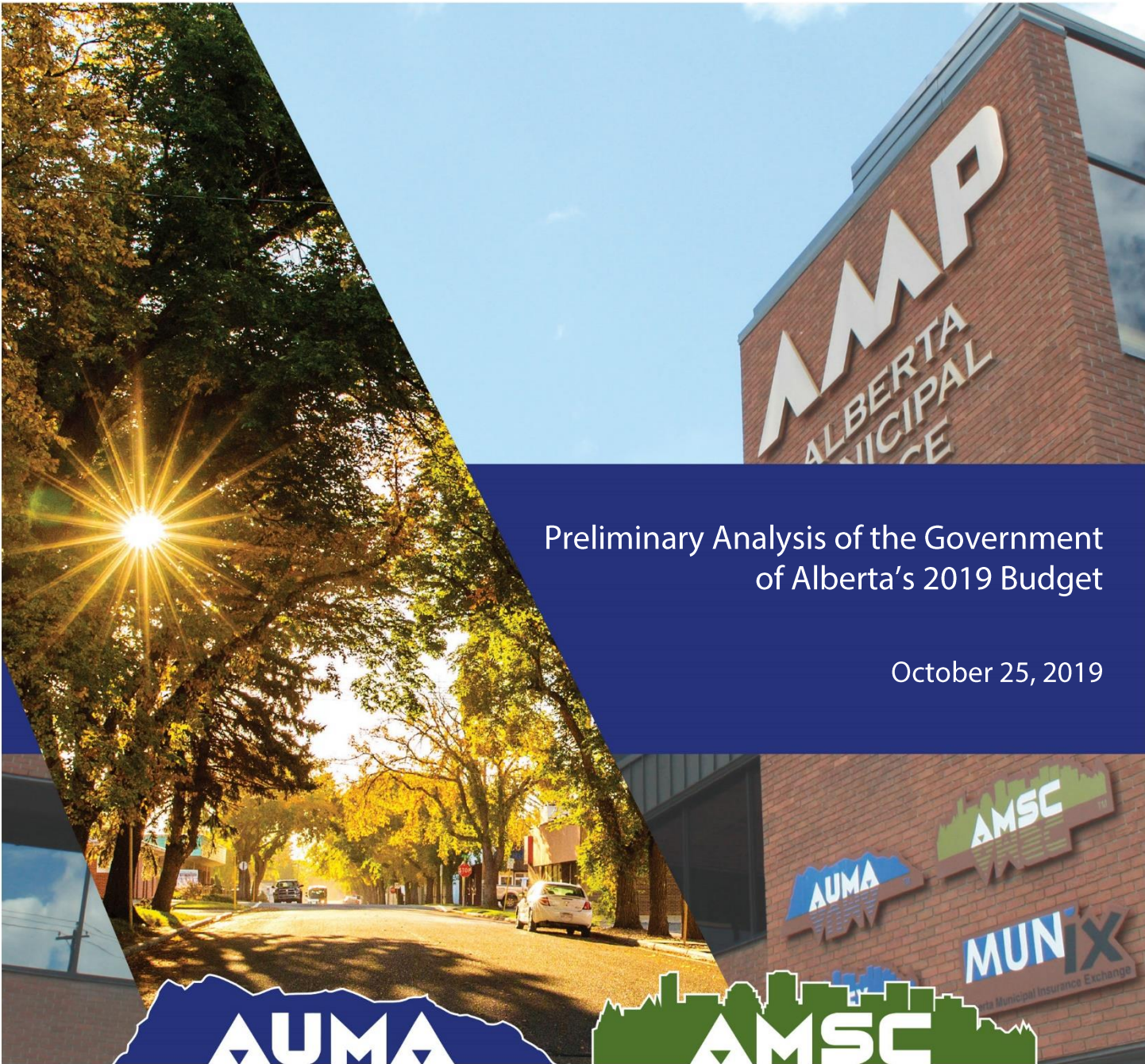
[AUMA's Budget 2019 webpage](#)

Media contact:

[Carla Putnam Kerr](#)

Communications Manager, AUMA

780-643-5638



Preliminary Analysis of the Government  
of Alberta’s 2019 Budget

October 25, 2019



|                  |                |                   |                 |
|------------------|----------------|-------------------|-----------------|
| WE ARE           | WE ARE THE     | WE ARE THE        | WE ARE YOUR     |
| <b>economies</b> | <b>support</b> | <b>experts</b>    | <b>advocate</b> |
| OF SCALE         | YOU NEED       | IN MUNICIPALITIES |                 |

## Introduction

AUMA expected a budget of restraint, and that is what the province delivered.

At the same time, Minister Toews' budget speech emphasized the priorities laid out in the UCP platform:

- Getting Albertans back to work
- Making life better for Albertans
- Standing up for Alberta

While the budget advances many UCP commitments, a great deal of work remains to establish the provincial- municipal partnership required to restore the Alberta advantage.

AUMA and its members are up to the challenges presented by the current period of fiscal restraint. However, many of the cuts made in this budget compromise municipalities' ability to support and execute the goals laid out by our provincial government. Municipalities are key to achieving real change for communities where Albertans live, work, and thrive, but the funding allocated, and costs downloaded to municipalities in this budget mean that the tools, strategies and resources for success may be out of reach. (For example, while the province reduces its budget by 2.8 per cent over the next four years, it has proposed reducing our infrastructure funding by almost 10 times that amount.)

The following document includes AUMA's preliminary analysis of Budget 2019 and how it relates to municipal priorities and the financial future of Alberta communities. In addition, it summarizes the province's fiscal outlook and includes highlights of ministry business plans that most impact our communities.

## Priorities for Alberta's Municipal Governments

AUMA and our members have been calling on the province to recognize that strong communities build Alberta. We have highlighted priority items that require partnership between municipalities and the province to address. These include:

### **Adequate, predictable, and sustainable infrastructure funding**

AUMA was pleased that the UCP platform acknowledged that "municipalities need a positive partnership with the provincial government and long-range planning to meet their community planning." We also appreciate that Budget 2019 indicates the province will legislate a new Local Government Fiscal Framework (LGFF) linked to provincial revenue.

Regrettably, when it is introduced in 2022-23, the LGFF's base amount will be 30 per cent less than 2017 funding levels. In addition, this base funding will only grow at half the rate of revenue growth. In addition, the intent of establishing a positive partnership is undermined by the province tearing up the *City Charter Fiscal Framework Act*. This is a broken election platform promise.

### **Increased Resources for Policing**

AUMA has been advocating for a more equitable police funding model and broader review of the Police Act as part of a strategy to increase the police resources available on the ground to support community safety. Budget 2019 notes that the current distribution model for municipal policing grants will be maintained, and we look forward to a plan for a comprehensive review of police resourcing issues.

### **Cannabis Revenue Sharing**

Municipalities are at the front lines of providing protection services and preventative social programs in communities large and small. The province projects cannabis tax revenues of \$70 million in 2019-20, \$74 million in 2020-21, \$79 million in 2021-22, and \$84 million in 2022-23. However, the budget does not include any plans to share this revenue with municipalities, who bear the costs for providing administrative oversight for cannabis legalization, including stores, land use planning and more.

### **Access to High Speed Internet**

Improved access to highspeed internet is key to achieving the province's goals of attracting businesses, tourists and immigrants to Alberta. While Service Alberta's business plan mentions developing a strategy to high-speed broadband, it does not appear to include any funding for this initiative.

### **Modernizing Alberta's Recycling Framework**

AUMA is asking the provincial government to introduce an Extended Producer Responsibility (EPR) paper and packaging program and expand existing recycling programs. Alberta's municipalities are struggling with increased municipal recycling costs, and lack of action by the Government of Alberta is forcing municipalities to spend more to operate residential recycling programs.

While additional funding is not required to implement these programs, the Environment and Parks business plan does not currently include a strategy to implement these measures.

### **Red Tape Reduction**

The provincial government reaffirmed its promise to reduce one-third of regulatory requirements in the Government of Alberta statutes, regulations, policies, guidelines, and forms. \$1.5 million is allocated to support removing needless red tape in Budget 2019.

With feedback from municipalities, AUMA provided the province a thorough red tape reduction analysis, which we submitted to the provincial government in August 2019. Our recommendations highlight ways that municipal and provincial governments can work together to:

- reduce the Alberta government's footprint;
- explore alternative service delivery to provide services;
- streamline the regulatory process for approvals;
- implement outcome-based regulations; and
- simplify provincial grant criteria and administration.

The red tape reduction initiative is emblematic of the opportunity for municipalities and the province to work collaboratively toward common goals, if the right resources are in place.

Municipalities are the most efficient stewards of financial resources. They are continually required to make tough economic decisions, since, unlike the other two orders of government, municipalities cannot run operating deficits. While strong communities build Alberta, municipalities will have to make tough decisions without adequate support for items that were cut in this provincial budget.

## Planning for your community's financial future

### Core Capital Funding to Municipal Governments (\$ millions)

| Capital Program                                                        | 2018-19<br>Budget | 2019-20<br>Budget | 2020-21<br>Forecast | 2021-22<br>Forecast | 2022-23<br>Forecast |
|------------------------------------------------------------------------|-------------------|-------------------|---------------------|---------------------|---------------------|
| Municipal Sustainability Initiative (MSI) Capital <sup>1</sup>         | 694               | <b>694</b>        | 600                 | 525                 | -                   |
| Basic Municipal Transportation Grant (BMTG)                            | 344               | <b>347</b>        | 363                 | 372                 | -                   |
| Local Government Fiscal Framework (LGFF)                               | -                 | -                 | -                   | -                   | 860                 |
| Water for Life                                                         | 75                | <b>40</b>         | 51                  | 50                  | 50                  |
| Municipal Water and Wastewater Partnership                             | 45                | <b>32</b>         | 18                  | 27                  | 23                  |
| Strategic Transportation Infrastructure Program (STIP)                 | 27                | <b>22</b>         | 15                  | 21                  | 25                  |
| Alberta Community Transit Fund                                         | 22                | -                 | -                   | -                   | -                   |
| Alberta Community Resilience Program                                   | -                 | <b>23</b>         | 20                  | -                   | -                   |
| First Nations Water Tie-In Program                                     | 24                | <b>18</b>         | 13                  | 12                  | 10                  |
| Subtotal                                                               | 1,231             | <b>1,176</b>      | 1,080               | 1,007               | 968                 |
|                                                                        |                   | <b>(4.5%)</b>     | (8.1%)              | (6.7%)              | (3.9%)              |
| <b>Capital Funding Linked to Government of Canada Funding Programs</b> |                   |                   |                     |                     |                     |
| Gas Tax Fund (GTF)                                                     | 230               | <b>477</b>        | 244                 | 255                 | 255                 |
| GreenTRIP                                                              | 250               | <b>125</b>        | 60                  | 5                   | -                   |
| Public Transit Infrastructure Fund (PTIF) – Phase 1                    | 137               | <b>138</b>        | 35                  | -                   | -                   |
| Clean Water Wastewater Fund (CWWF) – Phase 1                           | 59                | <b>77</b>         | 20                  | -                   | -                   |
| New Building Canada Fund – Small Communities Fund                      | 17                | <b>10</b>         | -                   | -                   | -                   |
| Edmonton and Calgary LRT                                               | -                 | <b>151</b>        | 192                 | 485                 | 569                 |
| Subtotal                                                               | 692               | <b>978</b>        | 551                 | 745                 | 824                 |
|                                                                        |                   | <b>41.4%</b>      | (43.7%)             | 35.2%               | 10.6%               |
| Total – Core Capital Funding                                           | 1,923             | <b>2,154</b>      | 1,631               | 1,752               | 1,792               |
|                                                                        |                   | <b>12.0%</b>      | (24.3%)             | 7.4%                | 2.3%                |

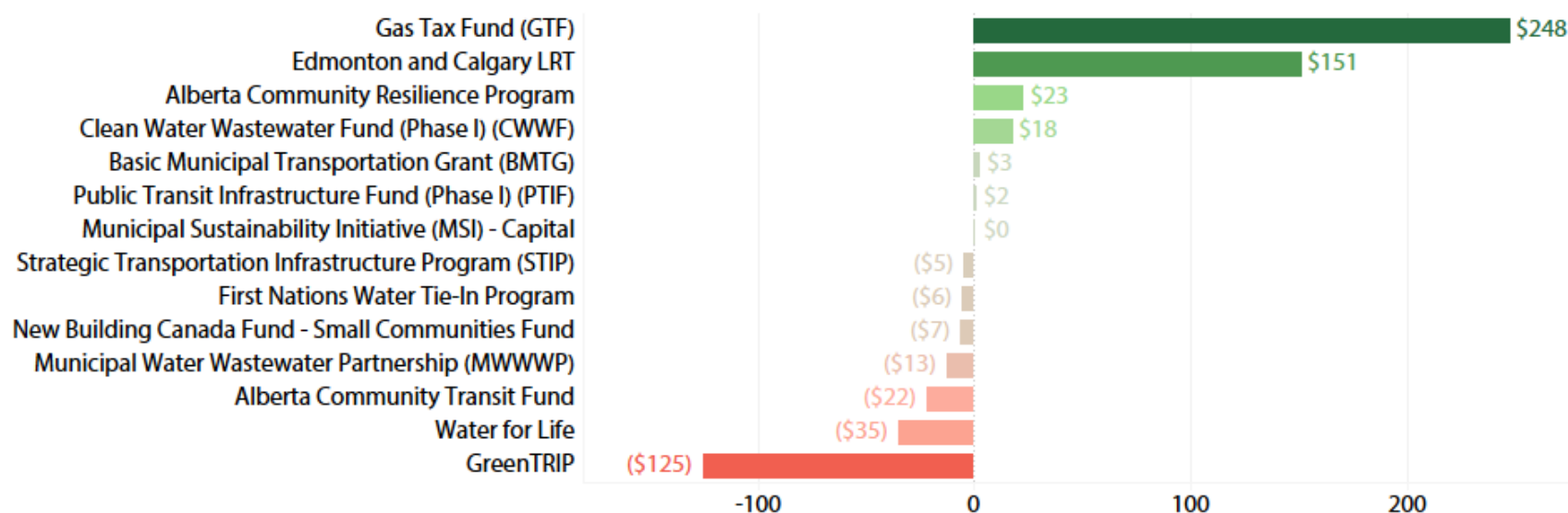
<sup>1</sup> Each of the 2018-19 and 2019-20 figures includes 50% (\$400 million) of the March 2018 advance of \$800 million in MSI Capital. AUMA opted to present it in this format to demonstrate the year-to-year comparison of funding even though 2019-20 MSI Capital is actually \$294 million.

### Summary of changes in capital funding for municipalities

Compared to Budget 2018, there has been an increase in capital funding for Alberta municipalities. However much of this increase can be attributed to the federal government's doubling of the Gas Tax Fund and investments in light rail transit for Edmonton and Calgary. The Edmonton and Calgary LRT program is part of a 10-year \$3 billion commitment, where the majority of cash flows are now being deferred until after 2022-23. While a number of municipal programs declined in funding in 2019-20, many of the reductions were expected as Budget 2018 had forecasted reductions for programs such as Water for Life, Municipal Water Wastewater Partnership, Strategic Transportation Infrastructure Program. Other notable items include:

- MSI Operating and Capital were fully funded as per the commitments in Budget 2018. More information about MSI and its future is available on page 6-7.
- The declines in GreenTRIP and the New Building Canada Fund – Small Communities Fund were expected as the programs are closed, and the budget only represents the remaining cashflows.
- Budget 2019 increased funding for the Alberta Community Resilience Program but announced that it will end in 2020-21.

### Year-over-year change in municipal funding: Budget 2019 versus Budget 2018 (\$ millions)



**Core Operating Funding to Municipal Governments (\$ millions)**

| Operating Program                                     | 2018-19<br>Budget | 2019-20<br>Budget | Note |
|-------------------------------------------------------|-------------------|-------------------|------|
| Municipal Sustainability Initiative (MSI) – Operating | 30.0              | <b>30.0</b>       |      |
| Alberta Community Partnership                         | 18.5              | <b>16.5</b>       | 1    |
| Family and Community Support Services (FCSS)          | 100.7             | <b>100.0</b>      | 2    |
| Municipal Police Assistance Grant                     | 57.7              | <b>57.7</b>       | 3    |
| Police Officer Grant Program                          | 30.0              | <b>30.0</b>       | 3    |
| Grants in Place of Taxes (GIPOT)                      | 58.7              | <b>44.6</b>       | 4    |
| <b>Total – Core Operating Funding</b>                 | <b>295.6</b>      | <b>278.8</b>      |      |

**Notes**

1. The \$2 million reduction to the Alberta Community Partnership means that there will be less funding available for local capacity building and regional collaboration initiatives.
2. FCSS funding remains stable and the Ministry's business plan indicates that the government will introduce multi-year funding agreements for FCSS to reduce red tape.
3. The Municipal Police Assistance Grant and Police Officer Grant Program remain stable and any changes to allocations will be due to fluctuations in local populations.
4. The \$14 million reduction in GIPOT was unexpected and further cuts to this program will be implemented in 2020-21 and 2021-22. The province indicates that the result is part of an effort to reduce its operating spending while still providing municipalities a share of the costs of municipal services to Crown properties. More information is available on page 9.

**Municipal Sustainability Initiative – Now and Into the Future**

AUMA is pleased that the province recognizes the importance of MSI Operating as it will remain stable at \$30 million per year for the next three years. Budget 2019 also fully-funds the forecasted amounts for MSI Capital and BMTG for 2019. Looking ahead, BMTG remains as projected in Budget 2018 but 2020 MSI Capital will be 14 per cent less than Budget 2018's forecast and 2021 MSI Capital will be 21 per cent less.

| <i>MSI Capital</i> (excluding BMTG) (\$ millions) | 2019-20          | 2020-21 | 2021-22 | Total |
|---------------------------------------------------|------------------|---------|---------|-------|
| Budget 2018 Forecast                              | 694 <sup>2</sup> | 694     | 667     | 1,655 |
| Budget 2019 Forecast                              | 694 <sup>2</sup> | 600     | 525     | 1,419 |
| Change (\$)                                       | -                | (94)    | (142)   | (236) |
| Change (%)                                        | -                | (14%)   | (21%)   | (14%) |

AUMA will advocate that Municipal Affairs release an estimate of the 2020 and 2021 MSI allocations so that municipalities can have some assurance of their funding for planning purposes. Alternatively, municipalities can use past year allocations to estimate their future funding. For example, to estimate your 2020 allocation of MSI Capital, AUMA recommends using your 2018 allocation, plus 50 per cent of your March 2018 advance of MSI Capital and then reduce that amount by approximately 15 per cent.

<sup>2</sup> The 2019-20 figures include 50% (\$400 million) of the March 2018 advance of \$800 million in MSI Capital. This is shown this way to demonstrate the year-to-year comparison of funding even though the Budget 2019 figure is actually \$294 million.

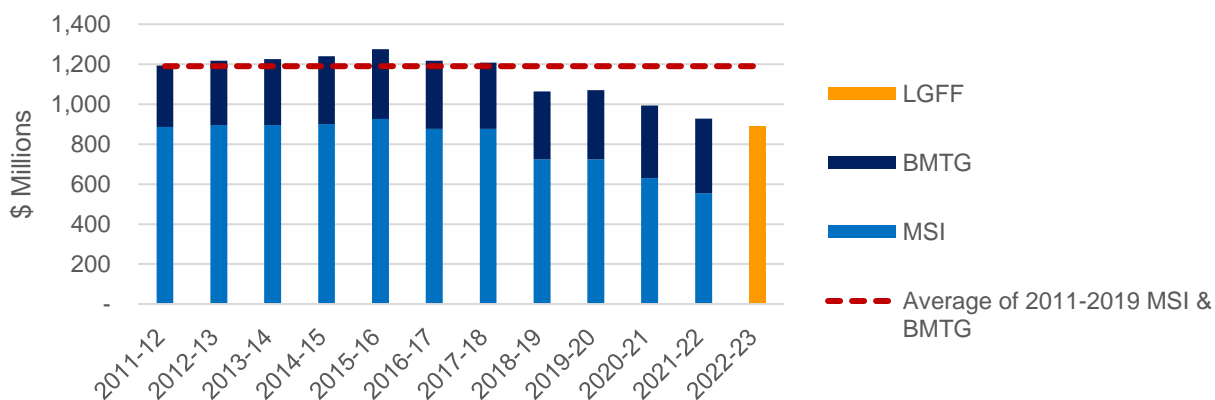
**2019-22 Forecast for the MSI Program**

| (\$ millions)               | 2018-19<br>Budget | <b>2019-20<br/>Budget</b> | 2020-21<br>Forecast | 2021-22<br>Forecast | 2022-23<br>Forecast |
|-----------------------------|-------------------|---------------------------|---------------------|---------------------|---------------------|
| Capital                     |                   |                           |                     |                     |                     |
| MSI Capital                 | 294               | <b>294</b>                | 600                 | 525                 | -                   |
| Advanced in March 2018      | 400               | <b>400</b>                | -                   | -                   | -                   |
| BMTG                        | 344               | <b>347</b>                | 363                 | 372                 | -                   |
| LGFF Capital <sup>3</sup>   | -                 | -                         | -                   | -                   | 860                 |
| Subtotal Capital            | 1,038             | <b>1,041</b>              | 963                 | 879                 | 860                 |
| Operating                   |                   |                           |                     |                     |                     |
| MSI Operating               | 30                | <b>30</b>                 | 30                  | 30                  | -                   |
| LGFF Operating <sup>4</sup> | -                 | -                         | -                   | -                   | 30                  |
| Subtotal Operating          | 30                | <b>30</b>                 | 30                  | 30                  | 30                  |
| Total                       | 1,068             | <b>1,071</b>              | 993                 | 927                 | 890                 |

**A New Funding Future for Municipalities**

The unpredictable changes in MSI Capital in 2020 and 2021 demonstrate the need for a new infrastructure funding framework so that municipalities can effectively plan for their future. While Calgary and Edmonton secured a new agreement in 2018 in the form of the *City Charters Fiscal Framework Act*, Budget 2019 announces that the *Act* will be repealed and replaced with a new Local Government Fiscal Framework (LGFF) that will apply to all municipalities. LGFF will replace MSI and BMTG in 2022-23 with base amounts of \$455 million for Calgary and Edmonton and \$405 million for non-Charter municipalities, plus a \$30 million operating component. The annual pot of funding will grow each year at a rate of 50% of the growth of provincial revenues.

The proposed funding level for the new Local Government Fiscal Framework represents a 25% reduction from the annual average levels of MSI and BMTG between 2011 and 2019



Source: Budget 2019 Fiscal Plan and Municipal Affairs' MSI Allocation Tables

Note: Advances of MSI Capital in March 2014 and 2018 are presented in the year that funding was available to municipalities.

<sup>3</sup> LGFF = Local Government Fiscal Framework

<sup>4</sup> The LGFF Operating component is assumed based on figures in Municipal Affairs' 2019 Business Plan, but will be clarified with the Ministry in the future.

## Local Government Fiscal Framework (LGFF)

## Pros

- Signals the province's understanding of the value of investing in community infrastructure
- The new framework will create funding predictability so that municipalities can realistically plan for their community's future
- The program will be legislated and the base funding linked to provincial revenue growth, which aligns with AUMA's [2018 resolution](#)
- AUMA will have an opportunity to design a new allocation formula for the new LGFF program

## Cons

- AUMA was not consulted on the amount of base funding, nor the design of the program
- The replacement of the City Charters Fiscal Framework reduces Calgary and Edmonton's 2022 funding by \$45 million and breaks one of the government's election promises
- The annual funding is proposed to grow at half the rate of provincial revenue growth, which is unlikely to keep pace with the long-term needs of community
- The starting base amount represents a 25% reduction from the average annual amount of MSI and BMTG over the last nine years

## Property Taxes

## Education Property Tax

The 2019 provincial education property tax rates remain unchanged from 2018. Despite the rates being frozen, the growth of the assessment base will increase the calendar year education property taxes by \$37 million to \$2.482 billion in 2019. Some municipalities with assessment from oil and gas property, primarily municipal districts, may seek a credit on their education property tax requisition through the [Shallow Gas Tax Relief Initiative](#) and the [Provincial Education Requisition Credit](#) for uncollectable education property taxes on oil and gas properties. The credit programs are estimated to lower the net education property tax requisition by \$27 million.

The deferral of the province's 2019-20 budget until fall forced municipalities to estimate their 2019 education property tax requisition. If a municipality's actual 2019 requisition amount is different than its estimate, Municipal Affairs has directed that municipalities shall reconcile any difference using one of two options:

- 1) If the actual requisition is greater than the amount estimated by the municipality, the municipality will need to use municipal funds or reserves to cover the difference and can recoup the difference in the 2020 education property tax rate calculation.
- 2) If the actual requisition is less than the amount estimated by the municipality, the municipality should reduce the amount of education property tax collected from property owners by an equivalent amount in the 2020 education property tax rate calculation.

## 2019 education property tax mill rates per \$1,000 of equalized assessment

| Residential/<br>farmland | Non-residential |
|--------------------------|-----------------|
| \$2.56                   | \$3.76          |

Education Property Tax Requisition<sup>5</sup>

| (\$ millions)<br>Fiscal Year | 2018-19<br>Actual | 2019-20<br>Budget |
|------------------------------|-------------------|-------------------|
| Residential                  | 1,518             | 1,509             |
| Non-Residential              | 923               | 947               |
| Total                        | 2,441             | 2,455             |
| Calendar Year                | 2018              | 2019              |
| Residential                  | 1,516             | 1,558             |
| Non-Residential              | 929               | 924               |
| Total                        | 2,445             | 2,482             |

<sup>5</sup> Source: Alberta Municipal Affairs

### Grants in Place of Taxes (GIPOT)

The government will be reducing the Grants in Place of Taxes program by 24 per cent in 2019/20 and a further 32 per cent in 2020/21. This will reduce GIPOT funding from \$58.7 million in 2018 to \$30.0 million in 2020 and continuing at that level thereafter. This revenue is normally based on property taxes that the Crown would pay if the property were not exempt from taxation. Municipalities are still required to provide services to these properties. While municipalities can recover some costs from the province through user fees for items such as water, wastewater and waste collection, the province is effectively downloading the costs of other municipal services such as policing and fire to other property taxpayers. As an example, to make up for the reduction, the City of Edmonton would need to increase its property tax rate by 0.8 per cent.

## Good to Know: An Overview of Budget 2019's Fiscal Plan

As per the government's election promises, Budget 2019 outlines a plan to balance Alberta's budget by 2022-23. By holding spending on health, education, and social services, and reducing costs in other ministries, Budget 2019 proposes that the province will post a surplus within four years. That surplus is dependent on realizing notable growth in personal income tax and corporate income tax and resource revenue.

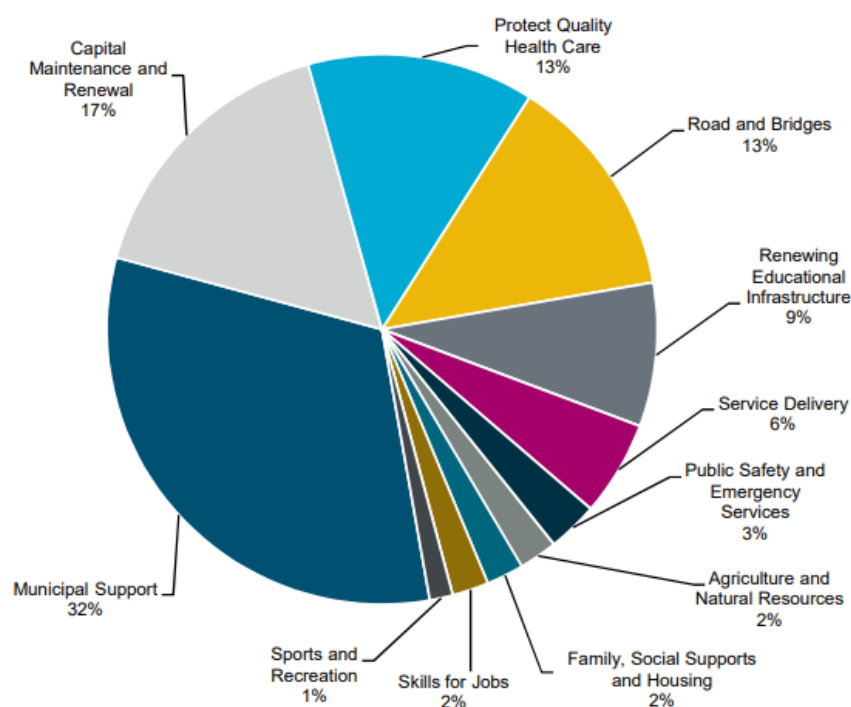
### Government of Alberta: Statement of Operations<sup>6</sup>

| (\$ millions)                | 2018-19 | 2019-20        | 2020-21  | 2021-22  | 2022-23  |
|------------------------------|---------|----------------|----------|----------|----------|
| Revenue                      | Actual  | Budget         | Forecast | Forecast | Forecast |
| Personal income tax          | 11,874  | <b>11,990</b>  | 12,619   | 13,451   | 14,335   |
| Corporate income tax         | 4,871   | <b>4,177</b>   | 4,614    | 5,031    | 5,388    |
| Other tax revenue            | 6,833   | <b>5,766</b>   | 5,803    | 5,991    | 6,207    |
| Resource revenue             | 5,429   | <b>6,527</b>   | 5,386    | 6,738    | 8,591    |
| Investment income            | 2,349   | <b>2,585</b>   | 2,697    | 2,893    | 3,009    |
| Premiums, fees, and licenses | 3,911   | <b>3,872</b>   | 4,047    | 4,131    | 4,241    |
| Other own-source revenue     | 6,344   | <b>5,899</b>   | 6,030    | 5,968    | 6,026    |
| Federal transfers            | 8,013   | <b>9,200</b>   | 8,883    | 9,426    | 9,746    |
| Total revenue                | 49,624  | <b>50,016</b>  | 50,079   | 53,629   | 57,543   |
| Expense by function          |         |                |          |          |          |
| Health                       | 21,921  | <b>22,155</b>  | 22,262   | 22,228   | 22,259   |
| Basic/advanced education     | 14,848  | <b>14,541</b>  | 14,405   | 14,314   | 14,207   |
| Social services              | 5,867   | <b>6,301</b>   | 6,219    | 6,232    | 6,263    |
| Other program expenses       | 11,918  | <b>13,795</b>  | 10,931   | 11,002   | 11,015   |
| Total program expense        | 54,554  | <b>56,792</b>  | 53,817   | 53,776   | 53,744   |
| Debt servicing costs         | 1,971   | <b>2,265</b>   | 2,520    | 2,780    | 3,013    |
| Pension Provisions           | (190)   | <b>(337)</b>   | (375)    | (324)    | (248)    |
| Total Expense                | 56,335  | <b>58,720</b>  | 55,962   | 56,232   | 56,509   |
| Surplus / (Deficit)          | (6,711) | <b>(8,704)</b> | (5,883)  | (2,603)  | 584      |

<sup>6</sup> Source: Government of Alberta 2019-23 Fiscal Plan, pg. 194

## Key Energy and Economic Assumptions

| Fiscal Year Assumptions                 | 2018-19<br>Actuals | 2019-20      | 2020-21 | 2021-22 | 2022-23 |
|-----------------------------------------|--------------------|--------------|---------|---------|---------|
| Crude Oil Prices                        |                    |              |         |         |         |
| WTI (US\$/bbl)                          | 62.77              | <b>57.00</b> | 58.00   | 62.00   | 63.00   |
| Light-Heavy Differential (US\$/bbl)     | 23.31              | <b>14.20</b> | 18.40   | 21.00   | 17.10   |
| WCS @ Hardisty (US\$/bbl)               | 51.65              | <b>56.60</b> | 52.10   | 54.00   | 59.70   |
| Natural Gas Price                       |                    |              |         |         |         |
| Alberta Reference Price (Cdn\$/GJ)      | 1.34               | <b>1.30</b>  | 1.60    | 1.90    | 2.00    |
| Production                              |                    |              |         |         |         |
| Convention Crude Oil (000s barrels/day) | 489                | <b>490</b>   | 501     | 509     | 511     |
| Raw Bitumen (000s barrels/day)          | 3,008              | <b>3,108</b> | 3,266   | 3,424   | 3,534   |
| Natural Gas (billions of cubic feet)    | 4,158              | <b>4,108</b> | 4,114   | 4,116   | 4,065   |
| Interest Rates                          |                    |              |         |         |         |
| 3-month Canada Treasury Bill (%)        | 1.50               | <b>1.60</b>  | 1.50    | 1.70    | 1.70    |
| 10-year Canada Bonds (%)                | 2.19               | <b>1.50</b>  | 1.90    | 2.10    | 2.20    |
| Exchange Rate (US/Cdn)                  | 76.30              | <b>75.00</b> | 76.00   | 77.00   | 78.00   |

2019 Capital Plan – Spending by Category<sup>7</sup>*Budget 2019 – Capital Plan*

*Note:* Excludes schools, universities, colleges, hospitals (SUCH) sector – self financed investment.

<sup>7</sup> Full details of the 2019 Capital Plan can be found on page 126 of Alberta's 2019-23 Fiscal Plan

## Ministry Highlights

### **Municipal Affairs**

In addition to the municipal grant programs discussed elsewhere in this document, Municipal Affairs' business plan highlights key allocations and initiatives including:

- \$37 million for public library services, including operating grants.
- An assessment model review that is expected to reduce assessed values of shallow gas wells next year.
- \$3.3 million for the Residential Protection Program, which includes processing builder license applications and renewals, and promoting and enforcing legislated requirements.
- \$0.35 million for the Alberta Emergency Alert notification system.
- \$17 million for 911 call centres.
- \$150.8 million for municipalities, provincial departments and residents impacted by 2018 and 2019 wildfire and flood events.
- \$0.8 million to support municipal Assessment Review Boards across Alberta.

Budget 2019 also proposes ending the use of municipal census data to allocate population-based grants starting in 2021 and instead use population estimates. Annual estimates will be based on a methodology used in other jurisdictions and will be produced by the Government of Alberta in collaboration with Statistics Canada.

### **Infrastructure**

Budget 2019 indicates the province will introduce infrastructure planning legislation in the spring of 2020. This will include the commitment to publish the annual Alberta Infrastructure report, as well as a 20-year strategic capital plan to ensure Alberta has a long-term view of meeting the province's infrastructure needs.

### **Transportation**

In addition to the grants for municipalities included in the previous section, the ministry is responsible for a number of other transportation investments. Targets for investment in roads and bridges are outlined in the following chart:

| (\$ millions) | 2018-19<br>Budget | <b>2019-20<br/>Estimate</b> | 2020-21<br>Target | 2021-22<br>Target | 2022-23<br>Target |
|---------------|-------------------|-----------------------------|-------------------|-------------------|-------------------|
| Budget 2018   | 674               | <b>659</b>                  | 719               | 657               | 605               |
| Budget 2019   | n/a               | <b>673</b>                  | 792               | 734               | 674               |
| Change        | n/a               | <b>14</b>                   | 73                | 77                | 69                |

The capital plan includes investment of \$2.9 billion over the next four years (or 13 per cent of the total plan) in transportation networks and roads. Among many other projects, the plan commits funding of \$77 million to construct Highway 1A upgrades through the Stoney First Nation and \$210 million for Deerfoot Trail upgrades.

Reductions affecting municipalities will come in the form of reduced amounts for road maintenance (\$137 million), roadway preservation activities (\$63 million) and reducing operations in Traffic Safety Services. It is important to note that the reduction in road maintenance will only apply to non-safety, summer maintenance activities, therefore winter maintenance such as snow removal will not be impacted.

### **Environment and Parks**

Highlights of the Environment and Parks' 2019 budget and business plan include:

- \$4.0 million is allocated to the Wetland Restoration Program to enable the Government of Alberta to collect wetland replacement fees and expend them on wetland restoration projects.
- \$8.0 million for the Integrated Regulatory Business Process initiative to improve business process, efficiency, and allow better collaboration among decision-makers during the regulatory approval process.
- Improve recreational access management through effective public lands management, introducing an *Alberta Trails Act* and establishing a trail fee to restore and create trails.
- \$41.9 million is allocated to Flood Adaptation and Resilience to help communities adapt to and mitigate on-going flood risks.
- \$231.3 million to address climate change through the Technology Innovation and Emission Reduction (TIER). Regulated facilities will have options to reduce their emissions, pay directly into a TIER fund, submit emission offsets or reduction credits. The TIER fund will be used to develop and implement technologies that further reduce greenhouse gas emissions. Over the next four years, a portion of TIER funding will be used to support the Canadian Energy Centre and pay down the overall provincial debt.

### **Economic Development, Trade and Tourism**

While the province applies a tourism levy of 4 per cent on most types of temporary accommodation rentals, the levy was not originally designed with short-term rentals (STRs), such as Airbnb and HomeAway, in mind. Economic Development, Trade and Tourism (EDTT) intends to bring forward legislation in spring 2020 to level the playing field among temporary accommodation providers and apply the tourism levy to STRs. To facilitate the collection of the tourism levy from STR operators, online marketplaces will be authorized to collect and remit the levy to government on their behalf.

EDTT also plans to develop a 10-year Tourism Strategy and launch a Tourism Partnership Incentive Fund to attract private sector support for tourism. \$42 million is allocated for Travel Alberta, the provincial tourism-marketing agency for the Government of Alberta.

### **Community and Social Services**

Budget 2019 increases the budget for Community and Social Services by 7.6 per cent, from \$3.63 million in 2018-19 to \$3.91 million in 2019-2020. The budget increase will be used to address the UCP's commitments on human trafficking and sexual exploitation, caseload pressures, and a comprehensive review of programming to ensure value for money. Municipalities are mentioned in the ministry's business plan in relation to emergency shelters, housing first, persons with disabilities, inclusion and other preventative social programs

While Budget 2019 notes that the Family and Community Support Services (FCSS) program will be maintained, it does not specify annual program funding amounts. However, in 2019-20, \$100,000 is allocated to reduce red tape by streamlining reporting and introducing multi-year funding agreements for the FCSS program.

### **Justice and Solicitor General**

Justice and Solicitor General's operating expenses

- \$8 million over four years to target and reduce rural crime through closer coordination between police services, and an increased focus on high-risk repeat offenders.

- \$50 million over four years for the Alberta Law Enforcement Response Teams (ALERT) and its sub-units, which investigate issues such as child pornography, gang violence, drug trafficking, stalking, and domestic violence.
- \$20 million over four years to expand drug treatment courts.
- \$40 million over four years to hire 50 new prosecutors and their support staff.

JSG's 2019-20 business plan notes that the current model of victim service delivery, victim assistance funding and victim compensation will be reviewed. However, the business plan is silent with respect to the review of the *Police Act*.

### Health

Budget 2019 increases the budget for Health by 1.0 per cent, from \$21.9 billion in 2018-19 to \$22.1 billion in 2019-20. This includes the following increases:

- \$100 million over four years for a mental health and addiction strategy.
- \$40 million over four years for opioid response.
- \$20 million over four years for palliative care.
- \$6 million over four years for a new sexual assault hotline.

The province's Capital Plan continues to support healthcare facilities including the Calgary Cancer Centre, the Norwood Long Term Care Facility in Edmonton, and the Grande Prairie Hospital. The plan also includes planning funds for potential future projects such as redevelopment of the Red Deer Regional Hospital and the proposed Brain Centre at the University of Alberta. However, the plan defers the proposed Child and Adolescent Mental Health building at the Royal Alexandra Hospital, and the four-year budget for the new Edmonton hospital has been adjusted with the opening delayed to 2030.

### Seniors and Housing

Budget 2019 decreases the budget for Seniors and Housing by 3.0 per cent, from \$726 million in 2018-19 to \$704 million in 2019-20. Operating budgets for housing management bodies will be reduced by an average of 3.5 per cent beginning January 1, 2020. Additionally, the province's Rental Assistance Program will be reduced by 24 per cent, or \$44 million, over three years, beginning in 2020-21. The Capital Plan commits the following for housing:

| (\$ millions)                                        | 2018-19<br>Budget | <b>2019-20<br/>Budget</b> | 2020-21<br>Forecast | 2021-22<br>Forecast | 2022-23<br>Forecast |
|------------------------------------------------------|-------------------|---------------------------|---------------------|---------------------|---------------------|
| Family and Community Housing Development and Renewal | 45                | <b>30</b>                 | 37                  | 9                   | -                   |
| Indigenous Housing Capital                           | 1                 | <b>5</b>                  | 10                  | 10                  | 10                  |
| New Affordable and Specialized Housing               | 20                | <b>14</b>                 | 22                  | 24                  | 12                  |
| Seniors' Housing Development and Renewal             | 144               | <b>63</b>                 | 99                  | 61                  | 31                  |

The Capital Plan also allocates \$38.4 million to projects that help Alberta's youth and homeless, including the Yellowhead Youth Centre redevelopment and Hope Mission projects.

### **Service Alberta**

The ministry's business plan includes the following objectives and initiatives:

- Improve Albertans' access to registry services and land titles.
- \$1.1 million is allocated to expand and enhance online delivery of services through MyAlberta eServices and My Alberta Digital ID, and to build out new features and functions in support of registry services modernization.
- Develop a strategy to support widespread access to high-speed broadband and realize the opportunities for innovation and efficiency inherent in digital service delivery. No funding is explicitly allocated for this strategy.

### **Energy**

Budget 2019 confirms previously announced initiatives such as the launch of the Canadian Energy Centre (the 'energy war room'), reform of the Alberta Energy Regulator, changes to the Petrochemical Diversification Program, and red tape reduction for the energy sector.

### **Labour and Immigration**

Budget 2019 allocates \$2.5 million for the development of the Alberta Advantage Immigration Strategy to support foreign qualification recognition and newcomers. The Alberta Advantage Immigration Strategy will focus on attracting talented newcomers and job-creating entrepreneurs with a focus on settlement in smaller communities.

Alberta Labour is eliminating the Student Temporary Employment Program (STEP) after the 2019-20 program year in order to save approximately \$32 million over four years. The province previously announced ending the program in 2013 but reinstated it based on the negative impacts its elimination would have on municipalities, community groups, and the young labour force.

## Next Steps

AUMA will continue to advocate for a provincial partnership focused on building a strong Alberta. Our advocacy efforts will focus on key priorities, including but not limited to, advocating for:

- A Local Government Fiscal Framework (LGFF) that includes an adequate base amount, a growth factor that keeps pace with provincial revenue and an equitable allocation formula.
- A fair cannabis assessment and revenue model that recognizes the essential community services that municipalities provide.
- Implementation of AUMA's red tape reduction recommendations. Much of our feedback was reflected in the recommendations in the MacKinnon Report. AUMA wants to support the province on a program review to assess opportunities to enhance effectiveness and efficiency and reduce the Alberta government's footprint.
- Investment in the broadband internet required to power Alberta's move to the modern economy. Reliable broadband connections enable economic development in communities across Alberta. Without it, communities can't attract skilled workers and risk falling farther away from sharing in the Alberta advantage.

We will reach out to the province to seek clarity and further details on funding for essential programs Albertans rely on.

In addition, we will engage our members in how the budget impacts their communities and identify solutions to help municipalities steer programs and services forward while potentially making do without critical resources and tools from the provincial government.

Despite a tough budget AUMA and our members remain committed to building a partnership with the province that gets Alberta back to work, improves the lives of all Albertans, and stands up for Alberta.

## AUMA's news release in response to Budget 2019

October 24, 2019

AUMA expected a provincial budget of restraint, and that was the budget the government delivered. We are relieved that the budget supports municipalities by maintaining critical programs for policing, libraries, Family and Community Support Services (FCSS), and the infrastructure operating budgets for small communities. We look forward to further funding details.

However, the planned changes to some municipal programs cause us concern. While Budget 2019 keeps the Municipal Sustainability Initiative (MSI) stable for this year, it will be depleted over subsequent years, leading to a new fiscal framework with a funding level that fails to address the long-term infrastructure needs of Alberta's communities.

"Despite a lack of consultation from the government on a new municipal funding framework, AUMA will continue to advocate for a framework that supports the province's financial goals while also meeting the needs and responsibilities of our communities," says AUMA President Barry Morishita.

"While the province reduces its budget by 2.8 per cent over the next four years, it has proposed reducing our infrastructure funding by almost 10 times that amount. With municipal governments currently facing a multibillion-dollar infrastructure deficit, these funding cuts will lead to crumbling community infrastructure or higher taxes for property owners for years to come," President Morishita explains.

Additionally, AUMA is extremely disappointed with the government's decision to replace the *City Charters Fiscal Framework Act*, backtracking on their campaign promise. We also have significant concerns about the extraordinary reduction to Grants in Place of Taxes (GIPT) for municipalities that are home to provincially owned buildings and facilities. A reduction in grant revenue equivalent to one per cent of property taxes for a city the size of Edmonton is a substantial impact and could result in downloading provincial costs onto city taxpayers. We understand that those municipalities with more than five per cent of their revenue coming from GIPT will be exempt, which we appreciate.

Changing the terms of these agreements restructures the relationship our largest cities have with the provincial government.

"We're here to support each other – rural and urban, municipal and provincial – through Alberta's current economic context so we can all share in brighter times ahead. These are the things our local governments want to build strong communities, and a stronger Alberta," says President Morishita.



## STAFF REPORT

**Title:** Tax Arrears Agreement - Tax Roll No. 903640

**Meeting Date:** November 12, 2019

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### **Executive Summary:**

As per Section 418(4) of the Municipal Government Act, Council may enter into an agreement with an owner in tax arrears for payment of the arrears over a period not exceeding 3 years. Tax Roll No. 903640 is presently in arrears of taxes to the City of Cold Lake. The owner of the property has agreed to make minimum monthly payments of \$730.00 starting December 31, 2019. The tax account for this property will be paid in full including estimated future levies and all penalties by November 30, 2022. If the agreement is breached, the City will immediately start tax forfeiture procedures.

### **Background:**

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

On March 31, 2019 the City registered a tax notification on 53 properties of which 7 are manufactured homes. As of November 12, 2019, there are 38 properties on the list. 5 of these properties have a tax agreement in place.

On March 31, 2018 the City registered a tax notification on 40 properties of which 8 were manufactured homes. As of November 12, 2019, there are 6 properties remaining on the list. 2 of these properties have a tax agreement in place.

As of November 12, 2019, there are currently seventeen (16) properties on tax agreement with 10 agreements still in force from previous years.

### **Alternatives:**

Council may consider the following options:

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



**Recommended Action:**

Administration recommends that Council accept the Property Tax Arrears Agreement for Tax Roll No. 903640 as presented.

**Budget Implications (Yes or No):**


No

**Submitted by:**

Kevin Nagoya, Chief Administrative Officer

**MEMORANDUM OF AGREEMENT** made in duplicate this **6<sup>th</sup>** day of **November, 2019**.

BETWEEN:

  
(hereinafter referred to as the "Landowner")

AND

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

**WHEREAS**, the Landowner is the owner of the parcel legally described as **Plan 0626426, Block 4, Lot 26** (hereinafter referred to as the "Lands") and,

**WHEREAS**, the Landowner acknowledges that the Lands are in tax arrears, as property taxes have not been paid since February 15, 2017, and are subject to tax recovery proceedings; and,

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

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

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

**1. TERM OF THIS AGREEMENT**

The term of this Agreement shall be from December 31, 2019 to November 30, 2022.

**2. METHOD OF PAYMENT**

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

**3. MUNICIPAL RESPONSIBILITIES**

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

**4. GENERAL**

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

**5. TERMINATION**

This Agreement shall come to an end:

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

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

**6. REPRESENTATIVES**

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

For the Landowner:

[REDACTED]  
516 26 Street  
Cold Lake, AB T9M 0B2

For the Municipality:

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

**7. SIGNATURE**

[REDACTED]

[REDACTED]  
**Linda Mortenson**

[REDACTED]  
Witness [REDACTED]

# Tax Redemption Calculation

Roll # 903640

|                    | Levy Charges | Payment   | Interest  | Balance     |                                   |
|--------------------|--------------|-----------|-----------|-------------|-----------------------------------|
| Balance Fwd        |              |           |           | \$8,947.24  |                                   |
| December 31, 2019  |              | \$ 730.00 |           | \$8,217.24  |                                   |
| January 1, 2020    |              |           | \$ 986.07 | \$9,203.31  |                                   |
| January 31, 2020   |              | \$ 730.00 |           | \$8,473.31  |                                   |
| February 28, 2020  |              | \$ 730.00 |           | \$7,743.31  |                                   |
| March 31, 2020     |              | \$ 730.00 |           | \$7,013.31  |                                   |
| April 30, 2020     |              | \$ 730.00 |           | \$6,283.31  |                                   |
| May 31, 2020       | \$ 4,474.91  |           |           | \$10,758.22 | Estimated based on 2019 Levy + 5% |
| May 31, 2020       |              | \$ 730.00 |           | \$10,028.22 |                                   |
| June 30, 2020      |              | \$ 730.00 |           | \$9,298.22  |                                   |
| July 1, 2020       |              |           | \$ 89.50  | \$9,387.72  |                                   |
| July 31, 2020      |              | \$ 730.00 |           | \$8,657.72  |                                   |
| August 1, 2020     |              |           | \$ 89.50  | \$8,747.22  |                                   |
| August 31, 2020    |              | \$ 730.00 |           | \$8,017.22  |                                   |
| September 1, 2020  |              |           | \$ 89.50  | \$8,106.71  |                                   |
| September 30, 2020 |              | \$ 730.00 |           | \$7,376.71  |                                   |
| October 1, 2020    |              |           | \$ 89.50  | \$7,466.21  |                                   |
| October 31, 2020   |              | \$ 730.00 |           | \$6,736.21  |                                   |
| November 1, 2020   |              |           | \$ 89.50  | \$6,825.71  |                                   |
| November 30, 2020  |              | \$ 730.00 |           | \$6,095.71  |                                   |
| December 1, 2020   |              |           | \$ 89.50  | \$6,185.21  |                                   |
| December 31, 2020  |              | \$ 730.00 |           | \$5,455.21  |                                   |
| January 1, 2021    |              |           | \$ 654.63 | \$6,109.83  |                                   |
| January 31, 2021   |              | \$ 730.00 |           | \$5,379.83  |                                   |
| February 28, 2021  |              | \$ 730.00 |           | \$4,649.83  |                                   |
| March 31, 2021     |              | \$ 730.00 |           | \$3,919.83  |                                   |
| April 30, 2021     |              | \$ 730.00 |           | \$3,189.83  |                                   |
| May 31, 2021       | \$ 4,698.66  |           |           | \$7,888.49  | Estimated based on 2020 Levy + 5% |
| May 31, 2021       |              | \$ 730.00 |           | \$7,158.49  |                                   |
| June 30, 2021      |              | \$ 730.00 |           | \$6,428.49  |                                   |
| July 1, 2021       |              |           | \$ 93.97  | \$6,522.46  |                                   |
| July 31, 2021      |              | \$ 730.00 |           | \$5,792.46  |                                   |
| August 1, 2021     |              |           | \$ 93.97  | \$5,886.44  |                                   |
| August 31, 2021    |              | \$ 730.00 |           | \$5,156.44  |                                   |
| September 1, 2021  |              |           | \$ 93.97  | \$5,250.41  |                                   |
| September 30, 2021 |              | \$ 730.00 |           | \$4,520.41  |                                   |
| October 1, 2021    |              |           | \$ 90.41  | \$4,610.82  |                                   |
| October 31, 2021   |              | \$ 730.00 |           | \$3,880.82  |                                   |
| November 1, 2021   |              |           | \$ 77.62  | \$3,958.43  |                                   |
| November 30, 2021  |              | \$ 730.00 |           | \$3,228.43  |                                   |
| December 1, 2021   |              |           | \$ 64.57  | \$3,293.00  |                                   |
| December 31, 2021  |              | \$ 730.00 |           | \$2,563.00  |                                   |
| January 1, 2022    |              |           | \$ 307.56 | \$2,870.56  |                                   |
| January 31, 2022   |              | \$ 730.00 |           | \$2,140.56  |                                   |
| February 28, 2022  |              | \$ 730.00 |           | \$1,410.56  |                                   |
| March 31, 2022     |              | \$ 730.00 |           | \$680.56    |                                   |
| April 30, 2022     |              | \$ 730.00 |           | -\$49.44    |                                   |
| May 31, 2022       | \$ 4,933.59  |           |           | \$4,884.15  | Estimated based on 2021 Levy + 5% |
| May 31, 2022       |              | \$ 730.00 |           | \$4,154.15  |                                   |
| June 30, 2022      |              | \$ 730.00 |           | \$3,424.15  |                                   |
| July 1, 2022       |              |           | \$ 68.48  | \$3,492.64  |                                   |
| July 31, 2022      |              | \$ 730.00 |           | \$2,762.64  |                                   |
| August 1, 2022     |              |           | \$ 55.25  | \$2,817.89  |                                   |
| August 31, 2022    |              | \$ 730.00 |           | \$2,087.89  |                                   |
| September 1, 2022  |              |           | \$ 41.76  | \$2,129.65  |                                   |
| September 30, 2022 |              | \$ 730.00 |           | \$1,399.65  |                                   |
| October 1, 2022    |              |           | \$ 27.99  | \$1,427.64  |                                   |
| October 31, 2022   |              | \$ 730.00 |           | \$697.64    |                                   |
| November 1, 2022   |              |           | \$ 13.95  | \$711.59    |                                   |
| November 30, 2022  |              | \$ 711.59 |           | \$0.00      |                                   |



## STAFF REPORT

**Title:** Letter of Support - Lakeland Multicultural Association

**Meeting Date:** November 12, 2019

---

**Executive Summary:**

His Worship Mayor Copeland recently attended another successful Lakeland Multicultural Association (LMA) event being Diwali Night. The LMA are seeking a letter of support to accompany their Alberta Culture and Tourism Anti-Racism Community Grant Program Application.

**Background:**

The LMA have already brought several cultural events to the community and these events are having many positive impacts in Cold Lake. Providing support for a future grant application will keep the LMA motivated to bring more events to promote multiculturalism in our diverse community of which these events will impact the community as a whole.

Specifics on the grant application can be found at:

[Anti-Racism Community Grant | Alberta.ca](https://www.alberta.ca/anti-racism-community-grant.aspx)  
<https://www.alberta.ca/anti-racism-community-grant.aspx>

**Alternatives:**

Council may consider the following options:

1. Motion to provide a letter of support
2. Defeat a motion to provide a letter of support

**Recommended Action:**

That Council authorize the letter of support to the Lakeland Multicultural Association (LMA) to accompany their Alberta Culture and Tourism Anti-Racism Community Grant Program Application to provide and promote anti-racism within our diverse community.

**Budget Implications (Yes or No):**

No

**Submitted by:**

Kevin Nagoya, Chief Administrative Officer

From: Lakeland Multicultural Association <[lakelandmulticultural@gmail.com](mailto:lakelandmulticultural@gmail.com)>

Date: Nov. 4, 2019 10:04 a.m.

Subject: Re: LMA Invitation to Diwali Night November 2

To: Craig Copeland <[CCopeland@coldlake.com](mailto:CCopeland@coldlake.com)>

Cc:

Mayor,

We are so glad that you took time out of your busy schedule to attend the event, even if for a short time. We realize you had a packed schedule.

You are a champion of community involvement and we appreciate your support so much!

Now that we are at the end of our year's events, we would appreciate if you could write us a letter of support that we could use for grant purposes- we are looking at applying for the GoA CIP grant and the GoC Anti-racism grant.

Thank you,

Evert.



**Lakeland Multicultural Association**

**Cold Lake, AB**

**Email: [lakelandmulticultural@gmail.com](mailto:lakelandmulticultural@gmail.com)**

**Facebook: <https://www.facebook.com/LMAColdLake/>**



**OFFICE OF THE MAYOR**

November 13, 2019

Via Email [anti-racismprogram@gov.ab.ca](mailto:anti-racismprogram@gov.ab.ca)

Anti-Racism Community Grant Program  
Alberta Culture, Multiculturalism & Status of Women  
Suite 212, 17205-106A Avenue  
Edmonton, AB T5S 1M7

To Whom It May Concern:

Re: Letter of Support - Lakeland Multicultural Association Anti-Racism Community Grant Application

On behalf of the members of Council, it is my pleasure to write a letter in support of the Lakeland Multicultural Association's Anti-Racism Community Grant Application to provide and promote anti-racism within our diverse community.

We understand that this funding will help the Lakeland Multicultural Association to provide and promote anti-racism within our community which will positively impact our community as a whole.

The Lakeland Multicultural Association has provided our community with many cultural events in the past for both young and old; the latest event being their second annual Diwali Night which was once again a huge success, and we look forward to their future, culturally enlightening, events which promote anti-racism, which in turn, brings our community together.

The City of Cold Lake Mayor and Council fully support the efforts of the Lakeland Multicultural Association as they seek funding to enhance the lives of our community members. If you have any questions, please contact me at (780) 594-4494.

Sincerely,

Craig Copeland,  
Mayor

cc: Council  
MLA David Hanson  
Lakeland Multicultural Association  
/cjr



## STAFF REPORT

**Title:** Alberta Children's Services Ministry's New Family Resource Network

**Meeting Date:** November 12, 2019

---

### **Executive Summary:**

The City of Cold Lake through its Family and Community Support Services (FCSS) and network service partners provides locally driven, preventative, social initiatives with the aim to promote healthy environments and positive experiences at critical stages in development offering the greatest benefit to individuals, families and communities.

In an announcement on November 4, 2019, effective March 31 2020 the Alberta Children's Services Ministry is cancelling approximately 450 grants and contracts with 300 organizations that operate Parent Link Centres and other aligned programs.

Administration has received letters from Alberta Children's Services and Family and Community Support Services Association of Alberta, November 4<sup>th</sup> and 5<sup>th</sup> respectively, informing the City that the grants for Parent Link services, Indigenous Enhancement and Early Childhood Coalition will end March 31, 2020.

The Alberta Children Services Ministry has announced the Family and Community Resiliency Division's new comprehensive network design for prevention and early intervention services across the province. The Government encourages interested service providers to submit an Expression of Interest by January 16, 2020.

The purpose of this report is to brief Council on the recent announcement from Alberta Children Services Ministry respecting the cancellation of funding to Parent Link Centers and the steps has taken moving forward with this shift in services delivery.

### **Background:**

In response to the recent announcements, administration has filed an Expression of Interest with Children's Services, Family and Community Resiliency Division ahead of fully comprehending service expectations. The City may up to the closing date withdraw its' Expression of Interest (EOI). On note, this is the largest procurement process the Government of Alberta has introduced in the past twenty years.

Initial observations of the Expression of Interest documents provided by Children's Services, Family and Community Resiliency Division are:

- The Parent Link Center (PLC) model has been replaced with the Family Recourse Network (FRN) model.



- The City's participating community partners has shifted to include Athabasca County, Lac La Biche and Plamondon. Previous partners were, Town of St. Paul, Town of Bonnyville and Lac La Biche County. The realignment is not yet imposed by the Government, however it is suggested the City consider the realignment.
- The five core service areas of the PLC model Early Childhood Development and Care, Parent Education, Family Support, Information and Referrals, and Developmental Screening has been replaced with three core service areas under FRN model; Child Development and Well-being, Caregiver Capacity-building, and Social Connections.
- Definition of "child" has changed to read "young people between the ages of 0 – 18". This is a significant shift as Parent Link Centres delivered services to ages 0 – 6 while child and youth programs delivered by FCSS were ages 6 - 17.
- Programs previously provide by FCSS may now be provided under the FRN model.
- Specific programs under the FRN model, e.g. in-home parenting education and family support services, may be contracted.
- FCSS service levels are expected to shift to align with the FRN model.
- Regional budget allocation presented in the documents, keeping in mind that provincial allocations are based on proposal submissions, are encouraging. Preliminary indication is that funding for the Family Resource Network (FRN) will be consistent with 2019 PLC funding allocations.

Moving forward, a number of essential information sessions are scheduled with Alberta Children Services Ministry. The City has been encouraged to submit questions prior to the first question and answer session November 14, 2019.

**Alternatives:**

Council may consider the following options:

1. Council direct administration to present a report on the new Family Resource Network (FRN) at the next Corporate Priorities Committee meeting being November 19, 2019.
2. Council may receive this report as information.

**Recommended Action:**

That Council pass a motion to refer this issue to Council's next Corporate Priorities Committee meeting, being November 19, 2019, for further review, discussion, and recommendation.

**Budget Implications (Yes or No):**

Yes

**Submitted by:**

Kevin Nagoya, Chief Administrative Officer

November 4, 2019

Kim Schmitz, FCSS Manager  
City of Cold Lake  
5513 - 48 Avenue  
Cold Lake, AB T9M 1A1

Dear Kim,

On behalf of Children's Services, I would like to acknowledge and thank you for the strong and cooperative working relationship your agency has with us. I appreciate and value the services you have offered to strengthen families in our province.

Children's Services has adopted the [Well-Being and Resiliency Framework](#) to guide our efforts to enhance prevention and early intervention services for children, youth and families. The Framework's goal is to provide a consistent province-wide approach to our investments in prevention and early intervention services, create a continuum of services and supports that reflect current evidence related to brain science, and incorporate Indigenous perspectives and worldviews. The Framework is available at [open.alberta.ca](http://open.alberta.ca); search "Well-Being and Resiliency Framework".

Children's Services is re-designing its approach to service delivery to align with the Framework and ensure equitable access to evidence-based prevention and early intervention services throughout the province and among age groups. Our goal is to create networks that provide a range of universal, targeted and intensive services.

The Government of Alberta is moving forward to meet its goal of fairness, transparency and accountability in all grant and contracting processes. The Family and Community Resiliency Division's new comprehensive network design for prevention and early intervention services across the province will be introduced through an Expression of Interest. We hope to engage providers, such as yourself, who are interested in providing these services to work collaboratively in submitting proposals.

.../2

This letter is your formal notification that your grants: ACS250543 Parent Link; ACS251491 PLC Indigenous Enhancement; will end on March 31, 2020 and will not be renewed. As of April 1, 2020 Children's Services will no longer be funding this program in its current state. If your agency would like to continue working with Children's Services within our new model of prevention and early intervention service delivery, we invite you to submit a proposal(s) on the Expression of Interest. The Expression of Interest will be posted on the [Alberta Purchasing Connection](#) (APC) website on November 7, 2019.

If you have questions regarding your current contract or grant, please contact Lee Deren at 780-675-6873 or [lee.deren@gov.ab.ca](mailto:lee.deren@gov.ab.ca). More information regarding the upcoming Expression of Interest will be available to you shortly. Please visit [www.purchasingconnection.ca](http://www.purchasingconnection.ca).

Thank you again for your commitment to supporting the well-being of children and families in Alberta and I hope to work with you again in the future.

Sincerely,

A handwritten signature in black ink, appearing to read "Russ Pickford". The signature is fluid and cursive, with a long horizontal stroke at the end.

Russ Pickford, Executive Director  
Regional and Community Program Delivery  
[Russ.Pickford@gov.ab.ca](mailto:Russ.Pickford@gov.ab.ca)  
780-638-1273

cc: Robert Andrews, Contract Manager

Hard copy of letter to follow.



106, 8944 - 182 Street NW  
Edmonton, AB T5T 2E3  
ph 780-415-4790

---

November 5, 2019

Dear Early Childhood Coalition,

On behalf of Family & Community Support Services Association of Alberta, I would like to thank you for the excellent work your coalition has done in your community to support early childhood development.

We were recently informed that Children's Services has adopted the [Well-Being and Resiliency Framework](#) to enhance prevention and early intervention services for children, youth and families. The Framework's goal is to provide a consistent province-wide approach to investments in prevention and early intervention services, create a continuum of services and supports that reflect current evidence related to brain science, and incorporate Indigenous perspectives and worldviews. The Framework is available at [open.alberta.ca](http://open.alberta.ca); "Well-Being and Resiliency Framework".

Children's Services is re-designing its approach to service delivery to align with the Framework and ensure equitable access to evidence-based prevention and early intervention services throughout the province and among age groups.

This letter is the formal notification that the Early Childhood Coalition grant will end on March 31, 2020 and will not be renewed. As of April 1, 2020, the Government of Alberta will no longer fund Early Childhood Coalitions of Alberta (ECCA) in their current state. All reporting requirements remain in effect as per your agreement letter.

The Government of Alberta is moving forward to meet its goal of fairness, transparency and accountability in all grant and contracting processes. The Family and Community Resiliency Division's new comprehensive network design for prevention and early intervention services across the province will be introduced through an Expression of Interest.

You are welcome to work with your community partners to participate in the Expression of Interest and learn more about Children's Services new model of prevention and early intervention service delivery. The Expression of Interest will be posted on the Alberta Purchasing Connection (APC) website on November 7, 2019. Please visit <http://www.purchasingconnection.ca/>



106, 8944 - 182 Street NW  
Edmonton, AB T5T 2E3  
ph 780-415-4790

---

If you have questions regarding your current grant, please contact your Liaison [ecca@fcssaa.org](mailto:ecca@fcssaa.org)

Thank you again for your commitment to supporting the well-being of children and families in Alberta.

Sincerely,

Mellissa Kraft  
Executive Director, FCSSAA  
[director@fcssaa.org](mailto:director@fcssaa.org)



# Family Resource Network (FRN)



## Expression of Interest (EOI)

Children's Services

Family and Community Resiliency Division

**EOI Issue Date:**

November 7, 2019

**EOI Closing Date and Time:**

January 16, 2020 no later than 2:00 pm MT

**EOI Facilitators:**

Lana Rogozinsky, Manager Contracts & Procurement  
Robert Andrews, Manager Contracts & Procurement

**Email:**

[CSprocurement@gov.ab.ca](mailto:CSprocurement@gov.ab.ca)

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## SECTION 1: INTRODUCTION

### 1.1 Preamble

'Albertans recognize that children are the future of the province and that ensuring that every child has the opportunity to become a successful adult will benefit society as a whole' (*Children First Act, Preamble, pg.1*). Children's Services envisions an environment where family strengths are recognized and where all children, youth and families are respected, valued and supported within the communities in which they live. The Ministry works with families, caregivers and communities to support the safety and resiliency of infants, children and youth within nurturing and supportive environments. The Government of Alberta oversees activities related to the promotion of healthy families and the prevention and early intervention of child maltreatment by decreasing risk factors while enhancing protective factors and building resiliency.

Positive experiences in the early years create the foundation for strong and healthy children. Additionally, children who have a healthy start in life are more likely to thrive in adulthood. Children's Services' approach to well-being and resiliency is focused on offering prevention and early intervention supports that are aimed at reducing the impacts of early adversity by promoting the development of well-being and resiliency. Children's Services is committed to strengthening and building purposeful practice based on strong foundations, cultural responsive service delivery, evidence-based/ informed/ supported practices, effective collaborations, and well researched tools, policies, programs and training in order to support the achievement of optimal outcomes for all Alberta's children, youth, and families.

The Ministry of Children's Services places an emphasis on service excellence. To achieve this excellence, Children's Services engages in granting and contracting activities that ensure the acquisition of services is completed through a fair and transparent process guided by the Alberta Government's Procurement and Sole-Sourcing Directive (*in effect on April 1, 2015*) and with trade agreement obligations. The Procurement Accountability Framework reinforces fairness, transparency and integrity in the Expression of Interest (EOI) process; adds rigour and accountability to Ministry processes; drives consistency; and reinforces a shared set of values and ethics. To ensure alignment with the Treasury Board Procurement and Sole Sourcing Directive, Children's Services will issue grants for Family Resource Network services through an EOI process.

Proponents are invited to submit Proposals for the provision of Family Resource Network (FRN) services in accordance with the specifications and terms and conditions set out in this EOI. This EOI activity will be conducted in accordance with two fundamental objectives: to ensure quality supports and services for children, youth, and families in Alberta; and, to maximize rigour relating to the granting processes while offering proponents a fair and equitable opportunity to participate.

Proponents are advised to pay careful attention to the wording used throughout this EOI. Failure to satisfy any term, condition or mandatory requirement of this EOI may result in rejection of the Proposal.

## 1.2 Purpose of Expression of Interest (EOI)

This Expression of Interest (EOI) is being issued by Alberta's Ministry of Children's Services, Family and Community Resiliency Division as a competitive process to identify qualified vendors and/or vendor teams that are interested and capable of the provision of Family Resource Networks throughout Alberta. This EOI will provide an opportunity for interested proponents to compete to be selected as a recipient for Family and Community Resiliency Division grant funding. The EOI is a transparent process that the Family and Community Resiliency Division will use to assess interested proponents' qualifications, organizational capacity, partnerships and collaborations, delivery plan and budget, and alignment to essential frameworks.

## 1.3 Definitions

Terminology used throughout this EOI is defined as follows:

**"Alberta Purchasing Connection"** or **"APC"** means the Government of Alberta's electronic tendering system.

**"Alberta Time"** means Mountain Standard Time or Daylight Saving Time as provided for in the *Daylight Saving Time Act* (Alberta).

**"Business Day"** means 08:15 to 16:30, Alberta Time, Monday to Friday, excluding holidays observed by the Province.

**"Child"** is an inclusive term for infants, children, and youth and refers to young people between the ages of 0-18 years.

**"Evaluation Teams"** means the individuals who will evaluate the Proposals on behalf of the Province.

**"Expression of Interest"** is a transaction document and does not in itself constitute a legally binding agreement. It is being used as a competitive tool to establish a negotiation process with the aim of executing a legally binding grant agreement.

**"Facilities"** means adequate office space and equipment including desk and chair, personal computer, telephone and office supplies and access to printer and facsimile, as are determined to be necessary by the Province for the performance of the Services by the Grant Recipient.

**"Grant Agreement"** means the eventual agreement between the winning Proponents and the Province for the provision of Family Resource Networks.

**"Grant Recipient"** means the legal entity that will enter into the Grant Agreement with the Province.

**"Indigenous"** is a term used throughout this EOI which is importantly inclusive of First Nations, Inuit and Métis peoples; 'Canada's three distinct groups of Indigenous peoples with unique histories, languages, cultural practices, and spiritual beliefs that are woven into the fabric of our country.'

<https://www.canada.ca/en/services/culture/canadian-identity-society/indigenous-peoplescultures.html>

**"Materials"** means any work, information, records or materials, regardless of form, which are made, generated, produced or acquired by the Grant Recipient or its employees, subcontractors or agents in the course of performing the Services;

**"Must"** or **"mandatory"** or **"shall"** means that the requirement so described must be met in a substantially unaltered form in order for the Proposal to be compliant.

**"Personal Information"** means **"personal information"** as defined in the *Freedom of Information and Protection of Privacy Act* (Alberta) (*FOIP*)

**"Prime Proponent"** means the lead proponent responsible for all terms and conditions of the Grant awarded for a successful Proponent Team proposal in this EOI.

**"Program grant"** means a grant that supports an agency who has been approved to provide recurring specific services that are endorsed by the Ministry.

**"Project"** means the project (service specifications) outlined in section 2 and 3 of this EOI.

**"Proponent"** means an individual, business entity, organization or Proponent Team responding to this EOI with a Proposal.

**"Proponent Team"** means a consortium or other arrangement among two or more individuals, business entities, or organizations that respond to this EOI with one Proposal.

**"Proposal"** means the Proponent's response to this EOI, specifically the Proponent Response Form and includes all required Proponent attachments.

**"Province"** means Her Majesty the Queen in right of Alberta as represented by the Minister of Children's Services.

**"EOI Closing Date and Time"** means the date and time as stated on the cover page of this EOI.

**"Services"** means the work, duties, functions and deliverables to be provided by the Grant Recipient as specified Section 3: Service Specifications of this EOI.

**"Service Delivery Approach"** means the Proponent's Proposal in relation to service specifications requirements and provisions.

**"Should"** or **"desirable"** means that a provision so described has a significant degree of importance to the Province and will be evaluated.

#### **1.4 Interpretation**

- a) Headings are used for convenience only, and they do not affect the meaning or interpretation of the clauses.
- b) Words in the singular include the plural and vice versa.

## SECTION 2: PROJECT INFORMATION

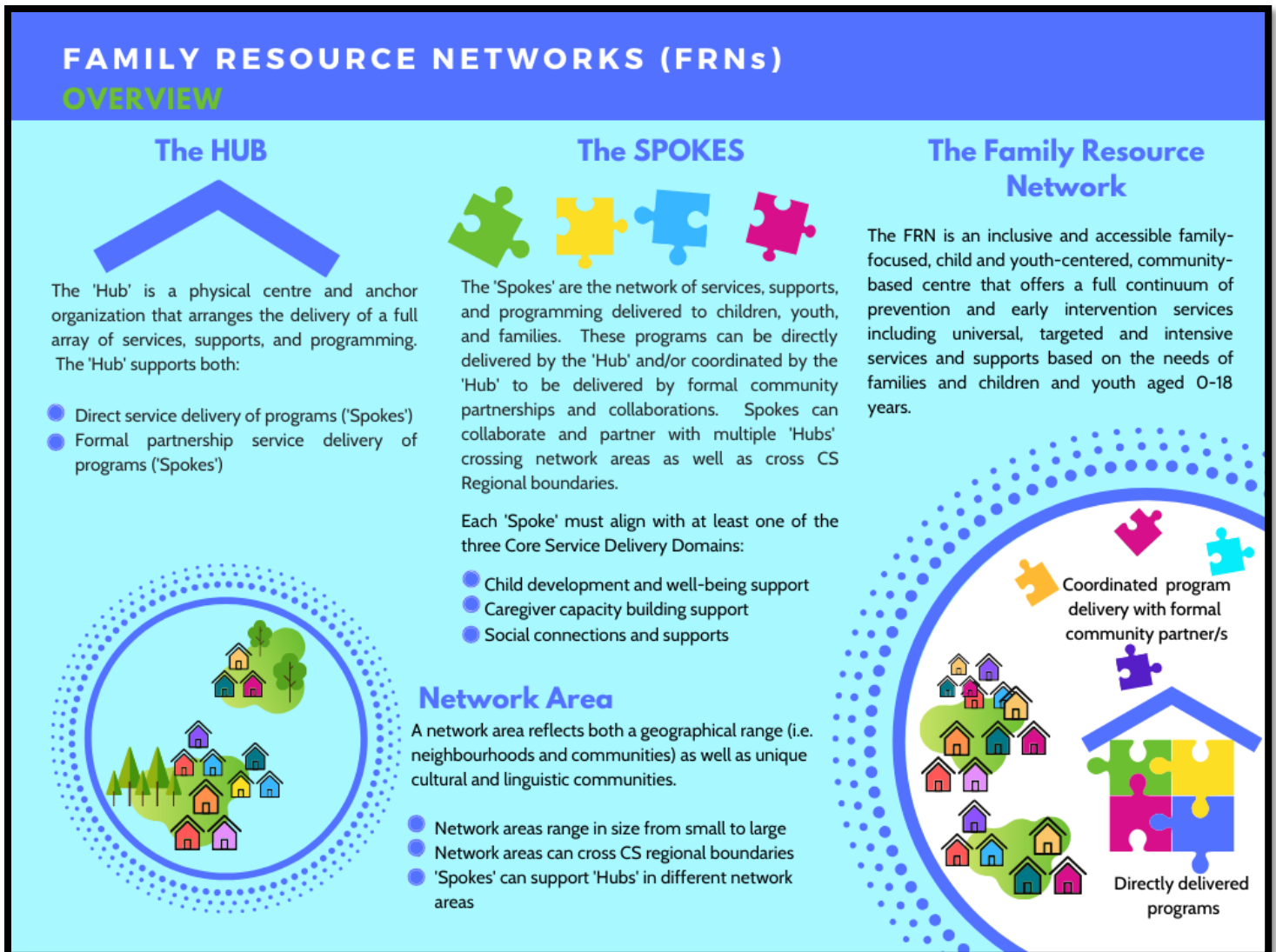
### 2.1 Overview

In March 2019, Children's Services released [Well-being and Resiliency: A Framework for Supporting Safe and Healthy Children and Families](#) (and other supporting documents). This framework builds upon the previous Prevention and Early Intervention Framework for Children, Youth and Families (2012) by reflecting current research, leading practices, cultural diversity, and an Indigenous worldview. The framework will guide Children's Services in enhancing, strengthening, and promoting a consistent province-wide approach to prevention and early intervention services and supports for Alberta's children, youth and families. 'Investing in programs and services that promote healthy environments and positive experiences at critical stages in development (infancy, the early years of childhood and adolescence) offers the greatest benefit to individuals, families and communities' (Well-being and Resiliency: A Framework for Supporting Safe and Healthy Children and Families).

Currently, Children's Services' Family and Community Resiliency Division funds and supports a diverse array of early intervention, prevention, early childhood development, community-based prevention, and community capacity building services throughout Alberta, including (but are not limited to) Parent Link Centres, mentorship initiatives, Community Resource Centres, Early Childhood Coalitions, community-based parent and family support, outreach services, and Home Visitation programs. These services and supports have varied approaches, theoretical underpinnings, service delivery models, data collection approaches, performance measurements, and outcome achievements.

The provincial EOI process for Family Resource Networks (FRNs) will help ensure that, though a 'Hub-and-Spoke' network design approach, Alberta children and youth aged 0-18 years and their families have equitable access to a range of evidence-based/informed universal, targeted and intensive services that support child safety, well-being and development, and caregiver capacity and support. The anchor organization, the 'Hub', will coordinate and facilitate the delivery of all services and programs (the 'Spokes'), which align with the three core service delivery domains of: child development and well-being supports, caregiver capacity building supports, and social connections and supports. These 'Spoke' programs and services can be directly delivered by the 'Hub' or delivered through formal collaborations and partnerships. To support provincial consistency and quality programming, the FRNs will embed FRN Standards of Practice that will be developed in conjunction with the successful proponents of the EOI. Furthermore, output and outcome measures and reporting processes that ensure optimal outcome achievement will also be developed, implemented and evaluated collaboratively with successful proponents and the province. *(Please see Figure 1: FRN Overview)*

Figure 1: FRN Overview



## 2.2 EOI Objectives

Through this EOI, Family and Community Resiliency Division will achieve 9 key objectives:

1. Establish a consistent province-wide Family Resource Network (FRN) approach that embeds a flexible and responsive 'Hub-and-Spoke' design model with services and programming for families, children, and youth aged 0-18 years that are nested within a three-layered umbrella of support (core service delivery domains):
  - i. Child development and well-being
  - ii. Caregiver capacity building support
  - iii. Social connections and support

2. Establish a Family Resource Network approach that respects and reflects the culture, language and spirituality of the people they serve. Indigenous children, youth, and families have access to culturally rooted promotion, prevention and early intervention programs and services that reflect the unique experiences of Indigenous people within the context of their families and communities.
3. Establish a Family Resource Network approach that reflects, recognizes, and respects the unique experiences and the perspectives of diverse cultural identities, linguistic and religious groups. Services and programs promote inclusive practice, responsive to the needs of all users; where diversity is acknowledged, promoted, and respected.
4. Ensure that the Family Resource Network approach offers a continuum of prevention and early intervention services including universal, targeted and intensive programs. While supports and services are available to all children, youth, and families, the intensity of services is proportionate and responsive to the degree and level of presenting needs and focus on Alberta's most vulnerable infants, children, youth, and families.
5. Formalize commitment to the development and embedding of output and outcome monitoring and reporting processes as a post EOI activity promoting ongoing evaluation that supports quality assurance and program improvement;
6. Ensure that Family Resource Network services are equitably distributed geographically throughout Alberta with multi-factor considerations including geographic area and communities served, population size and age distribution, cultural and linguistic needs, population vulnerabilities with services contextualized to the unique needs of the local community.
7. Formalize commitment to the development and embedding of Standards of Practice as a post EOI activity that establish the foundation and guide service delivery of Family Resource Networks and promote quality practice for families, children, and youth.
8. Develop collaborative and cooperative referral pathways with the Child Intervention (CI) system as a mechanism to prevent the need for CI services by reducing the impact of risk factors and supporting the promotion of protective factors, and by supporting families with CI status who are transitioning from intervention and linking them with the most appropriate community support services.
9. Award program grants to successful proponents at the completion of the EOI.

## 2.3 EOI Approach

Family and Community Resiliency Division is using a multi-phased EOI approach for the development and implementation of Family Resource Network services.

Phase

1

**EOI Release** - Alberta's Family and Community Resiliency Division will release the EOI provincially to interested proponents using the APC website.

Phase

2

**Proposal Submission** - Interested proponents will submit the required proposal submission documents (*please see Appendix F – Proponent Response Form*). Proponents may apply to provide all-inclusive 'Hub-and-Spoke' services, distinct 'Hub' service/s, or separate and distinct 'Spoke' service/s.

8

Phase

3

**Proposal Evaluation** - The Family Resource Network EOI Evaluation Teams will initially evaluate proposals based on criteria identified in Section 10: EOI Evaluation. As each FRN requires a 'Hub' and a comprehensive continuum of 'Spoke' services, proposals will be reviewed in the following order:

1. First evaluate 'all-inclusive' FRN proposals, where a proponent is proposing to deliver both 'Hub' and a full range of 'Spoke' services, then
2. Evaluate distinct 'Hub' service proposals, and finally,
3. Evaluation separate and distinct 'Spoke' services that may enhance and optimize the continuum of FRN services/programming and/or address FRN service delivery gaps.

Phase

4

**Identify Qualified Proponents** - Qualified proponents will be identified based on a proposal achieving a minimum requirement as identified in the evaluation section of this EOI. During this phase, collaborative and partnership opportunities will be identified and provincial coverage will be assessed.

Phase

5

**Service and Program Development & Negotiation** - Family and Community Resiliency Division, Regional personnel, Regional Contract Teams, and qualified proponents will negotiate and formalize partnerships and collaborations, funding allocation, program components, responsibilities and expectations for the successful implementation of FRNs. Negotiations will involve determining formal collaborations and partnerships to ensure that FRNs have the capacity to deliver a full continuum of prevention and early intervention services for families and children and youth aged 0-18 years.

Phase

6

**Recommendations** - Family Resource Network EOI Evaluation Teams will make formal recommendations to the province for grant awarding.

Phase

7

**Grant Awarding** - Successful proponents of the EOI will be awarded a program grant by the Minister of Children's Services.

## 2.4 Relevant Documents

Important EOI related documents include:

- *Well-being and Resiliency: A Framework for Supporting Safe and Healthy Children and Families*  
<https://open.alberta.ca/dataset/520981c4-c499-4794-af55-bc932811cb1e/resource/7fda0ae8-8d97-49e7-b94b-7f0088cd767d/download/well-being-resiliency-framework-march2019.pdf>
- *Well-being and Resiliency: Evaluation Framework*

<https://open.alberta.ca/dataset/7d64cad5-f400-4cd3-b7d7-76c3a38ff548/resource/9d3ebd8c-e52f-4964-971e-828d4c3bf21c/download/well-being-resiliency-fmwk-evaluation-march2019.pdf>

- *Well-being and Resiliency: the miyo resource kâ-nâkatohkêhk miyo-ohpikinawâwasowin*  
<https://open.alberta.ca/dataset/a0afeba2-e180-4f1c-8aa0-68bb1327ff71/resource/acc8ecfd-00dd-40c2-8c31-36d01656daad/download/well-being-resiliency-miyoresource-march2019.pdf>
- *Child Intervention Practice Framework*  
<https://www.alberta.ca/child-intervention-practice-framework.aspx#toc-1>
- *Foundations of Caregiver Support*  
<https://www.alignab.ca/wp-content/uploads/2016/10/Foundations-of-Caregiver-Support-June-2015-Final.pdf>

## 2.5 EOI Timelines

| EOI Activity                                     | Date                                    |
|--------------------------------------------------|-----------------------------------------|
| 1. EOI Release                                   | Thursday November 7, 2019               |
| 2. Live Q&A Session                              | Thursday November 14, 2019 10:00 am MT  |
| 3. Live Q&A Session                              | Thursday December 12, 2019 10:00 am MT  |
| 4. EOI Closure                                   | Thursday January 16, 2020 by 2:00 pm MT |
| 5. EOI Evaluation                                | January 27 - February 14, 2020          |
| 6. Service & Program Development and Negotiation | February 17 - March 20, 2020            |
| 7. Grant start date and opening of FRNs          | April 1, 2020                           |

## SECTION 3: SERVICE SPECIFICATIONS

### 3.1 Family Resource Network Services

Family Resource Networks (FRNs) are an inclusive and accessible family-focused, child and youth-centered, community-based centres that offer a full continuum of prevention and early intervention services. The FRN will provide universal, targeted and intensive programs, services and supports based on the needs of families and children and youth aged 0-18 years.

A community is both a geographic area and a social unit with shared norms, values, customs, language, and identity. Each community is unique, with support, service, and program needs that must be tailored to its strengths and challenges. All FRNs must respect the perspectives of diverse cultural identities. In Alberta, there are also distinct cultural communities whose support needs must be distinctly addressed. Indigenous supporting FRNs will reflect the culture, language and spirituality of the people they serve and support their unique cultural needs. Additional distinct cultural communities include Francophone and new Canadians/immigrant/ ethnocultural.

FRNs establish inclusive and comprehensive service delivery through direct service delivery and formal community collaborations and partnerships. The services will be complementary, coordinated and flexible to meet the changing needs of communities and families. Services and supports will focus on strengthening parenting and caregiving knowledge and practices, strengthening protective factors, reducing the impact of risk factors, social support, coping and problem-solving skills, access to community supports and resources, improving child and youth development, building resiliency, and fostering well-being to promote healthy infants, children, youth and families.

FRNs use a 'hub-and-spoke' design model of coordinated service integration and program delivery (*please see Figure 2: Family Resource Network Hub-and-Spoke Model*). All FRN services, supports and programming must:

- Align with the three core service delivery domains: child development and well-being, caregiver capacity building support, and social connections and support (*please see Section 3.4 Core Service Delivery Domains*),
- Offer a continuum of prevention and early intervention services including universal, targeted and intensive services (*please see Section 3.5 Prevention and Early Intervention Continuum*),
- Embed FRN principle-based practices (*please see Section 3.6 Family Resource Network Principle-based Practices*),
- Commit to the post-granting development and embedding of FRN Standards of Practice (*please see Section 3.7 Family Resource Network Standards of Practice*), and
- Commit to the post-granting development and embedding of output and outcome monitoring and reporting processes (*please see Section 3.8 Outcome & Performance Measurement and Section 3.9 Reporting Requirements*).

### 3.2 'Hub-and-Spoke' Service Delivery Components

**A. The 'Hub'** - The 'Hub' is the anchor organization within the FRN, offering a physical presence ('brick and mortar' location) within the community. The 'Hub' coordinates the delivery of all FRN services, supports and programming either directly or through formal collaborative partnerships (please note: 'formal collaborative partnership' refers specifically to a proponent who is successful in this EOI and holds a grant agreement for a specified 'Spoke' service). The anchor organization ('Hub') may deliver one or more services ('Spokes') of the FRN. Where needed, formal partnerships will deliver additional services and supports ('Spokes'). Partnerships and collaborations minimize the duplication of services and resources; provide a continuum of all FRN services; promote optimal matching of family needs and services, and increase effectiveness.

The 'Hub' coordinates all FRN services, supports, and programming through two service delivery approaches:

- **Direct service delivery** - The 'Hub' (anchor organization) directly delivers services, programming, and supports to children, youth, and families (clients).
- **Formal partnership service delivery** – The 'Hub' coordinates and integrates service delivery through formal partnerships. A number of service agencies can work together with the 'Hub' organization to collaborate and coordinate their support, services, and interventions to children, youth, and families. Partnerships and collaborations are essential components of FRNs.

Formal partnership service delivery refers specifically to an agency that is a grant recipient and is delivering a 'Spoke' service connected to the 'Hub'. The 'Hub' has both formal partnerships that provide core services and informal partnerships that may provide supplemental supports to families, children, and youth in their network area.

**10 Key FRN 'Hub' responsibilities include:**

1. Establish a physical presence ('brick and mortar') location in the community.
2. Coordinate the direct service delivery of Referral and Coordination services ('Spoke'), supporting families to navigate service systems and partner with parents and caregivers in identifying and accessing community resources.
3. Ensure that either through direct service delivery or formal partnership service delivery, the FRN provides Home Visitation services (see definition of Home Visitation under 'Family Support Services').
4. Establish a streamlined FRN program referral process for children, youth, and families accessing FRN supports and services.
5. Ensure that direct service delivery and formal partnership service delivery establishes a full continuum of universal, targeted and intensive services for families, children, and youth aged 0-18 years.
6. Ensure service delivery is flexible, responsive, and contextualized to the unique needs of the community and individual users.
7. Establish effective collaborations with clear roles and responsibilities.
8. Monitor and report all 'Hub-and-Spoke' activities to Family and Community Resiliency Division. Annual outcome reporting of all FRN activities, including those delivered by the 'Hub' organization (direct service delivery) and all supporting organizations providing 'Spoke' services in the FRN (formal partnership service delivery).
9. Ensuring that FRN Standards of Practice are implemented, including specific standards relating to Home Visitation programs.
10. Ongoing assessment, quality improvement, and addressing barriers to FRN access.

**B. The 'Spokes'** - The 'Spokes' are the network of services, supports, and programming that children, youth, and families can access through the 'Hub,' the FRN. FRN programming is offered in a variety of service settings including:

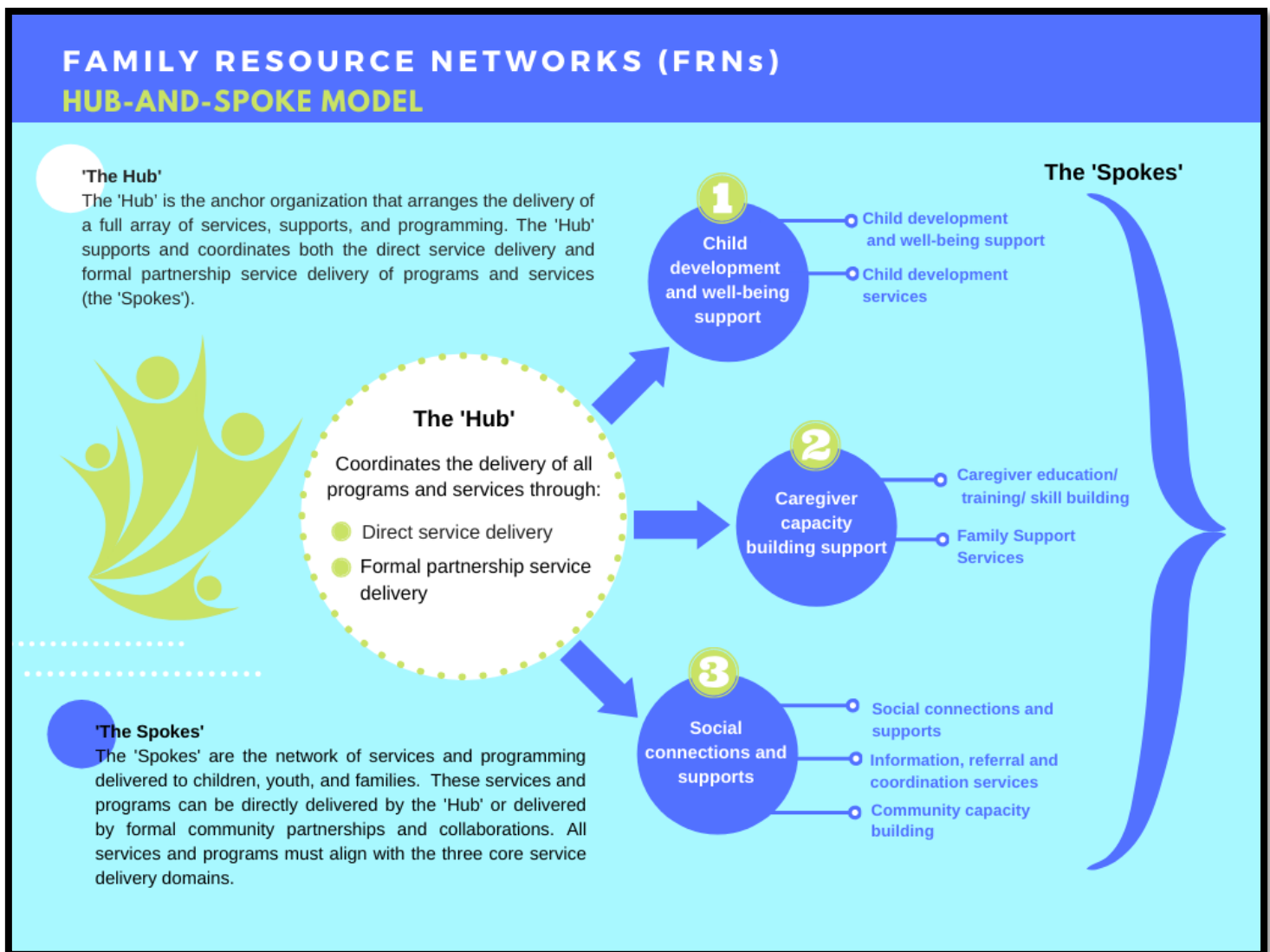
- Home-based, in the family/caregiver home
- Community-based, delivered at a community location

- Centre-based, delivered at the FRN (the 'Hub')
- 'Other', may include unique delivery options such video conferencing, telephone, or online

**Important overall FRN 'Spoke' service components:**

- Ensure that programs, services, and supports embed a full continuum of universal, targeted and intensive services for families, children, and youth aged 0-18 years
- Ensure all services, supports and programming align with the 3 core service delivery domains (*see Section 3.4 Core Service Delivery Domains*)
- Ensure that programs, services, and supports monitor and report output and outcome data as required by the 'Hub'
- Ensure that FRN Standards of Practice are being implemented

**Figure 2: FRN Hub-and-Spoke Model**



### 3.3 Age Cohort Program & Service Distribution

FRN programming, supports, and services should maximize developmental windows of opportunity, recognize the vulnerability and disproportionate risk of maltreatment, neglect, and/or abuse for infants and young children, and be appropriately distributed between age cohorts. Family and Community Resiliency Division has identified proposed program distribution as:

- **0-6 years** 50-60% programming
- **7-13 years** 20-30% programming
- **14+ years** 20-30% programming

**IMPORTANT!**

*Please note that 'actual' distribution of programming based on age-cohorts will depend upon Proponent's identification of community/ population needs within their submission.*

All FRN programming, supports, and services must align with the three core service delivery domains (*please see Section 3.4 Core Service Delivery Domains*) within a continuum of universal, targeted and intensive prevention and early intervention services for families, children, and youth (*please see Section 3.5 Prevention and Early Intervention Continuum*).

### 3.4 Core Service Delivery Domains (three-layered umbrella of support)

All services, supports and programming (the 'Spokes') must align with the three core service delivery domains (three-layered umbrella of support) and sub-domains which include:

- I. **Child development and well-being supports** - programming promotes growth and development and is provided to actively engage infants, children and youth through a broad range of activities that strengthen, build, or support the mastery of skills in all developmental domains. Services focus on social and emotional development of children and youth and assist them in reaching their developmental potential.

*For example, parent & child development programs, parent & child play classes, regulation skill building programs, youth leadership programs, youth social and emotional skill building programs etc.*

- II. **Caregiver capacity-building support** - supports and services promote the development and strengthening of caregivers' parenting skills and knowledge to enhance their capacity to create safe, responsive and nurturing environments and support healthy child development. Services include:

- **Caregiver education/training/skill building** - programming is empirically supported, structured intervention that incorporates evidence-based and informed models that promote the parent-child relationship, safe nurturing home

environments and encourage positive parenting practices. Programming supports parents and caregivers to understand what children and youth need most in order to thrive and succeed, as well as increasing parental confidence and competence in their caregiver role.

*For example, Triple P Parenting Program, Parenting Plus, Incredible Years Program, SafeCare, Parents as Teachers, Circle of Security, Pre-teen and Teen Parenting Groups, Peer Parenting Groups, Standard and Group Teen Triple P, Triple P Level 5, etc.*

- **Family Support Services** - programming is intended to build parental/caregiver resiliency. Services and supports focus on the family unit and are intended to promote familial wellness. They are responsive, flexible, individualized, goal-oriented and focused on family well-being and resilience, strengthening protective factors and reducing risk factors. The FRN enhances the family's capacity to support the growth and development of all members of the family and provides an opportunity for whole family involvement and personalized support.

*Home Visitation is a required FRN program that provides in-home parenting education and family support services to expectant parents and those with children newborn to age six, with optimal entry into the program within a child's first three months. Home Visitation programs are centered in the family home with trained Home Visitors providing families with information and support that helps them improve their parenting skills and provide a safe, nurturing environment for their children. Home Visitation programs often serve families who face challenges that may place their children at risk and keep them from developing to their full potential. A large meta-analysis of 126 studies found that parents and children participating in home visiting programs achieved positive outcomes relating to child cognitive outcomes and parent behaviours and skills (Filene et al., 2013).*

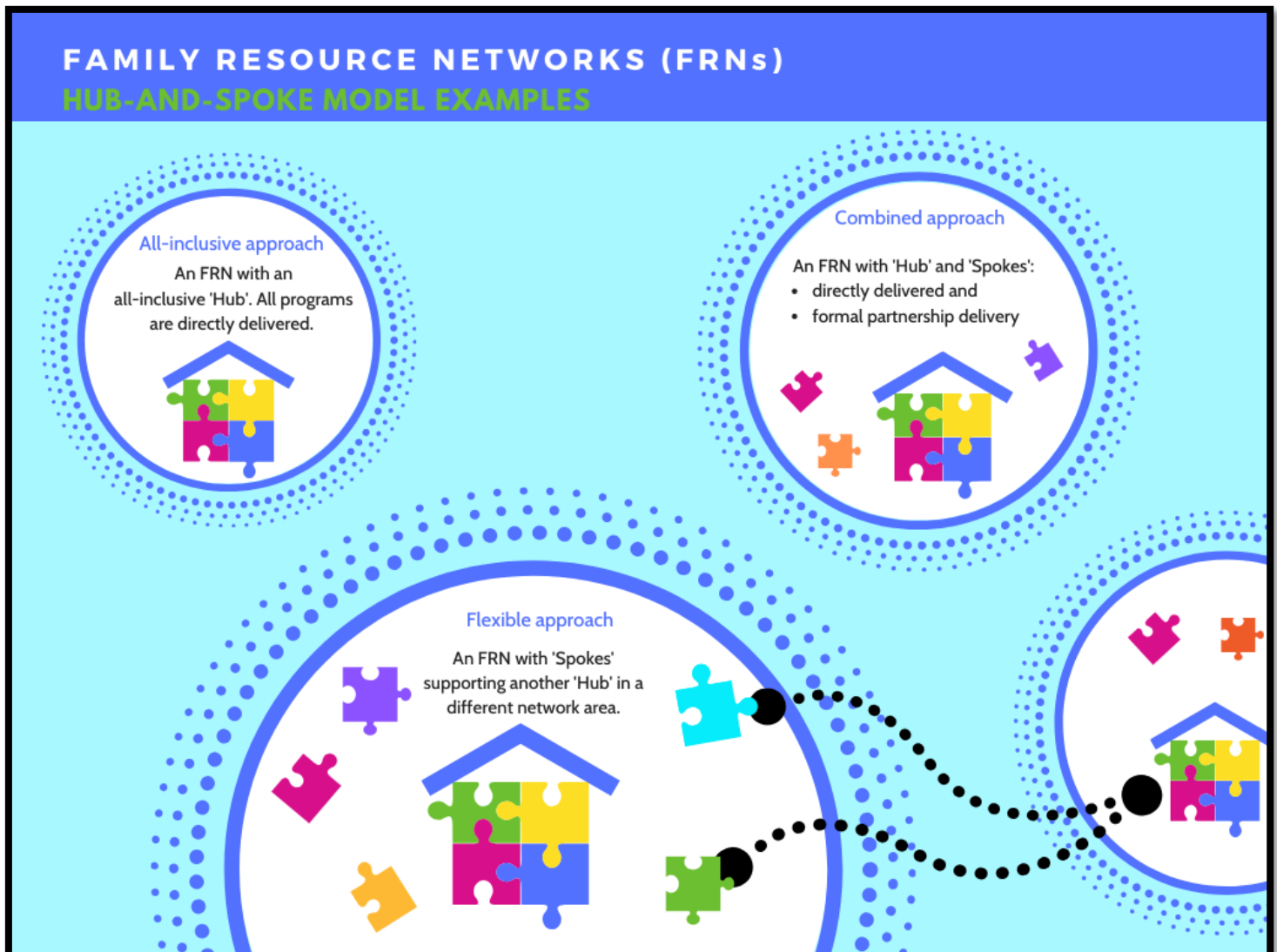
- III. **Social connections and supports** - programming promotes positive connections between infants, children, youth, parents, families, caregivers, and communities. FRN services and programs are based on the needs of families and comprehensive programming is delivered in the context of families, neighbours, and communities building on these natural supports. FRNs are located in the community that they serve and each FRN understands the unique needs of families within the communities in which they are located.

- **Social connections and supports** - These FRNs reduce isolation by providing opportunities for social support, connectivity, and development of natural supports.
- **Information, referral, and coordination services** - FRNs support families in navigating service systems and partner with parents and caregivers in identifying and accessing community resources in times of need and in times of celebration.

- **Community capacity building** - FRNs support community and civil society capacity to understand and promote family well-being and resiliency by providing formal engagement, collaborations, and partnerships with a diverse array of community stakeholders, including early childhood coalitions. Efforts are made to develop awareness, and offer supports and resources that impact the root cause of risk factors that may lead to poor lifelong outcomes for children, youth, and families.

The FRN 'Hub-and-Spoke' network model approach enhances service delivery flexibility of 'Spoke' services which align to the three core service delivery domains. Flexible options include an all-inclusive approach where the 'Hub' delivers all 'Spoke' services; a combined approach where both the 'Hub' and formal collaborative partners deliver 'Spoke' services; as well as the ability for 'Spoke' services to support more than one 'Hub'. (Please see Figure 3: Hub-and-Spoke Model Examples)

**Figure 3: Hub-and-Spoke Model Examples**



### 3.5 Prevention and Early Intervention Continuum

The prevention and early intervention continuum is intended to support stronger outcomes by providing universal, targeted, and intensive programming that is responsive to the needs of all Albertans. FRNs will deliver a continuum of prevention and early intervention services and programs while ensuring that the needs of Alberta's most vulnerable infants, children, youth, and families are addressed.

- **Universal programs** are available to all infants, children, youth and families. Programs focus on building protective factors and prevent the development of risk factors and vulnerabilities.
- **Targeted programs** are designed to meet the needs of vulnerable infants, youth, and families who have risk factors associated with increased risk of child maltreatment. Programs strengthen protective factors and reduce the impact of risk factors.
- **Intensive programs** are specific to the needs of infants, children, youth and families who are experiencing significant adversity. Programs address multiple risk factors.

*(Please see 'Well-being and Resiliency: A Framework for Supporting Safe and Healthy Children and Families')*

### 3.6 Family Resource Network Principle-based Practices

Principle-based practices inform how FRNs engage with infants, children, youth and families. All directly delivered and coordinated FRN services must embed the following principle-based practices:

#### **Indigenous experience**

Indigenous peoples have always had their own ways of ensuring that vulnerable members, including children and youth, are safe, protected and nurtured. We honour this by recognizing their expertise in matters concerning their children, youth and families. Indigenous perspectives on well-being and resiliency, healing practices, and Indigenous ways of knowing guide service delivery for Indigenous communities, families, children, and youth.

FRNs offer culturally-rooted programming. The ability to be culturally responsive requires attention and awareness to attitude, approach, knowledge and skills (Diller, 2004; Lum, 2003). 'It requires a willingness to engage with culture, understanding community dynamics and the historical interventions that have impacted on children and families, particularly Indigenous peoples' (Connolly et al., 2017). It includes working in partnership with local communities to strengthen access to cultural networks of support, identifying traditional sources of knowledge, and thinking beyond the formality of professional care in ways that enable the nurturing of cultural knowledge (Fulcher, 2012). Culturally rooted services and supports are delivered to individuals with care and consideration to their unique family, community, and cultural context.

#### **Preserve family**

We believe children and youth should be safe, healthy and live with their families; therefore, we focus on preserving and reuniting families and building on the capacity of extended family and

communities to support children, youth and families.

In the context of prevention and early intervention programming, this means that FRNs have a focus on parent/caregiver-child interaction quality and building caregiver capacity. Young children's healthy development is facilitated within the context of supportive nurturing parent-child interactions. These supportive and nurturing parent-child interactions are characterized by exchanges that are warm, sensitive, responsive, and adaptive to the needs of the child (Mortensen & Mastergeorge, 2014). A parent-child relationship has a pervasive influence on the psychological, physical, social and emotional well-being of children from birth onwards. Emphasis on the quality of early parent-child interactions is the foundation of healthy child and youth development, and is guided by the theory that we must build the capabilities of adults in order to achieve significant outcomes for the children in their care (Harvard University-Center on the Developing Child).

### **Strength-based**

Our approach is reflective, culturally responsive and strength-based. Because all families have strengths and resources, we recognize and support the right and responsibility of parents to share in the decision-making process for them and their children. Family strengths and resources can be drawn on to grow resiliency. FRNs embed a strength-based approach by implementing family-centered practices.

FRNs use family-centered practices - an approach to working with families that honors and respects their values and choices and which includes the provision of supports necessary to strengthen family functioning. A family-centered approach is characterized by practices that treat families with dignity and respect; information sharing so families can make informed decisions; family choice regarding involvement in and provision of services; and parent/professional collaborations and partnerships as the context for family-program relations (Dunst et al., 2007). Service delivery methods include ensuring a location in close proximity to participants, accessibility without physical, psychological, social, cultural, linguistic barriers, promotion of competence and self-sufficiency, full participation and partnership with the family, sensitivity to cultural, gender, and socio-economic issues and development driven by the need of children and families (Illbak, 1994). Family-centered service delivery supports and promotes familial wellness by focusing on the family unit and providing services and supports that build parental/caregiver/familial resiliency.

### **Connection**

Children and youth are supported to maintain relationships that are important to them, to be connected to their own culture, to practice their religious or spiritual beliefs and, for those with involvement, to have a plan for their care where they are included in the decision making process. For FRNs, this means:

- Emphasis on early brain development and brain architecture - Brains are built over time and the foundations of brain architecture are built early in life. During the early years there is extremely rapid development of the brain and other key biological systems. The quality of

development in these early years has lifelong effects. Brain research shows that nurturing responsive and stable relationships are essential for healthy brain development. FRN services focus on promoting healthy caregiver interactions and experiences (serve and return interactions) as they shape the developing brain in positive ways.

- Positive Youth Development Approach (PYD) - A Positive Youth Development Approach (PYD) recognizes that infancy and early childhood are periods of profound neural development and that disruptions in a child's formative years and exposure to adverse childhood experiences has a significant negative impact on the developmental trajectory and well-being of a child. However, adolescence is another major developmental window of accelerated growth, changing capacities, with significant potential for social, emotional, neurological, cognitive, and psychological change. It also recognizes the vulnerability of this age group, the tendency to focus on a youth's 'presenting behaviours' without fully recognizing the impact of trauma and the risk of interpreting their age as a protective factor without recognizing that their brains are not fully developed. A youth should be treated as 'a still-forming individual with purpose and potential and ensure all young people have an equitable chance to reach that potential' (The Annie E. Casey Foundation, 2017). Young people need brain-building opportunities; 'opportunities to build relationships, exercise autonomy, take risks and grow in a supportive environment' (The Annie E. Casey Foundation, 2017).

### **Collaboration**

We are child-focused and family-centred. We collaborate with families, community agencies and other stakeholders in building positive, respectful partnerships across integrated multidisciplinary teams and provide individualized, flexible and timely services to support these efforts.

FRNs participate in informal and formal community partnerships, collaborations and coalitions with community agencies and other stakeholders to help create synergy around a family and provide responsive, flexible, and individualized services promoting resiliency and well-being. This includes efforts to develop community and civil society's role in supporting the well-being of children, youth and families.

### **Continuous Improvement**

Our practice is transparent and we share information appropriately. Our approach is outcome-oriented and evidence-based; therefore, we support innovative practice, evaluate our performance and strive for continuous improvement.

FRNs employ evidence-based practices, evidence-informed practices, and Indigenous methods and practices of wisdom seeking (*please see Well-being and resiliency: the miyo resource kâ-nâkatohkêhk miyo-ohpikinawâwasowin*) that contribute to intervention effectiveness and promote optimal outcome achievement.

- Evidence-based practices are 'approaches to prevention or treatment that are validated by some form of documented scientific evidence. This includes findings established through

controlled clinical studies, but other methods of establishing evidence are valid as well. Evidence-based programs use a defined curriculum or set of services that, when implemented with fidelity as a whole, has been validated by some form of scientific evidence.’ (Child Welfare Information Gateway)

- Evidence-informed practices ‘use the best available research and practice knowledge to guide program design and implementation.’ (Child Welfare Information Gateway) Practices are guided by diverse sources of information and ‘evidence’ which includes, the client, clinical expertise, best practice standards, legislation, regulations etc. Interventions involve the transparent and reflective use of sound assessments, identifying specific measurable intervention goals, monitoring progress toward the attainment of these goals, using critical thinking to select the most effective intervention, assessing whether or not positive outcomes have been achieved and ensuring that program delivery personnel have the skills and knowledge to meet all of these goals.
- Practice-based evidence model of program development, assessment, and evaluation focuses on Indigenous meaning, rather than Western ‘measurement’. Outcomes and performance measures are framed within Indigenous ways of knowing and living; focuses on the mental, emotional, physical and spiritual dimensions of well-being.

### **3.7 Family Resource Network Standards of Practice**

FRN Standards of Practice will lay the foundation for how FRNs deliver quality services consistently throughout Alberta. The Family and Community Resiliency Division will develop the FRN Standards of Practice with collaborative input from successful proponents as a key post-grant awarding activity. These standards will:

- Promote provincial consistency in the delivery of FRNs while still enabling flexibility and creativity
- Clarify expectations and responsibilities
- Establish a common language to promote quality practice
- Promote a consistent outcome framework

### **3.8 Outcome & Performance Measurement**

Family and Community Resiliency Division is committed to the achievement of optimal outcomes for infants, children, youth, and families. FRNs promote four program outcomes at the individual and family level:

- I.** Infants, children, youth and families are more socially connected and linked to culturally relevant supports.
- II.** Parents and caregivers have knowledge about parenting and child development.
- III.** Parents and caregivers are resilient.
- IV.** Infants, children and youth experience healthy social and emotional development.

Relevant indicators of outcome achievement under the three core service delivery domains

include (but are not limited to):

| Core Service Delivery Domain                                                                                                                                                                                                                                                                                                                                                                  | Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Child development and well-being:</b><br>Supports and services promote a child's social, physical, emotional, cognitive and spiritual well-being in order to assist the child to reach their developmental potential.                                                                                                                                                                      | <ul style="list-style-type: none"> <li>Children and youth meet developmentally appropriate milestones</li> <li>Children and youth experience increased executive functioning through social and emotional development</li> </ul>                                                                                                                                                                                                                 |
| <b>Caregiver capacity building support:</b><br>Supports and services aimed at developing and strengthening caregivers and/or parenting skills and knowledge and building resiliency to enable them to create safe, responsive and nurturing environments and support healthy child development.                                                                                               | <ul style="list-style-type: none"> <li>Parents and caregivers have knowledge about child and youth development and parenting skills</li> <li>Parents and caregivers have positive and nurturing parenting skills</li> <li>Parents and caregivers are resilient and know how to problem solve</li> </ul>                                                                                                                                          |
| <b>Social connections and support:</b><br>Supports and services that promote positive connections between infants, children, youth, parent, families, caregivers and communities. Programs may be universal, targeted or intensive but are intended to build protective factors primarily by developing natural, culturally relevant supports and creating responsive nurturing environments. | <ul style="list-style-type: none"> <li>Parents and caregivers have increased connection to family, community, and natural supports</li> <li>Children and youth have increased connection to family, community, and natural supports</li> <li>Parents and caregivers know about and have access to relevant community supports and services and resources</li> <li>Families experience strong, supportive and responsive relationships</li> </ul> |

FRNs must demonstrate specific, relevant, timely, tangible, measurable results and outcomes. FRNs will identify standardized performance measurement/assessment tools to measure and demonstrate outcome achievement in the four individual and family level outcome areas. For more information relating to the evaluation framework including indicators, please view the *Well-being and Resiliency: Evaluation Framework*.

- A standardized performance measurement/assessment tool is an 'an in-depth questionnaire or procedure used to understand a child's/youth's and/or family's strengths and needs, such as functioning, family and individual history, symptoms, and the impact of trauma.' These tools do not require a clinical license to be used and interpreted and have established psychometrics relating to specificity, sensitivity, reliability and validity (<https://www.cebc4cw.org/assessment->

[tools/](#)). A standardized performance measurement/assessment tool has been assessed for reliability (the degree to which the measurement is free from measurement error and the extent to which the same result will be achieved when repeating the same measure) and validity (the degree to which an instrument measures the construct(s) it purports to measure) and are sensitive enough to measure change.

FRN programs supporting Indigenous communities, families, children, and youth should implement culturally-based practices and assess outcomes and program effectiveness in culturally meaningful ways. Western-based evaluation is not often effective when working with Indigenous communities. Indigenous organizations and Indigenous-serving programs should use Indigenous methods and practises of wisdom-seeking which embeds diverse knowledge and perspectives including client-based evidence, Elders, participatory research, ceremonies, Indigenous expert opinion, interviews etc. (*Please see Well-being and resiliency: the miyo resource kâ-nâkatohkêhk miyo-ohpikinawâwasowin.*)

### 3.9 Reporting Requirements

The Grant Recipients will be required to submit:

- Monthly nominal roll - monthly nominal rolls will capture the direct deliverables of program activities (for example, # of program participants, # of education sessions provided, # of family support hours etc.)
- Annual Outcome Report - annual outcome report will demonstrate program alignment to the *Well-being and Resiliency: Evaluation Framework* and identify program impacts and outcomes achieved during the fiscal year
- 6-Month Interim Financial Report - reports actual program expenditures from April 1-September 30
- Annual Financial Reporting - reports actual program expenditures from April 1-March 31 prepared in accordance with Canadian generally accepted accounting principles; financial reporting requirement determined by grant value
- Other - other reporting requirements as determined during the term of the grant

### 3.10 Output & Outcome Reporting Process

Monitoring and evaluation are critical FRN processes that will be used to understand program outcomes, demonstrate program impact and areas of program design improvements. Measuring and reporting of outputs and outcomes based on the *Well-being and Resiliency: Evaluation Framework* and the *Well-being and resiliency: the miyo resource kâ-nâkatohkêhk miyo-ohpikinawâwasowin* will be a Grant Agreement requirement. Following this EOI activity, the Family and Community Resiliency Division and successful proponents will develop, embed and implement the FRN output and outcome reporting processes that outline:

- 'Hub' and 'Spoke' responsibilities relating to reporting requirements
- FRN monthly output reporting process and expectations

- FRN annual outcome reporting completed by 'Hub' agencies for all direct and coordinated/integrated service delivery of programs, services, and supports ('Spokes')
- Quality assurance processes
- FRN conflict resolution processes

## SECTION 4: LOCATION OF FRN NETWORKS

### 4.1 Network Areas

Family and Community Resiliency Division has identified **53-64** potential provincial network areas. Network areas reflect both geographical ranges as well as unique cultural and linguistic communities. The distribution of FRNs throughout Alberta will ensure that:

- FRN services will be accessible and reasonably distributed across the province,
- The needs of unique cultural communities, specifically Indigenous peoples, Francophone, and new Canadians/immigrant/ethnocultural are addressed through distinct FRNs
- Services reflect the needs of their communities.

Methodological considerations for network areas include:

- Child/youth population statistics
- Acknowledgment of the higher proportion of children and youth in the 0-18 age range in the Indigenous population (26.7%) than the overall population of Alberta (17.3%)
- Large proportion of Indigenous peoples in Calgary and Edmonton (together these cities account for almost half 45.6% of the Indigenous population in the province)
- Recognition of the Government of Alberta's French Policy (June 14, 2017 ) which states, *'The Government of Alberta acknowledges the past, present and continued social, cultural and economic contributions of the province's significant and diverse French-speaking population. Through meaningful engagement, dialogue, and collaboration, the government is committed to enhancing services in French to support the vitality of the Francophonie in Alberta in a targeted and sustainable manner as resources allow.'*
- Size of the proposed geographical network area and travel distance between furthest points in the network area
- Unique cultural and linguistic communities
- Distinctive urban and rural community needs

#### **IMPORTANT!**

*Two current established on-reserve centres (Siksika First Nation and Stoney Nakoda), and potential future state on-reserve FRNs are not included in this EOI activity as a future opportunity is being developed.*

### 4.2 Regional Distribution

Family and Community Resiliency Division has identified **53-64** potential provincial network areas. The following table outlines the estimated # of network areas in each Children's Services (CS) Region *(please see Appendix A: Map of Alberta Children's Services Regions and Appendix B: Network Area Size Considerations within CS Regions)*.

**Estimated Number of Geographic Network Areas:**

| CS Region                | Proposed # of Network Areas    |
|--------------------------|--------------------------------|
| Calgary Region           | 13 -15                         |
| Central Region           | 10 -12                         |
| Edmonton Region          | 13 -15                         |
| North Central Region     | 4 -5                           |
| Northeast Region         | 1 – 2                          |
| Northwest Region         | 4 – 5                          |
| South Region             | 4 – 6                          |
| Metis Settlements        | 3                              |
| Francophonie             | 1                              |
| Indigenous               | Embedded within CS Regional #s |
| New Canadian & Immigrant | Embedded within CS Regional #s |
| <b>Totals</b>            | <b>53-64</b>                   |

These estimates are inclusive of one Francophonie network that is not geographically based as well as Indigenous serving and new Canadian/immigrant/ethnocultural serving FRNs that are embedded within CS Regional numbers.

The geographic network areas vary in size from small to large based on the methodological considerations mention above in Section 4.1. The Family and Community Resiliency Division recognizes that agencies in the community have more intimate knowledge of families' needs and travel patterns within their communities and may wish to propose alternate network areas. We are receptive to these proposals with the caveat that the end result of this EOI must be that FRN services have provincial coverage and are accessible to all Albertans. Funding will be allocated based on the considerations noted in Section 4.1 above and smaller network areas will receive less funding than larger network areas.

***IMPORTANT!***

*The geographic distribution of 53-64 potential geographic network areas provides a draft demarcation of potential FRN locations; actual distribution may change based on proposal submissions and opportunities to promote greater efficiency (i.e. service delivery may cross CS Regional boundaries).*

**Size range definitions** for geographic network areas were determined based on the child population within each area. The Indigenous child population was given double weighting to acknowledge the exceptional needs of Indigenous children and families. Finally, large geographic areas with driving distances of more than 149 kilometres were increased to acknowledge the additional operational costs in rural and remote areas. *(Please see Appendix B: Network Area Size Considerations Within CS Regions.)*

## SECTION 5: BUDGET & FUNDING FRAMEWORK

### 5.1 Total Provincial Budget

Total provincial budget for this FRN EOI activity is **\$57,000,000.00** annually. Grant agreement annual funding will be pro-rated for any partial years of the term of the grants.

### 5.2 Regional Budget Allocation

Family and Community Resiliency Division has identified small to large network areas with proposed funding allocation ranges and estimated budgets to ensure that each FRN supporting the network area has the resources and viability to sustain service delivery. FRN funding ranges below reflect total program costs of FRN 'Hub-and-Spoke' service delivery model (inclusive of 'Hub' services and 'Spoke' services). Estimated FRN service funding:

- **Small** - \$350,000.00 - \$499,999.00
- **Medium** - \$500,000.00 - \$749,999.00
- **Large** - \$750,000.00 - \$1,000,000.00

#### **IMPORTANT!**

*As the identified FRN funding ranges reflect total costs of FRN service delivery, grant awarding will appropriately apportion funding to 'Hub' services and 'Spoke' services.*

*Proposed Regional CS funding allocations identified below are estimates of total FRN costs; this regional allocation may change based on proposal submissions and opportunities to promote greater efficiency.*

Please note: the exact amount to be released is to be determined at the sole discretion of the Minister.

#### **Estimated # of FRNs and Estimated Total Funding in CS Regions:**

| CS Region | Proposed Network Areas | Estimated Total Proposed Funding |
|-----------|------------------------|----------------------------------|
|-----------|------------------------|----------------------------------|

|                             |       |                                |
|-----------------------------|-------|--------------------------------|
| <b>Calgary Region</b>       | 13-15 | <b>\$16,000,000</b>            |
| <b>Central Region</b>       | 10-12 | <b>\$9,100,000</b>             |
| <b>Edmonton Region</b>      | 13-15 | <b>\$15,400,000</b>            |
| <b>North Central Region</b> | 4-5   | <b>\$3,600,000</b>             |
| <b>Northeast Region</b>     | 1-2   | <b>\$1,200,000</b>             |
| <b>Northwest Region</b>     | 4-5   | <b>\$4,600,000</b>             |
| <b>South Region</b>         | 4-6   | <b>\$5,100,000</b>             |
| <b>Metis Settlements</b>    | 3     | <b>\$1,500,000</b>             |
| <b>Francophonie</b>         | 1     | <b>\$500,000 - \$1,000,000</b> |

## SECTION 6: GRANT INFORMATION

### 6.1 Grant Information

The Province requires the services as set out in Section 3: Service Specifications. The anticipated duration of Services is from **April 1, 2020 – March 31, 2023**. The Province, in its discretion, will confirm actual start and end dates for the services upon finalizing the Grant. The Grant Recipient shall be paid in accordance to a quarterly pay schedule and based on fulfillment of reporting requirements. Release of payments is made as soon as reasonably possible after April 1, July 1, October 1, and January 1 within each fiscal year. Please note: the exact amount to be released is to be determined at the sole discretion of the Minister.

The Province may extend the Grant under the same terms and conditions, for up to three single year extensions to perform the services.

## SECTION 7: MANDATORY REQUIREMENTS

### 7.1 Mandatory Requirements

The Proponent must demonstrate that it meets the mandatory requirements for their proposal to move forward to the evaluation phase of this EOI.

Mandatory requirements include:

- ☒ Proposals must be received by the date and time listed on the cover page of this EOI. Proposals should be delivered to the appropriate CS Regional Office identified in Section 8.3 CS Regional Office Locations. Late Proposals will not be accepted and will be returned, unopened, to the Proponent,
- ☒ Proponents must send three (3) hard copies of their proposal and also include a USB disk with an electronic version of their proposal in their submission package. Proposals cannot be sent by email, fax, or website link. Submitted Proposals will not be returned,

- ☒ Proposals must be submitted in a sealed envelope and be clearly marked with the name of the EOI and closing date,
- ☒ Submission must include completed Proposal Cover Page (*please see Appendix D - Proposal Submission Cover Page*) and include signature from appropriate signing authority.
- ☒ Proposal submission must be completed on Proponent Response Form (*please see Appendix F - Proponent Response Form*).
- ☒ Submission must include signed Proponent Commitment Statement (*please see Appendix E- Proponent Commitment Statement*)
- ☒ Proponent has indicated 'Yes' on all Commitment Statements identified on the Proponent Commitment Statement form.
- ☒ Proponent's submission must be accompanied by 3 formal letters of support from collaborative partners that help to establish the organizational capacity of the proponent.

## SECTION 8: PROPOSAL SUBMISSION

### 8.1 Proposal Response Form

Proponents must submit their proposal/s using the Proponent Response Form (*please see Appendix F - Proponent Response Form*). Proponents may not alter the Proponent Response Form or submit an alternative form. There are three parts to the Proponent Response Form:

- **Part A Scope Information** - must be completed by all Proponents
- **Part B 'Hub' Services** - must be completed by Proponents interested in delivering 'Hub' Services
- **Part C 'Spoke' Services** - must be completed by Proponents interested in delivering 'Spoke' Services

#### **IMPORTANT!**

*Proponents may submit proposals to deliver:*

- ☒ A combination of 'Hub-and-Spoke' Services
- ☒ 'Hub' Services or,
- ☒ 'Spoke' Services

### 8.2 Proposal Submission Instructions

Please complete your submission by:

1. Completing and signing the Proposal Cover Page (3 copies)
2. Completing and signing the Proponent Commitment Statement (3 copies)

3. Completing the Proponent Response Form, and all required sections (3 copies)
4. Including 3 formal letters of support (3 copies) from collaborative partners that help to establish the organizational capacity of the proponent. Relevant content includes, description of relationship with Proponent, Proponent's suitability for FRN service delivery, identified strengths and formal and informal collaborations with Proponent.
5. Proponents may include an Appendix to their Proponent Response Form. The suggested length is 2 single-sided pages.
6. Saving all above documentation on a USB disk.
7. Including in submission package all above documentation (3 hard copies) and USB disk
8. Submitting the EOI package to the appropriate CS Regional Office

***IMPORTANT!***

- !** *If your organization is proposing to deliver FRN services ('Hub' services, 'Spoke' services, or a combination of both) in multiple CS Regions, you will need to complete a separate Proponent Response Form (and distinct package) for each CS Region and submit each proposal in distinct packages to the appropriate CS Region.*
- !** *If your organization is proposing to deliver multiple 'Hub' locations in a single CS Region, you will need to complete a separate Proponent Response Form for each unique 'Hub' location and submit as distinct/separate packages.*
- !** *If your organization is proposing to deliver a 'Hub' only service, you will be required to submit Part A Scope Information and Part B FRN "Hub" Services of the Proponent Response Form.*
- !** *If your organization is proposing to deliver a combination of a 'Hub' and 'Spoke' services in a single Region, you will be required to submit Part A Scope Information, Part B FRN 'Hub' Services, and Part C 'Spoke' Services of the Proponent Response Form and submit as a single package.*
- !** *If your organization is proposing to deliver only 'Spoke' services you will be required to submit both Part A Scope Information and Part C 'Spoke' Services*
- !** *Multiple 'Spoke' services within a single CS Region can be identified on a single Proponent Response Form in Part C FRN 'Spoke' Services and submitted in one proposal/package. Please note that each distinct 'Spoke' service needs a distinct budget.*

### 8.3 CS Regional Office Locations

Completed EOI packages should be submitted to the appropriate CS Regional Office. Proponents

should submit completed packages to the CS Regional Office where their proposed network area is located.

**Calgary Region Address:**

Children's Services  
Attn: Lana Rogozinsky  
300, 1240 Kensington Road NW  
Calgary, Alberta T2N 3P7

**South Region Address:**

Children's Services  
Attn: Shelley Orr  
Lethbridge Centre, 709, 400 4 Avenue South  
Lethbridge, Alberta T1J 4E1

**Central Region Address:**

Children's Services  
Attn: Joleen Losness  
3<sup>rd</sup> Floor Bishops Place, 4826 Ross Street  
Red Deer, Alberta T4N 1X4

**Northeast Region Address:**

Children's Services  
Attn: Robert Andrews  
Provincial Building, 8th Floor, 9915 Franklin Avenue  
Fort McMurray, Alberta T9H 2K4

**Edmonton Region Address:**

Contracts and Program Supports  
Children's Services – Edmonton Region  
Attn: Fayanne Perry  
7<sup>th</sup> Floor, Park Plaza  
10611 – 98 Avenue NW  
Edmonton, Alberta T5K 2P7

**Northwest Region Address:**

Children's Services  
Attn: Sabrina McConnell  
214 Place South, 4<sup>th</sup> floor, 10130 99 Avenue  
Grande Prairie, Alberta T8V 2V4

**Metis Settlements Address:**

Metis Settlements Children's Services  
Attn: Angie Pinder  
210, 10335 172 Street  
Edmonton, Alberta T5S 1K9

**North Central Region Address:**

Children's Services  
Attn: Robert Andrews  
Admin Building, 2nd Floor, 5143 50St  
Barrhead, Alberta T7N 1A6

## SECTION 9: PRICING

### 9.1 Pricing

The Proponent's budget for FRN services including 'Hub' and 'Spoke' services must be included as part of the Proponent Response Form (Part B Section 5 for 'Hub' services, Part C Section 4 for 'Spoke' services of the Proponent Response Form). Budget charts (Part B Section 5 for 'Hub' services, Part C Section 4 for 'Spoke' services of the Proponent Response Form) must be completed separately for 'Hub' services as well as each unique 'Spoke' service (i.e. individual programs such as Home Visitation, Youth Mentorship etc.).

The content and value of the budget is driven by the program and service expectations being purchased. The Budget Chart identifies 6 expenditure categories; see below for descriptions of each category.

| EXPENDITURE CATEGORY                      | DESCRIPTION                                                                                                                                                                                                                                                                                                                |
|-------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>I. SERVICE DELIVERY STAFFING COSTS</b> | Costs associated with direct client programming. Client Development staffing salaries including salaries/wages and benefits (EI, CPP, vacation pay, WCB etc.) of staff participating in direct client programming.                                                                                                         |
| <b>II. 'OTHER' SERVICE DELIVERY COSTS</b> | Supplies and services associated directly with services, supports, and programming provided to clients including: <ul style="list-style-type: none"> <li>• supplies and materials</li> <li>• program staff training</li> <li>• program staff travel/mileage etc.</li> </ul>                                                |
| <b>III. PROGRAM COSTS</b>                 | Costs associated with program operations. Program costs are inclusive of insurance costs (general liability, errors and omissions, automobile insurance, board liability, employer liability, and property insurance) and licensing costs.                                                                                 |
| <b>IV. FACILITY COSTS</b>                 | Facility costs are associated with the operation of the facility and are inclusive of rent/mortgage/loan payment/lease costs, property taxes, utilities, maintenance /repairs, supplies, janitorial services, 'other'.                                                                                                     |
| <b>V. ADMINISTRATION STAFFING COSTS</b>   | Salaries and benefits of positions that are not directly participating in direct program services. (i.e. Executive functions, financial support, human resources, communications, fund raising)                                                                                                                            |
| <b>VI. 'OTHER' ADMINISTRATIVE COSTS</b>   | Administrative costs (office materials) that are required by the program as well as to perform role of administrative staff (i.e. office supplies, telecommunications, IT support, staff recruitment, advertising, legal fees, accounting/ audit fees, bank charges, consultant fees, organizational memberships, 'other') |

## SECTION 10: EOI EVALUATION

### 10.1 Screening

After receiving the Proposals, the Evaluation Teams will screen each proposal to determine if the Proponent meets the mandatory requirements of this EOI (*please see Section 7.1 Mandatory Requirements*). The Evaluation Teams will then evaluate Proposals that have passed the initial mandatory requirement screening.

### 10.2 Evaluation

Each submission will be evaluated for the minimum requirement. The evaluation process is a 3-

step review process which will enable the Evaluation Teams to assess the continuum of services being proposed and capacity to promote collaborations and partnerships:

1. Evaluation of proposals that propose a combination of 'Hub' and 'Spoke' services
2. Evaluation of proposals that propose distinct/separate 'Hub' services
3. Evaluation of proposals that propose distinct/separate 'Spoke' services

The following sections of the Proponent Response Form (*please see Appendix F – Proponent Response Form*) will be evaluated:

- **Part A – Sections 3, 4, 5**
- **Part B – Sections 1, 2, 3, 4, 5, 6**
- **Part C – Sections 1, 2, 3, 4, 5**
- **3 Formal Letters of Support from collaborative partners**

Each Section will be evaluated separately using a 6-Point Likert Scale.

### 10.3 Proposal Evaluation Criteria

#### a) Likert Scale:

A Likert Scale has an inherent positive and negative dimension. A 6-Point Likert Scale will enable the Evaluation Teams to measure not only *direction* (positive and negative) but also the *strength* of that direction (i.e. 'fair' versus 'very good'). The Scale starts at '1' rather than '0' to mitigate a response bias of not wanting to rate a proposal too critically. Half points can be awarded.

| EOI Proposal Evaluation Likert Scale |               |                                                                                                                                                                                    |
|--------------------------------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SCORE                                | DESCRIPTOR    | ADDITIONAL GUIDANCE                                                                                                                                                                |
| 1                                    | Very poor     | Does not meet basic requirements, significant gaps in content, details, and quality. Demonstrates little understanding of the requirements.                                        |
| 2                                    | Poor/marginal | All content areas may be addressed however significant gaps in content, details, understanding and quality.                                                                        |
| 3                                    | Fair          | Basic understanding of requirements, moderate challenges in content, content meets basic expectations.                                                                             |
| 4                                    | Good          | All content areas addressed. Includes strengths and some minor challenges in content, quality, and details.                                                                        |
| 5                                    | Very Good     | Strong content; essentially no challenges.                                                                                                                                         |
| 6                                    | Exceptional   | Exceptionally strong content. Content exceeds expectations and requirements, clearly demonstrates an understanding of service requirements. Incorporates innovative and new ideas. |

| Proponent Response Form Section                                                                                                                     | Score                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| <b>Part A- Scope Information</b>                                                                                                                    | 3. /6 points<br>4. /6 points<br>5. /6 points                                                 |
| <b>Part B- 'Hub' Services</b>                                                                                                                       | 1. /6 points<br>2. /6 points<br>3. /6 points<br>4. /6 points<br>5. /6 points<br>6. /6 points |
| <b>Part C- 'Spoke' Services</b>                                                                                                                     | 1. /6 points<br>2. /6 points<br>3. /6 points<br>4. /6 points<br>5. /6 points                 |
| <b>Formal Letters</b> - 3 formal letters of support from collaborative partners that help to establish the organizational capacity of the proponent | /6 points                                                                                    |

#### 10.4 Qualified Proponent Identification and Selection

Proponents must achieve a minimum score of 3.5 points out of 6 points on each of the relevant sections to be considered for grant awarding. For Proponents applying to provide a combination 'Hub' and 'Spoke' services relevant sections include:

- **Part A – Sections 3, 4, 5**
- **Part B – Sections 1, 2, 3, 4, 5, 6**
- **Part C – Sections 1, 2, 3, 4, 5**

For Proponents applying to provide 'Hub' only service relevant sections include:

- **Part A – Sections 3, 4, 5**
- **Part B – Sections 1, 2, 3, 4, 5, 6**

For Proponents applying to provide 'Spoke' only service/s relevant sections include:

- **Part A – Sections 3, 4, 5**
- **Part C – Sections 1, 2, 3, 4, 5**

Grant awarding is not based on achieving the highest score. Grant awarding will be determined based on Proponent achieving a minimum score of 3.5 on each relevant section, quality of responses, as well as other key considerations including:

- Appropriate distribution of FRNs that address the needs of Indigenous children, youth, and families as well as other distinct cultural identities and communities within Alberta

- Capacity of FRN to provide a comprehensive continuum of prevention and early intervention programming and services for families and children and youth aged 0-18 years either directly or through coordinated service delivery
- Accessible and reasonably distributed FRN services across the province
- Services are adequately resourced to meet the need of their communities
- Addressing the urban and rural community needs
- Matching of FRN services and programs to the communities unique needs
- Proponent submitted budgets

### 10.5 Resource Replacement

This EOI is an iterative multi-phased process that involves service delivery development and negotiation. There could be circumstances following the EOI Closing Date and Time and during the negotiation phase where proposed resources may be replaced. The Province reserves the right to deny any request for replacement and reject any proposed resource replacement requested by a proponent.

### 10.6 Proposal Clarifications

At any time during the evaluation process, the Province may ask the Proponent to clarify statements made in its Proposal.

## SECTION 11: EOI TERMS & CONDITIONS

### 11.1 EOI Schedule of Events

| EOI Activity                                     | Date                                    |
|--------------------------------------------------|-----------------------------------------|
| 1. EOI Release                                   | Thursday November 7, 2019               |
| 2. Live Q&A Session                              | Thursday November 14, 2019 10:00 am MT  |
| 3. Live Q&A Session                              | Thursday December 12, 2019 10:00 am MT  |
| 4. EOI Closure                                   | Thursday January 16, 2020 by 2:00 pm MT |
| 5. EOI Evaluation                                | January 27 - February 14, 2020          |
| 6. Service & Program Development and Negotiation | February 17 - March 20, 2020            |
| 7. Grant start date and opening of FRNs          | April 1, 2020                           |

The above dates are provided for information only and are subject to change at the sole discretion of the Province.

### 11.2 Question & Answer Session

Two ***Proponent Question & Answer Sessions*** have been scheduled to provide an opportunity for questions or clarification regarding EOI requirements. Interested proponents can join the

Question & Answer Sessions either through teleconference or Zoom Webinar (proponents cannot attend in person). Information regarding teleconference coordinates and Zoom login will be uploaded on the APC website soon.

**Save the Date!**

***Session 1 - Thursday November 14, 2019***

***Session 2 - Thursday December 12, 2019***

**Time: 10:00 am**

Please submit written questions to the EOI Facilitators, Lana Rogozinsky & Robert Andrews, at **[CSprocurement@gov.ab.ca](mailto:CSprocurement@gov.ab.ca)** so that comprehensive answers can be given during the Q&A sessions. Participation in the session is not mandatory, but is highly recommended.

Verbal responses to questions are not binding on any party. Written confirmation of statements made at the Proponent Question & Answer Session will be uploaded on the APC website with the weekly Q&A Updates.

### **11.3 Proposal Submission**

Proposals must be delivered to the Province in hardcopy format (paper). To assist the Evaluation Teams to perform searches within the Proposal, however, Proponents must also provide an electronic copy of the Proposal in Microsoft Word or Adobe Acrobat format on a USB disk (flash drive). This electronic copy, when provided, will not be accepted in place of the hardcopy version. If there are any conflicts, discrepancies, errors or omissions between the electronic and hardcopy versions of the Proposal, the hardcopy version will take precedence and govern.

Proposals may be delivered by hand, courier or mail.

Canada Post only delivers Government of Alberta mail with Edmonton addresses to the main Canada Post depot in Edmonton. The Government of Alberta then picks up the mail and distributes it in accordance with the address label. It is the Proponent's responsibility when choosing the method of delivery for their Proposal, to ensure that its Proposal is received before the EOI Closing Date and Time at the location specified in this EOI.

In responding to this EOI, the Proponent's attention is drawn to the following:

- a) Proposals received after the EOI's Closing Date and Time will be rejected.
- b) Ambiguous, unclear or unreadable Proposals may be rejected.
- c) Proposals should be delivered in a sealed, self-addressed package clearly marked with the Proponent's name, EOI's title and Closing Date and Time.
- d) Proposals should be delivered to the appropriate CS Region:

**Calgary Region Address:**

Children's Services  
Attn: Lana Rogozinsky  
300, 1240 Kensington Road NW  
Calgary, Alberta T2N 3P7

**Central Region Address:**

Children's Services  
Attn: Joleen Losness  
3<sup>rd</sup> Floor Bishops Place, 4826 Ross Street  
Red Deer, Alberta T4N 1X4

**Edmonton Region Address:**

Contracts and Program Supports  
Children's Services – Edmonton Region  
Attn: Fayanne Perry  
7<sup>th</sup> Floor, Park Plaza  
10611 – 98 Avenue NW  
Edmonton, AB T5K 2P7

**South Region Address:**

Children's Services  
Attn: Shelley Orr  
Lethbridge Centre, 709, 400 4 Avenue South  
Lethbridge, Alberta T1J 4E1

**Northeast Region Address:**

Children's Services  
Attn: Robert Andrews  
Provincial Building, 8th Floor, 9915 Franklin  
Avenue  
Fort McMurray, Alberta T9H 2K4

**North Central Region Address:**

Children's Services  
Attn: Robert Andrews  
Admin Building, 2nd Floor, 5143 50St  
Barrhead, Alberta T7N 1A6

**Northwest Region Address:**

Children's Services  
Attn: Sabrina McConnell  
214 Place South, 4<sup>th</sup> floor, 10130 99 Avenue  
Grande Prairie, Alberta T8V 2V4

**Metis Settlements Address:**

Metis Settlements Children's Services  
Attn: Angie Pinder  
210, 10335 172 Street  
Edmonton, Alberta T5S 1K9

- e) The time and date of receipt of Proposals will be recorded on the Proposals upon delivery to the above address. Proposals must be received prior to the EOI's Closing Date and Time.
- f) Submit three (3) paper copies (bound in such a manner that the pages lie and remain flat when opened) and one (1) electronic copy of the Proposal on a USB disk.

## 11.4 Multiple Proposals

A Proponent must submit individualized proposals in the following instances:

- If your organization is proposing to deliver FRN services ('Hub' services, 'Spoke' services, or a combination of both) in multiple CS Regions, you will need to complete a separate Proponent Response Form for each CS Region.
- If your organization is proposing to deliver multiple 'Hub' locations (multiple FRNs) in a single CS Region, you will need to complete a separate Proponent Response Form for each unique 'Hub' location.

- If your organization is proposing to deliver a combination of a 'Hub' and 'Spoke' services, you will be required to submit Part A Scope Information, Part B FRN Hub Services, and Part C FRN Spoke Services of the Proponent Response Form.

If a Proponent submits more than one Proposal, the Proponent must submit each Proposal separately in the same format as outlined in this EOI. Each Proposal submitted by the same Proponent must meet the mandatory requirements of this EOI. The Evaluation Teams will decide the acceptability of each Proposal separately.

### 11.5 Proponent Team Proposals

In the case of a Proponent Team Proposal, the Province requires that the Prime Proponent has responsibility for all terms and conditions of the Grant. If a Proponent Team is selected as the successful Proponent, only the Prime Proponent will be identified as the Grant Recipient in the Grant.

### 11.6 Price

Prices proposed shall be in **Canadian funds** and exclusive of the Goods and Services Tax and the Harmonized Sales Tax.

In the event of any inconsistency between words and numbers, words shall govern.

### 11.7 Proponent Questions

Unless otherwise advised by the EOI Facilitator, all questions and any form of communication between the Proponents and the Province in relation to this EOI must be submitted in writing via email to the EOI Facilitator (as identified on the front page of this EOI). All questions and responses will be documented.

The Province intends to disseminate all questions and their corresponding responses to all Proponents. No question or answer will be confidential.

**Weekly Q&A Updates** - the Province intends to post Q&A updates weekly. These updates will be made every Friday and posted on APC (Alberta Purchasing Connections) website.

Link: <http://www.purchasingconnection.ca/>

The Proponent has the responsibility to notify the Province, in writing, of any ambiguity, divergence, error, omission, oversight, contradiction, or item subject to more than one interpretation in this EOI, as it is discovered, and to request any instruction, decision, or direction necessary to prepare the Proposal.

Q&A Updates will be posted on APC on the following days:

November 15, 2019  
November 22, 2019  
November 29, 2019  
December 6, 2019  
December 13, 2019

December 20, 2019  
January 3, 2020  
January 10, 2020  
January 15, 2020

Questions or concerns must be communicated in writing to the EOI Facilitator at least three Business Days prior to the EOI's Closing Date and Time (by Monday, January 13, 2020). Questions received after this time will be answered if, in the opinion of the Province, time permits.

Verbal responses to enquiries are not binding on any party.

### **11.8 Proposal Alterations and Irrevocability**

Proponents may only amend or rescind their Proposal before the EOI Closing Date and Time by submitting a clear and detailed written notice to the Province via the EOI Facilitator.

All Proposals become irrevocable after the EOI Closing Date and Time.

In either of the following circumstances:

- the Proponent has rescinded a Proposal before the EOI Closing Date and Time; or
- the Province has received the Proposal after the EOI Closing Date and Time;

such a Proposal will, at the Proponent's choice, either be returned to the Proponent at the Proponent's expense after the EOI Closing Date and Time, or destroyed by the Province after the EOI Closing Date and Time.

### **11.9 Period of Commitment**

Proposals shall be final and binding on the Proponent for ninety (90) days from the EOI's Closing Date and Time and may not be altered by subsequent offerings, discussions, or commitments unless the Proponent is asked to do so by the Province.

### **11.10 Proposal Irregularity or Non-compliance**

The Province reserves the right to waive an irregularity or non-compliance with the requirements of this EOI where the irregularity or non-compliance is minor or inconsequential. The determination of what is or is not a minor or inconsequential irregularity or non-compliance, and the determination of whether to waive or not waive the irregularity or non-compliance, shall be at the Province's sole discretion.

### **11.11 Proposal Return**

Proposals and accompanying documentation, upon receipt by the Province, will become the

property of and will be retained by the Province.

### **11.12 Confidentiality and Security of Information**

The Proponent, the Proponent's employees, subcontractors, and agents shall:

- keep strictly confidential all information concerning the Province or third parties, or any of the business or activities of the Province or third parties acquired as a result of participation in the EOI; and
- only use, copy or disclose such information as necessary for the purpose of submitting a Proposal or upon written authorization from the Province.

The Proponent shall maintain security standards, including control of access to data and other information, consistent with the highest standards of business practice in the industry.

No press release or other public announcement relating to this EOI shall be issued without the prior written consent of the Province.

### **11.13 Freedom of Information and Protection of Privacy ACT (Alberta) (FOIP)**

The Proponent acknowledges that:

FOIP applies to all information and records relating to, or obtained, generated, created, collected or provided under, the EOI or the Grant and which are in the custody or under the control of the Province. FOIP allows any person a right of access to records in the Province's custody or control, subject to limited and specific exceptions as set out in FOIP; and

The Proponent, if it considers portions of its Proposal to be confidential, shall identify those parts of its Proposal to the Province considered to be confidential and what harm could reasonably be expected from disclosure. The Province does not warrant that this identification will preclude disclosure under FOIP.

### **11.14 Consent to the use of Personal Information**

The purpose of collecting Personal Information for this EOI is to enable the Province to ensure the accuracy and reliability of the information, to evaluate the Proposal, and for other related program purposes of the Province. Authority for this collection is the *Government Organization Act* (Alberta), as amended from time to time and section 33 (c) of FOIP. The Proponent may contact the EOI Facilitator identified in the EOI regarding any questions about collection of Personal Information pursuant to this EOI.

The Proponent consents, and has obtained the written consent from any individuals identified in the Proposal, to the use of their Personal Information in the Proposal by the Province, the Province's employees, subcontractors and agents, to enable the Province to evaluate the Proposal

and for other program purposes of the Province. The Proponent must provide those written consents within two Business Days of a request by the Province to do so.

### **11.15 Conflict of Interest**

On or before the Closing Date and Time of this EOI, Proponents must fully disclose to the EOI Facilitator, in writing, the circumstances of any actual, possible or perceived conflict of interest in relation to the Proponent, all Proponent Team members or any employee, sub-contractor or agent, if the Proponent were to become the Contractor pursuant to this EOI. The Province shall review any submissions by Proponents under this provision and may reject any Proposal where, in the opinion of the Province, the Proponent, any Proponent Team member, employee, sub-contractor or agent is, could be, or could be perceived to be in a conflict of interest if the Proponent were to become the Contractor pursuant to this EOI.

### **11.16 *Lobbyists Act***

The Proponent acknowledges that:

- a) the *Lobbyists Act* (Alberta), as amended from time to time, establishes certain obligations and prohibitions with respect to lobbying and contracts for paid advice, as those terms are defined in the *Lobbyists Act*, and
- b) it is responsible for complying with the *Lobbyists Act* (Alberta) during the EOI process, and if the successful Proponent, during the Grant.

### **11.17 Modified EOI Process**

If no compliant Proposals are submitted in response to this EOI, the Province reserves the right to undertake a modified EOI process in order to select a successful Proponent. The modified EOI process, if used, will be conducted as follows:

All Proponents submitting non-compliant Proposals, other than those who submitted Proposals after the EOI Closing Date and Time, will be asked to prepare a "Modified Proposal". The necessity, scope and the timing of such a modified EOI process will be solely at the Province's discretion;

Details regarding the manner and form of the modified EOI process and the expected deliverables to be included therein will be provided in advance to all Proponents who submitted a non-compliant Proposal;

Modified Proposals and accompanying documentation, upon receipt by the Province, will become the property of and be retained by the Province; Proponents submitting Modified Proposals must meet the mandatory requirements identified in the modified EOI process; and

At the conclusion of the modified EOI process, following the Proponents' submission of the Modified Proposals, the Evaluation Teams will evaluate Modified Proposals in accordance with an

evaluation plan developed for the modified EOI process.

### **11.18 EOI Terms and Conditions**

By submitting a Proposal, the "EOI Terms and Conditions" contained in this Section 11 of this EOI are deemed to be accepted by the Proponent in their entirety and without any changes.

### **11.19 Extension, Amendment to or Cancellation of EOI**

The Province may extend the EOI Closing Date and Time, or the Province may amend, suspend, postpone or cancel this EOI.

### **11.20 Costs of the Proposal**

The Proponent is responsible for all costs of preparing and presenting its Proposal and, if applicable, entering into the Grant Agreement.

### **11.21 Grant Agreement Awarding**

Following the final selection, if any, the Province and the successful Proponent will enter into the Grant Agreement. If, in the opinion of the Province, it appears that a Grant Agreement will not be entered into with the successful Proponent within 30 days, the Province may negotiate with other Proponents who met the mandatory requirements and minimum scoring requirements.

### **11.22 Representations and Warranties**

Statements made in a Proposal may be incorporated into, attached to, or otherwise included in Schedule A to the Grant Agreement, and shall constitute representations and warranties of the successful Proponent and shall form part of the Grant Agreement.

### **11.23 Release of Proposal Information**

The Province reserves the right to disclose the names of responding Proponents and any summary cost information deemed appropriate by the Province.

### **11.24 Proponent Debriefing**

At the written request of an unsuccessful Proponent, the Province will conduct a debriefing to tell the Proponent why its Proposal was not selected. The unsuccessful Proponent's written request for a debriefing must be received by the Province within 10 Business Days of notification to the Proponent that it was unsuccessful.

### **11.25 Claims for Damages or Compensation**

Notwithstanding any other provision in this EOI, a Proponent who responds to this EOI agrees that any claim for damages or compensation of any kind related directly or indirectly to a breach of grant or other cause of action arising from:

- the EOI process;
- the evaluation of Proposals;
- the awarding of the Grant Agreement; or
- a decision by the Province not to award the Grant Agreement

shall be limited to the Proponent's actual Proposal preparation costs. "Proposal preparation costs" are the actual costs borne by a Proponent to prepare and submit its Proposal. By submitting a Proposal a Proponent acknowledges and accepts this limitation.

#### **11.26 Proposal Acceptance/Rejection**

The Province is not required to accept the lowest cost Proposal, and may reject any or all Proposals.

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**APPENDIX A – Map of Alberta Children’s Services Regions**



## APPENDIX B – Network Area Size Considerations Within CS Regions

| Proposed Network Area                                                                                                                          | Region  | 0-18<br>Population | Adjusted<br>child<br>Population<br>Weighted<br>for<br>Indigenous<br>Children 0-<br>18<br>Population | FRN Size<br>Based on<br>Adjusted<br>Child<br>Population<br><11,000 S;<br>11-21,000<br>M; 21-<br>35,000 L | Distance<br>(kms) | FRN Sized<br>Adjusted<br>for<br>Geographic<br>Area: Size<br>increased<br>if Distance<br>is >149 km |
|------------------------------------------------------------------------------------------------------------------------------------------------|---------|--------------------|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-------------------|----------------------------------------------------------------------------------------------------|
| Calgary NW and West, and West Central                                                                                                          | Calgary | 32,968             | 34,310                                                                                              | Large                                                                                                    | < 149             | Large                                                                                              |
| Calgary - Deep South and South Central and SW                                                                                                  | Calgary | 32,968             | 34,310                                                                                              | Large                                                                                                    | < 149             | Large                                                                                              |
| Calgary Downtown                                                                                                                               | Calgary | 32,968             | 34,310                                                                                              | Large                                                                                                    | < 149             | Large                                                                                              |
| Calgary East and North East (including North of McKnight)                                                                                      | Calgary | 32,968             | 34,310                                                                                              | Large                                                                                                    | < 149             | Large                                                                                              |
| Calgary North Central                                                                                                                          | Calgary | 32,968             | 34,310                                                                                              | Large                                                                                                    | < 149             | Large                                                                                              |
| Calgary - Indigenous                                                                                                                           | Calgary | 32,968             | 34,310                                                                                              | Large                                                                                                    | < 149             | Large                                                                                              |
| Calgary- Indigenous                                                                                                                            | Calgary | 32,968             | 34,310                                                                                              | Large                                                                                                    | < 149             | Large                                                                                              |
| Calgary Additional                                                                                                                             | Calgary | 32,968             | 34,310                                                                                              | Large                                                                                                    | < 149             | Large                                                                                              |
| Calgary Additional                                                                                                                             | Calgary | 32,968             | 34,310                                                                                              | Large                                                                                                    | < 149             | Large                                                                                              |
| Airdrie and North Rocky View (Crossfield, Beiseker, Irricana, Keoma)<br>Distance: Beiseker to Airdrie                                          | Calgary | 20,235             | 21,053                                                                                              | Large                                                                                                    | < 149             | Large                                                                                              |
| Chestermere and Langdon, Strathmore and Wheatland County (Rockyford, Standard, Hussar)<br>Distance: Carseland to Dorothy                       | Calgary | 10,205             | 10,592                                                                                              | Small                                                                                                    | < 149             | Small                                                                                              |
| Okotoks                                                                                                                                        | Calgary | 9,105              | 9,408                                                                                               | Small                                                                                                    | < 149             | Small                                                                                              |
| Cochrane, Bragg Creek                                                                                                                          | Calgary | 6,770              | 7,060                                                                                               | Small                                                                                                    | < 149             | Small                                                                                              |
| Canmore and Banff                                                                                                                              | Calgary | 3,920              | 4,021                                                                                               | Small                                                                                                    | < 149             | Small                                                                                              |
| High River, MD of Foothills (Black Diamond, Blackie, Turner Valley, Longview, Cayley ); Nanton; Vulcan                                         | Calgary | 5,450              | 5,714                                                                                               | Small                                                                                                    | < 149             | Small                                                                                              |
| Red Deer (city)                                                                                                                                | Central | 24,715             | 26,099                                                                                              | Large                                                                                                    | < 149             | Large                                                                                              |
| Lloydminster, County of Vermilion River (Kitscoty, Marwayne, Blackfoot, Paradise Valley), Vermilion and area (Mannville, Clandonald, Dewberry) | Central | 7,425              | 7,962                                                                                               | Small                                                                                                    | < 149             | Small                                                                                              |

| Proposed Network Area                                                                                                                                                                                                                                                             | Region   | 0-18<br>Population | Adjusted<br>child<br>Population<br>Weighted<br>for<br>Indigenous<br>Children 0-<br>18<br>Population | FRN Size<br>Based on<br>Adjusted<br>Child<br>Population<br><11,000 S;<br>11-21,000<br>M; 21-<br>35,000 L | Distance<br>(kms) | FRN Sized<br>Adjusted<br>for<br>Geographic<br>Area: Size<br>increased<br>if Distance<br>is >149 km |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------------|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-------------------|----------------------------------------------------------------------------------------------------|
| Camrose and Area (Hay Lakes, Kingman, Round Hill, Armena, Bittern Lake, Ohaton, Bawlf, Edberg, Bashaw); Flagstaff County (Bruce, Daysland, Strome, Killam, Sedgewick, Loughheed, Hardisty Forestburg, Galahad, Heisler, Alliance); Beaver County (Tofield, Ryley, Viking, Holden) | Central  | 7,101              | 7,503                                                                                               | Small                                                                                                    | > 149             | Medium                                                                                             |
| Sylvan Lake, Eckville, Benalto                                                                                                                                                                                                                                                    | Central  | 4,670              | 4,924                                                                                               | Small                                                                                                    | < 149             | Small                                                                                              |
| Lacombe, Blackfalds and Lacombe County (Alix, Clive, Blackfalds, Bentley)                                                                                                                                                                                                         | Central  | 7,135              | 7,531                                                                                               | Small                                                                                                    | < 149             | Small                                                                                              |
| Wetaskiwin and County (Alder Flats, Winfield, Gwynn) Ponoka and Rimbey                                                                                                                                                                                                            | Central  | 5,549              | 6,190                                                                                               | Small                                                                                                    | < 149             | Small                                                                                              |
| Drumheller, Morrin, Munson, East Coulee, Delia, Rosebud, and Hanna; Three Hills, Huxley, Torrington, Linden, Acme, Swalwell, Carbon (Kneehill and Area)                                                                                                                           | Central  | 3,665              | 3,833                                                                                               | Small                                                                                                    | < 149             | Small                                                                                              |
| Innisfail and Red Deer County (Delburne, Elnora, Lousana, Bowden, Springbrook, Penhold, Markerville)<br>Distance: Raven to Ardley                                                                                                                                                 | Central  | 3,950              | 4,188                                                                                               | Small                                                                                                    | < 149             | Small                                                                                              |
| Drayton Valley and Brazeau County (Breton, Lodgepole), Rocky Mountain House and Clearwater County (Leslieville, Caroline)                                                                                                                                                         | Central  | 3,925              | 4,247                                                                                               | Small                                                                                                    | > 149             | Medium                                                                                             |
| Wainwright, Chauvin, Irma, Edgerton, Provost, Hayter, Cadogan, Czar, Hughenden, Amisk, Hardisty                                                                                                                                                                                   | Central  | 2,705              | 2,826                                                                                               | Small                                                                                                    | < 149             | Small                                                                                              |
| Stettler and County of Stettler (Donalda, Erskine, Botha, Gadsby, Big Valley) ; Castor, Coronation, Consort                                                                                                                                                                       | Central  | 2,190              | 2,302                                                                                               | Small                                                                                                    | > 149             | Medium                                                                                             |
| Olds, Didsbury, Carstairs, Cremona, and Sundre                                                                                                                                                                                                                                    | Central  | 5,165              | 5,413                                                                                               | Small                                                                                                    | < 149             | Small                                                                                              |
| Edmonton- Central/City Centre                                                                                                                                                                                                                                                     | Edmonton | 30,767             | 32,685                                                                                              | Large                                                                                                    | < 149             | Large                                                                                              |
| Edmonton SE (including Mill Woods)                                                                                                                                                                                                                                                | Edmonton | 30,767             | 32,685                                                                                              | Large                                                                                                    | < 149             | Large                                                                                              |
| Edmonton - North Central-                                                                                                                                                                                                                                                         | Edmonton | 30,767             | 32,685                                                                                              | Large                                                                                                    | < 149             | Large                                                                                              |

| Proposed Network Area                                                                                                                            | Region        | 0-18<br>Population | Adjusted<br>child<br>Population<br>Weighted<br>for<br>Indigenous<br>Children 0-<br>18<br>Population | FRN Size<br>Based on<br>Adjusted<br>Child<br>Population<br><11,000 S;<br>11-21,000<br>M; 21-<br>35,000 L | Distance<br>(kms) | FRN Sized<br>Adjusted<br>for<br>Geographic<br>Area: Size<br>increased<br>if Distance<br>is >149 km |
|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------------------|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-------------------|----------------------------------------------------------------------------------------------------|
| Edmonton North East                                                                                                                              | Edmonton      | 30,767             | 32,685                                                                                              | Large                                                                                                    | < 149             | Large                                                                                              |
| Edmonton South West and West                                                                                                                     | Edmonton      | 30,767             | 32,685                                                                                              | Large                                                                                                    | < 149             | Large                                                                                              |
| Edmonton Indigenous                                                                                                                              | Edmonton      | 30,767             | 32,685                                                                                              | Large                                                                                                    | < 149             | Large                                                                                              |
| Edmonton Indigenous                                                                                                                              | Edmonton      | 30,767             | 32,685                                                                                              | Large                                                                                                    | < 149             | Large                                                                                              |
| Sherwood Park and Strathcona County                                                                                                              | Edmonton      | 25,205             | 26,241                                                                                              | Large                                                                                                    | < 149             | Large                                                                                              |
| St. Albert                                                                                                                                       | Edmonton      | 16,570             | 17,326                                                                                              | Medium                                                                                                   | < 149             | Medium                                                                                             |
| Stony Plain and Parkland County                                                                                                                  | Edmonton      | 12,460             | 13,328                                                                                              | Medium                                                                                                   | < 149             | Medium                                                                                             |
| Leduc County (Thorsby, Warburg, Calmar, New Sarepta) , Devon and Beaumont                                                                        | Edmonton      | 12,160             | 12,845                                                                                              | Medium                                                                                                   | < 149             | Medium                                                                                             |
| Fort Saskatchewan, Morinville and Sturgeon County (Red Water, Gibbons, Bon Accord, Legal)                                                        | Edmonton      | 11,335             | 12,140                                                                                              | Medium                                                                                                   | < 149             | Medium                                                                                             |
| Spruce Grove                                                                                                                                     | Edmonton      | 9,690              | 10,390                                                                                              | Small                                                                                                    | < 149             | Small                                                                                              |
| Leduc                                                                                                                                            | Edmonton      | 8,050              | 8,481                                                                                               | Small                                                                                                    | < 149             | Small                                                                                              |
| Hinton, Jasper and Grande Cache , and Edson including Yellowhead County (Evansburg, Wildwood, Marlboro, Peers)                                   | North Central | 6,650              | 7,407                                                                                               | Small                                                                                                    | > 149             | Medium                                                                                             |
| Cold Lake, Athabasca County (Boyle, Athabasca) and Lac La Biche and Plamondon                                                                    | North Central | 5,920              | 6,625                                                                                               | Small                                                                                                    | > 149             | Medium                                                                                             |
| Bonnyville and District MD (and Ardmere, and Fort Kent, and Glendon), St. Paul, Elk Point, Vilna, Ashmont                                        | North Central | 3,690              | 4,241                                                                                               | Small                                                                                                    | < 149             | Small                                                                                              |
| Vegreville, Lamont County (Lamont, Mundare, Chipman, Andrew); County of Two Hills (Two Hills, Willingdon, Myrnam, Derwent), Innisfree, Mannville | North Central | 2,900              | 3,090                                                                                               | Small                                                                                                    | < 149             | Small                                                                                              |
| Westlock and Westlock County (Busby, Vimy, Pibroch, Fawcett); Barrhead, Thorhild, Smoky Lake, Waskatenau                                         | North Central | 2,545              | 2,801                                                                                               | Small                                                                                                    | < 149             | Small                                                                                              |

| Proposed Network Area                                                                                                                                                                         | Region    | 0-18<br>Population | Adjusted<br>child<br>Population<br>Weighted<br>for<br>Indigenous<br>Children 0-<br>18<br>Population | FRN Size<br>Based on<br>Adjusted<br>Child<br>Population<br><11,000 S;<br>11-21,000<br>M; 21-<br>35,000 L | Distance<br>(kms) | FRN Sized<br>Adjusted<br>for<br>Geographic<br>Area: Size<br>increased<br>if Distance<br>is >149 km |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-------------------|----------------------------------------------------------------------------------------------------|
| Fort McMurray, Anzac, Sapre Creek, Gregoire Lake Estates, Conklin                                                                                                                             | Northeast | 18,380             | 19,854                                                                                              | Medium                                                                                                   | > 149             | Large                                                                                              |
| Grande Prairie and Grande Prairie County No. 1                                                                                                                                                | Northwest | 24,005             | 25,754                                                                                              | Large                                                                                                    | 22                | Large                                                                                              |
| Whitcourt, Mayerthorpe, Onoway, Swan Hills, Fox Creek, Valleyview                                                                                                                             | Northwest | 4,840              | 5,406                                                                                               | Small                                                                                                    | > 149             | Medium                                                                                             |
| Peace River, Red Earth Creek, St. Isidore, Nampa, Manning, Grimshaw and Fairview, Bluesky, Whitelaw                                                                                           | Northwest | 3,835              | 4,484                                                                                               | Small                                                                                                    | < 149             | Small                                                                                              |
| Slave Lake, Canyon Creek, Widewater, Big Lakes County (Includes High Prairie, Kinuso, Faust, Jousard, Enilda) MD of Smoky River ( McLennan, Donnelly, Falher, Girouxville), Wabasca-Desmarais | Northwest | 4,855              | 6,397                                                                                               | Small                                                                                                    | > 149             | Medium                                                                                             |
| McKenzie County (High Level, Rainbow Lake, Fort Vermilion, La Crete)                                                                                                                          | Northwest | 1,615              | 1,933                                                                                               | Small                                                                                                    | > 149             | Medium                                                                                             |
| Lethbridge                                                                                                                                                                                    | South     | 21,435             | 22,847                                                                                              | Large                                                                                                    | < 149             | Large                                                                                              |
| Medicine Hat and Bow Island, Redcliff, and Oyen                                                                                                                                               | South     | 17,205             | 18,107                                                                                              | Medium                                                                                                   | > 149             | Large                                                                                              |
| Coaldale, Lethbridge County (Barons, Nobleford, Shaughnessy, Diamond City, Iron Springs, Turin, Coalhurst, Picture Butte), Stirling, Raymond, Magrath (Cardston county but not Cardston)      | South     | 7,195              | 7,493                                                                                               | Small                                                                                                    | < 149             | Small                                                                                              |
| Brooks, County of Newell (Rosemary, Duchess, Patricia, Tilley, Scandia, Rolling Hills)                                                                                                        | South     | 6,570              | 6,762                                                                                               | Small                                                                                                    | < 149             | Small                                                                                              |
| Taber, Vauxhall, Grassy Lake and County of Forty mile No. 8 (Foremost and Bow Island)                                                                                                         | South     | 4,180              | 4,249                                                                                               | Small                                                                                                    | < 149             | Small                                                                                              |
| Pincher Creek, Crowsnest Pass (Hillcrest Mines, Frank, Blairmore), MD Pincher Creek (Cowley, Lundbreck, Beaver Mines), Fort Macleod,                                                          | South     | 3,945              | 4,331                                                                                               | Small                                                                                                    | < 149             | Small                                                                                              |

| Proposed Network Area                                           | Region               | 0-18<br>Population    | Adjusted<br>child<br>Population<br>Weighted<br>for<br>Indigenous<br>Children 0-<br>18<br>Population | FRN Size<br>Based on<br>Adjusted<br>Child<br>Population<br><11,000 S;<br>11-21,000<br>M; 21-<br>35,000 L | Distance<br>(kms) | FRN Sized<br>Adjusted<br>for<br>Geographic<br>Area: Size<br>increased<br>if Distance<br>is >149 km |
|-----------------------------------------------------------------|----------------------|-----------------------|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-------------------|----------------------------------------------------------------------------------------------------|
| Porcupine-Willow Creek (Claresholm, Stavely, Granum ), Cardston |                      |                       |                                                                                                     |                                                                                                          |                   |                                                                                                    |
| Metis Settlements area #1                                       | Metis<br>Settlements | Data Not<br>Available | Data Not<br>Available                                                                               | Small                                                                                                    | > 149             | Medium                                                                                             |
| Metis Settlements area #2                                       | Metis<br>Settlements | Data Not<br>Available | Data Not<br>Available                                                                               | Small                                                                                                    | > 149             | Medium                                                                                             |
| Metis Settlements area #3                                       | Metis<br>Settlements | Data Not<br>Available | Data Not<br>Available                                                                               | Small                                                                                                    | > 149             | Medium                                                                                             |
| <b>Total Child Population</b>                                   |                      | <b>881,195</b>        | <b>930,986</b>                                                                                      |                                                                                                          |                   |                                                                                                    |
| <b>Average Per Network Area</b>                                 |                      | <b>15,193</b>         | <b>16,051</b>                                                                                       |                                                                                                          |                   |                                                                                                    |
|                                                                 |                      |                       |                                                                                                     |                                                                                                          |                   |                                                                                                    |
| # SMALL                                                         |                      |                       |                                                                                                     | 34                                                                                                       |                   | 23                                                                                                 |
| # MEDIUM                                                        |                      |                       |                                                                                                     | 6                                                                                                        |                   | 15                                                                                                 |
| # LARGE                                                         |                      |                       |                                                                                                     | 21                                                                                                       |                   | 23                                                                                                 |
| <b>TOTAL GEOGRAPHIC NETWORK<br/>AREAS</b>                       |                      |                       |                                                                                                     | <b>61</b>                                                                                                |                   | <b>61</b>                                                                                          |

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## APPENDIX C – Mandatory Requirements

### Mandatory Requirements

Mandatory requirements for this EOI include:

- ☒ Proposals must be received by the date and time identified on the cover page of this EOI. Proposals should be delivered to the appropriate CS Regional office. Late Proposals will not be accepted and will be returned, unopened, to the Proponent,
- ☒ Proponents must send three (3) hard copies of their proposal and also include a USB disk (flash drive) with an electronic version of their proposal in their submission package. Proposals cannot be sent by email, fax, or website link. Submitted Proposals will not be returned,
- ☒ Proposals must be submitted in a sealed envelope and be clearly marked with the name of the EOI and closing date,
- ☒ Submission must include completed Proposal Cover Page (*please see Appendix D - Proposal Submission Cover Page*) and include signature from appropriate signing authority,
- ☒ Submission must be completed on Proponent Response Form (*please see Appendix F - Proponent Response Form*),
- ☒ Submission must include signed Proponent Commitment Statement (*please see Appendix E - Proponent Commitment Statement*),
- ☒ Proponent has indicated 'Yes' on all Commitment Statements identified on the Proponent Commitment Statement form,
- ☒ Proponent's submission must be accompanied by three (3) formal letters from collaborative partners that establish the organizational capacity of the proponent.

## APPENDIX D - Proposal Submission Cover Page

(Date , 2020)

|                                                                                   |                                                                             |
|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| <b>Name of EOI:</b>                                                               | <b>Family Resource Network EOI<br/>(2019)</b>                               |
| <b>Proponent's Legal Name:</b>                                                    |                                                                             |
| <b>Mailing Address:</b>                                                           |                                                                             |
| <b>Name of Chief Executive Officer/Executive Director:</b>                        |                                                                             |
| <b>Contact Person and Position for current EOI:</b>                               |                                                                             |
| <b>Telephone:</b>                                                                 |                                                                             |
| <b>E-mail Address:</b>                                                            |                                                                             |
| <b>Are you a sole proprietor?</b>                                                 | Yes <input type="checkbox"/> No <input type="checkbox"/>                    |
| <b>Are you a legally incorporated organization?</b>                               | Yes <input type="checkbox"/> No <input type="checkbox"/>                    |
| <b>If so, what year was your organization incorporated?</b>                       |                                                                             |
| <b>How many years have you or your organization provided services in Alberta?</b> |                                                                             |
| <b>Is your organization not-for-profit or for-profit?</b>                         | <input type="checkbox"/> not-for-profit <input type="checkbox"/> for-profit |
| <b>Name and Position of Authorized Signing Officer:</b>                           |                                                                             |

I am authorized to sign on behalf of the proponent to bind the proponent to statements made in response to this EOI.

*Name of Authorized Signing Officer*

*Signature*

## APPENDIX E - Proponent Commitment Statement

| Declaration                                                                                                                                                                                                                                                                                                                                                                 |                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| 1. The grant recipient commits to FRN service delivery starting without delay on April 1, 2020.                                                                                                                                                                                                                                                                             | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 2. The grant recipient commits to EOI development and embedding of FRN Standards of Practice.                                                                                                                                                                                                                                                                               | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 3. The grant recipient commits to EOI development and embedding of output and outcome monitoring and reporting processes.                                                                                                                                                                                                                                                   | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 4. The Grant Recipient will maintain the following insurance requirements for the full term of the grant:<br><br>'general liability insurance, in accordance with Alberta's <i>Insurance Act</i> , in an amount not less than \$2,000,000.00 inclusive per occurrence, insuring against bodily injury, personal injury and property damage, including loss of use thereof.' | Yes <input type="checkbox"/> No <input type="checkbox"/> |

### Certification

I hereby certify that the responses I have made to all of the 'Proponent Commitment Statement' on this declaration are true to the best of my knowledge. I understand that if this declaration is not completed in its entirety, if any of the information I provide is inaccurate, or if I have indicated 'No' to any of the above statements I will not have met all of the mandatory requirements for this EOI and I will be automatically disqualified. I understand that I am responsible for the correctness of this declaration. I hereby acknowledge that I have the authority to make this certification on behalf of the organization referenced below.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Print Name

## APPENDIX F

### Proponent Response Form

#### PART A. SCOPE INFORMATION

**Instructions:** All proponents are required to complete Part A of the Proponent Response Form.

#### Section 1: Location Identification

**Instructions:** Part A Section 1 must be completed by all Proponents. Please identify the Children's Services (CS) Region for your proposed service delivery.

| CS Region            | Identify 1 CS Region     |
|----------------------|--------------------------|
| Calgary Region       | <input type="checkbox"/> |
| Central Region       | <input type="checkbox"/> |
| Edmonton Region      | <input type="checkbox"/> |
| North Central Region | <input type="checkbox"/> |
| Northeast Region     | <input type="checkbox"/> |
| Northwest Region     | <input type="checkbox"/> |
| South Region         | <input type="checkbox"/> |
| Metis Settlements    | <input type="checkbox"/> |

#### Section 2: Service Identification

**Instructions:** Part A Section 2 must be completed by all Proponents. Please clarify your proposed service delivery (select one option):

| Proposed Service                                                                       | Option                   |
|----------------------------------------------------------------------------------------|--------------------------|
| My organization is proposing to deliver a combination of FRN 'Hub-and-Spoke' services. | <input type="checkbox"/> |
| My organization is proposing to deliver FRN 'Hub' services only.                       | <input type="checkbox"/> |
| My organization is proposing to deliver FRN 'Spoke' services only.                     | <input type="checkbox"/> |

#### Section 3: Organizational Profile

**Instructions:** Part A Section 3 must be completed by all Proponents.

Please describe your understanding of the scope, objectives, and priorities of this EOI. Provide a brief organization profile that elucidates your strengths, organizational capacity, innovative practices, experience in delivering similar services, specializations etc.

Click or tap here to enter text.

#### Section 4: Community Needs Assessment

**Instructions:** Part A Section 4 must be completed by all Proponents. Please respond to the following Community Needs Assessment questions. Clarify and provide details relating to:

**A. Describe the targeted/benefitting community, neighborhood, area (community being defined both as a geographic area and also as a social unit with shared norms, religion, values, customs, and/or identity). Include any relevant statistics, demographic information, identified vulnerabilities.**

Click or tap here to enter text.

**B. Describe the community assets (factors within the community that improve the quality of community life for families, children, and youth) that currently exist within your proposed service delivery network area. What is already being done to address the needs?**

Click or tap here to enter text.

**C. What support needs, risk factors, challenges have you identified relating to the families, infants, children, and youth within the proposed community?**

Click or tap here to enter text.

#### Section 5: Collaborative Partnerships

**Instructions:** Part A Section 5 must be completed by all Proponents.

**Describe your formal and informal collaborations and partnerships and how they would contribute and support successful service delivery. Describe any complementary efforts, including other multisector collaborations in your community or region that could potentially enhance or align with the proposed work.**

Click or tap here to enter text.

## PART B. 'HUB' SERVICES

**Instructions:** Only proponents interested in delivering 'Hub' services are required to complete Part B of the Proponent Response Form. If a proponent is proposing to deliver multiple 'Hub' locations, Part B must be completed for each individual 'Hub'.

### Section 1: FRN 'Hub' Services

Please specify address of proposed FRN 'Hub'. If currently unknown, please identify community.

Click or tap here to enter text.

### Section 2: FRN 'Hub' Responsibilities

Section 3.2 'Hub-and-Spoke Service Delivery Components' of this EOI outlines 10 FRN 'Hub' responsibilities. Please describe how your proposed service delivery of 'Hub' services will accomplish, fulfill, and exceed these outlined responsibilities.

Click or tap here to enter text.

### Section 3: FRN 'Hub' Approach

Please describe how your proposed FRN 'Hub' will implement, embed, and accomplish:

- Appropriate program distribution relating to age cohorts (Section 3.3)
- Core Service Delivery Domains (Section 3.4)
- Appropriate distribution of Prevention and Early Intervention Continuum (section 3.5)
- Family Resource Network Principle-based Practices (Section 3.6)

Click or tap here to enter text.

### Section 4: FRN 'Hub' Performance/Outcome Measurement

Relating to FRN 'Hub' Services, please describe your outcome and performance measurement approach and how it is aligned to the Well-being and Resiliency Framework.

Click or tap here to enter text.

### Section 5: FRN 'Hub' Budget

For 'Hub' services (not including 'Spoke'-related programs and supports) please complete the below budget outline. Please note: if the Proponent is proposing both 'Hub' and 'Spoke' services, 'Spoke' programming budgets will be identified in a separate section.

*Please note: the exact amount to be released is to be determined at the sole discretion of the Minister.*

| EXPENDITURE CATEGORY                                                                                                                                                                                                                           | ANNUALIZED EXPENDITURE             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
| <b>Service/program (please specify program): 'Hub' Services</b>                                                                                                                                                                                |                                    |
| <b>A. SERVICE DELIVERY STAFFING COSTS</b>                                                                                                                                                                                                      |                                    |
| Client Development Staffing Salaries (include benefits and relief)                                                                                                                                                                             | \$Click or tap here to enter text. |
| <b>B. 'OTHER' SERVICE DELIVERY COSTS</b>                                                                                                                                                                                                       |                                    |
| Supplies and services associated directly with services, supports, and programming provided to clients including supplies and materials, program staff training, program staff travel etc.                                                     | \$Click or tap here to enter text. |
| <b>C. PROGRAM COSTS</b>                                                                                                                                                                                                                        |                                    |
| Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property)                                                                                                                            | \$Click or tap here to enter text. |
| <b>D. FACILITY COSTS</b>                                                                                                                                                                                                                       |                                    |
| Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other'                                                                                                                                    | \$Click or tap here to enter text. |
| <b>E. ADMINISTRATION STAFFING COSTS</b>                                                                                                                                                                                                        |                                    |
| Administrative Staffing Salaries (include benefits)                                                                                                                                                                                            | \$Click or tap here to enter text. |
| <b>F. 'OTHER' ADMINISTRATIVE COSTS</b>                                                                                                                                                                                                         |                                    |
| Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other' | \$Click or tap here to enter text. |
| <b>G. 'OTHER' COSTS NOT IDENTIFIED (please specify)</b>                                                                                                                                                                                        |                                    |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |

|                                      |                                    |
|--------------------------------------|------------------------------------|
|                                      | \$Click or tap here to enter text. |
|                                      | \$Click or tap here to enter text. |
|                                      | \$Click or tap here to enter text. |
|                                      | \$Click or tap here to enter text. |
| <b>TOTAL ANNUALIZED 'HUB' BUDGET</b> | \$Click or tap here to enter text. |

## Section 6: FRN 'Hub' Additional Information

Please provide any additional information you deem relevant to the delivery of FRN 'Hub' Services.

Click or tap here to enter text.

## PART C. 'SPOKE' SERVICES

**Instructions:** Only proponents interested in delivering 'Spoke' services are required to complete Part C of the Proponent Response Form. If a proponent is proposing to deliver multiple 'Spoke' services, please identify all separately in the chart below.

### Section 1: FRN 'Spoke' Services

Please provide a description and details relating to your proposed FRN 'Spoke' services and programming:

| Identify Key Activity/Program                                                                                                                                                         | Core Service Delivery Domain<br>(Identify primary domain)                                                                                                                             | Universal/Targeted/Intensive                                                           | Specify Age Cohort<br>(please specify)                                                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Click or tap here to enter text.                                                                                                                                                      | <input type="checkbox"/> Child Development and well-being<br><input type="checkbox"/> Caregiver capacity building support<br><input type="checkbox"/> Social connections and supports | <input type="checkbox"/> U<br><input type="checkbox"/> T<br><input type="checkbox"/> I | <input type="checkbox"/> 0-6 years<br><input type="checkbox"/> 7-13 years<br><input type="checkbox"/> 14 + years<br><input type="checkbox"/> Other (explain below)<br>Click or tap here to enter text. |
| <b>Please provide description of activity/program</b> (include information relating to evidence-informed/supported and best practice approaches):<br>Click or tap here to enter text. |                                                                                                                                                                                       |                                                                                        |                                                                                                                                                                                                        |
| Click or tap here to enter text.                                                                                                                                                      | <input type="checkbox"/> Child Development and well-being<br><input type="checkbox"/> Caregiver capacity building support<br><input type="checkbox"/> Social connections and supports | <input type="checkbox"/> U<br><input type="checkbox"/> T<br><input type="checkbox"/> I | <input type="checkbox"/> 0-6 years<br><input type="checkbox"/> 7-13 years<br><input type="checkbox"/> 14 + years<br><input type="checkbox"/> Other (explain below)<br>Click or tap here to enter text. |
| <b>Please provide description of activity/program</b> (include information relating to evidence-informed/supported and best practice approaches):<br>Click or tap here to enter text. |                                                                                                                                                                                       |                                                                                        |                                                                                                                                                                                                        |
| Click or tap here to enter text.                                                                                                                                                      | <input type="checkbox"/> Child Development and well-being<br><input type="checkbox"/> Caregiver capacity building support<br><input type="checkbox"/> Social connections and supports | <input type="checkbox"/> U<br><input type="checkbox"/> T<br><input type="checkbox"/> I | <input type="checkbox"/> 0-6 years<br><input type="checkbox"/> 7-13 years<br><input type="checkbox"/> 14 + years<br><input type="checkbox"/> Other (explain below)<br>Click or tap here to enter text. |

|                                                                                                                                                                                              |                                                                                                                                                                                       |                                                                                        |                                                                                                                                                                                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Please provide description of activity/program</b> <i>(include information relating to evidence informed/supported and best practice approaches):</i><br>Click or tap here to enter text. |                                                                                                                                                                                       |                                                                                        |                                                                                                                                                                                                               |
| Click or tap here to enter text.                                                                                                                                                             | <input type="checkbox"/> Child Development and well-being<br><input type="checkbox"/> Caregiver capacity building support<br><input type="checkbox"/> Social connections and supports | <input type="checkbox"/> U<br><input type="checkbox"/> T<br><input type="checkbox"/> I | <input type="checkbox"/> 0-6 years<br><input type="checkbox"/> 7-13 years<br><input type="checkbox"/> 14 + years<br><input type="checkbox"/> Other <i>(explain below)</i><br>Click or tap here to enter text. |
| <b>Please provide description of activity/program</b> <i>(include information relating to evidence-informed/supported and best practice approaches):</i><br>Click or tap here to enter text. |                                                                                                                                                                                       |                                                                                        |                                                                                                                                                                                                               |
| Click or tap here to enter text.                                                                                                                                                             | <input type="checkbox"/> Child Development and well-being<br><input type="checkbox"/> Caregiver capacity building support<br><input type="checkbox"/> Social connections and supports | <input type="checkbox"/> U<br><input type="checkbox"/> T<br><input type="checkbox"/> I | <input type="checkbox"/> 0-6 years<br><input type="checkbox"/> 7-13 years<br><input type="checkbox"/> 14 + years<br><input type="checkbox"/> Other <i>(explain below)</i><br>Click or tap here to enter text. |
| <b>Please provide description of activity/program</b> <i>(include information relating to evidence-informed/supported and best practice approaches):</i><br>Click or tap here to enter text. |                                                                                                                                                                                       |                                                                                        |                                                                                                                                                                                                               |
| Click or tap here to enter text.                                                                                                                                                             | <input type="checkbox"/> Child Development and well-being<br><input type="checkbox"/> Caregiver capacity building support<br><input type="checkbox"/> Social connections and supports | <input type="checkbox"/> U<br><input type="checkbox"/> T<br><input type="checkbox"/> I | <input type="checkbox"/> 0-6 years<br><input type="checkbox"/> 7-13 years<br><input type="checkbox"/> 14 + years<br><input type="checkbox"/> Other <i>(explain below)</i><br>Click or tap here to enter text. |
| <b>Please provide description of activity/program</b> <i>(include information relating to evidence-informed/supported and best practice approaches):</i><br>Click or tap here to enter text. |                                                                                                                                                                                       |                                                                                        |                                                                                                                                                                                                               |
| Click or tap here to enter text.                                                                                                                                                             | <input type="checkbox"/> Child Development and well-being<br><input type="checkbox"/> Caregiver capacity building support<br><input type="checkbox"/> Social connections and supports | <input type="checkbox"/> U<br><input type="checkbox"/> T<br><input type="checkbox"/> I | <input type="checkbox"/> 0-6 years<br><input type="checkbox"/> 7-13 years<br><input type="checkbox"/> 14 + years<br><input type="checkbox"/> Other <i>(explain below)</i><br>Click or tap here to enter text. |
| <b>Please provide description of activity/program</b> <i>(include information relating to evidence-informed/supported and best practice approaches):</i><br>Click or tap here to enter text. |                                                                                                                                                                                       |                                                                                        |                                                                                                                                                                                                               |

## Section 2: FRN 'Spoke' Services Implementation

Please describe how your proposed FRN 'Spoke' service/s will implement, embed, and contribute to the following:

- Appropriate program distribution relating to age cohorts (Section 3.3)
- Core Service Delivery Domains (Section 3.4)
- Appropriate distribution of Prevention and Early Intervention Continuum (Section 3.5)
- Family Resource Network Principle-based Practices (Section 3.6)

Click or tap here to enter text.

## Section 3: FRN 'Spoke' Performance/Outcome Measurement

Relating to FRN 'Spoke' Services, please describe your outcome and performance measurement approach and how it is aligned to outcome areas identified in Section 3.8 'Outcome & Performance Measurement' and the Well-being and Resiliency Framework.

Click or tap here to enter text.

## Section 4: FRN 'Spoke' Budget

For 'Spoke' services (not including 'Hub'-related services and supports) please complete the below budget outline. Please note: if the Proponent is proposing multiple 'Spoke' services and programs (i.e. Home Visitation, Youth Mentorship, Literacy Program etc.) the budget chart must be completed for each unique program/service. Add additional charts as needed.

*Please note: the exact amount to be released is to be determined at the sole discretion of the Minister.*

| EXPENDITURE CATEGORY                                                                                   | ANNUALIZED EXPENDITURE             |
|--------------------------------------------------------------------------------------------------------|------------------------------------|
| Service/program (please specify 'Spoke' program): Click or tap here to enter text.                     |                                    |
| <b>A. SERVICE DELIVERY STAFFING COSTS</b>                                                              |                                    |
| Client Development Staffing Salaries (include benefits and relief)                                     | \$Click or tap here to enter text. |
| <b>B. 'OTHER' SERVICE DELIVERY COSTS</b>                                                               |                                    |
| Supplies and services associated directly with services, supports, and programming provided to clients | \$Click or tap here to enter text. |

|                                                                                                                                                                                                                                                |                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
| including supplies and materials, program staff training, program staff travel etc.                                                                                                                                                            |                                    |
| <b>C. PROGRAM COSTS</b>                                                                                                                                                                                                                        |                                    |
| Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property)                                                                                                                            | \$Click or tap here to enter text. |
| <b>D. FACILITY COSTS</b>                                                                                                                                                                                                                       |                                    |
| Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other'                                                                                                                                    | \$Click or tap here to enter text. |
| <b>E. ADMINISTRATION STAFFING COSTS</b>                                                                                                                                                                                                        |                                    |
| Administrative Staffing Salaries (include benefits)                                                                                                                                                                                            | \$Click or tap here to enter text. |
| <b>F. 'OTHER' ADMINISTRATIVE COSTS</b>                                                                                                                                                                                                         |                                    |
| Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other' | \$Click or tap here to enter text. |
| <b>G. 'OTHER' COSTS NOT IDENTIFIED (please specify)</b>                                                                                                                                                                                        |                                    |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
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|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
| <b>TOTAL ANNUALIZED 'HUB' BUDGET</b>                                                                                                                                                                                                           | \$Click or tap here to enter text. |

| EXPENDITURE CATEGORY                                                                      | <u>ANNUALIZED EXPENDITURE</u>      |
|-------------------------------------------------------------------------------------------|------------------------------------|
| <b>Service/program (please specify 'Spoke' program):</b> Click or tap here to enter text. |                                    |
| <b>A. SERVICE DELIVERY STAFFING COSTS</b>                                                 |                                    |
| Client Development Staffing Salaries (include benefits and relief)                        | \$Click or tap here to enter text. |
| <b>B. 'OTHER' SERVICE DELIVERY COSTS</b>                                                  |                                    |

|                                                                                                                                                                                                                                                |                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
| Supplies and services associated directly with services, supports, and programming provided to clients including supplies and materials, program staff training, program staff travel etc.                                                     | \$Click or tap here to enter text. |
| <b>C. PROGRAM COSTS</b>                                                                                                                                                                                                                        |                                    |
| Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property)                                                                                                                            | \$Click or tap here to enter text. |
| <b>D. FACILITY COSTS</b>                                                                                                                                                                                                                       |                                    |
| Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other'                                                                                                                                    | \$Click or tap here to enter text. |
| <b>E. ADMINISTRATION STAFFING COSTS</b>                                                                                                                                                                                                        |                                    |
| Administrative Staffing Salaries (include benefits)                                                                                                                                                                                            | \$Click or tap here to enter text. |
| <b>F. 'OTHER' ADMINISTRATIVE COSTS</b>                                                                                                                                                                                                         |                                    |
| Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other' | \$Click or tap here to enter text. |
| <b>G. 'OTHER' COSTS NOT IDENTIFIED (please specify)</b>                                                                                                                                                                                        |                                    |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
| <b>TOTAL ANNUALIZED 'HUB' BUDGET</b>                                                                                                                                                                                                           | \$Click or tap here to enter text. |

## Section 5: FRN 'Spoke' Additional Information

Please provide any additional information you deem relevant to the delivery of FRN 'Spoke' Services.

Click or tap here to enter text.

# **Proponent Response Package**

## **Family Resource Network Expression of Interest 2019**



**Alberta Children's Services  
Family and Community Resiliency Division**

## Proposal Submission Cover Page

(Date       , 2020)

|                                                                                   |                                                                                           |
|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| <b>Name of EOI:</b>                                                               | <b>Family Resource Network EOI (2019)</b>                                                 |
| <b>Proponent's Legal Name:</b>                                                    | Click or tap here to enter text.                                                          |
| <b>Mailing Address:</b>                                                           | Click or tap here to enter text.                                                          |
| <b>Name of Chief Executive Officer/Executive Director:</b>                        | Click or tap here to enter text.                                                          |
| <b>Contact Person and Position for current EOI:</b>                               | Click or tap here to enter text.                                                          |
| <b>Telephone:</b>                                                                 | Click or tap here to enter text.                                                          |
| <b>E-mail Address:</b>                                                            | Click or tap here to enter text.                                                          |
| <b>Are you a sole proprietor?</b>                                                 | <b>Yes</b> <input type="checkbox"/> <b>No</b> <input type="checkbox"/>                    |
| <b>Are you a legally incorporated organization?</b>                               | <b>Yes</b> <input type="checkbox"/> <b>No</b> <input type="checkbox"/>                    |
| <b>If so, what year was your organization incorporated?</b>                       | Click or tap here to enter text.                                                          |
| <b>How many years have you or your organization provided services in Alberta?</b> | Click or tap here to enter text.                                                          |
| <b>Is your organization not-for-profit or for-profit?</b>                         | <input type="checkbox"/> <b>not-for-profit</b> <input type="checkbox"/> <b>for-profit</b> |
| <b>Name and Position of Authorized Signing Officer:</b>                           | Click or tap here to enter text.                                                          |

I am authorized to sign on behalf of the proponent to bind the proponent to statements made in response to this EOI.

|                                           |                  |
|-------------------------------------------|------------------|
| <i>Name of Authorized Signing Officer</i> | <i>Signature</i> |
|-------------------------------------------|------------------|

## APPENDIX E - Proponent Commitment Statement

| Declaration                                                                                                                                                                                                                                                                                                                                                                 |                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| 1. The grant recipient commits to FRN service delivery starting without delay on April 1, 2020.                                                                                                                                                                                                                                                                             | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 2. The grant recipient commits to EOI development and embedding of FRN Standards of Practice.                                                                                                                                                                                                                                                                               | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 3. The grant recipient commits to EOI development and embedding of output and outcome monitoring and reporting processes.                                                                                                                                                                                                                                                   | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 4. The Grant Recipient will maintain the following insurance requirements for the full term of the grant:<br><br>'general liability insurance, in accordance with Alberta's <i>Insurance Act</i> , in an amount not less than \$2,000,000.00 inclusive per occurrence, insuring against bodily injury, personal injury and property damage, including loss of use thereof.' | Yes <input type="checkbox"/> No <input type="checkbox"/> |

### Certification

I hereby certify that the responses I have made to all of the 'Proponent Commitment Statement' on this declaration are true to the best of my knowledge. I understand that if this declaration is not completed in its entirety, if any of the information I provide is inaccurate, or if I have indicated 'No' to any of the above statements I will not have met all of the mandatory requirements for this EOI and I will be automatically disqualified. I understand that I am responsible for the correctness of this declaration. I hereby acknowledge that I have the authority to make this certification on behalf of the organization referenced below.

Click or tap to enter a date.

Signature

Date

Click or tap here to enter text.

Print Name

## Proponent Response Form

### PART A. SCOPE INFORMATION

**Instructions:** All proponents are required to complete Part A of the Proponent Response Form.

#### Section 1: Location Identification

**Instructions:** Part A Section 1 must be completed by all Proponents. Please identify the Children's Services (CS) Region for your proposed service delivery.

| CS Region            | Identify 1 CS Region     |
|----------------------|--------------------------|
| Calgary Region       | <input type="checkbox"/> |
| Central Region       | <input type="checkbox"/> |
| Edmonton Region      | <input type="checkbox"/> |
| North Central Region | <input type="checkbox"/> |
| Northeast Region     | <input type="checkbox"/> |
| Northwest Region     | <input type="checkbox"/> |
| South Region         | <input type="checkbox"/> |
| Metis Settlements    | <input type="checkbox"/> |

#### Section 2: Service Identification

**Instructions:** Part A Section 2 must be completed by all Proponents. Please clarify your proposed service delivery (select one option):

| Proposed Service                                                                       | Option                   |
|----------------------------------------------------------------------------------------|--------------------------|
| My organization is proposing to deliver a combination of FRN 'Hub-and-Spoke' services. | <input type="checkbox"/> |
| My organization is proposing to deliver FRN 'Hub' services only.                       | <input type="checkbox"/> |
| My organization is proposing to deliver FRN 'Spoke' services only.                     | <input type="checkbox"/> |

#### Section 3: Organizational Profile

**Instructions:** Part A Section 3 must be completed by all Proponents.

Please describe your understanding of the scope, objectives, and priorities of this EOI. Provide a brief organization profile that elucidates your strengths, organizational capacity, innovative practices, experience in delivering similar services, specializations etc.

Click or tap here to enter text.

#### **Section 4: Community Needs Assessment**

**Instructions:** Part A Section 4 must be completed by all Proponents. Please respond to the following Community Needs Assessment questions. Clarify and provide details relating to:

**A. Describe the targeted/benefitting community, neighborhood, area (community being defined both as a geographic area and also as a social unit with shared norms, religion, values, customs, and/or identity). Include any relevant statistics, demographic information, identified vulnerabilities.**

Click or tap here to enter text.

**B. Describe the community assets (factors within the community that improve the quality of community life for families, children, and youth) that currently exist within your proposed service delivery network area. What is already being done to address the needs?**

Click or tap here to enter text.

**C. What support needs, risk factors, challenges have you identified relating to the families, infants, children, and youth within the proposed community?**

Click or tap here to enter text.

#### **Section 5: Collaborative Partnerships**

**Instructions:** Part A Section 5 must be completed by all Proponents.

**Describe your formal and informal collaborations and partnerships and how they would contribute and support successful service delivery. Describe any complementary efforts, including other multisector collaborations in your community or region that could potentially enhance or align with the proposed work.**

Click or tap here to enter text.

## PART B. 'HUB' SERVICES

**Instructions:** Only proponents interested in delivering 'Hub' services are required to complete Part B of the Proponent Response Form. If a proponent is proposing to deliver multiple 'Hub' locations, Part B must be completed for each individual 'Hub' and submitted as a separate and distinct submission package.

### Section 1: FRN 'Hub' Services

Please specify address of proposed FRN 'Hub'. If currently unknown, please identify community.

Click or tap here to enter text.

### Section 2: FRN 'Hub' Responsibilities

Section 3.2 'Hub-and-Spoke Service Delivery Components' of this EOI outlines 10 FRN 'Hub' responsibilities. Please describe how your proposed service delivery of 'Hub' services will accomplish, fulfill, and exceed these outlined responsibilities.

Click or tap here to enter text.

### Section 3: FRN 'Hub' Approach

Please describe how your proposed FRN 'Hub' will implement, embed, and accomplish:

- Appropriate program distribution relating to age cohorts (Section 3.3)
- Core Service Delivery Domains (Section 3.4)
- Appropriate distribution of Prevention and Early Intervention Continuum (section 3.5)
- Family Resource Network Principle-based Practices (Section 3.6)

Click or tap here to enter text.

### Section 4: FRN 'Hub' Performance/Outcome Measurement

Relating to FRN 'Hub' Services, please describe your outcome and performance measurement approach and how it is aligned to the Well-being and Resiliency Framework.

Click or tap here to enter text.

### Section 5: FRN 'Hub' Budget

For 'Hub' services (not including 'Spoke'-related programs and supports) please complete the below budget outline. Please note: if the Proponent is proposing both 'Hub' and

**'Spoke' services, 'Spoke' programming budgets will be identified in a separate section.**

*Please note: the exact amount to be released is to be determined at the sole discretion of the Minister.*

| EXPENDITURE CATEGORY                                                                                                                                                                                                                           | ANNUALIZED EXPENDITURE             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
| <b>Service/program (please specify program): 'Hub' Services</b>                                                                                                                                                                                |                                    |
| <b>A. SERVICE DELIVERY STAFFING COSTS</b>                                                                                                                                                                                                      |                                    |
| Client Development Staffing Salaries (include benefits and relief)                                                                                                                                                                             | \$Click or tap here to enter text. |
| <b>B. 'OTHER' SERVICE DELIVERY COSTS</b>                                                                                                                                                                                                       |                                    |
| Supplies and services associated directly with services, supports, and programming provided to clients including supplies and materials, program staff training, program staff travel etc.                                                     | \$Click or tap here to enter text. |
| <b>C. PROGRAM COSTS</b>                                                                                                                                                                                                                        |                                    |
| Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property)                                                                                                                            | \$Click or tap here to enter text. |
| <b>D. FACILITY COSTS</b>                                                                                                                                                                                                                       |                                    |
| Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other'                                                                                                                                    | \$Click or tap here to enter text. |
| <b>E. ADMINISTRATION STAFFING COSTS</b>                                                                                                                                                                                                        |                                    |
| Administrative Staffing Salaries (include benefits)                                                                                                                                                                                            | \$Click or tap here to enter text. |
| <b>F. 'OTHER' ADMINISTRATIVE COSTS</b>                                                                                                                                                                                                         |                                    |
| Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other' | \$Click or tap here to enter text. |
| <b>G. 'OTHER' COSTS NOT IDENTIFIED (please specify)</b>                                                                                                                                                                                        |                                    |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |

|                                      |                                    |
|--------------------------------------|------------------------------------|
|                                      | \$Click or tap here to enter text. |
|                                      | \$Click or tap here to enter text. |
|                                      | \$Click or tap here to enter text. |
|                                      | \$Click or tap here to enter text. |
|                                      | \$Click or tap here to enter text. |
| <b>TOTAL ANNUALIZED 'HUB' BUDGET</b> | \$Click or tap here to enter text. |

## Section 6: FRN 'Hub' Additional Information

Please provide any additional information you deem relevant to the delivery of FRN 'Hub' Services.

Click or tap here to enter text.

## PART C. 'SPOKE' SERVICES

**Instructions:** Only proponents interested in delivering 'Spoke' services are required to complete Part C of the Proponent Response Form. If a proponent is proposing to deliver multiple 'Spoke' services, please identify all separately in the chart below.

### Section 1: FRN 'Spoke' Services

Please provide a description and details relating to your proposed FRN 'Spoke' services and programming:

| Identify Key Activity/Program                                                                                                                                                         | Core Service Delivery Domain<br>(Identify primary domain)                                                                                                                             | Universal/Targeted/Intensive                                                           | Specify Age Cohort<br>(please specify)                                                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Click or tap here to enter text.                                                                                                                                                      | <input type="checkbox"/> Child Development and well-being<br><input type="checkbox"/> Caregiver capacity building support<br><input type="checkbox"/> Social connections and supports | <input type="checkbox"/> U<br><input type="checkbox"/> T<br><input type="checkbox"/> I | <input type="checkbox"/> 0-6 years<br><input type="checkbox"/> 7-13 years<br><input type="checkbox"/> 14 + years<br><input type="checkbox"/> Other (explain below)<br>Click or tap here to enter text. |
| <b>Please provide description of activity/program</b> (include information relating to evidence-informed/supported and best practice approaches):<br>Click or tap here to enter text. |                                                                                                                                                                                       |                                                                                        |                                                                                                                                                                                                        |
| Click or tap here to enter text.                                                                                                                                                      | <input type="checkbox"/> Child Development and well-being<br><input type="checkbox"/> Caregiver capacity building support<br><input type="checkbox"/> Social connections and supports | <input type="checkbox"/> U<br><input type="checkbox"/> T<br><input type="checkbox"/> I | <input type="checkbox"/> 0-6 years<br><input type="checkbox"/> 7-13 years<br><input type="checkbox"/> 14 + years<br><input type="checkbox"/> Other (explain below)<br>Click or tap here to enter text. |
| <b>Please provide description of activity/program</b> (include information relating to evidence-informed/supported and best practice approaches):<br>Click or tap here to enter text. |                                                                                                                                                                                       |                                                                                        |                                                                                                                                                                                                        |
| Click or tap here to enter text.                                                                                                                                                      | <input type="checkbox"/> Child Development and well-being<br><input type="checkbox"/> Caregiver capacity building support<br><input type="checkbox"/> Social connections and supports | <input type="checkbox"/> U<br><input type="checkbox"/> T<br><input type="checkbox"/> I | <input type="checkbox"/> 0-6 years<br><input type="checkbox"/> 7-13 years<br><input type="checkbox"/> 14 + years<br><input type="checkbox"/> Other (explain below)<br>Click or tap here to enter text. |

|                                                                                                                                                                                              |                                                                                                                                                                                       |                                                                                        |                                                                                                                                                                                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Please provide description of activity/program</b> <i>(include information relating to evidence informed/supported and best practice approaches):</i><br>Click or tap here to enter text. |                                                                                                                                                                                       |                                                                                        |                                                                                                                                                                                                               |
| Click or tap here to enter text.                                                                                                                                                             | <input type="checkbox"/> Child Development and well-being<br><input type="checkbox"/> Caregiver capacity building support<br><input type="checkbox"/> Social connections and supports | <input type="checkbox"/> U<br><input type="checkbox"/> T<br><input type="checkbox"/> I | <input type="checkbox"/> 0-6 years<br><input type="checkbox"/> 7-13 years<br><input type="checkbox"/> 14 + years<br><input type="checkbox"/> Other <i>(explain below)</i><br>Click or tap here to enter text. |
| <b>Please provide description of activity/program</b> <i>(include information relating to evidence-informed/supported and best practice approaches):</i><br>Click or tap here to enter text. |                                                                                                                                                                                       |                                                                                        |                                                                                                                                                                                                               |
| Click or tap here to enter text.                                                                                                                                                             | <input type="checkbox"/> Child Development and well-being<br><input type="checkbox"/> Caregiver capacity building support<br><input type="checkbox"/> Social connections and supports | <input type="checkbox"/> U<br><input type="checkbox"/> T<br><input type="checkbox"/> I | <input type="checkbox"/> 0-6 years<br><input type="checkbox"/> 7-13 years<br><input type="checkbox"/> 14 + years<br><input type="checkbox"/> Other <i>(explain below)</i><br>Click or tap here to enter text. |
| <b>Please provide description of activity/program</b> <i>(include information relating to evidence-informed/supported and best practice approaches):</i><br>Click or tap here to enter text. |                                                                                                                                                                                       |                                                                                        |                                                                                                                                                                                                               |
| Click or tap here to enter text.                                                                                                                                                             | <input type="checkbox"/> Child Development and well-being<br><input type="checkbox"/> Caregiver capacity building support<br><input type="checkbox"/> Social connections and supports | <input type="checkbox"/> U<br><input type="checkbox"/> T<br><input type="checkbox"/> I | <input type="checkbox"/> 0-6 years<br><input type="checkbox"/> 7-13 years<br><input type="checkbox"/> 14 + years<br><input type="checkbox"/> Other <i>(explain below)</i><br>Click or tap here to enter text. |
| <b>Please provide description of activity/program</b> <i>(include information relating to evidence-informed/supported and best practice approaches):</i><br>Click or tap here to enter text. |                                                                                                                                                                                       |                                                                                        |                                                                                                                                                                                                               |
| Click or tap here to enter text.                                                                                                                                                             | <input type="checkbox"/> Child Development and well-being<br><input type="checkbox"/> Caregiver capacity building support<br><input type="checkbox"/> Social connections and supports | <input type="checkbox"/> U<br><input type="checkbox"/> T<br><input type="checkbox"/> I | <input type="checkbox"/> 0-6 years<br><input type="checkbox"/> 7-13 years<br><input type="checkbox"/> 14 + years<br><input type="checkbox"/> Other <i>(explain below)</i><br>Click or tap here to enter text. |

## Section 2: FRN 'Spoke' Services Implementation

Please describe how your proposed FRN 'Spoke' service/s will implement, embed, and contribute to the following:

- Appropriate program distribution relating to age cohorts (Section 3.3)
- Core Service Delivery Domains (Section 3.4)
- Appropriate distribution of Prevention and Early Intervention Continuum (Section 3.5)
- Family Resource Network Principle-based Practices (Section 3.6)

Click or tap here to enter text.

## Section 3: FRN 'Spoke' Performance/Outcome Measurement

Relating to FRN 'Spoke' Services, please describe your outcome and performance measurement approach and how it is aligned to outcome areas identified in Section 3.8 'Outcome & Performance Measurement' and the Well-being and Resiliency Framework.

Click or tap here to enter text.

## Section 4: FRN 'Spoke' Budget

For 'Spoke' services (not including 'Hub'-related services and supports) please complete the below budget outline. Please note: if the Proponent is proposing multiple 'Spoke' services and programs (i.e. Home Visitation, Youth Mentorship, Literacy Program etc.) the budget chart must be completed for each unique program/service. Add additional charts as needed.

*Please note: the exact amount to be released is to be determined at the sole discretion of the Minister.*

| EXPENDITURE CATEGORY                                                                                   | ANNUALIZED EXPENDITURE             |
|--------------------------------------------------------------------------------------------------------|------------------------------------|
| Service/program (please specify 'Spoke' program): Click or tap here to enter text.                     |                                    |
| <b>A. SERVICE DELIVERY STAFFING COSTS</b>                                                              |                                    |
| Client Development Staffing Salaries (include benefits and relief)                                     | \$Click or tap here to enter text. |
| <b>B. 'OTHER' SERVICE DELIVERY COSTS</b>                                                               |                                    |
| Supplies and services associated directly with services, supports, and programming provided to clients | \$Click or tap here to enter text. |

|                                                                                                                                                                                                                                                |                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
| including supplies and materials, program staff training, program staff travel etc.                                                                                                                                                            |                                    |
| <b>C. PROGRAM COSTS</b>                                                                                                                                                                                                                        |                                    |
| Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property)                                                                                                                            | \$Click or tap here to enter text. |
| <b>D. FACILITY COSTS</b>                                                                                                                                                                                                                       |                                    |
| Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other'                                                                                                                                    | \$Click or tap here to enter text. |
| <b>E. ADMINISTRATION STAFFING COSTS</b>                                                                                                                                                                                                        |                                    |
| Administrative Staffing Salaries (include benefits)                                                                                                                                                                                            | \$Click or tap here to enter text. |
| <b>F. 'OTHER' ADMINISTRATIVE COSTS</b>                                                                                                                                                                                                         |                                    |
| Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other' | \$Click or tap here to enter text. |
| <b>G. 'OTHER' COSTS NOT IDENTIFIED (please specify)</b>                                                                                                                                                                                        |                                    |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
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|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
| <b>TOTAL ANNUALIZED 'HUB' BUDGET</b>                                                                                                                                                                                                           | \$Click or tap here to enter text. |

| EXPENDITURE CATEGORY                                                                      | <u>ANNUALIZED EXPENDITURE</u>      |
|-------------------------------------------------------------------------------------------|------------------------------------|
| <b>Service/program (please specify 'Spoke' program):</b> Click or tap here to enter text. |                                    |
| <b>A. SERVICE DELIVERY STAFFING COSTS</b>                                                 |                                    |
| Client Development Staffing Salaries (include benefits and relief)                        | \$Click or tap here to enter text. |
| <b>B. 'OTHER' SERVICE DELIVERY COSTS</b>                                                  |                                    |

|                                                                                                                                                                                                                                                |                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
| Supplies and services associated directly with services, supports, and programming provided to clients including supplies and materials, program staff training, program staff travel etc.                                                     | \$Click or tap here to enter text. |
| <b>C. PROGRAM COSTS</b>                                                                                                                                                                                                                        |                                    |
| Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property)                                                                                                                            | \$Click or tap here to enter text. |
| <b>D. FACILITY COSTS</b>                                                                                                                                                                                                                       |                                    |
| Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other'                                                                                                                                    | \$Click or tap here to enter text. |
| <b>E. ADMINISTRATION STAFFING COSTS</b>                                                                                                                                                                                                        |                                    |
| Administrative Staffing Salaries (include benefits)                                                                                                                                                                                            | \$Click or tap here to enter text. |
| <b>F. 'OTHER' ADMINISTRATIVE COSTS</b>                                                                                                                                                                                                         |                                    |
| Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other' | \$Click or tap here to enter text. |
| <b>G. 'OTHER' COSTS NOT IDENTIFIED (please specify)</b>                                                                                                                                                                                        |                                    |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
|                                                                                                                                                                                                                                                | \$Click or tap here to enter text. |
| <b>TOTAL ANNUALIZED 'HUB' BUDGET</b>                                                                                                                                                                                                           | \$Click or tap here to enter text. |

| EXPENDITURE CATEGORY                                                                      | <u>ANNUALIZED EXPENDITURE</u>      |
|-------------------------------------------------------------------------------------------|------------------------------------|
| <b>Service/program (please specify 'Spoke' program):</b> Click or tap here to enter text. |                                    |
| <b>A. SERVICE DELIVERY STAFFING COSTS</b>                                                 |                                    |
| Client Development Staffing Salaries (include benefits and relief)                        | \$Click or tap here to enter text. |

|                                                                                                                                                                                                                                                |                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
| <b>B. 'OTHER' SERVICE DELIVERY COSTS</b>                                                                                                                                                                                                       |                                    |
| Supplies and services associated directly with services, supports, and programming provided to clients including supplies and materials, program staff training, program staff travel etc.                                                     | \$Click or tap here to enter text. |
| <b>C. PROGRAM COSTS</b>                                                                                                                                                                                                                        |                                    |
| Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property)                                                                                                                            | \$Click or tap here to enter text. |
| <b>D. FACILITY COSTS</b>                                                                                                                                                                                                                       |                                    |
| Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other'                                                                                                                                    | \$Click or tap here to enter text. |
| <b>E. ADMINISTRATION STAFFING COSTS</b>                                                                                                                                                                                                        |                                    |
| Administrative Staffing Salaries (include benefits)                                                                                                                                                                                            | \$Click or tap here to enter text. |
| <b>F. 'OTHER' ADMINISTRATIVE COSTS</b>                                                                                                                                                                                                         |                                    |
| Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other' | \$Click or tap here to enter text. |
| <b>G. 'OTHER' COSTS NOT IDENTIFIED (please specify)</b>                                                                                                                                                                                        |                                    |
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| <b>TOTAL ANNUALIZED 'HUB' BUDGET</b>                                                                                                                                                                                                           | \$Click or tap here to enter text. |

| <b>EXPENDITURE CATEGORY</b>                                                               | <b><u>ANNUALIZED EXPENDITURE</u></b> |
|-------------------------------------------------------------------------------------------|--------------------------------------|
| <b>Service/program (please specify 'Spoke' program):</b> Click or tap here to enter text. |                                      |
| <b>A. SERVICE DELIVERY STAFFING COSTS</b>                                                 |                                      |
| Client Development Staffing Salaries (include benefits                                    | \$Click or tap here to enter text.   |

|                                                                                                                                                                                                                                                |                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
| and relief)                                                                                                                                                                                                                                    |                                    |
| <b>B. 'OTHER' SERVICE DELIVERY COSTS</b>                                                                                                                                                                                                       |                                    |
| Supplies and services associated directly with services, supports, and programming provided to clients including supplies and materials, program staff training, program staff travel etc.                                                     | \$Click or tap here to enter text. |
| <b>C. PROGRAM COSTS</b>                                                                                                                                                                                                                        |                                    |
| Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property)                                                                                                                            | \$Click or tap here to enter text. |
| <b>D. FACILITY COSTS</b>                                                                                                                                                                                                                       |                                    |
| Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other'                                                                                                                                    | \$Click or tap here to enter text. |
| <b>E. ADMINISTRATION STAFFING COSTS</b>                                                                                                                                                                                                        |                                    |
| Administrative Staffing Salaries (include benefits)                                                                                                                                                                                            | \$Click or tap here to enter text. |
| <b>F. 'OTHER' ADMINISTRATIVE COSTS</b>                                                                                                                                                                                                         |                                    |
| Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other' | \$Click or tap here to enter text. |
| <b>G. 'OTHER' COSTS NOT IDENTIFIED (please specify)</b>                                                                                                                                                                                        |                                    |
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| <b>TOTAL ANNUALIZED 'HUB' BUDGET</b>                                                                                                                                                                                                           | \$Click or tap here to enter text. |

| EXPENDITURE CATEGORY                                                               | <u>ANNUALIZED EXPENDITURE</u> |
|------------------------------------------------------------------------------------|-------------------------------|
| Service/program (please specify 'Spoke' program): Click or tap here to enter text. |                               |
| <b>A. SERVICE DELIVERY STAFFING COSTS</b>                                          |                               |

|                                                                                                                                                                                                                                                |                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
| Client Development Staffing Salaries (include benefits and relief)                                                                                                                                                                             | \$Click or tap here to enter text. |
| <b>B. 'OTHER' SERVICE DELIVERY COSTS</b>                                                                                                                                                                                                       |                                    |
| Supplies and services associated directly with services, supports, and programming provided to clients including supplies and materials, program staff training, program staff travel etc.                                                     | \$Click or tap here to enter text. |
| <b>C. PROGRAM COSTS</b>                                                                                                                                                                                                                        |                                    |
| Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property)                                                                                                                            | \$Click or tap here to enter text. |
| <b>D. FACILITY COSTS</b>                                                                                                                                                                                                                       |                                    |
| Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other'                                                                                                                                    | \$Click or tap here to enter text. |
| <b>E. ADMINISTRATION STAFFING COSTS</b>                                                                                                                                                                                                        |                                    |
| Administrative Staffing Salaries (include benefits)                                                                                                                                                                                            | \$Click or tap here to enter text. |
| <b>F. 'OTHER' ADMINISTRATIVE COSTS</b>                                                                                                                                                                                                         |                                    |
| Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other' | \$Click or tap here to enter text. |
| <b>G. 'OTHER' COSTS NOT IDENTIFIED (please specify)</b>                                                                                                                                                                                        |                                    |
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| <b>TOTAL ANNUALIZED 'HUB' BUDGET</b>                                                                                                                                                                                                           | \$Click or tap here to enter text. |

## Section 5: FRN 'Spoke' Additional Information

Please provide any additional information you deem relevant to the delivery of FRN 'Spoke' Services.

Click or tap here to enter text.



## STAFF REPORT

**Title:** Cold Lake Library Board Resignation

**Meeting Date:** November 12, 2019

---

**Executive Summary:**

We have received a letter (attached) from Ms. Jeannette Hatta advising that she will be resigning from the Cold Lake Library Board after her attendance at the November 25, 2019 Library Board meeting.

**Background:**

The Cold Lake Library Board consists of a minimum of five (5) members and a maximum of ten (10) members as follows:

- One (1) member of Council
- A minimum of four (4) members and a maximum of nine (9) members-at-large, one (1) of whom may be appointed by 4 Wing Cold Lake and one (1) of whom may be appointed by the M.D. of Bonnyville.

For your information, a copy of Bylaw No. 587-BD-16, which establishes the Cold Lake Library Board, has been attached.

With this resignation, the Cold Lake Library Board will be left with three (3) vacancies. The City of Cold Lake will continue to advertise for vacant positions as needed.

**Alternatives:**

That Council accept, with regret, the resignation of Ms. Jeannette Hatta from the Cold Lake Library Board after her attendance at the November 25, 2019 Library Board meeting.

**Recommended Action:**

That Council accept, with regret, the resignation of Ms. Jeannette Hatta from the Cold Lake Library Board effective after her attendance at the November 25, 2019 Library Board meeting.

**Budget Implications (Yes or No):**

No

**Submitted by:**

Kevin Nagoya, Chief Administrative Officer

Jeannette Hatta

4906 53 ave  
Cold Lake AB  
schmidt713@hotmail.com

October 1, 2019

To The City of Cold Lake Library Board of Directors,

I am sending this letter to notify you that I am resigning my position on the Library Board. My family and I are leaving Cold Lake, so it is no longer possible for me to hold this position.

I want to thank you for the opportunity I had to be involved with the Board and with the Library. I have enjoyed the experience and I will be very sorry to leave.

November 25th 2019 will be my final Board meeting.

Sincerely yours,

*Jeannette Hatta*

**CITY OF COLD LAKE**  
**BYLAW #587-BD-16**  
**CITY OF COLD LAKE LIBRARY BOARD BYLAW**

A BYLAW OF THE CITY OF COLD LAKE IN THE PROVINCE OF ALBERTA, TO ESTABLISH THE COLD LAKE LIBRARY BOARD

**WHEREAS** the *Library Act*, R.S.A. 2000, Chapter L-11, as amended, authorizes Council to establish a municipal library board;

**WHEREAS** Council wishes to establish a Library Board;

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

**SECTION 1 - TITLE**

- 1.1 This Bylaw shall be cited as the “Cold Lake Library Board Bylaw”.

**SECTION 2 - DEFINITIONS**

In this Bylaw,

- 2.1 “Board” means the “The City of Cold Lake Library Board”;
- 2.2 “Council” means the Mayor and Members of Council of Cold Lake;
- 2.3 “CAO” means the CAO of the City of Cold Lake as appointed by Council;
- 2.4 “Member of Council” means an elected member of the Council of Cold Lake;

**SECTION 3 - ESTABLISHMENT**

- 3.1 The Board is hereby established as a municipal library board pursuant to section 3(1) of the *Library Act*, R.S.A. 2000, Chapter L-11, as amended.

**SECTION 4 –MEMBERSHIP**

- 4.1 The Board shall consist of a minimum of five (5) members and a maximum of ten (10) members who shall be appointed by resolution of Council. The Board shall be composed of:
- 4.1.1 One (1) Member of Council; and
- 4.1.2 A minimum of four (4) and a maximum of nine (9) members of the public-at-large, one (1) of whom may be appointed by 4 Wing (Cold Lake) and one (1) of whom may be appointed by the Municipal District of Bonnyville No. 87.
- 4.2 There may be a maximum of two (2) members of the Board who reside in the Municipal District of Bonnyville No. 87 in addition to the member-at-large appointed by the Municipal District of Bonnyville No. 87 who is presumed to also reside in the Municipal District of Bonnyville No. 87. All other persons appointed as members of the Board, shall be residents of the City of Cold Lake and shall remain members of the Board only during such time as they continue to be residents of the City of Cold Lake, unless the Council passes a resolution stating otherwise.
- 4.3 No employee of the library shall be eligible for appointment to the Board.
- 4.4 Members of the Board shall serve their term of office with the Board in a voluntary capacity.

## **SECTION 5 – TERM OF OFFICE**

- 5.1 The term of office for the Board members-at-large shall be for a maximum of three (3) years.
- 5.2 The term of office for the Member of Council shall terminate at the time of a general election, or by resolution of Council.
- 5.3 Notwithstanding section 5.1, all members-at-large may remain in office until their respective successors are appointed.
- 5.4 Board members may apply for re-appointment to the Board at the conclusion of their full term of office, for a maximum of two (2) additional consecutive terms of office, unless at least 2/3 of the whole Council passes a resolution stating that the member may be reappointed as a member for more than three (3) consecutive terms.
- 5.5 In the event of a vacancy occurring prior to completion of the appointed term, the person appointed to fill the vacancy shall hold office for the remainder of the term for the position in which the vacancy has arisen. Completion of the unexpired term shall not be considered a full term appointment.
- 5.6 If any member of the Board is absent from three (3) consecutive meetings or 50% of the regular meetings of the Board, Council, on recommendation from the Board, may declare a vacancy in respect of the office of such member. The member so forfeiting their office shall be considered eligible for reappointment.
- 5.7 Council may, with reason, request in writing the resignation of any member of the Board at any time prior to the expiry date of the member's term of office.
- 5.8 Any member may resign from the Board at any time upon sending a written notice to the Chairperson of the Board advising of the resignation and effective date.

## **SECTION 6 – ROLES AND RESPONSIBILITIES**

- 6.1 The CAO may:
  - 6.1.1 appoint staff, to the Board, subject to approval by Council;
  - 6.1.2 attend meetings of the Board in a non-voting, ex-officio capacity.
- 6.2 The CAO shall, upon being provided a copy of the following documents by the Board, forward to the Minister in accordance with the *Library Act*, R.S.A. 2000, Chapter L-11, as amended and the Libraries Regulation, Alta Reg 141/1998:
  - 6.2.1 a copy of this Bylaw;
  - 6.2.2 a copy of the plan of service;
  - 6.2.3 a copy of the annual report;
  - 6.2.4 a copy of any policy and subsequent revisions established in accordance with section 7 of the Libraries Regulation, Alta Reg 141/1998.
- 6.3 The Board shall
  - 6.3.1 have full management and control of all municipal libraries, subject to any enactment that limits its authority and organize, promote and maintain comprehensive and efficient library services in the City of Cold Lake in accordance with the *Library Act*, R.S.A. 2000, Chapter L-11, as amended, and all regulations thereto;
  - 6.3.2 prepare a budget and an estimate of the money required during the ensuing fiscal year to operate and manage the municipal library and submit this budget and estimate to Council before December 1 of each year;
  - 6.3.3 keep accounts of all receipts, payments, credits and liabilities;
  - 6.3.4 have a person who is not a member of the Board and whose qualifications are satisfactory to Council, review the accounts each calendar year and prepare a financial report in a form satisfactory to Council and submit this report to Council immediately after its completion;



- 6.3.5 keep a minute book containing the signed minutes of all regular and special meetings and provide to the office of the CAO, all passed, signed minutes within 10 days of the meeting at which such draft minutes were approved by the Board;
- 6.3.6 prepare an annual report for Council on the activities of the Board, which must include an evaluation of each member desiring re-appointment and any recommendations to Council for re-appointment, and the skills, knowledge and experience required by applicants for membership;
- 6.3.7 establish policies in accordance with section 7 of the *Libraries Regulation, Alta Reg 141/1998*;
- 6.3.8 establish a plan of service with a mission statement and goals and objectives based on the needs assessment of the City of Cold Lake and annually review the plan of service in accordance with section 13 of the *Libraries Regulation, Alta Reg 141/1998*;
- 6.3.9 shall employ a professional librarian with the qualifications indicated in section 14 of the *Libraries Regulation, Alta Reg 141/1998*;
- 6.3.10 annually complete a report in the form and containing the information required by the Minister in accordance with section 16 of the *Libraries Regulation, Alta Reg 141/1998* and provide this report to the CAO;
- 6.3.11 review this Bylaw annually and make recommendations to Council for changes deemed necessary;
- 6.3.12 do any other such thing as is required by law or as requested by the Minister.

## **SECTION 7 – PROCEEDINGS**

- 7.1 At the first meeting of the Board, and annually thereafter at a meeting of the Board, a chairperson and any other officers considered necessary shall be elected from the Board members by a vote of a simple majority of those members of the Board present. The Member of Council shall not be eligible for the position of Chairperson or Vice-Chairperson.
- 7.2 A regular meeting of the Board shall generally be held at least once a month, the time and place of such regular meeting to be determined by the Board at its first meeting, but may be changed by the Board from time to time as the Board may deem advisable.
- 7.3 Special meetings may be called on twenty-four (24) hours' notice by the chairperson or at the request of a simple majority of the members of the Board. The Board may by unanimous consent waive notice of a special meeting at any time if every member of the Board is present and has signed a waiver of notice of special meeting.
- 7.4 Persons wishing to be heard by the Board shall, unless otherwise decided by the Board, give notice in writing within seventy-two (72) hours of the meeting of the Board at which that person wishes to be heard.
- 7.5 The Board may make rules as are necessary for the conduct of its meetings and its business that are consistent with this Bylaw, the Cold Lake Procedural Bylaw, the *Library Act*, R.S.A. 2000, Chapter L-11, as amended and all regulations, and the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended.
- 7.6 Quorum shall be a simple majority of the voting members of the Board for regular and special meetings of the Board. Only those Board members present at a Board meeting shall vote on any matter before the Board, and in the event of a tie, the motion shall be lost.
- 7.7 The decision of the majority of the members present at a meeting duly convened shall be deemed to be the decision of the whole Board.



**SECTION 8 – LIMITATIONS**

- 8.1 Unless authorized by Council, neither the Board nor any member of the Board shall have the power to pledge the credit of the City in any manner whatsoever nor shall the Board or any member thereof have the power to authorize any expenditure nor appropriate or expend public monies of the City of Cold Lake in any manner whatsoever beyond those expenditures approved in the Library budget.

**SECTION 9 – REPEAL**

- 9.1 Bylaw No. 016-BD-97, and Bylaw No. 130-BD-02, and Bylaw No. 237-BD-05 and Bylaw No. 006-BD-96 are hereby repealed.

**SECTION 10 - ENACTMENT**

- 10.1 This Bylaw shall take effect on the date of passing third and final reading.

**FIRST READING** passed on open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 24<sup>h</sup> day of May, 2016 A.D. on motion by Councillor Lefebvre.

**CARRIED  
UNANIMOUSLY**

**SECOND READING** passed on open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 28<sup>th</sup> day of June, 2016, A.D. on motion by Councillor Lefebvre, as amended.

**CARRIED  
UNANIMOUSLY**

**THIRD READING** passed on open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 28<sup>th</sup> day of June, 2016, A.D. on motion by Councillor Buckle.

**CARRIED  
UNANIMOUSLY**

Executed this 4 day of July, 2016

**CITY OF COLD LAKE**

  
\_\_\_\_\_  
**MAYOR**

  
\_\_\_\_\_  
**CHIEF ADMINISTRATIVE OFFICER**



## STAFF REPORT

**Title:** Cold Lake Library Board Resignation

**Meeting Date:** November 12, 2019

---

**Executive Summary:**

We have received an email (attached) from Ms. Leah Woodford advising that she will be resigning from the Cold Lake Library Board.

**Background:**

The Cold Lake Library Board consists of a minimum of five (5) members and a maximum of ten (10) members as follows:

- One (1) member of Council
- A minimum of four (4) members and a maximum of nine (9) members-at-large, one (1) of whom may be appointed by 4 Wing Cold Lake and one (1) of whom may be appointed by the M.D. of Bonnyville.

For your information, a copy of Bylaw No. 587-BD-16, which establishes the Cold Lake Library Board, has been attached.

With this resignation, the Cold Lake Library Board will be left with three (3) vacancies. The City of Cold Lake will continue to advertise for vacant positions as needed.

**Alternatives:**

That Council accept, with regret, the resignation of Ms. Leah Woodford from the Cold Lake Library Board effective immediately.

**Recommended Action:**

That Council accept, with regret, the resignation of Ms. Leah Woodford from the Cold Lake Library Board effective immediately.

**Budget Implications (Yes or No):**

No

**Submitted by:**

Kevin Nagoya, Chief Administrative Officer

**From:** Leah Woodford <[wood.pro4@gmail.com](mailto:wood.pro4@gmail.com)>  
**Date:** November 1, 2019 at 7:04:17 PM MDT  
**To:** [csloychuk@gmail.com](mailto:csloychuk@gmail.com)  
**Subject:** Leah Woodford

To whom it may concern,

Please accept this email as my letter of resignation from the Cold Lake Public Library Board. This is mutually agreeable consensus between myself and the board as my new employment at the Bonnyville Municipal Library as the Library Manager may create of conflict of interest. Thank-you.  
Leah Woodford

**CITY OF COLD LAKE**  
**BYLAW #587-BD-16**  
**CITY OF COLD LAKE LIBRARY BOARD BYLAW**

A BYLAW OF THE CITY OF COLD LAKE IN THE PROVINCE OF ALBERTA, TO ESTABLISH THE COLD LAKE LIBRARY BOARD

**WHEREAS** the *Library Act*, R.S.A. 2000, Chapter L-11, as amended, authorizes Council to establish a municipal library board;

**WHEREAS** Council wishes to establish a Library Board;

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

**SECTION 1 - TITLE**

- 1.1 This Bylaw shall be cited as the “Cold Lake Library Board Bylaw”.

**SECTION 2 - DEFINITIONS**

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- 2.1 “Board” means the “The City of Cold Lake Library Board”;
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**SECTION 3 - ESTABLISHMENT**

- 3.1 The Board is hereby established as a municipal library board pursuant to section 3(1) of the *Library Act*, R.S.A. 2000, Chapter L-11, as amended.

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- 4.1 The Board shall consist of a minimum of five (5) members and a maximum of ten (10) members who shall be appointed by resolution of Council. The Board shall be composed of:
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- 4.3 No employee of the library shall be eligible for appointment to the Board.
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## **SECTION 6 – ROLES AND RESPONSIBILITIES**

- 6.1 The CAO may:
  - 6.1.1 appoint staff, to the Board, subject to approval by Council;
  - 6.1.2 attend meetings of the Board in a non-voting, ex-officio capacity.
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  - 6.2.1 a copy of this Bylaw;
  - 6.2.2 a copy of the plan of service;
  - 6.2.3 a copy of the annual report;
  - 6.2.4 a copy of any policy and subsequent revisions established in accordance with section 7 of the Libraries Regulation, Alta Reg 141/1998.
- 6.3 The Board shall
  - 6.3.1 have full management and control of all municipal libraries, subject to any enactment that limits its authority and organize, promote and maintain comprehensive and efficient library services in the City of Cold Lake in accordance with the *Library Act*, R.S.A. 2000, Chapter L-11, as amended, and all regulations thereto;
  - 6.3.2 prepare a budget and an estimate of the money required during the ensuing fiscal year to operate and manage the municipal library and submit this budget and estimate to Council before December 1 of each year;
  - 6.3.3 keep accounts of all receipts, payments, credits and liabilities;
  - 6.3.4 have a person who is not a member of the Board and whose qualifications are satisfactory to Council, review the accounts each calendar year and prepare a financial report in a form satisfactory to Council and submit this report to Council immediately after its completion;



- 6.3.5 keep a minute book containing the signed minutes of all regular and special meetings and provide to the office of the CAO, all passed, signed minutes within 10 days of the meeting at which such draft minutes were approved by the Board;
- 6.3.6 prepare an annual report for Council on the activities of the Board, which must include an evaluation of each member desiring re-appointment and any recommendations to Council for re-appointment, and the skills, knowledge and experience required by applicants for membership;
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- 6.3.8 establish a plan of service with a mission statement and goals and objectives based on the needs assessment of the City of Cold Lake and annually review the plan of service in accordance with section 13 of the *Libraries Regulation, Alta Reg 141/1998*;
- 6.3.9 shall employ a professional librarian with the qualifications indicated in section 14 of the *Libraries Regulation, Alta Reg 141/1998*;
- 6.3.10 annually complete a report in the form and containing the information required by the Minister in accordance with section 16 of the *Libraries Regulation, Alta Reg 141/1998* and provide this report to the CAO;
- 6.3.11 review this Bylaw annually and make recommendations to Council for changes deemed necessary;
- 6.3.12 do any other such thing as is required by law or as requested by the Minister.

## **SECTION 7 – PROCEEDINGS**

- 7.1 At the first meeting of the Board, and annually thereafter at a meeting of the Board, a chairperson and any other officers considered necessary shall be elected from the Board members by a vote of a simple majority of those members of the Board present. The Member of Council shall not be eligible for the position of Chairperson or Vice-Chairperson.
- 7.2 A regular meeting of the Board shall generally be held at least once a month, the time and place of such regular meeting to be determined by the Board at its first meeting, but may be changed by the Board from time to time as the Board may deem advisable.
- 7.3 Special meetings may be called on twenty-four (24) hours' notice by the chairperson or at the request of a simple majority of the members of the Board. The Board may by unanimous consent waive notice of a special meeting at any time if every member of the Board is present and has signed a waiver of notice of special meeting.
- 7.4 Persons wishing to be heard by the Board shall, unless otherwise decided by the Board, give notice in writing within seventy-two (72) hours of the meeting of the Board at which that person wishes to be heard.
- 7.5 The Board may make rules as are necessary for the conduct of its meetings and its business that are consistent with this Bylaw, the Cold Lake Procedural Bylaw, the *Library Act*, R.S.A. 2000, Chapter L-11, as amended and all regulations, and the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended.
- 7.6 Quorum shall be a simple majority of the voting members of the Board for regular and special meetings of the Board. Only those Board members present at a Board meeting shall vote on any matter before the Board, and in the event of a tie, the motion shall be lost.
- 7.7 The decision of the majority of the members present at a meeting duly convened shall be deemed to be the decision of the whole Board.



**SECTION 8 – LIMITATIONS**

- 8.1 Unless authorized by Council, neither the Board nor any member of the Board shall have the power to pledge the credit of the City in any manner whatsoever nor shall the Board or any member thereof have the power to authorize any expenditure nor appropriate or expend public monies of the City of Cold Lake in any manner whatsoever beyond those expenditures approved in the Library budget.

**SECTION 9 – REPEAL**

- 9.1 Bylaw No. 016-BD-97, and Bylaw No. 130-BD-02, and Bylaw No. 237-BD-05 and Bylaw No. 006-BD-96 are hereby repealed.

**SECTION 10 - ENACTMENT**

- 10.1 This Bylaw shall take effect on the date of passing third and final reading.

**FIRST READING** passed on open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 24<sup>h</sup> day of May, 2016 A.D. on motion by Councillor Lefebvre.

**CARRIED  
UNANIMOUSLY**

**SECOND READING** passed on open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 28<sup>th</sup> day of June, 2016, A.D. on motion by Councillor Lefebvre, as amended.

**CARRIED  
UNANIMOUSLY**

**THIRD READING** passed on open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 28<sup>th</sup> day of June, 2016, A.D. on motion by Councillor Buckle.

**CARRIED  
UNANIMOUSLY**

Executed this 4 day of July, 2016

**CITY OF COLD LAKE**

  
\_\_\_\_\_  
**MAYOR**

  
\_\_\_\_\_  
**CHIEF ADMINISTRATIVE OFFICER**



## **STAFF REPORT**

**Title:** TC Energy - October 22, 2019 Delegation

**Meeting Date:** November 12, 2019

---

### **Executive Summary:**

Mr. Josh Pentland (Public Affairs) and Ms. Kaili Kasper (Public Affairs) appeared as delegates at Council October 22, 2019 regular meeting of Council with Mr. Sean La Croix (Indigenous Relations) remaining seated in the gallery.

Mr. Pentland and Ms. Kasper presented Council with a power point presentation regarding the proposed new pipeline project occurring in the area, being the Saddle Lake Lateral Loop Project. This proposed project will connect growing natural gas production in Alberta to the growing market demand in northeast Alberta and northwest Saskatchewan.

The components of the project will consist of:

- new pipeline loop
- removal and replacement of the Cold Lake Border Meter Station
- decommissioning of the existing pipeline lateral and the Cherry Grove East Sales Meter Station

An open house, with respect to the project, will be held in Cold Lake the evening of Wednesday, November 20, 2019 at the Lakeland Inn.

Mayor Copeland thanked Mr. Pentland and Ms. Kasper for their informative presentation.

### **Background:**

### **Alternatives:**

### **Recommended Action:**

That Council accept the TC Energy delegation presentation made at the October 22, 2019 regular meeting of Council as information.



**Budget Implications (Yes or No):**

No

**Submitted by:**

Kevin Nagoya, Chief Administrative Officer



City of  
**Cold Lake**

## Delegation Application

To: The Office of the Chief Administrative Officer

I/We, Josh Pentland 403-463-0856 I/We, Kaili Kasper 403-836-6665  
(Name) (Telephone Number) (Name) (Telephone Number)

Mailing Address 450 – 1 Street S.W. Calgary, AB T2P5H1

E-mail Address josh\_pentland@tcenergy.com , kaili\_kasper@tcenergy.com

request to appear as a delegation before Cold Lake City Council at a meeting to be held on October 22nd, 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.

TC Energy wishes to present to the City of Cold Lake Municipal Council on October 22nd regarding a new pipeline project occurring in the area. The TC Energy Public Affairs team will be available to answer questions the council has regarding the proposed project.

\* 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 9/19/2019

Signed [Signature] Date 9/19/2019

Return completed application to the City of Cold Lake

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

Phone: (780) 594-4494 Ext. 7967

Fax: (780) 594-3480

Email: creimer@coldlake.com

Form 11-00-06

FOR INTERNAL USE ONLY

Request Approved by [Signature]

Date Approved for OCT. 22/19

cc: \_\_\_\_\_

☐ Other

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# Proposed Saddle Lake Lateral Loop Project (Cold Lake Section)

October 22, 2019



# Agenda

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1. Safety Moment
2. About TC Energy
3. Saddle Lake Lateral Loop
  - Project Scope
  - Pipeline Crossings
  - Project Activities to Date
4. Project Workforce
5. What to Expect During Construction
6. Site Access
7. Community Benefits
8. Safety and Emergency Response
9. Public Awareness
10. Contact Us

# Safety Moment – Halloween

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## Costumes

- Refrain from using masks
- Light coloured costumes / reflective tape
- Dress for the weather

## Trick-or-Treating

- Adult supervision and/or groups of three or four
- Plan the route
- Bring a cell-phone
- Wait until you're home to eat

## Home Owners

- Shovel/sweep your sidewalk
- Provide lighting if possible
- Be mindful of food allergies



# TC Energy – About our name change

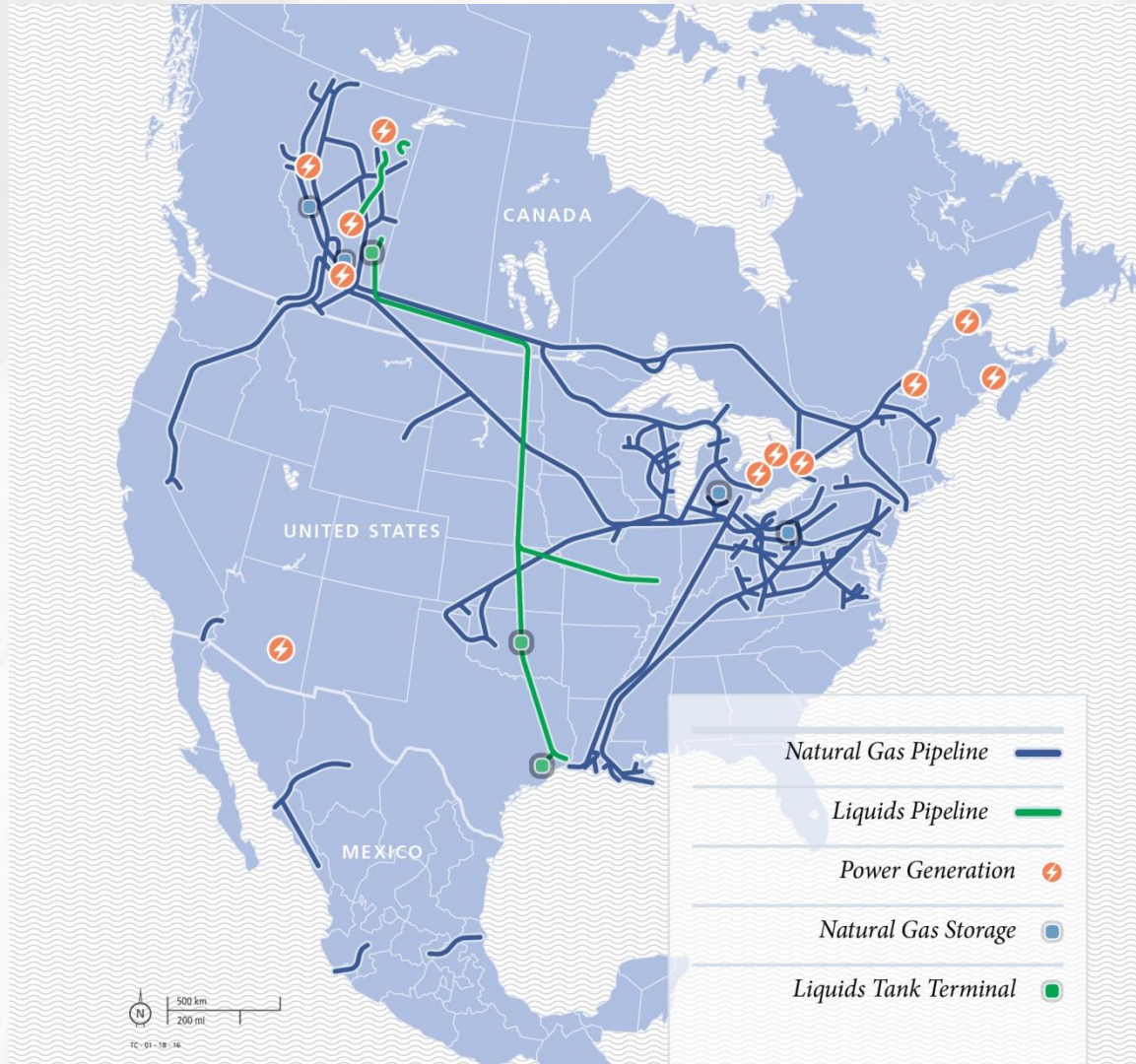
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In May 2019, we changed our name from TransCanada to TC Energy to better reflect the scope of our operations and to reinforce our position as a leading North American energy infrastructure company.

Our new name TC Energy acknowledges TransCanada's proud history developing the energy infrastructure that millions of North Americans rely on every day, while it more clearly articulates the geography and diversity of our complete business – pipelines, power generation and natural gas storage operations in Canada, the U.S. and Mexico.

Whether you know us as TC Energy in English, TC Énergie in French or TC Energía in Spanish, the communities where we operate can continue to count on us to follow through on our commitments and live up to our core values of safety, responsibility, collaboration and integrity in everything we do.

# TC Energy Overview



## One of North America's Largest Natural Gas Pipeline Networks

- Operate 91,900 km (57,100 miles) of pipelines
- Transport ~25 per cent of continental demand
- Over 650 Bcf of gas storage capacity

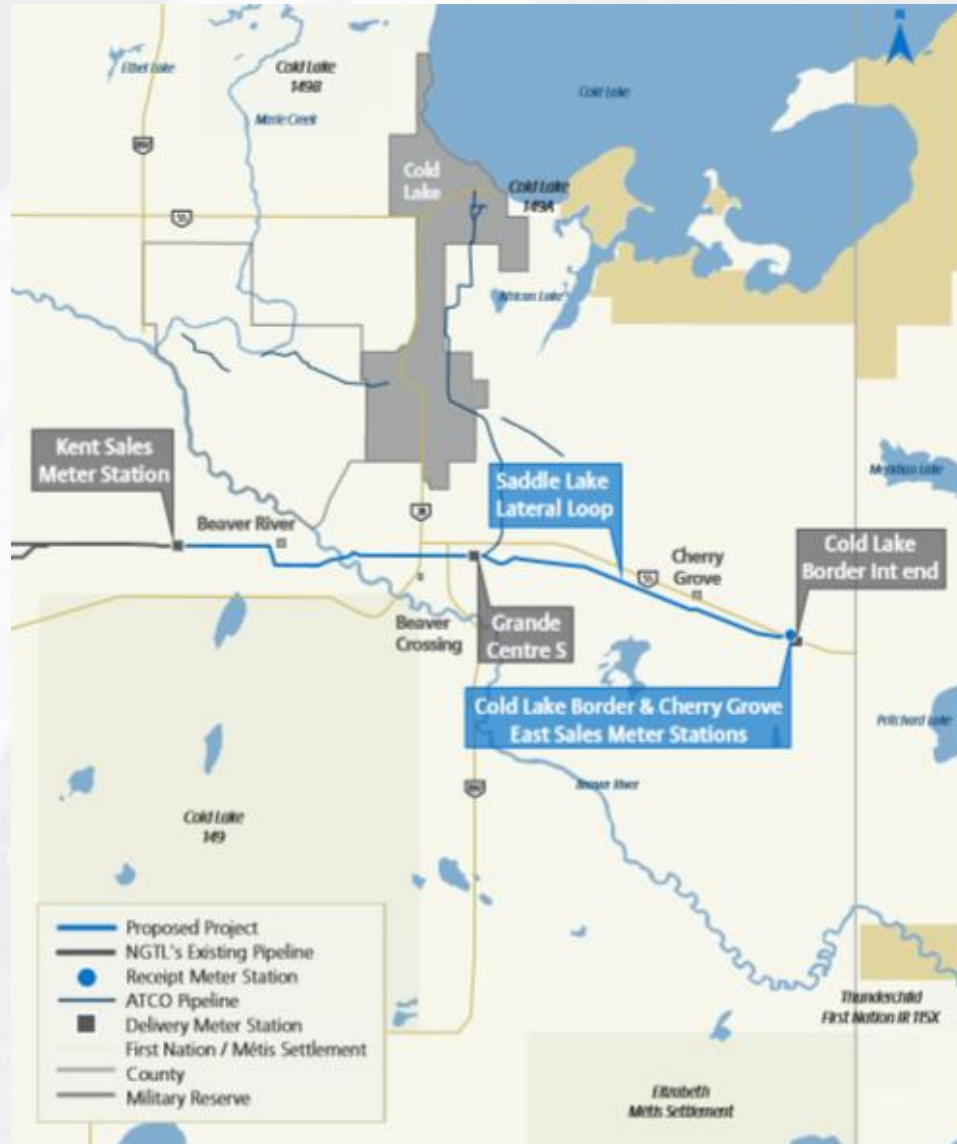
## One of Canada's Largest Private Sector Power Generators

- 11 power facilities, approximately 6,600 MW
- Diversified portfolio, including wind, nuclear and natural gas

## Premier Liquids Pipeline System

- 4,900 km (3,000 miles)
- Keystone: Long-term contracts to ship 555,000 bbl/d
- Safely delivered more than 1.6 billion barrels of Canadian oil to U.S. markets since 2010

# Saddle Lake Lateral Loop



The proposed Project will connect growing natural gas production in Alberta to the growing market demand in northeast Alberta and northwest Saskatchewan

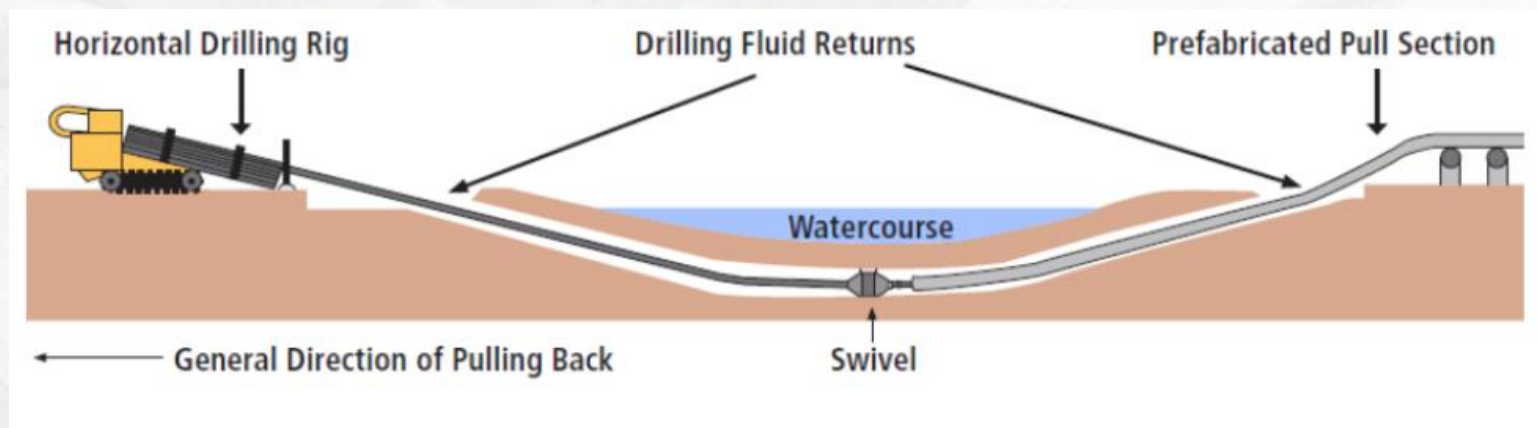
## Components:

- New pipeline loop
- Removal and replacement of the Cold Lake Border Meter Station
- Decommissioning of the existing pipeline lateral and the Cherry Grove East Sales Meter Station

# Pipeline Crossings

The proposed Project consists of several crossings, including:

- Highway crossings
- Road crossings
- Watercourse crossings:
  - Beaver River crossing
    - Horizontal Directional Drilling (HDD)
    - Beaver River crossing is located approximately 6 km southeast of Medley, AB and 12 km southwest of Cold Lake, AB
    - Total approximate horizontal length of 972 m under the Beaver River
    - Total approximate vertical depth of 70 m under the Beaver River



# Project Activities to Date

---

## Q3 2018

Began landowner, Aboriginal, and stakeholder engagement

Began environmental studies, field survey, and technical analysis of the proposed Project

## August 2019

Filed a section 58 application with the NEB

## November 2019

Open house activities in the City of Cold Lake

## Q4 2020

Subject to regulatory approval, commence construction activities

## Q2 2021

In-service date for all applicable Project components

Commence decommission activities

# Project Workforce

---

Estimated 400 workers for construction activities:

- Entry level labourers
- Highly skilled trades
- Local companies and workers
- Indigenous companies and workers

## Supplier Registration

- <https://www.tcenergy.com/operations/vendors/>

# What to Expect During Construction

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- TC Energy pipelines are built to meet or exceed industry and government standards for safety and reliable operation.
- Strive to limit noise, dust and smells throughout construction and operation of the Project.
- Make every effort to minimize the impact of traffic during the life of the Project.

# Site Access

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- No new permanent access roads will be required
- Expansion of Range Road 11
- Temporary Workspace (TWS) for vehicle and equipment Access will be required
- Utilization of existing public and private access roads, and the existing pipeline Right of Way (ROW) will occur

# Community Benefits

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- Community investment opportunities
- Contracting opportunities
  - Planning and Pre-Construction
  - Construction
  - Operations



## Safety and Emergency Response

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- Top quality steel and welding techniques, confirmed by x-ray or ultrasound processes
- Before being placed in service, pipeline integrity is tested under pressure beyond the maximum operating pressure
- 24/7 monitoring by trained personnel at TC Energy's state-of-the-art Gas Control Centre
- Emergency Response Program, coordinated with local first responders
- A 65-year history of building and operating pipelines safely

# Public Awareness

TC Energy's Public Awareness Program shares safety information with the following groups:

- Emergency responders
- Excavators and contractors
- Affected public
  - Landowners, tenants, business owners, and schools
- Public officials
- Municipal staff and elected officials, Indigenous leaders and provincial representatives



# Questions?

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For any inquiries you might have after this presentation, please contact our Public Affairs team:

Public Affairs – Josh Pentland

Phone: (403) 463-0856

Email: [josh\\_pentland@tcenergy.com](mailto:josh_pentland@tcenergy.com)

Public Affairs – Kaili Kasper

Phone: (403) 836-6665

Email: [kaili\\_kasper@tcenergy.com](mailto:kaili_kasper@tcenergy.com)



## STAFF REPORT

**Title:** Request for Funding - Cold Lake Museums - October 22, 2019 Delegation

**Meeting Date:** November 12, 2019

---

**Executive Summary:**

Cold Lake Museums Chairman Chris Holoboff and Curatorial Manager Linda Dunn appeared as delegates at Council's regular meeting of October 22, 2019.

Director of the Cold Lake Air Force Museum and Vice Chair of the Cold Lake Museum Society Major Kael (Kato) Rennie and Curator of the Cold Lake Air Force Museum Ms. Jennifer Ross remained seated in the gallery.

Mr. Holoboff and Ms. Dunn presented Council with the Cold Lake Museums financial statement for the year ending April 30, 2019, and a report on their progress and needs for continued operational funding and "in-kind" support.

The Cold Lake Museums 2020 needs are for continued operational funding and "in-kind" support. The request is for operational funding in the amount of \$131,662.84 (3% increase), and capital and/or in-kind assistance in the amount of \$50,000.00 for assistance with ongoing projects such as:

- Observation Tower
- Wall of Thanks/Gratitude
- Educational Programming
- Cruise Missile Testing Exhibit
- 50th Anniversary of Snowbirds Exhibit
- Commissionaires Shack
- Hallway Displays, Doors, Pest Control, and Grounds Cleanup
- Upper Museums
- Power Plant

Mayor Copeland thanked Mr. Holoboff and Ms. Dunn for their presentation advising that Council would consider the Cold Lake Museums' requests during the City's 2020 budget deliberations.



**Background:**

**Alternatives:**

**Recommended Action:**

That Council accept the Cold Lake Museums delegation presentation made at the October 22, 2019 regular meeting of Council as information and consider the Cold Lake Museums' requests for funding 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, LINDA DUNN 780-573-8047 I/We, CHRIS HALDOFF 780-207-1152  
(Name) (Telephone Number) (Name) (Telephone Number)

Mailing Address P.O. Box 811, Cold Lake, AB T9M 1P2

E-mail Address lindun@telus.net

request to appear as a delegation before Cold Lake City Council at a meeting to be held on OCTOBER 22, 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.

Annual delegation to council to report on Museum progress,  
discuss needs & apply for funding.

Delegation will consist of a slide show re: Cold Lake Museums,  
a verbal report & handouts (financials, etc)

\* 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 Linda Dunn Date Sept 23/19  
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

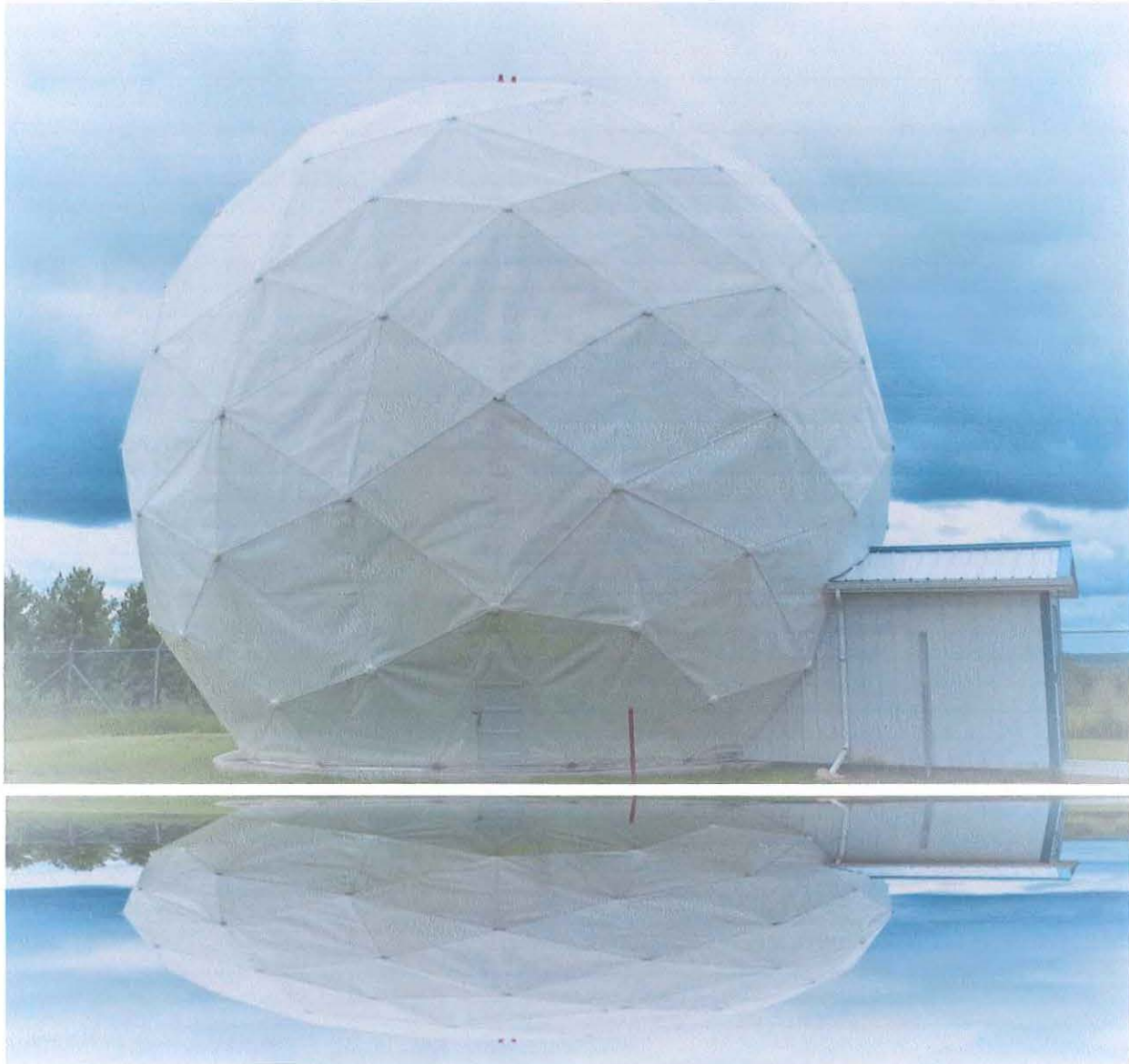
Request Approved by JM

Date Approved for OCT. 22/19

cc: \_\_\_\_\_

☐ Other

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# **COLD LAKE MUSEUMS**

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**ANNUAL PRESENTATION**

**TO THE**

**CITY OF COLD LAKE**

**2019**

## **INTRODUCTION**

The Cold Lake Museums has been in operation for over 2 decades. We have operated out of the current location for a solid 20 years. It is in the past decade or so that we have been able to consistently improve the quality of exhibits, the safety and historical aesthetic of the buildings and the visitor experience. We have continued to make improvements large and small in the site. We have presented to council for approximately 14 years, continually reporting to and engaging the City Council in acquiring the support we have needed. We have always found Council amenable to our presentation and our needs. City Council has proven it is supportive of the museum and culture in our City with its continued support of the museum.


Some of our highlights are readily visible, eg the Dome project, however, we also have much to do and in progress behind the scenes which are as necessary as displays.

We are grateful for what we have accomplished and the help we have received. The City and community deserve thanks because it is a well-known understanding that culture and other leisure activities are not necessarily self-sufficient and require continued support from local governments.

## **HIGHLIGHTS**

---

- Dome opening
  - The most obvious highlight is the Dome Project.
  - This was the culmination of years of dreaming, plotting, planning.
  - This project ups the ante on all future projects.
  - We have become noticeable on our hilltop.
  - Hard to top something like that, but we're not done yet.
- Doors
  - Doors are very exciting to us as they are necessary for pest control and environment control as well as human egress.

- Pest control 
  - This is so vital to a museum there are whole books on the subject.
  - We have been working on this for years and now our doors will help.
- Grounds clean-up
  - Important for both for aesthetics and safety, well maintained grounds are also important for pest control.
  - This makes the grounds projects a priority.
- Visitor numbers
  - After a slight dip in the past couple of years, the visitor numbers are on the rise again with over 4000 visitors this year.
    - Attributable to the Dome project as well as a good word of mouth.
      - Unofficial Visitor Experience Survey concludes that word of mouth is our largest contributor to knowledge of our existence.
    - Increased large tours. (Free to schools)
    - Online presence.
- Staff insights
  - Staff are comfortable, happy and passionate about our work.
  - Summer staff gain real world experiences in dealing with visitors and co-workers and many transferrable skills.
  - Full-time staff make the museum world go round.
  - Staff all trained by Alberta Museums Association
- Volunteers
  - An increase in Volunteers.
  - Working with FCSS.
- Collections
  - One of the last large hurdles, we have now developed a solid plan for managing our collections, based on Alberta Museums Association Guidelines in which all our full-time staff are trained.
  - Implementation this winter.

## THANK YOU



(No more outhouse)

- Water
  - Water has been a hurdle this past year.
  - Water main breaks, etc. Thank you to City Workers for filling our tank so we could continue to work up here.
  - Thank you to City Workers for trenching in a line to the Oil & Gas museum for our staff washroom to operate year round.
  - This allows implementation of our Collections Project.
- Road
  - Beautiful! We look forward to smooth sailing on the entire road in the future.
- Operational funds
  - Thank you for your continued support of the Museum.

## 2020 PROJECTS

---

- Observation Tower
  - We have an existing geo-technical survey
  - Engineered Drawings
  - Quotes from \$60- \$100, 000
  - Beginning fundraising next month
  - Currently exploring making tower accessible year round and after hours
    - Fencing needs to be moved
    - Looking for input about insurance, liability etc, from City

- Wall of Thanks/ Gratitude
  - Founders, supporters, partners, stakeholders
- Educational Programming
  - Community engagement, outreach and in-house
- Cruise missile testing exhibit
  - including point of view of protestors
- 50<sup>th</sup> Anniversary of Snowbirds exhibit
  - Travelling exhibit
- Commissionaires Shack
  - \$10-15,000 estimates
- Hallway displays
- Doors
  - Steel exterior doors
  - New panic hardware on existing exterior doors
- Pest control
- Grounds cleanup
  - Include plans for grounds usage
    - Outdoor displays interpretation and signage
    - Memorial garden
    - Walking path around grounds
    - Picnic area
    - Community use area- festivals, etc
    - Maintained and safe
- Upper Museums
  - Ongoing development
- Power Plant
  - Key to interpretation of site as Cold War Era facility
  - Clean up, renovate office and washroom, connector to hallway
  - Inside and exterior

## NEEDS

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- Continued operational funds
- Continued “in-kind” support.

## ASK

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- Operational funding
  - 3% increase for Operational = \$131, 662.84
- Capital and/or in-kind assistance
  - \$50, 000 for assistance with ongoing projects (above)

## CONCLUSION

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The Cold Lake Museums continue to provide a cultural, educational and entertaining experience to residents and visitors alike. We continue to grow our collection of relevant, experiential, historical artifacts from our local population. We are able to care for our collection in compliance with provincial and federal standards. Our buildings and site continue to improve in safety and usefulness as a community resource. Museum Staff and Volunteers are able to function year round.

JUST FOR FUN...

HOW TO BUILD DOME-

GEOMETRY 101

1. BUILD A BOWL



2. BUILD A LID



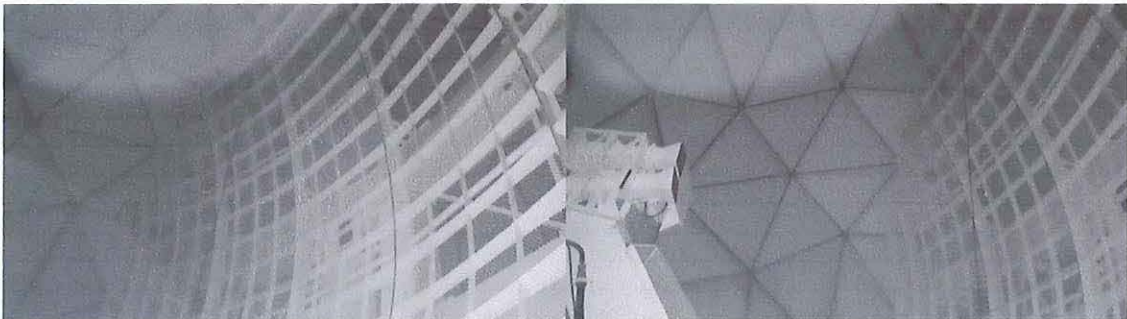
3. PUT LID ON BOWL



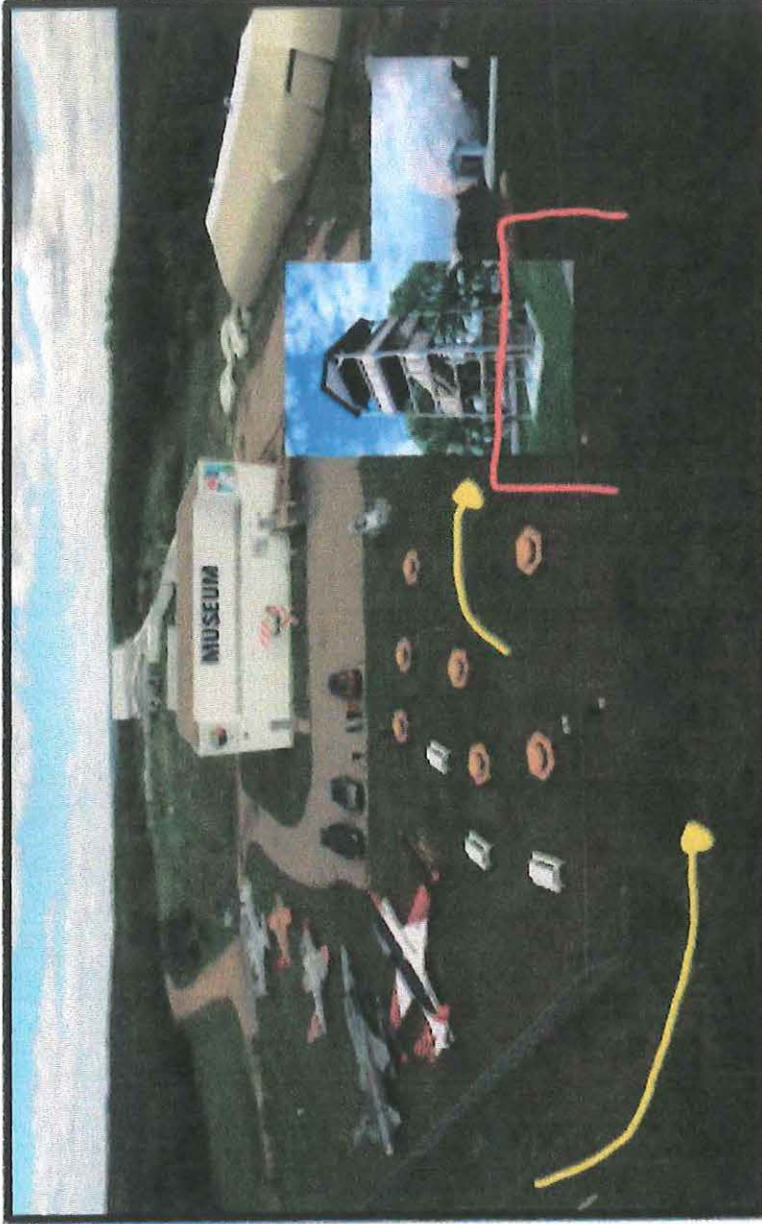
#### 4. VOILA



#### 5. Oh and build a fancy door into it so we can look inside.



## Proposed Tower location



**TRI-TOWN MUSEUM SOCIETY**  
**FINANCIAL STATEMENT**  
**FISCAL YEAR END APRIL 30, 2019**

**ASSETS**

|                           |               |                      |
|---------------------------|---------------|----------------------|
| Cash – Bank               | \$ 111,898.23 |                      |
| Less: Outstanding cheques | \$ <u>NIL</u> |                      |
| <b>Total Assets</b>       |               | <b>\$ 111,898.23</b> |

**LIABILITIES**

|                          |               |                      |
|--------------------------|---------------|----------------------|
| Equity                   | \$ 111,898.23 |                      |
| <b>Total Liabilities</b> |               | <b>\$ 111,898.23</b> |

**Opening Balance April 30, 2018**

**\$ 209,862.32**

**INCOME**

|                      |                 |
|----------------------|-----------------|
| Entry Donations      | \$ 2,902.12     |
| City Operating Grant | \$ 127,828.00   |
| MD Operating Grant   | \$ 25,000.00    |
| Employment Grants    | \$ 15,355.38    |
| Interest Earned      | \$ <u>83.77</u> |

**Total Income** **\$ 171,139.94**

**DISBURSEMENTS**

|                               |                     |
|-------------------------------|---------------------|
| Supplies                      | \$ 6.81             |
| Utilities                     | \$ 11,188.08        |
| Building Repair & Maintenance | \$ 12,016.07        |
| Other – Expense Reimbursement | \$ 3,267.82         |
| Insurance                     | \$ 1,354.36         |
| Memberships                   | \$ 337.75           |
| Advertising and Promotion     | \$ 2,525.88         |
| Dome Project - Capital        | \$ 96,551.18        |
| Wages and Benefits            | \$ 102,306.27       |
| Receiver General              | \$ <u>39,549.81</u> |

**Total Disbursements** **\$ 269,104.03**

**Closing Balance April 30, 2019**

**\$ 111,898.23**

This Financial Statement has been reviewed, examined and approved by:

  
\_\_\_\_\_  
Mark Power  
Secretary / Treasurer

*Sept. 16/19*  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Chris Holoboff  
Vice-President / Auditor

*Sept 16/19*  
\_\_\_\_\_  
Date



## STAFF REPORT

**Title:** Request for Funding - Cold Lake Alpine Ski Society

**Meeting Date:** November 12, 2019

---

### **Executive Summary:**

The Cold Lake Alpine Ski Society is preparing to host their 5<sup>th</sup> annual sanctioned Alberta Alpine Nancy Greene Ski Race on January 18 & 19, 2020 (letter attached). The race will bring 100-150 young ski racers from 4-17 years of age and their families to the area for a two-day ski competition called the "Kinosoo Ridge Blizzard Blast". The Cold Lake Alpine Ski Society are seeking sponsorship in order to make this an outstanding experience for those attending and as such, are requesting Council's consideration for the City of Cold Lake to once again be the only Double Black Diamond Sponsor in the amount of \$2,500.00.

### **Background:**

The Cold Lake Alpine Ski Society is preparing to host their 5th annual sanctioned Alberta Alpine Nancy Greene Ski Race on January 18 & 19, 2020 (letter attached). The race will bring almost 100-150 young ski racers from 4-17 years of age and their families to the area for the two-day ski competition called the "Kinosoo Ridge Blizzard Blast". The Cold Lake Alpine Ski Society are seeking sponsorship in order to make this an outstanding experience for those attending and as such, are requesting Council's consideration for the City of Cold Lake to once again be the only Double Black Diamond Sponsor in the amount of \$2,500.00.

The Double Black Diamond Sponsor is intended to help the Cold Lake Alpine Ski Society provide a "warm welcome" to racers and their families to Cold Lake through a racers "Welcome Bag". The bag will include a t-shirt, a snack, hand warmers, and other trinkets that make kids smile.

In 2016, 2017, 2018 & 2019, Council provided sponsorship to the Cold Lake Alpine Ski Society's annual Alpine Ski Race by way of becoming a "Double Black Diamond Sponsor" in the amount of \$2,500.00 each year.

Council also indicated for the 3<sup>rd</sup> annual event that there was no need for the Double Black Diamond Sponsor to be exclusive, and Council gave their permission to the Society to offer the Double Black Diamond Sponsor to other sponsors.

For reference purposes, we've attached Policy No. 097-RC-07 Recreation and Culture Grant Policy for reference purposes.



In accordance to the City of Cold Lake's Recreation and Culture Grant Program, Council may consider any request for funding for an event with a clear and structured fund raising program.

In its' 2019 budget, Council budgeted \$60,000 plus an additional \$60,000 (Resolution No. CRM20190625.1010) for sponsoring functions, goodwill, and other activities for the staff and community. To date, without consideration of this request or any others on the November 12, 2019 agenda, \$65,045.00 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.

Council's goodwill budget for 2020 has not been approved. To date, \$0.00 has formally been allocated from the 2020 Council Goodwill budget.

**Alternatives:**

- That Council provide sponsorship by way of becoming a "Double Black Diamond Sponsor", in the amount of \$2,500.00, towards the Cold Lake Alpine Ski Society's Alberta Alpine Nancy Greene Ski Race being held January 18 & 19, 2020.
- That Council provide an alternate level of sponsorship towards the Cold Lake Alpine Ski Society's Alberta Alpine Nancy Greene Ski Race being held January 18 & 19, 2020.
- That Council defeat a motion to provide sponsorship towards the Cold Lake Alpine Ski Society's Alberta Alpine Nancy Greene Ski Race being held January 18 & 19, 2020.

**Recommended Action:**

That Council authorize the City to purchase a sponsorship by way of becoming a "Double Black Diamond Sponsor", in the amount of \$2,500.00, towards the Cold Lake Alpine Ski Society's 5<sup>th</sup> annual sanctioned Alberta Alpine Nancy Greene Ski Race being held January 18 & 19, 2020 with funds to come from Council Goodwill (1-2-11-20-229) for 2020.

**Budget Implications (Yes or No):**

Yes

**Submitted by:**

Kevin Nagoya, Chief Administrative Officer



October 22, 2019

City of Cold Lake

Dear Mayor and Council,

We want to extend a huge thank you for your support of the Kinosoo Blizzard Blast as a Sponsor for our local ski race hosted in March 2019. It was a huge success and your support made a big difference.

The Kinosoo Blizzards are preparing for another exciting winter of alpine ski racing with our growing team of almost 50 young athletes (ages 4 -17). We have started off with six weeks of dryland training to prep for the season and are hoping to be on snow by the first weekend of December. We are also organizing our fifth annual sanctioned Alberta Alpine Nancy Greene Ski Race on January 18th & 19th, 2020. The race will bring 100-250 young ski racers and their families to the area for the weekend. The response from north zone ski families about our race has been extremely positive.

We would like to request the support of the City of Cold Lake as the only Double Black Diamond Sponsor for our annual race - The Blizzard Blast. The Double Black Diamond Sponsor is intended to help us to provide a "Warm Welcome" to all our guests. The details of the sponsorship deliverables are included in the attached package. In addition to the City of Cold Lake logo on the race t-shirts, you will also receive your logo on the provincial race notice, acknowledgement via signage and announcements at the event itself and a ton of smiles from our racers and volunteers.

We appreciate your ongoing support of our team and consideration in supporting this very unique sporting opportunity being hosted right here in Cold Lake.

Thank you,

Shawna Ilchuk  
Sponsorship & Grants Co-ordinator  
Kinosoo Blizzards Alpine Ski Team  
780-812-1391  
shawnailchuk@gmail.com

**If you would like to send a cheque( made payable to C.L.A.S.S) I can be contacted for pick-up or mailed to:**

**PO Box 441  
Ardmore, AB  
T0A 0B0**



## Sponsorship Opportunities and Deliverables

# Kinosoo Blizzards Alpine Ski Team

Dear Prospective Sponsor,



On behalf of the Kinosoo Blizzard ski racers and their families, we are excited about the 2019-2020 ski racing season and hosting our fifth annual Nancy Greene provincial ski race at our home ski hill, Kinosoo Ridge, this January 18 & 19, 2020. The race will bring 150-250 youth from 4 – 12 years of age and their families to the area for a two-day sanctioned Alberta Alpine ski competition called the Blizzard Blast.



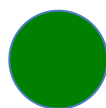
The Kinosoo Blizzards are a non-profit organization dedicated to athlete development in alpine ski racing. The club is 100% volunteer run including all coaching and administration. For the 2019/20 season the club has 48 skiers from 4 – 17 years of age and 8 volunteer coaches.

We are very excited about the opportunity to showcase our community to other clubs from around the province. In order to make this a premium event we will be relying heavily on community volunteers and prospective sponsors like you.

We hope you will consider one of the following packages in support of this very worthwhile event.

# Sponsorship Opportunities and Deliverables

## Green Circle Sponsors –Sponsors 25 Opportunities Available \$250.00



*This is a unique opportunity to sponsor one of the twenty five race gates that will be used over the two day race. Race Fence sponsorship is used to cover expenses related to the race operations such as race equipment and required course officials being brought from out of town.*



## Blue Square Sponsor – Awards and Acknowledgements 6 Opportunities Available \$500.00

*Our blue square sponsors will be the hosts of the event awards ceremony events. From door prizes to racer ribbons and medals these sponsors are key to successfully acknowledging the achievements of our young athletes and the many volunteers.*

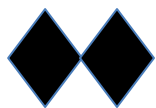


## Black Diamond Sponsor – Yummies and Munchies 3 Opportunities Available \$1000

*Our Black Diamond Sponsors will be the special host of the Racers Lunch on Saturday, Racers Lunch on Sunday or to provide lunches and other thank-you acknowledgement to the many volunteers that support the race event.*



## Sponsorship Opportunities and Deliverables



**Double Black Diamond Sponsor – A Warm Welcome**  
**1 Opportunity Available**  
**\$2500**

*Our Double Black Diamond sponsors will help us to provide a very warm welcome to racers and their families to Cold Lake through a racers “Welcome Bag”. The bag will include a t-shirt, a snack, hand warmers and other trinkets that make kids smile!*

## Sponsorship Opportunities and Deliverables

| <b>Sponsor Benefit</b>                                                                                      | <b>Green Circle Sponsors (25)</b> | <b>Blue Square Sponsors (6)</b> | <b>Black Diamond Sponsors (3)</b> | <b>Double Black Diamond Sponsor</b> |
|-------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------------------------|-----------------------------------|-------------------------------------|
| Race course acknowledgement signage on race days                                                            | X                                 | X                               | X                                 | X                                   |
| Company logo or personalized message on the race program included in the welcome bag provided to each racer | X                                 | X                               | X                                 | X                                   |
| Listed as a sponsor on C.L.A.S.S. Social Media                                                              | X                                 | X                               | X                                 | X                                   |
| Opportunity (if desired) to include a token in each racers welcome bag                                      | X                                 | X                               | X                                 | X                                   |
| On hill acknowledgement of your sponsorship by race announcer throughout two-day race event                 | X                                 | X                               | X                                 | X                                   |
| Acknowledgement of sponsorship during awards ceremony presentations including signage                       |                                   | X                               | X                                 | X                                   |
| Logo provided on provincially distributed Race Notice via Alberta Alpine to all ski clubs in the province   | X                                 | X                               | X                                 | X                                   |
| Logo on race t-shirt provided to all racers as a keepsake of their visit to Cold Lake                       |                                   |                                 |                                   | X                                   |
| A ton of smiles, fun and a memorable experience for racers, their families and all the volunteers           | X                                 | X                               | X                                 | X                                   |

## Sponsorship Opportunities and Deliverables



For further information on how to support the Blizzard Blast please contact Shawna Ilchuk at 780-812-1391 or Email: [shawnailchuk@gmail.com](mailto:shawnailchuk@gmail.com)

\*All contents are subject to approval by the C.L.A.S.S. Board Sponsors must provide logo.



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## Recreation & Culture Grant Policy

**POLICY NUMBER: 097-RC-07**

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Approval Date: March 13, 2007  
Motion Number: 2007-034  
Supersedes: 070-FN-00

Revise Date: July 12, 2016  
Repeal Date:  
Review Date:

---

### **1.0 Policy Intent**

The City of Cold Lake is committed to developing a fair grant policy that supports funding to develop or enhance comprehensive and diverse recreation and culture programs within the community.

### **2.0 Purpose**

The main objective of the Recreation and Culture Grant Policy is to provide occasional grant funding to non-profit organizations within the City of Cold Lake, in order to assist in developing and enhancing recreation and cultural programming.

### **3.0 Policy Statement**

#### **3.1 Definitions:**

##### **3.1.1 “Non-profit Organization”**

An association, club, or society that is operated exclusively for social welfare, civic improvement, pleasure, recreation, or any other purpose except profit. No part of the organization’s income can be payable to or available for the personal benefit of any proprietor member, or shareholder.

#### **3.2 Application Criteria**

3.2.1 An organization applying for the Grant must be a “non-profit organization” in good financial standing with the City and be based within the boundaries of the City. Regional teams could be considered.

- 3.2.2 An individual applying for the Grant must be endorsed by and a member of a registered non-profit society in good standing with the City and be based within the boundaries of the City.
- 3.2.3 The organization or individual considered must demonstrate need for financial support. An application must be submitted in advance of expenditures for a program, event, training or travel.
- 3.2.4 An organization must not have received funding from City Council or other City Departments in the same fiscal year for the same purpose or projects.
- 3.2.5 The organization's activities must contribute to developing, stimulating and improving recreation and culture within the City.
- 3.2.6 Organizations seeking funding from multiple sources shall be considered favorably.
- 3.2.7 The organization must acknowledge the contribution from the City in any public communications such as brochures or pamphlets.
- 3.2.8 The grant will not fund:
  - 3.2.8.1. Administrative costs such as personnel expenses, non-program related space rental, insurance, utilities, office supplies, fund-raising expenses and legal fees;
  - 3.2.8.2. Individuals, unless they have the written support of the non-profit organization they are involved with; and
  - 3.2.8.3. Events or programs where the organization applying is serving alcohol.

#### **4.0 Managerial Guidelines**

##### **4.1 Categories of Support**

###### **4.1.1 Development Grant**

The purpose of this grant is to encourage and support new recreation and cultural events in the community. The Development Grant will fund:

- new initiatives by established non-profit organizations;
- provide seed funding for the development of recreation and culture programs by new non-profit organizations.

New organizations or new initiatives, by established eligible non-profit organizations, may be considered for developmental grants for a period of two consecutive years up to a maximum of \$2,000.00 each year, after which they may be considered under other grant categories subject to funding availability.

#### 4.1.2 Special Event Grant

The purpose of this grant is to encourage and support diverse and comprehensive recreation and culture, special events or tournaments within the City. The Special Event Grant will fund:

- new tournaments or special programs expected to bring non-local participants into the community;
- new or unique recreation and culture events within the City.

Events being offered outside the City will not be funded under this grant.

Up to a maximum of \$1,000.00 per organization per event each calendar year will be considered. Annual or regularly occurring events will not be eligible.

#### 4.1.3 Travel Grant

The purpose of this grant is to assist individuals, teams and cultural groups, participating in athletic or cultural events, individually or as a team, who have qualified to compete at a provincial, national or international level.

The Travel Grant guidelines:

- will fund fuel, meals and accommodations associated with travel to competition;
- individuals applying must have written support from an umbrella non-profit organization and must provide receipts, for associated travel costs, upon return; and
- qualifying teams may not request support for each individual member.

Up to a maximum of \$500.00 per individual per calendar year will be considered. Up to a maximum grant of \$1,000.00 per team per year will be considered.

#### 4.1.4 Equipment Grant

The purpose of this grant is to assist new or established non-profit organizations operating within the City of Cold Lake in repairing or purchasing equipment necessary to run programs or enhance existing programs.

The Equipment Grant guidelines:

- up to a maximum of \$500.00 per organization per calendar year;
- educational institutions are not eligible for this grant.

#### 4.1.5 Leadership Grant

The purpose of this grant will be to assist with the development of coaches', officials' and cultural group leaders' who are interested in upgrading their skills and knowledge for the greater benefit of the organization and community. The training clinic/ opportunity must not be available within the City of Cold Lake or be an annual or regular event that is held within the City of Cold Lake.

The Leadership Grant guidelines:

- individual coaches, officials' and cultural group leaders who are applying for this grant must have written support from an umbrella non-profit organization in which they currently or upon completion will be offering these skills to the organization; and
- will fund registration fees, fuel, meals and/ or accommodations associated with attendance at the clinic.

This grant is a 50:50 matching grant with the City willing to match up to a maximum of \$750.00 per individual and/or \$2000.00 per organization per calendar year.

## 4.2 Evaluation Criteria

The Recreation and Culture Advisory Committee will assess applications on the basis of the following criteria as they pertain to the purpose of the grants:

- New initiatives
- Program quality
- Community need, services and support

- Financial need
- Target audience and membership
- Quantity and quality of impact on the community
- Availability of grant funds

#### 4.3 Reporting on Funding Received

- 4.3.1 A Final Report is required from the recipient upon completion of the funded program, project, training or purchase. Grant Summary Report forms are to be completed no later than 30 days following the expense.
- 4.3.2 If all funds have not been used for the intended or closely related purpose, the surplus must be returned to the City.
- 4.3.3 The City reserves the right to publish the name of an organization or individual in receipt of grant funding, the grant type and dollar value and any outcomes achieved by the recipient in any future publications made by the City.
- 4.3.4 Any change to the program, project, training or purchase must be explained in writing to the City. The City reserves the right to refuse expenses where changes no longer align with grant criteria.
- 4.3.5 All grants must be expended for the purposes requested for unless written authorization from the City has been received to do otherwise.

#### 4.4 Other Funding Requests

- 4.4.1 Where a request for funding is not covered under an existing grant policy or program offered by the City of Cold Lake or is excluded based on the criteria of an existing policy/ program, the organization may wish to make an application directly to Council for funding consideration. Such an application should be addressed to Mayor and Council and clearly outline the following general information:
- the name, address and telephone number of the organization making the application;
  - the name of the primary contact person for the application and their contact information if different from the organization;
  - the status of the organization making the application (not-for-profit, registered charity, government, for profit, etc...);
  - a clear indication of the request being made; and

- details on how the contribution will be acknowledged if approved.
- economic impact of the program, event or equipment on the City of Cold Lake.

4.4.2 Further to the general information, the application shall include the following specific details dependent on the request being made:

4.4.2.1. In the case that the application for funding is for a program or event:

- the name, date and location of the program or event that funds are being requested for;
- a general description of the program or event and its purpose;
- details of where any surplus generated from the event will be allocated to;
- a list of other organizations and the dollar amount that additional funding has been requested from;
- a detailed event budget (Only an event budget is necessary unless the request exceeds \$2000); and
- any additional information deemed appropriate to making a decision regarding the application.

4.4.2.2. In the case that the application for funding is for equipment or other material asset:

- details of the asset for which funding is being request;
- a description of the function/ uses and need for such an equipment within the organization and the benefit it would have to the greater community;
- demonstration of financial need by the organization including an understanding of fundraising efforts already completed or in progress;
- details of other funders either confirmed or in process; and
- any additional information deemed appropriate to making a decision regarding the application.

- 4.4.2.3. In the case that the application for funding is based on a structured fundraising program (i.e. Bronze, Silver, Gold Sponsorship) and a detailed fundraising package is available, the cover letter only needs to cover details not outlined in such a package.
- 4.4.2.4. In the case that the application for funding exceeds \$2000.00 (two thousand dollars) the organization making application shall provide the last audited financial statements of the organization as a whole (except where a structured fundraising package is being used).
- 4.4.2.5. Council reserves the right to ask any applicant to attend as a delegation to Council to speak about an application. In the case the application for funding exceeds \$10,000 (ten thousand dollars) the organization making application shall make a delegation to Council.

Approval of an expense in one fiscal year does not imply ongoing support for a program or event or the replacement of equipment in future years.

Applications shall be received at least 30 days prior to the event to allow appropriate time for consideration by Council.

## 5.0 References

## 6.0 Persons Affected

Community Services Department  
Corporate Services  
Recreation and Culture Advisory Committee

## 7.0 Revision/Review History

- Supersedes Policy 070-FN-00
- Repealed by Motion 2007-036 on March 13, 2007
- Amended October 28, 2014, Motion No. CM20141028.1006
- Amended November 25, 2014, Motion No. CM20141125. 1027
- Amended July 12, 2016, Motion No. 20160712.1005

July 21, 2016

Date

July 26 2016

Date



Chief Administrative Officer



Mayor



## STAFF REPORT

**Title:** Request for Funding - Grand Centre Golf and Country Club

**Meeting Date:** November 12, 2019

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**Executive Summary:**

The Grand Centre Golf and Country Club have been working on their hole sponsor program for the year. They use the revenue from the hole sponsors to fund capital expenditures and programs (equipment, junior programs, infrastructure upgrades). They have a couple of holes available and are wondering if the City of Cold Lake would be interested in sponsoring the Club.

**Background:**

The Grand Centre Golf and Country Club has submitted the following to the City of Cold Lake to consider to sponsor Club:

Hole Sponsor Program

Five (5) Years

\$10,000.00 + GST (one-time payment)

Benefits:

Cedar signage on the designated hole

Signage above pro-shop front counter

Golf package options at the start of every year

Golf Options:

Two (2) memberships OR

One (1) membership and twenty-five (25) passes\* OR

Fifty (50) passes\*

\*Passes carry over year to year and can be handed out to whoever

For reference purposes, we've attached Policy No. 097-RC-07 Recreation and Culture Grant Policy for reference purposes.

In accordance to the City of Cold Lake's Recreation and Culture Grant Program, Council may consider any request for funding for an event with a clear and structured fund raising program.

In its' 2019 budget, Council budgeted \$60,000 plus an additional \$60,000 (Resolution No. CRM20190625.1010) for sponsoring functions, goodwill, and other activities for the



staff and community. To date, without consideration of this request or any others on the November 12, 2019 agenda, \$65,045.00 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.

**Alternatives:**

- That Council authorize the City to provide sponsorship in the Grand Centre Golf and Country Club Hole Sponsorship Program in the amount of \$10,000.00 + GST with funds to come from Council Goodwill (1-2-11-20-229).
- That Council defeat a motion to authorize the City to provide sponsorship in the Grand Centre Golf and Country Club Hole Sponsorship Program in the amount of \$10,000.00 + GST.
- That Council pass a motion to respectfully decline the opportunity provide sponsorship to the Grand Centre Golf and Country Club Hole Sponsorship Program.

**Recommended Action:**

That Council pass a motion to respectfully decline the opportunity provide sponsorship to the Grand Centre Golf and Country Club Hole Sponsorship Program.

**Budget Implications (Yes or No):**

Yes

**Submitted by:**

Kevin Nagoya, Chief Administrative Officer

From: Grand Centre G&CC <[grandcentregolf@gmail.com](mailto:grandcentregolf@gmail.com)>  
Date: Nov. 4, 2019 1:11 p.m.  
Subject: Hole Sponsorship  
To: Craig Copeland <[CCopeland@coldlake.com](mailto:CCopeland@coldlake.com)>  
Cc:

Hi Craig,

I hope all is well.

I have been working on our hole sponsor program for the year. We use the revenue from the hole sponsors to fund capital expenditures and programs (equipment, junior programs, infrastructure upgrades). I have a couple of holes available and I was wondering if the City of Cold Lake would be interested in sponsoring a hole?

**HOLE SPONSOR PROGRAM**

**5 YEARS**

**\$10,000 + GST (onetime payment)**

**Benefits:**

Cedar signage on the designated hole

Signage above proshop front counter

Golf package options at the start of every year

**Golf Options:**

2 memberships OR

1 membership and 25 passes OR

50 passes

\*passes carry over year to year and can be handed out to whoever.

Thanks,

***DEAN WANDLER***



**GRAND CENTRE GOLF AND COUNTRY CLUB**

**General Manager/Superintendent**

**(780)594-2121 ex. 2**





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## Recreation & Culture Grant Policy

**POLICY NUMBER: 097-RC-07**

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Approval Date: March 13, 2007  
Motion Number: 2007-034  
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The Recreation and Culture Advisory Committee will assess applications on the basis of the following criteria as they pertain to the purpose of the grants:

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- economic impact of the program, event or equipment on the City of Cold Lake.

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Applications shall be received at least 30 days prior to the event to allow appropriate time for consideration by Council.

## 5.0 References

## 6.0 Persons Affected

Community Services Department  
Corporate Services  
Recreation and Culture Advisory Committee

## 7.0 Revision/Review History

- Supersedes Policy 070-FN-00
- Repealed by Motion 2007-036 on March 13, 2007
- Amended October 28, 2014, Motion No. CM20141028.1006
- Amended November 25, 2014, Motion No. CM20141125. 1027
- Amended July 12, 2016, Motion No. 20160712.1005

July 21, 2016

Date

July 26 2016

Date

J. M. H.

Chief Administrative Officer

U

Mayor



## STAFF REPORT

**Title:** Request for Funding - Northern Lights Library System 2020 Levy Increase

**Meeting Date:** November 12, 2019

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### **Executive Summary:**

Attached is a letter from the Northern Lights Library System (NLLS) Board advising that the NLLS Budget Committee is requested a 2% increase in membership fees to be voted on by the board representatives at the November 23, 2019 NLLS Board meeting. NLLS has proposed a budget that includes a \$0.11 per capita levy increase for municipalities and their library boards. The NLLS Board will be requesting a resolution of Council to support the proposed increase from \$5.15 per capita to \$5.26. If supported, the total levy from the City of Cold Lake for 2020 would be \$78,694.86 which would be an increase of \$1,645.71. The 2018 increase was \$0.08 per capita \$5.07 to \$5.15 per capita based on a population of 14,961. We attached a draft budget dated September 21, 2019 for reference purposes.

### **Background:**

Upon approval by the NLLS of the annual budget NLLS provides the members with notification of the approved increase. In order for the increase to come into effect the NLLS agreement must be amended. The amendment formula requires written notification from 2/3 of the Parties to the Agreement, that they have so authorized such an amendment. The City would respond to the question with a motion from Council by a proposed date.

It should be noted that some concerns have been raised by some of the membership relating to the proposed 2% light of municipal budget constraints while others have remained neutral at this time. It is understood that the NLLS previous projected 1.5% increase in membership fees.

### **Alternatives:**

Council may consider the following options:

1. Council may pass a resolution to support up to a maximum levy increase of \$0.11 per capita.
2. Council may accept as informational until the NLLS Board approves the budget.
3. Council may defer to the budget process.
4. Council may chose not to support a per capita increase.

### **Recommended Action:**

Administration recommends that Council defer the decision to the budget process.

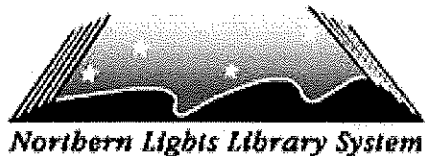


**Budget Implications (Yes or No):**

Yes

**Submitted by:**

Kevin Nagoya, Chief Administrative Officer



5616 – 48 Street, Postal Bag 8, Elk Point, Alberta T0A 1A0  
Tel (780) 724-2596 Fax (780) 724-2596 info@nlls.ab.ca

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November 1, 2019

I am writing in response to requests we have received about our NLLS per capita fee.

The NLLS budget committee had requested a 2% increase at our September board meeting. We had originally stated in 2018 we would be asking for 1.5% each year over the next two years as we had gone 3 years with no membership increases.

The board representatives will be voting on November 23rd and if approved we will be asking for the 2% which is \$5.26 (with library board) \$10.52 (without library board) per capita.

We thank you for patience in this matter and are pleased to note NLLS is looking at starting the budgeting process much earlier next year and into the future so municipalities and boards can have the figures well before budget time.

Thank you again, any questions please feel free to contact me at the email below or phone 780-573-1926.

Vicky Lefebvre  
NLLS Board Chair

**Request for Funding - Northern Lights Library System**

**Resolution # CRM20190122.1019**

Moved by Councillor Lefebvre

That Council authorize Administration to submit a letter of support for the proposed per capita levy of \$5.15 to the Northern Lights Library System.

Carried Unanimously

**Request for Funding - Economic Development Advisory Committee**

**Resolution # CRM20190122.1020**

Moved by Councillor Buckle

That Council authorize a budget of \$5,000 for the Economic Development Advisory Committee (EDAC) to host a federal procurement conference in the City of Cold Lake, with funds to come from the Economic Development Initiative - Aerospace Project (1-2-62-30-225) in the 2019 Budget.

Carried Unanimously

**COMMITTEE REPORTS**

**Minutes October 17, 2018 Recreation and Culture Advisory Committee**

Information.

**Minutes November 14, 2018 Cold Lake Regional Chamber of Commerce**

Information.

**COUNCIL HIGHLIGHTS/ REPORTS**

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

**NOTICES OF MOTION /PROCLAMATIONS/ ANNOUNCEMENTS**

None.

**QUESTIONS**

Councillor Vining queried with respect to residential street snow removal?

General Manager of Infrastructure Services A. Khan advised that residential street snow removal will be completed internally, along with the help of a contractor, within the next two (2) weeks.

| Approved NLLS WORKING BUDGET 2019 |                                       |                                                   |            |                |                |                |                |                                                       |
|-----------------------------------|---------------------------------------|---------------------------------------------------|------------|----------------|----------------|----------------|----------------|-------------------------------------------------------|
|                                   |                                       |                                                   | GL Code(s) | BUDGET<br>2017 | BUDGET<br>2018 | BUDGET<br>2019 | BUDGET<br>2020 | REVISION Nov 3 2018                                   |
| REVENUE                           |                                       |                                                   |            |                |                |                |                |                                                       |
| 1                                 | Municipal and Library<br>Board Levies | Municipalities                                    | 4010       | \$1,132,871.00 | \$1,193,858.25 | \$1,206,753.71 | \$1,206,953.71 | 2017 pop = 173,038 @\$5.15 per capita (1.5% increase) |
| 2                                 |                                       | Library Boards                                    | 4040       | \$651,642.00   | \$575,399.37   | \$575,424.95   | \$575,424.95   | 2017 pop @\$5.15 per capita (1.5% increase)           |
| 3                                 | Total                                 |                                                   |            | \$1,784,513.00 | \$1,769,257.62 | \$1,782,178.66 | \$1,782,378.66 |                                                       |
| 4                                 | Provincial Grants                     | Library System Board<br>Operating Grant           | 4041       | \$826,965.00   | \$813,278.60   | \$813,278.60   | \$813,278.60   | \$4.70 per resident; 2017 pop 173,038                 |
| 5                                 |                                       | Rural Library Services Grant (Board<br>of Record) | 4042       | \$261,837.00   | \$340,242.75   | \$340,242.75   | \$340,242.75   | \$5.55 per resident; 2017 pop 61,305                  |
| 6                                 |                                       | Provincial Establishment Grant                    | 4044       | \$0.00         | \$0.00         | \$0.00         | \$0.00         |                                                       |
| 7                                 |                                       | Indigenous Grant                                  | 4530       | \$0.00         | \$160,000.00   | \$160,000.00   | \$160,000.00   | In and out                                            |
| 8                                 | Total                                 |                                                   |            | \$1,088,802.00 | \$1,313,521.35 | \$1,313,521.35 | \$1,313,521.35 |                                                       |
| 9                                 | Programs                              | Non-resident Fees                                 | 4132       | \$1,200.00     | \$900.00       | \$1,200.00     | \$1,200.00     | Morinville/Bonnyville                                 |
| 10                                |                                       | Conference                                        | 4560       | \$12,000.00    | \$5,000.00     | \$5,000.00     | \$5,000.00     | 2-day Conference                                      |
| 11                                |                                       | Other Revenue - General                           | 4530       | \$8,000.00     | \$2,000.00     | \$2,000.00     | \$2,000.00     | Grants                                                |
| 12                                |                                       | Winter and Summer Reading<br>Programs             | 4550       | \$4,000.00     | \$2,000.00     | \$3,000.00     | \$3,000.00     |                                                       |
| 13                                |                                       | Office Sales                                      | 4510       | \$8,000.00     | \$6,000.00     | \$10,000.00    | \$10,000.00    | Rental, Professional services                         |
| 14                                |                                       | Interest                                          | 4610       | \$14,000.00    | \$20,000.00    | \$30,000.00    | \$30,000.00    | Bank/Investments Interest                             |
| 15                                | Total                                 |                                                   |            | \$47,200.00    | \$35,900.00    | \$51,200.00    | \$51,200.00    |                                                       |
| 16                                | Reimbursements                        | Travel Grants                                     | 4126       | \$3,000.00     | \$3,000.00     | \$1,500.00     | \$1,500.00     | TRAC, PLSB offsett line 109 Expenses                  |
| 17                                |                                       | Office sales to libraries                         | 4520       | \$75,000.00    | \$100,000.00   | \$150,000.00   | \$180,000.00   | Offset with expense line 108 Expenses                 |
| 18                                |                                       | Revenue for outlet                                | 4613       | \$17,434.00    | \$17,400.00    | \$10,000.00    | \$10,000.00    | Myrnam offset in line: 103 Expenses                   |
| 19                                | Total                                 |                                                   |            | \$95,434.00    | \$120,400.00   | \$161,500.00   | \$191,500.00   |                                                       |
| 20                                | Residual                              | Allotment Carry Over                              | 4050       | \$38,000.00    | \$40,000.00    | \$40,000.00    | \$40,000.00    | Offset with line 46 Expenses                          |
| 21                                | TOTAL OPERATING<br>REVENUE            |                                                   |            | \$3,053,949.00 | \$3,279,078.97 | \$3,348,400.01 | \$3,378,600.01 |                                                       |

| Approved NLLS WORKING BUDGET 2019 |                                            |                          |                |                |                |                |                                                                                                     |
|-----------------------------------|--------------------------------------------|--------------------------|----------------|----------------|----------------|----------------|-----------------------------------------------------------------------------------------------------|
|                                   |                                            | GL Code(s)               | BUDGET<br>2017 | BUDGET<br>2018 | BUDGET<br>2019 | BUDGET<br>2020 | REVISION Nov 3 2018                                                                                 |
| 22                                | EXPENSES                                   |                          |                |                |                |                |                                                                                                     |
| 23                                | Shared Services NLLS<br>and Board          | Telecommunications       | 6622           | \$10,000.00    | \$12,900.00    | \$16,000.00    | \$16,000.00 NLLS phones, and Cell phones                                                            |
| 24                                |                                            | Memberships and Expenses | 6616           | \$1,000.00     | \$6,800.00     | \$5,700.00     | \$5,700.00 AUMA, RMA, ALA, CLA, APLAC, travel and hotels                                            |
| 25                                |                                            | PD Training Total        | 5981           | \$66,700.00    | \$20,250.00    | \$23,000.00    | \$23,000.00 Webinars, Courses and Training Sessions                                                 |
| 26                                |                                            | NLLS Conference Fees     | 5982           |                | \$7,500.00     | \$7,500.00     | \$7,500.00 Conference and Workshops attending                                                       |
| 27                                |                                            | Hotels and Travel        | 5983           |                | \$21,500.00    | \$25,000.00    | \$25,000.00 Hotels and Travel costs                                                                 |
| 28                                |                                            | Meals when Travelling    | 5984           |                | \$10,000.00    | \$6,000.00     | \$6,000.00 Meals 50% gst                                                                            |
| 29                                |                                            | Travel Costs             | 5985           |                | \$15,000.00    | \$12,000.00    | \$12,000.00 Airfare, Baggage, Taxis                                                                 |
| 30                                |                                            | Site Visits              | 5986           | \$8,500.00     | \$8,500.00     | \$9,000.00     | \$9,000.00                                                                                          |
| 31                                | Shared Services Total                      |                          |                | \$86,200.00    | \$197,000.00   | \$104,200.00   | \$104,200.00                                                                                        |
| 32                                | Admin Dept<br>4 Full Time Staff<br>Members | Equipment/Software       | 6600           | \$4,500.00     | \$7,000.00     | \$7,000.00     | \$2,500.00 Repairs, software, small equipment/furniture purchases - Audio Visual equip-Rollover Amt |
| 33                                |                                            | Photocopier              | 6602           | \$12,000.00    | \$15,000.00    | \$15,000.00    | \$15,000.00 Rental, maintenance, toners                                                             |
| 34                                |                                            | Marketing                | 6608           | \$6,000.00     | \$10,000.00    | \$15,000.00    | \$17,000.00 Publiciity,trade shows, newsletter, supplies, promo                                     |
| 35                                |                                            | Audit & Support          | 6610           | \$12,500.00    | \$20,000.00    | \$13,000.00    | \$13,500.00 RFP                                                                                     |
| 36                                |                                            | Office supplies          | 6620           | \$20,000.00    | \$20,000.00    | \$8,000.00     | \$8,000.00 General office supplies, Simply accounting software                                      |
| 37                                |                                            | Staff recruitment        | 5987           | \$2,000.00     | \$2,000.00     | \$500.00       | \$500.00 Any staff vacancy                                                                          |
| 38                                |                                            | Subscriptions / Licenses | 6615           | \$2,500.00     | \$2,500.00     | \$1,500.00     | \$1,500.00 Local newspapers / Copyright Lic,                                                        |
| 39                                |                                            | Special Events           | 6510           | \$3,000.00     | \$3,200.00     | \$5,000.00     | \$5,000.00 Staff Long Service Awards. Projects                                                      |
| 40                                |                                            | HR Tools                 | 5989           | \$1,000.00     | \$1,500.00     | \$700.00       | \$700.00 Reference and HR Advisory                                                                  |
| 41                                |                                            | Charges (Bank)           | 6612           | \$1,500.00     | \$1,000.00     | \$1,000.00     | \$1,000.00 Bank charges; Credit Card charges; US foreign exchange                                   |
| 42                                |                                            | Postage - Admin          | 6266           | \$1,500.00     | \$500.00       | \$1,000.00     | \$800.00                                                                                            |
| 43                                |                                            | NLLS Hosting             | 6522           | \$2,000.00     | \$500.00       | \$1,500.00     | \$1,500.00 General Hosting                                                                          |
| 44                                |                                            | Indigenous Project NEW   | 6081           | ?              | \$160,000.00   | \$160,000.00   | \$160,000.00 In and out                                                                             |
| 45                                | Admin Total                                |                          |                | \$68,500.00    | \$243,200.00   | \$229,200.00   | \$227,000.00                                                                                        |

| Approved NLLS WORKING BUDGET 2019 |                                                            |                                            |                |                |                |                |                     |                                                                                  |
|-----------------------------------|------------------------------------------------------------|--------------------------------------------|----------------|----------------|----------------|----------------|---------------------|----------------------------------------------------------------------------------|
|                                   |                                                            | GL Code(s)                                 | BUDGET<br>2017 | BUDGET<br>2018 | BUDGET<br>2019 | BUDGET<br>2020 | REVISION Nov 3 2018 |                                                                                  |
| 46                                | Bibliographic<br>Services<br>10 Full Time Staff<br>Members | Allotment Carry over                       | N/A            | \$38,000.00    | \$40,000.00    | \$40,000.00    | \$40,000.00         | Monies unspent by libraries                                                      |
| 47                                |                                                            | Book Allotment                             | 6000's         | \$379,834.05   | \$375,138.45   | \$372,031.70   | \$372,031.70        | 2017 pop. X \$2.15                                                               |
| 48                                |                                                            | Cataloguing/Processing supplies            | 6108           | \$18,000.00    | \$10,000.00    | \$8,000.00     | \$10,000.00         | Laminating, macktac, barcodes spine lables                                       |
| 49                                |                                                            | Bibs Service Subscriptions                 | 6090           | \$1,000.00     | \$1,000.00     | \$1,500.00     | \$2,000.00          | Web dewey, CD, cataloguers desktop                                               |
| 50                                |                                                            | ILL Shipping cost                          | 6268           | \$1,500.00     | \$1,000.00     | \$500.00       | \$1,000.00          | Postage, (other than government courier an van run)                              |
| 51                                |                                                            | Library Shipping Covered Cost              | 6106           | \$3,000.00     | \$3,500.00     | \$1,500.00     | \$1,500.00          | Brokerage, Freight, Customs, Various Book Suppliers shipping cost                |
| 52                                |                                                            | ILL Supplies cost                          | 6085           | \$9,000.00     | \$9,500.00     | \$5,000.00     | \$5,000.00          | Library Cards, Stickers, Disc repair supplies, Canvas bags and DVD cases         |
| 53                                |                                                            | Vehicle Expenses                           | 6270           | \$30,000.00    | \$12,000.00    | \$8,000.00     | \$10,000.00         | Maintenance                                                                      |
| 54                                |                                                            | Vehicle Fuel                               | 6271           | NEW            | \$32,000.00    | \$38,000.00    | \$40,000.00         | Fuel                                                                             |
| 55                                |                                                            | Vehicle Replacement Earmarked funds        | NEW            | \$45,000.00    | \$24,000.00    | \$20,000.00    | \$20,000.00         | Based on 5 yr trade in                                                           |
| 56                                | Bibs Services Total                                        |                                            | \$525,334.05   | \$508,138.45   | \$494,531.70   | \$501,531.70   |                     |                                                                                  |
| 57                                | Board                                                      | Board Committees Meetings                  | 6520           | \$10,000.00    | \$8,000.00     | \$12,000.00    | \$12,000.00         | per diem for Board committees                                                    |
| 58                                |                                                            | Professional & Legal Fees                  | 6606           | \$6,000.00     | \$2,500.00     | \$2,500.00     | \$3,000.00          | Strategic planning; legal contingency, strategy professional                     |
| 59                                |                                                            | Board Conferences                          | 6508           | \$10,000.00    | \$2,500.00     | \$6,000.00     | \$6,000.00          | Coverage for Board Chair and 3 additional board members                          |
| 60                                |                                                            | Board Food & Beverages                     | 6504           | \$4,000.00     | \$4,500.00     | \$5,000.00     | \$5,000.00          | Board and exec meetings meals.                                                   |
| 61                                |                                                            | Board Mileage                              | 6500           | \$27,000.00    | \$28,000.00    | \$32,000.00    | \$32,000.00         | Regular Board Meetings                                                           |
| 62                                |                                                            | Special Events (Chair/Vice Chair specific) | 6510           | \$5,000.00     | \$2,000.00     | \$12,000.00    | \$12,000.00         | Board Chair Honorarium/Perdiem/Mileage for Travel to Municipalities (as per POS) |
| 63                                | Board Total                                                |                                            | \$62,000.00    | \$47,500.00    | \$69,500.00    | \$70,000.00    |                     |                                                                                  |

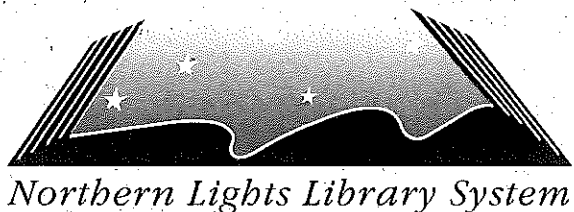
| Approved NLLS WORKING BUDGET 2019 |                                               |                                       |                |                |                |                |                     |                                                                                               |
|-----------------------------------|-----------------------------------------------|---------------------------------------|----------------|----------------|----------------|----------------|---------------------|-----------------------------------------------------------------------------------------------|
|                                   |                                               | GL Code(s)                            | BUDGET<br>2017 | BUDGET<br>2018 | BUDGET<br>2019 | BUDGET<br>2020 | REVISION Nov 3 2018 |                                                                                               |
| 64                                | Building                                      | Caretaking and Landscaping            | 6704           | \$30,000.00    | \$26,000.00    | \$25,000.00    | \$27,000.00         | Caretaking Contract, landscaping, snow removal, janitorial supplies.                          |
| 65                                |                                               | Insurance                             | 6614           | \$10,200.00    | \$12,500.00    | \$11,000.00    | \$12,000.00         | AMSC                                                                                          |
| 66                                |                                               | Maintenance                           | 6702           | \$6,000.00     | \$15,000.00    | \$15,000.00    | \$18,000.00         | Upkeep and emergency repairs                                                                  |
| 67                                |                                               | Health & Safety                       | 6706           | \$10,000.00    | \$5,000.00     | \$2,500.00     | \$2,500.00          | Security system, safety workshops,                                                            |
| 68                                |                                               | Utilities                             | 6708           | \$35,000.00    | \$30,000.00    | \$28,000.00    | \$30,000.00         | Water, hydro, garbage, shredder, gas                                                          |
| 69                                |                                               | Furniture & Equipment Earmarked Funds | 1540           | \$2,000.00     | \$6,000.00     | \$3,000.00     | \$2,000.00          | Replacements                                                                                  |
| 70                                |                                               | Building Earmarked Funds              | 1540           | \$50,000.00    | \$40,000.00    | \$30,000.00    | \$30,000.00         | Windows, Doors, Air Cont. etc                                                                 |
| 71                                | Building Total                                |                                       |                | \$143,200.00   | \$134,500.00   | \$114,500.00   | \$121,500.00        |                                                                                               |
| 72                                | IT Department<br>3 Full Time Staff<br>Members | Internet Service Fees                 | 6169           | \$15,523.00    | \$19,500.00    | \$18,000.00    | \$19,800.00         | Cybera (3 yr/3 Exinda warranty for upgrade of bandwidth)<br>New service provider (lower cost) |
| 73                                |                                               | Web Hosting                           | 6119           | \$16,059.00    | \$17,000.00    | \$19,400.00    | \$21,000.00         | Econolution / Townlife                                                                        |
| 74                                |                                               | Computer Protection Software          | 6114           | \$24,935.00    | \$15,000.00    | \$15,000.00    | \$16,500.00         | Anti Virus, Deep Freeze, FixMeStick, -3 yr prepaid going forward-2017 code changes            |
| 75                                |                                               | Library Assistance Software           | 6120           | \$4,750.00     | \$15,000.00    | \$10,000.00    | \$12,000.00         | HelpDesk, GoToAssist, Cloud printing                                                          |
| 76                                |                                               | Server Software                       | 6121           | \$5,000.00     | \$5,000.00     | \$20,000.00    | \$20,000.00         | Vmware, Veeam, Dell Desktop Authority                                                         |
| 77                                |                                               | Computer Software                     | 6122           | \$5,000.00     | \$5,000.00     | \$6,500.00     | \$7,200.00          | Office 365, Windows 10, Smart Draw, Asset Panda ect.                                          |
| 78                                |                                               | Emerging Technology                   | 6123           | \$5,000.00     | \$10,000.00    | \$10,000.00    | \$10,000.00         | New technology for development                                                                |
| 79                                |                                               | Computer Replace                      | 6118           | \$15,000.00    | \$10,000.00    | \$24,000.00    | \$10,000.00         | Laptops, Staff computers, Monitors - 2019 Towers need to be replaced                          |
| 80                                |                                               | Computer Earmarked Funds              | 1530           | NEW            | \$22,600.00    | \$10,000.00    | \$15,000.00         | Laptops, Staff computers, Monitors                                                            |
| 81                                |                                               | Server Earmarked Funds                | 1530           | \$22,500.00    | \$22,500.00    | \$27,500.00    | \$30,000.00         | Server - 5 yr replacement cycle                                                               |
| 82                                |                                               | Network Hardware Earmarked Funds      | 1530           | \$6,100.00     | \$13,500.00    | \$23,000.00    | \$23,000.00         | Network Hardware purchase and Earmarked funds - 5 yr cycle                                    |
| 83                                |                                               | Fortigate - Libraries Earmarked Funds | 1530           | NEW            | \$18,500.00    | \$29,500.00    | \$40,500.00         | Library Fortigate (Firewall) Hardware Earmarked Funds - 5 yr cycle                            |
| 84                                | IT Dept Total                                 |                                       |                | \$119,867.00   | \$173,600.00   | \$212,900.00   | \$225,000.00        |                                                                                               |

| Approved NLLS WORKING BUDGET 2019 |                                                  |                                    |                |                |                |                |                     |                                                                                                                            |
|-----------------------------------|--------------------------------------------------|------------------------------------|----------------|----------------|----------------|----------------|---------------------|----------------------------------------------------------------------------------------------------------------------------|
|                                   |                                                  | GL Code(s)                         | BUDGET<br>2017 | BUDGET<br>2018 | BUDGET<br>2019 | BUDGET<br>2020 | REVISION Nov 3 2018 |                                                                                                                            |
| 85                                | Public Services<br>Department<br>3 Staff members | System Collection                  | 6080           | \$27,670.00    | \$18,000.00    | \$20,000.00    | \$22,000.00         | Large Print, Professional collection, Ref, Audio, Kits and Blocks Makerspace                                               |
| 86                                |                                                  | Online databases                   | 6280           | \$56,800.00    | \$56,800.00    | \$85,000.00    | \$85,000.00         | Cypress, Tumblebooks, Niche Acadamy, TAL - Lynda.com<br>Rock of Ages (Ancenstory/Novelist/ Universal Core/DYI Auto Repair) |
| 87                                |                                                  | E-Resources                        | 6170           | \$25,000.00    | \$50,000.00    | \$60,000.00    | \$70,000.00         | Overdrive, 3M, Hoopla, Zinio                                                                                               |
| 88                                |                                                  | Site Visits (Shared)               | 5986           | \$2,500.00     | \$3,500.00     | \$1,000.00     | \$1,500.00          | Meals - Personal Mileage                                                                                                   |
| 89                                |                                                  | Programming                        | 6252           | \$28,000.00    | \$25,000.00    | \$25,000.00    | \$25,000.00         | SRP WRP, entertainer, prizes, story teller, author talks                                                                   |
| 90                                |                                                  | NLLS Conference                    | 6206           | \$20,000.00    | \$20,000.00    | \$20,000.00    | \$20,000.00         | Conference and Workshops - LMC Workshop                                                                                    |
| 91                                |                                                  | Cell Phones (Shared)               | 6622           | \$1,000.00     | \$2,000.00     | \$1,500.00     | \$1,500.00          |                                                                                                                            |
| 92                                |                                                  | LMC Conference/Travel - <b>NEW</b> | 5982           |                |                | \$5,000.00     | \$5,000.00          | LMC Rep to go to ALC Conference/Travel ~ 1 Library Manager to go to IUG                                                    |
| 93                                |                                                  | LMC PD Training - <b>NEW</b>       | 5981           |                |                | \$3,000.00     | \$3,000.00          | LMC Professional develop training                                                                                          |
| 94                                |                                                  | LMC - Mileage for Meetings         | 6208           | \$28,000.00    | \$20,000.00    | \$18,000.00    | \$15,000.00         | 3 LMC meetings a year, travel and meals                                                                                    |
| 95                                | Public Services Total                            |                                    |                | \$188,970.00   | \$195,300.00   | \$238,500.00   | \$248,000.00        |                                                                                                                            |
| 96                                | Contracts & Vendor Services                      | ACSI Services                      | 6167           | \$48,000.00    | \$35,000.00    | \$35,000.00    | \$35,000.00         | Customer edge devices maintenance and 3 year contract. Paid in Dec each year                                               |
| 97                                |                                                  | TRAC                               | 6168           | \$97,629.00    | \$100,000.00   | \$105,000.00   | \$103,000.00        | Cost of operations and maintenance of catalogue and Server at YRL                                                          |
| 98                                |                                                  | The Alberta Library                | 6613           | \$8,500.00     | \$8,500.00     | \$8,500.00     | \$9,000.00          | Membership fee for The Alberta Library; increase depends on population adjustment                                          |
| 99                                | Vendor Total                                     |                                    |                | \$154,129.00   | \$143,500.00   | \$148,500.00   | \$147,000.00        |                                                                                                                            |
| 100                               | Staff 21 F/T staff members and 2 Summer Students | Salaries                           | 5500           | \$1,069,464.75 | \$1,108,830.00 | \$1,227,000.00 | \$1,300,000.00      | 1.5% COLA and step increments for 21 F/T staff members and 2 summer students 2019                                          |
| 101                               |                                                  | Benefits                           | 5542           | \$210,000.00   | \$160,000.00   | \$150,000.00   | \$160,000.00        | Dental, Vision, Health, RRSP                                                                                               |
|                                   |                                                  | El Expense                         |                |                | \$ 19,500.00   |                | Total is 93500.00   |                                                                                                                            |
|                                   |                                                  | CPP Expense                        |                |                | \$ 40,000.00   |                |                     |                                                                                                                            |
|                                   |                                                  | Extended Health Exp                |                |                | \$ 17,000.00   |                |                     |                                                                                                                            |
|                                   |                                                  | Dental Expense                     |                |                | \$ 14,000.00   |                |                     |                                                                                                                            |
|                                   |                                                  | WCB Expense                        |                |                | \$ 3,000.00    |                |                     |                                                                                                                            |
| 102                               | Staff Total                                      |                                    |                | \$1,279,464.75 | \$1,268,830.00 | \$1,377,000.00 | \$1,460,000.00      |                                                                                                                            |
| 103                               | NLLS Outlets                                     | Myrnam                             | 6400           | \$17,434.00    | \$17,400.00    | \$10,000.00    | \$10,000.00         | Operating expenses, salary, programming                                                                                    |

|     |                                   |  |            |                |                |                |                |
|-----|-----------------------------------|--|------------|----------------|----------------|----------------|----------------|
| 104 | Approved NLLS WORKING BUDGET 2019 |  |            |                |                |                |                |
|     |                                   |  | GL Code(s) | BUDGET<br>2017 | BUDGET<br>2018 | BUDGET<br>2019 | BUDGET<br>2020 |
|     | Outlet Total                      |  |            | \$17,434.00    | \$17,400.00    | \$10,000.00    | \$10,000.00    |

| Approved NLLS WORKING BUDGET 2019 |                                 |                                                                                                                          |                |                |                |                |                     |                                                                                             |
|-----------------------------------|---------------------------------|--------------------------------------------------------------------------------------------------------------------------|----------------|----------------|----------------|----------------|---------------------|---------------------------------------------------------------------------------------------|
|                                   |                                 | GL Code(s)                                                                                                               | BUDGET<br>2017 | BUDGET<br>2018 | BUDGET<br>2019 | BUDGET<br>2020 | REVISION Nov 3 2018 |                                                                                             |
| 105                               | Transfer Payments               | Board of Record Payments<br>(Provincial Rural services grant)                                                            | 6301           | \$261,837.00   | \$338,506.00   | \$340,242.75   | \$340,242.75        | Transfer payments to 6 counties, 1 MD, 8 Summer Villages<br>@5.55 per cap. Offset in line 5 |
| 106                               | Transfer Total                  |                                                                                                                          | \$261,837.00   | \$338,506.00   | \$340,242.75   | \$340,242.75   |                     |                                                                                             |
| 107                               | Reimbursement                   | NLLS pays for expenses that will be reimbursed by other organizations; equivalent \$ amount under Revenue lines 16/17/18 |                |                |                |                |                     |                                                                                             |
| 108                               |                                 | General Supplies                                                                                                         | 6618           | \$75,000.00    | \$100,000.00   | \$150,000.00   | \$180,000.00        | Furniture, computers, office supplies-Rebills                                               |
| 109                               |                                 | Travel                                                                                                                   | 4126           | \$3,000.00     | \$3,000.00     | \$1,500.00     | \$1,500.00          | Traveling expenses reimbursed by PLSB, TRAC and other<br>organizations                      |
| 110                               | Reimbursement Total             |                                                                                                                          | \$78,000.00    | \$103,000.00   | \$151,500.00   | \$181,500.00   |                     |                                                                                             |
| 111                               | TOTAL OPERATING<br>EXPENDITURES |                                                                                                                          | \$2,898,735.80 | \$3,370,474.45 | \$3,490,574.45 | \$3,635,974.45 |                     |                                                                                             |
| 112                               | Budgeted Net Gain               |                                                                                                                          | \$155,213.20   | -\$91,395.48   | -\$142,174.44  | -\$257,374.44  |                     |                                                                                             |
| 113                               | Earmarked Funds<br>Totals       |                                                                                                                          | \$125,600.00   | \$147,100.00   | \$143,000.00   | \$160,500.00   |                     |                                                                                             |

| Earmarked Funds       |               |
|-----------------------|---------------|
| Vehicle Replacement   | \$ 20,000.00  |
| Furniture & Equipment | \$ 3,000.00   |
| Building              | \$ 30,000.00  |
| Computer              | \$ 10,000.00  |
| Server                | \$ 27,500.00  |
| Network               | \$ 23,000.00  |
| Fortigate             | \$ 29,500.00  |
|                       | \$ 143,000.00 |



5615 - 48 Street, Postal Bag 8, Elk Point, Alberta T0A 1A0  
Tel (780) 724-2596 Fax (780) 724-2597 info@nlls.ab.ca

January 21, 2019

Mr. Kevin Nagoya  
City of Cold Lake  
5513 48 Ave  
Cold Lake, AB  
T9M 1A1

Dear Mr. Nagoya,

At the Nov 3, 2018 meeting, the Northern Lights Library System Board approved the 2019 budget. The budget includes 1.5% levy increase for Municipalities and/or their Library Boards. Levies will be based on the 2018 population as per the Alberta Government website. No change in this number for your municipality.

**Currently the levies are as follows:**

|                          |                                    |
|--------------------------|------------------------------------|
| <b>\$5.15 per capita</b> | <b>Municipality</b>                |
| \$10.30 per capita       | Municipality without Library Board |

The total levy for 2019 would be **\$77,049.15** from City of Cold Lake. (14961 x \$5.15)

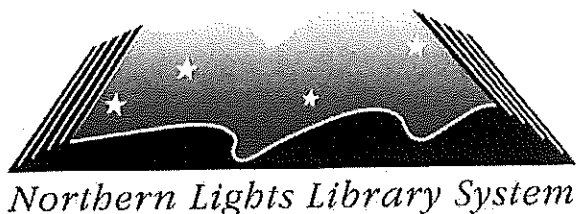
Within this levy is Library Book Allotment funds. \$2.15 from the above \$5.15 per capita is allocated to the Cold Lake Library.

If you have any questions, you may contact your Northern Lights Library Board member representative. A copy of the budget is available from your Northern Lights Library Board member representative.

Regards,

Larry Tiedemann  
Chairman  
Northern Lights Library System Board

Julie Walker  
Executive Director  
Northern Lights Library System



5615 - 48 Street, Postal Bag 8, Elk Point, Alberta T0A 1A0  
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November 15, 2018

**Re: Levy Increase**

Dear Northern Lights Library System Member:

At the November 3, 2018 meeting the Northern Lights Library System Board approved the 2019 budget. In order to not have a deficit budget and retain the level of services to the ratepayers of your municipality, the proposed budget includes a \$0.08 per capita levy increase for municipalities and their Library Boards and a \$0.16 per capita levy increase for Board of Record municipalities.

**Currently the levies are as follows:**

|                    |                                    |
|--------------------|------------------------------------|
| \$5.07 per capita  | Municipality                       |
| \$5.07 per capita  | Municipal Library Board            |
| \$10.14 per capita | Municipality without Library Board |

**The proposed increase would be as follows:**

|                    |                                    |
|--------------------|------------------------------------|
| \$5.15 per capita  | Municipality                       |
| \$5.15 per capita  | Municipal Library Board            |
| \$10.30 per capita | Municipality without Library Board |

For these increases to come into effect, the NLLS agreement must be amended. The amendment formula requires "written notification from 2/3 of the Parties to the Agreement, that they have so authorized such an amendment" (Section 17.1 Northern Lights Library System Agreement).

This letter is notification of the amendment. Each member municipality is asked to respond to the following question:

**Are you in favor of the proposed levy increases as outlined above?**

We would ask you, please place this item on the agenda of your next council meeting in order to respond in writing to the above note question of December 31, 2018. If the amendment is approved, the levy increase to the municipalities will come into effect as of January 1, 2019.

If you have any questions, you may contact your Northern Lights Library Board member representative. A copy of the budget is available from your Northern Lights Library Board member representative.

Regards,

Larry Tiedemann  
Chairman  
Northern Lights Library System Board

| Approved NLLS WORKING BUDGET 2019 |                                    |                                                |             |                |                | REVISION Nov 3 2018 |                                                       |
|-----------------------------------|------------------------------------|------------------------------------------------|-------------|----------------|----------------|---------------------|-------------------------------------------------------|
|                                   |                                    | GL Code(s)                                     | BUDGET 2017 | BUDGET 2018    | BUDGET 2019    | BUDGET 2020         |                                                       |
| REVENUE                           |                                    |                                                |             |                |                |                     |                                                       |
| 1                                 | Municipal and Library Board Levies | Municipalities                                 | 4010        | \$1,132,871.00 | \$1,193,858.25 | \$1,206,753.71      | 2017 pop = 173,038 @\$5.15 per capita (1.5% increase) |
| 2                                 |                                    | Library Boards                                 | 4040        | \$651,642.00   | \$575,399.37   | \$575,424.95        | 2017 pop @\$5.15 per capita (1.5% increase)           |
| 3                                 | Total                              |                                                |             | \$1,784,513.00 | \$1,769,257.62 | \$1,782,178.66      |                                                       |
| 4                                 | Provincial Grants                  | Library System Board Operating Grant           | 4041        | \$826,965.00   | \$813,278.60   | \$813,278.60        | \$4.70 per resident; 2017 pop 173,038                 |
| 5                                 |                                    | Rural Library Services Grant (Board of Record) | 4042        | \$261,837.00   | \$340,242.75   | \$340,242.75        | \$5.55 per resident; 2017 pop 61,305                  |
| 6                                 |                                    | Provincial Establishment Grant                 | 4044        | \$0.00         | \$0.00         | \$0.00              |                                                       |
| 7                                 |                                    | Indigenous Grant                               | 4530        | \$0.00         | \$160,000.00   | \$160,000.00        | In and out                                            |
| 8                                 | Total                              |                                                |             | \$1,088,802.00 | \$1,313,521.35 | \$1,313,521.35      |                                                       |
| 9                                 | Programs                           | Non-resident Fees                              | 4132        | \$1,200.00     | \$900.00       | \$1,200.00          | Morinville/Bonnyville                                 |
| 10                                |                                    | Conference                                     | 4560        | \$12,000.00    | \$5,000.00     | \$5,000.00          | 2-day Conference                                      |
| 11                                |                                    | Other Revenue - General                        | 4530        | \$8,000.00     | \$2,000.00     | \$2,000.00          | Grants                                                |
| 12                                |                                    | Winter and Summer Reading Programs             | 4550        | \$4,000.00     | \$2,000.00     | \$3,000.00          |                                                       |
| 13                                |                                    | Office Sales                                   | 4510        | \$8,000.00     | \$6,000.00     | \$10,000.00         | Rental, Professional services                         |
| 14                                |                                    | Interest                                       | 4610        | \$14,000.00    | \$20,000.00    | \$30,000.00         | Bank/Investments Interest                             |
| 15                                | Total                              |                                                |             | \$47,200.00    | \$35,900.00    | \$51,200.00         |                                                       |
| 16                                | Reimbursements                     | Travel Grants                                  | 4126        | \$3,000.00     | \$3,000.00     | \$1,500.00          | TRAC, PLSB offset line 109 Expenses                   |
| 17                                |                                    | Office sales to libraries                      | 4520        | \$75,000.00    | \$100,000.00   | \$180,000.00        | Offset with expense line 108 Expenses                 |
| 18                                |                                    | Revenue for outlet                             | 4613        | \$17,434.00    | \$17,400.00    | \$10,000.00         | Myrnam offset in line: 103 Expenses                   |
| 19                                | Total                              |                                                |             | \$95,434.00    | \$120,400.00   | \$191,500.00        |                                                       |
| 20                                | Residual                           | Allotment Carry Over                           | 4050        | \$38,000.00    | \$40,000.00    | \$40,000.00         | Offset with line 46 Expenses                          |
| TOTAL OPERATING REVENUE           |                                    |                                                |             | \$3,053,949.00 | \$3,279,078.97 | \$3,348,400.01      |                                                       |

# Approved NLLS WORKING BUDGET 2019

REVISION Nov 3 2018

## EXPENSES

|    | GL Code(s)               | BUDGET<br>2017 | BUDGET<br>2018 | BUDGET<br>2019 | BUDGET<br>2020 |                                                                                          |
|----|--------------------------|----------------|----------------|----------------|----------------|------------------------------------------------------------------------------------------|
| 22 |                          |                |                |                |                |                                                                                          |
| 23 | Telecommunications       | 6622           | \$10,900.00    | \$12,900.00    | \$16,000.00    | NLLS phones, and Cell phones                                                             |
| 24 | Memberships and Expenses | 6616           | \$1,000.00     | \$6,800.00     | \$5,700.00     | AUMA, RMA, ALA, CLA, APLAC, travel and hotels                                            |
| 25 | PD Training Total        | 5981           | \$66,700.00    | \$20,250.00    | \$23,000.00    | Webinars, Courses and Training Sessions                                                  |
| 26 | NLLS Conference Fees     | 5982           |                | \$7,500.00     | \$7,500.00     | Conference and Workshops attending                                                       |
| 27 | Hotels and Travel        | 5983           |                | \$21,500.00    | \$25,000.00    | Hotels and Travel costs                                                                  |
| 28 | Meals when Travelling    | 5984           |                | \$10,000.00    | \$6,000.00     | Meals 50% gst                                                                            |
| 29 | Travel Costs             | 5985           |                | \$15,000.00    | \$12,000.00    | Airfare, Baggage, Taxis                                                                  |
| 30 | Site Visits              | 5986           | \$8,500.00     | \$8,500.00     | \$9,000.00     |                                                                                          |
| 31 | Shared Services Total    |                | \$86,200.00    | \$197,000.00   | \$104,200.00   |                                                                                          |
| 32 | Equipment/Software       | 6600           | \$4,500.00     | \$7,000.00     | \$2,500.00     | Repairs, software, small equipment/furniture purchases - Audio Visual equip-Rollover Amt |
| 33 | Photocopier              | 6602           | \$12,000.00    | \$15,000.00    | \$15,000.00    | Rental, maintenance, toners                                                              |
| 34 | Marketing                | 6608           | \$6,000.00     | \$10,000.00    | \$17,000.00    | Publicity,trade shows, newsletter, supplies, promo                                       |
| 35 | Audit & Support          | 6610           | \$12,500.00    | \$20,000.00    | \$13,500.00    | RFP                                                                                      |
| 36 | Office supplies          | 6620           | \$20,000.00    | \$20,000.00    | \$8,000.00     | General office supplies, Simply accounting software                                      |
| 37 | Staff recruitment        | 5987           | \$2,000.00     | \$2,000.00     | \$500.00       | Any staff vacancy                                                                        |
| 38 | Subscriptions / Licenses | 6615           | \$2,500.00     | \$2,500.00     | \$1,500.00     | Local newspapers / Copyright Lic.                                                        |
| 39 | Special Events           | 6510           | \$3,000.00     | \$3,200.00     | \$5,000.00     | Staff Long Service Awards, Projects                                                      |
| 40 | HR Tools                 | 5989           | \$1,000.00     | \$1,500.00     | \$700.00       | Reference and HR Advisory                                                                |
| 41 | Charges (Bank)           | 6612           | \$1,500.00     | \$1,000.00     | \$1,000.00     | Bank charges; Credit Card charges; US foreign exchange                                   |
| 42 | Postage - Admin          | 6266           | \$1,500.00     | \$500.00       | \$800.00       |                                                                                          |
| 43 | NLLS Hosting             | 6522           | \$2,000.00     | \$500.00       | \$1,500.00     | General Hosting                                                                          |
| 44 | Indigenous Project NEW   | 6081           | ?              | \$160,000.00   | \$160,000.00   | In and out                                                                               |
| 45 | Admin Total              |                | \$68,500.00    | \$243,200.00   | \$229,200.00   | \$227,000.00                                                                             |

# Approved NLLS WORKING BUDGET 2019

|    |  | GL Code(s)                                 | BUDGET<br>2017 | BUDGET<br>2018 | BUDGET<br>2019 | BUDGET<br>2020 | REVISION Nov 3 2018                                                              |
|----|--|--------------------------------------------|----------------|----------------|----------------|----------------|----------------------------------------------------------------------------------|
| 46 |  |                                            |                |                |                |                |                                                                                  |
| 47 |  | Allotment Carry over                       | N/A            | \$40,000.00    | \$40,000.00    | \$40,000.00    | Monies unspent by libraries                                                      |
| 48 |  | Book Allotment                             | 6000's         | \$379,834.05   | \$375,138.45   | \$372,031.70   | 2017 pop. X \$2.15                                                               |
| 49 |  | Cataloguing/Processing supplies            | 6108           | \$18,000.00    | \$10,000.00    | \$10,000.00    | Laminating, macktac, barcodes spine labels                                       |
| 50 |  | Bibs Service Subscriptions                 | 6090           | \$1,000.00     | \$1,000.00     | \$2,000.00     | Web dewey, CD, cataloguers desktop                                               |
| 51 |  | ILL Shipping cost                          | 6268           | \$1,500.00     | \$1,000.00     | \$1,000.00     | Postage, (other than government courier an van run)                              |
| 52 |  | Library Shipping Covered Cost              | 6106           | \$3,000.00     | \$3,500.00     | \$1,500.00     | Brokerage, Freight, Customs, Various Book Suppliers shipping cost                |
| 53 |  | ILL Supplies cost                          | 6085           | \$9,000.00     | \$9,500.00     | \$5,000.00     | Library Cards, Stickers, Disc repair supplies, Canvas bags and DVD cases         |
| 54 |  | Vehicle Expenses                           | 6270           | \$30,000.00    | \$12,000.00    | \$10,000.00    | Maintenance                                                                      |
| 55 |  | Vehicle Fuel                               | 6271           | NEW            | \$32,000.00    | \$40,000.00    | Fuel                                                                             |
| 56 |  | Vehicle Replacement Earmarked funds        | NEW            | \$45,000.00    | \$24,000.00    | \$20,000.00    | Based on 5 yr trade in                                                           |
| 57 |  | Bibs Services Total                        |                | \$525,334.05   | \$508,138.45   | \$494,531.70   |                                                                                  |
| 58 |  | Board Committees Meetings                  | 6520           | \$10,000.00    | \$8,000.00     | \$12,000.00    | per diem for Board committees                                                    |
| 59 |  | Professional & Legal Fees                  | 6606           | \$6,000.00     | \$2,500.00     | \$3,000.00     | Strategic planning, legal contingency, strategy professional                     |
| 60 |  | Board Conferences                          | 6508           | \$10,000.00    | \$2,500.00     | \$6,000.00     | Coverage for Board Chair and 3 additional board members                          |
| 61 |  | Board Food & Beverages                     | 6504           | \$4,000.00     | \$4,500.00     | \$5,000.00     | Board and exec meetings meals.                                                   |
| 62 |  | Board Mileage                              | 6500           | \$27,000.00    | \$28,000.00    | \$32,000.00    | Regular Board Meetings                                                           |
| 63 |  | Special Events (Chair/Vice Chair specific) | 6510           | \$5,000.00     | \$2,000.00     | \$12,000.00    | Board Chair Honorarium/Perdiem/Mileage for Travel to Municipalities (as per POS) |
| 64 |  | Board Total                                |                | \$62,000.00    | \$47,500.00    | \$69,500.00    |                                                                                  |

# Approved NLLS WORKING BUDGET 2019

|    |                                            | GL Code(s)                            | BUDGET 2017 | BUDGET 2018  | BUDGET 2019  | BUDGET 2020  | REVISION Nov 3 2018                                                                           |
|----|--------------------------------------------|---------------------------------------|-------------|--------------|--------------|--------------|-----------------------------------------------------------------------------------------------|
| 64 | Building                                   | Caretaking and Landscaping            | 6704        | \$30,000.00  | \$26,000.00  | \$25,000.00  | Caretaking Contract, landscaping, snow removal, janitorial supplies.                          |
| 65 |                                            | Insurance                             | 6614        | \$10,200.00  | \$12,500.00  | \$11,000.00  | AMSC                                                                                          |
| 66 |                                            | Maintenance                           | 6702        | \$6,000.00   | \$15,000.00  | \$15,000.00  | Upkeep and emergency repairs                                                                  |
| 67 |                                            | Health & Safety                       | 6706        | \$10,000.00  | \$5,000.00   | \$2,500.00   | Security system, safety workshops,                                                            |
| 68 |                                            | Utilities                             | 6708        | \$35,000.00  | \$30,000.00  | \$28,000.00  | Water, hydro, garbage, shredder, gas                                                          |
| 69 |                                            | Furniture & Equipment Earmarked Funds | 1540        | \$2,000.00   | \$6,000.00   | \$3,000.00   | Replacements                                                                                  |
| 70 |                                            | Building Earmarked Funds              | 1540        | \$50,000.00  | \$40,000.00  | \$30,000.00  | Windows, Doors, Air Cont. etc                                                                 |
| 71 |                                            | Building Total                        |             | \$143,200.00 | \$134,500.00 | \$114,500.00 | \$121,500.00                                                                                  |
| 72 | IT Department<br>3 Full Time Staff Members | Internet Service Fees                 | 6169        | \$15,523.00  | \$19,500.00  | \$18,000.00  | Cybera (3 yr/3 Exinda warranty for upgrade of bandwidth)<br>New service provider (lower cost) |
| 73 |                                            | Web Hosting                           | 6119        | \$16,059.00  | \$17,000.00  | \$19,400.00  | Econolution / Townlife                                                                        |
| 74 |                                            | Computer Protection Software          | 6114        | \$24,935.00  | \$15,000.00  | \$15,000.00  | Anti Virus, Deep Freeze, FixMeStick, -3 yr prepaid going forward-2017 code changes            |
| 75 |                                            | Library Assistance Software           | 6120        | \$4,750.00   | \$15,000.00  | \$10,000.00  | HelpDesk, GoToAssist, Cloud printing                                                          |
| 76 |                                            | Server Software                       | 6121        | \$5,000.00   | \$5,000.00   | \$20,000.00  | Vmware, Veeam, Dell Desktop Authority                                                         |
| 77 |                                            | Computer Software                     | 6122        | \$5,000.00   | \$5,000.00   | \$6,500.00   | Office 365, Windows 10, Smart Draw, Asset Panda ect.                                          |
| 78 |                                            | Emerging Technology                   | 6123        | \$5,000.00   | \$10,000.00  | \$10,000.00  | New technology for development                                                                |
| 79 |                                            | Computer Replace                      | 6118        | \$15,000.00  | \$10,000.00  | \$24,000.00  | Laptops, Staff computers, Monitors - 2019 Towers need to be replaced                          |
| 80 |                                            | Computer Earmarked Funds              | 1530        | NEW          | \$22,600.00  | \$10,000.00  | Laptops, Staff computers, Monitors                                                            |
| 81 |                                            | Server Earmarked Funds                | 1530        | \$22,500.00  | \$22,500.00  | \$27,500.00  | Server - 5 yr replacement cycle                                                               |
| 82 | IT Dept Total                              | Network Hardware Earmarked Funds      | 1530        | \$6,100.00   | \$13,500.00  | \$23,000.00  | Network Hardware purchase and Earmarked funds - 5 yr cycle                                    |
| 83 |                                            | Fortigate - Libraries Earmarked Funds | 1530        | NEW          | \$18,500.00  | \$29,500.00  | Library Fortigate (Firewall) Hardware Earmarked Funds - 5 yr cycle                            |
| 84 |                                            |                                       |             | \$119,867.00 | \$173,600.00 | \$212,900.00 | \$225,000.00                                                                                  |

# Approved NLLS WORKING BUDGET 2019

|     | GL Code(s)                                       | BUDGET 2017 | BUDGET 2018    | BUDGET 2019    | BUDGET 2020    | REVISION Nov 3 2018                                                               |
|-----|--------------------------------------------------|-------------|----------------|----------------|----------------|-----------------------------------------------------------------------------------|
| 85  | System Collection                                | 6080        | \$27,670.00    | \$18,000.00    | \$20,000.00    | Large Print, Professional collection, Ref, Audio, Kits and Blocks Makerspace      |
| 86  | Online databases                                 | 6280        | \$56,800.00    | \$56,800.00    | \$85,000.00    | Cypress, Tumblebooks, Niche Academy, TAL - Lynda.com                              |
| 87  | E-Resources                                      | 6170        | \$25,000.00    | \$50,000.00    | \$60,000.00    | Rock of Ages (Ancenstory/Novelist/ Universal Core/DYI Auto Repair)                |
| 88  | Site Visits (Shared)                             | 5986        | \$2,500.00     | \$3,500.00     | \$1,000.00     | Overdrive, 3M, Hoopla, Zinio                                                      |
| 89  | Programming                                      | 6252        | \$28,000.00    | \$25,000.00    | \$25,000.00    | Meals - Personal Mileage                                                          |
| 90  | NLLS Conference                                  | 6206        | \$20,000.00    | \$20,000.00    | \$20,000.00    | SRP WRP, entertainer, prizes, story teller, author talks                          |
| 91  | Cell Phones (Shared)                             | 6622        | \$1,000.00     | \$2,000.00     | \$1,500.00     | Conference and Workshops - LMC Workshop                                           |
| 92  | LMC Conference/Travel - NEW                      | 5982        |                |                | \$5,000.00     | LMC Rep to go to ALC Conference/Travel ~ 1 Library Manager to go to IUG           |
| 93  | LMC PD Training - NEW                            | 5981        |                |                | \$3,000.00     | LMC Professional develop training                                                 |
| 94  | LMC - Mileage for Meetings                       | 6208        | \$28,000.00    | \$20,000.00    | \$15,000.00    | 3 LMC meetings a year, travel and meals                                           |
| 95  | Public Services Total                            |             | \$188,970.00   | \$195,300.00   | \$238,500.00   |                                                                                   |
| 96  | Contracts & Vendor Services                      | 6167        | \$48,000.00    | \$35,000.00    | \$35,000.00    | Customer edge devices maintenance and 3 year contract. Paid in Dec each year      |
| 97  | TRAC                                             | 6168        | \$97,629.00    | \$100,000.00   | \$103,000.00   | Cost of operations and maintenance of catalogue and Server at YRL                 |
| 98  | The Alberta Library                              | 6613        | \$8,500.00     | \$8,500.00     | \$9,000.00     | Membership fee for The Alberta Library; increase depends on population adjustment |
| 99  | Vendor Total                                     |             | \$154,129.00   | \$143,500.00   | \$147,000.00   |                                                                                   |
| 100 | Staff 21 F/T staff members and 2 Summer Students | 5500        | \$1,069,464.75 | \$1,108,830.00 | \$1,227,000.00 | 1.5% COLA and step increments for 21 F/T staff members and 2 summer students 2019 |
| 101 | Benefits                                         | 5542        | \$210,000.00   | \$160,000.00   | \$150,000.00   | Dental, Vision, Health, RRSP                                                      |
|     | El Expense                                       |             |                | \$ 19,500.00   |                |                                                                                   |
|     | CPP Expense                                      |             |                | \$ 40,000.00   |                |                                                                                   |
|     | Extended Health Exp                              |             |                | \$ 17,000.00   |                |                                                                                   |
|     | Dental Expense                                   |             |                | \$ 14,000.00   |                |                                                                                   |
|     | WCB Expense                                      |             |                | \$ 3,000.00    |                |                                                                                   |
|     |                                                  |             |                |                |                | Total is 93500.00                                                                 |
| 102 | Staff Total                                      |             | \$1,279,464.75 | \$1,268,830.00 | \$1,460,000.00 |                                                                                   |
| 103 | NLLS Outlets                                     | Myrnam      | 6400           | \$17,434.00    | \$17,400.00    | Operating expenses, salary, programming                                           |

## Approved NLLS Working Budget 2019

|              | GL Code(s) | BUDGET<br>2017 | BUDGET<br>2018 | BUDGET<br>2019 | BUDGET<br>2020 |
|--------------|------------|----------------|----------------|----------------|----------------|
| Outlet Total |            | \$17,434.00    | \$17,400.00    | \$10,000.00    | \$10,000.00    |

104

# Approved NLLS WORKING BUDGET 2019

|     | GL Code(s)                                                                                                               | BUDGET 2017 | BUDGET 2018    | BUDGET 2019    | BUDGET 2020    | REVISION Nov 3 2018                                                                       |
|-----|--------------------------------------------------------------------------------------------------------------------------|-------------|----------------|----------------|----------------|-------------------------------------------------------------------------------------------|
| 105 | Board of Record Payments<br>(Provincial Rural services grant)                                                            | 6301        | \$261,837.00   | \$338,506.00   | \$340,242.75   | Transfer payments to 6 counties, 1 MD, 8 Summer Villages @ 5.55 per cap. Offset in line 5 |
| 106 | Transfer Total                                                                                                           |             | \$261,837.00   | \$338,506.00   | \$340,242.75   |                                                                                           |
| 107 | NLLS pays for expenses that will be reimbursed by other organizations; equivalent \$ amount under Revenue lines 16/17/18 |             |                |                |                |                                                                                           |
| 108 | Reimbursement                                                                                                            | 6618        | \$75,000.00    | \$100,000.00   | \$150,000.00   | Furniture, computers, office supplies-Rebills                                             |
| 109 | Travel                                                                                                                   | 4126        | \$3,000.00     | \$3,000.00     | \$1,500.00     | Traveling expenses reimbursed by PLSB, TRAC and other organizations                       |
| 110 | Reimbursement Total                                                                                                      |             | \$78,000.00    | \$103,000.00   | \$151,500.00   |                                                                                           |
| 111 | TOTAL OPERATING EXPENDITURES                                                                                             |             | \$2,898,735.80 | \$3,370,474.45 | \$3,490,574.45 |                                                                                           |
| 112 | Budgeted Net Gain                                                                                                        |             | \$155,213.20   | -\$91,395.48   | -\$142,174.44  |                                                                                           |
| 113 | Earmarked Funds Totals                                                                                                   |             | \$125,600.00   | \$147,100.00   | \$160,500.00   |                                                                                           |

| Earmarked Funds       |               |
|-----------------------|---------------|
| Vehicle Replacement   | \$ 20,000.00  |
| Furniture & Equipment | \$ 3,000.00   |
| Building              | \$ 30,000.00  |
| Computer              | \$ 10,000.00  |
| Server                | \$ 27,500.00  |
| Network               | \$ 23,000.00  |
| Fortigate             | \$ 29,500.00  |
|                       | \$ 143,000.00 |

Orig. to AIF



Northern Lights Library System

5615 - 48 Street, Postal Bag 8, Elk Point, Alberta T0A 1A0  
Tel (780) 724-2596 Fax (780) 724-2597 info@nlls.ab.ca

January 20, 2015

Mr. Kevin Nagoya  
City of Cold Lake  
5513 - 48 Avenue  
Cold Lake, AB T9M 1A1  
Canada

Dear Mr. Nagoya,

I refer to our request for a levy increase in 2015. 2/3 of the membership, have approved the increase.

Therefore, the 2015 levy is as follows:

|                    |                                       |
|--------------------|---------------------------------------|
| \$5.07 per capita  | Municipality                          |
| \$5.07 per capita  | Municipal Library Board               |
| \$10.14 per capita | Municipality without a Library Board. |

Thank you for your timely response to this matter.

Sincerely,

Greg Barr  
Vice-Chairman  
Northern Lights Library System Board

GB/plm

Cc: Municipal Library Board Chairperson  
NLLS Board Member

RECEIVED

JAN 22 2015

CITY OF COLD LAKE

Copy to: Mayor  
Council

File  
Page 327 of 437

**NORTHERN LIGHTS LIBRARY SYSTEM**  
**AGREEMENT**

**OCTOBER 1998**

**(Revised January 2015)**

# **NORTHERN LIGHTS LIBRARY SYSTEM AGREEMENT**

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## **SCHEDULES**

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## **APPENDIX**

|                       |  |
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## **THE NORTHERN LIGHTS LIBRARY SYSTEM MASTER AGREEMENT**

WHEREAS the Libraries Act of Alberta provides that:

"A municipality, improvement district, special area, Metis settlement on entering into and becoming a party to an agreement that contains provisions on terms required by regulations, with 1 or more municipalities, improvement districts, special areas or Metis settlements, and on complying with the regulations, may request the Minister to establish a library system.";

AND WHEREAS the Alberta Municipal Affairs Public Library Services Branch Grant Guidelines:

"Allows the Minister to make a grant upon the establishment of the library system and to make annual grants where the Minister decides the library system is providing satisfactory service,";

AND WHEREAS the Parties to this Agreement:

- a) recognize that the most effective way to provide a high quality of library services is through cooperation, and
- b) desire to enter into this Agreement to establish, maintain and operate a library system pursuant to the Libraries Act of Alberta, and
- c) are prepared to jointly finance and operate a library system, and
- d) agree that all library materials which are available through their municipal libraries and community libraries should be accessible to all residents of the library system;

AND WHEREAS section 25 of the Libraries Regulation sets out various terms and conditions that must be provided for in this Agreement;

BE IT THEREBY RESOLVED THAT there is established a library system board known as the "Northern Lights Library Board", hereinafter referred to as the "Board".

NOW THEREFORE this Agreement witnesseth that in consideration of the mutual covenants and conditions herein contained, the Parties to the Agreement jointly and severally covenant and agree each with the other as follows:

- A. Schedules "A", "B", "C" and "D" attached hereto shall form part of this agreement.
- B. Terms used in the Agreement have the same meaning as defined in the Libraries Act except where otherwise expressly provided.

## **1. OPERATION**

- 1.1 The Parties to the Agreement shall enable the Board to maintain and operate the library system in accordance with the Libraries Act as amended from time to time and the Libraries Regulation made thereunder from time to time.
- 1.2 The Parties to the Agreement shall provide a library service to all their residents through the Library System established by the Agreement in the manner and upon the terms set out in the Agreement.
- 1.3 The Parties to the Agreement shall make all library materials belonging to the Board and local member libraries accessible to all residents of the Parties to this Agreement.

## **2. TERM**

The term of the Agreement is in effect from the date of addition of a new member, and shall then remain in effect from year to year, subject to Clause 13.

## **3. APPOINTMENTS**

The Board shall consist of:

- 3.1 One member for each municipality and Metis settlement that is a member of the library system, who is appointed by the council of the municipality or Metis settlement.
- 3.2 One member for each improvement district and special area that is a member of the library system, who is appointed by the Minister of Municipal Affairs.
- 3.3 Any additional members appointed in accordance with the Libraries Regulation.

#### **4. TERM OF APPOINTMENT**

- 4.1 Appointments to the Board shall be for a term of not more than three (3) years and a person may not be appointed for more than three (3) consecutive terms totaling nine (9) years without the approval of 2/3 of all members of that council.
- 4.2 Any vacancy in the membership of the Board shall be filled in accordance with section 22 of the Act as soon as reasonably possible.
- 4.3 A council may, with respect to appointments under section 22(a) of the Act, appoint an alternate member to the Board if its board member.
  - 4.3.1 is unable to attend a meeting of the Board, and
  - 4.3.2 has given notice to the Board that an alternate member will attend.
  - 4.3.3 the alternate member shall not act in place of the Board member at more than 2 consecutive meetings except by resolution of the Board.

#### **5. POWERS AND DUTIES**

- 5.1 The management, regulation and control of the system is vested in and shall be exercised by a board of management known as the "Northern Lights Library Board" hereinafter referred to as the "Board" having the powers and duties pursuant to the Libraries Act and Libraries Regulation of Alberta.
- 5.2 The Board shall engage a person as librarian, hereinafter referred to as the "System Director", having qualifications and experience as a librarian and whose responsibility shall be the administration of the System. The Board shall fix the compensation and all other terms of employment of the System Director.
- 5.3 The Board may engage such additional employees as are required for the operation of the System.
- 5.4 The Board shall cooperate with other libraries, library systems, and resource libraries and with the Government of Alberta in the development, maintenance and operation of a province-wide network for sharing library resources.
- 5.5 If a municipality that is a Party to the Agreement does not have a municipal board, the member of the Board appointed by the municipality shall receive the concerns of the residents through the advisory committee appointed by the council of the municipality to transmit those concerns.

- 5.6 Notwithstanding paragraph 5.5, if an advisory committee is not appointed by the council, the Board may appoint a committee to receive the concerns respecting library service and transmit them to the Board member representing the council of the municipality in which the advisory committee is located.

## **6. EXECUTIVE COMMITTEE**

- 6.1 The Board shall establish an Executive Committee of not more than ten (10) persons when the number of members of the Board is more than twenty (20), to carry on the work of the Board at those times when the Board does not meet and to develop a statement of the powers and duties of that Committee.

## **7. RESTRICTION OF AUTHORITY**

- 7.1 If a municipal library has been established in the municipality and is receiving library services from the Board, the authority of the Municipal Library Board is subject to the terms of this Agreement.

## **8. FISCAL MANAGEMENT**

- 8.1 The Board shall, on or before December 1 of each year, submit to each Party to the Agreement a budget and an estimate of the money required during the ensuing fiscal year to operate and manage the system, including the levy to be paid by the municipality and the library board.
- 8.2 Each Party to the Agreement shall pay to the Board the amount which is the product of the per capita requisition set out in Schedule "B" and the Population of the Party to the Agreement.
- 8.3 Each Party to the Agreement shall pay to the board the amount required to be paid pursuant to paragraph 8.2 of this Agreement by January 31 of each year.
- 8.4 The Population of a municipality, which is a Party to the Agreement, shall be the same population as used for the calculations of library grants as stated in the current Community Development Grants Regulation.
- 8.5 A municipality, which is a Party to this Agreement, shall pay the annual per capita System levy directly to the Board in accordance with the attached Schedule "B".
- 8.6 In a municipality which is a party to the Agreement and which has a municipal library board, the said municipal board shall pay, from its revenues, the annual per capita levy directly to the Board in accordance with the attached Schedule "B" by June 30 of each year.

- 8.7 A municipality or Metis settlement which is a Party to the Agreement and which does not have a municipal library board and which has authorized the Board to act as its library board, shall pay the total of the annual per capita levy directly to the Board in accordance with the attached Schedule "B".
- 8.8 Municipalities or Metis settlements, which join the System after January 1, 1998, shall pay an amount as determined by the Board.
- 8.9 The Board shall apply to the Government of Alberta for all library grants for which it is eligible, in accordance with the Community Development Grants Regulation and may apply for any other grants that are or may be available.
- 8.10 Municipal library boards and Metis settlements may retain any revenues generated at the local level by fees, fines, special fund raising efforts, gifts and donations and grants not specified in Schedule "B" and may expend such funds as they see fit to provide library service to that community.
- 8.11 If a library board is in default of payment by more than 60 days, it shall be subject to a two (2) per cent, per month simple interest, penalty charge on the outstanding balance.

## **9. SYSTEM SERVICES TO PUBLIC LIBRARIES**

- 9.1 The Board shall establish, equip and maintain a library system for the residents of the Parties to this Agreement, which shall include provision of service in the following categories:
- a) Materials Services;
  - b) Technical Services;
  - c) Information Services;
  - d) Programming and Public Relations Services; and
  - e) Support Services.
- 9.2 Programs that may be offered in each of these categories are detailed in Schedule "C".

## **10. SERVICES TO OTHER GROUPS**

- 10.1 The Board may enter into one or more separate contracts with any other person or group including a school authority, military base, or Indian band to provide library services as specified in the contract.

## **11. THE SYSTEM AND ITS MEMBERS**

The powers and duties of municipal boards within the System shall be as defined in accordance with Part 2 and Part 4 of the Libraries Act and as specified in the terms and conditions of this Agreement.

- 11.1 Each board within the System shall:

- a) comply with the Libraries Act and Regulation in provision of library service to its municipality,
- b) act as a liaison between the residents of the municipality and the Board, to advise the residents of the municipality of the policies of the Board and bring their needs to the attention of the Board,
- c) in cooperation with the Board, set guidelines for the operation of the library, including hours of library opening, management, use and services,
- d) cooperate with the Board in matters such as non-resident fees,
- e) submit file copies of all library policies, by-laws and needs assessment documents to the Board,
- f) in addition, a board within the System may purchase or acquire library materials and articles of educational, cultural or artistic value, providing that such materials are accessible and paid for out of the library board's own financial resources,
- g) receive, hold and administer bequests, donations and gifts of real and personal property for local library purposes and,
- h) in general, perform such duties as are necessary to operate library service in the community.

- 11.2 The relationship between the Board and the board of the Resource Centre shall be set forth in a separate agreement between the Board and the library board of the designated Resource Centre and shall include the terms and conditions outlined in Schedule "D" of this Agreement.

## **12. PROPERTY OWNERSHIP**

- 12.1 All personal property of the municipal or community board:
- a) on the date which the council signs the Agreement affecting that board remains the property of the municipal or community board and,
  - b) Any property, real or personal, acquired under Section 11.1 (f) and (g) of this Agreement remains the property of the municipal or community board.
- 12.2 Any transfer of assets from the municipal or community board to the Board, with the exception of library materials, shall be initiated and executed in accordance with Section 29 of the Libraries Regulation.
- 12.3 Any transfer of library materials from the municipal or community board to the Board for use elsewhere in the library system or for disposal, shall be initiated by resolution of the municipal or community board.
- 12.4 All real and personal property (including Intellectual Property) acquired by the Board shall be the property of the Board except library materials acquired by the Board on behalf of a municipal library board (e.g. purchased with library allotment funds or additional funds) which shall be the property of the municipal library board. In this clause, "library materials" means those materials defined in Schedule "C". The term "Intellectual Property" is defined in Clause 12.6.
- 12.5 All municipalities who are a Party to this agreement and have a library shall ensure that said libraries have, retain in force, and provide evidence of adequate contents insurance on the library materials which from time to time are within its library with loss payable to the municipality and the Board as their interest may appear.
- 12.6 "Intellectual Property" is defined as anything created on behalf of the System, which results from intellectual process. Intellectual property includes, but is not limited to, literary works (any written work intended to provide information, instruction, or pleasure), artistic works, and computer programs. Such works and information may be stored in any format, including machine-readable code. Intellectual property specifically includes the System's automated files and databases.

### **13. WITHDRAWAL FROM THIS AGREEMENT**

- 13.1 At any time after the expiration of three (3) years from the date that the Party entered the original Agreement, the Party may, by giving twelve (12) months notice, withdraw from this Agreement, effective January 1 of the year following notice of withdrawal.
- 13.2 If a Party to this Agreement gives notice to withdraw, the Board shall, not later than ninety (90) days prior to the effective date of withdrawal, provide in writing, to the council and board an appraisal of the expected effects on library service to residents of the municipality concerned. The Board may request a reconsideration of the notice to withdraw.

### **14. DIVISION OF ASSETS**

- 14.1 Where a municipality which is a Party to the Agreement or its successor, does not have a local library board operating at the termination of the Agreement, it shall not participate in any division of system assets in accordance with Section 29 of the Libraries Act.
- 14.2 If a Party to this Agreement withdraws from the Agreement pursuant to Section 29 of the Act, that Party shall be deemed to have forfeited any right of ownership or to share in the assets of the Board.
- 14.3 In the event of an unresolved dispute between the Board and a Party to the Agreement, an arbitration process shall be implemented based on the following procedures:
  - a) an Arbitration Committee of three persons shall be established consisting of one appointed by the Board, one by the council of the municipality and one by the Minister and all to be appointed within 15 days of the date the withdrawal is effective;
  - b) the Committee shall meet within sixty (60) days of the appointment;
  - c) the decision of the Committee shall be final and a copy of its report shall be presented within (90) days of appointment to the Board, the council of the municipality and the Minister.

### **15. SYSTEM EXPANSION**

- 15.1 The Board shall develop a plan for the expansion of the System to include all eligible participants, identified in Schedule "A", pursuant to the Libraries Regulation and this plan shall be filed with the Minister and reviewed on an annual basis.

- 15.2 The Board shall admit to the System an eligible participant as listed in Schedule "A", if the participant signs an agreement containing the terms and conditions of the Agreement or any succeeding agreement. The eligible participant shall become a Party to such agreement effective the date of its admission. The Board shall determine the date of admission.

## **16. SYSTEM REPORTS**

- 16.1 The Board shall make an annual report on the operation of the System to each of the Parties to the Agreement and to each library board or advisory committee and to the Minister on or before February 28th in the year following the year for which the annual report was prepared.
- 16.2 Boards receiving public library services from the System shall forward a budget for the current year and a copy of their annual report and audited statement for the preceding year to the Board on or before May 31 annually.

## **17. AMENDMENT**

- 17.1 This Agreement may be amended according to a motion for amendment passed by the Board. Such amendment shall be effective upon receipt by the Board of written notification from 2/3 of the Parties to the Agreement that they have so authorized such amendment. The Parties to the Agreement shall conform to such amendment upon notification from the Board that this paragraph has been fulfilled.

## **18. EXTENSION**

- 18.1 The provisions of the Agreement shall be binding upon the Parties to the Agreement and their successors and all eligible participants joining in this Agreement with the original Parties.

## **19. ENTIRE AGREEMENT**

- 19.1 This document, including all schedules appended, constitutes the entire Agreement between the Parties with respect to the subject matter; all prior agreements, representations, statements, negotiations and undertakings are superseded hereby.

**20. CONTINUATION OF THIS AGREEMENT**

- 20.1 This Agreement shall be full force and effect from the date of execution hereof until amended or terminated.

**21. CONDITIONS PRECEDENT**

- 21.1 Terms and conditions of the Agreement are conditional on the continuation of receipt of provincial funding under Schedule 2 of the Community Development Grants Regulation being Alberta Regulation 57/98.

## 22. SIGNATURES

IN WITNESS THEREOF the undersigned being one of the Parties set out in Schedule "A" to this Agreement has duly executed this Agreement on the date and year first noted.

---

Name of the Party to the Agreement

*(Town/City/County, Municipal District, Improvement District, Metis Settlement)*

---

Mayor, Reeve or Minister of Municipal Affairs

---

Secretary-Treasurer or Municipal Administrator

Signed, sealed and delivered the \_\_\_\_\_ day of

\_\_\_\_\_,

in the presence of:

---

WITNESS

*(Executive Director)*

---

WITNESS

*(Chair of Northern Lights Library Board)*

## **SCHEDULE "A"**

### **LIST OF ELIGIBLE PARTICIPANTS IN THE NORTHERN LIGHTS LIBRARY SYSTEM**

The City of Fort Saskatchewan  
The City of Lloydminster  
The City of St. Albert  
The City of Cold Lake

The County of Athabasca #12  
The County of Beaver #9  
Lac La Biche County  
Lamont County  
\*The County of Minburn #27  
The County of St. Paul # 19  
\*The County of Smoky Lake #13  
\*Sturgeon County  
The County of Thorhild #7  
The County of Two Hills #21  
\*The County of Vermilion River #24  
The Municipal District of Bonnyville #87  
\*The Municipal District of Opportunity #17 (part)  
The Municipal District of Wainwright #61  
Regional Municipality of Wood Buffalo  
Strathcona County

\*Improvement District # 13 Elk Island

The Town of Athabasca  
The Town of Bon Accord  
The Town of Bonnyville  
The Town of Bruderheim  
The Town of Elk Point  
The Town of Gibbons  
The Town of Lamont  
The Town of Legal  
The Town of Morinville  
The Town of Mundare  
The Town of Redwater  
The Town of Smoky Lake  
The Town of St. Paul  
The Town of Tofield  
The Town of Two Hills  
The Town of Vegreville  
The Town of Vermilion  
The Town of Viking

The Town of Wainwright

The Village of Andrew

The Village of Boyle

The Village of Chauvin

\*The Village of Chipman

\*The Village of Dewberry

The Village of Edgerton

\*The Village of Glendon

The Village of Holden

The Village of Innisfree

The Village of Irma

The Village of Kitscoty

The Village of Mannville

The Village of Marwayne

\*The Village of Minburn

The Village of Myrnam

The Village of Paradise Valley

The Village of Ryley

The Village of Vilna

The Village of Waskatenau

The Village of Willingdon

\*The Summer Village of Bondiss

\*The Summer Village of Bonnyville Beach

\*The Summer Village of Horseshoe Bay

\*The Summer Village of Island Lake

\*The Summer Village of Island Lake South

\*The Summer Village of Mewatha Beach

\*The Summer Village of Pelican Narrows

\*The Summer Village of South Baptiste

\*The Summer Village of Sunset Beach

\*The Summer Village of West Baptiste

\*The Summer Village of Whispering Hills

\*Buffalo Lake Metis Settlement

\*Elizabeth Metis Settlement

\*Fishing Lake Metis Settlement

\*Kikino Metis Settlement

\* Indicates municipalities which do not operate library boards.

## **SCHEDULE "B"**

### **THE NORTHERN LIGHTS LIBRARY SYSTEM LEVY**

#### **1. MUNICIPALITIES**

The levy to the Northern Lights Library System from the municipality that is a Party to the Agreement to which this Schedule is attached shall be as follows, for the period stated:

a) For municipalities with library boards:

|      |                     |
|------|---------------------|
| 1998 | \$3.05 per capita   |
| 2004 | \$3.20 per capita   |
| 2008 | \$3.59 per capita   |
| 2009 | \$4.08 per capita   |
| 2011 | \$4.33 per capita   |
| 2012 | \$4.55 per capita   |
| 2013 | \$4.78 per capita   |
| 2014 | \$4.8756 per capita |
| 2015 | \$5.07 per capita   |
| 2016 | \$5.07 per capita   |
| 2017 | \$5.07 per capita   |
| 2018 | \$5.15 per capita   |
| 2019 |                     |

Subsequent years as determined on a basis of approved budgets and estimates based on Section 8.2 of the Agreement

b) For municipalities without library boards:

|      |                     |
|------|---------------------|
| 1998 | \$4.29 per capita   |
| 2004 | \$6.40 per capita   |
| 2008 | \$7.18 per capita   |
| 2009 | \$8.16 per capita   |
| 2011 | \$8.66 per capita   |
| 2012 | \$9.10 per capita   |
| 2013 | \$9.56 per capita   |
| 2014 | \$9.7512 per capita |
| 2015 | \$10.14 per capita  |
| 2016 | \$5.07 per capita   |
| 2017 | \$5.07 per capita   |
| 2018 | \$5.15 per capita   |
| 2019 |                     |

Subsequent years as determined on a basis of approved budgets and estimates based on Section 8.2 of the Agreement

#### **2. LOCAL LIBRARY BOARDS**

The levy to the Library System from the municipal library board of the Parties to the Agreement to which the Schedule is attached shall be as follows for the periods stated:

|      |                   |
|------|-------------------|
| 1998 | \$3.05 per capita |
| 2004 | \$3.20 per capita |
| 2008 | \$3.59 per capita |

|      |                     |
|------|---------------------|
| 2009 | \$4.08 per capita   |
| 2011 | \$4.33 per capita   |
| 2012 | \$4.55 per capita   |
| 2013 | \$4.78 per capita   |
| 2014 | \$4.8756 per capita |
| 2015 | \$5.07 per capita   |
| 2016 | \$5.07 per capita   |
| 2017 | \$5.07 per capita   |
| 2018 | \$5.15 per capita   |
| 2019 |                     |

|                  |                                                                                                     |
|------------------|-----------------------------------------------------------------------------------------------------|
| Subsequent years | as determined on a basis of approved budgets and estimates based on<br>Section 8.2 of the Agreement |
|------------------|-----------------------------------------------------------------------------------------------------|

## **SCHEDULE "C"**

### **SYSTEM SERVICES TO PUBLIC LIBRARIES**

#### **1. MATERIALS SERVICES**

Materials services are designed to supply library materials to member libraries, whether borrowed or purchased.

- 1.1 Library materials are defined as including books (whether hard cover, paper cover or soft cover), periodicals, newspapers, sound recordings, audio and video cassettes, audio discs, tape recordings, video discs, video tapes, motion pictures, filmstrips, film loops, slides, paintings, drawings, prints or photographs (whether or not they are mounted or framed), micromaterials in all formats, toys, games, computer software and multi-media kits.
- 1.2 To facilitate the purchase of library materials by a public library, a fund account shall be established for each member public library to a value established by Board policy.
- 1.3 Materials service programs offered to public libraries may include, but not be limited to, the following:
  - a) Loaned materials to supplement existing library collections, such as:
    - i) Circulating blocks,
    - ii) Talking or audio books, and
    - iii) Materials in official and non-official languages;
  - b) Bestseller and quality book programs (whereby materials are made available at discounted prices where available);
  - c) Universal Borrowers' Card program providing patrons with access to the collections of other member public libraries in the Northern Lights Library System; and
  - d) Universal Borrowers' Card program providing patrons with access to other Library Systems that have signed Reciprocal Borrowing Agreements with Northern Lights Library System.

## **2. TECHNICAL SERVICES**

Technical services shall be provided in order to acquire, organize and access library materials.

2.1 Technical services may include, but not be limited to, the following:

- a) Centralized acquisition of library materials;
- b) Cataloguing and processing of library materials to acceptable standards;
- c) Consultative assistance with library automation;
- d) Maintenance of a Union Catalogue of system holdings; and
- e) Delivery of materials to libraries.

## **3. INFORMATION SERVICES**

Information services are designed to improve member library access to information resources at the regional, provincial, national and international levels.

3.1 Information services shall include:

- a) Reference services, whereby assistance is provided in answer to a request for information;
- b) Interlibrary loan service, whereby library material is made available by one library to another upon request; and
- c) Reciprocal borrowing privileges among system members and partners.

#### **4. PROGRAMMING AND PUBLIC RELATIONS**

Programming and Public Relations Services are designed to provide libraries with support for programming activities, as well as marketing initiative, which may be undertaken at the local level.

4.1 Programming and Public Relations Service may include, but not be limited to, the following:

- a) Consultative assistance;
- b) Assistance with children and adult programming activities; and
- c) Assistance and information regarding the marketing of local library services.

#### **5. SUPPORT SERVICES**

Support Services are offered to assist libraries in enhancing the level of local library service.

5.1 Support Services shall include consultative assistance provided by a professional library consultant.

5.2 Support Service may include, but not be limited to, the following:

- a) Coordination of continuing education opportunities for library staff and trustees;
- b) Toll-free telephone access to System personnel; and
- c) Newsletters and other communications.

| DRAFT NLLS WORKING BUDGET 2020 |                                          |                                                   |                 |                       |                |                      |                      |                        |                      |                       |                |                                   |                                            |
|--------------------------------|------------------------------------------|---------------------------------------------------|-----------------|-----------------------|----------------|----------------------|----------------------|------------------------|----------------------|-----------------------|----------------|-----------------------------------|--------------------------------------------|
|                                |                                          | BUDGET<br>2018                                    | Actuals<br>2018 | Actuals<br>Aug 1 2019 | BUDGET<br>2019 | BUDGET<br>2020<br>0% | BUDGET<br>2020<br>1% | BUDGET<br>2020<br>1.5% | BUDGET<br>2020<br>2% | BUDGET<br>2020<br>10% | BUDGET<br>2021 | COMMENTS / NOTES<br>Sept 21, 2019 |                                            |
| REVENUE                        |                                          |                                                   |                 |                       |                |                      |                      |                        |                      |                       |                |                                   |                                            |
| 1                              | Municipal and<br>Library<br>Board Levies | Municipalities                                    | \$1,193,858.25  | \$1,188,119.00        | \$1,207,726.50 | \$1,206,753.71       | \$1,206,753.71       | \$1,218,821.25         | \$1,224,855.02       | \$1,230,888.78        | \$1,327,429.08 | \$1,230,888.78                    | 2018 pop = 173,246 @\$5.26 (2%) per capita |
| 2                              |                                          | Library Boards                                    | \$575,399.37    | \$566,486.00          | \$576,285.00   | \$575,424.95         | \$575,424.95         | \$581,179.20           | \$584,056.32         | \$586,933.45          | \$632,967.44   | \$586,933.45                      | 2018 pop @\$5.26 (2%) per capita           |
| 3                              | Total                                    |                                                   | \$1,769,257.62  | \$1,754,605.00        | \$1,784,011.50 | \$1,782,178.66       | \$1,782,178.66       | \$1,800,000.45         | \$1,808,911.34       | \$1,817,822.23        | \$1,960,396.52 | \$1,817,822.23                    |                                            |
| 4                              | Provincial Grants                        | Library System Board<br>Operating Grant           | \$813,278.60    | \$820,070.00          | \$0.00         | \$813,278.60         | \$814,256.20         | \$814,256.20           | \$814,256.20         | \$814,256.20          | \$814,256.20   | \$814,256.20                      | \$4.70 per resident; 2018 pop 173,246      |
| 5                              |                                          | Rural Library Services Grant (Board<br>of Record) | \$340,242.75    | \$338,506.00          | \$0.00         | \$340,242.75         | \$340,242.75         | \$340,242.75           | \$340,242.75         | \$340,242.75          | \$340,242.75   | \$340,242.75                      | \$5.55 per resident; 2017 pop 61,305       |
| 6                              |                                          | Provincial Establishment Grant                    | \$0.00          | \$0.00                | \$0.00         | \$0.00               | \$0.00               | \$0.00                 | \$0.00               | \$0.00                | \$0.00         | \$0.00                            | No new library at this time                |
| 7                              |                                          | Indigenous Grant                                  | \$160,000.00    | \$160,064.00          | \$0.00         | \$160,000.00         | \$160,000.00         | \$160,000.00           | \$160,000.00         | \$160,000.00          | \$160,000.00   | \$0.00                            | In and out                                 |
| 8                              | Total                                    |                                                   | \$1,313,521.35  | \$1,318,640.00        | \$0.00         | \$1,313,521.35       | \$1,314,498.95       | \$1,314,498.95         | \$1,314,498.95       | \$1,314,498.95        | \$1,314,498.95 | \$1,154,498.95                    |                                            |
| 9                              | Programs                                 | Non-resident Fees                                 | \$900.00        | \$1,300.00            | \$800.00       | \$1,200.00           | \$1,500.00           | \$1,500.00             | \$1,500.00           | \$1,500.00            | \$1,500.00     | \$1,500.00                        | Morinville/Bonnyville                      |
| 10                             |                                          | Conference                                        | \$5,000.00      | \$5,453.35            | \$0.00         | \$5,000.00           | \$5,000.00           | \$5,000.00             | \$5,000.00           | \$5,000.00            | \$5,000.00     | \$5,000.00                        | 2-day Conference                           |
| 11                             |                                          | Other Revenue - General                           | \$2,000.00      | \$4,280.83            | \$205.00       | \$2,000.00           | \$5,000.00           | \$5,000.00             | \$5,000.00           | \$5,000.00            | \$5,000.00     | \$2,000.00                        | Grants/1% Admin for BOR                    |
| 12                             |                                          | Winter and Summer Reading<br>Programs             | \$2,000.00      | \$3,801.67            | \$8,498.00     | \$3,000.00           | \$10,000.00          | \$10,000.00            | \$10,000.00          | \$10,000.00           | \$10,000.00    | \$2,500.00                        | Full staff can now help drive this number  |
| 13                             |                                          | Office Sales                                      | \$6,000.00      | \$7,435.28            | \$4,570.00     | \$10,000.00          | \$10,000.00          | \$10,000.00            | \$10,000.00          | \$10,000.00           | \$10,000.00    | \$10,000.00                       | Rental, Professional services              |
| 14                             |                                          | Interest                                          | \$20,000.00     | \$43,894.50           | \$22,494.61    | \$30,000.00          | \$35,000.00          | \$35,000.00            | \$35,000.00          | \$35,000.00           | \$35,000.00    | \$40,000.00                       | Bank/Investments Interest                  |
| 15                             | Total                                    |                                                   | \$35,900.00     | \$66,165.63           | \$36,567.61    | \$51,200.00          | \$66,500.00          | \$66,500.00            | \$66,500.00          | \$66,500.00           | \$66,500.00    | \$61,000.00                       |                                            |
| 16                             | Reimbursements                           | Travel Grants                                     | \$3,000.00      | \$161.05              | \$775.00       | \$1,500.00           | \$1,500.00           | \$1,500.00             | \$1,500.00           | \$1,500.00            | \$1,500.00     | \$1,500.00                        | TRAC, PLSB offsett line 148 Expenses       |
| 17                             |                                          | Office sales to libraries                         | \$100,000.00    | \$132,223.53          | \$97,500.00    | \$150,000.00         | \$160,000.00         | \$160,000.00           | \$160,000.00         | \$160,000.00          | \$160,000.00   | \$170,000.00                      | Offset with expense line 147 Expenses      |
| 18                             |                                          | Revenue for outlet                                | \$17,400.00     | \$3,106.90            | \$0.00         | \$10,000.00          | \$10,000.00          | \$10,000.00            | \$10,000.00          | \$10,000.00           | \$10,000.00    | \$10,000.00                       | Myrnam offset in line: 142 Expenses        |
| 19                             | Total                                    |                                                   | \$120,400.00    | \$135,491.48          | \$98,275.00    | \$161,500.00         | \$171,500.00         | \$171,500.00           | \$171,500.00         | \$171,500.00          | \$171,500.00   | \$181,500.00                      |                                            |
| 20                             | Residual                                 | Allotment Carry Over                              | \$40,000.00     | \$17,658.14           | \$40,000.00    | \$40,000.00          | \$40,000.00          | \$40,000.00            | \$40,000.00          | \$40,000.00           | \$40,000.00    | \$40,000.00                       | Offset with line 86 Expenses               |
| 21                             | TOTAL OPERATING<br>REVENUE               |                                                   | \$3,279,078.97  | \$3,292,560.25        | \$1,958,854.11 | \$3,348,400.01       | \$3,374,677.61       | \$3,392,499.40         | \$3,401,410.29       | \$3,410,321.18        | \$3,552,895.47 | \$3,254,821.18                    |                                            |

|    |                                            |                             |                |                 |                       |                |                      |                      |                        |                      |                       |                                                                |
|----|--------------------------------------------|-----------------------------|----------------|-----------------|-----------------------|----------------|----------------------|----------------------|------------------------|----------------------|-----------------------|----------------------------------------------------------------|
|    | DRAFT NLLS WORKING BUDGET 2020             |                             |                |                 |                       |                |                      |                      |                        |                      |                       |                                                                |
|    |                                            |                             | BUDGET<br>2018 | Actuals<br>2018 | Actuals<br>Aug 1 2019 | BUDGET<br>2019 | BUDGET<br>2020<br>0% | BUDGET<br>2020<br>1% | BUDGET<br>2020<br>1.5% | BUDGET<br>2020<br>2% | BUDGET<br>2020<br>10% | COMMENTS / NOTES<br>Sept 21, 2019                              |
| 22 | EXPENSES                                   |                             |                |                 |                       |                |                      |                      |                        |                      |                       |                                                                |
| 23 | Shared Services NLLS<br>and Board          | Telecommunications          | \$12,900.00    | \$15,665.43     | \$8,892.00            | \$16,000.00    | \$16,000.00          | \$16,000.00          | \$16,000.00            | \$16,000.00          | \$16,000.00           | NLLS phones, and Cell phones                                   |
| 28 |                                            | Memberships and Expenses    | \$6,800.00     | \$10,897.47     | \$1,070.00            | \$5,700.00     | \$3,000.00           | \$3,000.00           | \$3,000.00             | \$3,000.00           | \$3,000.00            | AUMA, RMA, ALA, CLA, APLAC, travel and hotels                  |
| 34 |                                            | PD Training Total           | \$20,250.00    | \$28,664.78     | \$6,870.00            | \$23,300.00    | \$16,500.00          | \$16,500.00          | \$16,500.00            | \$16,500.00          | \$16,500.00           | Webinars, Courses and Training Sessions                        |
| 41 |                                            | NLLS Conference Fees        | \$7,500.00     | \$5,168.80      | \$8,156.00            | \$12,500.00    | \$13,700.00          | \$13,700.00          | \$13,700.00            | \$13,700.00          | \$13,700.00           | Conference and Workshops attending                             |
| 47 |                                            | Hotels and Travel           | \$21,500.00    | \$25,072.53     | \$16,807.00           | \$25,000.00    | \$23,000.00          | \$23,000.00          | \$23,000.00            | \$23,000.00          | \$23,000.00           | Hotels and Travel costs                                        |
| 54 |                                            | Meals when Travelling       | \$10,000.00    | \$6,442.35      | \$2,858.00            | \$6,000.00     | \$7,450.00           | \$7,450.00           | \$7,450.00             | \$7,450.00           | \$7,450.00            | Meals 50% gst <b>Moved Site Visit to here</b>                  |
| 60 |                                            | Travel Costs                | \$15,000.00    | \$5,167.79      | \$7,785.00            | \$12,000.00    | \$10,000.00          | \$10,000.00          | \$10,000.00            | \$10,000.00          | \$12,000.00           | Airfare, Baggage, Taxis                                        |
| 66 |                                            | Site Visits - <b>REMOVE</b> | \$8,500.00     | \$1,358.48      | \$0.00                | \$9,000.00     | \$0.00               | \$0.00               | \$0.00                 | \$0.00               | \$0.00                | Moved to Meals w/travelling as it was only IT meals for visits |
| 67 | Shared Services Total                      |                             | \$197,000.00   | \$98,437.63     | \$52,438.00           | \$109,500.00   | \$89,650.00          | \$89,650.00          | \$89,650.00            | \$89,650.00          | \$91,650.00           |                                                                |
| 68 | Admin Dept<br>4 Full Time Staff<br>Members | Equipment/Software          | \$7,000.00     | \$1,779.67      | \$195.00              | \$7,000.00     | \$2,000.00           | \$2,000.00           | \$2,000.00             | \$2,000.00           | \$2,500.00            | Repairs, software, small equipment/furniture purchases         |
| 69 |                                            | Photocopier                 | \$15,000.00    | \$13,315.47     | \$6,430.00            | \$15,000.00    | \$12,000.00          | \$12,000.00          | \$12,000.00            | \$12,000.00          | \$12,500.00           | Rental, maintenance, toners                                    |
| 70 |                                            | Marketing                   | \$10,000.00    | \$9,304.09      | \$2,050.00            | \$15,000.00    | \$7,000.00           | \$7,000.00           | \$7,000.00             | \$7,000.00           | \$10,000.00           | Publiciity,trade shows, newsletter, supplies, promo            |
| 71 |                                            | Audit & Support             | \$20,000.00    | \$12,924.37     | \$14,840.00           | \$13,000.00    | \$15,000.00          | \$15,000.00          | \$15,000.00            | \$15,000.00          | \$17,000.00           | RFP                                                            |
| 72 |                                            | Office supplies             | \$20,000.00    | \$13,398.87     | \$6,900.00            | \$8,000.00     | \$10,000.00          | \$10,000.00          | \$10,000.00            | \$10,000.00          | \$10,000.00           | General office supplies, Simply accounting software            |
| 73 |                                            | Staff recruitment           | \$2,000.00     | \$344.74        | \$2,950.00            | \$500.00       | \$500.00             | \$500.00             | \$500.00               | \$500.00             | \$500.00              | Any staff vacancy                                              |
| 74 |                                            | Subscriptions / Licenses    | \$2,500.00     | \$3,328.95      | \$2,004.00            | \$1,500.00     | \$2,000.00           | \$2,000.00           | \$2,000.00             | \$2,000.00           | \$2,000.00            | Local newspapers / Copyright Lic,                              |
| 75 |                                            | Special Events              | \$3,200.00     | \$5,722.74      | \$5,550.00            | \$5,000.00     | \$4,000.00           | \$4,000.00           | \$4,000.00             | \$4,000.00           | \$4,000.00            | Staff Long Service Awards. Projects                            |
| 76 |                                            | HR Tools                    | \$1,500.00     | \$1,381.95      | \$70.00               | \$700.00       | \$500.00             | \$500.00             | \$500.00               | \$500.00             | \$500.00              | Reference and HR Advisory                                      |
| 77 |                                            | Charges (Bank)              | \$1,000.00     | \$1,873.73      | \$700.00              | \$1,000.00     | \$1,200.00           | \$1,200.00           | \$1,200.00             | \$1,200.00           | \$1,500.00            | Bank charges; Credit Card charges; US foreign exchange         |
| 78 |                                            | Postage - Admin             | \$500.00       | \$1,236.09      | \$1,260.00            | \$1,000.00     | \$3,000.00           | \$3,000.00           | \$3,000.00             | \$3,000.00           | \$1,500.00            | Increase postage for libraries                                 |
| 79 |                                            | NLLS Hosting                | \$500.00       | \$1,776.36      | \$246.00              | \$1,500.00     | \$400.00             | \$400.00             | \$400.00               | \$400.00             | \$1,000.00            | General Hosting                                                |
| 80 |                                            | Indigenous Grant Expense    | \$160,000.00   | \$135,206.98    | \$22,184.41           | \$160,000.00   | \$160,000.00         | \$160,000.00         | \$160,000.00           | \$160,000.00         | \$0.00                | In and out                                                     |
| 81 | Admin Total                                |                             | \$243,200.00   | \$201,594.01    | \$65,379.41           | \$229,200.00   | \$217,600.00         | \$217,600.00         | \$217,600.00           | \$217,600.00         | \$63,000.00           |                                                                |

| DRAFT NLLS WORKING BUDGET 2020 |                                                                        |                                                 |              |              |                    |              |                |                |                  |                |                 |              |                                                         |                                                                                  |
|--------------------------------|------------------------------------------------------------------------|-------------------------------------------------|--------------|--------------|--------------------|--------------|----------------|----------------|------------------|----------------|-----------------|--------------|---------------------------------------------------------|----------------------------------------------------------------------------------|
|                                |                                                                        | BUDGET 2018                                     |              | Actuals 2018 | Actuals Aug 1 2019 | BUDGET 2019  | BUDGET 2020 0% | BUDGET 2020 1% | BUDGET 2020 1.5% | BUDGET 2020 2% | BUDGET 2020 10% | BUDGET 2021  | COMMENTS / NOTES<br>Sept 21, 2019                       |                                                                                  |
| 82                             | Bibliographic Services<br>10 Full Time<br>1 Part Time<br>Staff Members | Allotment Carry over                            |              | \$40,000.00  | \$17,658.14        | \$40,000.00  | \$40,000.00    | \$40,000.00    | \$40,000.00      | \$40,000.00    | \$40,000.00     | \$40,000.00  | Monies unspent by libraries                             |                                                                                  |
| 83                             |                                                                        | Book Allotment                                  |              | \$375,138.45 | \$372,031.70       | \$372,390.75 | \$372,031.70   | \$372,478.90   | \$372,478.90     | \$372,478.90   | \$372,478.90    | \$372,478.90 | 2018 pop. X \$2.15                                      |                                                                                  |
| 84                             |                                                                        | Cataloguing/Processing supplies                 |              | \$10,000.00  | \$5,286.00         | \$9,930.00   | \$8,000.00     | \$10,000.00    | \$10,000.00      | \$10,000.00    | \$10,000.00     | \$10,000.00  | Laminating, mactac, barcodes spine lables               |                                                                                  |
| 85                             |                                                                        | Bibs Service Subscriptions                      |              | \$1,000.00   | \$1,743.52         | \$1,000.00   | \$1,500.00     | \$1,500.00     | \$1,500.00       | \$1,500.00     | \$1,500.00      | \$1,500.00   | Web dewey (OCLC)                                        |                                                                                  |
| 86                             |                                                                        | ILL Shipping cost                               |              | \$1,000.00   | \$353.29           | \$460.00     | \$500.00       | \$1,000.00     | \$1,000.00       | \$1,000.00     | \$1,000.00      | \$1,000.00   | Postage, (other than government courier an van run)     |                                                                                  |
| 87                             |                                                                        | Library Shipping Covered Cost                   |              | \$3,500.00   | \$1,764.59         | \$1,320.00   | \$1,500.00     | \$3,000.00     | \$3,000.00       | \$3,000.00     | \$3,000.00      | \$3,000.00   | \$1,500.00                                              | Brokerage, Freight, Customs, Various Book Suppliers shipping cost                |
| 88                             |                                                                        | ILL Supplies cost                               |              | \$9,500.00   | \$2,924.34         | \$1,250.00   | \$5,000.00     | \$1,500.00     | \$1,500.00       | \$1,500.00     | \$1,500.00      | \$1,500.00   | \$2,000.00                                              | Library Cards, Stickers, Disc repair supplies, Canvas bags and DVD cases         |
| 89                             |                                                                        | Vehicle Expenses                                |              | \$12,000.00  | \$6,737.91         | \$5,400.00   | \$8,000.00     | \$10,000.00    | \$10,000.00      | \$10,000.00    | \$10,000.00     | \$10,000.00  | \$10,000.00                                             | Maintenance                                                                      |
| 90                             |                                                                        | Vehicle Fuel                                    |              | \$32,000.00  | \$34,133.10        | \$16,355.00  | \$38,000.00    | \$35,000.00    | \$35,000.00      | \$35,000.00    | \$35,000.00     | \$35,000.00  | \$35,000.00                                             | Fuel                                                                             |
| 91                             |                                                                        | Vehicle Replacement Internally Restricted funds |              | \$24,000.00  |                    |              | \$20,000.00    | \$20,000.00    | \$20,000.00      | \$20,000.00    | \$20,000.00     | \$20,000.00  | \$20,000.00                                             | Based on 5 yr trade in                                                           |
| 92                             | Bibs Services Total                                                    |                                                 | \$508,138.45 | \$442,632.59 | \$448,105.75       | \$494,531.70 | \$494,478.90   | \$494,478.90   | \$494,478.90     | \$494,478.90   | \$494,478.90    | \$493,478.90 |                                                         |                                                                                  |
| 93                             | Board                                                                  | Board Committees Meetings                       |              | \$8,000.00   | \$13,200.00        | \$13,650.00  | \$12,000.00    | \$20,000.00    | \$20,000.00      | \$20,000.00    | \$20,000.00     | \$20,000.00  | per diem for Board committees                           |                                                                                  |
| 94                             |                                                                        | Professional & Legal Fees                       |              | \$2,500.00   | \$5,089.50         | \$4,070.00   | \$2,500.00     | \$3,000.00     | \$3,000.00       | \$3,000.00     | \$3,000.00      | \$3,000.00   | HR items, Legal contingency, Policy support             |                                                                                  |
| 95                             |                                                                        | Board Conferences                               |              | \$2,500.00   | \$1,328.57         | \$7,030.00   | \$6,000.00     | \$7,500.00     | \$7,500.00       | \$7,500.00     | \$7,500.00      | \$7,000.00   | Coverage for Board Chair and 3 additional board members |                                                                                  |
| 96                             |                                                                        | Board Food & Beverages                          |              | \$4,500.00   | \$5,321.17         | \$3,220.00   | \$5,000.00     | \$6,000.00     | \$6,000.00       | \$6,000.00     | \$6,000.00      | \$6,000.00   | Board and exec meetings meals.                          |                                                                                  |
| 97                             |                                                                        | Board Mileage                                   |              | \$28,000.00  | \$30,762.20        | \$18,200.00  | \$32,000.00    | \$37,000.00    | \$37,000.00      | \$37,000.00    | \$37,000.00     | \$37,000.00  | Regular Board Meetings                                  |                                                                                  |
| 98                             |                                                                        | Special Events (Chair/Vice Chair specific)      |              | \$2,000.00   | \$1,328.57         | \$5,550.00   | \$12,000.00    | \$10,000.00    | \$10,000.00      | \$10,000.00    | \$10,000.00     | \$10,000.00  | \$10,000.00                                             | Board Chair Honorarium/Perdiem/Mileage for Travel to Municipalities (as per POS) |
| 99                             |                                                                        | POS - Plan of Service                           |              | \$0.00       | \$0.00             | \$0.00       | \$0.00         | \$6,000.00     | \$6,000.00       | \$6,000.00     | \$6,000.00      | \$6,000.00   | \$0.00                                                  | Meetings, Mileage, Food etc                                                      |
| 100                            | Board Total                                                            |                                                 | \$47,500.00  | \$57,030.01  | \$51,720.00        | \$69,500.00  | \$89,500.00    | \$89,500.00    | \$89,500.00      | \$89,500.00    | \$89,500.00     | \$83,000.00  |                                                         |                                                                                  |

|     | DRAFT NLLS WORKING BUDGET 2020                |                                                   |                |                 |                       |                |                      |                      |                        |                      |                       |                |                                                                                            |
|-----|-----------------------------------------------|---------------------------------------------------|----------------|-----------------|-----------------------|----------------|----------------------|----------------------|------------------------|----------------------|-----------------------|----------------|--------------------------------------------------------------------------------------------|
|     |                                               |                                                   | BUDGET<br>2018 | Actuals<br>2018 | Actuals<br>Aug 1 2019 | BUDGET<br>2019 | BUDGET<br>2020<br>0% | BUDGET<br>2020<br>1% | BUDGET<br>2020<br>1.5% | BUDGET<br>2020<br>2% | BUDGET<br>2020<br>10% | BUDGET<br>2021 | COMMENTS / NOTES<br>Sept 21, 2019                                                          |
| 101 | Building                                      | Caretaking and Landscaping                        | \$26,000.00    | \$31,881.47     | \$16,200.00           | \$25,000.00    | \$30,000.00          | \$30,000.00          | \$30,000.00            | \$30,000.00          | \$30,000.00           | \$32,000.00    | Caretaking Contract, landscaping, snow removal, janitorial supplies.                       |
| 102 |                                               | Insurance                                         | \$12,500.00    | \$10,702.70     | \$10,500.00           | \$11,000.00    | \$11,000.00          | \$11,000.00          | \$11,000.00            | \$11,000.00          | \$11,000.00           | \$12,000.00    | AMSC                                                                                       |
| 103 |                                               | Maintenance                                       | \$15,000.00    | \$15,206.55     | \$5,800.00            | \$15,000.00    | \$15,000.00          | \$15,000.00          | \$15,000.00            | \$15,000.00          | \$15,000.00           | \$15,000.00    | Upkeep and emergency repairs                                                               |
| 104 |                                               | Health & Safety                                   | \$5,000.00     | \$3,176.81      | \$1,550.00            | \$2,500.00     | \$3,000.00           | \$3,000.00           | \$3,000.00             | \$3,000.00           | \$3,000.00            | \$3,000.00     | Security system, safety workshops,                                                         |
| 105 |                                               | Utilities                                         | \$30,000.00    | \$26,001.32     | \$14,750.00           | \$28,000.00    | \$30,000.00          | \$30,000.00          | \$30,000.00            | \$30,000.00          | \$30,000.00           | \$30,000.00    | Water, hydro, garbage, shredder, gas                                                       |
| 106 |                                               | Furniture & Equipment Internally Restricted Funds | \$6,000.00     |                 | \$0.00                | \$3,000.00     | \$3,000.00           | \$3,000.00           | \$3,000.00             | \$3,000.00           | \$3,000.00            | \$2,000.00     | Replacements                                                                               |
| 107 |                                               | Building Internally Restricted Funds              | \$40,000.00    |                 | \$65,200.00           | \$30,000.00    | \$57,500.00          | \$57,500.00          | \$57,500.00            | \$57,500.00          | \$57,500.00           | \$30,000.00    | Windows, Doors, Air Cont. etc (Moved Server Reserve Fund to here for 2019 only 27,500)     |
| 108 | Building Total                                |                                                   | \$134,500.00   | \$86,968.85     | \$114,000.00          | \$114,500.00   | \$149,500.00         | \$149,500.00         | \$149,500.00           | \$149,500.00         | \$149,500.00          | \$124,000.00   | \$7,500.00 INCREASE                                                                        |
| 109 | IT Department<br>3 Full Time Staff<br>Members | Internet Service Fees                             | \$19,500.00    | \$12,266.57     | \$2,865.00            | \$18,000.00    | \$18,000.00          | \$18,000.00          | \$18,000.00            | \$18,000.00          | \$18,000.00           | \$25,500.00    | Cybera (3 yr/3 Exinda warranty for upgrade of bandwidth) New service provider (lower cost) |
| 110 |                                               | Web Hosting                                       | \$17,000.00    | \$17,183.00     | \$17,050.00           | \$19,400.00    | \$19,300.00          | \$19,300.00          | \$19,300.00            | \$19,300.00          | \$19,300.00           | \$21,000.00    | Econolution / Townlife                                                                     |
| 111 |                                               | Computer Protection Software                      | \$15,000.00    | \$30,758.84     | \$8,220.00            | \$15,000.00    | \$18,400.00          | \$18,400.00          | \$18,400.00            | \$18,400.00          | \$18,400.00           | \$16,500.00    | Anti Virus, Deep Freeze, FixMeStick, -3 yr prepaid going forward                           |
| 112 |                                               | Library Assistance Software                       | \$15,000.00    | \$4,254.93      | \$5,760.00            | \$10,000.00    | \$5,500.00           | \$5,500.00           | \$5,500.00             | \$5,500.00           | \$5,500.00            | \$12,000.00    | HelpDesk, GoToAssist, <b>WITHOUT Cloud printing, \$22,500.00 WITH Cloud Printing</b>       |
| 113 |                                               | Server Software                                   | \$5,000.00     | \$11.00         | \$2,600.00            | \$20,000.00    | \$6,000.00           | \$6,000.00           | \$6,000.00             | \$6,000.00           | \$6,000.00            | \$20,000.00    | Vmware, Veeam, Dell Desktop Authority                                                      |
| 114 |                                               | Computer Software                                 | \$5,000.00     | \$4,502.63      | \$4,500.00            | \$6,500.00     | \$5,500.00           | \$5,500.00           | \$5,500.00             | \$5,500.00           | \$5,500.00            | \$7,200.00     | Office 365, Windows 10, Smart Draw, Asset Panda ect.                                       |
| 115 |                                               | Emerging Technology                               | \$10,000.00    | \$1,329.98      | \$13,200.00           | \$10,000.00    | \$10,000.00          | \$10,000.00          | \$10,000.00            | \$10,000.00          | \$10,000.00           | \$10,000.00    | New technology for development                                                             |
| 116 |                                               | Computer Replace                                  | \$10,000.00    | \$15,683.95     | \$13,300.00           | \$24,000.00    | \$5,000.00           | \$5,000.00           | \$5,000.00             | \$5,000.00           | \$5,000.00            | \$15,000.00    | Laptops, Staff computers, Monitors 3 yr replacement cycle -Done 2019                       |
| 117 |                                               | Computer Internally Restricted Funds              | \$22,600.00    |                 | \$0.00                | \$10,000.00    | \$5,000.00           | \$5,000.00           | \$5,000.00             | \$5,000.00           | \$5,000.00            | \$10,000.00    | Laptops, Staff computers, Monitors                                                         |
| 118 |                                               | Server Internally Restricted Funds                | \$22,500.00    |                 | \$0.00                | \$27,500.00    | \$0.00               | \$0.00               | \$0.00                 | \$0.00               | \$0.00                | \$25,000.00    | Server - 5 yr replacement cycle - <b>Allocated Server Fund is fully funded.</b>            |
| 119 |                                               | Network Hardware Internally Restricted Funds      | \$13,500.00    |                 | \$0.00                | \$23,000.00    | \$23,000.00          | \$23,000.00          | \$23,000.00            | \$23,000.00          | \$23,000.00           | \$23,000.00    | Network Hardware purchase and Internally Restricted funds - 5 yr cycle                     |
| 120 |                                               | Fortigate - Libraries Internally Restricted Funds | \$18,500.00    |                 | \$0.00                | \$29,500.00    | \$29,500.00          | \$29,500.00          | \$29,500.00            | \$29,500.00          | \$29,500.00           | \$40,500.00    | Library Fortigate (Firewall) Hardware Internally Restricted Funds - 5 yr cycle             |
| 121 | IT Dept Total                                 |                                                   | \$173,600.00   | \$85,990.90     | \$67,495.00           | \$212,900.00   | \$145,200.00         | \$145,200.00         | \$145,200.00           | \$145,200.00         | \$145,200.00          | \$225,700.00   | \$40,200.00 DECREASE                                                                       |

| DRAFT NLLS WORKING BUDGET 2020 |                                                                              |                            |                |                 |                       |                |                      |                      |                        |                      |                       |                |                                                                                                                                                                                      |
|--------------------------------|------------------------------------------------------------------------------|----------------------------|----------------|-----------------|-----------------------|----------------|----------------------|----------------------|------------------------|----------------------|-----------------------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                |                                                                              |                            | BUDGET<br>2018 | Actuals<br>2018 | Actuals<br>Aug 1 2019 | BUDGET<br>2019 | BUDGET<br>2020<br>0% | BUDGET<br>2020<br>1% | BUDGET<br>2020<br>1.5% | BUDGET<br>2020<br>2% | BUDGET<br>2020<br>10% | BUDGET<br>2021 | COMMENTS / NOTES<br>Sept 21, 2019                                                                                                                                                    |
| 122                            | Public Services<br>Department<br>4 Full Time<br>1 Part Time<br>Staff members | System Collection          | \$18,000.00    | \$23,607.10     | \$4,453.00            | \$20,000.00    | \$15,000.00          | \$15,000.00          | \$15,000.00            | \$15,000.00          | \$15,000.00           | \$15,000.00    | Large Print, Professional collection, Ref, Audio, Kits and Blocks Makerspace                                                                                                         |
| 123                            |                                                                              | Online databases           | \$56,800.00    | \$69,639.32     | \$72,160.00           | \$85,000.00    | \$70,000.00          | \$70,000.00          | \$70,000.00            | \$70,000.00          | \$70,000.00           | \$70,000.00    | Cypress, Tumblebooks, Niche Academy, TAL - Lynda.com, Ebsco (Ancestry/Novelist/ Universal Core/DIY Auto Repair)                                                                      |
| 124                            |                                                                              | E-Resources                | \$50,000.00    | \$13,398.84     | \$0.00                | \$60,000.00    | \$50,000.00          | \$50,000.00          | \$50,000.00            | \$50,000.00          | \$50,000.00           | \$50,000.00    | Overdrive, 3M, Hoopla, Zinio                                                                                                                                                         |
| 125                            |                                                                              | Programming                | \$25,000.00    | \$18,861.47     | \$26,850.00           | \$25,000.00    | \$20,000.00          | \$20,000.00          | \$20,000.00            | \$20,000.00          | \$20,000.00           | \$20,000.00    | SRP WRP, entertainer, prizes, story teller, author talks                                                                                                                             |
| 126                            |                                                                              | NLLS Conference            | \$20,000.00    | \$17,393.79     | \$890.00              | \$20,000.00    | \$20,000.00          | \$20,000.00          | \$20,000.00            | \$20,000.00          | \$20,000.00           | \$20,000.00    | Conference and Workshops - LMC Workshop                                                                                                                                              |
| 127                            |                                                                              | LMC Conference/Travel      |                | \$0.00          | \$2,266.30            | \$5,000.00     | N/A                  | N/A                  | N/A                    | N/A                  | N/A                   | N/A            | LMC Rep to go to ALC Conference/Travel ~ 1 Library Manager to go to IUG - <b>MOVED TO SHARED SERVICES</b>                                                                            |
| 128                            |                                                                              | LMC PD Training            |                | \$0.00          | \$202.42              | \$3,000.00     | N/A                  | N/A                  | N/A                    | N/A                  | N/A                   | N/A            | LMC Professional develop training - <b>MOVED TO SHARED SERVICES</b>                                                                                                                  |
| 129                            |                                                                              | LMC - Mileage for Meetings | \$20,000.00    | \$14,626.72     | \$8,800.96            | \$18,000.00    | \$14,000.00          | \$14,000.00          | \$14,000.00            | \$14,000.00          | \$14,000.00           | \$14,000.00    | 3 LMC meetings a year, travel and meals                                                                                                                                              |
| 130                            | Public Services Total                                                        |                            | \$189,800.00   | \$157,527.24    | \$115,622.68          | \$236,000.00   | \$189,000.00         | \$189,000.00         | \$189,000.00           | \$189,000.00         | \$189,000.00          | \$189,000.00   | \$47,000.00 DECREASE (5000.00 moved to Shared Services)                                                                                                                              |
| 131                            | Contracts & Vendor<br>Services                                               | ACSI Services              | \$35,000.00    | \$33,300.00     | \$0.00                | \$35,000.00    | \$35,000.00          | \$35,000.00          | \$35,000.00            | \$35,000.00          | \$35,000.00           | \$35,000.00    | Customer edge devices maintenance and 3 year contract. Paid in Dec each year                                                                                                         |
| 132                            |                                                                              | TRAC                       | \$100,000.00   | \$99,974.00     | \$104,660.00          | \$105,000.00   | \$105,000.00         | \$105,000.00         | \$105,000.00           | \$105,000.00         | \$105,000.00          | \$108,000.00   | Cost of operations and maintenance of catalogue and Server at YRL                                                                                                                    |
| 133                            |                                                                              | The Alberta Library        | \$8,500.00     | \$0.00          | \$8,450.00            | \$8,500.00     | \$8,500.00           | \$8,500.00           | \$8,500.00             | \$8,500.00           | \$8,500.00            | \$9,000.00     | Membership fee for The Alberta Library; increase depends on population adjustment                                                                                                    |
| 134                            | Vendor Total                                                                 |                            | \$143,500.00   | \$133,274.00    | \$113,110.00          | \$148,500.00   | \$148,500.00         | \$148,500.00         | \$148,500.00           | \$148,500.00         | \$148,500.00          | \$152,000.00   | SAME                                                                                                                                                                                 |
| 135                            | Staff 21 F/T 2 P/T<br>Staff members & 4<br>Summer Students                   | Salaries                   | \$1,108,830.00 | \$1,166,519.07  | \$694,420.00          | \$1,227,000.00 | \$1,366,210.82       | \$1,366,210.82       | \$1,366,210.82         | \$1,366,210.82       | \$1,366,210.82        | \$1,450,000.00 | 21 F/T 2 P/T staff members and 4 summer students (Going to 5 Step grid and 1.5% COLA <b>only for those who don't move up or are contractual</b> ) (1 wage moved to Indigenous Grant) |
| 136                            |                                                                              | Benefits                   | \$160,000.00   | \$107,384.60    | \$74,968.00           | \$150,000.00   | \$150,000.00         | \$150,000.00         | \$150,000.00           | \$150,000.00         | \$150,000.00          | \$160,000.00   | Dental, Vision, Health, RRSP                                                                                                                                                         |
| 137                            | Staff Total                                                                  |                            | \$1,268,830.00 |                 | \$769,388.00          | \$1,377,000.00 | \$1,516,210.82       | \$1,516,210.82       | \$1,516,210.82         | \$1,516,210.82       | \$1,516,210.82        | \$1,610,000.00 | \$139,210.80 INCREASE due to full compliment of staff and compliancy                                                                                                                 |
| 138                            | NLLS Outlets                                                                 | Myrnam                     | \$17,400.00    | \$3,106.90      | \$5,660.00            | \$10,000.00    | \$10,000.00          | \$10,000.00          | \$10,000.00            | \$10,000.00          | \$10,000.00           | \$10,000.00    | Operating expenses, salary, programming                                                                                                                                              |
| 139                            | Outlet Total                                                                 |                            | \$17,400.00    | \$3,106.90      | \$2,852.25            | \$10,000.00    | \$10,000.00          | \$10,000.00          | \$10,000.00            | \$10,000.00          | \$10,000.00           | \$10,000.00    |                                                                                                                                                                                      |

|     |                                            |                                                                                                                          |                |                 |                       |                |                                                                      |                      |                        |                      |                                                  |                |                                                                                          |
|-----|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|----------------|-----------------|-----------------------|----------------|----------------------------------------------------------------------|----------------------|------------------------|----------------------|--------------------------------------------------|----------------|------------------------------------------------------------------------------------------|
|     | DRAFT NLLS WORKING BUDGET 2020             |                                                                                                                          |                |                 |                       |                |                                                                      |                      |                        |                      |                                                  |                |                                                                                          |
|     |                                            |                                                                                                                          | BUDGET<br>2018 | Actuals<br>2018 | Actuals<br>Aug 1 2019 | BUDGET<br>2019 | BUDGET<br>2020<br>0%                                                 | BUDGET<br>2020<br>1% | BUDGET<br>2020<br>1.5% | BUDGET<br>2020<br>2% | BUDGET<br>2020<br>10%                            | BUDGET<br>2021 | COMMENTS / NOTES<br>Sept 21, 2019                                                        |
| 140 | Transfer Payments                          | Board of Record Payments<br>(Provincial Rural services grant)                                                            | \$338,506.00   | \$338,505.61    | \$0.00                | \$340,242.75   | \$340,242.75                                                         | \$340,242.75         | \$340,242.75           | \$340,242.75         | \$340,242.75                                     | \$340,242.75   | Transfer payments to 6 counties, 1 MD, 8 Summer Villages @5.55 per cap. Offset in line 5 |
| 141 | Transfer Total                             |                                                                                                                          | \$338,506.00   | \$338,505.61    | \$0.00                | \$340,242.75   | \$340,242.75                                                         | \$340,242.75         | \$340,242.75           | \$340,242.75         | \$340,242.75                                     | \$340,242.75   |                                                                                          |
| 142 | Reimbursement                              | NLLS pays for expenses that will be reimbursed by other organizations; equivalent \$ amount under Revenue lines 16/17/18 |                |                 |                       |                |                                                                      |                      |                        |                      |                                                  |                |                                                                                          |
| 143 |                                            | General Supplies                                                                                                         | \$100,000.00   | \$137,010.28    | \$108,453.59          | \$150,000.00   | \$160,000.00                                                         | \$160,000.00         | \$160,000.00           | \$160,000.00         | \$160,000.00                                     | \$180,000.00   | Furniture, computers, office supplies-Rebills                                            |
| 144 |                                            | Travel                                                                                                                   | \$3,000.00     | \$161.05        | \$0.00                | \$1,500.00     | \$1,500.00                                                           | \$1,500.00           | \$1,500.00             | \$1,500.00           | \$1,500.00                                       | \$1,500.00     | Traveling expenses reimbursed by PLSB, TRAC and other organizations                      |
| 145 | Reimbursement Total                        |                                                                                                                          | \$103,000.00   | \$137,171.33    | \$108,453.59          | \$151,500.00   | \$161,500.00                                                         | \$161,500.00         | \$161,500.00           | \$161,500.00         | \$161,500.00                                     | \$181,500.00   |                                                                                          |
| 146 | TOTAL OPERATING EXPENDITURES               |                                                                                                                          | \$3,364,974.45 | \$1,742,239.07  | \$1,908,564.68        | \$3,493,374.45 | \$3,551,382.47                                                       | \$3,551,382.47       | \$3,551,382.47         | \$3,551,382.47       | \$3,551,382.47                                   | \$3,563,571.65 |                                                                                          |
| 147 | Budgeted Net Gain                          |                                                                                                                          | -\$85,895.48   |                 |                       | -\$144,974.44  | -\$176,704.86                                                        | -\$158,883.07        | -\$149,972.18          | -\$141,061.29        | \$1,513.00                                       | -\$308,750.47  |                                                                                          |
| 148 | NOT FUNDING RESERVES Balance               |                                                                                                                          |                |                 |                       |                | -\$38,704.86                                                         | -\$20,883.07         | -\$11,972.18           | -\$3,061.29          | NET GAIN & Fully allocate money to Reserve Funds |                |                                                                                          |
|     |                                            |                                                                                                                          |                |                 |                       |                | **NET LOSS in addition to NOT allocating any money to reserves funds |                      |                        |                      |                                                  |                |                                                                                          |
| 149 | Internally Restricted/Reserve Funds Totals |                                                                                                                          | \$147,100.00   |                 |                       | \$143,000.00   | \$138,000.00                                                         | \$138,000.00         | \$138,000.00           | \$138,000.00         | \$138,000.00                                     | \$150,500.00   |                                                                                          |

| Type of Fund                          | Allocation of<br>Current funds | Min Balance for<br>Reserves | Max Balance for<br>Reserves | Yearly<br>Contribution<br>2019 | Yearly<br>Contribution<br>2020 |
|---------------------------------------|--------------------------------|-----------------------------|-----------------------------|--------------------------------|--------------------------------|
| <b>Internally Restricted</b>          |                                |                             |                             |                                |                                |
| Vehicle Replacement Funds             | \$ 85,000.00                   |                             |                             | \$ 20,000.00                   | \$ 20,000.00                   |
| Furniture & Equipment Funds           | \$ 25,000.00                   |                             |                             | \$ 3,000.00                    | \$ 2,000.00                    |
| Building Funds                        | \$ 350,000.00                  |                             |                             | \$ 30,000.00                   | \$ 30,000.00                   |
| Computer Funds                        | \$ 80,000.00                   |                             |                             | \$ 10,000.00                   | \$ 15,000.00                   |
| Server Funds                          | \$ 325,000.00                  |                             |                             | \$ 27,500.00                   | \$ 27,500.00                   |
| Network Hardware Funds                | \$ 150,000.00                  |                             |                             | \$ 23,000.00                   | \$ 23,000.00                   |
| Fortigate - Libraries Funds           | \$ 150,000.00                  |                             |                             | \$ 29,500.00                   | \$ 40,500.00                   |
| Contingent Liability and Consultation | \$ 50,000.00                   |                             |                             | \$ -                           | \$ -                           |
| <b>Restricted</b>                     |                                |                             |                             |                                |                                |
| Operational Restricted Reserve        | \$ 332,233.95                  |                             |                             | \$ -                           | \$ -                           |

**Money in Investments Sept 2019 \$ 1,547,233.95**

#### ***Internally Restricted Funds Definition***

The transfer of funds to and from internally restricted funds shall require a resolution from the Executive Committee

#### ***Restricted Funds Definition***

The transfer of funds to and from restricted funds shall require a resolution from the NLLS General Board

#### ***Allocation***

The amount of money proposed for the specific reserve category



## STAFF REPORT

**Title:** Request for Funding - Community Planning Association of Alberta (CPAA) 2020 Annual Conference

**Meeting Date:** November 12, 2019

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### **Executive Summary:**

Attached is a letter from the Community Planning Association of Alberta (CPAA) with respect to their 2020 Annual Conference being held April 27-29, 2020 at the Black Knight Inn in Red Deer, Alberta. The CPAA are requesting for attendance at the conference and sponsorship support.

### **Background:**

Attached is a letter from the Community Planning Association of Alberta (CPAA) with respect to their 2020 Annual Conference being held April 27-29, 2020 at the Black Knight Inn in Red Deer, Alberta. The CPAA are requesting for attendance at the conference and sponsorship support.

This year's conference is themed the "Take the Initiative! Exploring Innovations & Resiliency in Community Planning".

As part of CPAA's conference planning this year, the committee is reaching out directly to municipalities, previous and new conference partners throughout the Province to consider attendance for Council members, Chief Administrative Officers, etc.

Donations to the silent auction which fund student scholarships are always welcome. All sponsorship funding or in-kind contributions received will be used to support conference activities and contribute to annual scholarships awarded by CPSS to students advancing post-secondary education and a career in planning.

Conference registration fees are \$500.00 for CPAA members and \$575.00 for non-members. The conference registration fee is included with the diamond x 2, platinum, and gold sponsorship levels. Sponsorship opportunities are as follows:

- \$3,000 - Diamond
- \$2,000 - Platinum
- \$1,700 - Gold
- \$1,000 - Silver
- \$700 - Bronze
- Less than \$500 - Silent Auction/Scholarship Sponsor



In its' 2019 budget, Council budgeted \$60,000 plus an additional \$60,000 (Resolution No. CRM20190625.1010) for sponsoring functions, goodwill, and other activities for the staff and community. To date, without consideration of this request or any others on the November 12, 2019 agenda, \$65,045.00 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.

**Alternatives:**

- That Council send one (1) City of Cold Lake representative and/or provide a \_\_\_\_ sponsorship in the amount of \$\_\_\_\_ towards the Community Planning Association of Alberta (CPAA) 2020 Annual Conference being held April 27-29, 2020 at the Black Knight Inn in Red Deer, Alberta with funds to come from Council Goodwill (1-2-11-20-229) for 2020.
- That Council defeat a motion to send City representation and/or provide a \_\_\_\_ sponsorship in the amount of \$\_\_\_\_ towards the Community Planning Association of Alberta (CPAA) 2020 Annual Conference being held April 27-29, 2020 at the Black Knight Inn in Red Deer, Alberta with funds to come from Council Goodwill (1-2-11-20-229) for 2020.
- Council may pass a motion to respectfully decline the opportunity to provide sponsorship to the Community Planning Association of Alberta (CPAA) 2020 Annual Conference being held April 27-29, 2020 at the Black Knight Inn in Red Deer, Alberta.

**Recommended Action:**

That Council may pass a motion to respectfully decline the opportunity to provide sponsorship to the Community Planning Association of Alberta (CPAA) 2020 Annual Conference being held April 27-29, 2020 at the Black Knight Inn in Red Deer, Alberta.

**Budget Implications (Yes or No):**

Yes

**Submitted by:**

Kevin Nagoya, Chief Administrative Officer



COMMUNITY PLANNING  
ASSOCIATION of ALBERTA

**take  
the  
initiative**

2020 CPAA  
CONFERENCE  
RED DEER | APRIL 27<sup>th</sup> - 29<sup>th</sup>

EXPLORING INNOVATIONS & RESILIENCY  
IN COMMUNITY PLANNING

RECEIVED

October 23, 2019

Attention: Mayor Mr. Craig Copeland  
City of Cold Lake  
5513-48 Avenue  
Cold Lake, AB T9M 1A1

OCT 28 2019  
*cc'd CAD  
orig. to Mayor*  
CITY OF COLD LAKE

**Re: Community Planning Association of Alberta (CPAA) 2020 Annual Conference  
Request for Attendance and Sponsorship Support**

The Community Planning Association of Alberta (CPAA) is a non-profit group incorporated in 1977 as an organization dedicated to the promotion of community planning in the Province of Alberta. Through various means, the Association provides a forum for all stakeholders to discuss community planning-related concepts, ideas and issues with a view towards solutions.

The CPAA has been and remains instrumental at bringing together varying perspectives on community planning related challenges and prides itself on broad based representation and participation from rural and urban environments. Events and outreach coordinated throughout the year and the annual CPAA conference bring together individuals with varying and diverse perspectives from political, planning, administrative and academic backgrounds throughout Alberta.

The 2020 annual conference will be held from April 27<sup>th</sup> – April 29<sup>th</sup> 2020 at the Black Knight Inn in Red Deer, Alberta. This year's conference is themed the **"Take the Initiative! Exploring Innovations & Resiliency in Community Planning"**. This theme was chosen as a means to celebrate those communities and groups that are taking the risk and trying something new. For this year's conference we will be presenting various case studies to inspire attendees and provide learning opportunities. The conference creates a space for planners, administrators and elected officials to explore how planning can help influence, shape and enhance our communities and municipalities.

As part of CPAA's conference planning this year, the committee is reaching out directly to municipalities, previous and new conference partners throughout the Province to consider attendance for Council members, Chief Administrative Officers, SDAB and MCP members, Planners, Development Officers, Association and Post-Secondary Education professionals who may benefit from conference participation and to consider sponsorship, funding or in kind contributions to support the CPAA conference. Donations to the Silent Auction which fund student scholarships are always welcome.

All sponsorship funding or in kind contributions received will be used to support conference activities and contribute to annual scholarships awarded by CPAA to students advancing post-secondary education and a career in planning.



**CPAA**

COMMUNITY PLANNING  
ASSOCIATION of ALBERTA

**take  
the  
initiative**

2020 CPAA  
CONFERENCE  
RED DEER | APRIL 27<sup>th</sup> - 29<sup>th</sup>

EXPLORING INNOVATIONS & RESILIENCY  
IN COMMUNITY PLANNING

To support your consideration of participation and / or formal contribution in this important annual event, please find enclosed the following:

- Conference registration form
- Conference exhibitor registration form
- Conference sponsorship form and sponsorship information
- Conference call for proposals

Should you have any questions in regards to this request, please do not hesitate to contact the CPAA Secretary, Vicki Hackl, at 780-432-6387 or [cpaa@cpaa.biz](mailto:cpaa@cpaa.biz) or Chair of the 2020 Conference Committee, Candace Banack at 403-851-2578 or [Candace.Banack@cochrane.ca](mailto:Candace.Banack@cochrane.ca).

Thank you in advance to your consideration. We look forward to your participation and support.

Regards,

Candace Banack, RPP, MCIP

Chair, 2020 CPAA Conference Planning Committee

*Encl:*

*Conference registration form*

*Conference exhibitor form*

*Conference sponsorship form and information*

*Conference call for proposals*

## 2020 ANNUAL PLANNING CONFERENCE & EDUCATION SESSION

# REGISTRATION FORM

Delegate Name(s) [with title/positions for name tags]:

Organization: .....

Address: ..... City: .....

Postal Code: ..... Email: ..... Phone: .....

Contact person and email for invoicing and payment: .....

Dietary Restrictions: ☐ No ☐ Yes, .....

*Conference registration fee includes: Welcome Reception, Conference Sessions, Hot Buffet Breakfasts, Hot Luncheon & Banquet.*

*Pre Conference bowling evening (April 26, 2020) fee includes: shoe rental, 90 minutes of bowling, appetizers and two (2) drink tickets. Bowling to be held at Heritage Lanes in Red Deer.*

*Education Session fee includes: Education Session, Hot Buffet Breakfast, Buffet Lunch*

### PRE CONFERENCE BOWLING & SOCIAL

- ☐ Registration Fee: \$45 for CPAA members  
☐ Registration Fee: \$50 for CPAA non-members

### CONFERENCE REGISTRATION

- ☐ Conference Registration Fee: \$500.00 for CPAA members  
☐ Registration Fee: \$575.00 for non-members  
☐ Registration Fee included with Sponsorship - If yes, please indicate sponsorship level .....  
☐ Student Registration Fee: \$50.00 Students must be current members of CPAA.

Full-time students please indicate Institution:

### EDUCATION SESSION REGISTRATION

- ☐ Education Session Registration Fee: \$150.00 for CPAA members  
☐ Education Session Registration Fee: \$175.00 for CPAA non-members

**Total Amount Owning:** ..... ☐ **Payment Enclosed** ☐ **Payment to Follow** ☐ **Invoice**

**GST is not applicable.** Credit card payment is not available. However, payment may be made by e-transfer, direct deposit or by cheque, made payable to Community Planning Associate of Alberta.

**Cancellation Policy:** There will be no refunds, but you may transfer the registration to another person, or conference and/or education session to another individual with the same organization.

Please complete the form and return with payment to

**CPAA Office**  
205 - 10940, 166A Street NW,  
Edmonton, AB  
T5P 3V5

**P | 780-432-6387**  
**E | cpaa@cpaa.biz**

*Privacy Statement: The CPAA collects personal and commercial information under the Personal Information Protection Act. The use of personal information provided to the CPAA is limited to the purposes of conference administration and to future CPAA outreach and communications to CPAA members, non-members and conference attendees.*

## 2020 CPAA CONFERENCE SPONSOR PACKAGE

# SPONSOR FORM

Contact Name: .....

Organization: .....

Address: ..... City: .....

Postal Code: ..... Email: ..... Phone: .....

### TERMS AND CONDITIONS:

1. Benefits will be allocated by the CPAA on a "first come, first served" basis.
2. A sponsorship is secured only upon receipt of sponsorship contribution.
3. CPAA reserves the right to amend the rules and regulations governing sponsorship at any time.
4. CPAA reserves the right to assign sponsorship based on sponsorship level and number of sponsors at each level.
5. Sponsorship refunds will not be issued by the CPAA.

### SPONSORSHIP & PAYMENT DETAILS

- ☐ Sponsorship Amount \$ .....
- ☐ Payment amount enclosed
- ☐ Payment to follow
- ☐ Please invoice sponsorship amount to above organization

*GST not applicable. Credit card payment is not available. Payment by e-transfer, direct deposit or by cheque, made payable to:  
Community Planning Association of Alberta.*

I have read and agree to the terms of the sponsorship/partnership agreements contained herein:

Signature: .....

Date: .....

*Please note the deadline for sponsorship is **March 14, 2020***

Please forward completed sponsorship forms to:

**CPAA Office**  
**205 - 10940 66A Street NW**  
**Edmonton AB**  
**T5P 3V5**

Questions regarding sponsorship should be directed to:

**Vicki Hackl, CPAA Secretary**  
**P | 780-432-6387**  
**E | [cpaa@cpaa.biz](mailto:cpaa@cpaa.biz)**

## 2020 CPAA CONFERENCE SPONSOR PACKAGE

### ☐ **DIAMOND \$3,000**

There may only be one sponsor in this category. The diamond sponsor shall be recognized as a **Principal Sponsor** in all conference materials. A sponsor representative will be invited to speak as part of conference welcoming and closing remarks.

#### **BENEFITS**

- Two (2) free registrations for Conference (Value: \$1,000)\*
- One (1) free registration for Education Session (Value: \$150)\*
- One (1) free exhibitor space (Value: \$250)
- Primary sponsor in all conference materials and publications
- Primary recognition through prominent on-site signage
- First opportunity to sponsor conference delegate swag items

### ☐ **PLATINUM \$2,000**

Sole Sponsor for one activity. Please choose:

- ☐ Education Session
- ☐ Conference Banquet
- ☐ Silent Auction
- ☐ Student Participation

#### **BENEFITS**

- One (1) free registration for Conference (Value: \$500)\* **OR** one (1) free registration for Education Session (Value: \$150)\*
- One (1) free exhibitor space (Value: \$250)
- Logo placement and listing in conference program
- Recognition through prominent on-site signage

### ☐ **GOLD - \$1,700**

Sole Sponsor for one activity. Please choose:

- ☐ Keynote Speaker
- ☐ Two (2) Concurrent Sessions (12 sessions available)
- ☐ Banquet Beverages
- ☐ Wednesday Plenary Session
- ☐ Refreshment breaks (4 to choose from)
- ☐ Closing Plenary

#### **BENEFITS**

- One (1) free registration for Conference (Value: \$500)\*
- Logo placement and listing in conference program
- Recognition through prominent on-site signage

### ☐ **SILVER \$1,000**

Sole Sponsor for one activity. Please choose:

- ☐ Banquet Entertainment
- ☐ One (1) Concurrent Session (12 sessions available)

#### **BENEFITS**

- Two (2) free tickets for the Conference Luncheon and Banquet (Value: \$220)
- One (1) free registration for Education Session (Value: \$150)\*
- Logo placement and listing in conference program
- Recognition through prominent on-site signage

### ☐ **BRONZE \$700**

Sole Sponsor for one activity. Please choose:

- ☐ Education Session Lunch
- ☐ Conference Session Lunch
- ☐ Joint Sponsor of Concurrent Session (12 sessions available)
- ☐ Conference Program
- ☐ Conference Management

#### **BENEFITS**

- One (1) free ticket for the Conference Luncheon and Banquet (Value: \$110)
- Recognition on the on-site Master Board of Sponsors.
- Logo placement and listing in conference program

### ☐ **Silent Auction / Scholarship Sponsor (less than \$500)**

May include financial or in kind contribution which supports annual CPAA silent auction hosted at conference banquet. The CPAA silent auction raises funds directly for student scholarships to pursue and advance education and a career in planning. Contributing sponsors supporting the silent auction and student scholarships are listed in the conference program.

*\*Conference Registration includes one ticket for all conference meals.*

*\*Education Session Registration includes one ticket for all education session meals.*

**GST NOT APPLICABLE**

## 2020 CPAA CONFERENCE EXHIBITOR FORM

Contact Name: .....

Organization: .....

Address: ..... City: .....

Postal Code: ..... Email: ..... Phone: .....

*Exhibitor cost is \$250. You may register separately for the conference which includes one ticket for all meals (Value: \$500.00) and/or for the Education Session (Value: \$150).*

### PAYMENT DETAILS

- ☐ Payment Amount Enclosed
- ☐ Payment to follow
- ☐ Invoice amount to above organization
- ☐ Display included with conference sponsorship

*GST not applicable. Credit card payment is not available. Payment by e-transfer, direct deposit or by cheque, made payable to: Community Planning Association of Alberta.*

Name: .....

Signature: ..... Date: .....

### ARE YOU ALSO A SPONSOR?

- ☐ YES
- ☐ NO

### IF YES, AT WHAT LEVEL?

- ☐ DIAMOND
- ☐ PLATINUM
- ☐ GOLD
- ☐ SILVER
- ☐ BRONZE
- ☐ SUPPORTER

### EXHIBITOR SPACE DETAILS:

- Displays will be set up along the perimeter walls in Salon DE within the Conference space - spaces will be assigned.
- Each display space consists of a maximum area 8 feet wide by 5 feet deep (including any tables or chairs)
- If requested, a skirted table (8 feet by 2 feet) and two chairs will be included as part of the regular cost.
- Displays may be set up as early as 8:00 a.m., Monday, April 27, but must be set up and ready by Monday 1:00 p.m. They must be removed from the conference space by 12:15 p.m. Wednesday, April 29.
- Extra Luncheon and Banquet tickets will be available through the Conference (Lunch: \$40/person; Banquet: \$70/person) if the person at the booth has not registered for the conference.

### WE, THE ABOVE ORGANIZATION WOULD LIKE TO RESERVE DISPLAY SPACE AS FOLLOWS:

\_\_\_\_\_ Number of display spaces (Note one banquet ticket included with each space purchased.) - \$250 each

\_\_\_\_\_ Number of complimentary chairs required (Maximum of 2 included with space)


\_\_\_\_\_ Number of complimentary tables required (skirted) (Maximum of 1 included/space)

\_\_\_\_\_ Number of electric outlets required

Community Planning Association of Alberta. Please complete the form and return with payment to **CPAA Office**

**205 - 10940 166A Street NW  
Edmonton AB T5P 3V5**

**P | 780-432-6387  
E | cpaa@cpaa.biz**



# take the initiative

2020 CPAA  
CONFERENCE  
RED DEER | APRIL 27<sup>th</sup> - 29<sup>th</sup>

EXPLORING INNOVATIONS & RESILIENCY  
IN COMMUNITY PLANNING



**CPAA**

COMMUNITY PLANNING  
ASSOCIATION of ALBERTA

# CALL FOR ABSTRACTS

# take the initiative

2020 CPAA  
CONFERENCE  
RED DEER | APRIL 27<sup>th</sup> - 29<sup>th</sup>

EXPLORING INNOVATIONS & RESILIENCY  
IN COMMUNITY PLANNING

## WELCOME

The upcoming 2020 Community Planning Association of Alberta (CPAA) conference is being held from April 27<sup>th</sup> to April 29, 2020 at the Black Knight Inn in Red Deer Alberta. This years conference is themed and titled **“Take the Initiative ! Exploring Innovations and Resiliency in Community Planning.”** The theme was chosen as a means to explore and celebrate the innovations and new directions that are being advanced in community planning in Alberta and beyond. CPAA wishes to provide a collaborative space to allow planners, administrators and elected officials to see what other groups are trying out and to learn from current innovations in planning.

You can expect this year’s conference to highlight a wide variety of examples that illustrate innovations and resiliency in community planning. We encourage elected officials, planners and administrators from municipalities across Alberta to attend and participate in the conference. **Last year’s conference sold out, so we encourage you to register early to avoid missing out !**

Innovations and resiliency are broad, can start with anyone and impact everyone around us. As such, we encourage proposals from a wide variety of professionals including planners, elected officials, engineers, administrators, landscape architects, developers, builders, policy analysts, academics, community advocates, journalists and students. We want to hear about what you, your municipality, your community, or your firm is doing differently. What issue were you trying to solve ? Has it been successful? Knowing what you do now, would you change anything? Could other municipalities or groups learn and benefit from your experiences? We want to help you celebrate your innovations while allowing others to learn from your willingness to try something new!

# take the initiative

2020 CPAA  
CONFERENCE  
RED DEER | APRIL 27<sup>th</sup> - 29<sup>th</sup>

EXPLORING INNOVATIONS & RESILIENCY  
IN COMMUNITY PLANNING

## POTENTIAL TOPICS INCLUDE, BUT ARE NOT LIMITED TO PLANNING INNOVATIONS SPANNING THE FOLLOWING:

- Software and Technology;
- Communications and Engagement Strategies;
- Plan or Policy Writing;
- Industry or Economic Diversification Initiatives;
- Economic Development;
- Managing Nuisance Uses;
- Servicing;
- Managing and / or Planning for Growth or Decline;
- Preservation of Agricultural Lands;
- Inter-municipal Collaboration;
- Environmental Conservation;
- Building Practices;
- Tourism.

## HOW TO SUBMIT YOUR PROPOSAL:

Abstract Submissions must outline the following information:

- Title of the presentation, which clearly indicates the topic
- Name(s) of presenter(s), job title, biography, organization affiliation and contact information, including e-mail address and telephone number
- Presenter's previous speaking experience, including relevant speaking engagements
- Proposed presentation format and preferred time length of session
- Clear and concise description or abstract of the session, no more than 300 words in length
- Specialized equipment requirements

The conference program will include a mix of plenary and concurrent sessions that are designed to appeal to a variety of learning styles.

Sessions may include panel discussions, workshops, mobile tours, and training sessions.

Innovative approaches to presentations are encouraged!

All proposals must be submitted to the CPAA office, [cpaa@cpaa.biz](mailto:cpaa@cpaa.biz)

**SUBMISSION DEADLINE IS JANUARY 21, 2020.**

# take the initiative

2020 CPAA  
CONFERENCE  
RED DEER | APRIL 27<sup>th</sup> - 29<sup>th</sup>

EXPLORING INNOVATIONS & RESILIENCY  
IN COMMUNITY PLANNING

## PRESENTATION & WORKSHOP FORMATS

Proposal formats could fit one of the following:

### SHORT PRESENTATION

30 minutes in length, including 5 to 10 minutes for any questions and discussion (1-2 speakers).

### LONG PRESENTATION

1 to 1.5 hours in length, including 20 minutes for any questions and discussion (1-3 speakers). May include interactive presentations, panel discussions and workshops conducted within the conference venue.

### TRAINING WORKSHOP

2 or more hours in length on a particular topic (1-2 speakers)

### MOBILE TOURS & WORKSHOPS

2 or more hours in length (1-2 leaders). May be walking workshops or involve transportation to local venues and attractions. (Please note the conference venue is in Red Deer.)

**Do you have a creative approach to presenting your topic? Please describe in your submission.**

## SELECTION CRITERIA & REVIEW PROCESS

The Conference Committee, composed of volunteers from practice and academia, will review all proposals and selection will be based on the following criteria:

- The relevance of the topic to planning and to the conference theme(s);
- The consistency of the submission;
- The presenter's expertise, knowledge and ability to engage and challenge delegates;
- The proposed session's fit within the conference structure.

The Conference Committee may determine that a proposal could or should be presented in a format other than that proposed by the submitter. The submitter will be consulted regarding this option.

The Conference Committee will notify those who have submitted proposals of its decision by email by **February 3, 2020**.

# take the initiative

2020 CPAA  
CONFERENCE  
RED DEER | APRIL 27<sup>th</sup> - 29<sup>th</sup>

EXPLORING INNOVATIONS & RESILIENCY  
IN COMMUNITY PLANNING

## PRESENTERS

Each presenter or group of presenters:

- Must have a summary of their presentation (no more than 300 words), and a brief biography (no more than 300 words) submitted to the CPAA office at **[cpaa@cpaa.biz](mailto:cpaa@cpaa.biz)**
- Must indicate intent to attend and register for the conference.
- Approved presenters will be responsible for 100 % of the following expenses - travel, accommodation, non-sponsored meals and miscellaneous charges. Approved presenters will not be responsible for conference registration or education session expenses should they choose to attend the duration of the conference.
- A presenter contract shall be sent out to all successful presentation submissions upon confirmation by the conference committee.

If you have any questions, please contact:

**Vicki Hackl, CPAA Secretary**

**P | 780-432-6387**

**E | [cpaa@cpaa.biz](mailto:cpaa@cpaa.biz)**

*Reminder: you must submit your proposal in accordance with the requirements by January 21, 2020 in order to be considered for this year's conference.*

CPAA thanks you for your interest in our conference. While we strive to include all proposals submitted, CPAA reserves the right to select those proposals that best reflect the conference theme and format.



## STAFF REPORT

**Title:** Minutes September 10, 2019 Family and Community Support Services Advisory Committee

**Meeting Date:** November 12, 2019

---

**Executive Summary:**

Minutes Family and Community Support Services Advisory Committee September 10, 2019

**Background:**

**Alternatives:**

**Recommended Action:**

Type the recommendation here

**Budget Implications (Yes or No):**

No

**Submitted by:**

Kevin Nagoya, Chief Administrative Officer

|                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                 |
|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PRESENT</b>                      | Kim Schmitz<br>Carol Patenaude<br>Jürgen Grau<br>Candice Sutterfield<br>Chris Vandeborn<br>Roderick Hickey<br>Gina Olofson<br>Ben Fadeyiw                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | FCSS Manager<br>Recording Secretary<br>City of Cold Lake Council Member<br>Advisory Committee Member<br>Advisory Committee Member<br>Advisory Committee Chair<br>Advisory Committee Co-Chair<br>MD of Bonnyville Council Member |
| <b>ABSENT<br/>(with regrets)</b>    | Meagon Anishinabie                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Advisory Committee Member                                                                                                                                                                                                       |
| <b>ABSENT<br/>(without regrets)</b> | None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                 |
| <b>GUEST</b>                        | Glenn Barnes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | City of Cold Lake Community Services General<br>Manager                                                                                                                                                                         |
| <b>CALL TO<br/>ORDER</b>            | <u><b>1.0 Call to Order</b></u><br>R. Hickey, FCSS Advisory Committee Chair called the September 2019<br>FCSS Advisory Committee meeting to order at 5:59 p.m.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                 |
| <b>AGENDA</b>                       | <u><b>2.0 Adoption of Agenda</b></u><br><br><b>Additional Items</b><br>None<br><br><b>Member Highlights</b><br>None<br><br><b>Disclosure of Interest</b><br>None<br><br><b>Adoption of Agenda</b><br>B. Fadeyiw moved to accept the agenda for the Cold Lake and District FCSS<br>Advisory Committee September 2019 meeting as presented.<br><br><b>CARRIED</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                 |
| <b>MINUTES</b>                      | <u><b>3.0 Adoption of Minutes</b></u><br>C. Vandeborn moved to accept the minutes for the June 2019 FCSS<br>Advisory Committee Meeting as presented.<br><br><b>CARRIED</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                 |
| <b>MONTHLY<br/>REPORT</b>           | <u><b>4.0 Monthly Report</b></u><br>The FCSS Manager highlighted a few items since the June meeting for<br>information only. Other than child and youth programs, many of FCSS<br>programming tends to slow down in the summer months. FCSS does try to<br>accommodate those requesting parenting programs and one-on-one<br>parenting support. Child and youth programs were back to back in July;<br>program capacity was maintained.<br>The Child and Youth Program Facilitator will be transitioning to maternity<br>leave some time in December. We are having conversations on what<br>programs will be maintained and covered by the replacement.<br>Normally, the adult support groups would wrap-up before summer, and then<br>start up again in the fall. Meanwhile many of the committees such as the<br>Men's Shed and Healthy Aging remain active and engaged.<br>Summer is also a time when all FCSS Managers slow down on reporting and<br>can network and build partnerships. FCSS took in many opportunities over<br>the summer to build and / or strengthen working relationships. |                                                                                                                                                                                                                                 |

**MONTHLY  
REPORT  
(CONTINUED)**

A few of these organizations included Action 4 Healthy Communities, CLFN Maternal Health Program, Blue Quills University, CMHA Recovery College, the MFRCS, The Dove Centre, the Lakeland Multicultural Association and APEGA.

In response to B. Fadeyi's question, the FCSS Manager explained that the Canadian Mental Health Association is a mental health organization providing advocacy, programs and resources that help to prevent mental health problems and illnesses and support recovery and resilience and beyond. G. Barnes asked if there was grant funding available. Based on the Federal Government's commitment to decrease at-risk behaviour, addictions, homelessness, poverty and senior isolation, the FCSS Manager suggested that grants would likely be available to support these initiatives.

Community Registration was traditionally held on a Saturday, changing this year to Thursday evening. Based on the realization that there is less foot traffic through FCSS and more people are registering online, FCSS focused on community engagement, explaining who we are and what we do. Four staff members including the FCSS Manager attended. The FCSS Manager asked the Committee if they had heard any feedback regarding the event. The consensus was that it was busy and well attended. C. Sutterfield also noticed that neighbouring communities of St. Paul and Bonnyville are holding their information events on a week day. J. Grau talked about an app called CommuniBee that gives community members the ability to interact with one another and be engaged with the events and activities around them. You can book transportation services and register for courses. A few communities are committed to trying the app which is seeing success with community gatherings and engagement.

With regards to staff turnover, FCSS has lost the receptionist and the Programming Assistant. It is close to the end of the maternity leave for the PLC Outreach/LPLN Administrator and we will know soon if she will be returning. A PLC Facilitator left and the current maternity leave staff member transitioned to the position.

FCSS finished their five-year services levels and four year business plans. Once approved by council, they will be shared with the committee.

All staff professional development plans have been completed.

The FCSS Manager has completed the FCSS online modules and is encouraging all staff and committee members to take it. It helps to deepen the understanding of evidence based programming and provides professional development.

The FCSS Manager attended the latest Intercity Forum on Social Policy. There was a conflict with the Blue Quills training, the only alternative was to attend the Forum. There were discussions regarding FCSS outcomes in alignment with the current government, how FCSS could promote themselves and what we have accomplished.

MLA Hansen will be touring our facility with the Mayor, Craig Copeland. We have invited our MLA to attend breakfast with us at the FCSSAA conference, of which he has accepted.

C. Sutterfield asked how the community responded to the FCSS Emergency Social Services Open House. The FCSS Manager replied that the group was small, however there were a couple of outstanding people that will be valuable to the ESS team.

There are about 25 registered for the Domestic Pet Sheltering. The numbers are low and FCSS did understand that putting it on from Friday to Sunday was taking a risk, however the facilitator was only available during those days. The province is pleased with the direction Cold Lake and District FCSS is taking.

The latest monthly report has 2017-2019 year-to-date comparisons. Please appreciate the difference in numbers as FCSS is very fluid and may change programming from year to year depending on the success of the program.

**MONTHLY  
REPORT  
(CONTINUED)**

For instance baby bags was an initiative with Health Services and the Library. FCSS included resources and information related to early childhood development with a tactile toy, while the library would include a small gift. The bag would then be given to the new mother on the first home visit by the health nurse. However, there was some concern that some mothers were not receiving the gift bag and FCSS is now able to get parenting resources for free. These are left at the counter in the Parent Link Centre for any mother to take.

The Meals on Wheels program has seen a huge increase over the three years and we believe this is based on marketing and word of mouth.

C. Vandeborn questioned the fluctuation in the volunteer hours. While the year-to-date numbers are fairly even, the FCSS Manager responded that there is some difference in the August 2017 hours as compared to other years. This of course may be due to an event that we may no longer host.

Y. Grau was particularly interested in the Family Services referrals. Mental Health has seen a large increase in the numbers of referrals from FCSS.

The FCSS Manager also noted the increases in the Community Volunteer Income Tax Program. FCSS would like some ideas on how to streamline the current clients coming through the door. Many of these people will also have conversations with other staff members around income support, housing subsidies and seniors' benefits. People are being sent to FCSS for more than one reason. They fully understand there is more than one service being offered.

Y. Grau asked if the FCSS budget has increased to accommodate the high growth in requests; there are significant increases in Meals on Wheels, Mental Health referrals and drop-ins for various services and requests. The FCSS Manager replied that the budget has remained the same and service lines will remain the same. G. Barnes concurred.

G. Barnes asked if FCSS was seeing more male participation. The FCSS Manager replied that there are many individuals and groups popping in, which include many males; FCSS has built that trust so they feel welcome. At one time, FCSS and the PLC saw very little representation from men. Now there are substantial increases in visits and requests and they make up a significant portion of the numbers. Y. Grau added that this also means that more organizations are referring their clients to FCSS; to which the FCSS Manager agreed. For instance there are organizations that cannot help their clients to fill in forms; if there are conflicts of interest, the organizations will likely refer the client to FCSS. G. Olofson added that the increases in numbers accessing services speak to the awareness of FCSS services.

C. Sutterfield also noted that family and parenting support is increasing and people want face-to-face assistance and encouragement.

**FINANCIAL  
REPORT**

**5.0 Financial Report**

The FCSS Manager reviewed the August 2019 Financial Report for information only. The extra revenue includes the Indigenous Enhancement Grant, the Children's Services grant for the Parent Link Centre. FCSS is the grant holder for the region. The Parent Link Centre will continue to take training through Blue Quills for the duration of the grant. Additionally, a conference focusing on trauma informed practice may be in the works as a partnership between a local First Nation and Cold Lake and District FCSS.

Another large grant is the Age Friendly Grant for \$82,000. The Age Friendly Committee just attained their society status.

Other grants include one from Volunteer Alberta, one from Imperial for counselling services, one for tobacco reduction and another from Imperial for the National Family Week Kick-off event.

C. Vandeborn questioned why the Resource Library had almost 100% remaining in the budget. The reasoning, the FCSS Manager said, is that we wait until closer to the end of the year to determine which resources need replacing.

**OLD BUSINESS     6.0 Old Business**

**6.1 Ideas for Volunteer Appreciation**

The FCSS Manager noted that the Volunteer Programs Facilitator would like to determine a way forward for the appreciation event, as the cost is becoming too large for FCSS to continue with the same structure. There was some discussion on events in Cold Lake that honour different groups, such as the Women of Influence and Hall of Fame by the City of Cold Lake. The MFRC, the Northern Lights School and the Cold Lake Food Bank all honour their volunteers with a special event. The Committee agreed on the following: the bulk of people attending the event are FCSS volunteers and the bulk of Cold Lake organizations have events to support their volunteers. The committee also agreed that FCSS should consider dropping most of the awards and keep the FCSS Award. G. Barnes agreed with the committee that the event was excellent and would like to see it continue. J. Grau noted that FCSS may have just sparked the desire in other organizations to appreciate their volunteers who are now hosting their own events.

The FCSS Manager would take their suggestions to the Volunteer Facilitator to consider the way forward for the next Volunteer Appreciation.

**6.2 Social Policy/Matrix Review**

The FCSS Manager reviewed suggestions and ideas generated by the FCSS Advisory Committee at the June meeting. G. Barnes suggested he meet with K. Schmidt to review the suggestions and develop a matrix. C. Patenaude will book the appointment.

**NEW BUSINESS     7.0 New Business**

**7.1 October and November Meetings.**

The FCSS office will be closed for Thanksgiving and Remembrance Day. The committee agreed on October 7 and November 4 for the next two Advisory Committee meetings.

**7.2 FCSS Special Project Grant Summary Reports**

**7.2.1 Cold Lake Seniors' Society, Seniors Week Activities**

Y. Grau moved to accept the Summary Report for the 2019 Cold Lake Seniors' Society, Seniors Week Activities as presented.

**CARRIED**

**7.2.2 Cold Lake Middle School, Service Learning – Alberta Highway Clean-up**

B. Fadeyiw moved to accept the Summary Report for the 2019 Cold Lake Middle School, Service Learning – Alberta Highway Clean-up as presented.

**CARRIED**

**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**

C. Sutterfield and R. Hickey attended the June Neighbourhood Block Party at Shipwreck Park. Y. Grau attended the August Neighbourhood Block Party at Brady Heights Park.

**SUGGESTIONS  
FOR  
COMMITTEE  
ATTENDANCE**

**9.2 Suggestions for Committee Attendance**

- Emergency Social Services, Domestic Pet Sheltering from Friday September 13 to Sunday September 15 at Cold Lake Agricultural Centre
- Cold Lake Youth Council's Open House from Thursday September 19 at 6:00 pm in the Loft at FCSS
- Neighbourhood Block Party on Wednesday September 18 at Forest Heights Park from 5 pm to 7 pm.
  - Y. Grau and C. Vandeborn volunteered to assist at the barbeque. C. Sutterfield has other commitments, and will try to make the event.
- Community Connections, monthly beginning Tuesday September 24, 1:00 pm at FCSS
- Strengthening Volunteer Boards Workshop on Saturday October 19, 8:00 am at FCSS
- FCSSAA Conference on November 27 to 29 in Edmonton

**ROUNDTABLE**

**10.0 Round Table**

None

**NEXT MEETING**

**11.0 Next Meeting**

The next meeting was scheduled for October 14, which is Thanksgiving. The committee has agreed to an October 7 meeting. The FCSS Manager will confirm her availability and C. Patenaude will send out an email to the committee.

**ADJOURNMENT**

**12.0 Adjournment**

R. Hickey, Advisory Committee Chair adjourned the Cold Lake and District FCSS September 2019 FCSS Advisory Committee meeting at 8:37 p.m.



K. Schmidt,  
FCSS Manager



R. Hickey,  
FCSS Advisory Committee Chair



## STAFF REPORT

**Title:** Minutes September 30, 2019 Cold Lake Regional Utility Services Commission

**Meeting Date:** November 12, 2019

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**Executive Summary:**

Minutes Cold Lake Regional Utility Services Commission September 30, 2019

**Background:**

**Alternatives:**

**Recommended Action:**

Type the recommendation here

**Budget Implications (Yes or No):**

No

**Submitted by:**

Kevin Nagoya, Chief Administrative Officer

**MINUTES**  
**COLD LAKE REGIONAL UTILITY SERVICES COMMISSION**  
**MONDAY, SEPTEMBER 30, 2019 6:00 PM**  
**CITY HALL – COUNCIL CHAMBERS – 5513 – 48<sup>TH</sup> AVE.**

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|                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PRESENT</b>                    | Robert Buckle, Councillor – City of Cold Lake<br>Jürgen Grau, Councillor – City of Cold Lake<br>Duane Lay, Councillor – City of Cold Lake<br>Dana Swigart, Councillor – MD of Bonnyville<br>Adam Dul, 4-Wing<br>Kevin Nagoya, Commission Manager<br>Azam Khan, General Manger, Infrastructure Services – City of Cold Lake<br>Denise Pollard, Recording Secretary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>ABSENT</b>                     | Kirk Soroka, Councillor – City of Cold Lake<br>CLFN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>CALL TO ORDER</b>              | R. Buckle called the meeting to order at 6:00 p.m.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>ADOPTION<br/>OF AGENDA</b>     | Moved by J. Grau that the agenda be adopted as amended to include Correspondence 8.1 Letter from the MD of Bonnyville RE Member Appointment (Swigart).<br><br><div style="text-align: right;"><b>Carried Unanimously</b></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>ADOPTION<br/>OF MINUTES</b>    | Moved by D. Lay that the minutes of August 26, 2019 be accepted as presented.<br><br><div style="text-align: right;"><b>Carried Unanimously</b></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>PUBLIC QUESTION<br/>PERIOD</b> | None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>DELEGATION</b>                 | None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>OLD BUSINESS</b>               | <p><b>Cold Lake Regional Water Supply Expansion Updates</b><br/>A. Khan provided a project status update via a PowerPoint presentation. The presentation included a:</p> <ul style="list-style-type: none"><li>• Review of the project components for each contract;</li><li>• Project financial update;</li><li>• Overview map of transmission main installed to date under Contracts 1 and 4; and</li><li>• Summary of progress for all 4 contracts, with pictures.</li></ul> <p>Discussion ensued.</p> <p><b>Building #9 Force Main Extension - Phase 3 Update</b><br/>K. Nagoya advised that AEP directed the Commission to complete the berm breach by the September 30, 2019 EPO deadline.</p> <p>The berm was breached on September 16; all EPO conditions have now been met.</p> <p>Since completing the berm breach staff have been conducting daily checks to monitor flows into Crawford Lake. A. Khan provided a Water Level Monitoring Graph to demonstrate the water level rise/fall in Crawford Lake over a 15 day period (Sept. 16 - Sept. 30, 2019) as a result of slue water after the berm breach. The graph also included other flow contributors such as rainfall and the Golf Course. A. Khan also showed the Board videos of the reclamation/berm area, Golf Course discharge and water level monitoring.</p> <p>K. Nagoya noted that staff will continue wildlife monitoring and report to AEP for two (2) more years. In addition, bi-weekly reporting will continue until AEP advises otherwise.</p> <p>Discussion ensued.</p> |
| <b>NEW BUSINESS</b>               | None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |


**MINUTES**  
**COLD LAKE REGIONAL UTILITY SERVICES COMMISSION**  
**MONDAY, SEPTEMBER 30, 2019 6:00 PM**  
**CITY HALL – COUNCIL CHAMBERS – 5513 – 48<sup>TH</sup> AVE.**

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|                       |                                                                                                                                                                                                                                     |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CORRESPONDENCE</b> | <b>Letter from the MD of Bonnyville RE Member Appointment (Swigart)</b><br>The Board received a letter from the MD of Bonnyville dated September 27, 2019 regarding the appointment of Councillor D. Swigart to replace B. Fadeyiw. |
| <b>QUESTIONS</b>      | None                                                                                                                                                                                                                                |
| <b>IN-CAMERA</b>      | None                                                                                                                                                                                                                                |
| <b>NEXT MEETING</b>   | October 28, 2019 at 6:00pm                                                                                                                                                                                                          |
| <b>ADJOURNMENT</b>    | Moved by D. Lay that the meeting be adjourned at 7:15 p.m.                                                                                                                                                                          |

**Carried Unanimously**

  
\_\_\_\_\_  
Robert Buckle, Chair

  
\_\_\_\_\_  
Kevin Nagoya, Commission Manager



## STAFF REPORT

**Title:** Minutes September 30, 2019 Cold Lake Library Board

**Meeting Date:** November 12, 2019

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**Executive Summary:**

Minutes Cold Lake Library Board September 30, 2019

**Background:**

**Alternatives:**

**Recommended Action:**

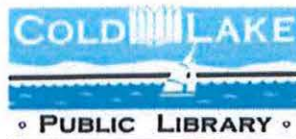
Type the recommendation here

**Budget Implications (Yes or No):**

No

**Submitted by:**

Kevin Nagoya, Chief Administrative Officer



**Minutes of The City of Cold Lake Library Board Meeting**  
**Held Monday, Sep 30, 2019**  
**Program Room, South Branch**

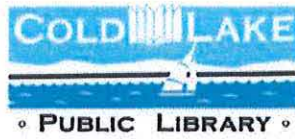
Present: Cynthia Sloychuk, Board Chair  
 Marie Manning, Board Vice-Chair  
 Darren Robson, Board Secretary / Treasurer  
 Councillor Vicky Lefebvre, City of Cold Lake Representative  
 Ben Fadeyiw, MD of Bonnyville Representative  
 Leslie Price, Library Director  
 Jeannette Hatta, Board Member

Absent with regret: Leah Woodford, Board Member  
 Daryl Gilroy, Board Member

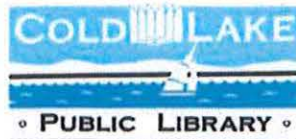
| <b>Agenda Item and Discussion</b>                                                                                                                                                                                                     | <b>Action</b> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| <b>1.0 Call to Order</b><br>Meeting called to order by Board Chair at 4:31pm.                                                                                                                                                         | N/A           |
| <b>2.0 Adoption of Agenda</b><br>Cynthia wished to add Item 8.3, New Board Member.<br><b>MOTION 2019-058</b><br>Moved by Ben that the agenda be adopted with one addition.                                                            | Carried       |
| <b>3.0 Adoption of Minutes from previous meeting</b><br><b>MOTION 2019-059</b><br>Moved by Ben that the minutes of the Aug 2019 meeting be adopted.                                                                                   | Carried       |
| <b>4.0 Correspondence</b>                                                                                                                                                                                                             | N/A           |
| <b>4.1 None</b>                                                                                                                                                                                                                       | N/A           |
| <b>5.0 Reports</b>                                                                                                                                                                                                                    | N/A           |
| <b>5.1 Board Chair Report</b><br>Cynthia will need to step down as Board Chair for the rest of the year for medical reasons. Marie, as Board Vice-Chair, will take over Chair duties.                                                 | None          |
| <b>5.2 Library Director Report</b><br>The Library Director Report for Sep is attached as Appendix 1, and includes the statistics for Aug.<br><b>MOTION 2019-060</b><br>The Library Director Report was approved by unanimous consent. | Carried       |



| Agenda Item and Discussion                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Action  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| <p>Leslie reported the Mosaic of Cultures was well attended on the weekend and she has received lots of positive feedback. The Lakeland Multicultural Association has already asked the library to help run the event again next year. The Indigenous Services representative from PLSB attended the event and said the feeling in their department is that government funding should be good this year, but could still be cut next year or the year after.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |         |
| <p><b>5.3 NLLS Rep Report</b><br/>         With the Yellowhead Regional system, the NLLS executive met with MLA, Mr Glenn van Dijken, to discuss how the rural Alberta population uses libraries. Vicky shows the Board the statistics pictorial that was presented at the meeting. Mr van Dijken wanted to know how libraries save them government money, and how red tape can be reduced.<br/> <a href="https://www.nlls.ab.ca/document/library/23/category/1837">https://www.nlls.ab.ca/document/library/23/category/1837</a></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | None    |
| <p><b>5.4 Friends of the Library Report</b><br/>         Marie was able to collect the required signatures from Marilyn. The paperwork to dissolve the Friends has been sent to Alberta Registries and should all be taken care of by the end of the year.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | None    |
| <p><b>5.5 Personnel Committee Report</b><br/>         No report this month.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | None    |
| <p><b>5.6 Policy Committee Report</b><br/>         No report this month.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | None    |
| <p><b>5.7 Financial Committee Report</b><br/>         The Library Financial Report for Sep is attached as Appendix 2.<br/> <b>MOTION 2019-061</b><br/>         The Financial Committee Report was approved by unanimous consent. Darren and Cynthia provided a summary for the proposed 3% increase in expenses for the 2020 budget. The committee is looking to increase opening hours, provide staff with a 3.4% increase in salaries, and increase the starting salary of the Clerks to \$16 (from \$15). The Clerks have duties that justify compensation higher than minimum wage, and this brings their salary more in line with other surveyed libraries. The Plan of Service identified some expenses for next year that are also included in the expense increase. Darren also outlined how NLLS requires all computers to migrate to Windows 10 next year, and many of the library's computers are too old and must be upgraded. Ben asked if the library had ever looked into leasing, but Leslie says the only way to have the required</p> | Carried |



| Agenda Item and Discussion                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Action      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| software installed (eg. Polaris) is to but the computers through NLLS. More discussion followed, but will be summarized under Item 8.1.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |             |
| <b>6.0 Priority Items</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | N/A         |
| <b>6.1 None</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | N/A         |
| <b>7.0 Old Business</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | N/A         |
| <b>7.1 Surplus Budget Tracking</b><br>The library CFEP grant funding has not arrived yet, but Leslie expects it to arrive by November. Work on the South Branch will commence once the grant arrives. Item open.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | None        |
| <b>7.2 Fundraising Priorities</b><br>All the Benevity projects are now written up expect the Sound Booth for the Teen Area. Vicky was wondering about approaching an organization in Bonnyville who specializes in raising funds for children with special needs. Ben thinks they are called Rednecks with a Cause. Item closed.<br><a href="http://redneckswithacause.com/about/">http://redneckswithacause.com/about/</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | None        |
| <b>7.3 Provincial Funding – Letter</b><br>Cynthia and Leah will continue to work on a letter to the local MLA. Leslie says that patrons have been leaving their own positive stories to be included. Item open.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Board Chair |
| <b>8.0 New Business</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | N/A         |
| <b>8.1 2020 Budget Discussions</b><br>The budget discussions carried on from the previous discussion under the Financial Committee Report. Although the Financial Committee has not finished going through possible 2020 funding increases for next year, the MD has already asked for an update on expected MD funding for 2020 by the end of the week. Darren had looked at some funding increases through e-mails with the committee. The library is expecting a \$2000 decrease in funding from the province due to reported population decrease in the MD. Darren is looking at a \$5000 increase for the MD (to \$21.05 per capita), a \$9900 increase for the City (to \$28.18 per capita), and a \$5000 increase in donations/fundraising. The increase for the City did not included the additional \$5000 to fund memberships. Cynthia and Darren wondered about the MD funding a portion of the membership funding, \$2000 for the MD and \$3000 for the City. Including the membership funding, that would be a total of \$79,758.70 for the MD for 2020, and a total of \$446,440.48 for the City. Ben seem optimistic that the MD council would be able to fund that increase. Vicky said she was happy to bringing the |             |



| Agenda Item and Discussion                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Action                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|
| <p>increased funding request to council, knowing that the increase in expenses is due to a Clerk salary increase and longer opening hours.</p> <p><b>MOTION 2019-062</b></p> <p>Darren moved that the Board approve an increase in library expenses of 3% for the 2020 budget. Ben seconded. All members voted in favour.</p> <p>Darren will send an e-mail to Cynthia and Leslie outlining the requested increase in MD library funding for the 2020 budget that she will then pass on the MD. The Financial Committee will meet again to formalize the 2020 budget for next meeting. Item open.</p> | <p>Carried</p> <p>Treasurer<br/>Fin Comm</p> |
| <p><b>8.2 Plan of Service – Progress Review</b></p> <p>The Board reviewed the five goals of the library over the next three years, and Leslie provided an update on almost all of them. Darren will write up a separate tracking summary, and ask Leslie to fill in any missing details. The tracking summary will make it easier to review the same goals next year. Item closed.</p>                                                                                                                                                                                                                | <p>Secretary<br/>Director</p>                |
| <p><b>8.3 New Board Member</b></p> <p>The City just forwarded an application for the Library Board from Alysha Hudson. Cynthia read through the application for the Board.</p> <p><b>MOTION 2019-063</b></p> <p>Marie moved to accept Alysha Hudson as a new member of the City of Cold Lake Library Board. Vicky seconded. All members voted in favour. Item closed.</p>                                                                                                                                                                                                                             | <p>Carried</p>                               |
| <p><b>9.0 Next Meeting</b></p> <p><b>Monday Oct 28, 2019 at 4:30 PM at the South Branch</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>None</p>                                  |
| <p><b>10.0 Meeting Adjourned at 6:04 pm</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>N/A</p>                                   |

Board Chair or Delegate

Date



## STAFF REPORT

**Title:** Chief Administrative Officer's Monthly Report - October 2019

**Meeting Date:** November 12, 2019

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### **Executive Summary:**

This report is intended to provide an update to Council on the activities and projects being conducted by Administration.

### **General Discussion**

“Service Level Reviews” and “Budget” meetings have played on resources in preparing the submissions for the 2020-2024 Business Plan/Capital Investment Strategy and 2020-2022 Budget Deliberations.

Administration will present the draft budget during the Council Budget Committee meeting scheduled for November 21, 2019.

I have included the General Manager's monthly reports to the Chief Administrative Officer for your perusal. Each of the General Manager's report has various departments and/or discipline updates and/or statistics. If you have any questions, please feel free to ask. It should be noted that in some instances, Administration may have to take the question and follow-up with Council.

### **Meetings**

|        |                                                                                     |
|--------|-------------------------------------------------------------------------------------|
| Oct. 1 | Cannabis Costs Webinar Invitation                                                   |
| Oct. 1 | Pre-Meeting Discussion - CLFN                                                       |
| Oct. 1 | Mtg. w/ CLFN Leadership & City of Cold Lake Council - Water Infrastructure Projects |
| Oct. 2 | Monthly Executive/Mgmt. Team Mtg. <b>CANC.</b>                                      |
| Oct. 2 | Ronald McDonald House Charities® Alberta Update                                     |
| Oct. 4 | Police Costing Model Webinar                                                        |
| Oct. 7 | Weekly Mgmt. Team Mtg.                                                              |
| Oct. 7 | Initial Budget Mtg.                                                                 |
| Oct. 8 | Budget Mtgs.                                                                        |
| Oct. 8 | Mtg. w/ Land Solutions                                                              |
| Oct. 8 | Regular Council Mtg.                                                                |
| Oct. 9 | EOC Mtg.                                                                            |
| Oct. 9 | Budget Mtgs.                                                                        |



|         |                                                                      |
|---------|----------------------------------------------------------------------|
| Oct. 10 | Budget Mtgs.                                                         |
| Oct. 11 | Podcast Episode 4                                                    |
| Oct. 14 | <b>STAT HOLIDAY</b>                                                  |
| Oct. 15 | Weekly Mgmt. Team Mtg. <b>CANC.</b>                                  |
| Oct. 15 | Budget Mtgs.                                                         |
| Oct. 15 | Mtg. w/ Cold Lake Hornets                                            |
| Oct. 15 | Mtg. w/ Kari Leiper & Bonnie Hankey of H4H                           |
| Oct. 15 | Corporate Priorities Committee Mtg.                                  |
| Oct. 16 | Budget Mtgs.                                                         |
| Oct. 16 | Lakeshore Drive Design Development Workshop                          |
| Oct. 17 | Budget Mtgs.                                                         |
| Oct. 17 | 2020 Cold Lake Air Show Corporate Sponsorship Luncheon <b>ABSENT</b> |
| Oct. 17 | Mtg. RE CCC for Phase I & II of Pelican Rock                         |
| Oct. 17 | Lakeshore Drive Design Development Workshop Backup Date              |
| Oct. 18 | Moments in Space Time Screening <b>ABSENT</b>                        |
| Oct. 21 | Weekly Mgmt. Team Mtg.                                               |
| Oct. 21 | Community Peace Officer Schedule Debrief                             |
| Oct. 21 | Cold Lake Health Centre Update                                       |
| Oct. 22 | Budget Mtgs.                                                         |
| Oct. 22 | Organizational Council Mtg.                                          |
| Oct. 22 | Regular Council Mtg.                                                 |
| Oct. 23 | City Hall Safety Mtg. <b>ABSENT</b>                                  |
| Oct. 23 | Animal Holding Mtg.                                                  |
| Oct. 24 | Budget Cleanup                                                       |
| Oct. 24 | Env. Reg. Cleanup Workshop                                           |
| Oct. 25 | AUMA's Provincial Budget 2019 Webinar                                |
| Oct. 25 | BOYA Awards Supper                                                   |
| Oct. 28 | Weekly Mgmt. Team Mtg.                                               |
| Oct. 28 | Review WCDIA Report - Aviation Framework 2020                        |
| Oct. 28 | CLRUSC Mtg.                                                          |
| Oct. 29 | Podcast Episode 5                                                    |
| Oct. 29 | Mtg. w/ CLFN - Water & Waste Water Strategy Development              |
| Oct. 30 | Budget Finalization                                                  |
| Oct. 31 | Mgmt. Team Mtg.                                                      |



**Corporate Strategic Initiatives and Communications:**

- Preparing for Wayfinding Signage Project Open House - anticipate being ready by late November.
- Received draft report re: Aerospace Economic Development Project
  - Continue to work with consultants to begin the implementation phase
- Worked with CAO and department staff on budget
- Assisted with preparation of sustainability analysis and summary
- Continue to assist with sponsorship program development
- Attended GOA and AUMA's budget webinar
- One (1) staff member attended Travel Alberta's annual conference
- Hired marketing officer replacement
- Recorded and published podcast Episode 5

**Other Activities:**

- Daily responses to general inquiries and requests
- Arrange media interviews and photo ops
- General advertising and public notices for all City departments
- Attend meetings as required
- Media monitoring
- Updating website
- Posting to social media

**Background:**

**Alternatives:**

**Recommended Action:**

Type the recommendation here

**Budget Implications (Yes or No):**

No

**Submitted by:**

Kevin Nagoya, Chief Administrative Officer



## STAFF REPORT

**Title:** Report to Chief Administrative Officer - Corporate Services - October 2019

**Meeting Date:** November 12, 2019

---

**Executive Summary:**

The Department of Corporate Services' monthly report is attached.

**Background:**

**Alternatives:**

**Recommended Action:**

Type the recommendation here

**Budget Implications (Yes or No):**

No

**Submitted by:**

Kevin Nagoya, Chief Administrative Officer

## Report to Chief Administrative Officer

|                      |                                                                 |               |         |
|----------------------|-----------------------------------------------------------------|---------------|---------|
| <b>Department:</b>   | Corporate Services                                              | <b>Month:</b> | October |
| <b>Contributors:</b> | Linda Mortenson, Michele McIntosh, Aaron Larson, and Mark Boonk |               |         |
| <b>Submitted by:</b> | Linda Mortenson, General Manager of Corporate Services          |               |         |

### **General Manager's Meetings:**

|     |                                       |
|-----|---------------------------------------|
| Oct |                                       |
| 1   | GFOA Conference                       |
| 2   | GFOA Conference                       |
| 3   | GFOA Conference                       |
| 4   | GFOA Conference                       |
| 7   | Management meeting                    |
| 8   | Budget meetings                       |
| 8   | Council meeting                       |
| 9   | Budget meetings                       |
| 9   | Corporate Services managers meeting   |
| 10  | Budget meetings                       |
| 15  | Corporate Priorities Council meeting  |
| 16  | Budget meetings                       |
| 17  | Budget meetings                       |
| 21  | Managers meeting                      |
| 21  | Budget meetings                       |
| 22  | Budget meetings                       |
| 22  | Council meeting                       |
| 23  | City Hall safety meeting              |
| 23  | Corporate Services department meeting |
| 23  | Corporate Services managers' meeting  |
| 24  | Budget meetings                       |
| 30  | Budget meetings                       |

### **Administration:**

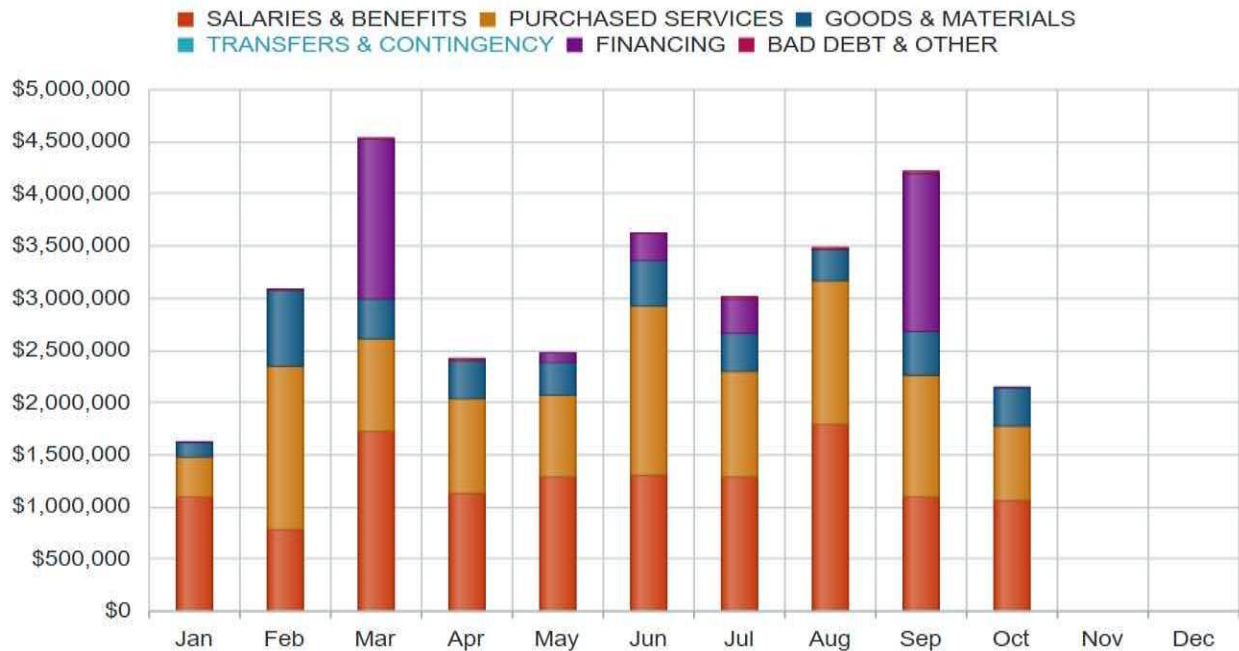
- Preparation of Service Levels
- Create and update fillable forms, letters, and agreements
- Schedule various meetings
- Budget meeting preparation

**Finance:**

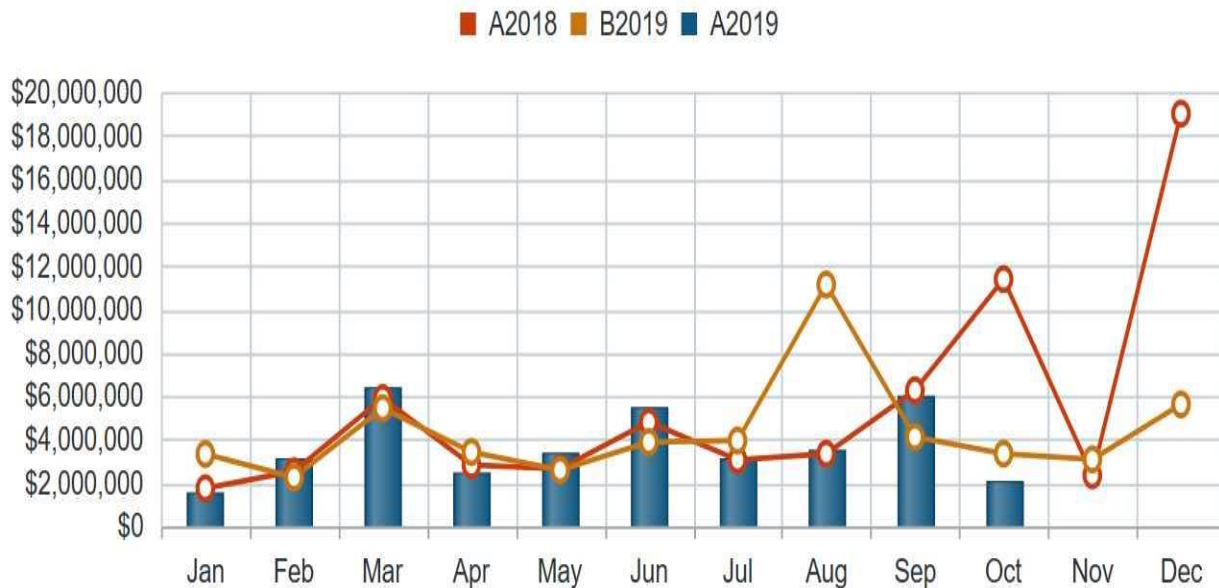
**Year to Date Expense vs Budget (000's)**



**Expense by Object**



## Expense, Budget and Prior Year



### Utilities

- 21 connects, 21 disconnects and 29 work orders
  - 2471 billed in Cold Lake North, 9 of these were estimated, 256 flat rate
  - 2351 billed in Cold Lake South, 18 of these were estimated, 36 flat rate

### Receivable

- 147 Accounts Receivable invoices mailed out; 63 statements mailed out

### Accounts Payable

- 900 Accounts Payable invoices processed, 411 Accounts Payable cheques printed

### Property Taxes

- 37 tax certificates issued and 36 tax searches completed.
- 38 land title changes processed.
- Taxes receivable totalled \$22,096,382
  - Current tax outstanding - \$3,416,246 (\$1,663,146 is related to the 4 Wing Property)
  - Tax arrears for one (1) year - \$2,502,898. These property owners were sent monthly statements regarding their accounts. (\$2,111,537 is related to the 4 Wing property)
  - Two (2) years' arrears - \$2,378,596. These arrears consist of 33 properties. These property owners were sent warning letter to inform them that their property will be placed on the arrears list on March 31, 2019. These properties were placed on the tax arrears list on March 31, 2019 and posted at City Hall. Monthly statements have also been mailed (\$2,258,614 is related to 4 Wing Property)
  - Three (3) year arrears - \$3,000,893. These arrears consist of 4 properties not on a tax agreement. These properties were placed on the tax arrears list on March 31, 2018 and posted at City Hall and will need to be sold at auction by

March 31, 2020 if not paid. These property owners have been sent monthly statements. These properties were placed on the arrears list on March 31, 2018 (\$2,986,357 is related to 4 Wing Property)

- Four-Five (4) year arrears - \$10,797,749. This consists of 4 Wing and one other property on tax agreement. (\$10,797,442 related to 4 Wing Property)
- \$19,787,096 of the total tax arrears is due to assessment dispute for the 4 Wing property.
- There are 16 properties that are currently on tax agreements.

#### **Completed**

- September 2019 Bank and investment reconciliation and City Summary for Council
- General ledger reconciliation to Perfect Mind and Golf Course software for September 2019.
- GST Return for September 2019 completed and filed.
- Variance reports were sent to department managers for all departments in the City.
- Budget Meetings with all departments

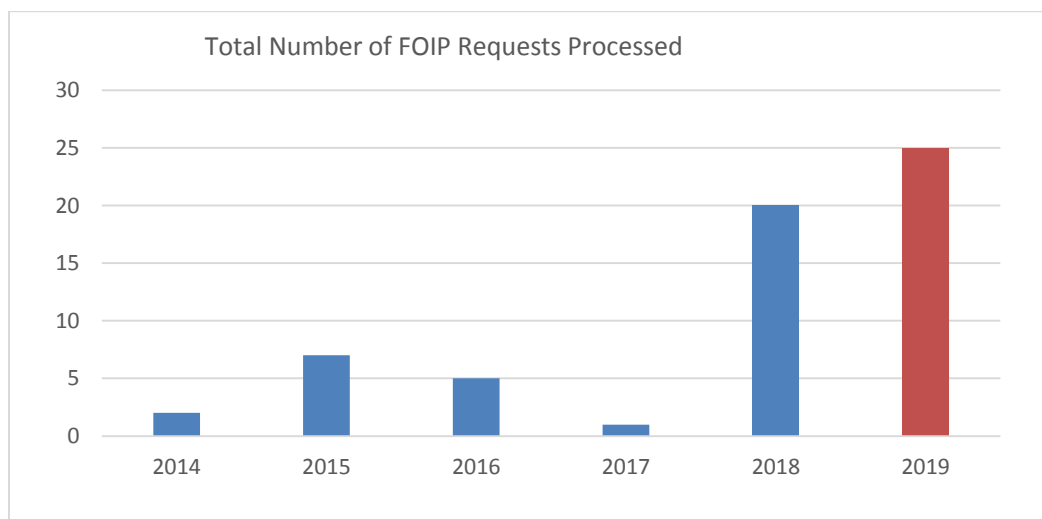
#### **Currently Working on**

- Marina Review Engagement.
- Parent Link Audit.
- Working with Sensus on the integration of the Advanced Metering Infrastructure software to Serenic financial software.
- 2020 Budget Presentations to Council.

#### **Legislative:**

- **Information Requests & FOIP**

- 1 new FOIP request received in October; 0 requests are still ongoing and 3 FOIP requests were completed.
- 1 ongoing review by the OIPC.
- FOIP presentation provided to all new staff at orientations.



- **Record Management**
  - **Paper Records – maintenance of record rooms**
    - Efforts to file, digitize and organize all historical land files continues.
    - Organization and ongoing quality control of the Land File room.
    - Review and digitization of permanent historic records is near completion (including annexation and amalgamation records).
    - Record room ongoing purges, review and reorganization of all boxed records.
  - **Electronic Records – “The Dock” (SharePoint/Collabware)**
    - **Transition to “The Dock”:**
      - Recreation Department transition to SharePoint complete.
      - Legislative Services transition to SharePoint is complete. Final migration of content has begun.
      - FCSS transition to SharePoint is complete.
      - Finance Department transition to SharePoint is complete. Final migration of content has begun.
      - Planning & Development transition to SharePoint is complete. Final migration of content has begun.
      - Infrastructure (Engineering Department) transition to SharePoint has begun, with prototype site still being developed.
    - **Ongoing Maintenance of “The Dock”:**
      - 7 Dock Help Request tickets addressed in October, making 147 to date in 2019.
      - Assisting Planning & Development in the quality control and review of all “open” permit files continues.
      - Ongoing “tweaking” of the finance site as migration continues.
      - Ongoing review and maintenance of SharePoint libraries and content types, Collabware file plan, content rules and workflows.
  - **RUSC records**
    - Creation of RUSC “The Dock” site.
    - Review and organization of historic files.
- **Legal Drafting, Research & Review**
  - Drafting and review of contracts, bylaws and policies. Efforts to standardize municipal records (including agreements) continues. Interpreting contract obligations and contract enforcement.
  - Researching and compiling information for policy development, adherence to *Municipal Government Act* amendments, and changes in the law.
  - Maintenance, coordination and organization of all current/closed legal files (paper and electronic) continues.
- **Agreements**
  - Design and implementation of SharePoint workflows to optimize agreement reminders for efficiency and accuracy is complete. Ongoing maintenance continues.
  - Detailed review and information examination of type 1 and type 2 development agreements (with their corresponding development permits) is ongoing.
  - Management of active agreements, and agreement requirements:
    - City has 1,062 active agreements; 29 new agreements filed in October.
    - RUSC has 181 active agreements; 5 new agreements filed in October.

- **Appeals**
  - 2019 LARB hearing complete.
  - 2019 CARB hearings complete.
- **Privacy Impact Assessments (PIA)**
  - Zero outstanding PIAs.
- **Other**
  - Handle general inquiries from staff.
  - Commissioning Oaths of Confidentiality and Affidavits as necessary.

### **Human Resources:**

**This month we are currently recruiting internally and externally for the following positions:**

- Roads Operator (1 Full-time positions)
- Roads Operator (2 six month term positions)
- Waste Management Operator (1 Full-time position)
- Foreman – Water Treatment Plant (1 Full-time position)
- Development Officer (1 Full-time position)
- Climbing Wall Attendant (Casual positions)

**The following positions have been filled this month:**

- Water Treatment Plant Operator (1 Full-time position)
- Roads Operator (1 Full-time positions)
- GIS Analyst (1 Full-time position)
- CPO (1 Full-time position)
- Marketing Officer (1 Full-time position)
- Transit Coordinator (1 Full-time position)
- FCSS Program Assistant (1 Part-time position)
- FCSS LPLN Regional Facilitator (Term position)
- Climbing Wall Attendant (1 Casual positions)
- Event Staff (5 Casual positions)

**Record of Employment:** 17

**Short Term Disability:** 1

**Long Term Disability:** 4

**Union Business:** 0 Active Grievances, 4 Active Arbitration Files, 1 Human Rights Complaint, 1 FOIP Complaint

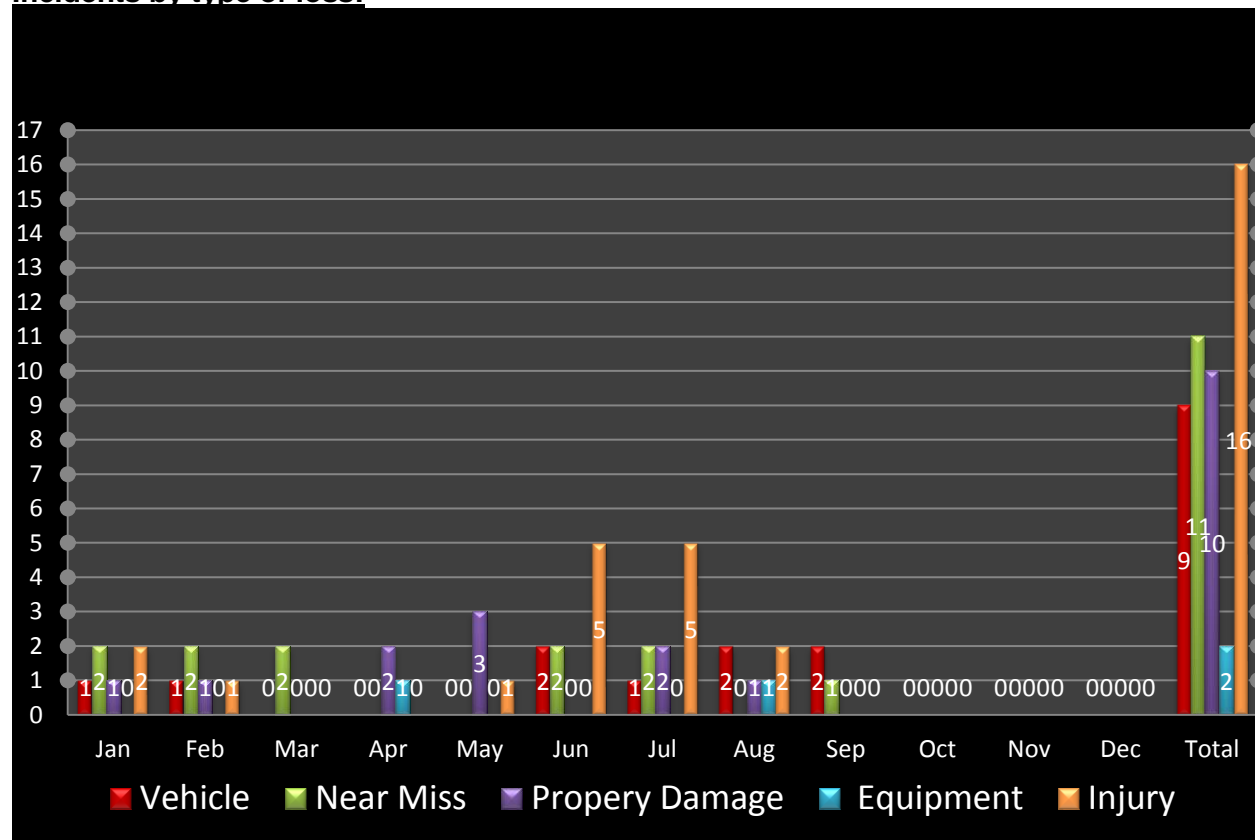
**Workers Compensation (WCB):** 1 (no time lost)

**Currently working on:**

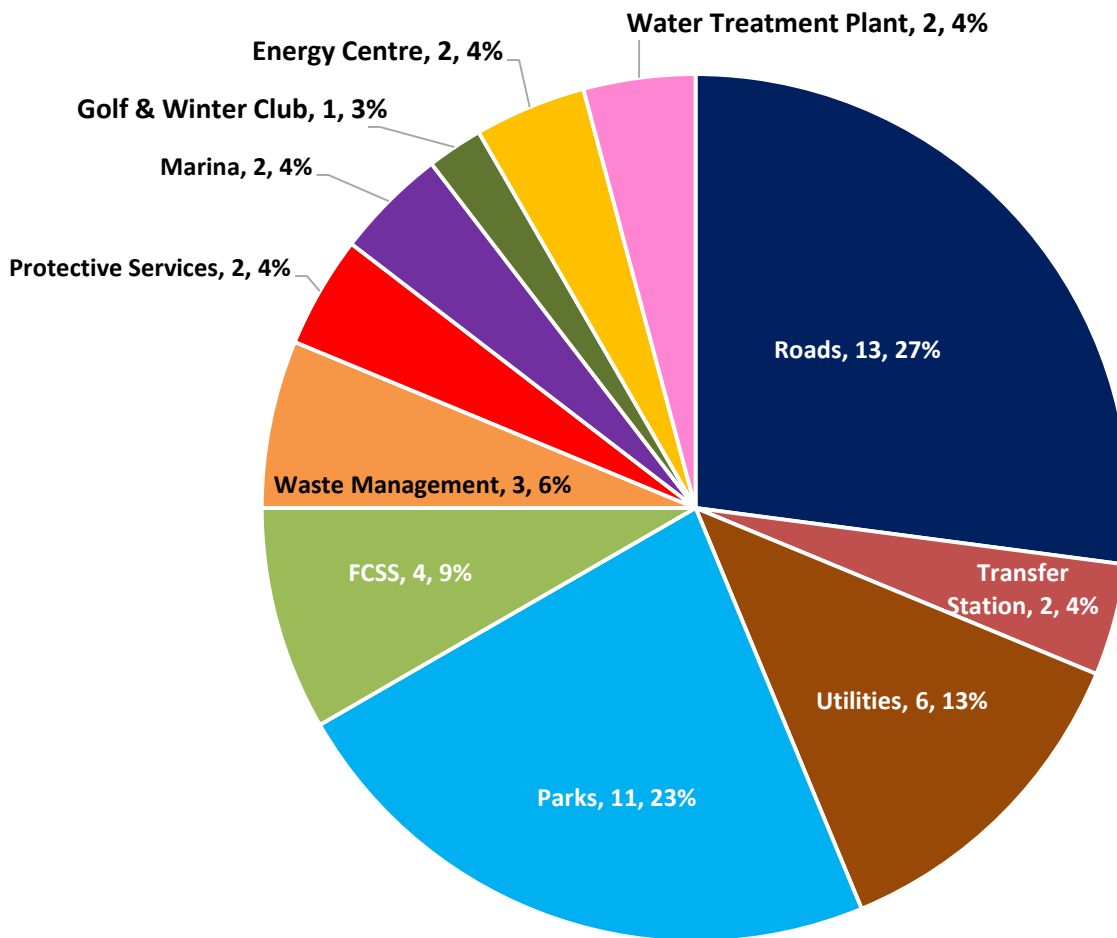
- Updating safe-work practices
- Safety Recognition Program
- Staff Training Programs
- WHMIS training
- Revising/Updating CBA and Human Resource Policies
- Safety COR Certification

Vehicle incidents to date: 9  
 Property Damage to date: 10  
 Equipment Damage to date: 2  
 Injuries to date: 16  
 Near misses to date: 11  
 Total incidents 2019: 48

#### Incidents by type of loss:



### Incidents by department:



### Information Systems and Technology:

|                                               |       |
|-----------------------------------------------|-------|
| Number of tickets closed:                     | 151   |
| Number of tickets opened:                     | 147   |
| Number of tickets still open at end of Month: | 120   |
| Number of Surveillance Footage Request:       | 6     |
| Backup Recovery's:                            | 5     |
| Virus Threats (Online)                        | 17    |
| Junk                                          | 60194 |
| SPAM Email                                    | 4407  |
| Phishing Emails                               | 67    |
| Inbound Viruses Caught (Email)                | 45    |
| Spoofed emails                                | 20    |

- **Application Updates:** Sonicwall Email security, MS Office, Win 10.
- **Application Installs:** VNC Viewer, Nitro Pro, Skype, Chrome, Adobe, Four winds.
- **Application Support:** SharePoint, Collabware, Perfect Mind, RTA, AutoCAD, Airwatch, CAMS, Nitro, Caseware, TeeWay, PowerPoint, jencess, Card Printer, Outlook, Asure ID, Boca Printer, Ticket Master.

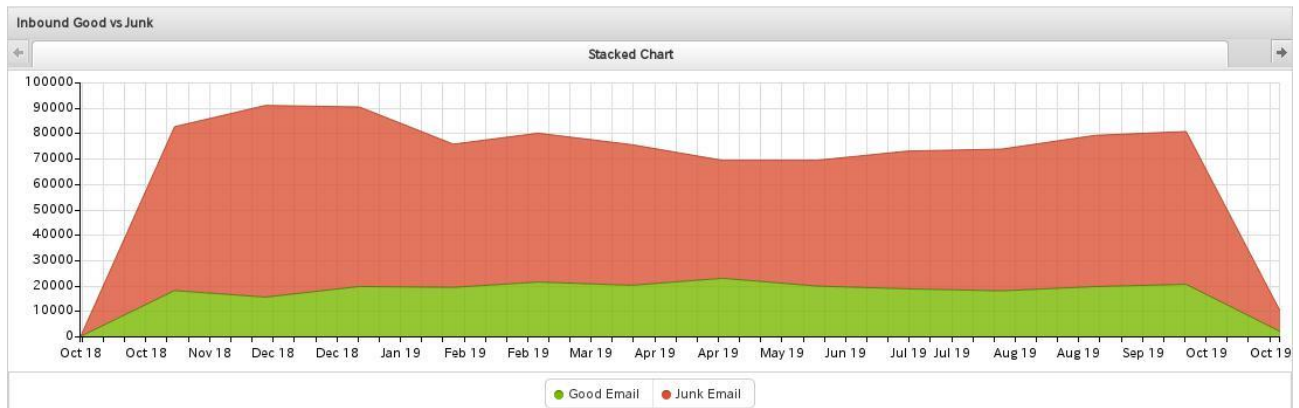
- **Server Support:** SharePoint. IBM, WTP SCADA infrastructure.
- **Server Patches:** 44 Windows Servers, SQL, GIS.
- **Desktop Patches:** Windows, Anti-Virus.
- **Hardware Support:** PLC Monitor, Swipe at SFH, EC Phone console, GIS Monitors, Grand Stand Alarm, CPO Swipe not working, Removed old IBM server off rack.
- **Mobile Support:** AirWatch, Zamboni connect, Speed sign (CPO's)
- **Backups (and monitoring):** Macrium, Eset, VM, SQL, Data, Applications, Bellamy (Daily/Weekly).
- **AD Support:** User account Setup/Disable, Password Changes. Name Changes.
- **SharePoint Support:** AIF Workflow, Aggregates, Workflow issues, Access Permissions, Engineering on boarding.
- **Application Testing:** Windows Server 2019. Office 2016/2019, ESET Server.
- **Network:** Prep for IPSAN,

### Noteworthy

- Verified that "Motion Tagging" is enabled on all of our IP security cameras.
- Assisting contractor Eramosa in configuring authentication services for new SCADA software.
- Restructuring network switches to accommodate connections for new IP SAN.
- Configured SQL Server 2017 failover cluster instance for production use.
- Wrote data dictionary to define all SQL Server databases.
- Planned IBM server migration timeline and requirements.
- Spec'd and ordered replacement IPSAN for CH.



### Monthly Inbound Good vs Junk

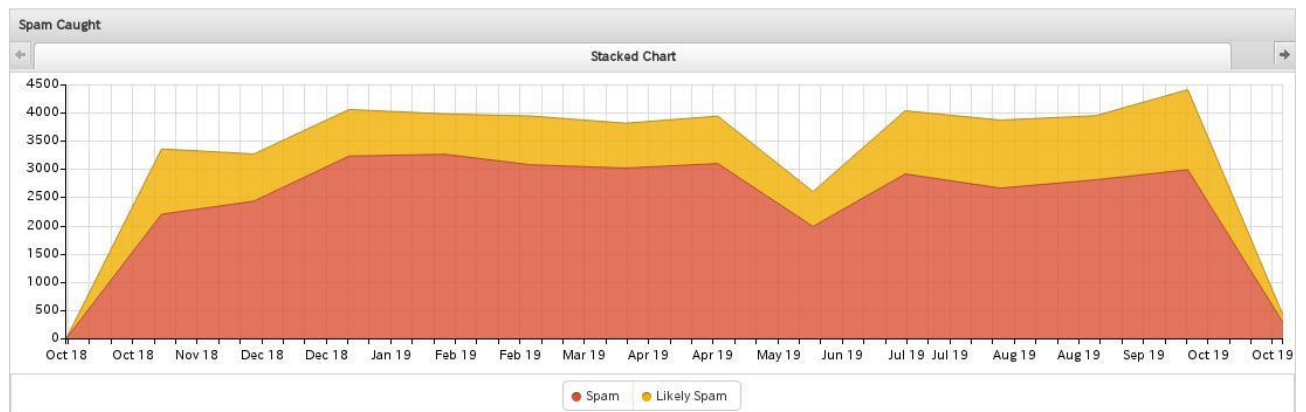


Time Span 10/04/2018 12:00 AM - 11/04/2019 02:25 PM

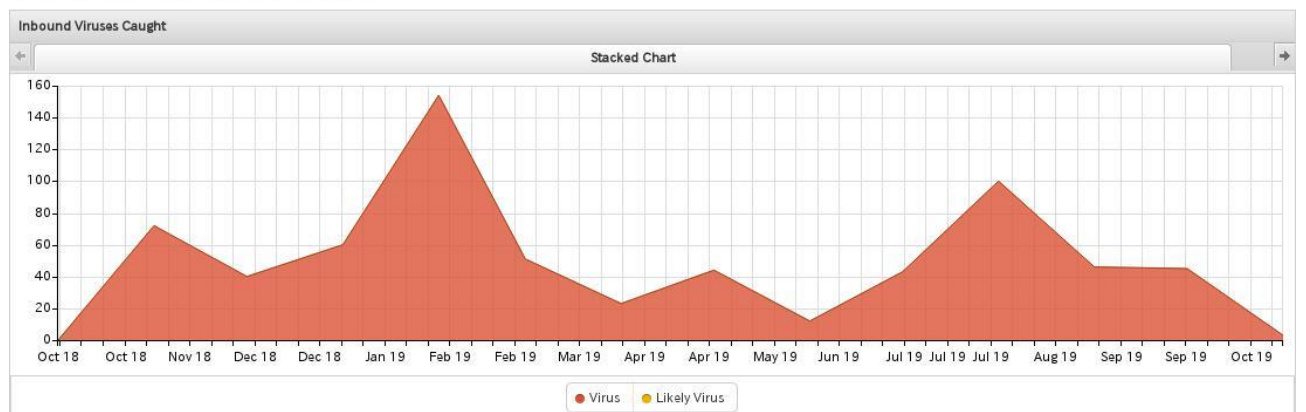
Email Security Version - 10.0.2.1713 (Hostname : emailsecurity)



## Monthly Spam Caught



## Monthly Inbound Viruses Caught





## STAFF REPORT

**Title:** Report to Chief Administrative Officer - Infrastructure Services - October 2019

**Meeting Date:** November 12, 2019

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### **Executive Summary:**

#### **TRANSPORTATION SERVICES**

##### Road Maintenance:

- Sign fixing/replacement; ongoing.
- Lane maintenance; ongoing.
- Street sweeping; .complete for 2019.
- Potholes patching; ongoing.
  - Daily inspections as per the online pothole reporting application.
- Asphalt Patching – Contracted Service; complete for 2019.
- Assisted contractors and other departments as required.
  - Assisted Fleet with preparing snow removal equipment for the 2019/2020 snow season.
- Began winter Sunday operator rotations.

##### Fleet Maintenance and Procurement:

- Work Orders for Fleet Maintenance:
  - Mechanics - completed 30 work orders for various departments.
  - Operators - completed 2 work orders for various departments.
  - Contracted Services - 23 work orders were contracted out for various departments.
  - Outstanding - 86 work orders are outstanding for various departments.
- Fuel Consumption:
  - 8,701 liters of gas was dispensed into fleet vehicles for the various departments over 115 transactions.
  - 20,410 liters of diesel was dispensed into fleet vehicles for the various departments over 159 transactions.
- Procurement
  - Received the new Grader (12M3 Cat) as per the 2019 Capital Budget.



Cold Lake Regional Aerodrome:

- Daily inspections and reporting; ongoing.
- 13 lots are available for lease.
- Runway drainage issues; ongoing.
- GPS publishing; ongoing.
- The Cold Lake Regional Airport Taxiway and Apron Enhancements Project; ongoing.
  - Engineering awarded to CIMA Canada Inc.
  - Construction Tender was awarded to E Construction.
- Completed 2 year Fuel Meter proofing.

Transit:

- Bus stop and bus shelter maintenance is being provided through a contract with Achieving Eden Ltd.
- Ad sales; ongoing.
- Monitoring accelerated Saturday schedule; ongoing.
- Adjusting routes due to construction and special events; ongoing.

Facility Maintenance:

- Responded to 45 work orders for building maintenance services for various departments.
- Facility Maintenance Contracts:
  - LD Septic - septic tank cleaning at the Airport Transfer Station and Imperial Park; monthly.
  - Harvey's Glass - servicing all automatic doors; ongoing.
  - Value Master Homes - Kids Time Out/Daycare Facility Improvements project; ongoing.
  - Lakeland Fire and Safety - annual kitchen suppression inspection and certification; ongoing.
  - Lakeland Fire and Safety – annual fire extinguisher, fire alarm and sprinkler system inspections; ongoing.
  - Canal Safety – range hood and grease trap cleaning (North Arena, Marina, Emma's on the Beach, and Energy Centre canteens); complete.
  - Value Master Builders Ltd. – Public Works Facility renovation; ongoing.
  - Museum mouse/gopher control; ongoing.

**ENVIRONMENTAL SERVICES**

Waste Management:

- Curb side collection for regular waste, recycling and organics continues as per the 2018-2019 Waste Collection Schedule.



- Transfer Station and Landfill Summer hours from 9:00 am to 6:00 pm Tuesday to Saturday (April 1, 2019 to October 31, 2019).
- Contract with Urlacher Construction Ltd. for the Class III Landfill Operations; ongoing.
- Distribution and repair of automated waste carts; ongoing as required.
- Metal recycling; ongoing.
- Materials Recycling Facility (MRF) was awarded to NOVA Construction and Mechanical; building was commissioned and operational as of Oct 1, 2019 some electrical and minor deficiencies remain.
  - Sorting and bailing materials collected at the new MRF; ongoing.
- Completed the new Recycling Drop-off Stations at the Energy Centre and the 50 Street (old Grand Centre Hotel location); operational as of Oct 1, 2019.

#### Water Distribution and Wastewater Collection (Utilities):

- Meter reading; ongoing.
- Addressing trouble meter reads; ongoing.
- Completed water and sewer locates for contractors and homeowners.
- Timely response to emergency call outs for sewer backups, flooding and leaking meters, etc.; ongoing.
- Valve exerciser program; ongoing.
- Advanced Metering Infrastructure (AMI) has been awarded to KTI Limited; ongoing.

#### Water and Wastewater Treatment:

- Daily building and reservoir inspections, meter readings, laboratory testing and pump hour records are ongoing as per the Standard Operating Procedures.
- Weekly and monthly water and wastewater samples are collected and the results submitted to Alberta Environment and Environment Canada as per the license approval. All monthly log sheets are submitted online to the respective authorities.
- Repairs were made to facilities as required.
- Repairs to membranes; ongoing.
- Toxicity Reduction Evaluation Plan (TRE); ongoing.
- Lagoon maintenance; ongoing.
- WTP Expansion work; ongoing.
- MBBR Pilot Project equipment has arrived onsite at the Lagoon.

### **ENGINEERING SERVICES**

Capital Projects - See attached Capital Project Summary



**Geographical Information System (GIS):**

- Continued sorting GIS data and related files; ongoing.
- Created maps, queries and large-format printouts as requested by City Staff; ongoing.
- Provided data to subcontractors as requested; ongoing.
- Assisted staff with ArcReader maps; ongoing.
- Updated City Address dataset; ongoing.
- Pothole web application; ongoing.
- Cityworks maintenance and troubleshooting; ongoing.
- Worked on updating GIS data with the new annexation addresses and roads and 2018 capital projects for 2019 MDW reports.
- Attended Annual Meeting of Alberta Regional Cityworks Users Group.

**COLD LAKE REGIONAL UTILITY SERVICES COMMISSION**

The last meeting was held on October 28, 2019 at 6pm in City Hall Council Chambers.

**Agenda items included:**

**Old Business:**

- Cold Lake Regional Water Supply Expansion Update
- Building #9 Force Main Extension - Phase 3 Update
  - Amendment No. 3 to EPO No. EP0-2016/04-LAR

**New Business:**

- 2020 Operating and Capital Budget

**Correspondence:**

- Memo from the City of Cold Lake dated Oct. 23, 2019 RE Member Appointments (Buckle, Grau, Lay, Vining)
- Letter from 4 Wing dated Oct. 23, 2019 RE Member Appointment (Angelopoulos)

**In Camera**

- Provision of Services Agreement – City of Cold Lake

Next meeting is scheduled for November 25, 2019 at 6pm in City Hall Council Chambers.

[Type the recommendation here](#)

**Budget Implications (Yes or No):**

No

**Submitted by:**

Kevin Nagoya, Chief Administrative Officer

| No | Yr.  | DESCRIPTION                                | ACTIVITY     | % COMPLETE | COMMENTS                                                                                                                                                                                                                                                                                                                                                                    |
|----|------|--------------------------------------------|--------------|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | 2019 | 2019 Street Improvement Program            | Design       | 100        | Awarded to AECOM.                                                                                                                                                                                                                                                                                                                                                           |
|    |      |                                            | Construction | 90         | Awarded to E-construction.<br>Streets include:<br>50 Ave 38 St – City Limit); mill and overlay complete.<br>52 Ave (49 St – 50 St); mill and overlay complete.<br>20 Street (Ptarmigan to 7 Ave); full reconstruction complete.<br>Birch Ave (Tamarak St – 23 St); underground work and first lift of asphalt are complete. Top lift asphalt and swales remaining for 2020. |
| 2  | 2019 | Annual Lane Construction Program           | Design       | 100        | Awarded to SE Design.                                                                                                                                                                                                                                                                                                                                                       |
|    |      |                                            | Construction | 95         | Awarded to Urlacher Construction.<br>Lanes include:<br>Lions Park (50 Ave to Millennium Trail); complete.<br>50 Ave (45 St west to t-intersection); complete.<br>CCC issued.                                                                                                                                                                                                |
| 3  | 2019 | Street Lighting Enhancement Program        | Design       | 100        | Awarded to ATCO Electric.<br>Approved enhancement areas include:<br>16 Avenue (Hwy 28 to 12 St)<br>50 Avenue (41 Street to City Limits)<br>25 Street (Hospital to Glacier Way)<br>1 Ave (25 St to English Bay Road)                                                                                                                                                         |
|    |      |                                            | Construction | 0          | Awarded to ATCO Electric. They completed all surveys and all work is scheduled to be completed by December 2019.                                                                                                                                                                                                                                                            |
| 4  | 2019 | Annual Trail/Sidewalk Connectivity Program | Design       | 0          |                                                                                                                                                                                                                                                                                                                                                                             |
|    |      |                                            | Construction | 0          |                                                                                                                                                                                                                                                                                                                                                                             |
| 5  | 2019 | Traffic Safety Program Fund                | Design       | 100        | Awarded to ATCO Electric.                                                                                                                                                                                                                                                                                                                                                   |
|    |      |                                            | Construction | 33         | Awarded to ATCO Electric.<br>Street lights will be installed in the following locations:<br>English Bay Road (1114 EBR to City Limit); work has started.<br>Intersection of English Bay Road and 28 Street; survey complete, scheduled to be completed by December 2019.<br>Intersection of 28 Street and Hwy 55; poles are installed, waiting for retailer to energize.    |

| No | Yr.  | DESCRIPTION                                                   | ACTIVITY     | % COMPLETE | COMMENTS                                                                                                                                                                                                                                        |
|----|------|---------------------------------------------------------------|--------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6  | 2019 | Material Recycling Facility                                   | Design       | 100        | Awarded to NOVA Mechanical and Construction.                                                                                                                                                                                                    |
|    |      |                                                               | Construction | 90         | Awarded to NOVA Mechanical and Construction. They have completed the metal structure, site grading and electrical. All 20 recycling bins have arrived and the new conveyor system and sort line is installed. Minor work remaining on building. |
| 7  | 2019 | Building 10 Fire Pump Replacement                             | Design       | 30         | Awarded to BAR Engineering. They supplied a recommendation memo on the pumping status; this memo has been reviewed and approved. BAR is moving forward with initial design. Tender documents and Drawings will be available in November.        |
|    |      |                                                               | Construction | 0          |                                                                                                                                                                                                                                                 |
| 8  | 2019 | Grand Centre Memorial Cemetery                                | Design       | 100        | Awarded to LEEs and Associates.                                                                                                                                                                                                                 |
|    |      |                                                               | Construction | 0          | Project was tendered and closed on June 7, 2019. The City received 2 tenders; both came in above budget. After review this tender has been cancelled; will look into retendering in 2020.                                                       |
| 9  | 2019 | Kinosoo Beach Phase 3 and 4 - Boardwalk Area and Amphitheatre | Design       | 0          | Awaiting grant funding.                                                                                                                                                                                                                         |
|    |      |                                                               | Construction | 0          |                                                                                                                                                                                                                                                 |
| 10 | 2019 | Pressure Reducing Valve Installation Program (Year 1 of 4)    | Design       | 100        | Awarded to AECOM. Design has been completed and is with the City for review, project is to be completed in conjunction with the Regional Water Line project as 16 Street will be opened up for the placement of the Transmission Main.          |
|    |      |                                                               | Construction | 0          |                                                                                                                                                                                                                                                 |
| 11 | 2019 | Lakeshore Drive Infrastructure Improvements                   | Design       | 10         | Awarded to Stantec. Start-up meeting was held on August 21, 2019 and presentation of conceptual designs were presented to Council on Oct. 16 for preliminary feedback.                                                                          |
|    |      |                                                               | Construction | 0          |                                                                                                                                                                                                                                                 |
| 12 | 2019 | Shallow Sewer Enhancement Program                             | Design       | 0          |                                                                                                                                                                                                                                                 |
|    |      |                                                               | Construction | 0          |                                                                                                                                                                                                                                                 |

| No | Yr.  | DESCRIPTION                     | ACTIVITY                | % COMPLETE | COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----|------|---------------------------------|-------------------------|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 13 | 2019 | SCADA Upgrades                  | Design/<br>Construction | 50         | Awarded to ERAMOSA.<br>Phase 1- Power Upgrades<br>Phase 2A - Back Up Controls at Bldg 4 & 9. Phase 1 & 2A Power Upgrades and Back Up Control work hardware on site, met with Smart Electric to advise on costs to complete the work.<br>Phase 2B - Back Up Controls at Bldg 3 & 8<br>Phase 3A - SCADA Upgrades Cimplicity to VTSCADA. Currently running systems to ensure VTSCADA is functioning properly.<br>Phase 3B - e.RIS Data Access. e.RIS training to be provided.<br>Phase 3C - Cyber Security.                                                                                                                                                                             |
| 14 | 2019 | Animal Holding Facility         | Design                  | 20         | Awarded to JMAA.<br>Area has been mulched. Topographical and geotechnical survey was conducted.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|    |      |                                 | Construction            | 0          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 1  | 2018 | 2018 Street Improvement Program | Design                  | 100        | Awarded to AECOM.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|    |      |                                 | Construction            | 90         | Awarded to E Construction Ltd.<br>Streets Include:<br><br>61 Ave west of 47 St; complete<br><br>Highway 28 (34 Ave to City Limits); complete<br><br>54 Ave from (54 St to 55 St); complete<br><br>53 Ave west of 57A St<br>Construction started in August 2018. High water table was encountered and options to mitigate were considered. 53 Ave was brought up to a gravel standard for the 2018/2019 winter.<br><br>53 Ave was removed from the 2018 Street Improvement Program due to budget restrictions and was retendered as its own project in July 2019. Bids came in over budget and the Tender has been cancelled; will retender in 2020.<br><br>CCC inspection completed. |
| 2  | 2018 | 2018 Annual Lane Rehabilitation | Design                  | 100        | Awarded to SE Design.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|    |      |                                 | Construction            | 95         | Awarded to BlueFlame Contracting Ltd.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

| No | Yr.  | DESCRIPTION                                                                        | ACTIVITY     | % COMPLETE                                 | COMMENTS                                                                                                                                                                                                                                                      |
|----|------|------------------------------------------------------------------------------------|--------------|--------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |      |                                                                                    |              |                                            | Lanes include:<br>51/52 Ave Lane (51 St to 52 St) – Behind Grand Centre Cinema; complete.<br>51/52 Ave Lane (52 St – 5 Ave) – Behind Red Rooster; complete<br>CCC issued                                                                                      |
| 3  | 2018 | Cold Lake Regional Airport Taxiway and Apron Enhancements                          | Design       | 100                                        | Awarded to CIMA Canada Inc.                                                                                                                                                                                                                                   |
|    |      |                                                                                    | Construction | 90                                         | Awarded to E-Construction. Paving, grading and hydroseeding completed October 4, 2019. CCC Inspection conducted October 7, 2019 deficiencies remaining waiting on schedule from the contractor.                                                               |
| 4  | 2018 | Imperial Park/Energy Centre South Access Enhancements and Parking Lot Improvements | Design       | 100                                        | Awarded to SE Design.                                                                                                                                                                                                                                         |
|    |      |                                                                                    | Construction | 90                                         | Awarded to Urlacher Construction. Road construction and parking lot are completed. CCC Inspection completed                                                                                                                                                   |
| 5  | 2018 | Eagle Ridge Estates Storm System Re-Alignment                                      | Design       | 100                                        | Awarded to SE Design.                                                                                                                                                                                                                                         |
|    |      |                                                                                    | Construction | 95                                         | Awarded to Thompson Infrastructure. Contractor has installed all storm pipes and have completed all other work under the project. CCC issued.                                                                                                                 |
| 6  | 2018 | Lakeview Cemetery                                                                  | Design       | 95                                         | Awarded to LEEs and Associates.                                                                                                                                                                                                                               |
|    |      |                                                                                    | Construction | 15                                         | Awarded to GenMec ACL. Contractor has mobilized to site and has completed excavation and concrete foundations within the columbaria area, concrete apron into the site along with the water tie-in. Site close-up walkthrough to be completed in near future. |
| 7  | 2018 | RCMP Building                                                                      | Design       | 100<br>Phase 1<br>Mechanical<br>Renovation | Awarded to JMAA. Phase 1 - mechanical renovation design has been completed. RCMP has now requested for new building rather than a renovation of existing for Phase 2.                                                                                         |
|    |      |                                                                                    | Construction | 0                                          | Phase 1 Mechanical Renovation is conditionally awarded to Value Master Builders. RCMP security clearance required prior to execution of agreement.                                                                                                            |

| No | Yr.  | DESCRIPTION                                                      | ACTIVITY     | % COMPLETE | COMMENTS                                                                                                                                                                                                                                                                                                             |
|----|------|------------------------------------------------------------------|--------------|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | 2017 | 2017 Street Improvement Program                                  | Design       | 100        | Awarded to AECOM.                                                                                                                                                                                                                                                                                                    |
|    |      |                                                                  | Construction | 100        | Awarded to Knelsen Sand and Gravel Ltd. Streets include:<br>1st Avenue (22nd Street – 25th Street)<br>51st Street (50th Avenue – 54th Ave.)<br>25th Street (1st Avenue – 3rd Avenue)<br>16th Avenue (6th Street – 8th Street)<br>Sammut Place<br>All streets have been completed as of July 31, 2018.<br>FAC issued. |
| 2  | 2017 | 2017 Annual Commercial Lane                                      | Design       | 100        | Awarded to SE Design.                                                                                                                                                                                                                                                                                                |
|    |      |                                                                  | Construction | 100        | Awarded to Blue Flame Contracting. Lanes include:<br>Lane Behind Express Pizza (54th Ave – 53rd Ave)<br>Lane Behind Original Joe's (52nd Ave – 53rd St)<br>Construction has been completed on all lanes.<br>FAC issued.                                                                                              |
| 3  | 2017 | 2017/2016 Residential Lanes                                      | Design       | 100        | Awarded to SE Design.                                                                                                                                                                                                                                                                                                |
|    |      |                                                                  | Construction | 98         | Awarded to Urlacher Construction. Lanes include:<br>Lakeridge Lanes; completed<br>54 Ave lane – completed<br>62 Street lane – completed<br>Emma's Lane – completed<br>CCC Issued.                                                                                                                                    |
| 4  | 2017 | 2017 Sidewalk/Trail Connectivity                                 | Design       | 100        | Awarded to SE Design for the 16 Avenue trail (16 St to Millennium Trail).                                                                                                                                                                                                                                            |
|    |      |                                                                  | Construction | 100        | Awarded to Blue Flame.<br>FAC Issued                                                                                                                                                                                                                                                                                 |
| 5  | 2017 | 49 Street Parking Lane Enhancements                              | Design       | 100        | Awarded to Stantec.                                                                                                                                                                                                                                                                                                  |
|    |      |                                                                  | Construction | 98         | Project was cancelled in 2017. Construction was retendered in Feb 2018 and awarded to Urlacher Construction. Construction completed.<br>CCC issued.                                                                                                                                                                  |
| 6  | 2017 | Highway 28 South Enhancements - Phase 2 (51 Street to 43 Avenue) | Design       | 100        | Awarded to Stantec. This is a continuation of the Highway 28 enhancement from 2016.                                                                                                                                                                                                                                  |
|    |      |                                                                  | Construction | 98         | Awarded to Knelsen Sand and Gravel Ltd. All work has been completed under the contract. CCC issued.                                                                                                                                                                                                                  |

| No | Yr.  | DESCRIPTION                                  | ACTIVITY     | % COMPLETE | COMMENTS                                                                                                                                                                                                                                    |
|----|------|----------------------------------------------|--------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | 2016 | 2016 Service Roads                           | Design       | 100        | Awarded to Scheffer Andrew.<br>Project includes:<br>50th Ave between 56 St and 57A St (East Service Rd) and 34 Ave (East of 50 St)                                                                                                          |
|    |      |                                              | Construction | 100        | Awarded to E Construction.<br>FAC issued.                                                                                                                                                                                                   |
| 2  | 2016 | 2016 Centre Ave Traffic Signalization        | Design       | 100        | Awarded to Stantec.                                                                                                                                                                                                                         |
|    |      |                                              | Construction | 98         | Awarded to Knelsen Sand and Gravel.<br>Construction complete. CCC issued.                                                                                                                                                                   |
| 3  | 2016 | Hwy 28 Enhancement (54 Ave to 52 Ave)        | Design       | 100        | Awarded to Stantec.                                                                                                                                                                                                                         |
|    |      |                                              | Construction | 98         | Awarded to Knelsen Sand and Gravel.<br>All work has been completed under the contract. CCC issued.                                                                                                                                          |
| 4  | 2016 | 2016 South Landfill Access Road re-Alignment | Design       | 100        | Awarded to SE Design.                                                                                                                                                                                                                       |
|    |      |                                              | Construction | 100        | Awarded to PME Inc.<br>The new access road has been completed.<br>FAC issued.                                                                                                                                                               |
| 5  | 2016 | 2016 Kinosoo Zip-Line                        | Design       | 100        | Awarded to McElhanney Consulting Services Ltd..                                                                                                                                                                                             |
|    |      |                                              | Construction | 98         | Awarded to Nova Mechanical.<br>The Zip Line was installed and opened on July 1, 2017. CCC issued. FAC walkthrough was completed; deficiencies have been rectified.                                                                          |
| 6  | 2016 | 2016 Downtown Entry Feature                  | Design       | 100        | Awarded to Stantec.                                                                                                                                                                                                                         |
|    |      |                                              | Construction | 95         | Awarded to MPS Group.<br>Structure is completed. CCC to be issued.                                                                                                                                                                          |
| 1  | 2015 | Fischer Storm Water Management Pond          | Design       | 100        | Design for Fischer Storm pond has been awarded to Scheffer Andrew and the construction administration has been awarded to SE Design. Design has been completed. Two of the parties have withdrawn from entering into the revised agreement. |
|    |      |                                              | Construction | 0          | Waiting on Province for Land Transfer and registration. Tender Closed November 1, 2019. 12 bids ranging from \$2.45 million to \$4.9 million were received.                                                                                 |
| 2  | 2015 | City Hall Parking Lot                        | Design       | 100        | Awarded to SE Design.                                                                                                                                                                                                                       |
|    |      |                                              | Construction | 98         | Awarded to E Construction.<br>All surface and electrical work has been completed. CCC issued.                                                                                                                                               |
| 3  | 2015 | Meadows Storm Water Trunk Extension          | Design       | 100        | Awarded to Associated Engineering.                                                                                                                                                                                                          |
|    |      |                                              | Construction | 92         | Contract #1 was awarded to REDA Enterprises Ltd. Contractor has completed remaining items under the contract and is currently cluing up minor work. CCC issued.                                                                             |

| No | Yr.  | DESCRIPTION                                      | ACTIVITY     | % COMPLETE | COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----|------|--------------------------------------------------|--------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |      |                                                  |              |            | Contract 2 was re-tendered as Contract 02 Phase 2 and has been awarded to Thompson Infrastructure Ltd. All underground infrastructure has been completed, storm pipe is connected from East side of Highway 28 to the West side of Highway 28 and is flowing.<br>Contractor recently completed top lift of asphalt on both East and West Service roads. OGS units have been installed for Esso and Husky with bottom lift of asphalt being placed |
| 4  | 2015 | Kinosoo Beach Enhancements (Phase 1)             | Design       | 100        | Awarded to McElhanney Consulting Services Ltd.                                                                                                                                                                                                                                                                                                                                                                                                    |
|    |      |                                                  | Construction | 98         | Awarded to RTM Electrical. Construction complete. CCC issued.                                                                                                                                                                                                                                                                                                                                                                                     |
| 5  | 2015 | Kinosoo Beach Enhancements (Phase 2 and 2B)      | Design       | 100        | Awarded to McElhanney Consulting Services Ltd.                                                                                                                                                                                                                                                                                                                                                                                                    |
|    |      |                                                  | Construction | 98         | Awarded to Nova Mechanical. All work has been completed. CCC issued. FAC walkthrough was completed; deficiencies have been rectified, working on FAC.                                                                                                                                                                                                                                                                                             |
| 6  | 2015 | 2015 Offsite Levy Report                         | Report       | 98         | Awarded to CORVUS. Report and model complete. Presented to Council October 18, 2016 and to the public December 8, 2016. Council to decide when to implement. Additional presentation was provided to UDI in May 2017. Yearly review, update and assessment of model required for offsites.                                                                                                                                                        |
| 7  | 2015 | South Snow Dump                                  | Design       | 100        | Awarded to MPE Siemens. The City reviewed and posed questions pertaining to detainment of sediments through drainage. Updated drawings were received on April 27, 2017. Conversation currently happening between MPE and Alberta Environment.                                                                                                                                                                                                     |
|    |      |                                                  | Construction | 0          | Project has not been Tendered.                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 8  | 2015 | 2015 Bus Transit Centre                          | Design       | 100        | Awarded to SE Design.                                                                                                                                                                                                                                                                                                                                                                                                                             |
|    |      |                                                  | Construction | 100        | Awarded to Superior Concrete Pumping. FAC issued.                                                                                                                                                                                                                                                                                                                                                                                                 |
| 9  | 2015 | 4 Wing Splash Park                               | Design       | 100        | Awarded to PlayQuest.                                                                                                                                                                                                                                                                                                                                                                                                                             |
|    |      |                                                  | Construction | 98         | Awarded to PlayQuest and was completed in 2015. CCC issued.                                                                                                                                                                                                                                                                                                                                                                                       |
| 10 | 2015 | Building 4 Lift Station Improvement Project-RUSC | Design       | 100        | Awarded to MPE Siemens Engineering Ltd.                                                                                                                                                                                                                                                                                                                                                                                                           |
|    |      |                                                  | Construction | 98         | Awarded to Alpha Construction. CCC issued. FAC walkthrough has been completed and contractor is to rectify all deficiencies prior to signing of FAC.                                                                                                                                                                                                                                                                                              |

| No | Yr.  | DESCRIPTION                                  | ACTIVITY     | % COMPLETE | COMMENTS                                                                                                                                              |
|----|------|----------------------------------------------|--------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | 2014 | Kinosoo Beach Splash Park                    | Design       | 100        | Awarded to McElhanney Consulting Services Ltd.                                                                                                        |
|    |      |                                              | Construction | 98         | Awarded to PlayQuest Recreation. Construction has been completed. CCC issued.                                                                         |
| 2  | 2014 | 1st Avenue Water Main and Street Improvement | Design       | 100        | Awarded to McElhanney Consulting Services Ltd.                                                                                                        |
|    |      |                                              | Construction | 98         | Awarded to Clearway Construction Inc. CCC issued. FAC walkthrough was completed with Contractor and Consultant in 2018; deficiencies to be rectified. |



## STAFF REPORT

**Title:** Report to Chief Administrative Officer - Planning and Development Services - October 2019

**Meeting Date:** November 12, 2019

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**Executive Summary:**

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

**Background:**

The comparative statistical report to the end of October 2019, is attached.

**Alternatives:**

**Recommended Action:**

Type the recommendation here

**Budget Implications (Yes or No):**

No

**Submitted by:**

Kevin Nagoya, Chief Administrative Officer

**Building Permit Stats Comparison  
2016 - 2019**

Report ending OCTOBER 2019

**2016**

**2017**

**2018**

**2019**

|                           |                     |          |
|---------------------------|---------------------|----------|
| <b>January</b>            |                     |          |
| New Residential-SF        |                     |          |
| Reno. Residential         |                     |          |
| Multi-Family Residential  |                     |          |
| Commercial                |                     |          |
| Commercial Renovation     | \$ 53,500.00        | 3        |
| Accessory Buildings       |                     |          |
| Secondary Suites          |                     |          |
| Industrial                |                     |          |
| Institutional             |                     |          |
| Demolition                |                     |          |
| Other (Decks/Signs, etc.) | \$ 5,500.00         | 1        |
| <b>Total</b>              | <b>\$ 59,000.00</b> | <b>4</b> |

|                           |                      |          |
|---------------------------|----------------------|----------|
| <b>January</b>            |                      |          |
| New Residential-SF        | \$ 500,000.00        | 2        |
| Reno. Residential         | \$ 55,000.00         | 2        |
| Multi-Family Residential  |                      |          |
| Commercial                | \$ 50,000.00         | 1        |
| Commercial Renovation     |                      |          |
| Accessory Buildings       |                      |          |
| Secondary Suites          |                      |          |
| Industrial                |                      |          |
| Institutional             |                      |          |
| Demolition                |                      |          |
| Other (Decks/Signs, etc.) |                      |          |
| <b>Total</b>              | <b>\$ 605,000.00</b> | <b>5</b> |

|                           |                        |          |
|---------------------------|------------------------|----------|
| <b>January</b>            |                        |          |
| New Residential-SF        | \$ 1,200,000.00        | 3        |
| Reno. Residential         | \$ 30,000.00           | 2        |
| Multi-Family Residential  |                        |          |
| Commercial                |                        |          |
| Commercial Renovation     | \$ 1,450,000.00        | 1        |
| Accessory Buildings       | \$ 130,000.00          | 1        |
| Secondary Suites          |                        |          |
| Industrial                |                        |          |
| Institutional             |                        |          |
| Demolition                |                        |          |
| Other (Decks/Signs, etc.) |                        |          |
| <b>Total</b>              | <b>\$ 2,810,000.00</b> | <b>7</b> |

|                           |                     |          |
|---------------------------|---------------------|----------|
| <b>January</b>            |                     |          |
| New Residential-SF        |                     |          |
| Reno. Residential         | \$ 23,000.00        | 2        |
| Multi-Family Residential  |                     |          |
| Commercial                |                     |          |
| Commercial Renovation     |                     |          |
| Accessory Buildings       |                     |          |
| Secondary Suites          |                     |          |
| Industrial                |                     |          |
| Institutional             |                     |          |
| Demolition                |                     |          |
| Other (Decks/Signs, etc.) |                     |          |
| <b>Total</b>              | <b>\$ 23,000.00</b> | <b>2</b> |

|                           |                        |          |
|---------------------------|------------------------|----------|
| <b>February</b>           |                        |          |
| New Residential-SF        |                        | 2        |
| Reno. Residential         | \$ 500.00              | 1        |
| Multi-Family Residential  |                        |          |
| Commercial                | \$ 1,150,000.00        | 1        |
| Commercial Renovation     | \$ 915,000.00          | 2        |
| Accessory Buildings       |                        |          |
| Secondary Suites          |                        |          |
| Industrial                |                        |          |
| Institutional             |                        |          |
| Demolition                |                        |          |
| Other (Decks/Signs, etc.) |                        | 1        |
| <b>Total</b>              | <b>\$ 2,065,500.00</b> | <b>7</b> |

|                           |                        |          |
|---------------------------|------------------------|----------|
| <b>February</b>           |                        |          |
| New Residential-SF        | \$ 740,000.00          | 2        |
| Reno. Residential         |                        |          |
| Multi-Family Residential  |                        |          |
| Commercial                |                        |          |
| Commercial Renovation     | \$ 365,000.00          | 2        |
| Accessory Buildings       |                        |          |
| Secondary Suites          |                        |          |
| Industrial                |                        |          |
| Institutional             | \$ 36,000.00           | 1        |
| Demolition                |                        |          |
| Other (Decks/Signs, etc.) |                        |          |
| <b>Total</b>              | <b>\$ 1,141,000.00</b> | <b>5</b> |

|                           |                      |          |
|---------------------------|----------------------|----------|
| <b>February</b>           |                      |          |
| New Residential-SF        | \$ 350,000.00        | 1        |
| Reno. Residential         | \$ 20,000.00         | 1        |
| Multi-Family Residential  |                      |          |
| Commercial                |                      |          |
| Commercial Renovation     | \$ 35,000.00         | 1        |
| Accessory Buildings       |                      |          |
| Secondary Suites          | \$ 20,000.00         | 1        |
| Industrial                |                      |          |
| Institutional             |                      |          |
| Demolition                |                      |          |
| Other (Decks/Signs, etc.) | \$ 80,000.00         | 2        |
| <b>Total</b>              | <b>\$ 505,000.00</b> | <b>6</b> |

|                           |                      |          |
|---------------------------|----------------------|----------|
| <b>February</b>           |                      |          |
| New Residential-SF        | \$ 200,000.00        | 1        |
| Reno. Residential         |                      |          |
| Multi-Family Residential  |                      |          |
| Commercial                |                      |          |
| Commercial Renovation     | \$ 72,000.00         | 2        |
| Accessory Buildings       |                      |          |
| Secondary Suites          | \$ 10,000.00         | 1        |
| Industrial                |                      |          |
| Institutional             |                      |          |
| Demolition                |                      |          |
| Other (Decks/Signs, etc.) | \$ 5,500.00          | 1        |
| <b>Total</b>              | <b>\$ 287,500.00</b> | <b>5</b> |

|                           |                        |           |
|---------------------------|------------------------|-----------|
| <b>March</b>              |                        |           |
| New Residential-SF        | \$ 1,265,000.00        | 7         |
| Reno. Residential         | \$ 30,000.00           | 6         |
| Multi-Family Residential  |                        |           |
| Commercial                |                        |           |
| Commercial Renovation     |                        |           |
| Accessory Buildings       |                        |           |
| Secondary Suites          |                        |           |
| Industrial                |                        |           |
| Institutional             | \$ 20,000.00           | 1         |
| Demolition                | \$ 42,500.00           | 1         |
| Other (Decks/Signs, etc.) | \$ 27,803.90           | 1         |
| <b>Total</b>              | <b>\$ 1,385,303.90</b> | <b>16</b> |

|                           |                        |           |
|---------------------------|------------------------|-----------|
| <b>March</b>              |                        |           |
| New Residential-SF        | \$ 1,500,000.00        | 7         |
| Reno. Residential         | \$ 67,000.00           | 3         |
| Multi-Family Residential  |                        |           |
| Commercial                |                        |           |
| Commercial Renovation     |                        |           |
| Accessory Buildings       |                        |           |
| Secondary Suites          |                        |           |
| Industrial                |                        |           |
| Institutional             |                        |           |
| Demolition                |                        |           |
| Other (Decks/Signs, etc.) |                        |           |
| <b>Total</b>              | <b>\$ 1,567,000.00</b> | <b>10</b> |

|                           |                        |           |
|---------------------------|------------------------|-----------|
| <b>March</b>              |                        |           |
| New Residential-SF        | \$ 600,000.00          | 3         |
| Reno. Residential         | \$ 13,000.00           | 3         |
| Multi-Family Residential  |                        |           |
| Commercial                |                        |           |
| Commercial Renovation     | \$ 30,000.00           | 1         |
| Accessory Buildings       |                        |           |
| Secondary Suites          |                        |           |
| Industrial                |                        |           |
| Institutional             | \$ 950,000.00          | 1         |
| Demolition                | \$ 2,000.00            | 1         |
| Other (Decks/Signs, etc.) | \$ 10,000.00           | 2         |
| <b>Total</b>              | <b>\$ 1,605,000.00</b> | <b>11</b> |

|                           |                       |           |
|---------------------------|-----------------------|-----------|
| <b>March</b>              |                       |           |
| New Residential-SF        | \$1,000,000.00        | 3         |
| Reno. Residential         | \$240,000.00          | 5         |
| Multi-Family Residential  |                       |           |
| Commercial                | \$1,400,000.00        | 1         |
| Commercial Renovation     |                       |           |
| Accessory Buildings       |                       |           |
| Secondary Suites          |                       |           |
| Industrial                |                       |           |
| Institutional             |                       |           |
| Demolition                |                       |           |
| Other (Decks/Signs, etc.) | \$2,500.00            | 1         |
| <b>Total</b>              | <b>\$2,642,500.00</b> | <b>10</b> |

**Building Permit Stats Comparison  
2016 - 2019**

Report ending OCTOBER 2019

**2016**

**2017**

**2018**

**2019**

|                           |                        |           |
|---------------------------|------------------------|-----------|
| <b>April</b>              |                        |           |
| New Residential-SF        | \$ 1,560,000.00        | 6         |
| Reno. Residential         | \$ 70,000.00           | 3         |
| Multi-Family Residential  |                        |           |
| Commercial                |                        |           |
| Commercial Renovation     |                        |           |
| Accessory Buildings       |                        |           |
| Secondary Suites          | \$ 40,000.00           | 1         |
| Industrial                |                        |           |
| Institutional             |                        |           |
| Demolition                | \$ 11,000.00           | 2         |
| Other (Decks/Signs, etc.) | \$ 325,060.99          | 9         |
| <b>Total</b>              | <b>\$ 2,006,060.99</b> | <b>21</b> |

|                           |                      |          |
|---------------------------|----------------------|----------|
| <b>April</b>              |                      |          |
| New Residential-SF        |                      |          |
| Reno. Residential         | \$ 13,100.00         | 2        |
| Multi-Family Residential  |                      |          |
| Commercial                |                      |          |
| Commercial Renovation     | \$ 350,000.00        | 1        |
| Accessory Buildings       | \$ 5,000.00          | 1        |
| Secondary Suites          |                      |          |
| Industrial                |                      |          |
| Institutional             | \$ 45,000.00         | 1        |
| Demolition                |                      |          |
| Other (Decks/Signs, etc.) | \$ 39,500.00         | 4        |
| <b>Total</b>              | <b>\$ 452,600.00</b> | <b>9</b> |

|                           |                        |          |
|---------------------------|------------------------|----------|
| <b>April</b>              |                        |          |
| New Residential-SF        |                        |          |
| Reno. Residential         | \$ 30,000.00           | 2        |
| Multi-Family Residential  |                        |          |
| Commercial                |                        |          |
| Commercial Renovation     | \$ 1,897,400.00        | 3        |
| Accessory Buildings       | \$ 38,000.00           | 1        |
| Secondary Suites          |                        |          |
| Industrial                |                        |          |
| Institutional             |                        |          |
| Demolition                |                        |          |
| Other (Decks/Signs, etc.) | \$ 14,400.00           | 3        |
| <b>Total</b>              | <b>\$ 1,979,800.00</b> | <b>9</b> |

|                           |                       |           |
|---------------------------|-----------------------|-----------|
| <b>April</b>              |                       |           |
| New Residential-SF        | \$1,685,390.00        | 4         |
| Reno. Residential         | \$33,000.00           | 3         |
| Multi-Family Residential  |                       |           |
| Commercial                |                       |           |
| Commercial Renovation     | \$669,000.00          | 3         |
| Accessory Buildings       | \$2,000.00            | 1         |
| Secondary Suites          |                       |           |
| Industrial                |                       |           |
| Institutional             | \$748,085.45          | 1         |
| Demolition                |                       |           |
| Other (Decks/Signs, etc.) | \$20,360.00           | 3         |
| <b>Total</b>              | <b>\$3,157,835.45</b> | <b>15</b> |

|                           |                        |           |
|---------------------------|------------------------|-----------|
| <b>May</b>                |                        |           |
| New Residential-SF        | \$ 600,000.00          | 3         |
| Reno. Residential         | \$ 300,000.00          | 6         |
| Multi-Family Residential  |                        |           |
| Commercial                |                        |           |
| Commercial Renovation     | \$ 8,500.00            | 1         |
| Accessory Buildings       |                        |           |
| Secondary Suites          |                        |           |
| Industrial                |                        |           |
| Institutional             | \$ 20,000.00           | 1         |
| Demolition                | \$ 160,000.00          | 2         |
| Other (Decks/Signs, etc.) | \$ 5,100.00            | 2         |
| <b>Total</b>              | <b>\$ 1,093,600.00</b> | <b>15</b> |

|                           |                      |           |
|---------------------------|----------------------|-----------|
| <b>May</b>                |                      |           |
| New Residential-SF        | \$ 640,000.00        | 2         |
| Reno. Residential         | \$ 51,000.00         | 4         |
| Multi-Family Residential  |                      |           |
| Commercial                |                      |           |
| Commercial Renovation     |                      |           |
| Accessory Buildings       | \$ 44,713.00         | 2         |
| Secondary Suites          |                      |           |
| Industrial                |                      |           |
| Institutional             |                      |           |
| Demolition                |                      |           |
| Other (Decks/Signs, etc.) | \$ 6,000.00          | 2         |
| <b>Total</b>              | <b>\$ 741,713.00</b> | <b>10</b> |

|                           |                        |           |
|---------------------------|------------------------|-----------|
| <b>May</b>                |                        |           |
| New Residential-SF        | \$ 600,000.00          | 3         |
| Reno. Residential         | \$ 209,194.28          | 3         |
| Multi-Family Residential  |                        |           |
| Commercial                |                        |           |
| Commercial Renovation     | \$ 344,000.00          | 3         |
| Accessory Buildings       | \$ 64,000.00           | 2         |
| Secondary Suites          | \$ 30,000.00           | 1         |
| Industrial                |                        |           |
| Institutional             |                        |           |
| Demolition                | \$ 1,000.00            | 2         |
| Other (Decks/Signs, etc.) | \$ 94,000.00           | 4         |
| <b>Total</b>              | <b>\$ 1,342,194.28</b> | <b>18</b> |

|                           |                      |           |
|---------------------------|----------------------|-----------|
| <b>May</b>                |                      |           |
| New Residential-SF        | \$ 810,000.00        | 3         |
| Reno. Residential         | \$ 69,900.00         | 4         |
| Multi-Family Residential  |                      |           |
| Commercial                |                      |           |
| Commercial Renovation     | \$ 1,000.00          | 1         |
| Accessory Buildings       |                      |           |
| Secondary Suites          |                      |           |
| Industrial                |                      |           |
| Institutional             |                      |           |
| Demolition                | \$ 4,900.00          | 3         |
| Other (Decks/Signs, etc.) | \$ 500.00            | 1         |
| <b>Total</b>              | <b>\$ 886,300.00</b> | <b>12</b> |

|                           |                        |           |
|---------------------------|------------------------|-----------|
| <b>June</b>               |                        |           |
| New Residential-SF        | \$ 710,000.00          | 3         |
| Reno. Residential         | \$ 120,000.00          | 4         |
| Multi-Family Residential  |                        |           |
| Commercial                | \$ 3,400,000.00        | 1         |
| Commercial Renovation     | \$ 22,500.00           | 3         |
| Accessory Buildings       | \$ 46,500.00           | 4         |
| Secondary Suites          |                        |           |
| Industrial                |                        |           |
| Institutional             | \$ 326,000.00          | 2         |
| Demolition                | \$ 160,900.00          | 2         |
| Other (Decks/Signs, etc.) | \$ 72,500.00           | 5         |
| <b>Total</b>              | <b>\$ 4,858,400.00</b> | <b>24</b> |

|                           |                        |           |
|---------------------------|------------------------|-----------|
| <b>June</b>               |                        |           |
| New Residential-SF        | \$ 2,240,000.00        | 9         |
| Reno. Residential         |                        |           |
| Multi-Family Residential  |                        |           |
| Commercial                |                        |           |
| Commercial Renovation     | \$ 267,000.00          | 2         |
| Accessory Buildings       | \$ 23,317.83           | 4         |
| Secondary Suites          |                        |           |
| Industrial                |                        |           |
| Institutional             | \$ 506,500.00          | 2         |
| Demolition                |                        |           |
| Other (Decks/Signs, etc.) | \$ 1,300.00            | 1         |
| <b>Total</b>              | <b>\$ 3,038,117.83</b> | <b>18</b> |

|                           |                      |          |
|---------------------------|----------------------|----------|
| <b>June</b>               |                      |          |
| New Residential-SF        |                      |          |
| Reno. Residential         | \$ 20,000.00         | 1        |
| Multi-Family Residential  |                      |          |
| Commercial                |                      |          |
| Commercial Renovation     | \$ 90,000.00         | 1        |
| Accessory Buildings       | \$ 15,000.00         | 1        |
| Secondary Suites          | \$ 20,000.00         | 1        |
| Industrial                |                      |          |
| Institutional             |                      |          |
| Demolition                |                      |          |
| Other (Decks/Signs, etc.) | \$ 10,700.00         | 3        |
| <b>Total</b>              | <b>\$ 155,700.00</b> | <b>7</b> |

|                           |                     |          |
|---------------------------|---------------------|----------|
| <b>June</b>               |                     |          |
| New Residential-SF        |                     |          |
| Reno. Residential         | \$ 55,000.00        | 2        |
| Multi-Family Residential  |                     |          |
| Commercial                |                     |          |
| Commercial Renovation     |                     |          |
| Accessory Buildings       | \$ 21,200.00        | 3        |
| Secondary Suites          |                     |          |
| Industrial                |                     |          |
| Institutional             |                     |          |
| Demolition                | \$ 20,000.00        | 3        |
| Other (Decks/Signs, etc.) |                     |          |
| <b>Total</b>              | <b>\$ 96,200.00</b> | <b>8</b> |

**Building Permit Stats Comparison  
2016 - 2019**

Report ending OCTOBER 2019

**2016**

**2017**

**2018**

**2019**

|                           |                      |          |
|---------------------------|----------------------|----------|
| <b>July</b>               |                      |          |
| New Residential-SF        | \$ 240,000.00        | 1        |
| Reno. Residential         | \$ 42,000.00         | 1        |
| Multi-Family Residential  |                      |          |
| Commercial                |                      |          |
| Commercial Renovation     | \$ 330,575.00        | 3        |
| Accessory Buildings       |                      |          |
| Secondary Suites          |                      |          |
| Industrial                |                      |          |
| Institutional             |                      |          |
| Demolition                |                      |          |
| Other (Decks/Signs, etc.) | \$ 12,000.00         | 2        |
| <b>Total</b>              | <b>\$ 624,575.00</b> | <b>7</b> |

|                           |                        |           |
|---------------------------|------------------------|-----------|
| <b>July</b>               |                        |           |
| New Residential-SF        | \$ 1,000,000.00        | 4         |
| Reno. Residential         | \$ 3,000.00            | 2         |
| Multi-Family Residential  |                        |           |
| Commercial                |                        |           |
| Commercial Renovation     |                        |           |
| Accessory Buildings       | \$ 9,200.00            | 3         |
| Secondary Suites          |                        |           |
| Industrial                |                        |           |
| Institutional             | \$ 110,000.00          | 1         |
| Demolition                |                        | 1         |
| Other (Decks/Signs, etc.) | \$ 79,267.05           | 5         |
| <b>Total</b>              | <b>\$ 1,201,467.05</b> | <b>16</b> |

|                           |                      |           |
|---------------------------|----------------------|-----------|
| <b>July</b>               |                      |           |
| New Residential-SF        |                      |           |
| Reno. Residential         | \$ 16,000.00         | 1         |
| Multi-Family Residential  |                      |           |
| Commercial                |                      |           |
| Commercial Renovation     | \$ 260,000.00        | 2         |
| Accessory Buildings       | \$ 25,000.00         | 1         |
| Secondary Suites          |                      |           |
| Industrial                |                      |           |
| Institutional             |                      |           |
| Demolition                | \$ 28,500.00         | 5         |
| Other (Decks/Signs, etc.) | \$ 63,500.00         | 1         |
| <b>Total</b>              | <b>\$ 393,000.00</b> | <b>10</b> |

|                           |                        |           |
|---------------------------|------------------------|-----------|
| <b>July</b>               |                        |           |
| New Residential-SF        | \$ 920,000.00          | 4         |
| Reno. Residential         | \$ 528,000.00          | 3         |
| Multi-Family Residential  |                        |           |
| Commercial                | \$ 1,000,000.00        | 1         |
| Commercial Renovation     | \$ 3,000.00            | 1         |
| Accessory Buildings       | \$ 76,200.00           | 3         |
| Secondary Suites          |                        |           |
| Industrial                |                        |           |
| Institutional             | \$ 795,000.00          | 1         |
| Demolition                | \$ 162,000.00          | 3         |
| Other (Decks/Signs, etc.) | \$ 500.00              | 1         |
| <b>Total</b>              | <b>\$ 3,484,700.00</b> | <b>17</b> |

|                           |                        |           |
|---------------------------|------------------------|-----------|
| <b>August</b>             |                        |           |
| New Residential-SF        | \$ 1,040,000.00        | 5         |
| Reno. Residential         | \$ 66,500.00           | 5         |
| Multi-Family Residential  |                        |           |
| Commercial                |                        |           |
| Commercial Renovation     | \$ 8,520.00            | 1         |
| Accessory Buildings       | \$ 48,000.00           | 2         |
| Secondary Suites          |                        |           |
| Industrial                |                        |           |
| Institutional             | \$ 700,124.00          | 1         |
| Demolition                | \$ 12,600.00           | 1         |
| Other (Decks/Signs, etc.) | \$ 31,000.00           | 5         |
| <b>Total</b>              | <b>\$ 1,906,744.00</b> | <b>20</b> |

|                           |                        |           |
|---------------------------|------------------------|-----------|
| <b>August</b>             |                        |           |
| New Residential-SF        | \$ 990,000.00          | 4         |
| Reno. Residential         | \$ 4,000.00            | 2         |
| Multi-Family Residential  |                        |           |
| Commercial                |                        |           |
| Commercial Renovation     |                        |           |
| Accessory Buildings       | \$ 22,000.00           | 2         |
| Secondary Suites          |                        |           |
| Industrial                |                        |           |
| Institutional             |                        |           |
| Demolition                |                        |           |
| Other (Decks/Signs, etc.) | \$ 80,800.00           | 5         |
| <b>Total</b>              | <b>\$ 1,096,800.00</b> | <b>13</b> |

|                           |                      |          |
|---------------------------|----------------------|----------|
| <b>August</b>             |                      |          |
| New Residential-SF        | \$ 600,000.00        | 2        |
| Reno. Residential         | \$ 37,600.00         | 3        |
| Multi-Family Residential  |                      |          |
| Commercial                |                      |          |
| Commercial Renovation     | \$ 90,000.00         | 1        |
| Accessory Buildings       | \$ 1,000.00          | 2        |
| Secondary Suites          |                      |          |
| Industrial                |                      |          |
| Institutional             | \$ 150,000.00        | 1        |
| Demolition                |                      |          |
| Other (Decks/Signs, etc.) |                      |          |
| <b>Total</b>              | <b>\$ 878,600.00</b> | <b>9</b> |

|                           |                        |           |
|---------------------------|------------------------|-----------|
| <b>August</b>             |                        |           |
| New Residential-SF        | \$ 1,373,300.00        | 5         |
| Reno. Residential         |                        |           |
| Multi-Family Residential  |                        |           |
| Commercial                |                        |           |
| Commercial Renovation     | \$ 113,100.00          | 1         |
| Accessory Buildings       | \$ 2,000.00            | 1         |
| Secondary Suites          |                        |           |
| Industrial                |                        |           |
| Institutional             |                        |           |
| Demolition                |                        |           |
| Other (Decks/Signs, etc.) | \$ 50,300.00           | 4         |
| <b>Total</b>              | <b>\$ 1,538,700.00</b> | <b>11</b> |

|                           |                         |           |
|---------------------------|-------------------------|-----------|
| <b>September</b>          |                         |           |
| New Residential-SF        | \$ 570,000.00           | 2         |
| Reno. Residential         | \$ 50,400.00            | 1         |
| Multi-Family Residential  |                         |           |
| Commercial                | \$ 320,000.00           | 1         |
| Commercial Renovation     | \$ 85,000.00            | 1         |
| Accessory Buildings       | \$ 25,000.00            | 1         |
| Secondary Suites          |                         |           |
| Industrial                |                         |           |
| Institutional             | \$ 20,450,000.00        | 3         |
| Demolition                |                         | 1         |
| Other (Decks/Signs, etc.) | \$ 51,000.00            | 5         |
| <b>Total</b>              | <b>\$ 21,551,400.00</b> | <b>15</b> |

|                           |                        |           |
|---------------------------|------------------------|-----------|
| <b>September</b>          |                        |           |
| New Residential-SF        | \$ 2,000,000.00        | 8         |
| Reno. Residential         |                        |           |
| Multi-Family Residential  |                        |           |
| Commercial                |                        |           |
| Commercial Renovation     |                        |           |
| Accessory Buildings       |                        |           |
| Secondary Suites          |                        |           |
| Industrial                |                        |           |
| Institutional             | \$ 229,000.00          | 1         |
| Demolition                |                        |           |
| Other (Decks/Signs, etc.) | \$ 31,500.00           | 2         |
| <b>Total</b>              | <b>\$ 2,260,500.00</b> | <b>11</b> |

|                           |                        |           |
|---------------------------|------------------------|-----------|
| <b>September</b>          |                        |           |
| New Residential-SF        | \$ 925,000.00          | 4         |
| Reno. Residential         | \$ 44,000.00           | 5         |
| Multi-Family Residential  |                        |           |
| Commercial                |                        |           |
| Commercial Renovation     | \$ 150,000.00          | 1         |
| Accessory Buildings       |                        |           |
| Secondary Suites          |                        |           |
| Industrial                |                        |           |
| Institutional             |                        |           |
| Demolition                | \$ 53,200.00           | 3         |
| Other (Decks/Signs, etc.) |                        |           |
| <b>Total</b>              | <b>\$ 1,172,200.00</b> | <b>13</b> |

|                           |                        |           |
|---------------------------|------------------------|-----------|
| <b>September</b>          |                        |           |
| New Residential-SF        | \$ 870,000.00          | 3         |
| Reno. Residential         | \$ 60,000.00           | 2         |
| Multi-Family Residential  |                        |           |
| Commercial                |                        |           |
| Commercial Renovation     | \$ 371,400.00          | 5         |
| Accessory Buildings       | \$ 80,000.00           | 3         |
| Secondary Suites          |                        |           |
| Industrial                |                        |           |
| Institutional             |                        |           |
| Demolition                |                        |           |
| Other (Decks/Signs, etc.) | \$ 16,426.00           | 3         |
| <b>Total</b>              | <b>\$ 1,397,826.00</b> | <b>16</b> |

**Building Permit Stats Comparison  
2016 - 2019**

Report ending OCTOBER 2019

**2016**

**2017**

**2018**

**2019**

| October                   |                        |           |
|---------------------------|------------------------|-----------|
| New Residential-SF        | \$ 2,115,000.00        | 9         |
| Reno. Residential         | \$ 73,500.00           | 5         |
| Multi-Family Residential  |                        |           |
| Commercial                |                        |           |
| Commercial Renovation     |                        |           |
| Accessory Buildings       | \$ 70,000.00           | 1         |
| Secondary Suites          | \$ 30,000.00           | 1         |
| Industrial                |                        |           |
| Institutional             |                        |           |
| Demolition                |                        |           |
| Other (Decks/Signs, etc.) | \$ 11,768.00           | 2         |
| <b>Total</b>              | <b>\$ 2,300,268.00</b> | <b>18</b> |

| October                   |                        |           |
|---------------------------|------------------------|-----------|
| New Residential-SF        | \$ 783,742.60          | 3         |
| Reno. Residential         | \$ 76,000.00           | 7         |
| Multi-Family Residential  |                        |           |
| Commercial                |                        |           |
| Commercial Renovation     | \$ 130,000.00          | 2         |
| Accessory Buildings       | \$ 75,500.00           | 2         |
| Secondary Suites          |                        |           |
| Industrial                |                        |           |
| Institutional             |                        |           |
| Demolition                | \$ 2,000.00            | 1         |
| Other (Decks/Signs, etc.) | \$ 19,000.00           | 5         |
| <b>Total</b>              | <b>\$ 1,086,242.60</b> | <b>20</b> |

| October                   |                      |          |
|---------------------------|----------------------|----------|
| New Residential-SF        |                      |          |
| Reno. Residential         | \$ 33,500.00         | 3        |
| Multi-Family Residential  |                      |          |
| Commercial                | \$ 900,000.00        | 1        |
| Commercial Renovation     |                      |          |
| Accessory Buildings       |                      |          |
| Secondary Suites          | \$ 18,000.00         | 1        |
| Industrial                |                      |          |
| Institutional             |                      |          |
| Demolition                |                      |          |
| Other (Decks/Signs, etc.) | \$ 2,200.00          | 2        |
| <b>Total</b>              | <b>\$ 953,700.00</b> | <b>7</b> |

| October                   |                      |           |
|---------------------------|----------------------|-----------|
| New Residential-SF        | \$ 325,000.00        | 1         |
| Reno. Residential         | \$ 43,200.00         | 5         |
| Multi-Family Residential  |                      |           |
| Commercial                |                      |           |
| Commercial Renovation     | \$ 250,000.00        | 1         |
| Accessory Buildings       |                      |           |
| Secondary Suites          |                      |           |
| Industrial                |                      | 1         |
| Institutional             | \$ 62,531.00         | 4         |
| Demolition                | \$ 38,500.00         | 1         |
| Other (Decks/Signs, etc.) | \$ 700.00            |           |
| <b>Total</b>              | <b>\$ 719,931.00</b> | <b>13</b> |

| November                  |                      |          |
|---------------------------|----------------------|----------|
| New Residential-SF        | \$ 672,000.00        | 3        |
| Reno. Residential         |                      |          |
| Multi-Family Residential  |                      |          |
| Commercial                |                      |          |
| Commercial Renovation     |                      |          |
| Accessory Buildings       |                      |          |
| Secondary Suites          |                      |          |
| Industrial                |                      |          |
| Institutional             |                      |          |
| Demolition                | \$ 94,750.00         | 1        |
| Other (Decks/Signs, etc.) | \$ 43,677.31         | 2        |
| <b>Total</b>              | <b>\$ 810,427.31</b> | <b>6</b> |

| November                  |                     |          |
|---------------------------|---------------------|----------|
| New Residential-SF        |                     |          |
| Reno. Residential         | \$ 20,000.00        | 1        |
| Multi-Family Residential  |                     |          |
| Commercial                |                     |          |
| Commercial Renovation     | \$ 41,000.00        | 1        |
| Accessory Buildings       |                     |          |
| Secondary Suites          |                     |          |
| Industrial                |                     |          |
| Institutional             |                     |          |
| Demolition                |                     |          |
| Other (Decks/Signs, etc.) |                     | 1        |
| <b>Total</b>              | <b>\$ 61,000.00</b> | <b>3</b> |

| November                  |                        |          |
|---------------------------|------------------------|----------|
| New Residential-SF        |                        |          |
| Reno. Residential         |                        |          |
| Multi-Family Residential  |                        |          |
| Commercial                | \$ 850,000.00          | 1        |
| Commercial Renovation     | \$ 60,000.00           | 3        |
| Accessory Buildings       |                        |          |
| Secondary Suites          |                        |          |
| Industrial                |                        |          |
| Institutional             | \$ 116,761.00          | 1        |
| Demolition                |                        |          |
| Other (Decks/Signs, etc.) | \$ 16,000.00           | 1        |
| <b>Total</b>              | <b>\$ 1,042,761.00</b> | <b>6</b> |

| November                  |             |          |
|---------------------------|-------------|----------|
| New Residential-SF        |             |          |
| Reno. Residential         |             |          |
| Multi-Family Residential  |             |          |
| Commercial                |             |          |
| Commercial Renovation     |             |          |
| Accessory Buildings       |             |          |
| Secondary Suites          |             |          |
| Industrial                |             |          |
| Institutional             |             |          |
| Demolition                |             |          |
| Other (Decks/Signs, etc.) |             |          |
| <b>Total</b>              | <b>\$ -</b> | <b>0</b> |

| December                  |                    |          |
|---------------------------|--------------------|----------|
| New Residential-SF        |                    |          |
| Reno. Residential         | \$ 3,500.00        | 1        |
| Multi-Family Residential  |                    |          |
| Commercial                |                    |          |
| Commercial Renovation     |                    |          |
| Accessory Buildings       |                    |          |
| Secondary Suites          |                    |          |
| Industrial                |                    |          |
| Institutional             |                    |          |
| Demolition                |                    |          |
| Other (Decks/Signs, etc.) | \$ 3,500.00        | 3        |
| <b>Total</b>              | <b>\$ 7,000.00</b> | <b>4</b> |

| December                  |                     |          |
|---------------------------|---------------------|----------|
| New Residential-SF        |                     |          |
| Reno. Residential         | \$ 20,000.00        | 1        |
| Multi-Family Residential  |                     |          |
| Commercial                |                     |          |
| Commercial Renovation     |                     |          |
| Accessory Buildings       | \$ 25,000.00        | 1        |
| Secondary Suites          |                     |          |
| Industrial                |                     |          |
| Institutional             |                     |          |
| Demolition                | \$ 2,000.00         | 1        |
| Other (Decks/Signs, etc.) | \$ 19,000.00        | 2        |
| <b>Total</b>              | <b>\$ 66,000.00</b> | <b>5</b> |

| December                  |                        |           |
|---------------------------|------------------------|-----------|
| New Residential-SF        | \$ 1,500,000.00        | 5         |
| Reno. Residential         | \$ 129,000.00          | 8         |
| Multi-Family Residential  |                        |           |
| Commercial                |                        |           |
| Commercial Renovation     |                        |           |
| Accessory Buildings       |                        |           |
| Secondary Suites          |                        |           |
| Industrial                |                        |           |
| Institutional             |                        |           |
| Demolition                |                        |           |
| Other (Decks/Signs, etc.) |                        |           |
| <b>Total</b>              | <b>\$ 1,629,000.00</b> | <b>13</b> |

| December                  |             |          |
|---------------------------|-------------|----------|
| New Residential-SF        |             |          |
| Reno. Residential         |             |          |
| Multi-Family Residential  |             |          |
| Commercial                |             |          |
| Commercial Renovation     |             |          |
| Accessory Buildings       |             |          |
| Secondary Suites          |             |          |
| Industrial                |             |          |
| Institutional             |             |          |
| Demolition                |             |          |
| Other (Decks/Signs, etc.) |             |          |
| <b>Total</b>              | <b>\$ -</b> | <b>0</b> |

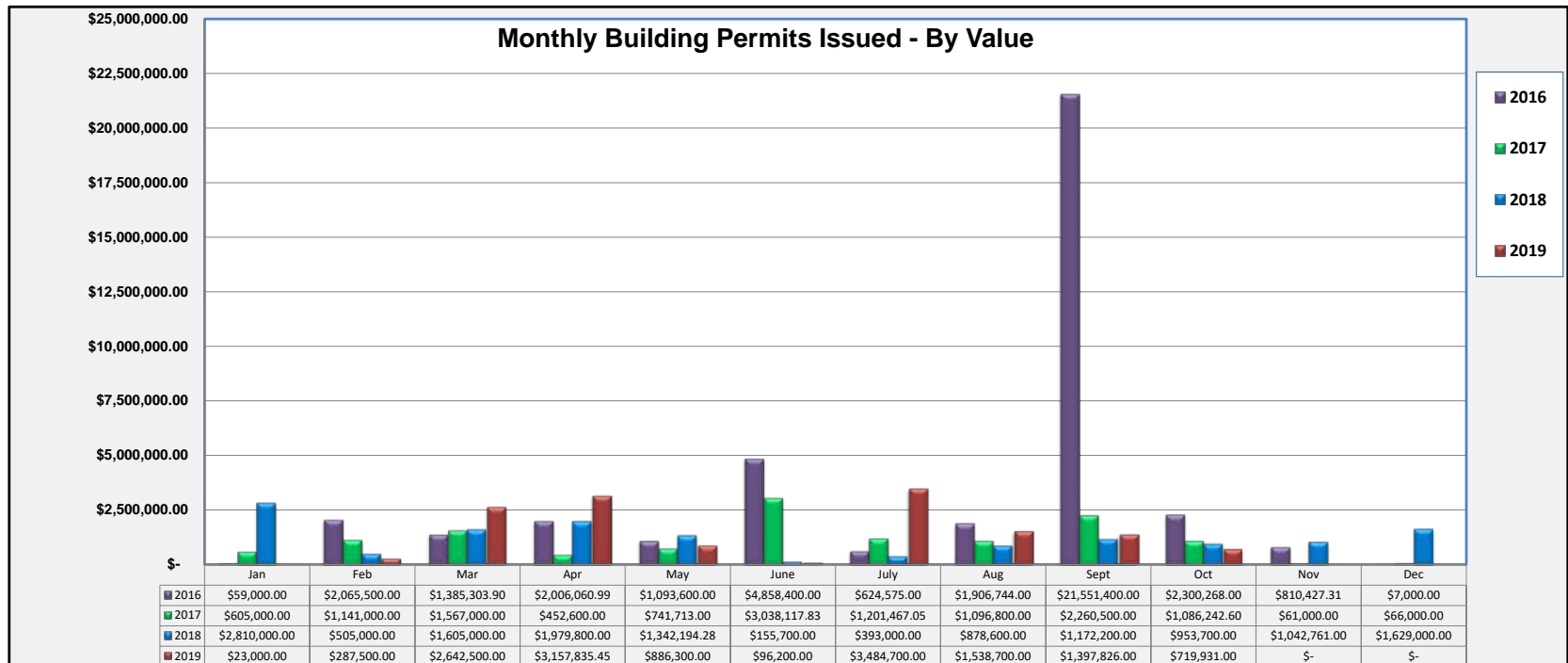
**2016 Total**      \$      38,668,279.20      157

**2017 Total**      \$      13,317,440.48      125

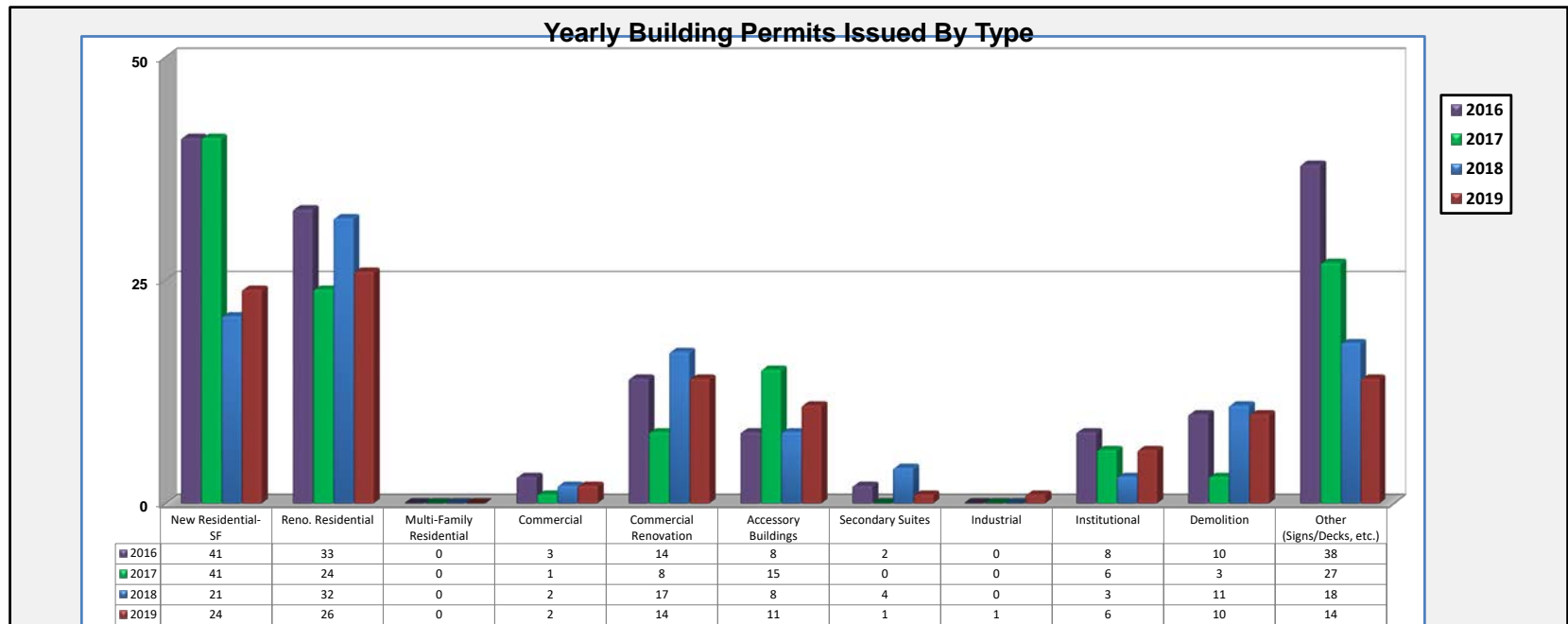
**2018 Total**      \$      14,466,955.28      116

**2019 Total**      \$      14,234,492.45      109

| Data Summary - Building Permits by Value of Permits Issued |                  |                  |                  |                  |
|------------------------------------------------------------|------------------|------------------|------------------|------------------|
|                                                            | 2016             | 2017             | 2018             | 2019             |
| Jan                                                        | \$ 59,000.00     | \$ 605,000.00    | \$ 2,810,000.00  | \$ 23,000.00     |
| Feb                                                        | \$ 2,065,500.00  | \$ 1,141,000.00  | \$ 505,000.00    | \$ 287,500.00    |
| Mar                                                        | \$ 1,385,303.90  | \$ 1,567,000.00  | \$ 1,605,000.00  | \$ 2,642,500.00  |
| Apr                                                        | \$ 2,006,060.99  | \$ 452,600.00    | \$ 1,979,800.00  | \$ 3,157,835.45  |
| May                                                        | \$ 1,093,600.00  | \$ 741,713.00    | \$ 1,342,194.28  | \$ 886,300.00    |
| June                                                       | \$ 4,858,400.00  | \$ 3,038,117.83  | \$ 155,700.00    | \$ 96,200.00     |
| July                                                       | \$ 624,575.00    | \$ 1,201,467.05  | \$ 393,000.00    | \$ 3,484,700.00  |
| Aug                                                        | \$ 1,906,744.00  | \$ 1,096,800.00  | \$ 878,600.00    | \$ 1,538,700.00  |
| Sept                                                       | \$ 21,551,400.00 | \$ 2,260,500.00  | \$ 1,172,200.00  | \$ 1,397,826.00  |
| Oct                                                        | \$ 2,300,268.00  | \$ 1,086,242.60  | \$ 953,700.00    | \$ 719,931.00    |
| Nov                                                        | \$ 810,427.31    | \$ 61,000.00     | \$ 1,042,761.00  | \$ -             |
| Dec                                                        | \$ 7,000.00      | \$ 66,000.00     | \$ 1,629,000.00  | \$ -             |
| Total                                                      | \$ 38,668,279.20 | \$ 13,317,440.48 | \$ 14,466,955.28 | \$ 14,234,492.45 |



| Data Summary - Building Permits by Type of Permit Issued |            |            |            |            |
|----------------------------------------------------------|------------|------------|------------|------------|
| PERMIT TYPE                                              | 2016       | 2017       | 2018       | 2019       |
| New Residential-SF                                       | 41         | 41         | 21         | 24         |
| Reno. Residential                                        | 33         | 24         | 32         | 26         |
| Multi-Family Residential                                 | 0          | 0          | 0          | 0          |
| Commercial                                               | 3          | 1          | 2          | 2          |
| Commercial Renovation                                    | 14         | 8          | 17         | 14         |
| Accessory Buildings                                      | 8          | 15         | 8          | 11         |
| Secondary Suites                                         | 2          | 0          | 4          | 1          |
| Industrial                                               | 0          | 0          | 0          | 1          |
| Institutional                                            | 8          | 6          | 3          | 6          |
| Demolition                                               | 10         | 3          | 11         | 10         |
| Other (Signs/Decks, etc.)                                | 38         | 27         | 18         | 14         |
| <b>Total</b>                                             | <b>157</b> | <b>125</b> | <b>116</b> | <b>109</b> |



**Development Permit Stats Comparison  
2016 - 2019**

Report ending OCTOBER 2019

| 2016                      |                   |           | 2017                      |                  |           | 2018                      |                  |           | 2019                      |                   |           |
|---------------------------|-------------------|-----------|---------------------------|------------------|-----------|---------------------------|------------------|-----------|---------------------------|-------------------|-----------|
| <b>January</b>            |                   |           | <b>January</b>            |                  |           | <b>January</b>            |                  |           | <b>January</b>            |                   |           |
| New Residential-SF        |                   |           | New Residential-SF        | \$ 200.00        | 2         | New Residential-SF        | \$ 200.00        | 2         | New Residential-SF        | \$ 200.00         | 2         |
| Reno. Residential         |                   |           | Reno. Residential         |                  |           | Reno. Residential         |                  |           | Reno. Residential         |                   |           |
| Multi-Family Residential  |                   |           | Multi-Family Residential  |                  |           | Multi-Family Residential  |                  |           | Multi-Family Residential  |                   |           |
| Commercial                |                   |           | Commercial                |                  |           | Commercial                |                  |           | Commercial                |                   |           |
| Commercial Renovation     |                   |           | Commercial Renovation     |                  |           | Commercial Renovation     |                  |           | Commercial Renovation     | \$ 150.00         | 1         |
| Accessory Buildings       |                   |           | Accessory Buildings       |                  |           | Accessory Buildings       |                  |           | Accessory Buildings       |                   |           |
| Secondary Suites          |                   |           | Secondary Suites          |                  |           | Secondary Suites          |                  |           | Secondary Suites          |                   |           |
| Industrial                |                   |           | Industrial                |                  |           | Industrial                |                  |           | Industrial                |                   |           |
| Institutional             |                   |           | Institutional             |                  |           | Institutional             |                  |           | Institutional             |                   |           |
| Demolition                |                   |           | Demolition                |                  |           | Demolition                |                  |           | Demolition                |                   |           |
| Other (Signs/Decks, etc.) | \$ 400.00         | 5         | Other (Decks/Signs, etc.) | \$ 250.00        | 3         | Other (Decks/Signs, etc.) | \$ 250.00        | 6         | Other (Decks/Signs, etc.) | \$ 50.00          | 1         |
| <b>Total</b>              | <b>\$ 400.00</b>  | <b>5</b>  | <b>Total</b>              | <b>\$ 450.00</b> | <b>5</b>  | <b>Total</b>              | <b>\$ 450.00</b> | <b>8</b>  | <b>Total</b>              | <b>\$ 400.00</b>  | <b>4</b>  |
| <b>February</b>           |                   |           | <b>February</b>           |                  |           | <b>February</b>           |                  |           | <b>February</b>           |                   |           |
| New Residential-SF        | \$ 300.00         | 3         | New Residential-SF        | \$ 500.00        | 5         | New Residential-SF        | \$ 100.00        | 1         | New Residential-SF        |                   |           |
| Reno. Residential         |                   |           | Reno. Residential         |                  |           | Reno. Residential         |                  |           | Reno. Residential         |                   |           |
| Multi-Family Residential  |                   |           | Multi-Family Residential  |                  |           | Multi-Family Residential  |                  |           | Multi-Family Residential  |                   |           |
| Commercial                |                   |           | Commercial                |                  |           | Commercial                |                  |           | Commercial                |                   |           |
| Commercial Renovation     | \$ 250.00         | 1         | Commercial Renovation     | \$ 350.00        | 2         | Commercial Renovation     | \$ 100.00        | 1         | Commercial Renovation     | \$ 200.00         | 1         |
| Accessory Buildings       |                   |           | Accessory Buildings       |                  |           | Accessory Buildings       |                  |           | Accessory Buildings       |                   |           |
| Secondary Suites          |                   |           | Secondary Suites          |                  |           | Secondary Suites          | \$ 150.00        | 1         | Secondary Suites          | \$ 150.00         | 1         |
| Industrial                |                   |           | Industrial                |                  |           | Industrial                |                  |           | Industrial                |                   |           |
| Institutional             |                   |           | Institutional             |                  |           | Institutional             |                  |           | Institutional             |                   |           |
| Demolition                |                   |           | Demolition                |                  |           | Demolition                |                  |           | Demolition                |                   |           |
| Other (Signs/Decks, etc.) | \$200.00          | 4         | Other (Decks/Signs, etc.) | \$300.00         | 6         | Other (Decks/Signs, etc.) | \$425.00         | 6         | Other (Decks/Signs, etc.) | \$275.00          | 5         |
| <b>Total</b>              | <b>\$750.00</b>   | <b>8</b>  | <b>Total</b>              | <b>\$850.00</b>  | <b>13</b> | <b>Total</b>              | <b>\$775.00</b>  | <b>9</b>  | <b>Total</b>              | <b>\$625.00</b>   | <b>7</b>  |
| <b>March</b>              |                   |           | <b>March</b>              |                  |           | <b>March</b>              |                  |           | <b>March</b>              |                   |           |
| New Residential-SF        | \$200.00          | 2         | New Residential-SF        | \$400.00         | 4         | New Residential-SF        | \$300.00         | 3         | New Residential-SF        | \$ 500.00         | 5         |
| Reno. Residential         |                   |           | Reno. Residential         |                  |           | Reno. Residential         |                  |           | Reno. Residential         |                   |           |
| Multi-Family Residential  |                   |           | Multi-Family Residential  |                  |           | Multi-Family Residential  |                  |           | Multi-Family Residential  |                   |           |
| Commercial                |                   |           | Commercial                |                  |           | Commercial                |                  |           | Commercial                | \$ 250.00         | 1         |
| Commercial Renovation     | \$150.00          | 1         | Commercial Renovation     |                  |           | Commercial Renovation     | \$100.00         | 1         | Commercial Renovation     | \$ 250.00         | 2         |
| Accessory Buildings       |                   |           | Accessory Buildings       |                  |           | Accessory Buildings       |                  |           | Accessory Buildings       |                   |           |
| Secondary Suites          |                   |           | Secondary Suites          |                  |           | Secondary Suites          |                  |           | Secondary Suites          |                   |           |
| Industrial                |                   |           | Industrial                |                  |           | Industrial                |                  |           | Industrial                |                   |           |
| Institutional             |                   |           | Institutional             |                  |           | Institutional             |                  |           | Institutional             |                   |           |
| Demolition                |                   |           | Demolition                |                  |           | Demolition                |                  |           | Demolition                |                   |           |
| Other (Signs/Decks, etc.) | \$1,150.00        | 12        | Other (Decks/Signs, etc.) | \$425.00         | 7         | Other (Decks/Signs, etc.) | \$500.00         | 7         | Other (Decks/Signs, etc.) | \$ 600.00         | 10        |
| <b>Total</b>              | <b>\$1,500.00</b> | <b>15</b> | <b>Total</b>              | <b>\$825.00</b>  | <b>11</b> | <b>Total</b>              | <b>\$900.00</b>  | <b>11</b> | <b>Total</b>              | <b>\$1,600.00</b> | <b>18</b> |

**Development Permit Stats Comparison  
2016 - 2019**

Report ending OCTOBER 2019

| 2016                      |                    |           | 2017                      |                    |           | 2018                      |                    |           | 2019                      |                   |           |
|---------------------------|--------------------|-----------|---------------------------|--------------------|-----------|---------------------------|--------------------|-----------|---------------------------|-------------------|-----------|
| April                     |                    |           | April                     |                    |           | April                     |                    |           | April                     |                   |           |
| New Residential-SF        | \$650.00           | 6         | New Residential-SF        | \$100.00           | 1         | New Residential-SF        | \$100.00           | 1         | New Residential-SF        | \$200.00          | 2         |
| Reno. Residential         |                    |           | Reno. Residential         | \$200.00           | 2         | Reno. Residential         |                    |           | Reno. Residential         |                   |           |
| Multi-Family Residential  |                    |           | Multi-Family Residential  |                    |           | Multi-Family Residential  |                    |           | Multi-Family Residential  |                   |           |
| Commercial                |                    |           | Commercial                |                    |           | Commercial                |                    |           | Commercial                |                   |           |
| Commercial Renovation     |                    | 1         | Commercial Renovation     |                    |           | Commercial Renovation     |                    |           | Commercial Renovation     | \$200.00          | 1         |
| Accessory Buildings       | \$150.00           | 1         | Accessory Buildings       | \$300.00           | 3         | Accessory Buildings       | \$200.00           | 2         | Accessory Buildings       | \$50.00           | 1         |
| Secondary Suites          |                    |           | Secondary Suites          |                    |           | Secondary Suites          |                    |           | Secondary Suites          |                   |           |
| Industrial                |                    |           | Industrial                |                    |           | Industrial                |                    |           | Industrial                |                   |           |
| Institutional             |                    |           | Institutional             |                    |           | Institutional             |                    |           | Institutional             |                   |           |
| Demolition                |                    |           | Demolition                |                    |           | Demolition                |                    |           | Demolition                |                   |           |
| Other (Signs/Decks, etc.) | \$1,275.00         | 17        | Other (Decks/Signs, etc.) | \$625.00           | 7         | Other (Decks/Signs, etc.) | \$350.00           | 6         | Other (Decks/Signs, etc.) | \$400.00          | 6         |
| <b>Total</b>              | <b>\$2,075.00</b>  | <b>25</b> | <b>Total</b>              | <b>\$1,225.00</b>  | <b>13</b> | <b>Total</b>              | <b>\$650.00</b>    | <b>9</b>  | <b>Total</b>              | <b>\$850.00</b>   | <b>10</b> |
| May                       |                    |           | May                       |                    |           | May                       |                    |           | May                       |                   |           |
| New Residential-SF        | \$450.00           | 4         | New Residential-SF        | \$400.00           | 4         | New Residential-SF        | \$300.00           | 3         | New Residential-SF        | \$600.00          | 6         |
| Reno. Residential         | \$200.00           | 2         | Reno. Residential         | \$200.00           | 2         | Reno. Residential         |                    |           | Reno. Residential         |                   |           |
| Multi-Family Residential  |                    |           | Multi-Family Residential  |                    |           | Multi-Family Residential  |                    |           | Multi-Family Residential  |                   |           |
| Commercial                |                    |           | Commercial                |                    |           | Commercial                |                    |           | Commercial                |                   |           |
| Commercial Renovation     |                    |           | Commercial Renovation     |                    |           | Commercial Renovation     | \$150.00           | 1         | Commercial Renovation     | \$400.00          | 4         |
| Accessory Buildings       | \$100.00           | 1         | Accessory Buildings       | \$100.00           | 1         | Accessory Buildings       | \$100.00           | 1         | Accessory Buildings       | \$250.00          | 3         |
| Secondary Suites          |                    |           | Secondary Suites          |                    |           | Secondary Suites          | \$150.00           | 1         | Secondary Suites          |                   |           |
| Industrial                |                    |           | Industrial                |                    |           | Industrial                |                    |           | Industrial                |                   |           |
| Institutional             |                    |           | Institutional             |                    |           | Institutional             |                    |           | Institutional             |                   |           |
| Demolition                |                    |           | Demolition                |                    |           | Demolition                |                    |           | Demolition                |                   |           |
| Other (Signs/Decks, etc.) | \$1,075.00         | 15        | Other (Decks/Signs, etc.) | \$750.00           | 10        | Other (Decks/Signs, etc.) | \$575.00           | 7         | Other (Decks/Signs, etc.) | \$275.00          | 5         |
| <b>Total</b>              | <b>\$1,825.00</b>  | <b>22</b> | <b>Total</b>              | <b>\$1,450.00</b>  | <b>17</b> | <b>Total</b>              | <b>\$1,275.00</b>  | <b>13</b> | <b>Total</b>              | <b>\$1,525.00</b> | <b>18</b> |
| June                      |                    |           | June                      |                    |           | June                      |                    |           | June                      |                   |           |
| New Residential-SF        | \$ 300.00          | 3         | New Residential-SF        | \$ 1,000.00        | 10        | New Residential-SF        |                    |           | New Residential-SF        | \$ 300.00         | 3         |
| Reno. Residential         | \$ 300.00          | 3         | Reno. Residential         |                    |           | Reno. Residential         |                    |           | Reno. Residential         |                   |           |
| Multi-Family Residential  |                    |           | Multi-Family Residential  |                    |           | Multi-Family Residential  |                    |           | Multi-Family Residential  |                   |           |
| Commercial                | \$ 400.00          | 1         | Commercial                |                    |           | Commercial                |                    |           | Commercial                |                   |           |
| Commercial Renovation     | \$ 400.00          | 4         | Commercial Renovation     | \$ 250.00          | 2         | Commercial Renovation     | \$ 150.00          | 1         | Commercial Renovation     |                   |           |
| Accessory Buildings       | \$ 300.00          | 3         | Accessory Buildings       | \$ 300.00          | 3         | Accessory Buildings       | \$ 50.00           | 1         | Accessory Buildings       | \$ 50.00          | 1         |
| Secondary Suites          |                    |           | Secondary Suites          |                    |           | Secondary Suites          | \$ 300.00          | 2         | Secondary Suites          |                   |           |
| Industrial                |                    |           | Industrial                |                    |           | Industrial                |                    |           | Industrial                |                   |           |
| Institutional             | \$ 200.00          | 1         | Institutional             | \$ 450.00          | 2         | Institutional             | \$ 200.00          | 1         | Institutional             |                   |           |
| Demolition                |                    |           | Demolition                |                    |           | Demolition                |                    |           | Demolition                |                   |           |
| Other (Signs/Decks, etc.) | \$ 963.00          | 9         | Other (Decks/Signs, etc.) | \$ 625.00          | 7         | Other (Decks/Signs, etc.) | \$ 400.00          | 6         | Other (Decks/Signs, etc.) | \$ 400.00         | 6         |
| <b>Total</b>              | <b>\$ 2,863.00</b> | <b>24</b> | <b>Total</b>              | <b>\$ 2,625.00</b> | <b>24</b> | <b>Total</b>              | <b>\$ 1,100.00</b> | <b>11</b> | <b>Total</b>              | <b>\$ 750.00</b>  | <b>10</b> |

**Development Permit Stats Comparison  
2016 - 2019**

Report ending OCTOBER 2019

| 2016                      |                    |           | 2017                      |                    |           | 2018                      |                    |           | 2019                      |                    |           |
|---------------------------|--------------------|-----------|---------------------------|--------------------|-----------|---------------------------|--------------------|-----------|---------------------------|--------------------|-----------|
| <b>July</b>               |                    |           | <b>July</b>               |                    |           | <b>July</b>               |                    |           | <b>July</b>               |                    |           |
| New Residential-SF        | \$ 600.00          | 6         | New Residential-SF        | \$ 300.00          | 3         | New Residential-SF        |                    |           | New Residential-SF        | \$ 400.00          | 4         |
| Reno. Residential         |                    |           | Reno. Residential         |                    |           | Reno. Residential         |                    |           | Reno. Residential         | \$ 100.00          | 1         |
| Multi-Family Residential  | \$ 150.00          | 2         | Multi-Family Residential  |                    |           | Multi-Family Residential  |                    |           | Multi-Family Residential  |                    |           |
| Commercial                |                    |           | Commercial                | \$ 150.00          | 1         | Commercial                |                    |           | Commercial                |                    |           |
| Commercial Renovation     | \$ 150.00          | 2         | Commercial Renovation     |                    |           | Commercial Renovation     | \$ 700.00          | 4         | Commercial Renovation     | \$ 450.00          | 4         |
| Accessory Buildings       | \$ 400.00          | 4         | Accessory Buildings       | \$ 500.00          | 5         | Accessory Buildings       | \$ 100.00          | 1         | Accessory Buildings       | \$ 200.00          | 3         |
| Secondary Suites          |                    |           | Secondary Suites          |                    |           | Secondary Suites          |                    |           | Secondary Suites          |                    |           |
| Industrial                |                    |           | Industrial                |                    |           | Industrial                |                    |           | Industrial                |                    |           |
| Institutional             | \$ 500.00          | 1         | Institutional             | \$ 350.00          | 2         | Institutional             |                    |           | Institutional             | \$ 200.00          | 1         |
| Demolition                |                    |           | Demolition                |                    |           | Demolition                |                    |           | Demolition                |                    |           |
| Other (Signs/Decks, etc.) | \$ 500.00          | 8         | Other (Decks/Signs, etc.) | \$ 775.00          | 8         | Other (Decks/Signs, etc.) | \$ 400.00          | 3         | Other (Decks/Signs, etc.) | \$ 475.00          | 6         |
| <b>Total</b>              | <b>\$ 2,300.00</b> | <b>23</b> | <b>Total</b>              | <b>\$ 2,075.00</b> | <b>19</b> | <b>Total</b>              | <b>\$ 1,200.00</b> | <b>8</b>  | <b>Total</b>              | <b>\$ 1,825.00</b> | <b>19</b> |
| <b>August</b>             |                    |           | <b>August</b>             |                    |           | <b>August</b>             |                    |           | <b>August</b>             |                    |           |
| New Residential-SF        | \$100.00           | 1         | New Residential-SF        | \$400.00           | 4         | New Residential-SF        | \$600.00           | 6         | New Residential-SF        | \$450.00           | 4         |
| Reno. Residential         | \$100.00           | 1         | Reno. Residential         | \$100.00           | 1         | Reno. Residential         |                    |           | Reno. Residential         |                    |           |
| Multi-Family Residential  |                    |           | Multi-Family Residential  |                    |           | Multi-Family Residential  |                    |           | Multi-Family Residential  |                    |           |
| Commercial                |                    |           | Commercial                |                    |           | Commercial                |                    |           | Commercial                |                    |           |
| Commercial Renovation     |                    |           | Commercial Renovation     | \$200.00           | 1         | Commercial Renovation     | \$150.00           | 1         | Commercial Renovation     | \$250.00           | 2         |
| Accessory Buildings       | \$200.00           | 2         | Accessory Buildings       | \$200.00           | 2         | Accessory Buildings       | \$25.00            | 1         | Accessory Buildings       | \$150.00           | 3         |
| Secondary Suites          |                    |           | Secondary Suites          |                    |           | Secondary Suites          |                    |           | Secondary Suites          |                    |           |
| Industrial                |                    |           | Industrial                |                    |           | Industrial                |                    |           | Industrial                |                    |           |
| Institutional             | \$400.00           | 2         | Institutional             |                    |           | Institutional             |                    |           | Institutional             | \$200.00           | 1         |
| Demolition                |                    |           | Demolition                |                    |           | Demolition                |                    |           | Demolition                |                    |           |
| Other (Signs/Decks, etc.) | \$925.00           | 12        | Other (Decks/Signs, etc.) | \$1,275.00         | 14        | Other (Decks/Signs, etc.) | \$225.00           | 4         | Other (Decks/Signs, etc.) | \$525.00           | 8         |
| <b>Total</b>              | <b>\$1,725.00</b>  | <b>18</b> | <b>Total</b>              | <b>\$2,175.00</b>  | <b>22</b> | <b>Total</b>              | <b>\$1,000.00</b>  | <b>12</b> | <b>Total</b>              | <b>\$1,575.00</b>  | <b>18</b> |
| <b>September</b>          |                    |           | <b>September</b>          |                    |           | <b>September</b>          |                    |           | <b>September</b>          |                    |           |
| New Residential-SF        | \$ 200.00          | 2         | New Residential-SF        | \$ 700.00          | 7         | New Residential-SF        |                    |           | New Residential-SF        | \$ 400.00          | 4         |
| Reno. Residential         |                    |           | Reno. Residential         |                    |           | Reno. Residential         | \$ 200.00          | 2         | Reno. Residential         |                    |           |
| Multi-Family Residential  |                    |           | Multi-Family Residential  |                    |           | Multi-Family Residential  |                    |           | Multi-Family Residential  |                    |           |
| Commercial                | \$ 300.00          | 3         | Commercial                |                    |           | Commercial                | \$ 250.00          | 1         | Commercial                |                    |           |
| Commercial Renovation     |                    |           | Commercial Renovation     |                    |           | Commercial Renovation     |                    |           | Commercial Renovation     | \$ 300.00          | 3         |
| Accessory Buildings       | \$ 25.00           | 1         | Accessory Buildings       |                    |           | Accessory Buildings       |                    |           | Accessory Buildings       | \$ 250.00          | 3         |
| Secondary Suites          |                    |           | Secondary Suites          | \$ 150.00          | 1         | Secondary Suites          |                    |           | Secondary Suites          |                    |           |
| Industrial                |                    |           | Industrial                |                    |           | Industrial                |                    |           | Industrial                |                    |           |
| Institutional             |                    |           | Institutional             |                    |           | Institutional             |                    |           | Institutional             | \$ 200.00          | 1         |
| Demolition                |                    |           | Demolition                |                    |           | Demolition                |                    |           | Demolition                |                    |           |
| Other (Signs/Decks, etc.) | \$ 600.00          | 8         | Other (Decks/Signs, etc.) | \$ 850.00          | 12        | Other (Decks/Signs, etc.) | \$ 400.00          | 5         | Other (Decks/Signs, etc.) | \$ 550.00          | 8         |
| <b>Total</b>              | <b>\$ 1,125.00</b> | <b>14</b> | <b>Total</b>              | <b>\$ 1,700.00</b> | <b>20</b> | <b>Total</b>              | <b>\$ 850.00</b>   | <b>8</b>  | <b>Total</b>              | <b>\$ 1,700.00</b> | <b>19</b> |

**Development Permit Stats Comparison  
2016 - 2019**

Report ending OCTOBER 2019

**2016**

**2017**

**2018**

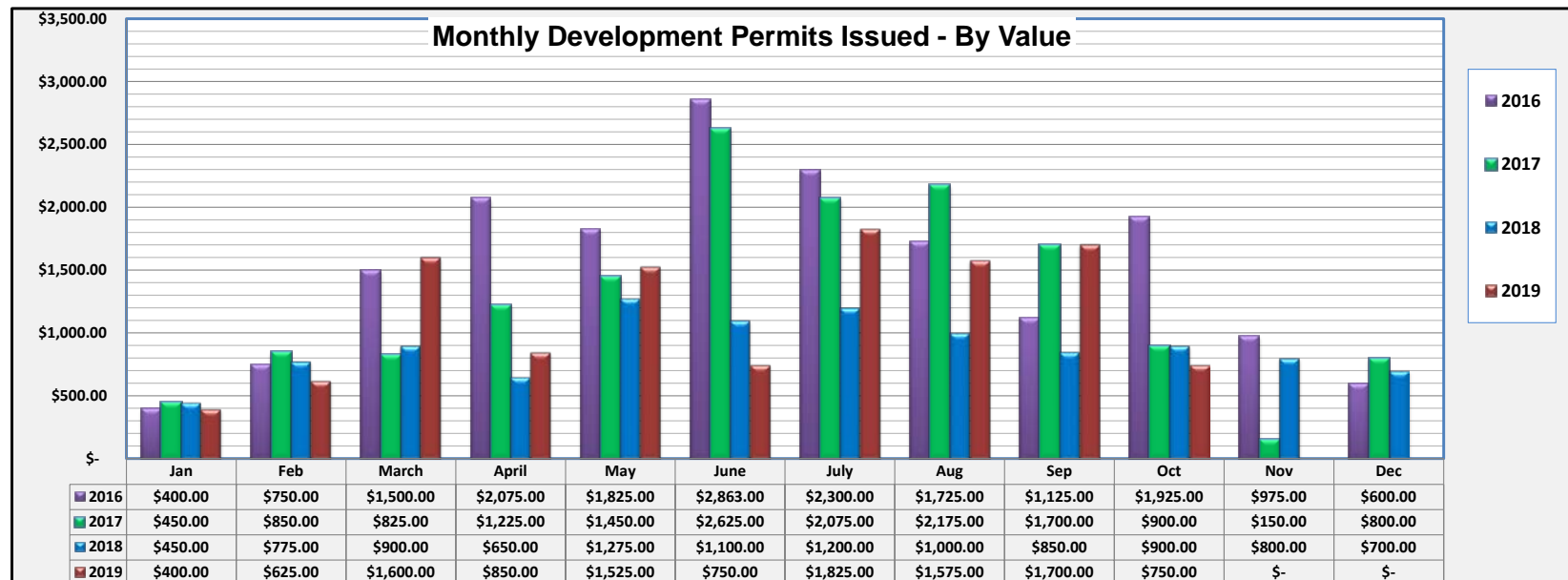
**2019**

| October                   |                     |            | October                   |                     |            | October                   |                    |            | October                   |                    |            |
|---------------------------|---------------------|------------|---------------------------|---------------------|------------|---------------------------|--------------------|------------|---------------------------|--------------------|------------|
| New Residential-SF        | \$ 1,100.00         | 11         | New Residential-SF        | \$ 200.00           | 2          | New Residential-SF        |                    |            | New Residential-SF        | \$ 100.00          | 1          |
| Reno. Residential         | \$ 100.00           | 1          | Reno. Residential         |                     |            | Reno. Residential         |                    |            | Reno. Residential         | \$ 100.00          | 1          |
| Multi-Family Residential  |                     |            | Multi-Family Residential  |                     |            | Multi-Family Residential  |                    |            | Multi-Family Residential  |                    |            |
| Commercial                |                     |            | Commercial                |                     |            | Commercial                | \$ 200.00          | 1          | Commercial                |                    |            |
| Commercial Renovation     |                     |            | Commercial Renovation     |                     |            | Commercial Renovation     | \$ 150.00          | 1          | Commercial Renovation     |                    |            |
| Accessory Buildings       | \$ 150.00           | 1          | Accessory Buildings       | \$ 250.00           | 3          | Accessory Buildings       |                    |            | Accessory Buildings       |                    |            |
| Secondary Suites          | \$ 150.00           | 1          | Secondary Suites          |                     |            | Secondary Suites          | \$ 150.00          | 1          | Secondary Suites          |                    |            |
| Industrial                |                     |            | Industrial                |                     |            | Industrial                |                    |            | Industrial                |                    |            |
| Institutional             |                     |            | Institutional             |                     |            | Institutional             |                    |            | Institutional             | \$ 200.00          | 1          |
| Demolition                |                     |            | Demolition                |                     |            | Demolition                |                    |            | Demolition                |                    |            |
| Other (Signs/Decks, etc.) | \$ 425.00           | 6          | Other (Decks/Signs, etc.) | \$ 450.00           | 9          | Other (Decks/Signs, etc.) | \$ 400.00          | 5          | Other (Decks/Signs, etc.) | \$ 350.00          | 4          |
| <b>Total</b>              | <b>\$ 1,925.00</b>  | <b>20</b>  | <b>Total</b>              | <b>\$ 900.00</b>    | <b>14</b>  | <b>Total</b>              | <b>\$ 900.00</b>   | <b>8</b>   | <b>Total</b>              | <b>\$ 750.00</b>   | <b>7</b>   |
| November                  |                     |            | November                  |                     |            | November                  |                    |            | November                  |                    |            |
| New Residential-SF        | \$ 100.00           | 1          | New Residential-SF        |                     |            | New Residential-SF        |                    |            | New Residential-SF        |                    |            |
| Reno. Residential         |                     |            | Reno. Residential         |                     |            | Reno. Residential         | \$ 100.00          | 1          | Reno. Residential         |                    |            |
| Multi-Family Residential  |                     |            | Multi-Family Residential  |                     |            | Multi-Family Residential  |                    |            | Multi-Family Residential  |                    |            |
| Commercial                |                     |            | Commercial                |                     |            | Commercial                |                    |            | Commercial                |                    |            |
| Commercial Renovation     |                     |            | Commercial Renovation     |                     |            | Commercial Renovation     | \$ 350.00          | 3          | Commercial Renovation     |                    |            |
| Accessory Buildings       |                     |            | Accessory Buildings       | \$50.00             | 1          | Accessory Buildings       |                    |            | Accessory Buildings       |                    |            |
| Secondary Suites          |                     |            | Secondary Suites          |                     |            | Secondary Suites          |                    |            | Secondary Suites          |                    |            |
| Industrial                |                     |            | Industrial                |                     |            | Industrial                |                    |            | Industrial                |                    |            |
| Institutional             |                     |            | Institutional             |                     |            | Institutional             |                    |            | Institutional             |                    |            |
| Demolition                |                     |            | Demolition                |                     |            | Demolition                |                    |            | Demolition                |                    |            |
| Other (Signs/Decks, etc.) | \$ 875.00           | 10         | Other (Decks/Signs, etc.) | \$100.00            | 2          | Other (Decks/Signs, etc.) | \$ 350.00          | 5          | Other (Decks/Signs, etc.) |                    |            |
| <b>Total</b>              | <b>\$ 975.00</b>    | <b>11</b>  | <b>Total</b>              | <b>\$150.00</b>     | <b>3</b>   | <b>Total</b>              | <b>\$ 800.00</b>   | <b>9</b>   | <b>Total</b>              |                    |            |
| December                  |                     |            | December                  |                     |            | December                  |                    |            | December                  |                    |            |
| New Residential-SF        |                     |            | New Residential-SF        |                     |            | New Residential-SF        | \$500.00           | 5          | New Residential-SF        |                    |            |
| Reno. Residential         |                     |            | Reno. Residential         |                     |            | Reno. Residential         |                    |            | Reno. Residential         |                    |            |
| Multi-Family Residential  |                     |            | Multi-Family Residential  |                     |            | Multi-Family Residential  |                    |            | Multi-Family Residential  |                    |            |
| Commercial                | \$ 200.00           | 1          | Commercial                | \$ 150.00           | 1          | Commercial                |                    |            | Commercial                |                    |            |
| Commercial Renovation     |                     |            | Commercial Renovation     |                     |            | Commercial Renovation     | \$100.00           | 1          | Commercial Renovation     |                    |            |
| Accessory Buildings       | \$ 50.00            | 1          | Accessory Buildings       |                     |            | Accessory Buildings       |                    |            | Accessory Buildings       |                    |            |
| Secondary Suites          | \$ 150.00           | 1          | Secondary Suites          |                     |            | Secondary Suites          |                    |            | Secondary Suites          |                    |            |
| Industrial                |                     |            | Industrial                |                     |            | Industrial                |                    |            | Industrial                |                    |            |
| Institutional             |                     |            | Institutional             |                     |            | Institutional             |                    |            | Institutional             |                    |            |
| Demolition                |                     |            | Demolition                |                     |            | Demolition                |                    |            | Demolition                |                    |            |
| Other (Signs/Decks, etc.) | \$ 200.00           | 2          | Other (Decks/Signs, etc.) | \$ 650.00           | 6          | Other (Decks/Signs, etc.) | \$100.00           | 2          | Other (Decks/Signs, etc.) |                    |            |
| <b>Total</b>              | <b>\$ 600.00</b>    | <b>5</b>   | <b>Total</b>              | <b>\$ 800.00</b>    | <b>7</b>   | <b>Total</b>              | <b>\$700.00</b>    | <b>8</b>   | <b>Total</b>              |                    |            |
| <b>2016 Total</b>         | <b>\$ 18,063.00</b> | <b>190</b> | <b>2017 Total</b>         | <b>\$ 13,200.00</b> | <b>171</b> | <b>2018 Total</b>         | <b>\$ 9,900.00</b> | <b>106</b> | <b>2019 Total</b>         | <b>\$11,600.00</b> | <b>130</b> |

Development Permit Stats Comparison  
2016 - 2019

Report ending OCTOBER 2019

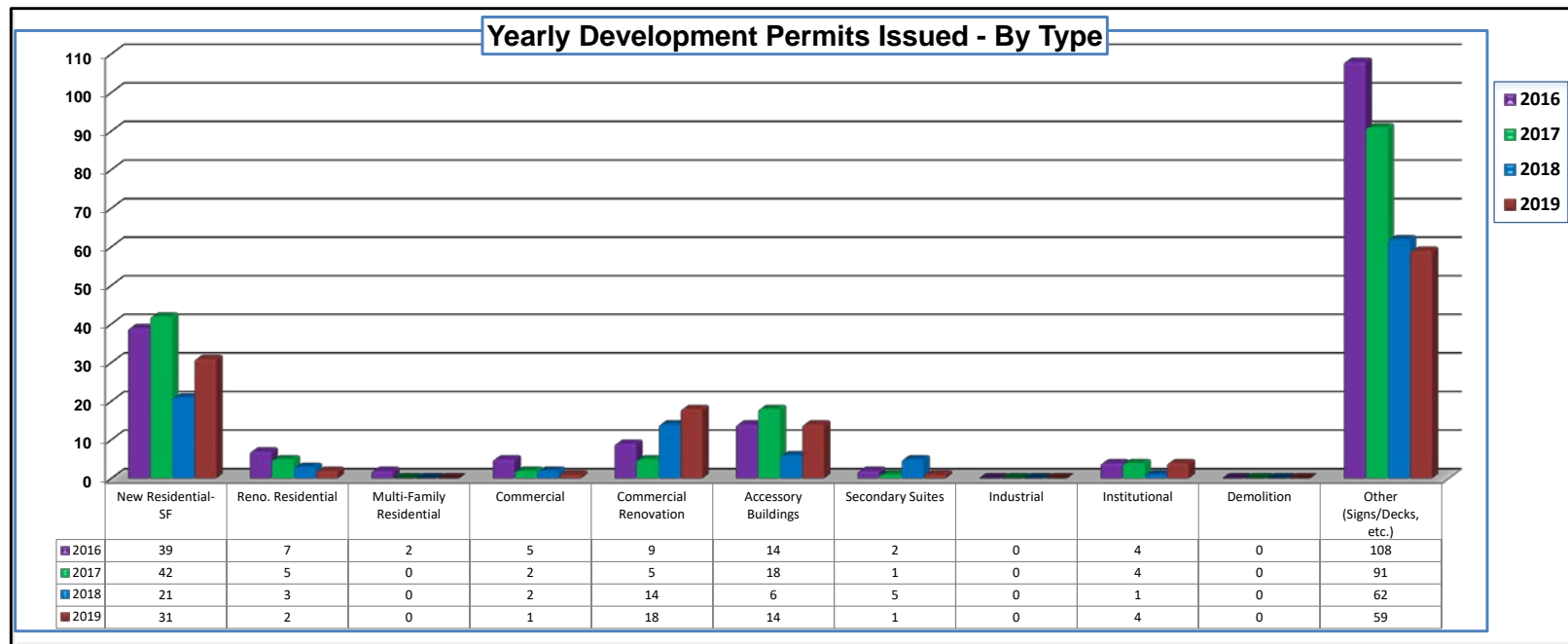
| Data Summary - Monthly Development Permits by Value |              |              |              |              |
|-----------------------------------------------------|--------------|--------------|--------------|--------------|
|                                                     | 2016         | 2017         | 2018         | 2019         |
| Jan                                                 | \$ 400.00    | \$ 450.00    | \$ 450.00    | \$ 400.00    |
| Feb                                                 | \$ 750.00    | \$ 850.00    | \$ 775.00    | \$ 625.00    |
| March                                               | \$ 1,500.00  | \$ 825.00    | \$ 900.00    | \$ 1,600.00  |
| April                                               | \$ 2,075.00  | \$ 1,225.00  | \$ 650.00    | \$ 850.00    |
| May                                                 | \$ 1,825.00  | \$ 1,450.00  | \$ 1,275.00  | \$ 1,525.00  |
| June                                                | \$ 2,863.00  | \$ 2,625.00  | \$ 1,100.00  | \$ 750.00    |
| July                                                | \$ 2,300.00  | \$ 2,075.00  | \$ 1,200.00  | \$ 1,825.00  |
| Aug                                                 | \$ 1,725.00  | \$ 2,175.00  | \$ 1,000.00  | \$ 1,575.00  |
| Sep                                                 | \$ 1,125.00  | \$ 1,700.00  | \$ 850.00    | \$ 1,700.00  |
| Oct                                                 | \$ 1,925.00  | \$ 900.00    | \$ 900.00    | \$ 750.00    |
| Nov                                                 | \$ 975.00    | \$ 150.00    | \$ 800.00    | \$ -         |
| Dec                                                 | \$ 600.00    | \$ 800.00    | \$ 700.00    | \$ -         |
| Totals                                              | \$ 18,063.00 | \$ 15,225.00 | \$ 10,600.00 | \$ 11,600.00 |



Development Permit Stats Comparison  
2016 - 2019

Report ending OCTOBER 2019

| Data Summary - Yearly Development Permit Type by Count as of Report Date |            |            |            |            |
|--------------------------------------------------------------------------|------------|------------|------------|------------|
|                                                                          | 2016       | 2017       | 2018       | 2019       |
| New Residential-SF                                                       | 39         | 42         | 21         | 31         |
| Reno. Residential                                                        | 7          | 5          | 3          | 2          |
| Multi-Family Residential                                                 | 2          | 0          | 0          | 0          |
| Commercial                                                               | 5          | 2          | 2          | 1          |
| Commercial Renovation                                                    | 9          | 5          | 14         | 18         |
| Accessory Buildings                                                      | 14         | 18         | 6          | 14         |
| Secondary Suites                                                         | 2          | 1          | 5          | 1          |
| Industrial                                                               | 0          | 0          | 0          | 0          |
| Institutional                                                            | 4          | 4          | 1          | 4          |
| Demolition                                                               | 0          | 0          | 0          | 0          |
| Other (Signs/Decks, etc.)                                                | 108        | 91         | 62         | 59         |
| <b>Total</b>                                                             | <b>190</b> | <b>168</b> | <b>114</b> | <b>130</b> |





## STAFF REPORT

**Title:** Report to Chief Administrative Officer - Community Services - October 2019

**Meeting Date:** November 12, 2019

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### **Executive Summary:**

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

### **Background:**

#### **PROTECTIVE SERVICES DEPARTMENT**

#### **Cold Lake Fire Rescue Highlights**

##### **Fire Calls – 29 in total**

During the month of October there were twenty-nine (29) fire calls that Cold Lake Fire-Rescue (CLFR) responded to. CLFR responded to four (4) motor vehicle collisions (mvc) during the month with one requiring extrication and all requiring varying degrees of scene safety, traffic control, patient care, packaging and removal. One was a roll-over collision, one was a vehicle versus moose, one was a rear-end collision and one was a three vehicle collision with a semi ending upright in the ditch. Of the seventeen (17) alarm calls CLFR attended, all were deemed to be false alarms. Ten of the alarms were residential fire alarms, five were commercial/institutional fire alarms and two were CO alarms. The fire alarms which were activated included: four due to cooking smoke, three from pull stations being pulled accidentally by children but no fire, two from cigarette smoke, two from operator error, one due to power outage, one due to changing the battery, one due to vaporizer steam, and one due to a burst water pipe. The two CO alarms were checked with CLFR equipment with one being attributed to a faulty detector and the second with low readings found attributed to a boiler problem. ATCO Gas was contacted on the second call and cleared the occupants back into the residence as long as the boiler wasn't used until professionally checked. CLFR responded to one (1) garbage fire in a back alley behind a business which was some clothing and garbage and one (1) contents fire which were for two jerry cans lit ablaze at the Water Treatment Plant worksite. Both fires were extinguished quickly and the only damage was to the items on fire. Both fires were deemed suspicious. Finally, CLFR responded to six (6) public assistance/other calls. Three were good intent calls which included one fire sighting with nothing found, one for sparks coming out of a chimney with nothing abnormal found and one called in MVC but when emergency agencies arrived to the area nothing was found. The other three calls were agency assist calls with Cold Lake Ambulance for lift assists.

During the month CLFR responded twenty-three (23) times within City limits and six (6) times in the MD of Bonnyville. Evening responses [1600-2400] (18) were the highest



response times at 62.07% followed by daytime response [0800-1600] (9) at 31.03%, with overnight response [0000-0800] (2) being at 6.90%.

### **Accomplishments and Events**

- Fire Chief and Senior CPO attended Heavy Users Of Service (HUOS) meeting in Bonnyville. Representatives from emergency and social agencies present – Oct 3<sup>rd</sup>.
- CLFR assisted Infrastructure Dept. with fire pond hydrant test at CL landfill – Oct 4<sup>th</sup>.
- Fire Prevention Week, “Not every hero wears a cape – Plan and Practice your Escape!” – Oct 6<sup>th</sup>-12<sup>th</sup>. FPW Open House at both Stations well attended. – Oct 8<sup>th</sup>.
- Initial Protective Services Budget review with CAO, GM’s & Finance Dept. – Oct 8<sup>th</sup>.
- Fire Safety talk requested for Cold Lake Lodge – seniors and staff. – Oct 9<sup>th</sup>.
- Fire Chief, Deputy Chief, CAO, and GM’s of Community Services & Corporate Services site visit to discuss Emergency Operations Centre (EOC) needs – Oct 9<sup>th</sup>.
- Fire Chief & Deputy Chief attended Lakeland Regional Community Response to Elder Abuse Team (CREAT) meeting. CLAS Manager also an invited guest – Oct 10<sup>th</sup>.
- Vendor Visits → DSA – Oct 11<sup>th</sup>, Acklands Grainger – Oct 24<sup>th</sup> & Oct 31<sup>st</sup>.
- Submitted \$7,500 grant application for Enbridge Safe Community Grant – Oct 15<sup>th</sup>.
- Cold Lake Emergency Services Meeting. RCMP, CLAS, CLFR & CPO’s – Oct 23<sup>rd</sup>.
- Station Tours → tour for St. Dominic’s School at Lake District Station – Oct 24<sup>th</sup> and tour for North Star Elementary at Downtown Station – Oct 25<sup>th</sup>.
- Fire Chief briefed GM Community Services - Emergency Management Plan – Oct 29<sup>th</sup>.
- Ladder 2 (aerial apparatus) pump casing bolt repair & pump testing – Oct 29<sup>th</sup> & 30<sup>th</sup>.

### **RCMP Highlights**

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

### **Municipal Enforcement Highlights**

#### **Items of Interest**

Municipal Enforcement was very active during Pumpkin Patrol on Halloween night. Glow sticks and Halloween Safety bags were handed out to families participating in trick-or-treating.

- Municipal Enforcement conducted several Joint Force Operations with local law enforcement agencies. Two initiatives with Commercial Vehicle Enforcement and four initiatives with the RCMP
- Municipal Enforcement was invited to provide a Halloween safety presentation with students at Art Smith School.



- Municipal Enforcement successfully filled the vacant Peace Officer position. The hiring process was very competitive.
- Municipal Enforcement participated in action planning and discussions regarding Heavy Users Of Services (HUOS) with other first responder agencies.

Municipal Enforcement continues to provide education and enforcement initiatives in all Cold Lake school zones and playground zones which consisted of sixty five patrols for the month of October. Municipal Enforcement continues to actively conduct patrols of the downtown core, marina, and alleys within their divisions, beach recreational areas, outdoor ice rinks and recreational green spaces within the city. The patrols allow Peace Officers to liaise with community partners; and provide members of the public with education, while addressing areas of concern with a visible enforcement presence. In October, Peace Officers conducted sixty-five traffic initiatives resulting in forty traffic stops and forty-nine tickets being issued. Patrols throughout the community parks, city facilities and neighborhoods and businesses consisted of one hundred and seventy seven patrols. Peace Officers conducted two Joint Force Operations initiatives with Commercial Vehicle Enforcement resulting in vehicles put out of service. Four initiatives with the Cold Lake RCMP, consisted of one foot patrol and three traffic initiative with multiple violations addressed. Municipal Enforcement worked on nineteen animal related calls for service. Planning for upcoming seasonal events and activities has commenced.

#### **Energy Centre (School Year Start) October 2019**

- Patrols of the facility and surrounding premises include seventy one to date since the commencement of the school year.
- Public interactions are regularly being made at the facility. Peace Officers continually liaise with school staff, students and city staff.
- During the month of October four trespass bans had been issued at the facility. Municipal Enforcement is continually maintaining a visible presence at the facility
- CPO Collector Cards continually promoted throughout the community as part of the Junior Investigator program. Additional public safety programs to follow with FCSS.
- School zone safety and presentations continue to be conducted on regular basis.

#### **Bylaw Enforcement Program**

- The Term Bylaw Officer program has concluded and will be revisited next season.

The Municipal Enforcement Statistical Report for the period ending October 2019, is attached.

### **FAMILY COMMUNITY SOCIAL SERVICES DEPARTMENT**

#### **FCSS and Parent Link Highlights**



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

**RECREATIONAL DEPARTMENT**

**Recreation and Parks Highlights**

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

**Alternatives:**

**Recommended Action:**

Type the recommendation here

**Budget Implications (Yes or No):**

No

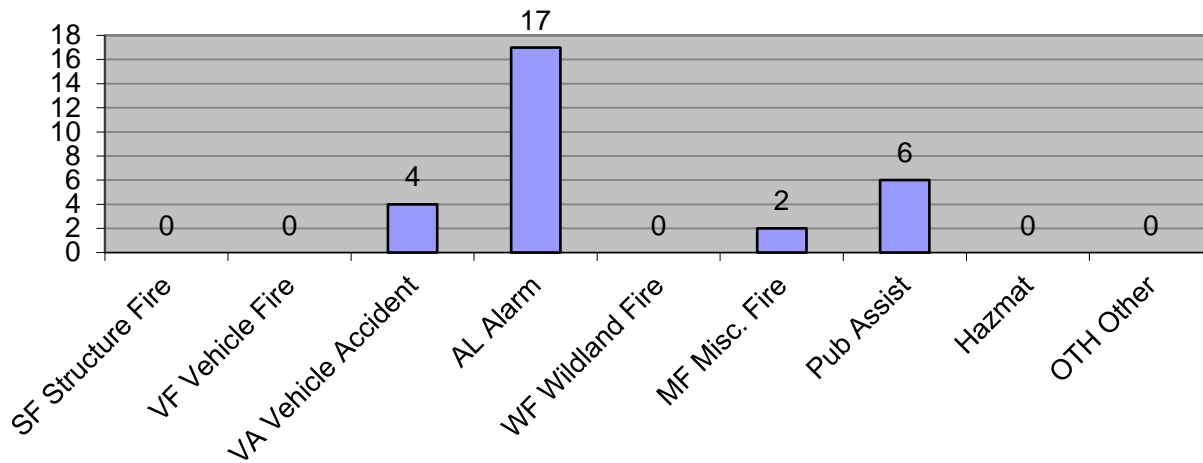
**Submitted by:**

Kevin Nagoya, Chief Administrative Officer

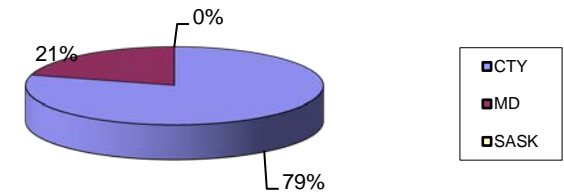
## October 2019 Fire Responses

| MONTH              | TOTAL      | SF Structure Fire | VF Vehicle Fire | VA Vehicle Accident | AL Alarm   | WF Wildland Fire | MF Misc. Fire | Pub Assist | Hazmat   | OTH Other | CTY        | MD        | SASK     |
|--------------------|------------|-------------------|-----------------|---------------------|------------|------------------|---------------|------------|----------|-----------|------------|-----------|----------|
| <b>Oct 2019</b>    | <b>29</b>  | <b>0</b>          | <b>0</b>        | <b>4</b>            | <b>17</b>  | <b>0</b>         | <b>2</b>      | <b>6</b>   | <b>0</b> | <b>0</b>  | <b>23</b>  | <b>6</b>  | <b>0</b> |
| <i>2019 Totals</i> | <i>266</i> | <i>11</i>         | <i>19</i>       | <i>43</i>           | <i>121</i> | <i>17</i>        | <i>10</i>     | <i>41</i>  | <i>0</i> | <i>4</i>  | <i>174</i> | <i>88</i> | <i>4</i> |

**October 2019 - Incidents by Type**



**October 2019 - Incidents by Location**



**Oct-19  
Totals**

0 Structure Fire  
 0 Vehicle Fire  
 4 Vehicle Accident (1-City,3-MD) [3-Automobile,1-Semi]  
 17 Alarm (15-City,2-MD) [10-Residential,5-Commercial fire detectors,2-CO]  
 0 Wildland Fire  
 2 Misc. Fire (2-City) [clothes & garbage, gas jerry cans]  
 0 Hazmat  
 6 Oth/Pub Assist(5-City,1-MD)[3xGood intent-fire,sparks,mvc,3xLift assist]  
**29** (12 Calls for Station #3, 17 Calls for Station #4, 0 calls with both)  
 (23-City Calls, 6-MD Calls, 0-Sask Calls)

**Oct-18  
Totals**

0 Structure Fire  
 0 Vehicle Fire  
 5 Vehicle Accident (3-MD,2-Sask) [2-Automobile,1-Semi-STD enroute]  
 6 Alarm (6-City) [3-Residential,3-Commercial fire detectors]  
 0 Wildland Fire  
 0 Misc. Fire  
 0 Hazmat  
 4 Oth/Pub Assist(4-City)[2 x good intent-campfire,2 x Lift assist]  
**15** (4 Calls for Station #3, 11 Calls for Station #4, 0 calls with both)  
 (10-City Calls, 3-MD Calls, 2-Sask Calls)

**\*\* At the end of October 2019 Cold Lake Fire-Rescue has responded to 266 calls as compared to 228 calls at the end of October 2018 \*\***

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

November-01-19

| CATEGORY                              | 2018       |             | 2019       |             | % Change       |               |
|---------------------------------------|------------|-------------|------------|-------------|----------------|---------------|
|                                       | Oct/18     | YTD         | Oct/19     | YTD         | October        | YTD           |
| Homicide                              | 0          | 0           | 0          | 1           | 0.0%           | 100.0%        |
| Offences Related to Death             | 0          | 2           | 0          | 0           | 0.0%           | -100.0%       |
| Robbery                               | 5          | 13          | 1          | 13          | -80.0%         | 0.0%          |
| Sexual Assaults                       | 5          | 17          | 1          | 14          | -80.0%         | -17.6%        |
| Other Sexual Offences                 | 2          | 5           | 0          | 6           | -100.0%        | 20.0%         |
| Assault                               | 19         | 246         | 23         | 218         | 21.1%          | -11.4%        |
| Kidnapping/Hostage/Abduction          | 0          | 7           | 0          | 9           | 0.0%           | 28.6%         |
| Extortion                             | 0          | 1           | 0          | 2           | 0.0%           | 100.0%        |
| Criminal Harassment                   | 3          | 49          | 9          | 82          | 200.0%         | 67.3%         |
| Uttering Threats                      | 6          | 71          | 6          | 83          | 0.0%           | 16.9%         |
| Other Persons                         | 0          | 0           | 1          | 3           | 100.0%         | 300.0%        |
| <b>TOTAL PERSONS</b>                  | <b>40</b>  | <b>411</b>  | <b>41</b>  | <b>431</b>  | <b>2.5%</b>    | <b>4.9%</b>   |
| Break & Enter                         | 7          | 87          | 7          | 127         | 0.0%           | 46.0%         |
| Theft of Motor Vehicle                | 8          | 81          | 13         | 100         | 62.5%          | 23.5%         |
| Theft Over                            | 0          | 12          | 0          | 13          | 0.0%           | 8.3%          |
| Theft Under                           | 23         | 240         | 28         | 321         | 21.7%          | 33.8%         |
| Possn Stn Goods                       | 1          | 31          | 2          | 47          | 100.0%         | 51.6%         |
| Fraud                                 | 6          | 71          | 12         | 109         | 100.0%         | 53.5%         |
| Arson                                 | 0          | 0           | 1          | 4           | 100.0%         | 400.0%        |
| Mischief To Property                  | 48         | 476         | 123        | 992         | 156.3%         | 108.4%        |
| <b>TOTAL PROPERTY</b>                 | <b>93</b>  | <b>998</b>  | <b>186</b> | <b>1713</b> | <b>100.0%</b>  | <b>71.6%</b>  |
| Offensive Weapons                     | 2          | 21          | 4          | 38          | 100.0%         | 81.0%         |
| Public Order                          | 0          | 0           | 0          | 3           | 0.0%           | 300.0%        |
| <b>OTHER CRIMINAL CODE</b>            | <b>59</b>  | <b>579</b>  | <b>77</b>  | <b>697</b>  | <b>30.5%</b>   | <b>20.4%</b>  |
| <b>TOTAL OTHER CRIMINAL CODE</b>      | <b>61</b>  | <b>600</b>  | <b>81</b>  | <b>738</b>  | <b>32.8%</b>   | <b>23.0%</b>  |
| <b>TOTAL CRIMINAL CODE</b>            | <b>194</b> | <b>2009</b> | <b>308</b> | <b>2882</b> | <b>58.8%</b>   | <b>43.5%</b>  |
| Drug Enforcement - Production         | 0          | 0           | 0          | 0           | 0.0%           | 0.0%          |
| Drug Enforcement - Possession         | 2          | 16          | 1          | 22          | -50.0%         | 37.5%         |
| Drug Enforcement - Trafficking        | 0          | 31          | 4          | 20          | 400.0%         | -35.5%        |
| Drug Enforcement - Other              | 0          | 1           | 0          | 1           | 0.0%           | 0.0%          |
| <b>Total Drugs</b>                    | <b>2</b>   | <b>48</b>   | <b>5</b>   | <b>43</b>   | <b>150.0%</b>  | <b>-10.4%</b> |
| Federal - General                     | 0          | 3           | 1          | 10          | 100.0%         | 233.3%        |
| <b>TOTAL FEDERAL</b>                  | <b>2</b>   | <b>51</b>   | <b>6</b>   | <b>53</b>   | <b>200.0%</b>  | <b>3.9%</b>   |
| Liquor Act                            | 4          | 49          | 9          | 85          | 125.0%         | 73.5%         |
| Other Provincial Stats                | 24         | 210         | 24         | 226         | 0.0%           | 7.6%          |
| <b>Total Provincial Stats</b>         | <b>28</b>  | <b>259</b>  | <b>33</b>  | <b>311</b>  | <b>17.9%</b>   | <b>20.1%</b>  |
| Municipal By-laws Traffic             | 0          | 6           | 0          | 7           | 0.0%           | 16.7%         |
| Municipal By-laws                     | 0          | 71          | 4          | 86          | 400.0%         | 21.1%         |
| <b>Total Municipal</b>                | <b>0</b>   | <b>77</b>   | <b>4</b>   | <b>93</b>   | <b>400.0%</b>  | <b>20.8%</b>  |
| Fatals                                | 0          | 0           | 0          | 0           | 0.0%           | 0.0%          |
| Injury MVAS                           | 0          | 6           | 1          | 4           | 100.0%         | -33.3%        |
| Property Damage MVAS (Reportable)     | 11         | 173         | 28         | 195         | 154.5%         | 12.7%         |
| Property Damage MVAS (Non Reportable) | 0          | 22          | 3          | 22          | 300.0%         | 0.0%          |
| <b>TOTAL MVAS</b>                     | <b>11</b>  | <b>201</b>  | <b>32</b>  | <b>221</b>  | <b>190.9%</b>  | <b>10.0%</b>  |
| <b>Provincial Traffic</b>             | <b>90</b>  | <b>669</b>  | <b>37</b>  | <b>595</b>  | <b>-58.9%</b>  | <b>-11.1%</b> |
| <b>Other Traffic</b>                  | <b>1</b>   | <b>6</b>    | <b>2</b>   | <b>9</b>    | <b>100.0%</b>  | <b>50.0%</b>  |
| <b>Criminal Code Traffic</b>          | <b>15</b>  | <b>108</b>  | <b>0</b>   | <b>3</b>    | <b>-100.0%</b> | <b>-97.2%</b> |
| <b>Common Police Activities</b>       |            |             |            |             |                |               |
| False Alarms                          | 15         | 354         | 15         | 168         | 0.0%           | -52.5%        |
| False/Abandoned 911 Call              | 38         | 354         | 32         | 538         | -15.8%         | 52.0%         |
| Prisoners Held                        | 13         | 167         | 51         | 252         | 292.3%         | 50.9%         |
| Written Traffic Warnings              | 6          | 74          | 1          | 33          | -83.3%         | -55.4%        |
| Persons Reported Missing              | 7          | 44          | 4          | 58          | -42.9%         | 31.8%         |
| Request to Locate                     | 5          | 46          | 8          | 73          | 60.0%          | 58.7%         |
| Abandoned Vehicles                    | 1          | 45          | 6          | 67          | 500.0%         | 48.9%         |
| VSU Accepted/Declined                 | 34         | 406         | 9          | 333         | -73.5%         | -18.0%        |

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

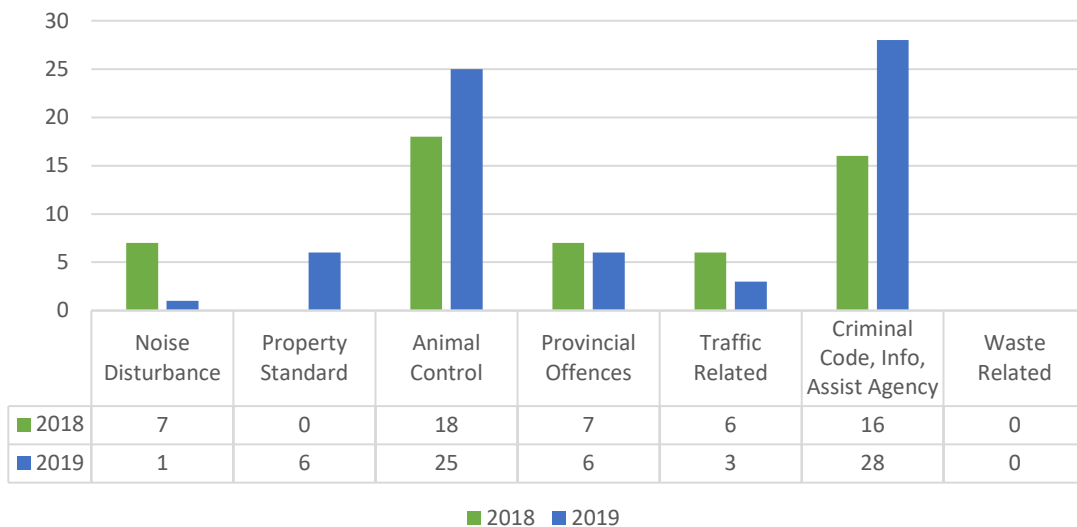
| CATEGORY TOTALS        | Oct-18 | Oct-19 | % Change |
|------------------------|--------|--------|----------|
| CRIMINAL CODE PERSONS  | 40     | 41     | 2.5%     |
| CRIMINAL CODE PROPERTY | 93     | 186    | 100.0%   |
| CRIMINAL CODE OTHER    | 61     | 81     | 32.8%    |
| TOTAL CRIMINAL CODE    | 194    | 308    | 58.8%    |

| CATEGORY TOTALS        | 2018 - YTD | 2019 - YTD | % Change |
|------------------------|------------|------------|----------|
| CRIMINAL CODE PERSONS  | 411        | 431        | 4.9%     |
| CRIMINAL CODE PROPERTY | 998        | 1713       | 71.6%    |
| CRIMINAL CODE OTHER    | 600        | 738        | 23.0%    |
| TOTAL CRIMINAL CODE    | 2009       | 2882       | 43.5%    |

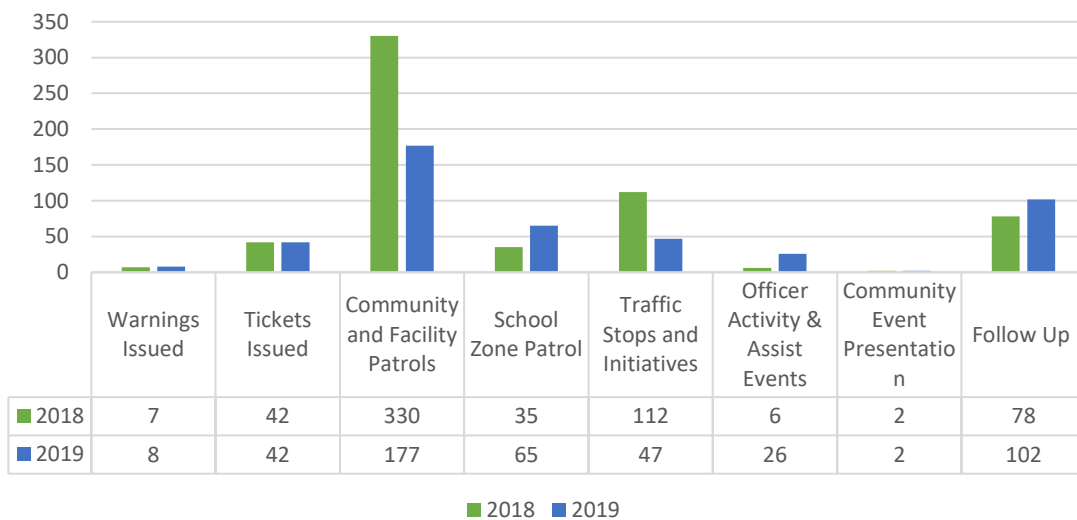
| CLEARANCE RATES        | Oct-18 | Oct-19 |
|------------------------|--------|--------|
| CRIMINAL CODE PERSONS  | 60%    | 51%    |
| CRIMINAL CODE PROPERTY | 33%    | 26%    |
| CRIMINAL CODE OTHER    | 62%    | 64%    |
| TOTAL CRIMINAL CODE    | 48%    | 40%    |

| CLEARANCE RATES        | 2018 - YTD | 2019 - YTD |
|------------------------|------------|------------|
| CRIMINAL CODE PERSONS  | 74%        | 55%        |
| CRIMINAL CODE PROPERTY | 38%        | 27%        |
| CRIMINAL CODE OTHER    | 73%        | 62%        |
| TOTAL CRIMINAL CODE    | 56%        | 40%        |

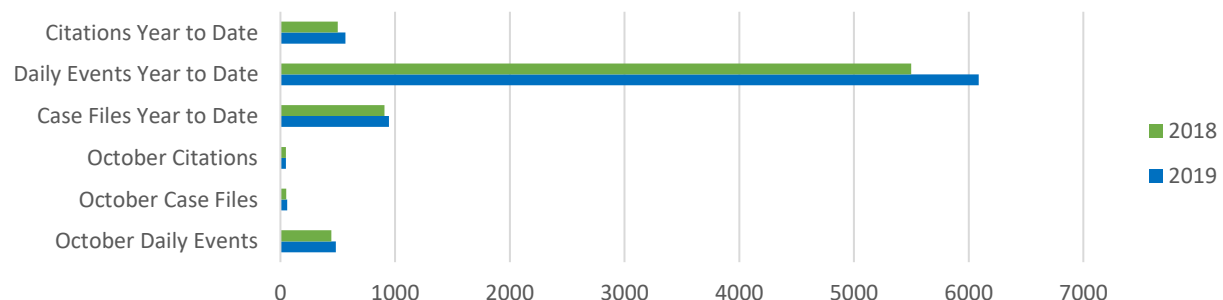
## October 2019 - Calls For Service



## October 2019 - Tickets/Warnings &amp; Daily Events



## 2018 &amp; 2019 - Year To Date





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

2019

## Report to Chief Administrative Officer

| FCSS ADMINISTRATION           |        |          |
|-------------------------------|--------|----------|
| INFORMATION AND REFERRALS     | Oct-19 | YTD 2019 |
| FCSS                          | 191    | 2235     |
| PLC                           | 67     | 721      |
| Community                     | 106    | 860      |
|                               |        |          |
| INTERAGENCY                   | Oct-19 | YTD 2019 |
| Information Sharing           | 19     | 173      |
|                               |        |          |
| INITIATIVES                   | Oct-19 | YTD 2019 |
| FCSS/PLC Room Rentals         | 10     | 188      |
| Block Party Participants      | 0      | 308      |
| Community Rental Participants | 445    | 4695     |
| Baby Bags                     | 50     | 490      |
|                               |        |          |
| SERVICES                      | Oct-19 | YTD 2019 |
| Resource Library              | 45     | 493      |
| Forms and Assistance          | 6      | 246      |
| Impact of FCSS Grants         | 0      | 690      |
| Meals on Wheels               | 99     | 1190     |
| Counselling                   | 13     | 156      |
|                               |        |          |
| MARKETING AND SOCIAL MEDIA    | Oct-19 | YTD 2019 |
| Infomall – Calendar views     | 7      | 790      |
| Infomall – Page views         | 124    | 1147     |
| Infomall – Page subscribers   | 125    | 1152     |



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

2019

## Report to Chief Administrative Officer

|                                           |                 |                 |
|-------------------------------------------|-----------------|-----------------|
|                                           |                 |                 |
| <b>COMMITTEES AND PARTNERSHIPS</b>        |                 |                 |
| <b>MEETINGS</b>                           | <b>Oct-19</b>   | <b>YTD 2019</b> |
| Committee and Partnership Meetings        | 6               | 64              |
|                                           |                 |                 |
| <b>EVENTS</b>                             | <b>Oct-19</b>   | <b>YTD 2019</b> |
| Bully Free Committee Workshops and Events | 0               | 150             |
| Early Childhood Development Coalition     | 0               | 496             |
| Additional Committee Events               | 0               | 76              |
|                                           |                 |                 |
| <b>PROGRAMMING</b>                        |                 |                 |
| <b>CHILD AND YOUTH</b>                    | <b>Oct-19</b>   | <b>YTD 2019</b> |
| Life Skills and Social Competency         | 5               | 113             |
| Social Skills and Development             | 42              | 653             |
| Youth Advocacy and Empowerment            | 132             | 499             |
| Character Education                       | 200             | 400             |
|                                           |                 |                 |
| <b>ADULT</b>                              | <b>Oct-19</b>   | <b>YTD 2019</b> |
| Personal Growth                           | 19              | 285             |
| Seniors Services                          | 23              | 545             |
| Emergency Social Services                 | 0               | 28              |
|                                           |                 |                 |
| <b>FAMILY AND COMMUNITY</b>               | <b>YTD 2019</b> |                 |
| Family Support                            | 12              | 139             |
| Family Workshops                          | 103             | 562             |
| Community Events                          | 0               | 809             |



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

2019

## Report to Chief Administrative Officer

| VOLUNTEER SERVICES                  |          |          |
|-------------------------------------|----------|----------|
| RECRUITMENT AND PROGRAMMING         | Oct-19   | YTD 2019 |
| Volunteer Recruitment               | 10       | 35       |
| Volunteer Appreciation Event        | 0        | 175      |
| govolunteer.ca Postings             | 0        | 5        |
| Volunteer Hours                     | 124.5    | 1549.5   |
| Number of Volunteers                | 47       | 388      |
| CVITP Files Processed               | 20       | 364      |
| Volunteer Inquiries                 | 3        | 45       |
| Volunteer Requests                  | 3        | 44       |
| PARENT LINK CENTRE                  |          |          |
| PROGRAM ATTENDANCE AND HOURS        | Oct-19   | YTD 2019 |
| Unique Drop-ins                     | 51       | 2054     |
| Drop-in Attendance                  | 1342     | 15402    |
| Programming Attendance              | 54       | 425      |
| Program Hours                       | 187      | 1715     |
| PARENT LINK OUTREACH                |          |          |
| PROGRAM ATTENDANCE                  | Oct-19   | YTD 2019 |
| Parent Outreach                     | 0        | 0        |
| Community Education                 | 0        | 10       |
| Parent and Child Programming        | 71       | 1104     |
| SPECIAL TRANSPORTATION              |          |          |
| RIDERS                              | Oct-19   | YTD 2019 |
| Number of Riders                    | 508      | 4747     |
| Number of Riders Turned Away        | 15       | 224      |
| SUPPORT RIDERS                      |          |          |
| Oct-19                              | YTD 2019 |          |
| Assistants/Staff Support/Volunteers | 101      | 735      |



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

2019

## Report to Chief Administrative Officer

| FAMILY SERVICES - LIFE COACHING           |        |          |
|-------------------------------------------|--------|----------|
| SERVICE                                   | Oct-19 | YTD 2019 |
| Life Coaching Clients Served              | 23     | 166      |
| Parent Support                            | 17     | 130      |
| USER GROUP                                | Oct-19 | YTD 2019 |
| 1 – 12 years                              | 6      | 40       |
| Teens                                     | 9      | 45       |
| Adults                                    | 11     | 109      |
| Couples                                   | 6      | 45       |
| Families                                  | 8      | 61       |
| REFERRED TO                               | Oct-19 | YTD 2019 |
| Alberta Health Services - Mental Health   | 8      | 53       |
| Alberta Health Services - Addictions      | 9      | 32       |
| Alberta Health Services                   | 6      | 54       |
| LCFASD                                    | 3      | 13       |
| Private Service                           | 12     | 101      |
| REFERRED FROM                             | Oct-19 | YTD 2019 |
| Self-Referred                             | 9      | 67       |
| Advertising / Online                      | 3      | 33       |
| FCSS Programs Attendance                  | 12     | 61       |
| Friend / Family Member                    | 9      | 47       |
| Child and Family Services/Social Services | 4      | 29       |
| Probation                                 | 0      | 8        |
| Mental Health                             | 3      | 46       |
| CLIENT ISSUES                             | Oct-19 | YTD 2019 |
| Anger/Conflict Management                 | 16     | 104      |
| Relationship Issues                       | 22     | 136      |
| Parent-Teen Conflict                      | 8      | 68       |
| Parenting                                 | 31     | 154      |
| Self-Esteem                               | 24     | 189      |
| Co-Parenting                              | 6      | 39       |
| Goal-Setting                              | 31     | 205      |

# Cold Lake Golf & Winter Club

Monthly Report for October 2019

## Projects

### COMPLETED:

Aeration of Fairways  
2019 Golf Buying Show—October 22-24  
Curling Season ProShop Stock  
Curling Season Commencement  
Winterization of Irrigation  
Winter Applications of Fungicide & Fertilizer  
Course Shut-Down & Cleanup  
Christmas Lights  
Term Staff Send-Off

### CURRENT AND FUTURE:

Weekly & monthly ice maintenance  
Winter & Xmas ProShop promotions  
Removal of outdated advertising board  
Mower reel and blade sharpening  
Complete 2020 ProShop Orders

## Statistics

|                        | OCT | NOV | DEC | YEAR TOTAL |
|------------------------|-----|-----|-----|------------|
| Golf Memberships 2019  | 0   |     |     | 130        |
| Golf Memberships 2018  | 6   | 7   | 1   | 91         |
| Members Weekday 2019   | 100 |     |     | 2569       |
| Members Weekend 2019   | 113 |     |     | 1851       |
| Guests Weekday 2019    | 84  |     |     | 3149       |
| Guests Weekend 2019    | 114 |     |     | 3066       |
| Driving Range 2019     | 13  |     |     | 1168       |
| Driving Range 2018     | 141 | 131 | 34  | 842        |
| Power Cart 2019        | 86  |     |     | 2676       |
| Power Cart 2018        | 611 | 929 | 228 | 2780       |
| Pull Cart 2019         | 8   |     |     | 92         |
| Pull Cart 2018         | 26  | 13  | 7   | 110        |
| Club Rental 2019       | 7   |     |     | 213        |
| Club Rental 2018       | 39  | 44  | 10  | 241        |
| Ice Rental Hourly 2019 | 188 |     |     | 1351       |
| Ice Rental Hourly 2018 | 0   | 0   | 48  | 724        |

## Operations

### Curling Leagues

Monday—Mens  
Tuesday—Ladies  
Wednesday—Mixed  
Wednesday—Seniors

### Curling Leagues

Thursday—Open Curling  
Thursday—Super League

### Maintenance Program

Final course winterization is being completed. Equipment winterization is underway.

Ice maintenance is undertaken weekly as per the league schedule. School bookings and private rentals are accommodated in maintenance schedule as required.

### CLGWC

ProShop and Facility hours are 4-7 Monday-Thursday. Senior Curling is 9:30-11:30 Wednesdays.

### Pro Shop

Winter and Christmas Sales are planned. 2020 Stock is being ordered and will be received late 2019 and early 2020.

# Cold Lake Energy Centre

Monthly Report for October 2019

## Projects

### COMPLETED:

We held Nerf Wars on October 6th and had 83 kids registered.

Friday Night Fun was scheduled on October 18th and had 13 kids attend this program.

Bouncy Castle Day took place on October 27th and 128 youth joined us.

Yuk Yuk's on Tour was held on October 19th and we saw 311 people attend the event.

October's Kid Zone saw a total of 77 kids.

October's Child Mind Program saw 13 kids.

### CURRENT & FUTURE:

Remembrance Day Ceremony—November 11

Nerf Wars—November 16

Friday Night Fun—November 22

Santa Clause Parade—November 29

Family Christmas Fun—November 29

Kid Zone—November 5, 12, 19 and 26

We are currently planning the Dueling Pianos as a corporate event Christmas Party on December 14.

## Statistics

| <i>Memberships</i> | OCT  | NOV | DEC | Year Total |
|--------------------|------|-----|-----|------------|
| New '19            | 274  |     |     | 3248       |
| Passes Scanned '19 | 6503 |     |     | 58124      |
| Drop Ins '19       | 591  |     |     | 5280       |

| <i>Climbing Wall Memberships</i> | OCT | NOV | DEC | Year Total |
|----------------------------------|-----|-----|-----|------------|
| New '19                          | 16  |     |     | 139        |
| Drop Ins '19                     | 424 |     |     | 4129       |
| Rentals '19                      | 12  |     |     | 57         |

| <i>Fitness Classes</i> | OCT | NOV | DEC | Year Total |
|------------------------|-----|-----|-----|------------|
| Drop Ins '19           | 17  |     |     | 160        |
| Classes '19            | 0   |     |     | 198        |

| <i>Facility Rentals</i> | OCT    | NOV | DEC | Year Total |
|-------------------------|--------|-----|-----|------------|
| Imp. Oil Place '19      | 264.5  |     |     | 854.5      |
| Phase III Arena '19     | 334.25 |     |     | 1594.25    |
| Field House '19         | 98.42  |     |     | 1061.92    |
| North Arena '19         | 116    |     |     | 481.75     |

| <i>Marina</i>  | OCT | NOV | DEC | Year Total |
|----------------|-----|-----|-----|------------|
| Slips—Paid     |     |     |     | 215        |
| Days Sub-Lease | 0   |     |     | 762        |

## Operations

### Fitness Class Sessions

We have added more instructors and classes for the next session. We also brought in BOGO (buy a drop in, get a drop in for a friend) for fitness classes to try and get more people in.

### Drop In Programs

Pickleball is indoors and a regular drop in schedule has started. Ice drop ins have started up. The Running Track is always free to use.

### Memberships

Sales for yearly, monthly and day passes are being processed on daily basis as needed for entry into the Wellness Centre facility and the Rock Wall.

### Front Desk

Front Desk Receptionists have been busy with Fitness Registrations for the next fitness sessions, Wellness Centre drop ins, and Rock Wall drop ins and Memberships.

### Recreation Programming

Our regular ice programs have started up again. We continue to run our monthly programs like Bounce House Days and Nerf Wars.

The ice schedule is getting quite busy with user groups starting up again.

Rock Wall hours have adjusted for Fall Hours and has been quite busy. Our Auto Belays have been recalled and are currently away being fixed. We hope to have them soon.

# Parks and Recreation

Monthly Report For October 2019

## Projects

### COMPLETED:

Install of 4Wing playground completed with exception of sun shade sails (May 2020)

Replacement of spiral slide at Forest Heights Playground completed

### CURRENT & FUTURE:

REC rebate approved for lighting retrofit of the IOP Arena and Reid Fieldhouse facilities.

Project to commence in the coming weeks.

Installation of fencing around the Marina fuel tanks tentatively scheduled to commence and be completed in the week following Remembrance Day.

## Statistics

| Hours             | OCT   | NOV   | DEC | Year Total |
|-------------------|-------|-------|-----|------------|
| Figure Skating'19 | 59.25 |       |     | 336.75     |
| Figure Skating'18 | 0     | 9     | 43  | 276.5      |
| C League'19       | 31.25 |       |     | 100        |
| C League'18       | 0     | 0     | 13  | 45.0       |
| Jr B Ice'19       | 22.25 |       |     | 137.75     |
| Jr B Ice'18       | 0     | 17.52 | 35  | 107.75     |
| Master Old Tim'19 | 3     |       |     | 18.5       |
| Master Old Tim'18 | 0     | 0     | 0   | 19.0       |
| Minor Hockey'19   | 360   |       |     | 1181.25    |
| Minor Hockey'18   | 0     | 0     | 238 | 942.0      |
| Cold Timers'19    | 13.5  |       |     | 43.5       |
| Cold Timers'18    | 0     | 0     | 0   | 33.50      |
| Cold Lake Rec'19  | 13.5  |       |     | 39         |
| Cold Lake Rec'18  | 0     | 0     | 0   | 35.0       |
| Jr A Wings '19    | 17.75 |       |     | 112.5      |
| Jr A Wings '18    | 0     | 0     | 37  | 37         |
| Jr A Hornets '19  | 53    |       |     | 78         |
| Women's Hockey'19 | 4.5   |       |     | 24         |
| Women's Hockey'18 | 0     | 0     | 0   | 16.25      |
| Casual/Camps'19   | 20.75 |       |     | 360.75     |
| Casual/Camps'18   | 0     | 12.5  | 31  | 187.5      |
| Slopitch'19       | 0     |       |     | 492        |
| Slopitch'18       | 0     | 0     | 0   | 0          |
| Baseball'19       | 0     |       |     | 324        |
| Baseball'18       | 0     | 0     | 0   | 0          |
| Soccer'19         | 36    |       |     | 898        |
| Soccer '18        | 0     | 0     | 0   | 0          |
| Rugby'19          | 0     |       |     | 136        |
| Rugby'18          | 0     | 0     | 0   | 0          |
| Lacrosse'19       | 0     |       |     | 273.50     |
| Lacrosse'18       | 0     | 0     | 0   | 0          |

## Operations

### Facility Administration

Budget proposals now complete, focus has shifted to review and updating operational procedures

### Arenas

All three ice arenas are now fully operational.

### Imperial Park

New access road to Imperial Park is now open. Ball diamonds and soccer pitches are closed and winterized

### Grandstand/Turf Field

The local football season is drawing to a close

### Marina

Marina is now closed for the season and the facility has been prepared for the winter

### CLGWC

Golf course now closed for the season. Operations main focus is now on curling rink operations