



**Council - Corporate Priorities Committee Meeting
Agenda**

Tuesday, January 19, 2021

6:00 p.m.

Council Chambers

Pages

1. CALL TO ORDER
2. ADOPTION OF AGENDA
3. DISCLOSURE OF INTEREST
4. PUBLIC QUESTION PERIOD
5. OLD BUSINESS
 - 5.1. Bill 45 - City of Calgary Letter 2 - 8
6. NEW BUSINESS
 - 6.1. Bylaw No. 677-AD-20 - Cemetery Management Bylaw 9 - 22
 - 6.2. Bylaw No. 689-AD-21 - Advertisement Bylaw 23 - 26
 - 6.3. Draft Municipal Development Plan 27 - 91
 - 6.4. Cold Lake Age Friendly Committee Query 92 - 230
 - 6.5. Museum Historic Resource Designation Boundary 231 - 240
 - 6.6. Municipal Operating Support Transfer (MOST) Program 241 - 247
 - 6.7. Downtown Security Concerns 248 - 250
 - 6.8. STARS Air Ambulance Funding 251 - 252
 - 6.9. Request for Support - ISO Tariffs 253 - 305
7. QUESTIONS
8. IN CAMERA
 - 8.1. Legal - Patrick Hort v. City of Cold Lake - Human Rights Complaint
9. ADJOURNMENT



STAFF REPORT

Title: Bill 45 - City of Calgary Letter

Meeting Date: January 19, 2021

Executive Summary:

On December 18, 2020, the City of Cold Lake received, via email, a response to its letter to then Minister of Municipal Affairs Tracy Allard. The City's letter outlining several concerns with amendments to the Local Authorities Election Act (LAEA). These changes were made by Bill 29 and several which, at the time, were proposed in Bill 45.

In the response, the former minister states that no municipal jurisdiction in Canada has pre-election disclosure requirements, no such bylaws had been passed in Alberta, and so eliminating municipalities' ability to pass such bylaws had no impact on existing disclosure requirements.

It is also stated that Bill 45, which was passed December 1, 2020, brought third-party advertising restrictions for municipal elections in-line with provincial restrictions.

Finally, the response noted that the ministry intends to review the LAEA after the 2021 municipal election. Given that nominations for 2021 local elections are now open, changes to the LAEA are unlikely.

Background:

At its November 17, 2020 Corporate Priorities Committee Meeting, the committee recommended that council write a letter to the Government of Alberta echoing concerns brought forward by the City of Calgary and AUMA. This motion was debated and passed at the November 24, 2020 Regular Meeting of Council.

These concerns related to past changes to the Local Authorities Elections Act (made by Bill 29) and some proposed changes included in Bill 45, which is currently before the Legislature.

The City of Calgary had passed a motion asking the Government of Alberta to consider amendments to Bill 45, which proposes changes to the Local Authorities Election Act (LAEA). Some of the requested amendments would seek changes to proposals within Bill 45 itself, and some would seek to alter past changes made by Bill 29.



In particular, Calgary City Council has asked that the government consider lowering the proposed restriction of a \$30,000 contribution limit per donor per third party advertiser. The contribution limit for individuals donating to a candidate is set at \$5,000 per candidate. Calgary's council has stated that it feels the third-party advertiser contributions should be aligned with the individual contribution levels at \$5,000.

Calgary City Council has also asked that disclosure requirements be applied to all third-party advertisers' contributions, whether they occur before an election campaign or during one.

Finally, Calgary City Council asked the government to consider an amendment to Bill 45 that would allow for municipalities to establish bylaws that would make financial disclosures mandatory prior to Election Day. The ability for a municipality to make this a requirement was removed from the LAEA by Bill 29, passed in July of 2020.

Alternatives:

- The committee may request that administration prepare additional correspondence to the Minister of Municipal Affairs.
- The committee may accept the Minister's letter dated December 18, 2020 as information.

Recommended Action:

Administration recommends that the Corporate Priorities Committee of Council accept the Minister of Municipal Affairs' letter dated December 18, 2020 as information.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

From: MA Minister <Minister.MunicipalAffairs@gov.ab.ca>
Sent: December 18, 2020 12:11 PM
To: Craig Copeland <CCopeland@coldlake.com>
Cc: Bonnyville.ColdLake.StPaul@assembly.ab.ca; Kevin Nagoya <KNagoya@coldlake.com>
Subject: RE: Amendment to Bill 45

Dear Mayor Copeland and Council,

Thank you for your letter of November 30, 2020, outlining council's concerns with recent legislative amendments to the *Local Authorities Election Act (LAEA)*. Elections are crucial to effective democracy in this province, and the Government of Alberta is dedicated to ensuring the provisions of the *LAEA* meet the needs of potential candidates, elected officials, administrators, and citizens.

With respect to your concerns about pre-election disclosure, what Bill 29 did was remove the authority of municipalities to pass bylaws to require pre-election disclosure. I am not aware of any municipality in Alberta that had enacted such a bylaw prior to Bill 29, and no jurisdiction in Canada has similar provisions in place.

Bill 29 has had no specific impact on any existing disclosure requirements; instead, it ensures that there will be consistency across Alberta with respect to campaign finance reporting requirements. This effectively enables candidates to focus their attention on communicating with voters during the campaign, and deferring concerns about reporting requirements until after election day. Robust reporting of campaign finances is still required post-election, and again, this is consistent with all other jurisdictions across Canada.

Bill 45, which proposed changes restricting the amount of money third-party advertisers can accept from donors in municipal elections, was passed by the Legislature on December 1, 2020. The proposed changes ensure consistency between local and provincial elections and support basic democratic principles of fairness, accountability, and transparency as they relate to third-party advertising during local elections.

While I acknowledge there are diverging perspectives on the potential outcomes of recent amendments, my government colleagues and I believe they will help strengthen the integrity of democracy in Alberta, and will better enable robust discourse in communities across the province while also reducing the significant advantages that incumbents currently hold in election campaigns.

Recognizing that circumstances are continually changing and evolving, I intend to once again review the *LAEA* following the 2021 general municipal election.

Thank you again for sharing council's thoughtful feedback on this important legislation.

Sincerely,

Tracy L. Allard
Minister

cc: David B. Hanson, MLA, Bonnyville-Cold Lake-St. Paul
Kevin Nagoya, Chief Administrative Officer, City of Cold Lake



OFFICE OF THE MAYOR

November 30, 2020

Via Email: minister.municipalaffairs@gov.ab.ca

The Honourable Tracy Allard
Minister of Municipal Affairs
Office of the Minister
132 Legislature Building
10800-97th Avenue
Edmonton, AB T5K 2B6

Dear Minister ^{Tracy}Allard:

I write to you at the request of Cold Lake City Council to bring to your attention two (2) requested amendments to Bill 45. We understand that these requests are not new to you: Calgary City Council has made similar requests in a letter from His Worship Mayor Naheed Nenshi dated November 6, 2020. Our Council would like to add our voice to these concerns.

Let us first relate; however, that the changes made by your government to the Local Authorities Election Act have been, by and large, positive, and I hope that your Government has received its' fair share of thanks for the beneficial changes made.

At the same time; however, we hope that you might take pause to reconsider the proposed restriction of \$30,000 for third party advertisers in Bill 45, as well as the change made by Bill 29 which eliminated municipalities' right to require campaign finance disclosure prior to election day.

We concur with the sentiments expressed by Calgary's City Council that these measures may leave local elections open to significant influence from well financed interests. Our Council also feels that they may have the effect of rendering campaigns for local office too expensive for many to consider. It is our Council's view that all contributors to municipal campaigns, whether they be businesses, private individuals or third party advertisers, ought to be treated equally to eliminate both the perception and possibility of unequal influence.

The City of Cold Lake feels that Calgary has offered reasonable solutions in restoring municipalities' ability to have campaign finances disclosed prior to an election, if they so choose, and to align the third party advertiser contribution limits to those set for individuals at \$5,000 per candidate.

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OFFICE OF THE MAYOR

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The majority of the changes to the Local Authorities Elections Act that have been brought forward by your government have been pragmatic and purposeful, and will strengthen local governments and the process by which they are elected.

It is our Council's opinion that the changes requested by the City of Calgary, and echoed in our council chamber, will follow in the same vein, and are worthy of your consideration.

Respectfully yours,

Craig Copeland,
Mayor

Cc: Council
Chief Administrative Officer K. Nagoya



Calgary

Naheed K. Nenshi, Mayor

November 6, 2020

The Honourable Tracy Allard,
Minister of Municipal Affairs
Office of the Minister
Municipal Affairs
132 Legislature Building
10800 - 97 Avenue
Edmonton, AB T5K 2B6

Dear Minister Allard,

RE: Amendments to Bill 45: the Local Authorities Elections Act, 2020 (No. 2)

I am writing at the request of Calgary City Council to ask that you consider the introduction of two amendments to Bill 45 as the legislature considers changes to the *Local Authorities Elections Act* (LAEA). These amendments would increase the transparency and accountability of local elections and were supported by an overwhelming majority of Calgary City Council. We are asking that you advance an amendment to Bill 45 to keep big money out of municipal elections by aligning the contribution limits and disclosure requirements for third party advertisers with the rules established for candidates. We are also asking that you propose an amendment to Bill 45 to restore an authority removed in Bill 29 that allowed municipalities to mandate the pre-election disclosure of campaign contributions.

Alberta's municipal elections should be about who has the best ideas, not who has the most money. I was deeply disappointed by the proposed "restriction" of a \$30,000 contribution limit per donor per third party advertiser in Bill 45. The \$30,000 limit is arbitrary and doesn't restrict anything. It does the opposite, opening local democracy to unlimited dark money. Based on past experience, a \$30,000 limit will create an expectation among contributors to donate the maximum amount.

The result of changes proposed in Bill 45 will be a flood of big money in municipal elections, as multiple, indistinguishable third party advertisers receive massive contributions from wealthy individuals and run similar advertisements. As proposed, the changes in Bill 45 are not in the public interest. For interest, no candidate for mayor or council in Red Deer, Lethbridge or Grand Prairie spent \$30,000 in total on their campaign in 2017. While we have not reviewed all records, we believe that no candidate outside of Calgary, Edmonton or Wood Buffalo spent more than \$30,000 in total on their campaign, meaning that one single donor could spend more than any candidate outside of these major centres.

Third party advertisers should not have a significant advantage over citizens who put their name forward to serve the public as candidates for public office. However, the proposed rules for these third

party advertisers in Bill 45 would create significant advantages by establishing an individual contribution limit six times larger than that of individual candidates. The individual contribution limits for these advertisers should instead be aligned with the \$5,000 limit established for candidates by Bill 29. To ensure transparency and accountability for the public, all contribution disclosure requirements for candidates, including pre-election disclosure, should also apply to third party advertisers.

On November 3, 2020 Councillor Jeromy Farkas introduced a motion that received the support of Calgary City Council to request the restoration of the right of municipalities to pass a bylaw requiring the proactive disclosure of campaign contributions. Councillor Farkas and I are in total agreement on this point. Citizens should have a right to know who is funding a campaign before casting their ballot in an election. Prior to Bill 29, an enabling authority existed for municipal councils that wished to enact a bylaw requiring that all campaign contributions are disclosed by candidates before Election Day. While The City of Calgary (The City) had not passed such a bylaw, it had been our intent to do so until this legislative change prevented it. Calgary City Council is requesting that you advance an amendment to Bill 45 in order to restore this enabling authority so that municipal councils are able to choose to enact a bylaw that would require candidates and third parties to disclose the names of their donors and the amounts of each donation received prior to Election Day.

Thank you for considering these potential amendments. Both are necessary to ensure fair, transparent, and accountable municipal elections in Alberta. Appended to this letter is the letter I sent to then-Minister Madu on February 28, 2028, which includes the positions adopted by Calgary City Council on these and other matters related to local elections addressed in the LAEA.

I would be pleased to discuss these issues further with you at your convenience.

Sincerely,



Nahed K. Nenshi
MAYOR

cc: Calgary City Council
All Members of the Legislative Assembly of Alberta

Encl: February 28, 2020 letter to Minister Madu Re: Consultation of Local Election Rules – City of Calgary's Positions



STAFF REPORT

Title: Bylaw No. 677-AD-20 - Cemetery Management Bylaw

Meeting Date: January 19, 2021

Executive Summary:

Bylaw No. 677-AD-20 Cemetery Management Bylaw provides for the management of the City cemeteries including the cemetery fees for services.

Following feedback from the public, Administration seeks Council's direction on whether Council would like to consider amendments to the definition of "resident" and "non-resident" for the columbaria niche rate structure, and clarifications to the fee schedule.

Background:

In the fall of 2020, Council reviewed the City's cemetery bylaw, approving Bylaw No. 677-AD-20 Cemetery Management Bylaw at the September 22, 2020, Regular Meeting of Council.

Resident and Non-Resident Rate Structure

One of the new changes implemented in Bylaw No. 677-AD-20 Cemetery Management Bylaw was the imposition of a resident and non-resident rate structure for the new columbaria built at the Lakeview Cemetery, with a 50% markup on the non-resident rate. The definitions of resident and non-resident are:

- "resident" means a person who lives within the jurisdiction of the City of Cold Lake at the time the cemetery product or service is purchased
- "non-resident" means a person who does not live within the jurisdiction of the City of Cold Lake at the time the cemetery product or service is purchased

Since passing the bylaw, administration has received several requests from the public that the resident rate be amended to also apply to long-term residents (who have lived in the City for at least 15 years).

Administration has also received queries as to what rate applies when a columbaria niche is being purchased to inter an urn of someone who passed away years ago, prior to the columbaria being built. The current definition is ambiguous in this circumstances. For example, if a long term resident of Cold Lake passed away in 2019, and their relative is now trying to purchase a columbaria niche for the urn, would the resident or non-resident rate apply?



Administration seeks Council’s direction on the intent of the definition and whether an amendment may be considered to bring clarity. Council may wish to consider amending the definitions as follows:

- “resident” means a person who lives within the jurisdiction of the City of Cold Lake at the time the cemetery product or service is purchased and includes a person who has lived in the City of Cold Lake for at least 15 years at any point in his or her life
- “non-resident” means a person who does not live within the jurisdiction of the City of Cold Lake at the time the cemetery product or service is purchased and includes a person who has not lived in the City of Cold Lake for at least 15 years at any point in his or her life

Council may wish to consider whether Administration should require evidence to verify the length of time that a person lived within the City of Cold Lake, and whether any proof should be required. Verifying the tax roll could provide evidence if the individual was a property owner. Those who rent property within the City would be more difficult to verify if they did not hold a water/utility account.

Cemetery Fees

Bylaw No. 677-AD-20 Cemetery Management Bylaw also introduced an amended Schedule “A” Cemetery Fees.

Since implementation of the Bylaw, Administration has received feedback that the summer rates (May 1st to December 31st) and winter rates (January 1st to April 30th) for opening and closing for in-ground urn interments should be adjusted to more accurately reflect the time when the ground is frozen and as such additional opening/closing costs are warranted.

Administration recommends that the summer rate on Schedule “A” of the Bylaw be adjusted to May 1st to October 31st and the winter rate be adjusted to November 1st to April 30th. This would bring the bylaw in line with the summer/winter periods provide by the contractor who may be utilized as backup if City employees are unable to provide the service.

The City has secured a contractor for opening/closing of the plot for casket burials at a rate of \$1,000 year round. Administration recommends the fee schedule be amended to include this rate.



Alternatives:

Council may consider the following options:

1. Council accept the report as information only.
2. Council request that amendments to Bylaw No. 677-AD-20 Cemetery Management Bylaw be presented at the next Regular Meeting of Council for first reading.

Recommended Action:

Council pass a motion to recommend the amendments to Bylaw No. 677-AD-20 Cemetery Management Bylaw to be presented at the next Regular Meeting of Council for first reading.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

CITY OF COLD LAKE
BYLAW 677-AD-20
CEMETERY MANAGEMENT BYLAW

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

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

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

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

SECTION 1 – TITLE

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

SECTION 2 – DEFINITIONS

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

- 2.1 “**adult**” means an individual over the age of eighteen (18) years of age;
- 2.2 “**applicant**” means an individual who has made petition to the City for a right of interment, an interment or a memorial permit and may also mean an individual who is an interment rights holder, the legal representative of a deceased or the heir or successor of a deceased, or a funeral service provider, funeral director or memorial supplier acting as the individual’s agent;
- 2.3 “**at-need**” means at the time of death or after a death has occurred;
- 2.4 “**burial**” means the in-ground burial of human remains or cremated remains in a grave;
- 2.5 “**burial permit**” means a legal document issued under the *Vital Statistics Act of Alberta* acknowledging the registration of a death;
- 2.6 “**Bylaw**” means the City of Cold Lake Cemetery Management Bylaw No. 677-AD-20 as may be amended, revised, consolidated or repealed and replaced from time to time;
- 2.7 “**CAO**” means the Chief Administrative Officer of the City of Cold Lake, or their designate;
- 2.8 “**casket**” (or “**container**”) means a container used to enclose human remains for interment but does not include a grave liner, burial vault or an urn;
- 2.9 “**cemetery**” or “**City cemetery**” means land owned by the City that is set apart to be used, now or at a future date as a place of interment of human remains or cremated remains and includes any incidental or ancillary buildings on the land, including but not limited to the ‘*Lakeview Cemetery*’ and the ‘*Grand Centre Memorial Park*’;
- 2.10 “**cemetery legislation**” means the ‘*Cemeteries Act of Alberta 2000, C.3*’ and includes all regulations made thereunder as amended or repealed and replaced from time to time;
- 2.11 “**cemetery services**” means the supply of any service rendered at a City cemetery in respect of any lot or plot, grave stone, grave marker or monument or other form of memorial;
- 2.12 “**cemetery supplies**” means grave liners, grave stones, grave markers or monuments, other forms of memorial or bases for use in a city cemetery;
- 2.13 “**child**” means an individual between the age of one (1) year and seventeen (17) years of age;
- 2.14 “**City**” means The City of Cold Lake and together or separately may also mean and include, the Mayor and Council of the City, a department of the City, a person or persons employed by the City, or a person or an agent authorized by the City to perform work related to the development, management, operation, provision of service, care and maintenance of a City cemetery;
- 2.15 “**columbarium**” means a structure or building or an area in a structure or building that contains niches for the interment of cremated remains;
- 2.16 “**comingled**” means the intentional or unintentional mixing of the cremated remains of more than one individual;
- 2.17 “**Council**” means the elected Mayor and Council of the City of Cold Lake;
- 2.18 “**cremated remains**” means the human bone fragments remaining after cremation and also includes residue of other materials cremated with the human remains;
- 2.19 “**disinterment**” means the removal of human remains or cremated remains from a plot in which the remains are interred for the purpose of an alternative disposition or relocation;
- 2.20 “**exhumation**” means the exposure of interred human remains for the purposes of viewing or

- examination are re-interred into the same plot after the viewing or examination has been completed;
- 2.21 **"family member"** means a spouse, a child (natural, adopted or step), a parent or stepparent, a sibling (natural, adopted or step), a grandparent or step grandparent, or a grandchild (natural, adopted or step);
- 2.22 **"fees"** means the fees prescribed for cemetery goods and services which form a part of this Bylaw and which, from time-to-time, may be amended, or repealed and replaced;
- 2.23 **"funeral director" or "funeral service provider"** means an individual licensed to;
- 2.23.1 arrange, conduct or direct funeral services, bereavement rites and ceremonies;
- 2.23.2 care for or prepare human remains prior to disposition;
- 2.23.3 transfer human remains or direct or supervise the transfer of human remains;
- 2.24 **"grave liner"** means a receptacle with a lid, constructed of a durable material, that may or may not have a bottom, into which a casket holding human remains or an urn holding cremated remains is placed to provide reinforcement of a plot as part of an interment;
- 2.25 **"holiday"** means any day or part of a day as may be proclaimed from time to time as a holiday to be observed by the City;
- 2.26 **"human remains"** means a dead human body in any stage of decomposition, or the body of a stillborn infant in any stage of decomposition, but does not include cremated remains;
- 2.27 **"infant"** means an individual less than one (1) year of age and includes a stillborn infant;
- 2.28 **"interment"** means disposition of human remains or cremated remains by burial or inurnment;
- 2.29 **"interment right"** means a right of use for the interment of human remains or cremated remains in a plot at a City cemetery granted in perpetuity and acquired through purchase, inheritance or permitted transfer and issued in accordance and compliance with cemetery legislation and the *'Cemetery Management Bylaw'*;
- 2.30 **"interment rights certificate"** means a document, set out in a form prescribed by the City, that describes a right of interment and the terms and conditions that govern the right of interment in a City cemetery plot;
- 2.31 **"interment authorization"** means a document, set out in a form prescribed by the City, that is completed and signed at-need by the person having the legal authority to authorize the interment of human remains or cremated remains of a deceased person
- 2.32 **"inurnment"** means the placement of cremated remains in a niche or buried in a plot;
- 2.33 **"legal representative"** means an individual who, or an agency that, by order of priority set out in *Section 11 of the Alberta Cemeteries Act General Regulation* has the right to control the disposition of the human remains or cremated remains of a deceased person;
- 2.34 **"Medical Health Officer"** means a person appointed from time to time under the *'Public Health Act'* to act as medical officer of health in the province of Alberta;
- 2.35 **"memorial"** means a product used or intended to be used to identify a plot or to memorialize a deceased individual, as set out in *Cold Lake Policy No. 207-AD-19, Cemetery Management Policy*.
- 2.36 **"niche"** means one kind of a plot, a space, usually within a columbarium, used or intended to be used for the interment of cremated remains;
- 2.37 **"non-resident"** means a person who does not live within the jurisdiction of the City of Cold Lake at the time the cemetery product or service is purchased;
- 2.38 **"perpetual care"** means the long-term preservation, care and maintenance, in perpetuity and in a proper manner, of a City cemetery.
- 2.39 **"plot"** (includes but is not limited to a **"grave"** or **"niche"**) means a designated space in a City cemetery to be used or intended to be used for;
- 2.38.1 the interment of human remains or cremated remains under a right of interment;
- 2.38.2 the installation of a memorial to memorialize a deceased individual or stillborn child;
- 2.40 **"Public Health Act"** means the *'Public Health Act, Revised Statutes of Alberta, Chapter 2000 C. P-37'*;
- 2.41 **"resident"** means a person who lives within the jurisdiction of the City of Cold Lake at the time the cemetery product or service is purchased;
- 2.42 **"rights holder"** means a person who:
- 2.42.1 has purchased a right of interment to be held in their name for a plot in a City cemetery;
- 2.42.2 has a right of interment, registered in their name, for a plot in a City cemetery but is not the original purchaser;
- 2.42.3 is the legal representative of a deceased person who has a right of interment held in their name for a plot in a City cemetery;
- 2.42.4 has, in compliance with this Bylaw, had a right of interment for a plot in a City cemetery

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transferred to them, to be held in their name;

2.42.5 is a legal heir or successor of a deceased interment rights holder and by demonstration of a right of legal succession, to the satisfaction of the City, may be entitled to inherit control of a deceased person's right of interment for a plot in a City cemetery;

2.43 "urn" means a container used for the containment of cremated remains;

SECTION 3 - PURPOSE & APPLICATION OF BYLAW

3.1 The following described real properties are set aside, held, laid out, developed, improved, used and maintained, as City cemeteries and dedicated for that use, and shall continue to be for that purpose and shall not be used for any other purpose;

3.1.1 Lakeview Cemetery:

Legally described as Lot B, Plan 429 NY, and at;
Civic Address, 2205 - 1 Avenue NW, Cold Lake;

3.1.2 Grand Centre Memorial Park:

Legally described as Lot A, Plan 9120678, and at;
Civic Address, 4608 - 38 Avenue, Cold Lake;

3.2 City cemeteries are acquired, established and laid out to provide suitable space for the interment of human remains and cremated remains and for the purpose of making approved cemetery services available to all persons, irrespective of race, faith, orientation or any other form of categorization, and are established more specifically;

3.3 The City shall have the full and complete control and management over the land, buildings, plantings, roads, utilities, books and records of the City cemeteries including but not limited to the right to manage, maintain or alter the interment areas, memorials, roads and pathways, buildings, utility infrastructure, change or remove plantings, grade, alter in shape or size, or otherwise develop or change all or any part of a City cemetery as they deem necessary or appropriate and subject only to compliance with any applicable requirement of cemetery legislation.

SECTION 4 - GENERAL PROVISIONS & REGULATIONS

4.1 The days and hours of operation of the City cemeteries shall, for the following purposes, be;

4.1.1 **Cemetery Visiting:** Cemeteries are open every day of the year for visiting between 8:00 a.m. and sunset. No individual, without the express written permission of the City, shall be in a City cemetery between one (1) hour after sunset and 8:00 a.m. the following morning;

4.1.2 **Interment Services:** upon satisfying terms and conditions established further in this Bylaw, may occur on any day of the year at a time approved by the City;

4.1.3 **Cemetery Arrangements:** cemetery arrangements and the payment of Cemetery fees shall be made at the Cold Lake City Hall, 5513 - 48 Avenue, Monday through Friday at regular office hours. City Hall is closed on Saturday, Sunday and holidays observed by the City.

4.2 Floral tributes may be placed at a City cemetery in accordance with the following rules:

4.2.1 on the day of an interment and for a period of seven (7) days following, fresh cut flowers, wreaths, artificial and seasonal floral tributes are permitted on the plot or at the base of the columbarium. After seven (7) days, these flowers may be removed and disposed of by the City, without prior notice;

4.2.2 at all other times, a limit of one (1) flower vase of fresh cut flowers, wreaths, artificial and seasonal floral tributes, and potted plants are permitted providing they are placed on a plot monument, on the monument's base or the cement runner. The placement of any form of floral tribute shall not be permitted at the base of any columbarium;

4.2.3 all forms of floral tributes, including potted plants, are placed with the understanding that, without prior notice, they may be removed and disposed of by the City should they become unsightly, detract from the general aesthetic of adjacent plots or pose a safety risk to cemetery visitors or workers;

4.3 Placing any form of decoration, adornment, personal memento, or other extraneous object, unless in compliance with this Bylaw, is not permitted on any plot in a City cemetery. Unauthorized items placed on any plot or in any City cemetery may, without prior notice, be removed or ordered removed by the City. This includes, but is not limited to, photographs, pictures, frames, solar lights, boxes, shells, toys, wire screens, decorative rock, trellises, benches, or any other form of memorabilia.

4.4 Small non-decomposing and non-perishable personal objects or mementos that easily fit within a niche when closed, may be permitted to be placed within a columbarium niche and shall not be a hazard, harm or destroy the structure.

4.5 No open flame, candle, or burning of any substance or other material may take place inside a City cemetery without prior authorization given by the CAO and conducted under the direct supervision of the City.

- 4.6 The City is not liable for the deterioration, damage or loss of flowers, decorations, adornments or any other article attached to or placed on a plot or at a memorial site.
- 4.7 No plot or other part of a City cemetery may be decorated or adorned in any manner by any person other than the City, or an authorized agent of the City.
- 4.8 No tree, shrub, plant, bulb, flower or other decorative plant feature may be planted, pruned, cut down, removed or otherwise altered on a plot or anywhere else within the limits of a City cemetery. Where any such work is necessary it shall be performed only by the City, or an authorized agent of the City.
- 4.9 Cemetery roadways are for the exclusive use of interment processions, cemetery patrons, or other individuals as may be approved by the City. Every operator of a vehicle shall, at all times, obey the directions and orders of the City and no vehicle shall exceed fifteen (15) kilometers per hour.
- 4.10 No person shall drive or park a vehicle over any lawn, garden or flower bed without the express permission of and subject to the supervision of the City subject to the exception that the City shall, at all times, have the right of passage in any manner it sees fit over every plot and all the land of every City cemetery so as to ensure that cemetery operations and maintenance can be performed in a safe, efficient and timely manner.
- 4.11 In a City cemetery no person shall,
- 4.11.1 scatter, dispose of, or inter any cremated remains or bury any human remains except in compliance with this Bylaw and any rule or regulation made thereto;
 - 4.11.2 willfully or negligently destroy, mutilate, deface, damage, vandalize, injure or remove anything from a City cemetery, including and without limitation, any memorial, plant, flower, tree, or other item located within the limits of a City cemetery;
 - 4.11.3 play any manner of sports, sports game or sports activity or carry out any activity other than attendance at an interment, memorial service, or the visitation of a plot for the purpose of paying respect to the dead;
 - 4.11.4 operate a snowmobile or any other form of recreational all-terrain vehicle;
 - 4.11.5 conduct them self in a manner so as to disturb the peace, quiet and good order of the cemetery generally or an interment or memorial service that is being conducted therein;
 - 4.11.6 bring into or dump any rubbish, debris or other offensive item or matter or make an unauthorized removal of any cemetery refuse, waste or rubbish;
 - 4.11.7 allow a child or children under the age of sixteen (16) years within the limits of a cemetery that is not accompanied by a parent, guardian or an adult supervisor;
 - 4.11.8 bring any pet or animal, other than a certified personal assistance animal, into a City Cemetery;
 - 4.11.9 otherwise violate any provision of this Bylaw.
- 4.12 All work within City cemeteries shall be performed by the City, employees of the City or authorized agents of the City. An individual or contractor that performs work on behalf of a rights holder or legal representative of a deceased or their heirs or successors shall supply to the City, prior to commencement of any work, proof of the firm's or the contractor's Workers Compensation Insurance, Public Liability Insurance and Motor Vehicle Insurance in a form and amount acceptable to the City.
- 4.13 A contract worker working in a City cemetery shall immediately cease work in the immediate vicinity of any interment or memorial service until the conclusion of the service and all persons attending have left the area where the service was being conducted.
- 4.14 No work may be performed at a City cemetery outside of the regular business hours of the City except where such work is necessary and has been authorized and approved by the City.
- 4.15 Notwithstanding article 5.11.3 of this Bylaw the City shall have the authority to conduct or permit to be conducted public or private events within a City cemetery that are, in the opinion of the City, deemed appropriate for and in keeping with the dignity and purpose of a cemetery.
- 4.16 The City shall be responsible for the management, control and charge of the City cemeteries and when an individual or corporation, through their immediate behavior, or a pattern of behavior, disturbs the peace, quiet and good order of a City cemetery or contravenes any article of this Bylaw, the City may take such steps it deems appropriate to expel the person or corporation from a City cemetery and refuse the admission of them entering into a City cemetery in the future. The person or corporation may be subject to application of a penalty as set out in 'Section 12.0 Penalty for Infractions' of this Bylaw.

SECTION 5 - INTERMENT RIGHTS

- 5.1 The City, subject to payment of an established fee, may grant an interment right for a vacant plot in a City cemetery on an at-need or a reserve basis.
- 5.2 The interment rights and interment specifications for plots in a City cemetery shall be those set out in *Cold Lake Policy No. 207-AD-19, Cemetery Management Policy* and as may be current at the

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time of the purchase or use of an interment right.

- 5.3 An applicant of an interment right, who pays in full the fee set out in Schedule "A" of this Bylaw, shall be issued, by the City, an 'Interment Rights Certificate' which sets out the rights of plot use attributed to the purchaser identified on the certificate.
- 5.4 An interment rights holder, at the time of purchase, shall reserve the right to use a plot they have purchased for themselves and authorize or assign the right of any secondary rights in a plot to another person to use or to control the exercise of an interment right where an assignee so named shall be a family member of the rights holder.
- 5.5 An interment rights holder may designate only one plot in a City cemetery for their own use.
- 5.6 Where evidence of a clear line of assignment, transfer, inheritance, succession or authority for an interment right that survives an original rights holder is not provided by the legal representative of an original rights holder then the City shall have the authority to:
 - 5.6.1 determine, through a process of due diligence and in a form prescribed by the City, the individual or individuals who may be entitled to exercise a surviving right of interment and under what conditions a surviving right of interment may be exercised, or;
 - 5.6.2 where a clear and distinct right of succession cannot be reasonably ascertained, prohibit the use of any surviving interment rights in a plot.
- 5.7 The exercise of an interment right, every interment or every other form of disposition of human remains or of cremated remains or installation of a memorial within the limits of a City cemetery is subject to:
 - 5.7.1 all provisions of this Bylaw as may be in effect at the time of purchase or use;
 - 5.7.2 payment in full of any applicable fee set out in Schedule "A" of this Bylaw as is in effect at the time of purchase or use;
 - 5.7.3 compliance with this Bylaw the terms, conditions, design, plot plan, interment and memorial parameters, standards of operation and maintenance set out in *Cold Lake Policy No. 207-AD-19, Cemetery Management Policy*, as are in effect at the time of purchase or use.
- 5.8 Subject to at-need plot demand, the City shall have the right to limit or suspend the reserve sale of interment rights in a City cemetery at any time.
- 5.9 The City may, by special agreement, with a society, faith group or other organization, reserve or sell interment rights for a contiguous block of plots in a section of a City cemetery under such terms and conditions as the City deems appropriate and where such section shall be used exclusively for the interment of deceased members of the society, faith group or other organization. Upon such an agreement being made no individual shall be provided an interment in that section, unless an application for interment is accompanied by a certificate from the society, faith group or organization, stating that the individual is entitled to interment in the reserved section. The City, under this provision, shall never sell or reserve more than ten (10%) percent of the developed plots available at any given time in a City cemetery.

SECTION 6 - TRANSFER & RECLAMATION OF INTERMENT RIGHTS

- 6.1 The private sale or transfer of interment rights, without the City's knowledge, participation or approval, is prohibited and the City shall have no obligation to honor an interment right acquired under such a transaction and subsequently presented to the City for use or surrender.
- 6.2 The surrender of an interment right back to the City, for an unused plot, may be permitted and the City shall purchase the interment right back at 85% of the market value of the plot at the date of resale, and transaction shall be made in compliance with cemetery legislation in effect at the time the surrender is made, providing:
 - 6.2.1 there are no interments in or memorials on a plot being surrendered;
 - 6.2.2 the original interment rights holder or their legal representative has made written application to the City, in a form prescribed by the City, stating their desire to surrender the interment right;
 - 6.2.3 the original Interment Rights Certificate is surrendered to the City;
 - 6.2.4 the administration fee for the surrender of an interment right, as set out in Schedule "A" of this Bylaw, is paid to the City;
- 6.3 Pursuant to cemetery legislation, an interment right for an unused plot may be reclaimed by the City if all of the following have occurred:
 - 6.3.1 there are no interments in or memorials on a plot being reclaimed;
 - 6.3.2 not less than twenty (20) years has elapsed from the original date of purchase and there has been no contact from or with the original purchaser, their legal representative, heirs or successors;
 - 6.3.3 notice of the intent to reclaim the interment right has been sent to last known address of record for the interment rights holder;

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- 6.3.4 public notice of the plot reclamation has been published at least once a week for two (2) consecutive weeks in at least one newspaper or other publication circulating in the area;
 - 6.3.5 the City can demonstrate all due diligence has been made to locate and contact the interment rights holder and the City has still had no response from the original rights holder, their legal representative, heirs or successors.
- 6.4 Where an interment right for a plot has been reclaimed under article 6.2 and resold, and the interment right is subsequently required for use by the original rights holder or their heir or successor, then the City shall provide an interment right of equal or greater value that has been chosen from the available plots of the cemetery by the original interment rights holder or their heir or successor.

SECTION 7 - INTERMENT

- 7.1 Only human remains or cremated human remains may be interred or scattered in a City cemetery.
- 7.2 Every interment of human remains or cremated remains in a City cemetery shall be consistent with *Cold Lake Policy No. 207-AD-19, Cemetery Management Policy* and conducted in a manner consistent with the dignity of adjacent plots and the cemetery.
- 7.3 No interment at a City cemetery shall be permitted until:
 - 7.3.1 the legal representative of a deceased completes, signs and delivers to the City an interment authorization, in a form prescribed by the City;
 - 7.3.2 it is ascertained that the deceased holds a valid interment right at a City cemetery or a rights holder at a City cemetery provides authorization for a deceased's human remains or cremated remains to be interred in a plot for which they hold an interment right;
 - 7.3.3 all outstanding indebtedness to the City relating to an interment right to be exercised, the interment fee and the fee for any other service by the City have been paid in full to the City prior to any grave excavation, grave liner installation and gravesite preparation occurring at a plot in a City cemetery;
 - 7.3.4 proper notice, as per article 7.5, in a manner prescribed by the City, has been provided to the City;
 - 7.3.5 for human remains, a copy of a province of Alberta burial permit has been surrendered to the City and for cremated remains, a certificate of cremation has been surrendered to the City;
 - 7.3.6 where a death has occurred in a jurisdiction other than the province of Alberta, a disposition document confirming legal registration of the death in another jurisdiction, has been surrendered to authorized funeral director and the City.
- 7.4 The City shall have the right to approve interment times and to control, limit or restrict the types and numbers of interments that may occur in a City cemetery on a given day.
- 7.5 Advance notice for an interment is required. Normally notice and all documents and fees related for an interment shall be delivered to the City;
 - 7.5.1 at least twenty-four (24) hours in advance of a proposed interment time, of which not less than eight (8) hours are regular operating hours of the City;
 - 7.5.2 the failure to provide advance notice to the City may result in an interment booking being delayed or denied;
 - 7.5.3 no booking or notice for an interment will be accepted by the City more than sixty (60) days in advance of a proposed date of interment.
- 7.6 In the instance an interment is requested in a period shorter than the notice periods set out in article 7.5 of this Bylaw the interment may, at the discretion of the City, be accommodated but may be subject to payment of an administrative fee set out in Schedule "A" of this Bylaw.
- 7.7 Upon provision of advance notice and authorization, to the satisfaction of the City, interments at a City cemetery;
 - 7.7.1 may occur on any day of the week;
 - 7.7.2 shall occur during daylight hours and shall conclude within two (2) hours of an time approved by the City;
 - 7.7.3 interments occurring on a Saturday, Sunday or a holiday observed by the City may be subject to an overtime fee set out in Schedule "A" of this Bylaw.
- 7.8 The City shall have the authority to suspend or cancel interment services and limit or prohibit public access to part or all of a City cemetery where weather, road or grounds conditions or other extraordinary circumstance may warrant or pose a hazard to the public, City personnel or their agents.
- 7.9 Only the City or a person authorized by the City, shall excavate, prepare and close a plot in a City cemetery. A plot must not be opened prior to being marked by the City.
- 7.10 Interment services in a City cemetery may only be conducted as follows:

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- 7.10.1 Casket burials shall be conducted by or performed under the direct supervision of a licensed funeral service provider engaged by and at the expense of a deceased individual's legal representative. The funeral service provider shall be responsible for providing proper notice of an interment to the City, placement and removal of gravesite artificial greens and the lowering device used for an interment and supervision of and responsibility for all persons attending an interment service under their care.
- 7.10.2 Urn burials or placements into a niche, shall be conducted by either a funeral director authorized by the City or an individual authorized by the City to place the cremated remains into a cemetery plot. It shall be the responsibility of the person in charge of the interment service to provide proper notice of an interment to the City and supervision of and responsibility for all persons attending an interment service under their care.
- 7.11 Every in-ground interment of human remains shall be made into a grave liner of a design approved by the City and purchased by the legal representative of the deceased.
- 7.12 The funeral service provider shall be responsible for the installation of the grave liner on a day arranged with the City where the City shall have the plot marked to ensure the correct installation location.
- 7.13 It is the responsibility of the legal representative of a deceased or their agent or their funeral service provider to provide such means and individuals to transfer and deliver human remains to an interment plot for interment.
- 7.14 An individual, family or a group of people, may witness the filling of a grave ('witness fill') providing:
- 7.14.1 the funeral service provider, as part of the normal notice for and authorization of an interment, shall inform the City of the witness fill request;
- 7.14.2 all proceedings during a witness fill process are the responsibility of, conducted at the direction of and at the liability of the arranging funeral service provider;
- 7.14.3 every individual present at a witness fill process shall follow every instruction given by the funeral service provider directing the interment service;
- 7.14.4 a witness fill service may be subject to an administrative fee set out in Schedule "A" of this Bylaw and shall be paid in full to the City prior to the interment service.
- 7.15 Cremated remains for interment into an in-ground plot or a niche plot shall be enclosed in an urn or container of a design, size and material approved by the City. Urns can be no larger than 11" tall x 10" diameter.
- 7.16 The interment of cremated remains into a human remains plot may only be made after the human remains interment(s) are made in the plot and further subject to any applicable conditions set out in *Cold Lake Policy No. 207-AD-19, Cemetery Management Policy*.
- 7.17 Further to section 7.10, only a funeral director authorized by the City or an individual authorized by the City, may intern remains into a cemetery plot ~~or perform a scattering of cremated remains at a City cemetery.~~
- 7.18 Where an interment is directed under the Public Health Act written instructions with respect to all procedures to be followed on the interment, to protect the health and safety of all persons who may come into contact with the burial container bearing the human remains, shall be provided to the City by a medical health officer or their agent in advance of the interment.

SECTION 8 – DISINTERMENT & EXHUMATION

- 8.1 Every disinterment or exhumation of human remains or cremated remains from a plot in a City cemetery shall be arranged by and conducted under the supervision of a licensed funeral service provider, engaged by and at the expense of an applicant, in compliance with cemetery legislation and in a manner consistent with the dignity of adjacent plots, the City and general community standards.
- 8.2 In the instance an applicant requests a discretionary disinterment of human remains or cremated remains from a plot under their control then the applicant shall first provide in writing to the City at their expense and in a form prescribed by the City, a document setting out;
- 8.2.1 such proof as the City may request, up to and including sworn affidavits, to establish the identity and the legal right and authority of the applicant to make the request;
- 8.2.2 such other information as the City may reasonably request as to the purpose and reason for the disinterment;
- 8.2.3 and with the understanding the provision of such information shall not bind the City to permit a discretionary disinterment, the City shall have the right to require an applicant making a discretionary disinterment request to acquire, at their expense, a Court order that compels the City to permit the disinterment requested.
- 8.3 No disinterment or exhumation shall be allowed until;
- 8.3.1 the legal representative of the deceased who has the right to authorize the disinterment of a deceased person's remains, pursuant to *Section 11 of the Alberta Cemeteries Act General Regulation*, has acquired, completed, duly signed and provided, to the funeral

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- director and the City, an official disinterment authorization;
- 8.3.2 in the instance where the legal representative of the deceased to be disinterred is not the rights holder for the plot, written authorization from the rights holder to open and close the plot for the disinterment/exhumation shall be provided to the City, in a form prescribed by the City;
 - 8.3.3 all outstanding indebtedness to the City relating to a right of interment, the exercise of the disinterment/exhumation from the plot, and any other service provided or product supplied to facilitate a disinterment/exhumation, has been paid in full to the City subject to the fees set out in Schedule "A" of this Bylaw.
- 8.4 Except where ordered by a Court of competent jurisdiction or under the Public Health Act, no person other than employees or authorized agents of the City along with any duly contracted funeral service provider or funeral director shall be permitted to be present at the disinterment or exhumation of human remains or cremated remains from a plot in a City cemetery.
 - 8.5 A funeral service provider employed at the expense of an applicant for a disinterment or exhumation shall be responsible for the arrangement, performance and supervision of;
 - 8.5.1 the excavation of soil from a plot, opening of a plot or niche to permit access to and removal of the human or cremated remains buried in the plot or interred;
 - 8.5.2 the physical removal of the interred human or cremated remains from the plot or niche and transfer of those remains into a container that fully encloses the remains;
 - 8.5.3 the removal and disposition of any intact remnants of a grave liner;
 - 8.5.4 the closure of the plot when the disinterment/exhumation is complete and restoring of grounds in the plot area to an acceptable form.
 - 8.6 Other than the recovery of the human remains or cremated remains readily apparent and present in a plot opened for a disinterment the City makes no representation or warranty as to what other material, personal effect or other extraneous item may be recovered at a disinterment or exhumation.
 - 8.7 The application for and authorization of a disinterment/exhumation shall grant the City sole and discretionary authority to dispose of, in a safe, environmentally sensitive and dignified manner, all extraneous materials that may incidentally be recovered from a plot as part of the residue from a disinterment or exhumation, including but not limited to remnants of a burial casket, urn, other form of burial container or a grave liner or burial vault present from the date of the original interment.
 - 8.8 A disinterment or exhumation in a City cemetery shall, without exception, be performed on a day and at a time of the City's choosing.
 - 8.9 The re-interment of disinterred human remains or cremated remains into another plot within a City cemetery shall comply with this Bylaw in every way and as may be applicable.
 - 8.10 Removal of an urn from a columbarium niche shall be considered a disinterment.

SECTION 9 – MEMORIALS

- 9.1 The installation of every memorial or any form of memorial in a City cemetery shall conform to the *City of Cold Lake Cemetery Management Bylaw* and the rules and regulations of *Cold Lake Policy No. 207-AD-19, Cemetery Management Policy* as is in force at the time a memorial is to be installed, not at the date when a right of interment was purchased, when an interment was made or when the memorial was purchased, and shall conform to the plan established for the plot.
- 9.2 For following responsibility for plot memorials applies:
 - 9.2.1 For in ground plot memorials, it is the responsibility of a rights holder or the legal representative of a deceased to arrange for the supply and installation of a memorial on a City cemetery plot. The City shall have no responsibility or obligation to place or install, at the City's expense, any form of temporary or permanent memorial at an interment plot or a remembrance site.
 - 9.2.2 For columbarium niche plots and memorial wall plaques, the rights holder or legal representative of the deceased shall provide the City with inscription information and be responsible for all costs associated with the memorial. The City shall arrange for the engraving, placement, and installation of the memorial.
- 9.3 A rights holder is required to keep in proper repair, at their expense and to the satisfaction of the City, all memorials on their plot. If a memorial installed on a City cemetery falls into a state of disrepair, the City may document its condition and shall have the authority, without prior notice, to have the memorial removed, repaired, or restored at its sole discretion, at the expense of a rights holder. The City is under no obligation to take any action whatsoever related to a memorial which may have fallen into a state of disrepair.
- 9.4 Where an applicant for a memorial permit is a memorial supplier, it is the responsibility of the memorial supplier to confirm the correct location for a memorial or a companion memorial proposed for installation and to further confirm the correct layout for a companion inscription on a memorial.
- 9.5 The City shall have the authority to refuse to issue a memorial permit to an applicant if the applicant has failed to comply with the requirements of this Bylaw and/or those set out in *Cold*

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Lake Policy No. 207-AD-19, Cemetery Management Policy. Where such a refusal may occur, the City shall inform the applicant of what is not compliant about the memorial application and the steps that must be taken to resolve the deficiency.

- 9.6 The City shall have the authority to reject a memorial, despite the prior issuance of a memorial permit, when a memorial delivered for installation does not match the specifications described in a memorial permit application or does not comply with the requirements of this Bylaw. Where such a refusal may occur, the City shall inform the applicant of what is not compliant about the memorial delivered for installation and the steps that must be taken to resolve the deficiency.
- 9.7 Where it is determined a memorial or its installation do not comply with this Bylaw and *Cold Lake Policy No. 207-AD-19, Cemetery Management Policy* then the City may request and require, at the expense of a rights holder or their legal representative, that the non-compliant memorial be moved, reinstalled or permanently removed from a City cemetery.
- 9.8 The City shall be responsible to maintain the land on which a memorial is placed or installed but shall not be responsible for the maintenance of any memorial. The City shall not be liable for, or obligated to repair, any scratch, breakage or damage to a memorial in a City cemetery except where it can be shown any such a scratch, breakage or damage has been caused by the gross negligence of the City, its employees or its agents.

SECTION 10 - CEMETERY FEES

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

SECTION 11 - CEMETERY ADMINISTRATION

- 11.1 This Bylaw establishes the Council of the City of Cold Lake as the trustees of all City cemeteries as now currently exist or may exist in the future.
- 11.2 The Council, as trustees of the City cemeteries, delegates the authority to the CAO or his designate to be responsible for:
- 11.2.1 designating and empowering an employee of the City or authorizing an agent of the City to oversee the development, management, and administration of the operation, care and maintenance of the City cemeteries in accordance with all applicable legislation of Alberta or Canada, and regulations made thereto, and any bylaw of the City as amended, including SECTION 12 Perpetual Care and Maintenance, of this Bylaw;
- 11.2.2 the administration, interpretation and enforcement of this Bylaw and where the application and enforcement of this Bylaw shall be conducted in a consistent, fair and equitable manner in every case and circumstance with every user of a City cemetery;
- 11.2.3 ensuring all records, including financial records, maps and any other information needed for the management, administration, operation and maintenance of the City cemeteries are created, collected and retained as required under cemetery legislation and all other applicable legislation or regulation of the City, Alberta or Canada;
- 11.2.4 ensuring all rights of interment, permits and contracts are issued as required by and in compliance with cemetery legislation and as authorized by this Bylaw;

SECTION 12 - PERPETUAL CARE & MAINTENANCE

- 12.1 The Council, as trustees of the City cemeteries, delegates the authority to the CAO or his designate to ensure;
- 12.1.1 the care and maintenance of the City cemeteries is performed in accordance with all applicable legislation of Alberta or Canada, and regulations made thereto, and any bylaw of the City as may be amended, revised, consolidated or replaced from time to time;
- 12.1.2 the City cemeteries are maintained to an aesthetic appearance consistent with general community standards;
- 12.1.3 the roads, entrances, pathways, grounds and landscaping of the City cemeteries are maintained in a safe, operational and good state of repair;
- 12.1.4 no offence is committed in the administration and operation of a City cemetery;
- 12.1.5 no public health nuisance or safety hazard arises from the operation of a City cemetery.

SECTION 13 - PENALTY FOR INFRACTIONS

- 13.1 Any individual or corporation is guilty of an offence if the person or corporation:
- 13.1.1 contravenes this Bylaw;
- 13.1.2 willfully obstructs an Officer or assaults an Officer in the exercise or performance of their duties related to this Bylaw, with the intent to resist or prevent the lawful arrest or detainment of themselves or another person.

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- 13.1.3 An individual who or corporation that is guilty of an offence is liable, upon summary conviction, to a fine of not more than \$10,000 and not less than \$50, or imprisonment of not more than one (1) year or both fine and imprisonment.
- 13.2 A Municipal Violation Tag or Provincial Violation Ticket may be issued for an offence.
- 13.3 An individual or corporation receiving the Municipal Violation Tag may on or before thirty (30) days of the date issued:
 - 13.3.1 pay the fine amount to avoid prosecution of the offence;
 - 13.3.2 request that a Provincial Violation Ticket be issued in place of the Municipal Violation Tag to allow that individual or corporation to attend court with respect to the offence.
- 13.4 An individual or corporation receiving a Provincial Violation Ticket, where a voluntary fine amount is indicated on the ticket may:
 - 13.4.1 pay the voluntary fine amount by the date specified to avoid prosecution of the offence;
 - 13.4.2 attend or have their agent attend, court on the required date indicated on the ticket and elect to enter a plea with respect to the offence.
- 13.5 An individual or corporation receiving a Provincial Violation Ticket, where there is no voluntary fine amount indicated, must appear in court.
- 13.6 Acting on behalf of the Council of the City of Cold Lake enforcement of this Bylaw, depending on the situation, circumstance and severity of violation, shall be performed by the CAO or their designate, Municipal Enforcement or the RCMP.

SECTION 14 – ENACTMENT/REPEAL

- 14.1 This Bylaw shall come into full force and effect immediately upon the date of its final passage.
- 14.2 City of Cold Lake Bylaw No. 646-AD-19 is hereby repealed.

FIRST READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta this 8th day of September, 2020, A.D. 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 22nd day of September, A.D. on motion by Councillor Vining, as amended.

**CARRIED
UNANIMOUSLY**

THIRD AND FINAL READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 22nd day of September, A.D. on motion by Councillor Lay.

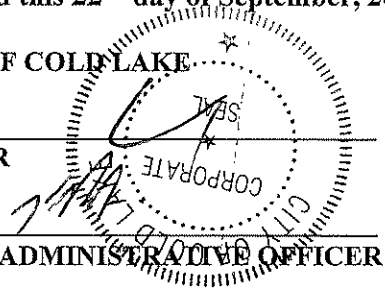
**CARRIED
UNANIMOUSLY**

Executed this 22nd day of September, 2020.

CITY OF COLD LAKE

MAYOR

CHIEF ADMINISTRATIVE OFFICER



**SCHEDULE 'A'
CEMETERY FEES**

ITEM	RESIDENT FEE (\$)	NON-RESIDENT FEE (\$)
PLOTS:		
Standard Adult Plot (Single-Depth)* <i>-allows for either: One (1) Full Burial prior to Six (6) Cremated Remains OR Six (6) Cremated Remains only.</i>	750.00*	750.00*
Columbarium Single Niche Plot* <i>- allows for Two (2) Cremated Remains</i>	1,250.00*	\$1,875.00*
Columbarium Double Niche Plot* <i>- allows for Four (4) Cremated Remains</i>	2,500.00*	\$3,750.00*
MEMORIALS: Installation Permits		
Flat Marker Permit	75.00	75.00
Upright Monument Permit	75.00	75.00
Columbarium Niche Plate Permit**	75.00**	75.00**
Communal Memorial Wall Inscription Permit**	600.00**	600.00**
INTERMENT / SERVICES: Administration / Records Management		
Interment - Human Remains	75.00	75.00
Interment – In-Ground: Cremated Remains	75.00	75.00
Interment – Niche: Cremated Remains	75.00	75.00
Saturday / Sunday / Holiday - Services	200.00	200.00
Late Notice for Interment	125.00	125.00
Disinterment / Exhumation	500.00	500.00
INTERMENT SERVICES: Opening and Closing		
Interment - Human Remains Casket Burial***	***	***
Interment – In-Ground: Cremated Remains – January 1 st to April 30 th	400.00	400.00
Interment – In-Ground: Cremated Remains – May 1 st to December 31 th	250.00	250.00
Interment – Niche: Cremated Remains	100.00	100.00
Disinterment / Exhumation***	***	***
GENERAL: Administration & Records Management		
Transfer of Interment Right – to another individual and plot Name Change	100.00	100.00
Transfer of Interment Right returned to City of Cold Lake <i>will be purchased by the City at 85% of the original cost charged to the Owner by the City.</i>	nil	nil
Witness Close & Fill of Grave	nil	nil
Records – Amend / Correct / Add to an Existing Record	50.00	50.00

*In accordance section 12 and 13 of the *Cemeteries Act* RSA 2000, c C-3, indigent persons and veterans as defined by the *War Veterans Allowance Act* RSC 1985 c W-3 may purchase a plot at 50% of the amount that would ordinarily be charged (using the 'resident rate').

**Inclusive of installation. The cost of engraving will be an additional charge.

***Fee varies based on ground conditions

Services are subject to availability. All fees are subject to change. All fees are subject to GST.

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STAFF REPORT

Title: Bylaw No. 689-AD-21 - Advertisement Bylaw

Meeting Date: January 19, 2021

Executive Summary:

Proposal to create an Advertising Bylaw in accordance with Section 606.1 of the Municipal Government Act to allow the City to use alternative means of providing statutory notices where the Act requires a bylaw, resolution, public hearing or other item to be advertised.

Background:

Under Section 606 of the Municipal Government Act, when the City is required to advertise a bylaw, resolution, meeting, public hearing or something else to be advertised, notice of the bylaw, resolution, meeting, public hearing or other thing must be:

- published at least once a week for 2 consecutive weeks in at least one newspaper or other publication circulating in the area to which the proposed bylaw, resolution or other thing relates, or;
- mailed or delivered to every residence in the area to which the proposed bylaw, resolution or other thing relates.

When the MGA was amended in 2017, Section 606.1 was added, which allows a municipality to pass a bylaw to allow for advertising by alternative means, including electronic means, provided that the Council is satisfied that whatever advertising method is used will bring the matter to the attention of substantially all residents in the relevant area.

The Planning and Development Department has been looking at opportunities to streamline processes or shorten permit timelines in accordance with the Province's Red Tape Reduction program. Under current practices, persons applying for discretionary-use development permits, or variances, face a typical 5-10 day delay due to the lead time required to publish a Notice of Decision in the newspaper. This timeframe is in addition to the mandatory 21-day appeal period imposed by Section 686(1)(a)(i)(A) of the MGA. Using an alternative means of providing the Notice of Decision would allow the appeal period to start immediately upon posting of the Notice, rather than waiting for that notice to be published in the paper.

Administration has had an opportunity to review a number of bylaws adopted in other municipalities. Some have been written in an "and/or" way which allows the municipality to advertise using whichever method, or combination of methods, would be most appropriate for a particular issue. Aside from retaining the ability to give notice via newspaper or mail, other municipalities' bylaws allow for notices to be given by posting them on the City's website, on various social media platforms, or by posting notices either in hard copy, or on electronic message boards within municipal facilities.



Although the initial intent of developing an advertising bylaw for the City would be to eliminate the delay inherent in advertising development permit decisions, adopting a bylaw would provide additional flexibility in all instances where the City is required to advertise or provide notice per the MGA.

The City of Cold Lake currently advertises in local newspapers on a branded page or pages, with the space required to be purchased dictated, in large part, by statutory ads. Recently, ads average one and a half pages. Over one-third of the advertising budget (\$150,000) is generally reserved for local newspaper advertising, which has cost roughly between \$60,000 - \$100,000 per year over the last three (3) years. Most of the newspaper costs are the advertising costs via the Cold Lake Sun.

Local newspaper advertising has traditionally been difficult to budget for since it is often driven by factors such as the pace of development in the community or the retention of staff. The city has already streamlined employment ads such that one general ad is placed with brief descriptions of positions and information about where to find additional information. This has led to a significant cost savings and greater predictability for the advertising budget. In the past, separate ads were placed for each individual position that was posted.

Administration predicts that moving to a similar system employed for statutory advertisements will result in further costs savings and an even greater measure of predictability. Moving to web-based advertising on www.coldlake.com would also allow for administration to monitor the effectiveness of advertising since page views can easily be monitored.

Administration has prepared a draft bylaw, No. 689-AD-21, which includes a variety of methods for advertising including print, mail, website posting or social media. Like several of the sample bylaws that were reviewed, the bylaw is written in an “and/or” format to allow Administration to utilize whichever method, or combination of methods, would be most appropriate to advertise a particular notification.

Ultimately the City will looking significantly reduce red tape and timelines for statutory requirements and significantly reduce costs associated with local newspaper media print.

Alternatives:

For discussion and feedback.

Recommended Action:

Administration recommends that the Corporate Priorities Committee recommend that Council give first reading to Bylaw No. 689-AD-21, being a Bylaw to Establish Alternative Methods of Advertising Statutory Notices in Accordance with the Requirements of the Municipal Government Act.

Budget Implications (Yes or No):



No

Submitted by:
Kevin Nagoya, Chief Administrative Officer

**CITY OF COLD LAKE
BYLAW 689-AD-21
ADVERTISEMENT BYLAW**

A BYLAW OF THE CITY OF COLD LAKE IN THE PROVINCE OF ALBERTA, TO ESTABLISH ALTERNATIVE METHODS OF ADVERTISING STATUTORY NOTICES IN ACCORDANCE WITH THE REQUIREMENTS OF THE MUNICIPAL GOVERNMENT ACT, R.S.A. 2000, CHAPTER M-26

PURSUANT to section 606 of the *Municipal Government Act*, R.S.A. 2000, Chapter M-26, as amended, a Council must give notice of certain bylaws, resolutions, meetings, public hearings or other matters by publishing a notice at least once a week for 2 consecutive weeks in at least one newspaper or other publication circulating in the area to which the proposed bylaw, resolution or other thing relates, or in which the meeting or hearing is to be held, or, by mailing or delivering a notice to every residence in the area to which the proposed bylaw, resolution or other thing relates, or in which the meeting or hearing is to be held.

AND WHEREAS Section 606.1 of the *Municipal Government Act*, R.S.A. 2000, Chapter M-26, as amended, a Council may, by bylaw, provide for one or more alternative means of advertising bylaws, resolutions, meetings, public hearings or other matters referred to in section 606, including advertising by electronic means;

AND WHEREAS Council is satisfied that the advertising method set out in this bylaw is likely to bring matters advertised by that method to the attention of substantially all residents in the area to which the bylaw, resolution or other thing relates or in which the meeting or public hearing is to be held;

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

SECTION 1 – TITLE

1.1. This Bylaw shall be cited as the “Advertisement Bylaw”.

SECTION 2 – ADVERTISING METHOD

2.1 Any notice required to be given under section 606 of the *Municipal Government Act*, R.S.A. 2000, Chapter M-26, as amended, of a bylaw, resolution, meeting, public hearing or other matter may be given, in accordance with the timelines prescribed in section 606:

2.1.1. By publishing the notice in a local newspaper or other publication; and/or

2.1.2. By mailing or delivering notice to every residence in the area to which the proposed bylaw, resolution or other thing relates; and/or

2.1.3. Electronically by posting the notice prominently on the City of Cold Lake’s official website; and/or

2.1.4. Electronically by posting the notice prominently on any of the City of Cold Lake’s official social media sites; and/or

2.1.5. By posting the notice prominently in the public areas of any City of Cold Lake facility.

SECTION 3 – ENACTMENT

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

FIRST READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta this ___ day of ___, A.D. 2021, on motion by Councillor _____.

**CARRIED
UNANIMOUSLY**

SECOND READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta this ___ day of ___, A.D. 2021 on motion by Councillor _____.

**CARRIED
UNANIMOUSLY**

THIRD AND FINAL READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta this _ day of ___, A.D. 2021, on motion by Councillor _____.

**CARRIED
UNANIMOUSLY**

Executed this _____ day of _____, 2021

CITY OF COLD LAKE

MAYOR

CHIEF ADMINISTRATIVE OFFICER



STAFF REPORT

Title: Draft Municipal Development Plan

Meeting Date: January 19, 2021

Executive Summary:

Update on the draft Municipal Development Plan being prepared by ISL Engineering and Land Services.

Background:

The Municipal Development Plan (MDP) is the City's highest-level planning document that establishes goals, objectives and policies to guide the City's growth over the next 30 years. The MDP provides the policy direction for the future growth of the City that is implemented through the Land Use Bylaw and Area Structure Plans.

Section 632 of the *Municipal Government Act* requires that all municipalities with a population of over 3,500 must adopt an MDP which addresses, at a minimum, the following:

- the future land use within the municipality;
- the manner of and the proposals for future development in the municipality;
- the co-ordination of land use, future growth patterns and other infrastructure with adjacent municipalities if there is no Inter-municipal Development Plan with respect to those matters in those municipalities;
- the provision of the required transportation systems either generally or specifically within the municipality and in relation to adjacent municipalities;
- the provision of municipal services and facilities either generally or specifically;
- must contain policies compatible with the subdivision and development regulations to provide guidance on the type and location of land uses adjacent to sour gas facilities;
- must contain policies respecting the provision of municipal, school or municipal and school reserves, including but not limited to the need for, amount of and allocation of those reserves and the identification of school requirements in consultation with affected school boards, and;
- must contain policies respecting the protection of agricultural operations.

An MDP may also address:

- proposals for the financing and programming of municipal infrastructure,
- the co-ordination of municipal programs relating to the physical, social and economic development of the municipality;
- environmental matters within the municipality;



- the financial resources of the municipality;
- the economic development of the municipality;
- any other matter relating to the physical, social or economic development of the municipality;
- may contain statements regarding the municipality's development constraints, including the results of any development studies and impact analysis, and goals, objectives, targets, planning policies and corporate strategies;
- may contain policies respecting the provision of conservation reserve in accordance with section 664.2(1)(a) to (d) of the *Act*.

In addition to the items listed above, an MDP must also be consistent with any Regional Plan adopted under the Alberta Land Stewardship Act as well as other statutory plans adopted by the municipality.

The City's current Municipal Development Plan was adopted in 2007 and, although several minor amendments have been made since that time, has not had a comprehensive review or update. A review was originally scheduled for 2012 but was put on hold pending the outcome of the City's annexation application that was launched at that time. With the annexation becoming effective at the beginning of 2019, the City initiated the process to select a consultant to lead the update of the City's MDP as well as the Inter-municipal Development Plan. ISL Engineering and Land Services was ultimately selected to assist the City in updating these plans.

The process of updating the MDP involved a comprehensive review of the City's existing MDP as well as the City's various master plans, policies and standards. A public engagement campaign was also held in the summer/fall of 2019 to solicit input. Additional opportunities for public engagement will take place in the spring, once the draft plan is finalized for public rollout.

Dave McRae, Land Use Planning Manager with ISL Engineering and Land Services, will provide the Committee with an overview of the draft MDP.

Alternatives:

For discussion and feedback.

Recommended Action:

Administration recommends that the Corporate Priorities Committee review and provide feedback on the draft so that the plan can be taken forward for further public engagement.

Budget Implications (Yes or No):

No



Submitted by:
Kevin Nagoya, Chief Administrative Officer

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PART 1

Current Reality and Aspirations

1.0 Introduction

1.1 Plan Purpose

This Municipal Development Plan (MDP or Plan) is a long-range framework to guide the City of Cold Lake's growth and development for the next 50 years (2020 – 2070) and an added population of 25,000 more people (for a total population of 40,000).

The MDP integrates the City's economic, social and environmental goals by providing strategic policy direction for land uses, transportation networks, servicing infrastructure, community services and facilities, and environmental protection.

Policies within the MDP reflect and respond to community input, provincial regulation and policy, existing municipal policies, Council's comments, advice from the City's administration, and technical review.

The MDP provides clear direction to make decisions about the future growth and development of the City by:

- Conforming to the requirements of s.632 of the Municipal Government Act (MGA) that set the parameters for MDP preparation,
- Defining the City's future vision, and its consequent principles, goals, and policies,
- Minimizing the occurrence of incompatible land uses,
- Identifying transportation and servicing network efficiencies,
- Providing guidance to prepare more detailed statutory plans, and
- Providing direction to implement the City's Land Use Bylaw (LUB).

1.2 Interpretation

For the purpose of interpreting this Plan:

1. All words or expressions that are not defined in this Plan shall have the meanings respectively assigned to them in the MGA, Subdivision and Development Regulation, Cold Lake Land Use Bylaw and Subdivision Authority Bylaw.
2. The land use boundaries identified in the MDP are approximate and are not intended to define exact locations. Adjustments or variances applied to land use policy areas shall only require an amendment to the MDP when they change the purpose or substance of the goals and policies contained in the MDP.
3. To ensure that the intentions and actions of the MDP are provided with clarity, policies are preceded by the verbs "shall", "must", "will", "should", and "may", each of which represents a specific level of obligation. These verbs are to be interpreted as follows:
 - The words "shall", "must" or "will" refer to mandatory actions or requirements.
 - The word "should" is used as a directive term encouraging a strongly preferred action.
 - "May" is a discretionary term indicating that interpretation is dependent on the circumstances where it is not practical or reasonable to apply the policy.

No policy should be read in isolation from the rest of this document. This MDP contains interrelated and interdependent policies and must be read this way. Where uncertainty may exist, the reader should reference Section 4.0, Vision and Guiding Principles. All decisions pertaining to the physical growth and development of land in the City must align with and support the Vision and Guiding Principles.

1.3 Enactment

The MDP comes into force upon Third Reading of Bylaw **BBB-LU-20**. The policies of the MDP will not be applied to Land Use Bylaw amendments, subdivisions and/or development applications already in progress at the time of adoption.

1.4 Duration

The MDP is a long-range planning document, however regular monitoring, review and periodic amendments are necessary for the policies to remain current with changing municipal goals, trends, technologies and growth in the City. A review of the MDP should be undertaken every five (5) years from the date on which the Plan comes into effect.

1.5 Preparing the Municipal Development Plan

The preparation of this Plan consisted of four phases as shown in Figure 1.

Figure 1: MDP Planning Process



Phase 1 - Background Review and Gap Analysis

The City initiated the preparation of this Plan in May 2019. The first step in the preparation of the MDP involved a review of the City's existing statutory plans and related policy and master planning documents, and an analysis of constraints and opportunities to inform a preliminary land use concept. The first round of community engagement was held at this time to introduce the project, gather ideas about growth directions and priorities, learn what residents love about the city, and gather feedback on current challenges and potential opportunities. Engagement opportunities included:

- Two community pop-up events for residents and stakeholders at the Energy Centre; the first one on July 24, 2019 from noon to 4pm, and the second one on August 22, 2019 from 6 to 9pm, during the Community Registration Night. Approximately 90 residents attended these pop-up events.
- An online survey available from July 24 to September 9, 2019. There were 477 surveys submitted.

Based on the work undertaken in this phase, a Background Report was prepared. The Report included an analysis of relevant statutory and strategic plans, infrastructure and environmental reviews, and a summary of the community engagement process and outcomes. The Background Report provides the baseline for the formulation of the MDP.

Phase 2 - Document Preparation

Based on the findings of the Background Report, a preliminary land use concept was prepared and presented to the City in January 2020. The concept inspired discussions about a vision statement, guiding principles and policies for the MDP. With a solid foundation, the project team prepared a comprehensive policy framework for the City's review. A complete draft of the MDP was presented to the City in June 2020.

Phase 3 - Document Review

This subsection will be completed once the Phase is completed.

Phase 4 - Adoption

This subsection will be completed once the Phase is completed.

1.6 Structure of the Plan

To achieve the purpose of this MDP, this document has been structured around three main parts:

Part 1 - Current Reality and Aspirations

This part of this MDP comprises Sections 1 through 4. Section 1 provides the background of this MDP, including its

purpose, structure, enabling legislation and the process to create it. Section 2 describes the current conditions, including its historic and projected population growth, future land supply needs, and the status of transportation and servicing infrastructure. Section 3 presents the challenges that the City faces, as well as the strengths and opportunities to overcome those challenges. Section 4 builds on the previous work and presents the vision and guiding principles of this Plan, which are the pillars that give sense and structure to the policy framework.

Part 2 - Policy Framework

Sections 5 through 10 contain the policies of the MDP. Section 5 presents land use and development policies, including the land use concept, the growth and city form strategies, and general policies related to development and urban design requirements. Section 6 covers transportation and servicing infrastructure policies. Section 7 addresses social wellbeing with policies for the provision of facilities, services and housing. Section 8 includes policies to promote environmental stewardship and ensure the protection of land, air and water. Section 9 presents policies that encourage and promote the City's economic development. Section 10 constitutes a framework for intermunicipal and regional collaboration.

Part 3 - Implementation and Monitoring

This part includes Section 11, which provides a guide for Council and the City's administration to make decisions that are consistent with the vision, principles and policy framework of this MDP. It also offers an evaluation guide to monitor progress on specific actions identified by this Plan. Section 12 includes a set of definitions that are key to understand and interpret this MDP.

2.0 Community Profile

2.1 Location

The City of Cold Lake is located in eastern Alberta and bordered by the Municipal District of Bonnyville No. 87 (the M.D.) and Cold Lake, as shown on Map 1. There are three First Nations Reserves nearby, Cold Lake 149, 149A and 149B, as well as Cold Lake Provincial Park. Canadian Forces Base (CFB) 4 Wing is located within the City's boundaries although it is under the federal government's jurisdiction. Highways 55 and 28 constitute the main access to the City. The City is located within the Lower Athabasca watershed region.

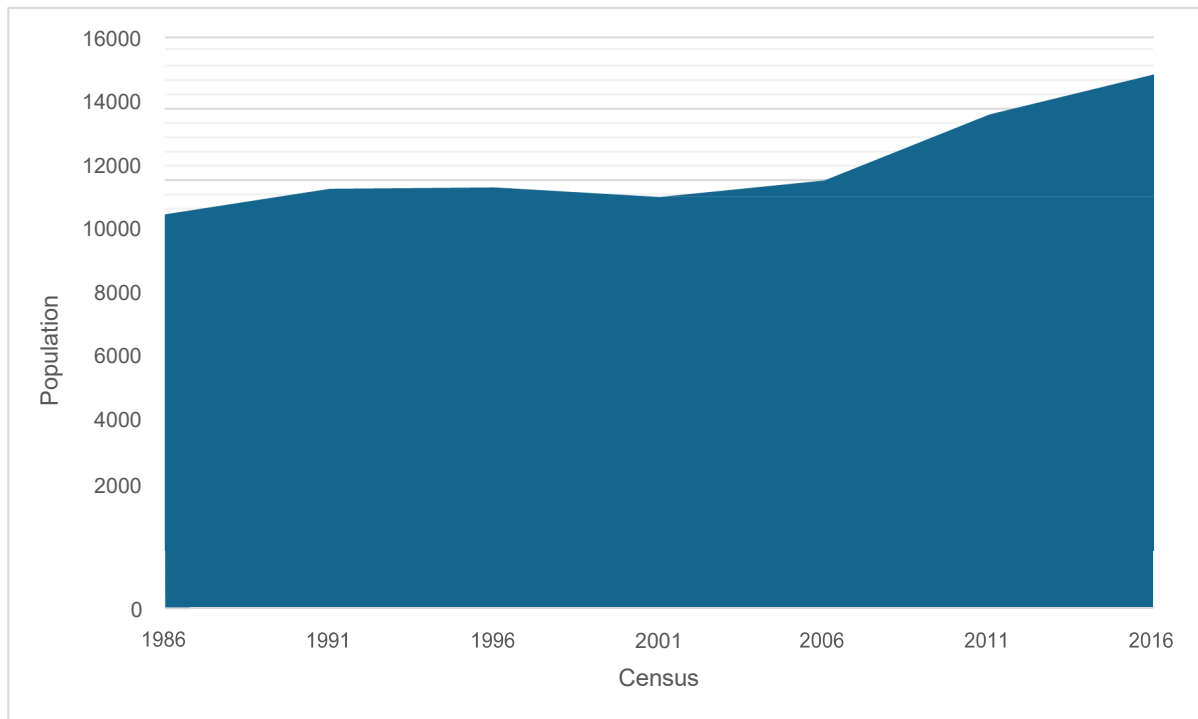
2.2 Population and Land Supply

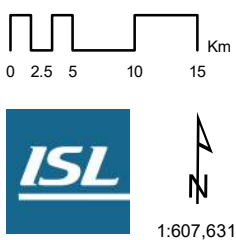
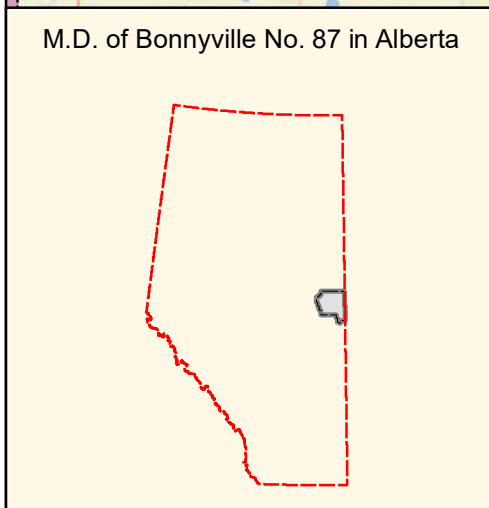
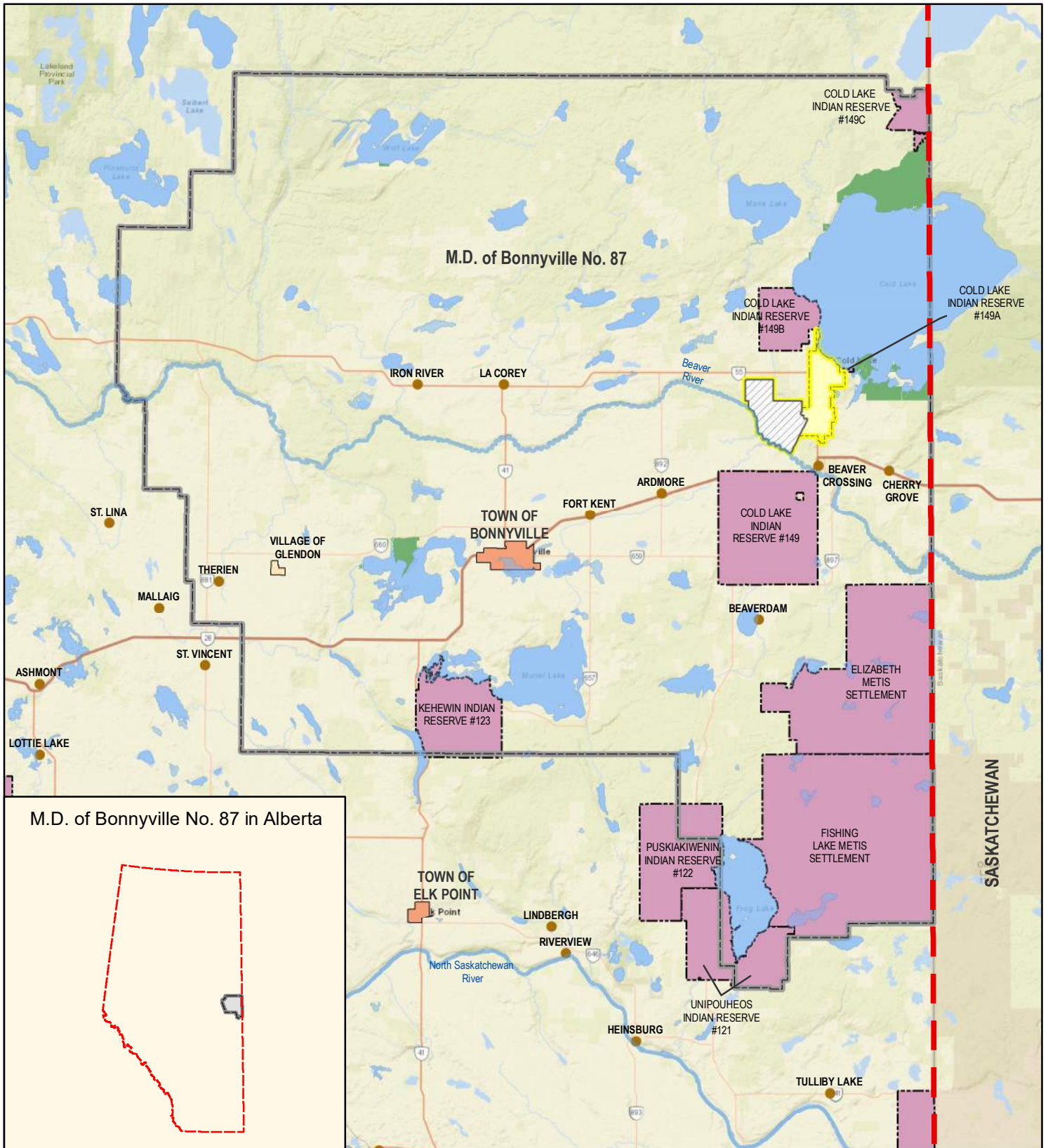
2.2.1 Historical Population Growth

A historical population growth analysis and recommended population projections were conducted to inform the City of Cold Lake's MDP. The current boundaries of the City of Cold Lake are the result of the amalgamation between the Town of Cold Lake (now known as Cold Lake North) and the Town of Grand Centre (now known as Cold Lake South), and the subsequent annexation of Medley (now CFB 4 Wing).

Population records from federal and municipal censuses for Cold Lake North and South go back in history as far as 1956, but there is no information available for Medley between 1956 and 1981. Consequently, 1986 becomes the milestone date to measure the City's population history. Figure 2 shows the historical population growth for the City from 1986 to 2016. In 2016 the City's population was 14,961.

Figure 2: City of Cold Lake Population History, 1986 to 2016





- Alberta Provincial Boundary
- M.D. of Bonnyville No. 87
- City of Cold Lake
- Town
- Village
- First Nations and Metis Settlements

- Hamlet
- 4 Wing
- Provincial Park
- Water Body
- Water Course



**CITY OF COLD LAKE
MUNICIPAL
DEVELOPMENT PLAN**

MAP 1:
LOCATION

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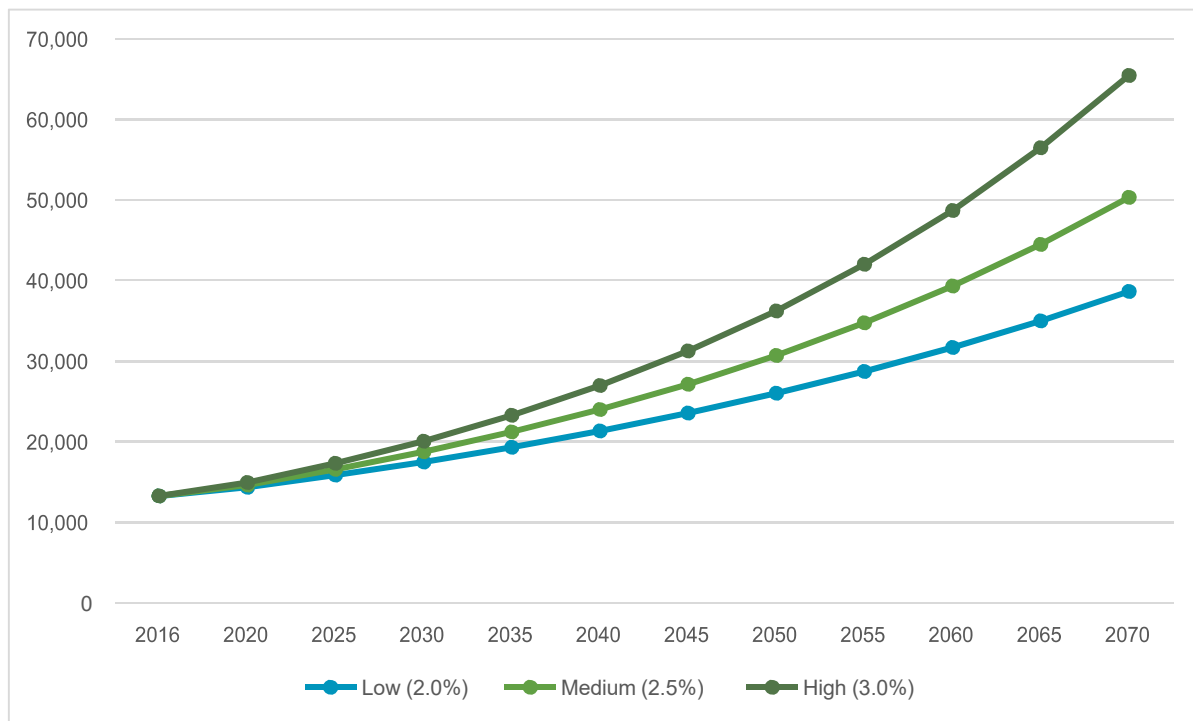
2.2.2 Population Projection

Based on this historical trend, three different population growth scenarios were prepared:

- low growth, with an average growth rate of 2.0%;
- medium growth, with an average growth rate of 2.5%, and
- high growth, with an average growth rate of 3.0%.

Noting that the historical internal migration rates from 4 Wing to the City have accounted for a significant percentage of the total population growth in Cold Lake North and Cold Lake South, the recommended growth scenarios exclude CFB Cold Lake. Figure 3 summarizes the results of the forecast for each population growth scenario over 54 years (2016-2070) in five-year intervals. The base year for these population estimates is 2016, and the source of the information is the 2016 federal census population count.

Figure 3: Cold Lake North and South (excluding 4 Wing) Population Forecast, 2016 to 2070



These growth scenarios were originally presented in the 2014 Growth Study and subsequently updated in the 2017 Growth Study Addendum to include the population count of the 2016 federal census. However, based on a reduction in economic activity over the last number of years in the region, and an expectation that this economic slowdown may continue, it is assumed that the low growth scenario may even be optimistic for the near future. It is recommended that these growth scenarios be updated once these presumed demographic trends are documented in the federal census and become more evident over time. For now, the recommended growth scenario is the low growth scenario with an average annual growth rate of 2.0%.

2.2.3 Future Land Supply

These population forecasts informed the land supply analysis performed to identify the availability of residential, commercial and industrial land for the City over the next 50 years (2070). Since the City of Cold Lake does not have jurisdiction over CFB 4 Wing, the land supply analysis is based on land available within the City's municipal boundary, including the lands that were recently annexed from the M.D. of Bonnyville No. 87. The following is a summary of land supply by core land use, considering the land requirements expected from the population forecast under the low, medium and high growth scenarios:

- Low Scenario – 2.0% average annual growth rate (AAGR)

- The current supply of residential land would be exhausted shortly after 2060
 - The current supply of commercial land would be exhausted between 2050 and 2060
 - There is enough supply of industrial land beyond the 50-year horizon (238.9 ha surplus after the 2070 requirements)
- Medium Scenario – 2.5% AAGR
 - The current supply of residential land would be exhausted shortly after 2050
 - The current supply of commercial land would be exhausted shortly after 2045
 - There is enough supply of industrial land beyond the 50-year horizon (216.6 ha surplus after the 2070 requirements)
- High Scenario – 3.0% AAGR
 - The current supply of residential land would be exhausted shortly after 2045
 - The current supply of commercial land would be exhausted shortly after 2040
 - There is enough supply of industrial land beyond the 50-year horizon (187.9 ha surplus after the 2070 requirements)

Assuming a low growth scenario, the current land supply of the City can accommodate residential development for the next 40 years, and commercial development in a 30- to 40-year horizon. The supply of industrial land may seem disproportionately large in relation to the land requirements in the 50-year horizon, even under the high growth scenario. However, it is important to note that one of the assumptions of these projections is that the current relationship of absorbed industrial land to absorbed residential land is constant throughout the 50 years. In the future, the City may want to diversify its land base and attract more industrial development, in which case this relationship would be altered, resulting in an increased requirement for industrial land.

2.3 Infrastructure

Map 2 shows the City's current transportation network and Map 3 illustrates its current servicing infrastructure.

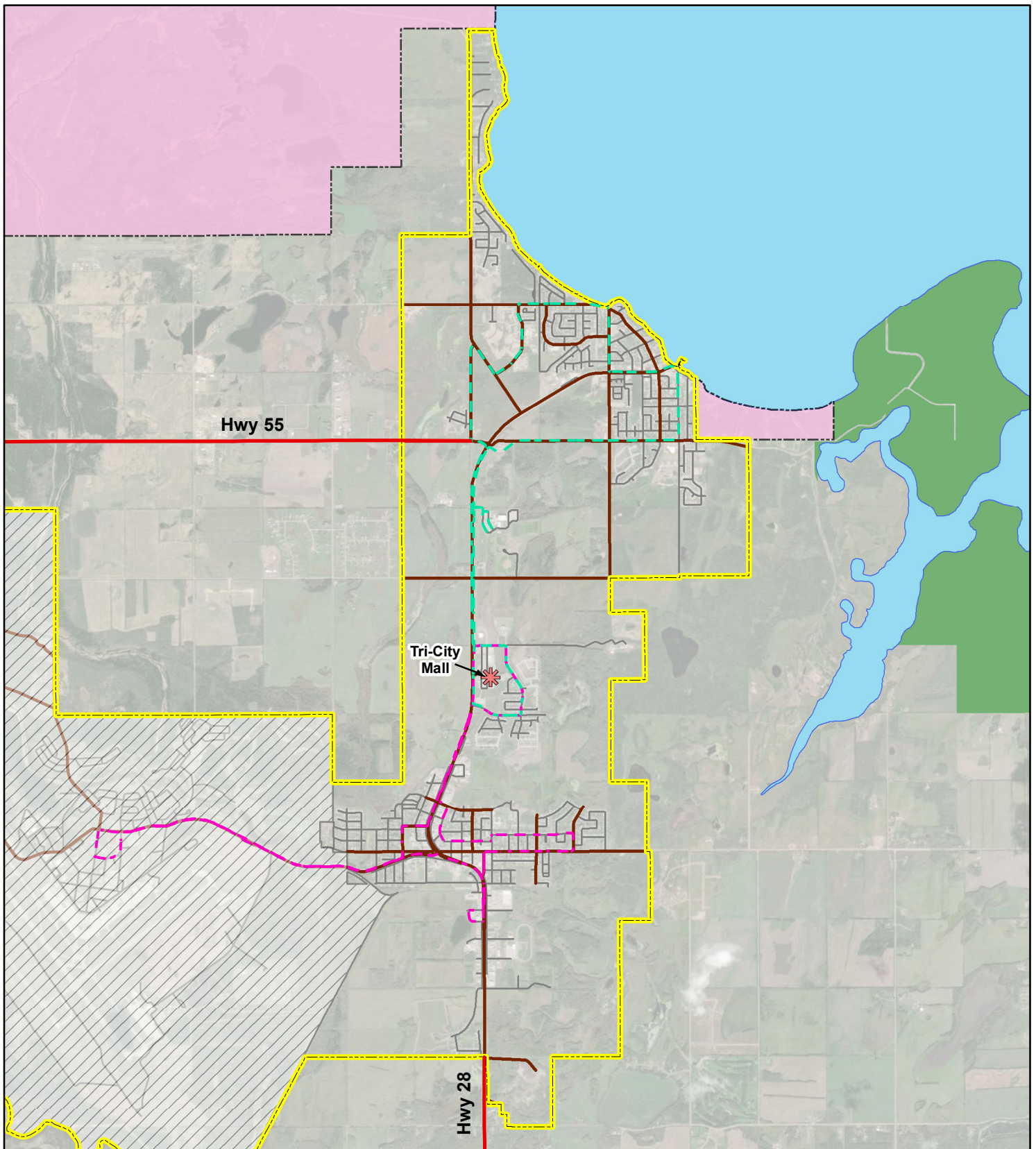
2.3.1 Transportation Network





Highway 28 and Highway 55 provide primary access to the City. Since Highway 28 is the main north/south link, it plays an important role of connecting the City's key nodes and its neighbourhoods and provides access to mostly undeveloped lands that will shape the City's future growth. In 2019, an annexation of lands adjacent to Highway 28 from the M.D. of Bonnyville No. 87 came into effect, which means a significant portion of the City's future growth will be concentrated along this transportation corridor. This MDP must support connectivity and accessibility along this important corridor to facilitate orderly growth and economic development.






The City has also made efforts to maintain and expand the trail network, particularly the Millennium Trail adjacent to Highway 28, to provide pedestrian connectivity and accessibility, recreation opportunities and a healthy environment. However, there is room for improvement as there are missing connections and areas in the City without access to the trail network. This MDP must ensure the trail network remains accessible and articulated as the City grows, expanding opportunities for active transportation modes, leisure and fitness that are suitable for all residents.

In the fall of 2015, the City launched a public transit service, Cold Lake Transit. As of 2020, the system operates two regular routes, one to serve each of Cold Lake North, and Cold Lake South/4 Wing. Both routes intersect at the Tri-City Mall on Highway 28. At the time of this Plan's preparation, the service was provided free of charge, and operates two accessible transit busses. The implementation of this transit system fulfills a transportation need that the residents of Cold Lake had expressed in the past, and it advances the sustainability and social equality goals of the City's most recent strategic plans. This MDP supports this progress, recommends strategically located growth and development along these routes, and continuing to address the community's transportation needs as they evolve.

2.3.2 Water



-  City of Cold Lake
-  First Nations
-  4 Wing CFB
-  Cold Lake Provincial Park

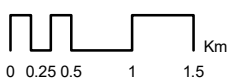
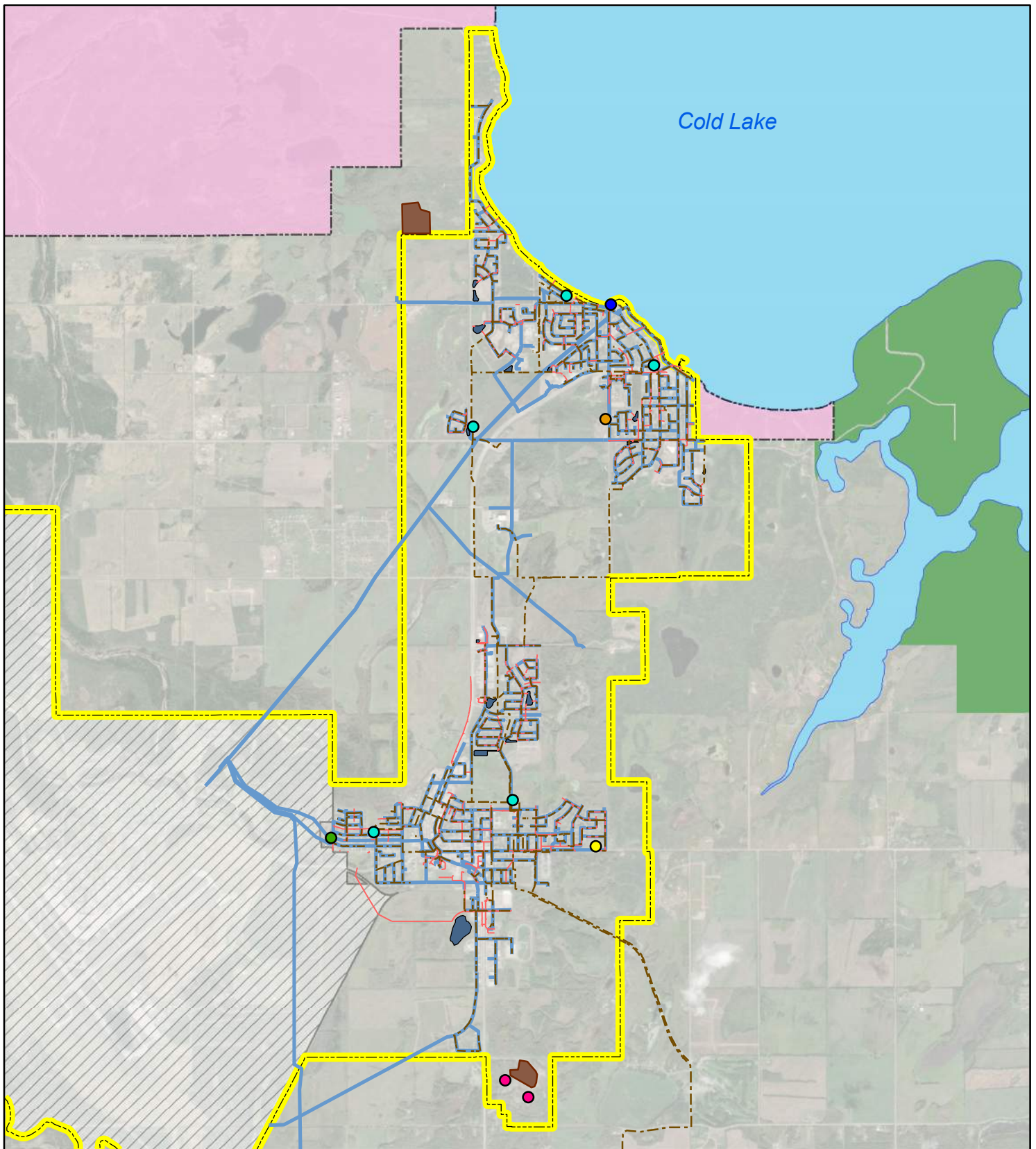
-  Highway/Expressway
-  Arterial/Collector
-  Local Road/Lane
-  Cold Lake North Bus Route
-  Cold Lake South/4 Wing Bus Route



**CITY OF COLD LAKE
MUNICIPAL
DEVELOPMENT PLAN**

MAP 2:
TRANSPORTATION

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- City of Cold Lake
- First Nations
- 4 Wing CFB
- Water Main
- Sanitary Main
- Stormwater Main

- Building 10 Reservoir
- Building 5 Reservoir
- Building 7 Reservoir
- Pumping Facility
- Transfer Station
- Waste Water Treatment Plant
- Water Treatment Plant

- Pond/Lagoon
- Landfill
- Cold Lake Provincial Park



**CITY OF COLD LAKE
MUNICIPAL
DEVELOPMENT PLAN**

MAP 3:
SERVICING
INFRASTRUCTURE
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The City currently receives water services from the Cold Lake Regional Utility Services Commission (the Commission). The Commission services a number of additional communities including Cold Lake First Nations, the Hamlet of Ardmore, and the Hamlet of Fort Kent. Raw water is drawn directly from Cold Lake and is then treated by the existing Water Treatment Plant (WTP) located near the shore of Cold Lake, along 1st Avenue.

Water is distributed by way of two separate systems for Cold Lake North and Cold Lake South; water is supplied to the Building 5 Reservoir, which services the North, and the Building 7 Reservoir by the Cold Lake WTP. Water from the Building 7 Reservoir is then pumped to the Building 10 Reservoir in the south prior to being distributed throughout the system. The overall distribution system consists of three storage reservoirs (Building 5, 7, and 10), pumping facilities, a truck fill station, and distribution and supply mains ranging from 150 mm to 600 mm in diameter.

The City has been working with the Town of Bonnyville to implement the Regional Utility Water Services Line. To support this new water line while maintaining the level of service required for the City, the WTP has undergone several upgrades and more are anticipated to be constructed by the end 2020. These upgrades will also aid in maintaining levels of service to surrounding communities including Cold Lake First Nations, the Hamlet of Ardmore, and the Hamlet of Fort Kent.

The total storage capacity of the reservoirs as well as other water infrastructure is adequate to support the existing population. However, considering the population projections presented in Section 2.2, the City will need an additional 9,600 m³ of reservoir storage, and upgrades to the pumping capacity to provide a flow rate of 958 L/s. This MDP provides a general strategy to maintain the water servicing capacity as the City grows.

2.3.3 Wastewater

The City's sanitary system is composed of manholes, sewers, lift stations, and forcemains that convey sewage to the City's sanitary lagoon located south of the City. There is a total of 113 km of sanitary sewers in the City, consisting of both gravity sewers and forcemains. There is a total of five major lift stations housing thirteen pumps. The five major lift stations include Building 1, Building 3, Building 4, Building 8, and Building 9. In addition to these lift stations, there are four minor lift stations including Building 049, Building 413, Building 414, and a small lift station in Horseshoe Bay Estates.

Sanitary sewage flows within the City's sewershed generally flow from the north/south inwards in Cold Lake North, after which they are conveyed west, then south towards Cold Lake South. In Cold Lake South, sewage is channeled towards Building 9 Lift Station. Flows from Building 9 Lift Station are then discharged through a forcemain to the City's lagoon.

The existing sanitary system performs adequately under existing conditions. As the City grows, pumping capacity upgrades at Building 3, 4, and 9 Lift Stations are necessary. In terms of inflow and infiltration, the City's system is perceived to be quite resilient. Inflow and infiltration can be reduced further by implementing the measures that the Inflow-Infiltration Program (ISL, 2018) has already recommended. This MDP supports and prioritizes upgrades to the wastewater network to maintain the City's current level of service while providing the same level of service to the annexed lands as they develop.

2.3.4 Stormwater

Stormwater within the City largely drains from northeast to southwest, with the highest points within the City located along the north and east City boundaries and the lowest points located in proximity to the Beaver River, directly south of the City. Existing drainage ditches currently convey stormwater towards tributaries to Beaver River, such as Marie Creek, and several storm sewers outfall to Cold Lake. The City is part of the Beaver River watershed, which is located in the Hudson Bay Continental Drainage Basin.

Constraints in grades and capacities have been identified in the existing stormwater infrastructure. As of 2014, multiple stormwater sewers within the City were at 150% to 200% of their capacity, resulting in a hydraulic grade line of more than 0.2 m above ground level in some cases. Several infrastructure upgrades were proposed in the 2014 Master Drainage Plan, and to date some of the upgrades have been implemented. The remaining upgrades proposed in the Master Drainage Plan have been included in the City's capital plan in order to resolve these deficiencies. This MDP will provide guidance on stormwater management best practices and identify the required upgrades to the stormwater system to improve the level of service of the stormwater system, protect hydrological resources, and prepare the City for future growth.

3.0 Engagement Summary and Community Capabilities

The first round of community engagement (July to September 2020), as described in Section 1.3, provided an opportunity to introduce the project to the community, gather the community’s ideas on City growth and what the City should prioritize, and collect feedback on current challenges and potential opportunities for improvement. A summary of the 477 submitted surveys is presented in Table 1.

Table 1: What We Heard – First Round of Community Engagement

Question	Community Responses
The population of Cold Lake is currently ~15,000 residents. How much population growth do you anticipate over the next 50 years?	No growth: 7% 1,000 – 5,000 residents: 30% 5,000 – 15,000 residents: 40% 15,000 – 25,000 residents: 17% 25,000 – 35,000 residents: 6%
What are your top priorities for the City of Cold Lake over the next 50 years? Select your top five choices.	<p>Top 5 priorities:</p> <ul style="list-style-type: none"> • Marina and Kinosoo Beach improvements • Recreation facilities • Economic diversification and growth • Tourism opportunities and lakeshore development • Thriving downtown <p>Other high-ranking priorities:</p> <ul style="list-style-type: none"> • Walking and cycling trails • Infrastructure development • Preservation of natural features
What land uses would you like to see more of in the area between Cold Lake North and Cold Lake South?	Agricultural: 10% Recreational: 39% Residential: 7% Commercial: 37% Industrial: 3% Other (specify*): 4% * Campsites, trails and walkways, parks, rest areas, nature preservation, landscaping, community gardens or to just leave it the way it is.
What do you like most about living in Cold Lake?	<ul style="list-style-type: none"> • The small town feel and sense of community • The activities and programs available for families • The natural environment and beauty of the area • The variety of services and amenities • The availability of outdoor recreation opportunities
Do you have any additional comments you would like to share?	Responses can be classified in four major themes: <ul style="list-style-type: none"> • Support and promote small-scale commercial development to revitalize neighbourhoods, downtown and the marina, and make the City more attractive and prosperous. • Adopt a moderate and strategic approach to investing the City’s resources, focusing on addressing core infrastructure needs and providing low-maintenance, multi-use amenities that will benefit the whole community. • Provide better access to and connectivity between open spaces and recreation facilities. • Expand and develop the marina to generate more commerce, tourism and diversify the economy, and revitalize the downtown and to improve the availability of services and retail options.

A few conclusions can be drawn from the results of the community engagement process. First, there seems to be a generalized pessimism following the economic slowdown of the region. The respondents recommend a conservative approach to future growth and prefer a strategic plan to support and improve existing assets, infrastructure and neighbourhoods. Second, there is major interest in developing new and improving existing recreation opportunities and open spaces that are inclusive, accessible and well connected. A third priority is promoting economic prosperity by supporting local businesses and improving the marina and downtown. Finally, residents place a high value on the natural features and open spaces within and surrounding the City and would like

to preserve and improve the opportunities to interact with nature, whether it is by immersion or just appreciation of the natural landscapes.

Based on the feedback gathered from residents and the findings of the Background Report, an analysis of the City's main challenges, strengths and opportunities is presented below.

3.1 Challenges

3.1.1 One City, Two Town Centres

Since the amalgamation of the Town of Cold Lake and the Town of Grand Centre, the City of Cold Lake (then Town) has had the challenge to unify two physically separated settlements with different origins. The two town centres and Highway 28 connecting them are important assets but ensuring that residents and visitors can see and experience the City as one diverse, but integrated community will require further efforts. More than filling-in the space that makes up the central portion of the City, the Background Report and first round of Community Engagement identified that the City balance needs and aspirations. The Background Report identified that the City must ensure that services and opportunities for physical, social and economic development are strategically distributed, and that existing development, infrastructure and services are maximized for efficiency and sustainability. In addition, the first round of Community Engagement demonstrated that development within the annexed lands must balance new growth with the community's desire for recreation and open space. In either case, the City can leverage the strengths and assets of each town centre and Highway 28 for the benefit of the City as a whole.

3.1.2 Cyclical Economy

The City's Economic Development Strategy identified that one of the main challenges for the City are the adverse impacts that Alberta's cyclical economy has had on resource-oriented communities like Cold Lake. Though the MDP has limited influence on economic policy, it provides an opportunity to create value through the promotion of beautiful, active and interesting spaces for residents to thrive in every stage of their lives, and include policies to facilitate residential intensification, and commercial and industrial development. Strategically promoting the region for investment and tourism and allocating resources to attract and retain people and businesses would give the City a competitive advantage to support a healthier economy.

3.1.3 Low Stormwater Capacity

As mentioned in Section 2.3 of this Plan, multiple stormwater sewers within the City are currently at 150% and 200% of their capacity. As a result, storm sewer surcharging has occurred during high flow events. It is important for the City to implement the infrastructure upgrades proposed as part of the Stormwater Master Plan to provide an appropriate level of service to current and future residents

3.1.4 Walkability

Walkability and wayfinding are common themes throughout the City's strategic plans. Residents have expressed their desire to see more open spaces and walking and biking routes to connect neighbourhoods with amenities. Improving the connectivity of the pedestrian and bike network would encourage residents and visitors to choose sustainable transportation modes over the private vehicle more often, improving health, the environment, and overall quality of life. In creating a well-connected network, the Age-Friendly Plan advises that the City must consider the needs of people of different ages and mobility ranges and create accessible and inclusive experiences for everyone.

3.2 Strengths and Assets

3.2.1 Regional Connectivity

The City is connected to the region and the overall Province of Alberta through two major highways, a regional airport, and a recreational trail network. The transportation review presented as part of the Background Report advises that this connectivity will ensure a continuous movement of people, goods and services, key to the social and economic development of the City.

3.2.2 Municipal Servicing Capacity

The current water and wastewater networks provide an adequate level of service, and the ongoing upgrades to the servicing infrastructure, as identified in the servicing Master Plans and the Inflow-Infiltration Program will ensure that this capacity is maintained or improved over time as the City grows.

3.2.3 Sense of Community and Belonging

During the first round of Community Engagement that informed this MDP, residents shared that the “small town feel” and the availability of family-friendly programs and facilities contribute to a strong sense of community and belonging.

3.3 Opportunities

3.3.1 Steady Population Growth

The City has experienced a steady population growth over the past two decades and is expected to continue growing. Despite current economic challenges, in the 50-year timeframe of this Plan, the population is expected to increase from 15,000 to 40,000. Population growth presents opportunities for innovation, diversity and new development. The City must commit to maintaining and increasing the level of services that the community currently enjoys as the demand for new services and infrastructure grow.

3.3.2 Land Supply for Future Development

In 2019 the City annexed lands from the M.D. of Bonnyville No. 87 to accommodate future growth. With the new land availability, the City now can accommodate residential and commercial growth in a horizon of 20 to 40 years, depending on the growth rate. On the other hand, given the City’s history of low industrial land absorption (and if this trend continues), the current land supply would accommodate industrial growth exceeding a 50-year horizon.

However, one of the long-term goals of the City is to diversify the land base to promote fiscal sustainability, which would cause the industrial land supply to be exhausted earlier. Regardless of the land absorption ratio, the City is in a good position to accommodate future growth and plan for the physical integration of the community in the long term. This Plan provides policies to strategically encourage growth and locate future residential, commercial and industrial development, and provides policy direction for future recreation and open space development.

3.3.3 Lakefront Setting

The Economic Development Strategy suggests that the marina provides a unique opportunity for commercial and recreational development in a meaningful and accessible location. The lakefront is also a major destination for visitors, providing opportunities for tourism development. This Plan includes policies that support further development of the marina area.

3.3.4 Open Spaces and Outdoor Recreation

The City is surrounded by natural areas that provide a space for passive and active recreation, learning and leisure. Residents value these open spaces and cherish the diverse recreational opportunities provided by the City as one of its main assets. Residents want the City to ensure the integration of natural areas and built environment, and the connectivity of open spaces through trails and walkways.

4.0 Vision and Guiding Principles

The vision and guiding principles are the foundation of this MDP and the result of a comprehensive engagement process with the community, stakeholders, Council and City administration, as well as the result of the technical review summarized in the Background Report prepared during the first phase of the MDP project.

4.1 Vision

The following statement describes the City's vision for the future:

People enjoy living, visiting and doing business in the City of Cold Lake. The City is a complete community that offers a full range of services to support individuals and families in every stage of life, has a thriving downtown and a dynamic lakefront setting, and offers an exciting arts and culture scene. The City is resilient to changing economic conditions and works with local, regional and international businesses to create opportunities to thrive. The City is respectful of the surrounding natural setting and actively promotes environmental stewardship and sustainable development.

4.2 Guiding Principles

Guiding principles are a set of values that establish a framework for expected behavior and decision-making for the City. These values are non-negotiable and even when the nature of goals established by the City might change over time, these principles remain unchanged.

4.2.1 Complete Community

Building on the City's annexation strategy, the City of Cold Lake looks to better integrate Cold Lake North and Cold Lake South over time. The intent is to build a fully integrated City in terms of land use, utility and transportation networks, facilities and community services. The City will not be truly complete unless the community is more completely interconnected.

4.2.2 Support Residents

The City of Cold Lake listens carefully to the needs and wishes of its residents, actively engaging them in planning decisions. The City is responsive in its decisions and actions.

Our community is:

- built, and services provided through the lens of public service to all people from all backgrounds, cognizant of the diverse needs of the local population.
- designed from individual buildings through to entire neighbourhoods to provide local, accessible, and affordable community services to all who need or desire them.

Residents judge the success of our City on their perception of Cold Lake as inclusive, responsive, caring, safe, beautiful, and providing a high quality of life for all.

4.2.3 Conserve Natural Assets and Practice Sustainable Development

The City of Cold Lake prioritizes the protection and conservation of the natural environment as a steward of ecosystems and key asset to the quality of life for residents and attraction for visitors. The City uses its municipal authority to protect and conserve natural areas throughout the community, and prioritizes the protection of and public access to Cold Lake. Development decisions, which may affect natural assets, are addressed through evidence-based study. Minimizing resource and energy consumption are paramount in the planning and development decisions made in the community.

4.2.4 Practice Resource Efficiency

The City of Cold Lake commits to encouraging sustainable growth that is based on contiguous and orderly development. The City fully appreciates that all land, whether public or private, is a limited resource with value and opportunity costs associated with its use and development. Demands for the extension or expansion of infrastructure including utilities, transportation systems, community services, and facilities are carefully managed ensuring efficient development for new development areas, and finding and creating opportunities to create shared, co-located, or joint-use public, community, and private facilities.

4.2.5 Support Business

The City of Cold Lake provides development processes that are highly transparent, predictable, and accountable to enable businesses to locate in the City and carry out their business with ease. The City builds a reputation for excellence in its processes and requirements by providing a high level of customer service and applying standards that protect the public interest without unnecessary or arduous requirements. Business opportunity is prioritized by choices made in plans, policies, and investments, and all businesses receive equitable and efficient service from the City.

4.2.6 Create Diverse Opportunity

The City of Cold Lake promotes its economic and natural assets far beyond the community, while promoting existing business and industry. The City also creates and joins opportunities to support new businesses and industry locating in the community. Targeted investments are made in order to develop key community assets and realize strategic projects which have the ability to transform opportunity and lifestyle in the community. The City recognizes what it can and cannot reasonably control or influence in the local economy and targets its resources accordingly in order to diversify into tourism, aerospace and defense support, and other key and achievable economic sectors.

4.2.7 Create Gravity

The City of Cold Lake prioritizes significant, impactful, and economical plans and projects to realize quick wins that draw attention to the community and enhance economic prosperity and quality of life. The community capitalizes on the desire to be a destination for visitors and business, and by playing to its intrinsic strengths builds attraction for business, tourism, and residents. The community becomes known for its vibrancy, energy, and can-do attitude to all challenges.

4.2.8 Plan for Robustness

The City of Cold Lake makes decisions, plans, and policies which recognize the cyclical nature of the provincial economy, seek to smooth out the local economic cycle, and provide for continued development and prosperity over the long term. Decisions are made considering generational impacts to the City and its residents and businesses, and contingency is made for worst-case scenarios. The City's pattern of development, infrastructure plans, and economic plans are stress-tested for both recessions and economic booms, so that the City is well equipped for any outcomes without compromising its vision or guiding principles.

4.3 Big Moves

The City will focus on its strengths and meet the challenges facing Cold Lake to address the Vision and Guiding Principles. Doing so will create social, recreational and economic opportunity for its residents, and protect its environmental network. These are foundational actions that will endure and pay dividends well into the future. Targeted use of City attention and resources on the following five Big Moves for Cold Lake will provide maximum benefit to achieving the Vision and Guiding Principles and unify and link the City's amenities and its residents and visitors.

4.3.1 Lakeshore and Marina

The lake and lakefront, including the marina, are truly a gem within the City, and a primary attraction for local and regional tourism. The completion of projects identified in the Lakeshore Area Redevelopment Plan should be prioritized to create a tourism hub.

4.3.2 Downtown Revitalization

The historic centre for the region, Cold Lake's downtown located at the south end of the City, should serve as the nexus for residents, business, shopping, and entertainment. The main street (50th Avenue) is worthy of investment to create a character area that is bustling with pedestrian and business activity. An Area Redevelopment Plan should be prepared and actioned which will capitalize on the nascent character and potential for Downtown to once again be the major destination for locals and visitors alike. This will complement the Lakeshore as a tourism draw.

4.3.3 Energy Centre Civic Area

The development of the Energy Centre as a civic recreational hub provides an outstanding regional amenity and attraction. The review, renewal, and completion of the Imperial Park master plan should be undertaken to complete this amenity.

4.3.4 Millennium Trail Corridor

Millennium Trail connects all three areas of the City (North, South, and 4 Wing) as a well-used trail, with connections to Cold Lake's parks and neighbourhoods. The Millennium Trail corridor is a major asset to the City and should be further developed to serve as the major route for active transportation throughout the City, and as an attraction in its own right for those inclined to physical activity. To upgrade Millennium Trail to a compelling amenity, the following can be done:

- Expand the width of the trail throughout the corridor to provide a comfortable trail for all users.
- Provide enhanced landscaping along the corridor to frame the trail and offer some weather protection to users.
- Add lighting and wayfinding signage along the trail to make it safe and accessible to all users at all times of the day.
- Undertake required maintenance to ensure a good state of repair along the entire length of the trail.
- Connect the trail directly to the Iron Horse Trail at the south end of the City.
- Provide nodes for passive recreation along the Trail such as seating areas, with opportunities for minor commercial uses such as food trucks.

4.3.5 Commercial Air Service

The presence of 4 Wing offers the opportunity for commercial air service to operate to and from Cold Lake. The City should prioritize the introduction of scheduled commercial air service by working with 4 Wing and commercial air operators. Commercial air service would provide a connection to larger centres such as Edmonton, which is critical to pursuing new and diversified economic development opportunities. This would enhance the quality of life for residents by offering easier access to other destinations and airports and would likewise position Cold Lake as a much more accessible location for both business and tourism. For instance, this would make Cold Lake as accessible to the Edmonton Metro Region as the Okanagan or Calgary; Cold Lake could then become a compelling destination as a cottage country or remote-working area.

Commercial air service also opens new possibilities for industrial development related to aerospace, airports, cargo and logistics. The expansion of an industrial area in the south of Cold Lake, in proximity to 4 Wing, is complementary to services which may be required by commercial air passenger and cargo services.

Diversification of industrial development becomes possible with the introduction of commercial air services, and therefore supports the introduction of civil air operations leveraging existing airside infrastructure at 4 Wing.

PART 2

Policy Framework

5.0 Land Use and Development

5.1 Introduction

The City has experienced steady and sometimes rapid growth over the past two decades. To ensure that the City grows in an orderly, efficient, and responsible manner in alignment with the Vision and Guiding Principles of this Plan, Cold Lake is committed to implementing an integrated Land Use Concept and Growth Management Strategy for future development. The Land Use Concept is intended to sustain economic growth and maximize development opportunity without compromising the quality of life for current and future residents. The Growth Management Strategy helps prevent land use conflicts and inefficient servicing patterns. City Form describes how the City has historically been laid out, and the framework for physical development which can be carried forward. The Concept and Strategy, in combination, enhance the City's ability to effectively allocate funds for new development and capital improvements, while providing for ongoing rehabilitation and upgrading of existing infrastructure and assets. Above all, it is designed to create strong connections within the City and to the region, direct growth for the next fifty years, and accommodate a population of 40,000 people.

This Plan recognizes that the City is more than a series of separate parts. This Plan is intended to represent the lives of the people who live in Cold Lake, and the places where they live, work, play, shop and celebrate. The Plan is intended to provide opportunity for development, ensure that new communities are planned and developed in such a manner that all local amenities and services are accessible to people at all stages of life, ensures that development can be serviced in an efficient and cost-effective manner, and provides a land use layout that is amenable to living and working in the community.

Goal

To ensure that the City grows in an organized, efficient, and sustainable manner, providing diverse opportunities for development which benefits the community.

Objectives

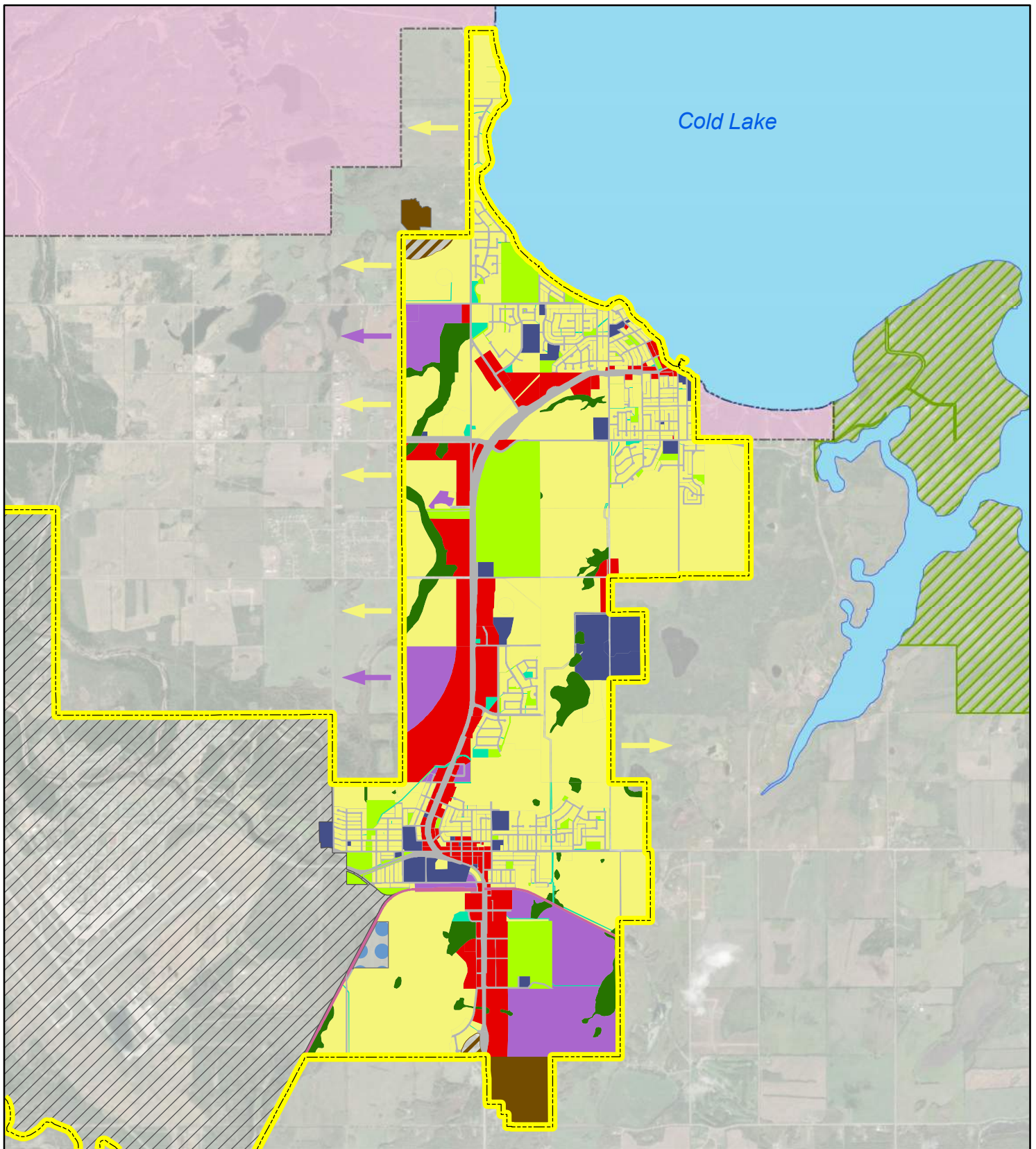
- Minimize land use conflicts;
- Identify future land uses for development areas;
- Ensure a sufficient supply of residential, commercial and industrial lands for the long-term growth of the City;
- Ensure that parks and open spaces, institutional uses, and public services are well distributed across the City;
- Provide guidance for future growth; and
- Provide development-ready land at lowest cost to service.

5.2 Land Use Concept

In 2019, the City of Cold Lake concluded the annexation of land from the M.D. of Bonnyville No. 87, which provides new growth areas to both the east and west of Highway 28, and significantly increases the City's developable land supply. Over time, these growth areas will allow for development along the corridor between the north and south of the City, in a continuous and contiguous fashion. This MDP and its Land Use Concept as shown on Map 4 follows this approach and allocates land in the annexation area for significant commercial development along the west of Highway 28, and some industrial area in the southwest. To the east of Highway 28, the annexation land is primarily allocated to residential development.

The Land Use Concept offers a detailed visual explanation of the major land use designations within the City and helps to create the City's form. Most of the land identified in the Land Use Concept is allocated for residential development. Cold Lake will develop as a progression of neighbourhoods, with each neighbourhood intended to be self-contained and providing opportunities for day-to-day needs of its residents. The neighbourhoods are closely interconnected by the multimodal transportation network described further on in this plan, forming a cohesive wider community that serves all ages and abilities of residents.

The recent annexation and this MDP allow, for the first time, a significant allocation of industrial land in the City. Industrial land has been strategically situated close to major transportation corridors, and to the outer edge of the City to minimize conflict with residential neighbourhoods. The City's major industrial area will be in the southeast, where just under three quarter-sections of land will provide contiguous industrial park development area with access to Highway 28. This area is well suited for general industrial development needing highway access, as well as



City of Cold Lake

First Nations

Future Growth Direction

Residential

Commercial

Industrial

Institutional

Agricultural

Public Utility

Parks and Open Space

Natural Area

Circulation

Department of National Defence

Former Lagoons

Landfill

Landfill Setback

Railway

Cold Lake Provincial Park



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MAP 4:
LAND USE CONCEPT

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development which is complementary to aerospace activities at the nearby airbase. A smaller portion of industrial land is located to the north on the west side of Highway 28, and this area may be more complementary to light industrial uses which are compatible with the large commercial corridor along the highway. One similarly sized industrial area is located along the northwest City boundary, in proximity to Highway 55.

Commercial land in the City is provided in two distinct forms. Mixed-use areas that can incorporate both commercial and residential land already exist in the City, notably in the Downtown and Lakeshore areas. The MDP provides for the further introduction of neighbourhood-scale commercial or mixed-use opportunities throughout the residential neighbourhoods. The major commercial lands identified separately as a distinct land use on the Land Use Concept are designed to accommodate large-format and vehicle-oriented commercial uses. The commercial land at the south of the City has developed as a regional-serving concentration of large format retail, and it is intended that this orientation will continue to define the south sector commercial area. Other large format commercial areas are provided along the Highway 28 corridor between the north and south townsite, and in proximity to the junction of Highways 28 and 55 in the north area of the City.

The Highway 28 corridor is, and will continue to be, the primary vehicular connection between the City's north and south townsites. It is anticipated that major land uses such as recreation areas serving the whole City as well as commercial developments will be the major uses along the corridor. As the major route in and through the City, terminating at Cold Lake, higher standards for development along Highway 28 are described further on in this plan.

5.3 City Form

The City's form is based upon the historical development of the built environment, as well as the features of the natural environment. The built pieces of Cold Lake include three major components: north, adjacent to the lake; south, previously Grand Centre with the downtown area; and 4 Wing, formerly the Medley base community. Only the north and south townsites are under municipal control. North and south are connected by Highway 28, which stretches along a five-kilometre gap between the two main nodes. From Downtown to the Marina is a total distance nearing eight kilometres. In between are the Tri-City Mall and residential subdivisions, and the Energy Centre recreation centre, Portage College, and Cold Lake High School.

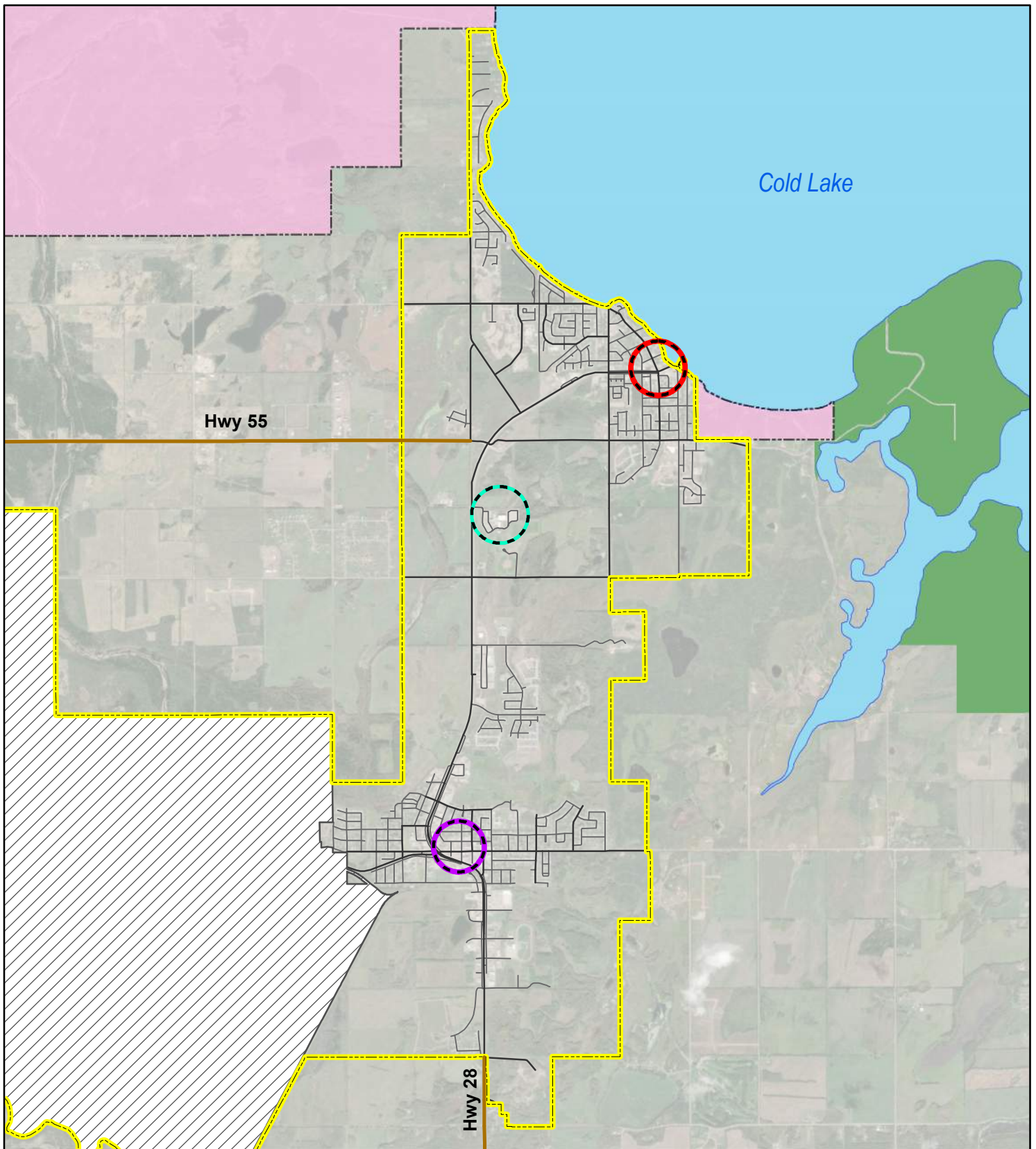
The natural features of the City figure prominently in Cold Lake's development and will impact future growth and development. Cold Lake is the major attraction for tourism and recreation in the area, the northern border for the City, and the terminus for Highway 28. To the east of Highway 28, there are wetlands and a highland area which may prove barriers to development. Areas near Cold Lake slope significantly downwards towards the lake, which may also prove challenging to develop, but offer vistas of the lake.

Cold Lake has identified long-term aspirations of directing physical growth to the Highway 28 corridor with the intent of connecting the City more completely. Given current growth rates, this is unlikely to be achieved in any but the longest-term horizons (50+ years). This Plan provides a framework for City form which allows for this gradual expansion into new areas on the Highway 28 corridor if required, but also recognizes that the most immediate and feasible growth opportunities will be within and adjacent to developed areas. The Plan also provides for intensification at key nodes in order to better utilize existing infrastructure and facilities, and to capitalize on significant features and amenities.

5.4 Nodes

In order to focus resources and activity, a system of three development Nodes are proposed for the City. These will be hubs for commerce, increased residential densities, and cultural activities. Previous plans called for four Nodes, which were not realized as it constituted too much dispersion of attention and resources for a city the size of Cold Lake.

These Node areas will be the priority for intensification, infill, and redevelopment. To be supported by the location of municipal and government facilities and amenities, investment in municipal infrastructure, and if required changes to the Land Use Bylaw to allow for increased residential densities and mixed-use development. Development at these Nodes capitalize on existing community assets and infrastructure, while directly supporting economic diversification objectives. There are three proposed nodes within the City as illustrated on Map 5.



- City of Cold Lake
- First Nations
- 4 Wing CFB
- Cold Lake Provincial Park

- Highway/Expressway
- Arterial/Collector
- Local Road/Lane

- North Node
- Central Node
- South Node



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MAP 5:
PRIMARY AND
SECONDARY NODES
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North: The Lakeshore area, centered on the Marina, is proposed for new growth and mixed uses. Intensification through development of vacant lands, and redevelopment of other parcels, shall be encouraged and supported. City facilities could be located centrally in this area. The intended character for the Lakeshore is a relaxed destination that captures the attention and imagination of locals and visitors alike.

South: The Downtown, centered on 50th Avenue, is also proposed for new growth and mixed uses. Intensification through development of vacant lands, and redevelopment of other parcels, shall be encouraged and supported. City facilities and services shall be located centrally in this area. Mixed use development figures prominently in this area, and it serves the commercial and business needs for residents and the wider regional population.

Central: The Energy Centre recreation centre, Portage College and Cold Lake High School complex currently serves as a nexus between the two other nodes. There are no other commercial services or residential development in proximity, and this area is heavily automobile-dependent. Careful consideration of costs versus benefits should be given to any additional development in this area, with only facilities or amenities which directly tie in to or support the recreation centre, college and/or high school developed here. This is a desirable location for the further expansion of complementary recreational facilities according to the Imperial Park Master Plan and would benefit greatly from investment in Millennium Trail to ensure excellent accessibility to the rest of the City.

5.5 Growth Management Strategy

5.5.1 Future Growth Areas

The land area of the City, having grown substantially with the 2019 annexation, will accommodate growth and development up to 40,000-people and approximately 1700 hectares under current land use and land requirement assumptions. To ensure the responsible, economical, and efficient use of land, a Growth Management Strategy underlies all policy within this MDP.

Growth areas consist of those areas identified as Nodes in Section 5.4, and new areas, usually a quarter section, which are contiguous to existing development, are serviceable, and will meet the requirements in this MDP including the preparation of an ASP or ARP. The Nodes have additional qualities as outlined in Section 5.4 and will be locations of growth by infill and intensification as they are established areas.

In terms of water infrastructure, the south has been identified as the most economical area for development as it is located entirely within Pressure Zone 3, eliminating the need for pressure reducing valves. It should be noted, however, that growth is generally governed by the sanitary system over the water system considering the relative ease of extending water infrastructure.

In terms of wastewater infrastructure, it is recommended that areas tying into existing infrastructure be prioritized over those requiring implementation of new infrastructure. For instance, the new Forest Heights Trunk, proposed as part of the I-I Program Stage 2 upgrades, provides the opportunity to service and develop the annexed lands on the east.

The completion of Fischer Pond in the south is a current bottleneck for storm in the southernmost area of the City. Most issues in the Tri-City area have been addressed although more measures may be necessary as further development occurs in this area.

5.5.2 Intensification

1. Opportunities for infill of the Node and developed areas (including new additional residential units, commercial, industrial, and mixed-use) shall be accommodated and provided through Area Structure Plans and Area Redevelopment Plans and the Land Use Bylaw.
2. Intensification should be prioritized in developed areas to take advantage of existing infrastructure and excess municipal servicing capacity.
3. Intensification provides the opportunity to diversify available housing choices for diverse population needs, support existing and new business, and provide opportunities for more people to access services and amenities within walking distance in a neighbourhood.

4. The Nodes (Lakeshore, Downtown, Energy Centre) are the priorities for intensification.

5.5.3 Growth Sequence

1. The Nodes and vacant lands that are contiguous with existing developed lands are most feasible and appropriate for new near-term greenfield growth.
2. Other areas shall not be developed prior to the land identified in subsection (1) above having been developed.
3. The City shall ensure that land, including public and City-owned or controlled land, is used efficiently and economically, recognizing that all land has value and associated costs to the municipality. This includes site design for public uses accommodating multiple uses and requirements or facilities, shared sites for schools and facilities, or other such arrangements.

5.5.4 Targeted Growth

1. New development and redevelopment should be targeted to the Nodes as identified in Section 5.4. These areas are suitable for additional private and public investment as this can directly support a diversified local economy by creating new service and retail business and provide hubs of attraction and activity which provide support for local and regional tourism attraction. This also leverages existing infrastructure and limits the cost of new infrastructure demands as well as increasing operating costs. Targeting growth to these areas takes advantage of the lake, the most significant natural amenity in the region, and the historic Downtown and original main street commercial area.

5.5.5 Contiguous Development

1. Development shall be physically contiguous with existing developed areas, such that streets, walkways, utilities, and services can be easily and economically extended.
2. Development shall not take place unless the required transportation improvements, infrastructure and community services such as parks and schools are in place to support it, or a statutory plan is provided which ensures that all necessary infrastructure will be provided.
3. The City shall require residential development to proceed in a logical, phased manner by encouraging the infilling of existing neighbourhoods to maximize existing municipal services, and open new areas for development where municipal services are present or can be economically provided.
4. Physical continuity in development should only be interrupted where required for the preservation of environmentally sensitive areas as identified in this Plan or an Area Structure Plan, or the avoidance of hazard lands or areas which are undevelopable.

5.6 Statutory Plans and Development Instruments

5.6.1 Area Structure Plans

1. The City shall require the preparation and adoption of Area Structure Plans (ASP) in accordance with the provisions of the MGA before considering new zoning and subdivision in newly developing areas. The ASP shall be required to address but not necessarily be limited to the following:
 - a) site conditions and topography including natural and man-made constraints to development, and views to the lake;
 - b) archaeological or historically significant areas;
 - c) the identification and protection of sustainable natural areas including wetlands, woodlots, drainage courses, etc.;
 - d) future proposed land uses, lot sizes and density;
 - e) environmental impacts and mitigating measures for incompatible land uses such as railways, pipelines, utilities, industrial uses with off-site impacts;
 - f) neighbourhood population if applicable;
 - g) school population, school sites sizes and locations if applicable;
 - h) general location of parks, linear parks, greenways / linear parks, open spaces and multi-use trail systems;
 - i) requirements for fire, police, emergency response and other community facilities and services;
 - j) external and internal transportation networks including noise attenuation requirements and traffic generation, the vehicular and active transportation network, and transit routes;

- k) proposed water distribution facilities, proposed trunk main locations, capacities, system impacts and network analysis (sizes, flows and design standards);
- l) proposed sanitary sewer collection system and capacity analysis (sizes, flows and design standards) including ties to existing sanitary facilities, lift station locations, proposed trunk main locations and system impacts;
- m) proposed stormwater management system including surface drainage patterns, catchment areas, stormwater ponds (sizes, flows, design standards) and outfall locations, proposed trunk mains, outlets, capacities and system impacts;
- n) proposed franchise utility networks;
- o) staging plan for sequence of development;
- p) a shadow plan of the ASP area showing streets, active mode connections, and possible lot layout;
- q) information on how public and private lands will be used to highest and best use;
- r) plans showing walkway, trail, and other connections to adjacent existing and future development, that provide for the shortest paths possible from each area of the ASP to main roads, Millennium Trail, amenities, transit stops, local commercial areas, schools, parks, and other significant destinations;
- s) Methods of stakeholder and public engagement to prepare the ASP; and
- t) criteria and method for repealing the ASP should the ASP area be deemed fully developed or the ASP no longer be required; and
- u) other requirements deemed appropriate by the Approving Authority.

5.6.2 Area Redevelopment Plans

1. The City may require preparation and adoption of an ARP in accordance with the provisions of the MGA prior to established residential neighbourhoods or existing commercial and industrial areas being substantially changed by proposed redevelopment. The items which must be addressed in an ARP are the same as those for an ASP, with the addition of:
 - a) proposed population and housing types if applicable;
 - b) provision for redevelopment levies if required;
 - c) architectural controls if required;
 - d) indication of how issues and opportunities raised during the community consultation process are to be addressed; and
 - e) other requirements deemed appropriate by the Approving Authority.
2. An ARP shall be consistent with this MDP and demonstrate that it directly addresses the relevant objectives outlined in this MDP.
3. The City should also require:
 - a) Criteria and method for repealing the ARP should the ARP be deemed to have achieved its objectives or the ARP no longer be required; and
 - b) Methods of stakeholder and public engagement to prepare the ARP.

5.7 Residential Neighbourhood Design

This section provides policy specific to areas intended for primarily residential development under an Area Structure Plan but is also relevant to an Area Redevelopment Plan which affects a redeveloping area. The City shall use the statutory planning and subdivision processes to achieve the Goal and Objectives below.

Goal

Encourage the development of well-planned and attractive neighbourhoods which provide for a wide range of housing choice and amenities.

Objectives

The residential development and neighbourhood design objectives are to:

- encourage a housing mix and a target/minimum residential density
- direct residential growth in a logical and phased manner consistent with the efficient and economic expansion of municipal infrastructure;
- provide for a range of housing choices to suit differing lifestyles, income levels, special needs and life cycle demands;
- design and develop complete neighbourhoods with local amenities and services such as parks, schools and pedestrian links (trails and sidewalks);
- foster a high standard of urban design for multi-family housing; and

- encourage re-investment and infill in existing neighbourhoods.

5.7.1 Location of Residential Development

1. The City shall direct residential development to areas identified for this purpose in the Land Use Concept.

5.7.2 Neighbourhood Size and Design

1. The neighbourhood should be the basic planning unit, and will usually be a quarter section in size, which may be bordered by arterial roadways.
2. The City may consider alternative neighbourhood design concepts where it can be demonstrated that economic, demographic or market forces call for a different neighbourhood form or size yet is suitably integrated with the overall Land Use Concept and complies with other policies contained in this Plan.

5.7.3 Street Network Pattern

1. A Grid or Modified Grid should form the basic framework for residential neighbourhoods. This provides the greatest legibility for those navigating, and for multi-modal connectivity in and through the neighbourhood.

Figure 4: Street Network Patterns



2. The street network and active transportation network shall provide for the shortest, direct routes for active modes from all areas of the neighbourhood to destinations within and outside the neighbourhood, such as local commercial areas, schools, parks, and transit stops. This may require features such as mid-block pedestrian walkways.
3. The use of cul-de-sacs and other dead ends shall be avoided, unless the active transportation network provides a secondary access.
4. Neighbourhoods will be designed so collector roadways can be used as future transit routes and that transit service could be provided within a 400 m walking distance of most homes.

5.7.4 Multi-modal Access

1. The street network shall make accommodation for safe travel by active transportation modes on all segments, to be designed according to context and user needs.
2. The City should encourage the development of interlinked trails and pathways, especially where views or access to the lake and other environmentally attractive areas exist in Cold Lake, and to provide links to Millennium Trail.

5.7.5 Residential Density Requirements

1. New residential neighbourhoods shall be designed in a manner to provide a minimum overall density of 37 persons per gross residential hectare.

5.7.6 Multi-unit Residential and Low-Density Residential Mix

1. A housing mix should be provided with at least 25% of dwelling units in a neighbourhood/ASP in multi-family dwellings.
2. Provide for a wide range of housing forms and tenure in neighbourhoods.

5.7.7 Specific Housing Needs

1. The City should provide the opportunity for a wide range of housing choices to be developed to meet varying income and lifestyle housing needs, including large lot housing, small lot housing, duplexes, townhouses, apartments, and gentle density including secondary suites with a range of tenure options including fee simple, condominium and rental housing.
2. The City shall support the development of a range of seniors housing by both the private and non-profit sector throughout the community. This may include the need to establish partnerships with groups and individuals that can actively encourage increased seniors housing opportunities. Locations for seniors housing may be dispersed throughout existing and new neighbourhoods, but shall be within easy walking distance of shopping, medical services, parks, and other amenities.
3. The City shall facilitate the provision of affordable and special needs housing in the community through partnerships with non-profit groups, developers, and other agencies and groups. Residential development that offers innovative and alternative design features that broaden the range of affordable and supportive housing choices consistent with policies in this Plan should be encouraged.

5.7.8 Multi-Unit Residential Site Location

1. In general, appropriate locations for higher density multi-family development are:
 - a) adjacent to collector or arterial roadways, provided the development can effectively buffer residents from traffic noise and visual impacts through appropriate urban design and landscaping;
 - b) in proximity to employment centres, shopping, schools, and to other community amenities;
 - c) should be adjacent to parks, school sites, or linear open spaces; and
 - d) may be located next to lower density residential uses when the bulk and massing of buildings are mitigated through setbacks, landscaping, terracing of the building form, and/or other methods of design that provide a comfortable transition in built form.

5.7.9 Neighbourhood Commercial and Services

1. Residential neighbourhoods shall provide opportunities for local commercial development that can provide services to residents. This can include retail, offices, daycare, cafes, small restaurants and pubs, and other low-intensity uses that may be used by nearby residents.
2. Local commercial development may be located at the periphery of a neighbourhood, or within a neighbourhood provided that the bulk and massing of the building is mitigated through setbacks, landscaping, terracing of the building form, and/or other methods of design that provide a comfortable transition in built form. On-site parking areas shall be located to the rear of a local commercial building. Local commercial development is complementary to local public service or institutional sites.
3. Commercial development in a neighbourhood may be stand-alone, part of a mixed-use residential development, in converted residential structures, or integrated with public facilities or other developments.
4. Flexibility should be provided by the City in entertaining proposed local commercial developments, and these should be supported when it can be demonstrated that any reasonable concerns about off-site nuisances can be managed through a Development Permit.
5. The City should consider the conversion of residential buildings to local commercial services such as restaurants, cafes, pubs, personal service shops, and small offices, as these provide for diversity in the local economy and for small business opportunity.
6. Neighbourhood commercial and service areas exist in current ASPs and should be identified according to these policies in future ASPs and ARPs. Opportunities for additional commercial opportunities may be provided through future Land Use Bylaw allowances, or consideration for rezonings and plan amendments according to these policies.

5.7.10 Mixed-Use Development Site Development

1. Mixed-use development is that which integrates both commercial and residential uses within a single building. A set of individual stand-alone buildings with only one type of use in each (sometimes referred to as horizontal mixed-use) do not qualify as mixed-use.

2. Development which integrates residential with commercial uses may be accommodated within residential neighbourhoods, to serve the daily needs of residents and provide local employment opportunities.
3. Mixed-use development in a neighbourhood may be within a stand-alone structure, in converted residential structures, or integrated with public facilities or other developments.

5.7.11 School Site Location, Design, and Integration

1. The City should treat land dedicated or designated for schools as a valued resource, and plan collaboratively with key stakeholders such as school boards, in advance of or at the time of ASP preparation, to provide for sites which maximize the use of the land for school buildings, playgrounds, parks and recreation space, and related uses.
2. If multiple school boards or schools are to be sited in a neighbourhood, the City should work to ensure co-location on joint use sites to maximize the use of accompanying parks space and minimize the costs of developing multiple playgrounds and other supporting improvements.
3. School sites should be located centrally within residential neighbourhoods to ensure greatest accessibility by walking and active transportation modes.
4. When designating and designing sites for schools, the City should accommodate complementary services and facilities on the site or through shared buildings with the school. This may include but not be limited to libraries, municipal offices, seniors' housing, or daycare space.
5. Playgrounds, basketball courts, and other improvements should be located to be visible to the surrounding neighbourhood and not completely hidden behind a school or facility building. Trails or playgrounds should provide entrance features to these amenities to create a sense of place and welcome.
6. Sites should be planned to minimize unimproved/unprogrammable surplus green area, as this increases maintenance costs without providing the benefit of usable space. Generally, the use of a square or rectangular site will provide the best use of space.

5.7.12 Natural Areas

1. The design of the neighbourhood, wherever possible, should maintain stands of trees, watercourses, wetlands, ravines, and other natural features.
2. At the time of subdivision, natural areas shall be dedicated as Environmental Reserve in accordance with the policies of Section 8.2.

5.7.13 Park Design and Integration

1. Parks should be designed with a clear purpose, objective, and cater to a diverse range of user group(s).
2. Parks should be provided in various sizes and scales within a neighborhood. Pocket parks may be as small as one to two single-detached lots in area and may be dispersed throughout a neighbourhood at key intersections or to provide access along with walkways from the neighbourhood to natural features or conserved environmental areas.
3. Larger parks should complement and be integrated or adjacent with school sites, community halls, or other local facilities. These will accommodate passive use areas, playgrounds, ice rinks, sport courts, and playing fields.
4. Residential neighbourhoods should be integrated into the City-wide multi-use trail systems by linking residential areas with open space and activity nodes through municipal, school, and environmental reserves, public utility lots, planned trails, and other amenities.
5. Parks should be developed in accordance with a site master plan that ensures all elements are designed and planned together, not as individual stand-alone uses or improvements.

6. Flexibility in park size and location should be considered to allow for innovative proposals which may enhance a neighbourhood.

5.7.14 Community Facility Design and Integration

1. Provide focal points (e.g. parks, squares, playgrounds, schools, community facilities, churches) within the neighbourhood to encourage community interaction.
2. Community facilities such as libraries, local public offices and service centres, daycare, seniors' facilities, community centres, and others may be located in residential neighbourhoods.
3. The City shall collaborate with its stakeholders and partners to provide for multiple-use buildings, facilities, and sites whenever possible, in order to maximize the use of public land, minimize capital and operating costs, and provide for compact and cohesive neighbourhoods which locate services close to residents.
4. The City should consider providing neighbourhood-level recreation facilities/gyms, libraries, and similar facilities within neighbourhoods and in tandem with complementary facilities such as schools.

5.8 Commercial Area Design

This section provides policy specific to areas intended for primarily commercial development under an Area Structure Plan but could also be relevant to an Area Redevelopment Plan. The City shall use the statutory planning and subdivision processes to achieve the Goal and Objectives below.

Goal

Provide for appropriately scaled, adequate, and compatible commercial development opportunities to serve both local residents and the regional market.

Objectives

- Identify locations and policies for long term commercial development;
- Promote commercial development centrally located in the Lakeshore and Downtown nodes;
- Encourage development of neighbourhood and mixed-use commercial development; and
- Promote commercial development that generates opportunities for local employment.

5.8.1 Location of Commercial Development

1. The City shall direct commercial development to areas identified for this purpose in the Land Use Concept.
2. The City shall require that the type and extent of proposed commercial development be identified in new and/or amended Area Structure Plans or Area Redevelopment Plans.

5.8.2 Street Network Pattern

1. A Grid shall form the basic framework for commercial areas. This provides the greatest legibility for those navigating, and for pedestrians to easily move through the area. A Grid also provides optimal parcels for development and then for future redevelopment.
2. The street network and active transportation network shall provide for the shortest, direct routes for active transportation modes from all parts of the commercial area to destinations within and outside the area, such as adjacent residential neighbourhoods and transit stops. This may require features such as mid-block pedestrian walkways.
3. The use of cul-de-sacs and other dead-end roads shall be avoided whenever possible.

5.8.3 Multi-Modal Access

1. The street network shall make accommodation for safe travel by active transportation modes on all segments.

5.8.4 Shape and Variety of Parcels

1. Commercial areas should provide for a variety of parcel sizes and be generally square or rectangular in pattern in conjunction with a Grid street network.

5.8.5 Local Commercial and Services

1. Sites adjacent to but not directly within residential neighbourhoods should be provided for commercial uses, which are complementary to fulfilling the daily needs of residents but would be too intensive to locate within the neighbourhood.

5.8.6 Mixed-Use Development

1. Mixed-use development which combines residential units with commercial will generally locate in predominantly residential areas, however proposals for mixed residential-commercial should be considered in any location where recreation, services, and amenities would be easily accessible to residents by walking, and where a connected and safe pedestrian network exists.
2. Developments with a residential component could be used as infill when retrofitting established shopping mall sites or other large format commercial sites.

5.8.7 Home-Based Businesses

1. The City shall allow for, support, and encourage home based businesses through performance standards in the Land Use Bylaw.

5.9 Industrial Area Design

This section provides policy specific to areas intended for primarily industrial development under an Area Structure Plan but could also be relevant to an Area Redevelopment Plan. The City shall use the statutory planning and subdivision processes to achieve the Goal and Objectives below.

Goal

To plan and provide for competitively priced industrial land and business parks which offer diverse opportunities for industrial development. This approach is intended to diversify the City's economic base, provide local employment opportunities and serve local and regional needs.

Objectives

- Maintain an adequate supply of serviced industrial lots to meet regional and local demand, and achieve the City's economic and assessment base diversification objectives;
- Avoid conflict between industrial uses and other land uses; and
- Ensure the industrial districts in the Land Use Bylaw allow for ease of development according to contemporary demand.

5.9.1 Location of Industrial Development

1. The City shall direct industrial development to areas identified for this purpose in the Land Use Concept.
2. The City shall require the preparation of ASPs for newly developing industrial areas and be submitted to Council for approval in accordance with the MGA. Content requirements for ASPs are described in detail in Policy 5.4.1.
3. The City through provisions in the Land Use Bylaw shall ensure that adequate separation distances and transition between industrial and non-industrial uses are maintained in the siting of potentially noxious industry that may create significant land use conflicts regarding noise, dust, vibration, smoke, odor, or potential environmental contamination, or pose safety and risk management issues.
4. The City may require a Municipal Environmental Impact Assessment for industrial development that it determines may cause a detrimental environmental impact. Content requirements for a Municipal Environmental Impact Assessment are described in detail in Policy 8.1.5.

5.9.2 Street Network Pattern

1. A Grid or Modified Grid shall form the basic framework for industrial areas. This provides the greatest legibility for those navigating, for multi-modal connectivity in and through the area, and produces generally squared parcels appropriate for industrial users' requirements and efficient development of land.
2. The main transportation routes from industrial areas should provide direct road connections to designated truck routes.

5.9.3 Multi-Modal Access

1. The street network shall make accommodation for safe travel by active transportation modes.

5.9.4 Shape and Variety of Parcels

1. ASPs shall provide for predominantly rectangular or squared parcels which are conducive to efficient land development and for accommodating industrial uses such as warehouses, yards, and other buildings.
2. The City should maintain an adequate inventory of serviced industrial sites of various lot sizes and districts (light and heavy industrial) to meet the needs of business and industry.
3. The City should consider three types of industrial land use districts and corresponding regulations in the Land Use Bylaw to ensure compatibility of land use and facilitate new forms of economic development. A review of the LUB and contemporary industrial demands may be required to determine the need for the addition of a medium industrial zone or changes to the existing industrial zones to ensure all desired industrial development can be accommodated within the city.

5.9.5 Local Commercial and Services

1. Commercial uses serving the local area may be located within industrial areas. These should generally be on corner sites or along collector and arterial roads. Some uses may be appropriately mixed with industrial development where they primarily serve the local industrial area and employees.

5.9.6 Mixed-Use Development

1. Consideration should be given to proposals for live-work development where recreation, services, and amenities are easily accessible to residents by walking, and where a connected and safe pedestrian network exists.
2. A caretaker residence should be considered on industrial sites when proposed, if the area is considered safe for habitation.

5.10 Lakeshore Area Design and Development

The Lakeshore area, generally being the original Cold Lake town site and the marina, is subject to the Lakeshore Area Redevelopment Plan (LARP), last revised in 2011. This statutory plan provides guidance for infrastructure improvements, and design guidelines for new development.

5.10.1 Lakeshore Development Node

The Lakeshore is a development Node in which growth is to be concentrated. The general grid pattern provides a high potential walkable environment, while the marina and lake are major tourist and recreational attractors. Undertaking the remaining infrastructure upgrades outlined in the LARP will greatly enhance the walkability, attractiveness, and business potential of the area. Sylvan Lake provides a good case study of a municipality which has focused investment on the waterfront, including significant public infrastructure upgrades, and successfully realized great increases in local tourism and business developments.

The following should be implemented to realize the full potential of the Lakeshore area and the LARP:

1. Re-evaluate and revise the Implementation chapter to provide specific strategies and actions, and metrics for evaluating success.
2. Consider the creation of a development incentive program which could include:
 - a) Allow for buildings to include an additional storey (to a maximum of four storeys) when the building accommodates residential above grade and retail space at grade;
 - b) Remove maximum density caps for Residential unit development; and/or
 - c) A per-unit cash incentive for residential unit development.
3. Consider the application of an Area Revitalization Levy (ARL) to provide incremental funds for reinvestment in the LARP area as development occurs.

The Lakeshore Area Redevelopment Plan (LARP) should be reviewed and revised where necessary to align with current objectives, budget and this MDP. Amendments to the LARP and/or Land Use Bylaw may be required to create and/or implement new policies. Urban design guidance is provided in Section 5.13.

5.10.2 Requirement for Main Floor Commercial

1. The main floor (grade level) of buildings shall provide for commercial space when located along Lakeshore Drive between 7th Avenue and 7th Street, and along 8th Avenue east of 12th Street as shown in Figure 5. This requirement may be expanded to other streets with amendments to the ARP.
2. Development on these described streets shall be built to the front lot line on the described streets, to provide a pedestrian-oriented environment. Variance in the front lot line setback should be provided to accommodate pedestrian-oriented uses such as patio seating.

Figure 5: Lakeshore ARP Main Floor Commercial



5.10.3 Mixed-Use Development

1. Development which mixes residential and commercial development within one building shall be permitted along Lakeshore Drive between 7th Avenue and 7th Street, and along 8th Avenue east of 12th Street. A revised LARP should define further expanded areas which enable fully mixed-use development to support the waterfront tourism area as a node of activity and density.

5.10.4 Minimum Heights

1. The minimum height for development located on sites along Lakeshore Drive between 7th Avenue and 7th Street, and along 8th Avenue east of 12th Street, is two occupiable storeys.

5.10.5 Parking Restricted to Building Rear

1. Development located on sites along Lakeshore Drive between 7th Avenue and 7th Street, and along 8th Avenue east of 12th shall require all parking areas to be located to the rear of the building only. Parking areas shall not front on to nor be visible from the described streets.

5.11 Downtown Area Design and Development

Downtown, originally the Grand Centre town site, represents the commercial core of the City and anchored around the City's only traditional high street, 50th Avenue. Downtown is one of the City's three Nodes and serves as a centre to concentrate growth and economic activity. Downtown has unrealized potential to become a more vibrant heart of the community for local businesses and services, and to accommodate additional higher density residential and mixed-use development in proximity to many services and jobs. Reinvesting in this area can provide a focal point for local tourism complementing the Lakeshore and provide a distinctive character identity for the City.

5.11.1 Downtown Area Redevelopment Plan

1. In order to realize investment and redevelopment of Downtown, an Area Redevelopment Plan should be undertaken for the area shown in Figure 6. The ARP should:
 - a) Encompass a limited area of application to ensure concentration of resources. 50th Avenue is the spine, and a reasonable boundary for the ARP would be approximately from Highway 28 to 49th Street, and approximately two blocks north and two blocks south of 50th Avenue. Exact boundaries will need to be tested and confirmed.
 - b) Provide basic design guidelines that can be easily translated in the Land Use Bylaw and which are not onerous to development.
 - c) Prescribe that development be street-oriented, built to front property lines; that all parking areas be to the rear or underground of buildings; and that all development be a minimum of two occupiable storeys.
 - d) Provide for public infrastructure upgrades such as streetscaping improvements and consider low-cost/incremental approaches to improving the public realm, pedestrian realm, and streetscape.
 - e) Consider the creation of a development incentive program which could include:

- i) Allow for buildings to include an additional storey (to a maximum of six storeys) when the building accommodates residential above grade and retail space at grade;
 - ii) Remove density caps for Residential development; and/or
 - iii) A per-unit cash incentive for residential unit development.
- f) Consider the application of an Area Revitalization Levy (ARL) to provide incremental funds for reinvestment in the ARP area as development occurs.

The definition of the Downtown geographic area, specific enabling policies for this area, and new development regulations should be provided for by an Area Redevelopment Plan (ARP) and through the Land Use Bylaw. Amendments to the Land Use Bylaw may be required. An ARP for the Downtown area should be undertaken, building off the policies provided below. Policies and regulations should be simple, concise, and minimized in number to ensure ease of development while achieving a vibrant Downtown character. Urban design guidance is provided in Section 5.14.

Figure 6: Downtown ARP Area



5.11.2 Requirement for Main Floor Commercial

1. The main floor (grade level) of buildings shall provide for commercial space when located along 50th Avenue between Highway 28 and 49th Street as shown in Figure 7. This requirement may be expanded to other streets with the application of an ARP.
2. Development on these described streets shall be built to the front lot line to provide a pedestrian-oriented environment. Variance in the front lot line setback should be provided when it is to accommodate pedestrian-oriented uses such as patio seating.

Figure 7: Downtown ARP Main Floor Commercial



5.11.3 Mixed-Use Development

1. Development which mixes residential and commercial development within one building shall be permitted along 50th Avenue between Highway 28 and 49th Street. An ARP should define further expanded areas which enable fully mixed-use development to support the Downtown tourism area as a node of activity and density.

5.11.4 Minimum Heights

1. The minimum height for development located on sites located along 50th Avenue between Highway 28 and 49th Street, is two occupiable storeys.

5.11.5 Parking Restricted to Building Rear

1. Development located on sites along located along 50th Avenue between Highway 28 and 49th Street shall require all parking areas to be located to the rear of the building only. Parking areas shall not front on to nor be visible from the described streets.

5.12 Institutional and Civic Uses and Facilities

This section provides policy specific to ensure adequate public services integrated with the community.

Goal

Plan for and provide suitable buildings and sites for civic services, institutional uses, and public facilities.

Objectives

- Provide space within neighbourhoods and the wider community for public services and civic facilities.
- Practice economy of development by co-locating facilities when possible.

5.12.1 Provision of Emergency Services Facilities

1. The City shall ensure the provision of adequate emergency services under their sphere of influence i.e. fire, peace officers and bylaw services and foster those emergency services outside the City's sphere of influence i.e. ambulance and police services to accommodate a growing and changing population.

5.12.2 Location for Emergency Services Sites and Facilities

1. When new facilities and sites are anticipated, these should be identified in ASPs or ARPs.
2. Multi-use facilities and sites should be considered to minimize use of resources, capital and operating costs, and the need for land acquisition. Co-locating emergency and protective services shall be considered when new sites and facilities are proposed, as well as whether co-location of sites and/or facilities with other uses in mixed-use configurations is possible or advantageous.

5.12.3 Multi-purpose Public Buildings, Recreation Facilities, Community Halls and Co-location

1. When new facilities and sites are anticipated, these should be identified in ASPs or ARPs.
2. Multi-use facilities and sites should be considered to minimize use of resources, capital and operating costs, and the need for land acquisition.
3. There may be complementarity between various uses and users that should be considered when the need for new civic facilities are identified, and these facilities or sites should locate together.

5.12.4 Cemeteries

1. The City shall allow for the timely expansion of cemeteries in accordance with the Cemetery Services Master Plan. Cemeteries should be developed in a pattern which provides connection to the city's communities

5.13 Parks and Open Spaces

This section provides policy specific to areas intended for primarily recreational development under an Area Structure Plan but could also be relevant to an Area Redevelopment Plan. The City shall use the statutory planning and subdivision processes to achieve the Goal and Objectives below.

Goal

To develop and maintain a city-wide integrated system of parks, open spaces, trails and recreation in order to:

- Meet special community-wide needs and serve City-wide functions.
- Serve as unique destination points, drawing residents from the City-wide urban and rural populations as well as visitors from beyond the boundaries of the City.
- Monitor and evolve the city-wide parks system based on results from future studies, undertaken by the City, in partnership with community stakeholders.

Objectives

- Community Parks are intended to serve a greater community or series of neighbourhoods.
- Highlight Millennium Trail as the trunk to a fully integrated trail system connecting the City;
- Where possible will be integrated with natural features and will assist in the conservation and protection of those features through the design of park program and landscape.
- Where possible include clearly defined entrances to the local trail system integrating trail head locations into the designs of the park.
- Partner with neighbouring municipalities, service clubs and other organizations to meet the parks and recreation needs of the community;
- Collaborate when preparing and implementing locational criteria and standards for new school sites; and
- When possible combine new school sites with neighbourhood parks.

5.13.1 Open Space and Linkages Plan

1. The City's parks shall be planned and provided in accordance with the Open Space and Linkages Plan. Open spaces should be developed in a pattern which provides connections to a continuous city-wide trail greenway system.
2. The City shall require that parks, natural areas, school sites and recreation facilities be developed in a manner that provides connections to a continuous City-wide trail system to form greenways as conceptually shown on Map 6.
3. Flexibility should be provided where novel proposals or needs are identified for unique parks or open spaces.

5.13.2 Trail Development

1. The City shall require the trail system, wherever possible, to be developed on dedicated rights of way, interconnected with existing parks providing appropriate access to the lake for residents and visitors.
2. The City shall adopt development agreements to ensure developers are responsible for dedicating and developing trail connections and the grading, seeding and tree planting of park spaces in new subdivisions.
3. Millennium Trail is the trunk of the city-wide trail system, and trail connections must be provided to it for new areas of development and for existing developed areas lacking these connections.

5.13.3 Crime Prevention Through Environmental Design (CPTED) for Park Areas

1. The City should ensure that the location, site planning, and development of parks, open spaces, and trail connections are designed according to and incorporate Crime Prevention Through Environmental Design (CPTED) in planning and design.

5.13.4 Open Space Improvement Priorities

1. The City should proceed with the development of Imperial Park in accordance with the Imperial Park Master Plan, to provide a hub of recreation, education, and cultural activities for residents of Cold Lake and the surrounding region.
2. The Imperial Park Master Plan should be reviewed and updated to ensure the park development will meet the current and projected needs of residents.

5.13.5 Land Requirements for School Sites

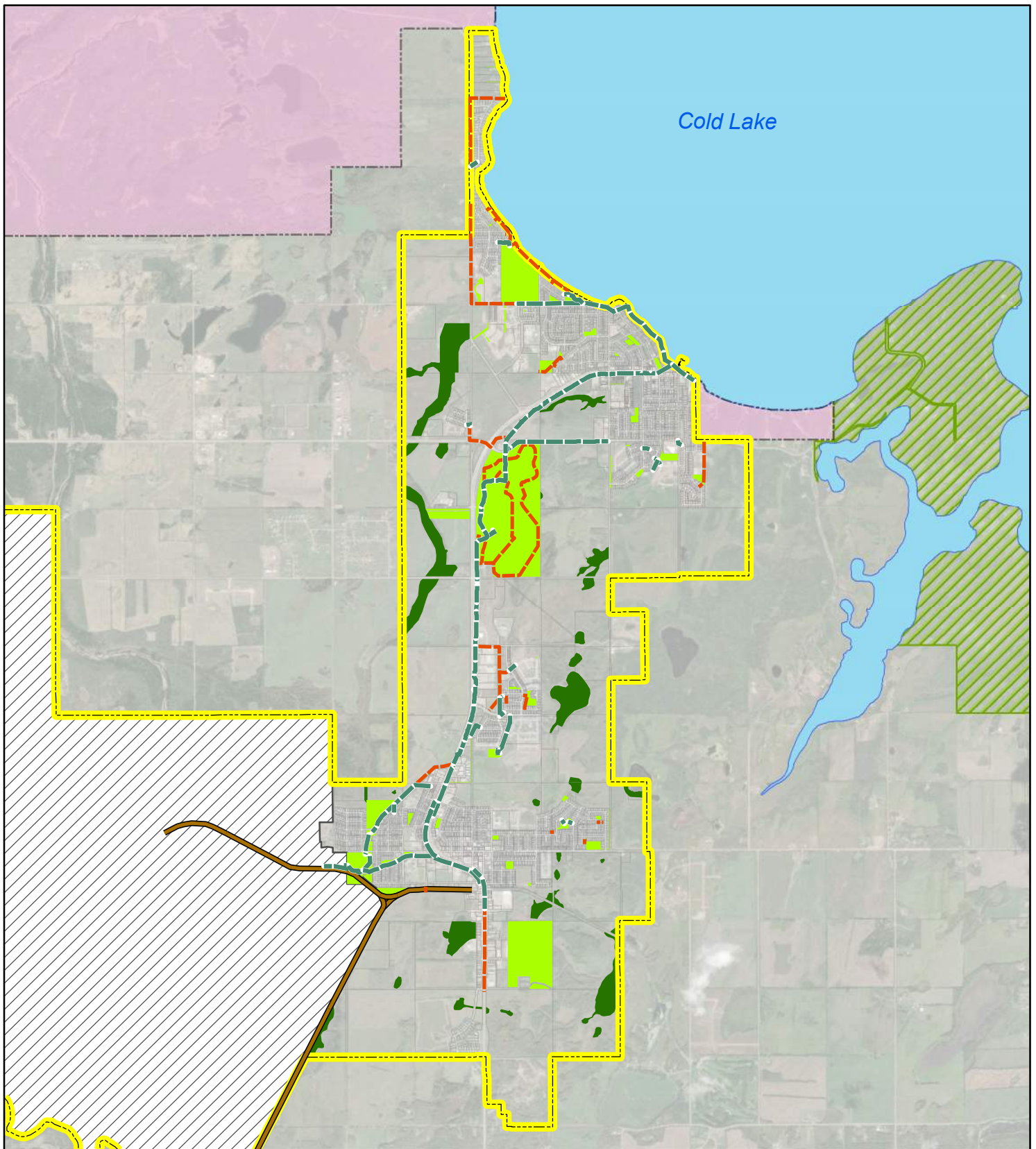
1. The City should work cooperatively with the Northern Lights School Division #69, East Central Francophone ER No. 3 and Lakeland RCSSD No. 150, on a site-by-site basis, to determine the best locations, sizes and configurations of future school sites. Wherever possible school sites shall be integrated with adjoining neighbourhood parks.

5.13.6 Community Usage of School Facilities




1. The City of Cold Lake should explore and support joint-use agreements with local schools for use of facilities by the community.

5.13.7 Joint Use of 4 Wing Recreation Facilities

1. The City of Cold Lake will maintain dialogue and retain existing agreements with the National Defense



-  City of Cold Lake
-  First Nations
-  Department of National Defence
-  Parks and Open Space
-  Natural Area
-  Cold Lake Provincial Park

-  Iron Horse Trail
-  Existing Trail
-  Future Trail



**CITY OF COLD LAKE
MUNICIPAL
DEVELOPMENT PLAN**

MAP 6:
PARKS, TRAILS
AND RECREATION
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Establishment – 4 Wing to ensure that recreation facilities on the base can be used by all residents of Cold Lake.

5.13.8 Municipal Reserve Dedication

1. The City shall require the dedication of 10% of land to be subdivided, or cash-in-lieu of land, for municipal reserve.
2. Cash-in-lieu contributions shall be calculated at true market value rates, and the funds shall be collected to enhance and upgrade other reserve sites or acquire additional park areas.
3. Within residential areas the dedication of land is preferred. When considering taking cash-in-lieu rather than the dedication of land, the City should consider:
 - a) Minimizing its utilization of land;
 - b) Whether there is sufficient existing park space and school sites in the area to serve development; and
 - c) Whether cash-in-lieu may be more beneficial to provide for other areas that are deficient in park space or school sites, or for providing improvements to the park space to be created.
4. ASPs, ARPs and subdivisions shall be designed in a manner that MR parcels connect to crown lands, other MR lands and ER to create a continuous parks and recreation network wherever possible.

5.13.9 Development Levies and Charges

1. The City shall require costs associated with servicing developments with roadways and infrastructure is to be borne by the developer through development charges and levies in accordance with specific development agreements negotiated from time to time, and the City's Offsite Levy Bylaw.

5.13.10 Developer Contributions

1. The City shall require developers, through development agreements, to be responsible for dedicating and developing trail connections and the grading, seeding and tree planting of park spaces in new subdivisions.

5.14 Urban Design

This section provides direction for when and where specific design guidelines should be implemented. The use is specific to areas intended for primarily residential development under an Area Structure Plan but is also relevant to an Area Redevelopment Plan. The City of Cold Lake shall use the statutory planning and subdivision processes to achieve the Goal and Objectives below.

Goal

To maintain and enhance a distinct sense of place and character for the City, and create a physical environment that is attractive, safe, functional, stimulating, and mindful of local historical resources.

Objectives

- Highlight the Lakeshore and Downtown as destinations for residents and visitors;
- Enhance the appearance of the City by requiring higher standard design at major entrances and along Highway 28;
- Promote a high quality of architecture and design in commercial, industrial, and residential development;
- Support and encourage innovative neighbourhoods and building designs; and
- Ensure public spaces are designed with community safety as a priority.

5.14.1 Requirements for Design Guidelines

1. It has been recognized that the overall design aesthetic of the city could be improved to provide a more cohesive visual identity for the city as well as providing distinct identities for key destination areas within the city. At present, there are few requirements within the City's Land Use Bylaw (LUB) which speak to higher quality architecture or urban design.
2. In order to achieve the Urban Design Objectives, the City should pursue updates to the LUB for the applicable zones to enhance architecture and design in these areas:
 - Lakeshore
 - Downtown
 - Highway 28 Corridor
 - Major Entryways to the City: from the south on Highway 28, and from the west on Highway 55

5.14.2 All Ages Inclusive Design

1. The City should adopt an all-ages lens to the design of infrastructure, facilities, and neighbourhoods according to the “8-80” age principle: that all things be designed in such a way that anyone from 8-80 feels safe in the environment and is able to navigate independently.
2. All-Ages Inclusive Design should be achieved by ensuring adherence to all applicable building codes and the CSA Accessible Design for the Built Environment (B651-18) for all private and public projects.
3. This requires careful attention to design and engineering standards, which may require updating.

5.14.3 Crime Prevention Through Environmental Design (CPTED)

1. The City should promote the application of CPTED in the preparation of statutory plans, municipal site and facility development, and other developments during the Development Permit process. This can be enabled by cooperation with the local RCMP and providing CPTED training to City’s planning and development staff. The City may require amendments to statutory plans or new development permits to include and comply with a CPTED compliance report on the proposal prepared and signed by a professional with formal CPTED training.

5.14.4 Changes to Land Use Bylaw

1. The design guidelines as described in this Section should be developed through urban design studies that identify the desired character and urban design outcomes for the specified area and provide direct changes or additions to the Land Use Bylaw.
2. The necessary amendments to zones or overlays within the Land Use Bylaw will be the enabling regulations.

6.0 Infrastructure

Transportation, and water, sanitary and storm water (servicing) infrastructure are essential to support daily activities in any city. The City of Cold Lake creates an environment where people and goods can move efficiently and safely, and where there is a range of transportation mode choices available for a diverse population with different needs. The City of Cold Lake supports the maintenance, improvement and development of roads and servicing infrastructure to provide an adequate level of service and ensure that residents and visitors can access clean and safe spaces. It is also the intent of the City to support active transportation and public transit to reduce the reliance on private vehicles.

6.1 General Policies

6.1.1 Compliance with Engineering Standards

1. The City shall require all transportation and servicing infrastructure to comply with the City of Cold Lake Municipal Engineering Servicing Standards and Standard Construction Specifications, the Transportation Association of Canada Guidelines and any other applicable standard as may be amended from time to time.

6.1.2 Asset Management Plan

1. The City shall prepare, adopt and implement an Asset Management Plan to continually monitor, maintain, upgrade and replace the municipality's transportation and servicing infrastructure throughout their lifecycle.

6.1.3 Infrastructure Costs

1. The City shall require the costs of local roadway improvements and servicing infrastructure within subdivisions or a development site to be borne by the developer as specified within a required development agreement.

6.1.4 Off-Site Levy

1. The City may require developers to bear the cost of required off-site infrastructure improvements and required oversizing in accordance with the Off-Site Levy Bylaw and successor bylaws.
2. The City shall regularly update its off-site levy bylaw to ensure the fair and equitable distribution of infrastructure costs.

6.1.5 Joint Use of Utility and Transportation Corridors

1. The City shall encourage the joint use of utility and pipeline corridors, transportation corridors, transmission lines, and other utility rights-of-way and structures of a compatible nature to minimize adverse visual, environmental or safety impacts, as well as minimize the fragmentation of properties.

6.1.6 Servicing Connections

1. All new development shall connect to municipal services.
2. Infrastructure shall be extended to new development in a contiguous, logical and efficient manner, and in accordance with an ASP.

6.1.7 Evaluation

1. The City will evaluate future infrastructure investments and consider ecological impacts and lifecycle costs.

6.2 Transportation

Goal

To ensure that all parts of the city are connected by a comprehensive and well-maintained multi-modal transportation network which prioritizes the integration with land uses to support a gradual shift to alternative modes of transportation, and which provides for the safe and efficient movement of goods and people within the City of Cold Lake, and between the City and local, regional, national and international destinations and markets.

Objectives

- Provide a comprehensive and integrated active transportation modes network including streets, trails, and pathways which support healthy lifestyles and provide safe travel and recreational opportunities for all ages and abilities;
- Millennium Trail connects residents to the Downtown, Marina and Energy Centre, and is a source of civic

- pride and the City's primary active transportation network right-of-way.
- Operate and maintain a public transit system, and develop new neighbourhoods with the necessary street infrastructure to support transit vehicles;
 - Implement design standards that prioritizes the safety of all transportation modes' users;
 - Maintain a municipal transportation system and facilities that allow for the efficient movement of goods and people;
 - Adopt a program of preventative maintenance of infrastructure and roadways to avoid costly repairs and replacement at a later date.

6.2.1 Transportation Master Plan

1. The City may undertake the preparation of a Transportation Master Plan that focuses on a multi-modal transportation network that supports the vision and land use objectives of this Plan. The TMP should also establish the hierarchy and performance expectations for all modes of transportation.

6.2.2 Transportation Network

1. The City shall use Map 7 as a guide for the future arterial and collector network, to be reflected in future land use planning to ensure that rights-of-way are preserved, and the required future roadway capacity is provided.

6.2.3 Investment Priorities

1. The City will prioritize investment in a transportation network that:
 - a) Provides multimodal transportation options; and
 - b) Promotes initiatives that favour cycling, walking and transit, increased auto occupancy, reduced vehicular trip frequencies, fewer trips made at peak periods, and reduced greenhouse gas emissions.

6.2.4 Commercial Traffic

1. The City will identify and maintain an integrated system of routes available for commercial and industrial vehicles that require access to commercial and industrial areas. The routes do not impede the travel or safety of routes that support active modes of transportation.

6.2.5 Regional Transportation Network

1. The City should work collaboratively with Alberta Infrastructure and Transportation, 4 Wing, and the M.D. of Bonnyville No. 87 to develop a safe and efficient regional transportation network.

6.2.6 Transportation Impact Assessment

1. The City may require a Transportation Impact Assessment at the time of area structure plans, subdivision, rezoning or development permit to ensure that impacts on the transportation system are evaluated prior to the approval of any development that in the opinion of the authority may cause significant changes in current transportation dynamics or create new transportation infrastructure needs. This includes impacts on motorized traffic, pedestrians, bicycles and any other transportation mode that takes place in the area subject to the proposed development.

6.2.7 Noise Attenuation

1. The City may require appropriate noise attenuation measures to be implemented to ensure acceptable noise level standards for new residential development adjacent to major arterial and collector roadways and highways, with costs to be borne by the developer.

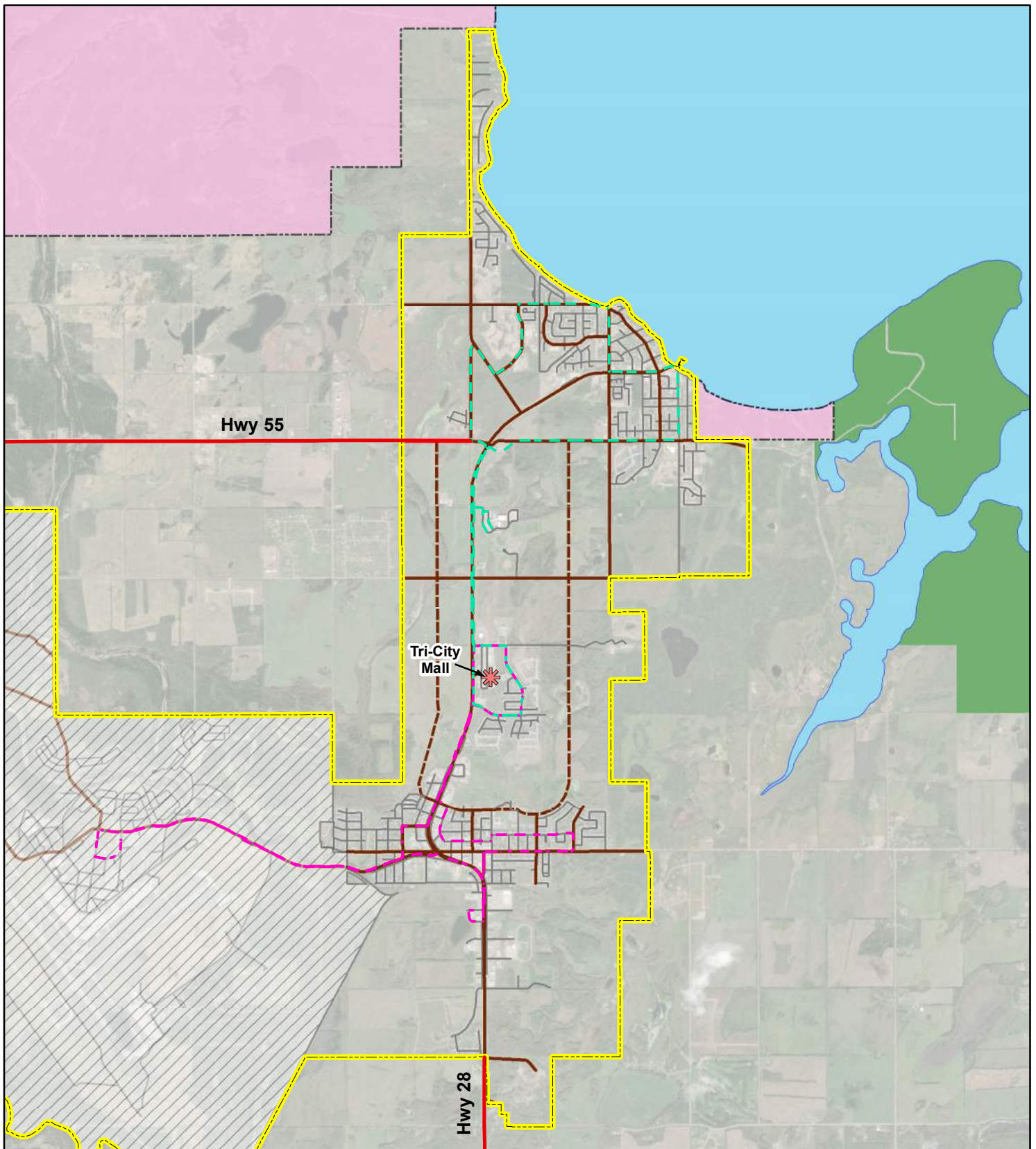
6.2.8 Complete Streets Design

1. The City should develop and implement a Complete Streets Design Guideline that will guide the roadway design in future development areas as well as in infill areas where transportation infrastructure is upgraded or replaced.

6.2.9 North-South Complete Streets

Recognizing that Highway 28 is developed to its ultimate standard as a high-volume arterial roadway, there is a need for streets that provide north and south connections between the neighbourhoods to the east and west of Highway 28. In order to provide comfortable, safe, and multi-modal connections running north to south, one Minor Collector on each of the east and west sides of Highway 28 should be developed as shown on Map 8.

1. The identified North-South Minor Collectors will be developed with the progression of neighbourhood development along their alignment. This provides the benefit that there is no extra cost required, as these will be part of both the local and City-wide transportation network.



- City of Cold Lake
- First Nations
- 4 Wing CFB
- Cold Lake Provincial Park

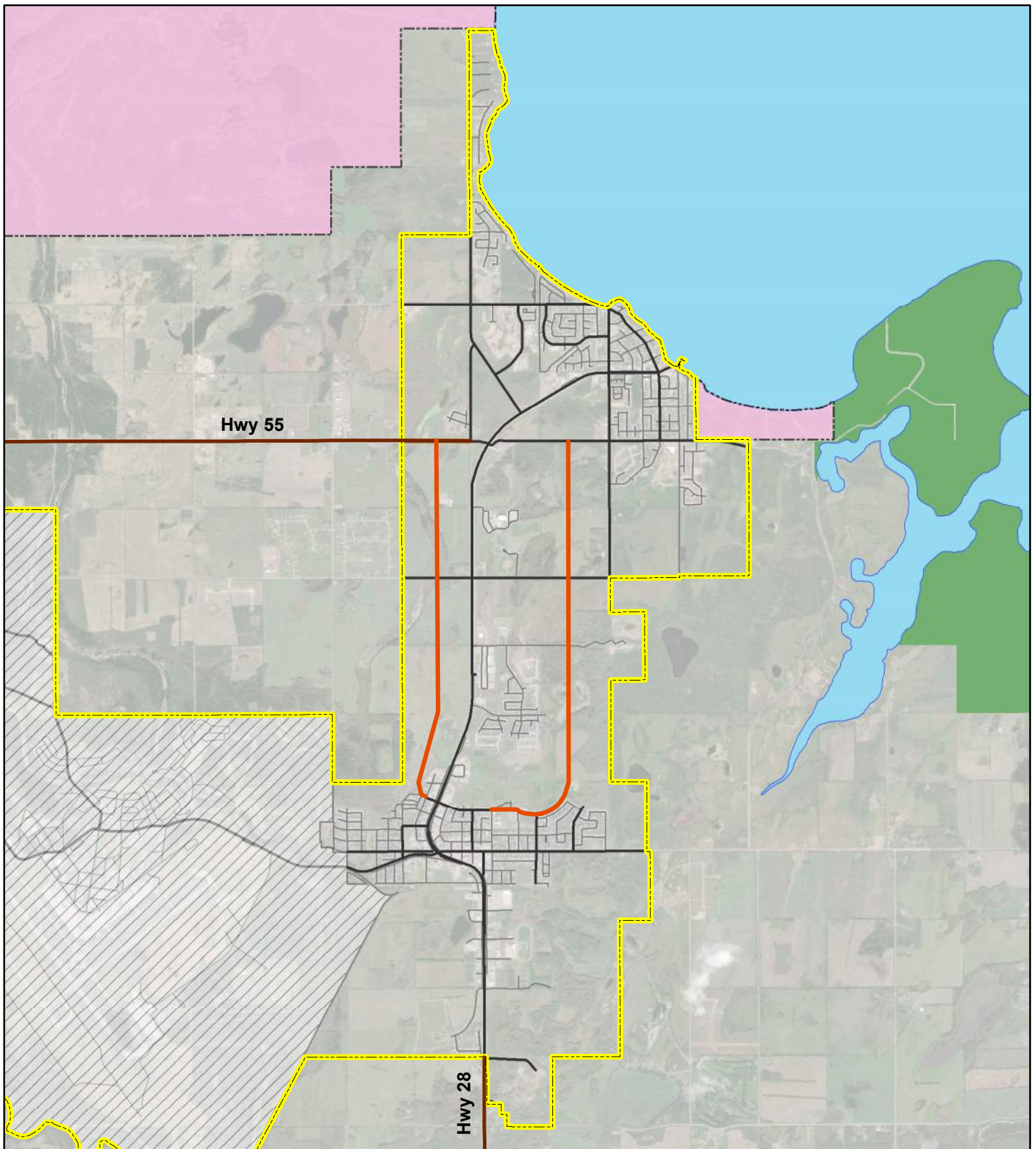
- Highway/Expressway
- Arterial/Collector
- Local Road/Lane
- Future Arterial/Collector
- Cold Lake North Bus Route
- Cold Lake South/4 Wing Bus Route







**CITY OF COLD LAKE
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MAP 7:
TRANSPORTATION

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-  City of Cold Lake
-  First Nations
-  4 Wing CFB
-  Cold Lake Provincial Park

-  Highway/Expressway
-  Arterial/Collector
-  Local Road/Lane
-  Major Collector Complete Street



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MAP 8:
COMPLETE STREETS
ROAD NETWORK
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2. The identified Minor Collectors are those streets developed to serve neighbourhood/ASP development and shall be aligned to be generally straight and aligned with each progressive north-south segment such as to provide single, continuous corridors running north to south on the east and west side of Highway 28.
3. These Minor Collectors will function as local main streets for the communities which develop along and provide a comfortable environment for people to move from north to south through the City without needing to engage with high-velocity traffic on Highway 28.
4. These Minor Collectors shall be developed in accordance with either the City's Complete Streets Design Guidelines if available, or in accordance with the NACTO Urban Street Design Guide or successor document.
5. Notwithstanding any other existing City standards or policy, these Minor Collectors shall:
 - a) Provide for safe multi-modal use;
 - b) At a minimum, the Minor Collectors will provide an urban standard with sidewalks, physically separated and protected cycling facilities, and be designed for the intended posted vehicle speed limit.
 - c) Be required to be fronted by residential, mixed use, and commercial development; and
 - d) Be designed and integrated with ASP land uses to function as the main streets for the neighbourhoods which they serve.
6. The Complete Street typology will provide a cross-section suitable to the context of the area served by each Minor Collector. Variations in cross-sections may occur as different segments may serve residential, commercial, or industrial areas.

6.2.10 Traffic Calming

1. Traffic calming principles may be incorporated into the design of new and existing roadways in residential neighbourhoods to create a safe environment for residents and users of active transportation modes.

6.2.11 Roadway Maintenance and Improvement

1. The City shall ensure that all roadways within the City are maintained to adequate standards, to ensure the safety of all users. This includes, but is not limited to, the pavement, traffic control devices, lighting and demarcation.

6.2.12 Pedestrian and Bicycles Pathways Maintenance and Improvement

1. The City shall ensure that all pedestrian and bicycle pathways are maintained to adequate standards, to ensure the safety and comfort of all users. This includes, but is not limited to, ensuring that all pathways have a smooth surface, adequate signage, visible demarcation, functioning traffic control devices, functioning accessibility aids, and ramps.

6.2.13 Millennium Trail

1. The City shall:
 - a) maintain and improve the accessibility, comfort and safety of Millennium Trail;
 - b) improve the connectivity of Millennium Trail and the overall trail network by:
 - i) identifying and filling in missing links between the existing trail network and Millennium Trail, wherever possible, and
 - ii) ensuring that the active transportation network connects all existing residential neighbourhoods to Millennium Trail; and
 - c) require that connectivity to Millennium Trail be provided in new residential neighbourhoods in accordance with section 5.12.2.

6.2.14 Transit

1. The City shall:
 - a) continue to ensure that the public transportation system is affordable, reliable, safe and frequent;
 - b) consider introducing new services in the future, as demand for public transit grows and funding becomes available; and
 - c) provide sufficient and clear information on how to use public transport and the routes available.

6.2.15 Commercial Air Service

1. The City will seek the opening of commercial air passenger and freight services via 4 Wing to serve Cold Lake and surrounding area. This will require continued cooperation with 4 Wing, Transport Canada, and other stakeholders including airline operators. Commercial air service will be critical to diversifying the local economy

by making Cold Lake more accessible, offering opportunities for aerospace-related industry, and allowing for easier movement of people and goods to and from the region.

6.3 Servicing Infrastructure

Goal

To maintain and expand the servicing infrastructure network as the City grows, ensuring the continuous delivery of water, sanitary and storm water services to every part of the City, with a focus on sustainability, efficiency and maintaining an adequate level of service.

Objectives

- Ensure the timely extension of servicing infrastructure in the long term to keep pace with the growth needs of the City;
- Maintain an adequate level of service throughout the City to support a range of activities and land uses;
- Ensure servicing infrastructure is maintained and operated in such manner that optimizes the use of natural resources and minimizes their impact on the environment;
- Protect the City's water sources through best water management practices and the adoption of green infrastructure; and
- Anticipate and plan for the servicing infrastructure lifecycle costs to support a financially and environmentally sustainable management of the City's assets.

6.3.1 Utility Master Plans

1. The City shall update the Water, Sanitary, and Drainage Master Plans to provide direction for the servicing of the recently annexed lands and identify the most current servicing challenges and opportunities throughout the City.

6.3.2 Construction and Maintenance of Servicing Infrastructure

1. All new development and servicing infrastructure maintenance shall be guided by the policies of this Plan, and the Water, Sanitary, and Drainage Master Plans, and the City's Municipal Engineering Servicing Standards and Standard Construction Specifications as amended from time to time.

6.3.3 Sustainability

1. The City may develop strategies to ensure its development and growth are done in an environmentally sustainable manner.

6.3.4 Water Distribution System

Upgrades are required to support full build-out of growth areas. Excluding additional demands from the M.D. of Bonnyville No. 87, additional reservoir storage is required. Upgrades to the pumping capacity would also be necessary to provide flow rates sufficient to service the build-out population.

A Regional Utility Water Services Line is currently being developed between the City of Cold Lake and the Town of Bonnyville to supply the Town of Bonnyville with treated water from Cold Lake.

Upgrades are currently underway to equip the water treatment plant to accommodate demands generated by the Regional Utility Water Services Line. These upgrades commenced in 2018 and are anticipated to be completed by the Spring of 2020. Upgrades have been planned to provide water to the Town of Bonnyville while maintaining the level of service required for the City and surrounding communities including Cold Lake First Nations, the Hamlet of Ardmore, and the Hamlet of Fort Kent.

1. The City shall require developers to provide detailed water servicing plans as part of ASP and subdivision approval processes. The water distribution system shall be developed and expanded in accordance with the Water Master Plan.

6.3.5 Water Conservation

1. The City should collaborate with public agencies and private partners to support the development of water conservation guidelines, programs, public awareness, and enforcement of guidelines to reduce consumption of the City's water resources. This applies to all scales of development including the development of municipal facilities. Conservation and reuse methods include grey water, purple pipe, and on-site stormwater management.

6.3.6 Sanitary Collection System

1. The City shall require developers to provide detailed sanitary collection plans as part of the ASP and subdivision approval processes. The sanitary collection system shall be developed and expanded in accordance with the Sanitary Master Plan/I-I Program.
2. The City encourages innovative and sustainable designs and standards for new urban development to accommodate the collection and reuse of greywater, and the exchange of surplus greywater and waste energy between various businesses and industries in commercial and industrial areas.

6.3.7 Sanitary Sewer Infiltration

1. The City shall continue the denaturing of the sand aquifers and the implementation of the measures prescribed in the Inflow-Infiltration Program to reduce levels of infiltration into the sanitary sewer system.

6.3.8 Stormwater Management

1. The City shall require developers to ensure that the proposed stormwater management system is adequate to accommodate post development flows and that adequate detention and polishing can be provided to meet both Alberta Environment and the City of Cold Lake Municipal Engineering Servicing Standards and Standard Construction Specifications, which may be amended from time to time.
2. Developers are required to provide detailed stormwater management plans as part of the subdivision approval process.
3. The City shall continue the improvements of Palm Creek and Meadows Drainage Parkway to establish an aesthetically pleasing and fully functional stormwater management and recreational drainage facility.
4. The City encourages the conservation of wetlands and their integration into stormwater management facilities.
5. The City prefers and will encourage the use and development of naturalized storm water management facilities.
6. Low Impact Development (LID) principles should be implemented in all new ASPs, subdivision and development to conserve on-site natural features, local hydrology and protect water quality. This may include the use of bioretention cells (rain gardens), bioswales (grassed swales), green roofs, permeable pavers, and/or xeriscaping.

6.3.9 Intermunicipal Solid Waste Management

1. The City should continue to coordinate efforts with the region for the disposal of solid waste through the Beaver River Waste Management Commission.

6.3.10 Franchise Utilities

1. The City shall require developers to:
 - a) Identify and provide for public utility lots and easements for franchise utilities such as gas, electricity, cable and telecommunications during the subdivision application process;
 - b) Place new power, telephone and cable TV installations underground; and
 - c) Co-locate utility lines in shared trenches where possible.

6.3.11 Sour Gas Facilities

1. Any applications for subdivision or development within 1.5 km of a sour gas well or facility shall be referred to the Alberta Energy Regulator (AER) for review and comment in accordance with the MGA and the Subdivision and Development Regulation.
2. The City will not permit subdivision or development under the minimum development setbacks necessary for the classification of the sour gas facility, as determined by AER.

6.3.12 Gas and Oil Wells

1. In accordance with the Subdivision and Development regulation, a subdivision application or a development application shall not be approved if it would result in a permanent dwelling, public facility or unrestricted country residential development, as defined by the AER, being located within 100 metres of a gas or oil well or within a lesser distance approved in writing by the AER.

6.3.13 Abandoned Wells and Development

1. All development must respect the required or recommended setbacks from abandoned wells in accordance with current directives from the AER.

2. New ASPs shall consider the design of neighbourhoods to provide for mandated setbacks and access. When possible, abandoned wells should be located within public property such as road right-of-way.
3. If located within private property, appropriate caveats must be placed on title indicating the presence of the Abandoned well.

7.0 Social Wellbeing and Community Services

As Cold Lake grows, the City has the opportunity to strengthen the qualities that make it a healthy, vibrant and desirable community for people at all stages of life. The City of Cold Lake will continue to support the social wellbeing of the community by creating a physical environment inspired by and designed for people. Short distances to services and amenities, accessibility to community and recreation facilities, housing and transportation affordability, and public spaces that not only facilitate a comfortable and safe trip but also encourage social encounters and cultural expressions. These are all important components of making the City a desirable place to live, work and play, and are present in Cold Lake.

The vision, principles, Big Moves, and land use concepts of this Plan aim to connect the City of Cold Lake's residents with their built environment through strategic urban decisions that will leverage the existing strengths and assets of the community to make the City more lively, interesting and active. The policies in this section complement the overarching components of the Plan to reflect the desires that residents expressed during the preparation of this MDP.

Goal

To ensure that health, social and protective services, including the infrastructure, facilities, services and programs that support social wellbeing are available, affordable, accessible and integrated into the urban fabric and meet the needs of residents. Cold Lake is a community where residents have the creativity and capacity to address challenges and opportunities. The City celebrates its past, present and future by ensuring that art, culture, and its history are integrated into the community.

Objectives

- Create accessible parks and open spaces that provide a sense of place and build a complete community identity;
- Maintain a safe and attractive community;
- Residents and visitors feel safe and welcome, and contribute to the well-being of others;
- Residents and stakeholders are engaged and active in community events and decision making;
- Local culture and history is celebrated and presented through festivals, art and events;
- Provide an optimum level of emergency and protective services; and
- Seek ways of providing shared services with neighbouring municipalities and other agencies.

7.1 Community Services

7.1.1 Implementation of the Age-Friendly Plan

1. The City should implement the recommendations of the Age-Friendly Plan to ensure that the City is a safe and inclusive space for seniors. The City should require age-friendly design and infrastructure through the ASP process, focusing on the principles provided in Section 5 of this plan.

7.1.2 Community and Recreational Facility Provision

1. The City shall ensure that every neighbourhood in the City has appropriate local community facilities within walking distance of all residents, and that city-wide community facilities remain accessible to all.
2. The City shall foster partnerships with business, government, school boards, and non-profit sectors to develop and operate recreational, cultural, and community facilities. Opportunities for combining these facilities wherever possible with schools should be explored.
3. The City shall ensure that all public buildings are accessible to the physically challenged.

7.1.3 Housing Needs Assessment

1. The City should conduct a Housing Needs Assessment to quantify and qualify the specific housing needs across the continuum and inform future housing policies and strategies.

7.1.4 Regional Community Services

1. The City should seek partnerships with neighbouring municipalities to create community facilities and provide community services jointly.

7.2 Culture and Heritage

7.2.1 Arts and Culture

1. The City will collaborate with arts and cultural groups to assess the need for programming and facilities and determine the best method to develop and maintain these facilities.

7.2.2 Historic Resources and Culturally Significant Areas

1. The City may develop a program, and/or collaborate with the Ministry of Culture, Multiculturalism and Status of Women, to identify, conserve or preserve and celebrate historic or mid-century historic resources or culturally significant areas within Cold Lake.
2. The City supports the conservation and adaptive reuse of historic resources through creative design solutions.

7.2.3 Historical Resource Impact Assessment

1. The City shall refer proposed developments or subdivisions to the Government of Alberta's Historic Resources Management to determine the need for a Historical Resource Impact Assessment, when and as required according to the Historic Resources Act.

7.2.4 Development in Proximity to Heritage Properties

1. For any proposed land use bylaw amendment, subdivision or development permit on a site adjacent to an historic resource, the City should consider if the proposal is compatible in terms of height, mass, setbacks, and overall architectural treatment with the heritage resources. This may require the use of direct control zoning or specific conditions of approval for subdivision or development permits.

7.3 Emergency and Protective Services

7.3.1 Emergency Preparedness and Response Plan

1. The City shall update the Emergency Preparedness and Response Plan to:
 - a) Recognize hazardous conditions that would create or aggravate an emergency;
 - b) Identify the resources needed to deal with an emergency and make sure these resources are always available for use;
 - c) Create response protocols and procedures to handle emergencies; and
 - d) Promote safety awareness.

7.3.2 Emergency Services Provision

1. The City shall ensure that facilities and infrastructure associated with emergency services are available to assist every neighbourhood in the city. The City shall ensure the provision of adequate fire, ambulance and police services to accommodate a growing and changing population. The City shall require that new developments are planned to ensure appropriate emergency, fire and police response.

7.3.3 Emergency Management

1. The City should ensure the availability of human and financial resources in every project undertaken by the City to mitigate risks, build response capacity, minimize damage, and recover from sudden or unexpected events.

7.4 Engagement

7.4.1 Transparency

1. Municipal decision making shall be transparent and implemented by providing information to stakeholders, opportunities for engagement, and results.

7.4.2 Engagement

1. The City shall encourage public participation and meaningful engagement in the municipal planning and development process by preparing an engagement strategy that allows formal and informal dialogue and encourages representation from a broad spectrum of stakeholders.

7.4.3 Collaboration

1. The City should:
 - a) Encourage activities organized by citizens as a means to foster a sense of belonging to the community.

- b) Develop programs and/or provide space to support activities that bring citizens together, such as festivals and markets, neighbourhood block parties, and senior and youth centres.
- c) Engage the public, private and non-profit agencies and citizens to promote programs that provide opportunities for active living to ensure citizens are not physically, socially or culturally isolated.

8.0 Environmental Stewardship

Throughout the public engagement process, stakeholders identified the importance of environmental stewardship and the development of Cold Lake as an environmentally sustainable and responsible community. Preserving significant natural features, such as the lake, watercourses, wetlands, wildlife corridors, and forest fragments is important to maintaining a high quality of life for the community. These areas can also pose flood, erosion, and subsidence hazards and the potential effects need to be mitigated. The Town's natural areas are shown on Map 9. Environmental stewardship is also key to establishing complete communities with a harmonious relationship between urban development and ecological systems. Integrating the natural environment with urban dwellers enhances real estate value, and helps to create an attractive and more desirable community to live in.

Goal

To protect and enhance biodiversity so that present and future generations can enjoy the benefits of clean air and water, and complete and healthy communities where the built and the natural environments are thoughtfully integrated. The City is a responsible steward of the environment by protecting and integrating natural areas in new development and making land use decisions that maintain environmental quality for future generations.

Objectives

- Identify and protect environmentally sensitive areas;
- Integrate environmentally sensitive areas and green spaces into the design of neighborhoods and other forms of development;
- Conserve and incorporate environmentally significant features as part of the open space system, and transportation and utility network;
- Encourage environmental stewardship amongst residents and property owners;
- Provide ease of access for all residents from their neighbourhoods to conserved natural areas;
- Identify and mitigate risks from man-made and natural hazards; and
- Maintain the quality of air and water to high standards.

8.1 Protection of Natural Areas

8.1.1 Environmentally Significant Areas

1. The City should prepare an Environmentally Significant Areas Study to precisely identify areas for environmental reserve designation and lands where a Biophysical Assessment would be required with rezoning, subdivision and/or development permit applications.

8.1.2 Conservation Tools

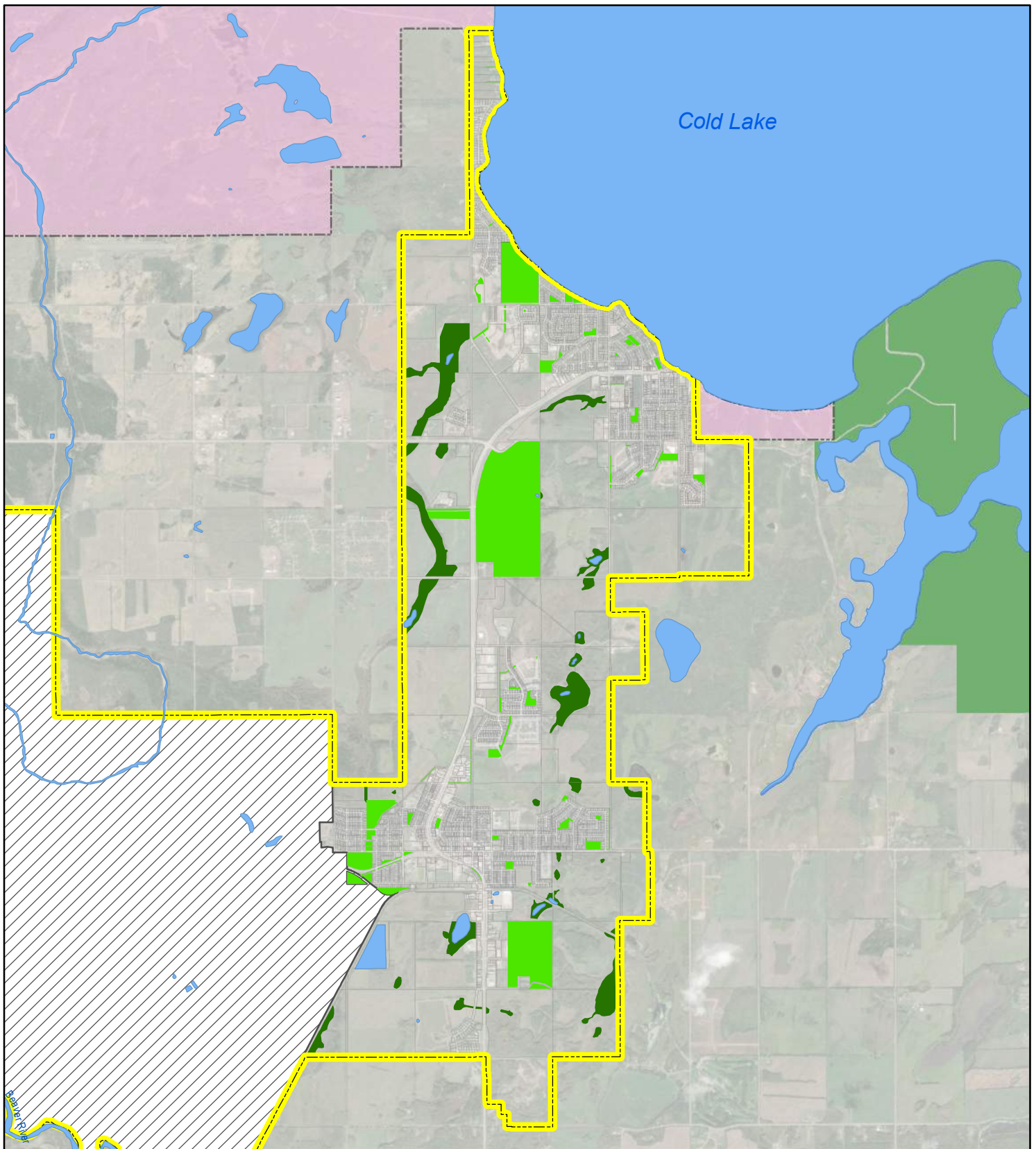
1. The City shall use the following conservation tools to ensure the protection and enhancement of natural areas:
 - a) environmental reserve dedication;
 - b) municipal reserve dedication;
 - c) environmental reserve easements;
 - d) conservation easements;
 - e) donations and bequests; and
 - f) acquisition through purchase or land trades


8.1.3 Wetland Assessment

1. The City may require a Wetland Assessment as per the Alberta Wetland Policy and at a minimum, the City shall require a desktop wetlands analysis for any proposed rezoning, subdivision and/or development that might affect any identified wetland. Map 9 shall be used to identify wetlands until an Environmentally Significant Areas Inventory is prepared.


8.1.4 Biophysical Assessment

1. The City may require a Biophysical Assessment for any proposed Area Structure Plan, rezoning, subdivision and/or development permit located within 50 metres of the environmental features identified in Map 9. The Biophysical Assessment shall include, at minimum, the following:
 - a) a description of the proposed development, including its purpose, alternatives, and staging requirements;
 - b) a description of the potentially affected biophysical environment via desktop methods and open service databases (e.g. ACIMS, FWIMS, etc.). Fieldwork may be required for other provincial regulatory purposes (e.g. Water Act, Fisheries Act, etc.).




 City of Cold Lake


 First Nations


 Cold Lake Provincial Park

 Water Body

 Water Course

 Department of National Defence

 Environmental Reserve

 Parks and Open Space



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NATURAL AREAS

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- c) a description of the positive and negative effects that the proposed undertaking may have on the biophysical environment;
- d) an indication of the limitation of the study, criteria used in predicting effects, and interests consulted;
- e) recommended measures to mitigate any negative effects identified; and
- f) a recommendation that can assist decision-makers in determining the final course of action.

8.1.5 Geotechnical Assessment

1. The City may require a geotechnical study conducted by a certified professional engineer in support of any proposed Area Structure Plan, rezoning, or subdivision and/or development permit application to:
 - a) Delineate the top-of bank, and
 - b) Consider and make recommendations specifying development setbacks.

8.1.6 Municipal Environmental Impact Assessment

1. The City may require a Municipal Environmental Impact Assessment for any proposed development that may have a detrimental environmental effect. The Municipal Environmental Impact Assessment shall include, but not necessarily be limited to, the following:
 - a) a description of the proposed development, including its purpose, alternatives, and staging requirements;
 - b) a description of the biophysical environment that would be affected;
 - c) a prediction of the effects (positive and negative) that the proposed undertaking may have on the biophysical environment;
 - d) an indication of the limitation of the study, criteria used in predicting effects, and interests consulted;
 - e) recommended measures to mitigate any negative effects identified; and
 - f) presentation of the results in a framework that can assist decision-makers in determining the final course of action.

8.1.7 Environmental Site Assessment

1. The City may require an Environmental Site Assessment (ESA) in support of any proposed Area structure Plan, rezoning, subdivision and/or development permit application subject to the following criteria:
 - a) the nature of the proposed use;
 - b) the current and historical use of the subject property and surrounding lands; and
 - c) information from other sources that suggest the subject property may contain environmental contaminants.

The ESA shall be conducted in accordance with the *Canadian Standards Association Guide*, as amended from time to time.

2. The City shall require evidence from a qualified professional that appropriate remediation measures have been carried out on any property containing environmental contaminants and that the site is suitable for the intended use prior to issuing a development permit for the subject site.
3. If contaminated sites are encountered which pose a burden to redevelop for productive use, the City should consider a tax increment finance program or similar mechanism to assist with the costs of remediation and development of the site.

8.1.8 Ecological Connectivity

1. The City should promote ecological connectivity through the retention of the wildlife corridors and storm water ponds and their designation as environmental reserve or parks and open spaces.
2. Where possible, the City shall require, as part of the Area Structure Plan and subdivision processes, that natural areas and features be integrated into the linked and integrated parks and open space system in new development areas.
3. The City shall require, as part of a proposed Area Structure Plan or subdivision, that natural areas which can be sustained post-development and which can be sustained by careful planning and execution of development, be integrated into the design of new development areas. These open spaces and ecological areas, such as storm water ponds and wildlife corridors will create a linked and integrated parks and open space system of continuous greenways.

8.1.9 Conservation of Trees

1. The City shall, in addition to provisions in the City of Cold Lake Bylaw # 222–PL-05 or a successor Bylaw, protect and retain trees in public spaces that are owned and controlled by the City, and shall consider tree conservation and replacement in the review of applications for rezoning, subdivision and development. The City may require developers to submit tree surveys in support of the development review process at the developer's expense.
2. The City may expand the urban forest through an annual tree planting program, by revising its Design and Construction Standards to require tree planting, and/or by providing trees or incentives for planting trees directly to residents.

8.2 Hazard Lands and Environmental Reserve

8.2.1 Hazard Lands

1. The City shall not allow development in areas that are prone to flooding, erosion, landslides, subsidence or any other natural or human-induced hazards. Development on or in proximity to hazardous areas may be considered only if recommended in a geotechnical study prepared by a qualified professional and if adequate setbacks are provided and suitable building methods employed.

8.2.2 Environmental Reserve Dedication

1. As part of the subdivision process, the City shall require the dedication of environmentally significant lands, especially water bodies and wetlands setbacks, as Environmental Reserve in accordance with the provisions of the MGA.
2. The City shall require that when lands adjacent to water bodies are subdivided, a strip of land be dedicated as Environmental reserve to create a buffer and provide public access. The width of the required dedication shall be a minimum of 6 metres in accordance with the MGA but shall be increased as necessary based on the recommendations of a geotechnical study, wetland assessment, or biophysical assessment, and established by the Subdivision Authority.
3. Environmental Reserve may be dedicated in parcel form or by way of an Environmental Reserve Easement.
4. Lands required for buffering or setbacks under Policy 8.2.2(2) may be increased through the dedication of Municipal Reserve, Conservation Reserve, or Conservation Easement.

8.2.3 Use of Environmental Reserve

1. The City shall require that lands dedicated as Environmental Reserve remain in their natural state and/or be used as part of the parks and open space network where necessary to ensure a continuous, integrated trail system.

8.3 Air and Water Management

8.3.1 Air Quality Management

1. The City should monitor the air quality and implement the Air Quality Management Framework for the Lower Athabasca Region in accordance with the Lower Athabasca Regional Plan, as amended from time to time, to ensure that the ambient air quality continues to adequately support human and ecosystem needs.

8.3.2 Surface Water Quality Management

1. The City should monitor the surface water quality and implement the Surface Water Quality Management Framework for the Lower Athabasca Region in accordance with the Lower Athabasca Regional Plan, as amended from time to time, to ensure current and future water uses are protected.

8.3.3 Groundwater Quality Management

1. The City should monitor the groundwater quality and implement the Groundwater Quality Management Framework for the Lower Athabasca Region in accordance with the Lower Athabasca Regional Plan, as amended from time to time, to support human and ecosystem needs and maintain the integrity of the regional flow system.

9.0 Economic Development

The City of Cold Lake enjoys several strategic economic advantages due to its geographical location: the absence of a provincial sales tax often attracts people from Saskatchewan to conduct their businesses in Cold Lake; the proximity to the Athabasca Oil Sand brings large amounts of capital investment into the community; the Lake itself provides recreation opportunities and serves as a major tourist attraction; and the presence of 4 Wing, Canadian Forces Base Cold Lake, provides stable employment for residents.

To leverage these advantages, the City is open to innovation, the development of economic sectors such as tourism, and working regionally to create economic synergies. Providing a wide range of employment opportunities, diversifying the tax base, and providing access to goods, services and high-quality amenities contributes to transforming Cold Lake into a dynamic and economically sustainable community.

Goal

To create a diverse and positive economic climate in which local businesses and people can thrive and support the City's economic sustainability, and enhancement of Cold Lake's role as a regional centre for economic development and tourism.

Objectives

- Diversify the City's tax base, such that the non-residential assessment base continues to grow in proportion to the residential base, and comprises less concentration in oil and gas related industries;
- Create a positive and competitive local business climate;
- Use the tools and resources available to the City to support local businesses and industry;
- Develop and maintain regional partnerships for economic development; and
- Enhance the tourism industry, such that tourism as a source of local employment and economic activity increases every year.

9.1.1 Economic Growth and Diversification

1. The City acknowledges the imperative to develop new industries as an alternative to the oil-based energy sector in order to promote employment diversity and economic sustainability.
2. The City will actively pursue market research and investment which it deems necessary to effectively target and secure new industries and economic opportunities.
3. At the heart of economic diversification and talent attraction is the livability of the community. The City will continue to invest in improvements to the Lakeshore, Downtown, and community amenities.

9.1.2 Investment Readiness

1. The City should ensure an adequate supply of serviced industrial and commercial land in accordance with the guiding principles and Land Use Concept of this Plan and through more detailed Area Structure Plans and Area Redevelopment Plans.

9.1.3 Positive Business Climate

1. The City shall continue to maintain a competitive business climate by providing maximum transparency and predictability of procedures, costs and timelines for Area Structure Plan, rezoning, subdivision and development permit approvals.
2. The City will ensure that non-residential tax rates are competitive with surrounding municipalities.

9.1.4 Business and Resident Attraction and Retention

1. The City should strive for continuous improvement of the built environment to attract and retain business and residents. The City should prioritize actions in the following areas:
 - a) Ensuring there is an optimum amount and quality of community and recreational facilities;
 - b) Providing adequate programming of existing facilities and promoting social, cultural, artistic, recreational and sports activities in public spaces and Imperial Park;
 - c) Continuously assessing housing needs, and implementing a strategy to maintain housing diversity and affordability;
 - d) Allowing and supporting home-based businesses and small-scale commercial uses in residential

- neighbourhoods to support complete communities (provided nuisances are minimal or can be easily mitigated); and
- e) Supporting a wide range of industries to diversify employment opportunities.

9.1.5 Tourism

1. The City should facilitate increased tourism visitation and expenditures through improved transportation options to major tourist destinations, promotions, development and enhancement of local tourism products, a wider range of complimentary services and the optimum maintenance of public infrastructure.

9.1.6 Supporting Local Business

1. The City shall continue to support local businesses through the Business Retention and Attraction Incentive Program. The City should focus these efforts especially in Downtown and the Lakeshore.

9.1.7 Regional Economy

1. The City should continue to be an active partner with local and regional economic development, tourism, and community service groups to further Cold Lake's economic development efforts on a regional basis.
2. The City will work with the Cold Lake Regional Chamber of Commerce, Provincial and Federal governments, and other public and private groups to effectively market Cold Lake and region for business development and as a tourism destination.

9.1.8 Post-Secondary Facilities and Programs

1. The provision and development of post-secondary education institutions, facilities, and programs ensures that the local workforce is equipped for changing economic situations and workforce needs, may attract people to Cold Lake, and can assist resident and business retention.
2. The City should encourage the development of post-secondary education facilities and programs in the city. This can be done through continuous dialogue with local institutions and providers, providing opportunities to co-locate space or facilities with municipal facilities to mitigate costs and leverage amenities, assist in the provision of land or buildings for institutions, and ensure the City is understanding and anticipating the evolving needs of post-secondary institutions.

9.1.9 Museum Development

1. The City should continue to support the development of the Radar Site as a museum for Cold Lake.
2. The City should include a strategy to promote the local military history and notable sites including the museum as part of its tourism strategy.

10.0 Intermunicipal Collaboration

The City of Cold Lake strives to build and maintain relationships with the Federal and Provincial Governments, indigenous peoples and neighbouring municipalities in the region to create synergies for the coordination of development, economic growth and provision of services, and the exploration of mutually beneficial opportunities.

Goal

To develop and maintain collaborative and mutually beneficial relationships with the MD of Bonnyville No. 87, neighbouring municipalities, indigenous peoples, regional partners, and senior levels of government.

Objectives

- Monitor, review and update the Intermunicipal Development Plan with the M.D. of Bonnyville No. 87:
- Enhance regional cooperation and partnerships by investigating and pursuing shared services and resources;
- Maintain open lines of communication to resolve problems and seize opportunities; and
- Provide for reciprocal referrals and notification.

10.1.1 Strong Relationships with Federal and Provincial Governments

1. The City should develop and maintain strong relationships with the Federal and Provincial governments to ensure that a full range of public services are provided and maintained in the city.

10.1.2 Working with Indigenous Peoples

1. The City will work with Cold Lake First Nation and the Elizabeth Metis Settlement on matters of mutual interest.

10.1.3 Regional Cooperation

1. The City should pursue mutually beneficial relationships and partnerships with organizations and other municipal members of the Lower Athabasca Region in matters including but not limited to economic development, environmental management, infrastructure, recreation, tourism and social services.

10.1.4 Intermunicipal Development Plan

1. The City shall work collaboratively with the M.D. of Bonnyville No. 87 to review and amend the Intermunicipal Development Plan (IDP) in accordance to the procedures established for that purpose in the IDP.

10.1.5 Regional Watershed Management

1. In keeping with Alberta's "Water for Life" initiative, the City shall work with provincial agencies and the M.D. of Bonnyville No. 87 to protect watersheds and maintain the water quality of surface and groundwater systems.

10.1.6 Cooperation with 4 Wing, CFB Cold Lake

1. The City should work with the Federal Government through the military command at the National Defense Establishment – 4 Wing to integrate 4 Wing as part of the community of Cold Lake.

10.1.7 Conflict Resolution

1. The City shall endeavour to resolve intermunicipal issues and concerns through negotiations, mediation or other alternative dispute mechanisms, and shall regard the filing of statutory appeals as a last resort. For intermunicipal dispute resolution with the M.D. of Bonnyville No. 87, the City shall follow the procedures established in the IDP, as amended from time to time.

PART 3

Implementation and Monitoring

11.0 Administration, Implementation, and Evaluation

This Plan is the City's main resource to guide future growth and development in a strategic and sustainable manner. It is important to facilitate the implementation of this Plan by providing a checklist of priority actions and indicators to monitor progress. It is also imperative that the principles and direction provided in this Plan remain aligned with the social, economic and environmental reality of the City, as well as with the cultural values and priorities of the Community.

Goal

To realize and continuously monitor and review the vision, objectives, policy directions, and priority actions established in this Plan to achieve the vision for the City.

Objectives

- Ensure alignment between this Plan and other municipal statutory and strategic plans and the budget process;
- Provide a priority action checklist to facilitate the implementation of this Plan and develop indicators to monitor progress;
- Undertake periodic reviews and amendments to this Plan to ensure it remains current;
- Apply the policies contained in the MDP to guide future growth, development and capital investment in infrastructure; and
- Monitor and update the MDP as an effective management tool through an orderly review and amendment procedure.

11.1.1 Consistency with this Plan

1. The City shall amend the existing Land Use Bylaw to ensure consistency with and enable the implementation of this Plan in accordance with the requirements of the MGA.

11.1.2 Updating this Plan

1. The City shall review and update this Plan every five (5) years to ensure that the objectives and policies remain aligned with the socioeconomic context and the priorities of the community.

11.1.3 Amendments to this Plan

1. An amendment to this MDP shall be supported by a Technical Report, which shall address:
 - a) the nature and purpose of the amendment;
 - b) proposed wording or graphics for the amendment;
 - c) technical justification for the amendment;
 - d) forecast data and other relevant statistical information;
 - e) effect of the proposed amendment on municipal infrastructure and services; and
 - f) affected landowner and public participation information.

11.1.4 Appeals to the SDAB

1. The City shall request the Subdivision and Development Appeal Board to have regard to the policies of this Plan in making its subdivision decisions and shall comply with the policies of this Plan in making its development decisions.

11.1.5 Monitoring this Plan

1. The City shall monitor the implementation of this Plan using at a minimum the indicators provided in Table 2.
2. On an annual basis, Administration shall provide a report to Council on the status of implementation actions as recommended or required in this Plan.
3. Administration shall identify any items or areas which have not made adequate progress as anticipated and provide suggested actions to achieve the successful implementation.
4. Administration shall identify any items or areas which are meeting their objectives and provide suggested actions to ensure continuing successful implementation.

Table 2: Plan Monitoring Indicators

Theme	Objective	Indicator
Population	Identify overall growth and where population growth is concentrated.	<ul style="list-style-type: none"> • City-wide population and population change year-over-year • Neighbourhood populations • Density of population overall and by neighbourhoods
Development	Identify development activity at different scales to identify and understand growth trends.	<ul style="list-style-type: none"> • ARPs prepared and adopted • ASPs prepared and adopted • ARP actions implemented/achieved • Percentage build-out completion of ASPs • Development Permits issued by land use category/type of development and value • Lots subdivided by type • Area of absorbed land by use • Density of dwelling units overall and by neighbourhood • Percentage of new units as a result of redevelopment v. greenfield development • Number of approved rezonings and area of land rezoned • Public and private investment in public art
Infrastructure	Identify new infrastructure developed to understand growth trends versus infrastructure capacity	<ul style="list-style-type: none"> • Length of new linear infrastructure extended (such as roads by classification, trails, storm and sanitary sewer, water lines) • Length of linear infrastructure rehabilitated or replaced • Facilities built new, rehabilitated, or replaced
Transportation	Quantify changes in travel mode share	<ul style="list-style-type: none"> • Public transit ridership • Traffic volumes • Road safety statistics including pedestrians and cyclists • Active transportation travel mode share and route volumes • Active transportation users on Millennium Trail and designated bicycle lanes/routes
Parks and Natural Areas	Identify any changes in the City's parks and natural areas inventory	<ul style="list-style-type: none"> • Area of new park land acquired • Area of new park land developed • Area of natural area protected/acquired • Land cover change in and around natural areas
Air and Water Quality Management	Benchmark against the Lower Athabasca Regional Plan	<ul style="list-style-type: none"> • Air quality • Groundwater quality • Surface water quality
Economic Development	Identify local employment trends and hold economic development measures accountable to local economic performance	<ul style="list-style-type: none"> • Number of full-time and part-time jobs • Location of jobs • Unemployment and participation rates
Housing	Identify housing need and track local performance in meeting the need	<ul style="list-style-type: none"> • Number of low-income individual and families • Number of individuals and families in core housing need • Number of homeless individuals • Affordable housing stock by type (below-market v. deep subsidy)

11.1.6 Priority Action Checklist

The City of Cold Lake should undertake the Priority Actions as summarized in Table 3:

Table 3: Priority Actions

Theme	Action	Priority Level
Big Moves	Lakeshore Area Redevelopment Plan – complete implementation	High
Big Moves	Downtown – implement an Area Redevelopment Plan	High
Big Moves	Energy Centre Civic Area – review and complete implementation of the Imperial Park Master Plan	Medium
Big Moves	Millennium Trail corridor – upgrade Millennium Trail	Medium
Big Moves	Commercial Air Service – establish civil air service to 4 Wing	High
Land Use	Conduct a Review and Update of the Land Use Bylaw	Medium
Infrastructure	Adopt a Complete Streets Design Guideline	Low
	Adopt an Asset Management Plan	High
Social Wellbeing	Adopt and implement the recommendations of the Age-Friendly Plan	Medium
	Conduct a Housing Needs Assessment	High
	Update the Emergency Preparedness and Response Plan	High
Environmental Stewardship	Conduct an Environmentally Sensitive Areas Study	Medium
Intermunicipal Collaboration	Conduct a review of the Intermunicipal Development Plan in 2025	Low



STAFF REPORT

Title: Cold Lake Age Friendly Committee Query

Meeting Date: January 19, 2021

Executive Summary:

Cold Lake Age Friendly has held a few meetings in late 2020 to commence discussion on their concerns and initiate discussions on making Cold Lake a more age friendly community. It should be noted that the committee is not a Committee of Council however the committee did request for council representation. Councillor Vicky Lefebvre is City Council's liaison to the committee.

In late 2020, the committee tasked Council's liaison to provide feedback to the committee on "what the city has on the go and what has been done in the areas relating to building an Age-Friendly Community".

We've attached a table that depicts the City initial feedback to the committee. The table is not an exhaustive list for all activities and achievements and is working document for discussion purposes.

Council request for updates from the Council Liaison and/or administration when notable activities occur at the onset of the committee.

Background:

For reference purposes, we've attached a document that is their check list for achieving an age friendly community. It was noted that the checklist really lends itself to simply making a community a great place to live and enhances the quality of the life for all ages.

Council will note that many items of the check lists are discussed thru the service level reviews and budget deliberation process. This speaks positively to who the City's conducts its budget process and the intent behind it.

The City held a few internal meetings with various departments to provide initial input in the table.

Alternatives:

No alternative are being presented at this time.

Recommended Action:



The report is intended to be briefing note to City Council and solicit feedback on the document provided to the Cold Lake Age Friendly Committee.

Budget Implications (Yes or No):

No.

Submitted by:

Kevin Nagoya, Chief Administrative Officer

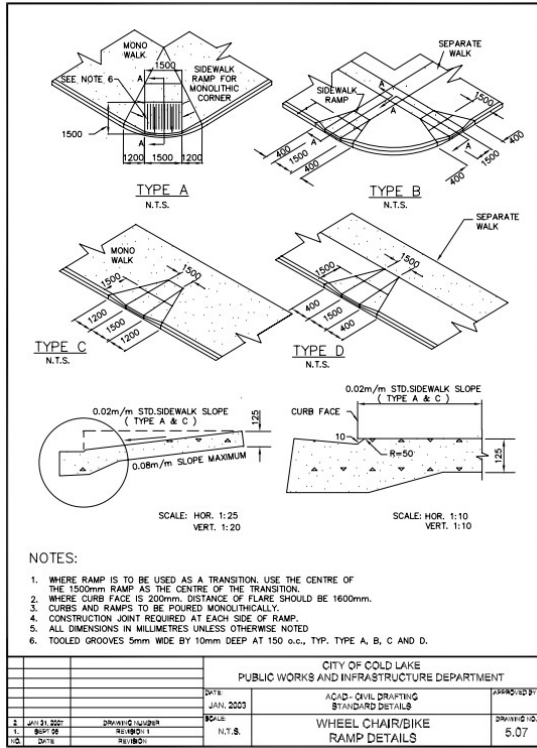
AGE-FRIENDLY COMMITTEE QUERY OF THE CITY OF COLD LAKE FOR ACTIONS TAKEN OR BEING TAKEN TO ASSIST MAKING COLD LAKE A MORE AGE-FRIENDLY COMMUNITY

RECENT PRIOR ACTIVITIES	PROPOSED FOR 2021
Purchased two (2) 'Low Floor' accessible transit buses replace the front line traditional transit buses. These buses also kneel and can also extend a platform to further access persons with accessibility or bounded by wheelchair. The buses are also equipment with wheelchair restraints.	Purchasing a 3 rd "Low Floor" accessible transit bus so that a back-up is within the fleet reducing the frequency of using the traditional transit buses. The bus has been order and anticipated to arrive in Q3 2021.
The City has two (2) persons with disability transportation buses which is a door to door service (rather than the transit system's specified route service). The specialized transportations system has hydraulic lifts to assist with accessibility.	Purchase of a new "Low Floor" accessible specialized transit bus. This new bus infrastructure will eliminate the need for hydraulic lifts for peoples in wheel chars.
The City increased the hours of operation of the persons with disabilities transportation system to include an evening and weekend hours to improvement availability for shopping and religious functions.	Continue with the practice and service level.
The City installed concrete and/or asphalt sidewalks from existing sidewalks and/or trails to the transit bus point of connections to enhance accessibility.	No further action required at this time, unless changes are made to the transit route or bus stops.
Kinosoo Beach Regional Park Improvements (Phase 1 and Phase 2) included paved trails and seating areas.	Kinosoo Beach Park Phase 3 will commence to including further enhancement and extensions to the trail network, boardwalk, and seating areas.
A concrete walkway was installed from the Energy Centre (rear parking lot) to upper Imperial Park for improved accessibility.	
The City installed a second elevator at the Cold Lake Energy Centre to improve accessibility to the second floor within the facility.	
The City's annual Capital Street Improvement Program includes the replacement of any necessary sidewalks and/or wheel chair ramps prior the roadway being either reconstruction for overlaid with asphalt, as necessary.	The 2021 annual Capital Street Improvement Program will continue to include the replacement of sidewalks and roads that do not meet the tripping hazard thresholds as well as the installation of the wheel chair ramps, as required.
The City conducts a complete survey/assessments of all roadways every three (3) years to document the condition and	

<p>deficiency of the roadways. Road rehabilitation programs are developed using the assistance of software algorithms based on allocated budgets.</p>	
<p>The replacement of any roadways that require traffic lines (type of traffic control devices) are replaced with thermoplastic pavement markings of which last 10 to 15 years rather than being painting annually.</p>	<p>Continue with the practice and our service level.....</p>
<p>The City conducts a complete survey/assessment of all sidewalks every three (3) years to document the condition and deficiencies of the sidewalks including the size and severity of the cracks and tripping hazards.</p> <p>Commencing approximately 5 years ago, the City of Cold Lake annually budgets approximately \$300,000 to replace sidewalk panels that do not meet the sidewalk maintenance tripping hazard targets. The existing service level can be described as <i>“sidewalks are replaced to the extent of allowable budget on a “worst first” priority basis when tripping hazards exceed 3.5 centimetres and/or when gaps exceed 3.5 centimeters.”</i></p>	<p>In 2021 the City of Cold Lake will continue with the program has outlined in previous years.</p>
<p>Installation of concrete para-ramps and a sidewalk between the Cold Lake Health Centre and Points West Assisted Living to assist with accessibility This was a special project that was in partnership with AHS.</p>	
	<p>The Fischer Pond project has commenced of which has been in the environmental approvals process for over a decade. A walking trail network is included in the current scope subject to final budget and construction costs.</p>
	<p>Lakeshore Drive includes the replacement of a walking trail and linear parkway that will include various amenities such as seating areas. The Lakeshore Drive project is over a \$15 million investment of which \$6 million dollars has been funded in 2021.</p>
<p>The City has installed benches in several areas of the community over time including mainstreet, Kinosoo Beach (redevelopment area), Beach Avenue, and Millennium Trail.</p>	<p>In 2021, the City has budgeted for \$100,000 in additional picnic and park benches to be installed in at Imperial Park and other parks including Kinosoo Beach.</p>
<p>The City of Cold Lake has been budgeting annually (for the past 7 years) approximately The</p>	<p>The budget for community trail enhancements has been increased to approximately \$1 million</p>

<p>City funds \$200K to \$250K for walking trails and walkability connections throughout the community. Examples of recent projects include:</p> <ul style="list-style-type: none"> • 16 Street • 16 Avenue • Lefebvre Heights • Palm Creek Linear Parkway (from Lion’s Park to ESSO) • Lion’s Park, • Brady Heights Park 	<p>for 2021 with the following priorities; 1st Avenue to Lake Avenue connection and rehabilitating areas of the existing Millennium Trail.</p>
<p>The City expanded recreation infrastructure opportunities including Pickle Ball Courts (Imperial Park and Kinosoo Beach), Tennis Courts (Ivan Krook Park and Hill Top Park), Multi Use Courts and Outdoor Rinks (Nelson Height and Holy Cross School Yard).</p>	
<p>The City developed a community off-leash dog park at Imperial Park.</p>	
<p>On November 26, 2019 the City passed its first Trails and Sidewalks Winter Maintenance Policy to articulate the increased service levels for snow removal on snow covered “municipal” sidewalks.</p>	
<p>Approximately 14 years ago (approximately 2016), the City changed its design requirements of residential development to include sidewalks on both sides of the roadway. Prior developer were only required to install sidewalks on one (1) side of the roadway. It should be noted that changes to infrastructure design standards such as these have impacts to the purchase price of lots.</p>	
<p>In 2014, the City made a significant investment to increase housing options in the community. An financial incentive program has put into place for the development of multi family housing of various sizes. Upon may examples, the most notable include the apartments adjacent to hospital and the row housing behind Holy Cross Elementary School.</p> <p>The City also facilitated provincial and federal grants to the Cold Lake Affordable Housing Society (unfortunately ran into financial strife) of which the City facilitated the project (in front of Holy Cross School) being turned over the Habitat for Humanity.</p>	

<p>Bringing Habitat for Humanity to Cold Lake also enabled to organization to start building “low income” signal family homes.</p>	
<p>The City of Cold Lake includes designated parking for peoples with disabilities at all municipal facilities (in accordance with the Alberta Building Code (ABC) as well as in the business districts on main street and Kinosoo Beach (as examples).</p>	
<p>The City’s Land-Use Bylaw includes requirements for parking spaces for physically disabled persons including the following:</p> <ul style="list-style-type: none"> • Parking shall be located as close as possible to ramps, walkways, and building entrances. • Parking shall be arranged in such a way that users of wheelchairs are not required passing behind parked cars. • For conditions requiring more than two parking spaces for vehicles used by physically disabled persons, no more than two stalls shall be placed adjacent to each other. If there are several accessible building entrances, a stall shall be located near each entrance. • The design of parking spaces and loading zones for vehicles used by Physically Disabled Persons shall conform to the requirements of the Alberta Building Code. • the number of parking stalls for vehicles used by Physically Disabled Persons shall conform to the requirements of the Alberta Building Code. <p>Details can be found in Section 10 of the Land-Use Bylaw (as amended from time to time) and the Alberta Building Code (as amended from time to time).</p>	
<p>In January 2003, the City of Cold Lake developed an engineering standard for the installation of any new and/or replaced wheel chair ramps for the community.</p> <p>Details in regards to the City’s municipal engineering standards can be found at the following link:</p>	



The City of Cold Lake is researching land acquisition opportunities for a potential age friendly development/housing initiative in Cold Lake South. This project will be beyond 2021.

The City thru FCSS the "Snow Angels" program. The Snow Angels Program aims to encourage neighbours to help one another and thereby build a caring, engaged community. Residents in need of snow removal have "Snow Angel" signs placed on their yards. Residents who need assistance removing snow are eligible. The Snow Angels Program relies on the goodwill of neighbourhood volunteers.

The City thru FCSS facilitates Chair's the Community Response to Elder Abuse Awareness Team and takes lead on brining the group together to address challenging scenarios for local seniors.

The City thru FCSS facilitates the Community Volunteer Income Tax Program (CVITP).

Seniors Week coordination (cancelled this year because of COVID-19)	
The City inherited the “Meal on Wheel’s Program” from the Cold Lake Senior’s Society. The program continues to operate provide meals to qualified person(s) of various ages.	
The City thru FCSS facilitates “Feast of Friendship” program. (cancelled this year because of COVID-19)	
The City thru FCSS provides information and referral services (forms/applications assistance)	
The City thru FCSS facilitates Volunteer Opportunities to work in Intergeneration projects with School children and youth as were noted by our Volunteer of the Year Award Recipient ((cooking, baking, canning, offering mentorship)	
The City provided the “old” Harbour View Community Centre to the (amalgamated) Cold Lake Senior’s Society as a new home for their members. The City has provided various funding to assist the organization with maintenance and improvements (e.g. paving the parking lot). The Cold Lake Senior’s Society provide a number programs for its members.	
The Lakeland Lodge and Housing Foundation has various low-income (subsidized) housing options throughout the community. The lodge also operates and manages the Cold Lake Seniors Lodge as well as the seniors self contain apartment units.	The Lakeland Lodge and Housing Foundation is review programing options of the “old” senior lodge facility.
The Points West Living facility was implemented to address the gap in “assisted living” housing for various ages and medical conditions.	
Age Friendly – FCSS sought a New Horizons for senior’s grants to support the creation of this group, focused on reducing ageism through education. Further, FCSS applied for a second round of New Horizon’s (Men’s Shed, Aging Well Health Forum)	

Meeting Notes

Cold Lake Seniors Advisory Committee

Meeting – October 29, 2020 – 1:30 pm

Cold Lake Seniors' Society Building

In Attendance

Lou Levesque – National Association of Federal Employees

Ray Coates – President, Cold Lake Seniors Society

Cathy Aust – Age Friendly Cold Lake

Linda Grant – Age Friendly Cold Lake Society –

Kim Schmitz – Cold Lake and District FCSS

Vicky Lefebvre – City of Cold Lake, Council Member

Adele Richardson – Alberta Health Services – Manager of Seniors Health

Heather MacKenzie – Alberta Health Services – Addictions and Mental Health

Diane Stonehocker – Age Friendly Cold Lake

Committee structure

The committee chose to keep the name as the Seniors Advisory Committee.

Age Friendly Cold Lake offered to provide administrative support to the committee and maintain leadership for now.

It was decided that a monthly meeting is adequate for these beginning meetings. Meeting frequency can be assessed as the work continues.

It was decided that there are enough committee members, though adding a representative from a veteran's organization may be valuable. Also, specific topics may be of interest to more specific organizations later (i.e. City staff may be invited during conversations about recreation or infrastructure).

Purpose of the committee – expectations

The committee approved of the mandate statements in the proposal document in general terms, though how each of those might turn into specific action was unclear and will need to be determined based on the committee's ability to create change. For example, our involvement in the effort to increase the number of long term care beds may be limited to adding our voice to others; however, increasing the number of benches on city trails could be taken up by a committee working group and actual change brought about.

Theoretical framework for the committee's work

The committee approved the use of the World Health Organization's 8 components of an age friendly community and suggested that future discussions be based on that framework. It was acknowledged that the components are overlapping and not discrete and that discussions may have to be likewise adaptable.

Where to begin

It was suggested that the next meeting could begin by solidifying the terms of reference as they relate to both the 8 age-friendly components and what we know about each of them. A suggested discussion template could look like this:

Main Tasks

1. Act as a forum (where we discuss and learn) and a catalyst (where we plan and make changes based on what we learn) for community collaboration

This will require the committee members to agree on the purpose of the Committee (i.e. to work towards making Cold Lake age friendly, now and for future seniors) and to be committed to both the need for and potential of the committee.

2. Identify (through assessment) specific barriers and opportunities

Each area may need a different assessment process (i.e. infrastructure will need City involvement and require a physical inventory; housing will need a conversation with housing providers and builders, etc.)

3. Prioritize recommendations into timelines

Some things will be immediately actionable; others will be more fitting for mid or long-range planning. Some things will be beyond our scope of change, but not our scope of influence.

4. Work with community and government partners to act on the identified recommendations.

Once barriers and opportunities are identified, action will require leadership.

5. Monitor and celebrate progress.

Next meeting plans:

1. Discussion of mandate to clarify understanding.
2. Define the review process – the way ahead

Cold Lake Seniors Advisory Committee – Creating an Age Friendly Cold Lake

Issue Review Template – for discussion

Is this an issue in Cold Lake?	Is further assessment needed?	Can we solve it? Can we influence it?	Timeline (i.e. Short, Medium, or Long term)	Who can advise us?	Who should we bring into the discussion?	Priority Ranking (i.e. High, Medium, Low)

DRAFT

IMAGINE COLD LAKE

STRENGTH BASED COMMUNITY ASSESSMENT



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

EXPANDED REPORT

January 2012

PREPARED FOR

City of Cold Lake, Alberta

Contract Manager:
Christine McWillis
Cold Lake and District FCSS Manager
5514 38 Avenue
Cold Lake, Alberta T9M 1A1

Phone: 780.594.4495



PREPARED BY

***i*Wonder Collaborations™**

Ted Greenaway
Sandy Sereda

Box 92048, Meadowbrook RPO
Edmonton, Alberta T6T 1N1

Phone: 780.758.8305





COMING HOME

The following is a compilation of Cold Lakers' dreams for their community as told during the Imagine Cold Lake consultations from May to September 2011.

It is several years from now and you've been away. As you top the hill between the twin sailboats, you see Cold Lake is more beautiful than before. The road is lined with trees and huge flower gardens. Bright banners celebrate summer and announce community events. Businesses show civic pride with green lawns and flags flying. Streets and easements are pristine. Hanging flower baskets overflow on all the lamp posts.

The new 5,000-seat entertainment venue nears completion. In the distance you can see that expansion of the light industrial park is underway.

Downtown, you see the new Community Services Centre, a hub for human and social services and home to many community groups. Community organizations can now work more closely together and a service referral means a walk down the hall, not across the City. Community services are widely known and accessible. You see the skate park and realize the new Youth Centre is located here too.

In the open spaces between the north and south of the city there are treed parks, playgrounds and an off-leash area. Beside the four-lane there are biking and walking trails, part of a network linking the community for safe, healthy mobility.

There is a new cinema complex. The Energy Centre has expanded and is the hub for recreation and learning. Now more Cold Lakers stay here for higher education.

The mall has grown. All the 'big box' and 'discount' stores are there plus many local businesses. The number of clothing stores tells you somebody knows teenage girls.

You drive to the lakefront to take in the new developments. The marina has been doubled – a truly first class facility. You laugh at the hollering hordes of kids on the water slides. Other kids scramble along the new boardwalk by day and you can imagine couples strolling arm in arm at sunset.



A giant gazebo-style outdoor dance floor reminds you of the movie *'Footloose'*. You can imagine the fun there on a summer night.

Lakefront properties are a blend of private residences, hotels, bed-and-breakfasts and restaurants. Everything is spotless. Pride of ownership and customer service are high priorities. All the development reflects utmost respect for the environment. You would expect no less given the value Cold Lakers place on their natural surroundings.

You recall a time when the City's fiscal sustainability was uncertain but that's no longer a worry thanks to better arrangements with the Province and a broader tax base. Of course you realize there's more than City revenue behind what you see. The very best City Council and staff cannot build a city alone. This took effort from everyone.



Over the next few days, you learn more has changed than buildings and landscaping. There is a fierce spirit of unity in Cold Lake. The fact that the City had its origin as three municipalities is ancient history. Political, military, aboriginal and corporate leaders meet regularly and work closely together, modelling the cooperation practiced throughout the community.

Celebration of diversity is genuine. Any remnants of intolerance are shunned. The value and contribution of newcomers and temporary foreign workers are recognized and appreciated. When the people of Cold Lake First Nations use story, song and dance to share their culture at 4 Wing, the applause is loud and long.

There are even more community celebrations in Cold Lake than before. Events still continue year-round to ward off winter 'blahs'. Some are joint events between 4 Wing and the City. Some

are low-cost or no-cost, family-oriented events. Many are important community traditions valued not only by long-term residents but also by newcomers who find the volunteer opportunities help them to engage quickly in their new community.

Block parties and similar initiatives have turned subdivisions back into neighbourhoods. People know their neighbours again. Neighbourhood Watch programs are common. Lower crime rates have let the RCMP build even stronger relationships in the community.

Cold Lake's youth are active and engaged. There are lots of sports. For those whose interests lie outside sports, a growing visual and performing arts community provides culture and entertainment for all. Youth know the rewards of volunteering. They not only helped design and fundraise for the skate parks, spray parks and climbing walls they enjoy, they actually contributed 'hard labour' in the construction.

At the new 'aging-in-place' facility, a program brings seniors and special needs youth together for support and mentorship. 'Adopting' a grandparent preserves an important inter-generational link in this mobile society.

Although drugs and alcohol hold little appeal for Cold Lake youth - they're too busy - addictions remain a community concern. There is cause for hope. A local 'de-tox' centre makes the first step toward rehabilitation less difficult. A new local program ensures that during family crises, children are cared for in Cold Lake rather than being taken elsewhere. FASD prevention offers hope that the future will see less of that tragedy.

There are still significant income differences but Cold Lake has adapted to make living more affordable for all. More service fees are means-tested. Daycare is more readily available. Community groups help keep life affordable by organizing grocery cooperatives, collective kitchens and community gardens plus clothing, book and toy swaps. Important side-benefits are a greater sense of belonging and growing community spirit.

An efficient public transportation system provides youth, seniors and many newcomers mobility to travel between home, school and work plus all the available services and activities. The transit system links the north, south, base, Cold Lake First Nations and even the ski hill in winter. It is critical to affordable living and service accessibility.

There are now 'homes for all': a mix of housing from very elegant homes to 'geared-to-income' housing. Young couples from Cold Lake can now afford to stay and raise families in their home community. Cold Lake businesses have collaborated on innovative housing solutions for newcomers and temporary community members.

In addition to the Women's Crisis Centre, there is now emergency shelter for men, youth and even newcomers seeking work. There are services for men in crisis. There are few homeless people and those who are need not be for long. 'Housing first' programs help those who stumble to get back on their feet. The new soup kitchen serves as an important way to reach them.

Services for families and couples are an important focus. As one community leader says, "Strong communities need strong individuals... need strong families... need strong couples."

Cold Lake has become known as a great place for families to raise kids. A posting to 4 Wing is coveted. Oilfield personnel come not just for great earnings, but also for great community. Medical, educational and other professionals are attracted to Cold Lake for the friendly community and for the career opportunities.



More healthcare services have become available locally. Mental health services are more readily available and those with special needs, young and old, are housed and cared for in Cold Lake close to family. One service, similar to Victim Services, pairs trained volunteers to walk with recently diagnosed patients, meeting some of the personal needs between diagnosis and treatment.

You can see that Cold Lake has moved forward with confidence – and rightfully so. After all, Cold Lake has a proud history of success. Cold Lake has the leadership, wisdom, skills, people power and community spirit to continue to thrive.

Is Cold Lake's dream attainable? Absolutely! Not only did Cold Lakers tell us their dreams, they also told us they know how to reach them. So please read on then help build the dream.



ACKNOWLEDGEMENTS

This Strength-Based Community Assessment used a method called Appreciative Inquiry, a growing body of knowledge and practice in facilitating the advancement of organizations and communities through renewed self-awareness of existing strengths, experience, successes, wisdom and aspirations.

The founder of Appreciative Inquiry is Dr. David Cooperider, Ph.D., Professor of Social Entrepreneurship and Professor, Organizational Behaviour at The Weatherhead School of Management, Case Western University¹, Ohio.

We acknowledge the growing community of AI practitioners, including academics and consultants, who continue their practice of freely offering their learning to others. The AI Commons is an example of this sharing spirit².

Thanks are due to City of Cold Lake Mayor Craig Copeland and City Council who supported this project.

We have greatly appreciated the efforts of the staff at the City of Cold Lake and at the Cold Lake and District FCSS Office. In particular:

- Christine McWillis, Cold Lake and District FCSS Manager, provided management direction and oversight of the Assessment. Her professional contacts and knowledge of Cold Lake served as the portal to the community.
- Jill Northey, Communications Coordinator, City of Cold Lake, played a vital role in raising public awareness of Imagine Cold Lake. She provided much more than was asked of her often within very short timelines.
- Carol Patenaude of the FCSS Office, diplomatically requested and arranged community interviews and meetings.

Finally, we thank the interview, survey and focus group participants who shared their dreams and wisdom with us.

¹ See <http://weatherhead.case.edu/faculty/profile?id=5411>

² See <http://appreciativeinquiry.case.edu/>

EXECUTIVE SUMMARY

Purpose

In 2004, a Community Social Needs Assessment of Cold Lake and Bonnyville was conducted for the Lakeland United Way to help establish social service priorities over the coming years. In 2011 this Assessment, Imagine Cold Lake, was commissioned by the City of Cold Lake. It covered the City of Cold Lake plus Wards 5 and 6 of the Municipal District of Bonnyville. Unlike a needs assessment, Imagine Cold Lake was a Strength-Based Community Assessment. It used an approach called Appreciative Inquiry to identify community strengths, successes, best practices, dreams and priorities for community advancement.

Appreciative Inquiry (AI)

Appreciative Inquiry asks:

- What is good about a community (or organization)?
- What are its strengths?
- What have been the community's accomplishments?
- Why were those accomplishments successful?
- What should the community look like in the coming years?
- What are the priorities for community advancement?
- What lessons from past accomplishments can be applied to current Community Priorities to advance toward the desired future?

There are five phases to an AI Assessment as described below and portrayed opposite.

Define: establishes the broad boundaries of the topic(s) for the assessment.

Discover: gathers and describes stories about exceptional performance to identify what has worked well in the past and why it has worked well, i.e. success factors. The success factors are the basis for principles, called Breakthrough Statements, to promote future success.

Dream: gathers the many aspirations about what could or should be in the community in the coming years then refines and describes common themes as proposed Community Priorities.

Design: combines the Breakthrough Statements of the Discovery Phase with Community Priorities of the Dream Phase to create programs and initiatives to advance the community.

Deliver: implements and evaluates the resulting programs.

Imagine Cold Lake Deliverables

Imagine Cold Lake addressed the first three phases of an AI Assessment. The topic parameters were given and defined as 'Social Services and Community Development'.

The Imagine Cold Lake deliverables were:

- Proposed Breakthrough Statements based on the success factors underlying the past accomplishments identified in the Discover Phase, and
- Proposed Community Priorities from the common aspirations gathered in the Dream Phase.

The Design Phase will follow this Assessment to ratify and further refine the Proposed Breakthrough Statements and Proposed Community Priorities. The Design Phase can be launched at a one day Community Summit then continue beyond the day of the Summit as multiple collaborative community efforts.

The Deliver Phase typically unfolds as a combination of continued existing programs, possibly with modifications, and introduction of new programs according to the Community Priorities ratified in the Design Phase.



Tools and Techniques

The information to support the Discover and Dream phases was gathered using a fourteen question assessment tool. The questions posed were primarily 'open' questions to avoid unduly limiting participant responses. From May to September 2011, one hundred forty three online questionnaires, twenty nine community leader interviews, eight focus groups, two impromptu group discussions and one comment card were completed.

Public Awareness

Significant effort was made to ensure all identifiable groups and all individual Cold Lakers had the opportunity to participate in the Assessment. Although everyone had opportunity to participate, the one segment that might have been under-represented was multi-cultural groups.

Strength: What is good about Cold Lake?

In exploring their feelings toward their home, Cold Lakers were asked why they had moved to the City. Most reported being posted to 4 Wing, taking civilian employment or moving for family reasons such as arriving with parents or returning home.

Although only a few reported coming to Cold Lake for the beauty of the area, when asked what is good about Cold Lake, many spoke passionately of the beauty of the surrounding environment, including the lake itself, and all of the available outdoor activities. This suggests the reasons for coming to Cold Lake and the reasons for staying might differ, and that the benefits of living in Cold Lake might not be well known.

The identified benefits of living in Cold Lake, from most often to least often stated, were:

1. Natural beauty, the lake and outdoor recreation
2. Friendly people, community spirit
3. Opportunity
4. Right size community
(small town feel with big town amenities)
5. Good place for family and kids
6. Shopping variety
7. Community safety
8. Schools and education opportunities
9. Community programs and events
10. Low traffic
11. Healthcare accessibility
12. Housing availability and selection
13. Diversity, change, excitement, and
14. Affordability (compared to Ft McMurray)

Success: What have been Cold Lake's accomplishments?

Cold Lakers reported an impressive legacy of success in social services and community development. Participants described success contributing to their community through fifteen different categories of personal activities including:

- Doing one's job well
- Founding a community group
- Going to school and learning
- Holding Public Office
- Leading a program or project
- Mentoring someone
- Raising a family
- Running a business
- Volunteering

Participants described their success contributing in twenty eight service areas including:

- Animal welfare
- Arts and culture
- Community events
- Education
- Environment
- Family services
- Health and healthcare
- Public safety
- Seniors services
- Special needs
- Sports and recreation
- Youth services

They reported their success contributing through seventy two specific programs and projects. Highlights among these included:

- 2010 Relay for Life Cancer Run
- 2010 Alberta Winter Games
- 2015 Summer Games
- 4 Wing Youth Centre
- Active Creative Engaged Communities (ACE)
- Aqua Days
- Border Bash Music Festival
- Christmas Carol Festival
- City of Cold Lake amalgamation
- Cold Lake Affordable Housing Society
- Cold Lake Agricultural Society
- Cold Lake Air Show
- Community Registration Day
- Dr. Margaret Savage Crisis Centre
- Energy Centre construction and additions
- Family Day events
- Festival of Peace
- Freedom Park
- Hearts for Healthcare
- Kinosoo Ski Area
- Lakeland Humane Society
- Lakeland United Way Foundation
- Native Friendship Centre School
- Olympic Torch Relay
- Parent Link Centre
- Slave Lake fire assistance

This is only a portion, based solely on our assessment results, of the many ways in which Cold Lakers have successfully provided social services and developed community in Cold Lake. There are more than 150 community groups working alongside social service agencies in the community to make Cold Lake a better place to live.

Success: What has been learned?

Cold Lakers were clear about the success factors underlying past accomplishments. This produced the following set of Proposed Breakthrough Statements to ensure the success of future community efforts.

Proposed Breakthrough Statements

In Cold Lake we:

- practice cooperation and respect between community service groups and agencies, the various levels of government, industry, 4 Wing and all peoples
- strive to stay informed and raise public awareness about community issues and priorities
- embrace the vision of a given priority fully met, then act upon that vision
- maintain a positive focus, anticipating, rewarding and celebrating success
- support employees, friends and family members in their service of our community
- provide community service agencies and community groups with
 - the authority necessary to pursue their mandates
 - necessary administrative infrastructure and support, and
 - sufficient financial and in-kind support
- select leaders for community agencies, groups and projects who:
 - are motivated first by compassion and dedication to their members and clients
 - are team players, holding the mission above personal gain
 - seek diversity in culture and ideas
 - hold common sense above 'fine-spun' arguments
 - value individuals for their strengths and contributions
 - are skilled mentors, empowering all who support them, and
 - expect challenges and persevere to success despite obstacles
- find the best available training opportunities for staff and volunteers
- value and appreciate staff and volunteers, every single day, and

- pursue excellence and continuous improvement in program design and delivery by:
 - planning well in advance, and
 - evaluating and adjusting programs to incorporate current best practices and to address changing community priorities.

Vision: What are Cold Lakers' dreams for their city?

The opening section of this report - 'Coming Home' - shares Cold Lakers' dream for their city. The city and its surroundings are beautiful. Cold Lakers envision high quality of life, healthy lifestyles and healthcare access. They see economic prosperity and opportunity for all to benefit. Community spirit is strong: there is a powerful sense of unity among all Cold Lakers whether they are civilian, military, oil and gas, aboriginal, 'born and raised' or newcomers.

The beauty of the environment and the lake, plus all of the available outdoor recreation is unmatched anywhere. This treasure is developed responsibly and sustainably to enjoy and share Cold Lake. Cold Lake is an inclusive and welcoming community. Newcomers quickly become aware of available opportunities and programs. Cold Lakers envision the city attracting families because of the community spirit, safety, variety of employment, educational and recreational opportunities, and the many community services, events and facilities.

With centrally located services and an efficient public transportation system, those services, jobs and recreation are accessible to all. The youth are active and engaged. Seniors are respected and included. Neighbours know each other. Families are close and stable. Home is safe. Cold Lakers look after Cold Lakers. Despite the small-town feel, virtually all commercial, entertainment and healthcare services are available locally.

Cold Lake grows and prospers long into the future.

Priority: Selecting Proposed Community Priorities

The opportunities important to a community cannot always be pursued all at once. However, this Assessment was commissioned to assist in establishing priorities over the coming five years. Therefore, we have proposed a list of 'Primary' Community Priorities for the nearer term and a list of 'Secondary' Community Priorities that might need to be pursued over a longer period. This will depend upon availability of supporting resources.

In considering which priorities should be Primary versus Secondary, we distinguished between the concepts of importance and urgency. In proposing that a given priority be secondary we do not intend to imply that it is unimportant, rather that other priorities are more urgent.

Primary Community Priorities

We have proposed as Primary Community Priorities, those priorities where there are significant gaps, where there are ongoing issues, where there is a preventative component, where the priority is foundational to society, where there are synergies between pairs of priorities and, better, where meeting one priority will enhance meeting many other priorities. Here in alphabetical order are our Proposed Primary Community Priorities:

- Affordable Housing
- Affordable Living
- Central Community Services Centre – increased space for community groups generally
- Community Beautification / Cleanup
- Family and couples services including –but not limited to - family violence prevention
- Increased Seniors Advocacy Services
- Newcomer service awareness and support
- Public transportation system
- Community safety net: services for men in crisis (including suicide prevention); shelter(s) for men, youth and children of families in crisis; soup kitchen
- Youth activities and a downtown youth centre or transportation to Medley Youth Centre
- Youth services extending to older youth.

Secondary Community Priorities

We have proposed as Secondary Priorities, continuing improvements to existing services or gaining local availability of services that are now available but only outside Cold Lake. Here, also alphabetically, are our Proposed Secondary Community Priorities.

- Healthcare Services – continuing efforts
- Community Events and Activities – additions and adjustments
- Visual and performing arts community - growing
- Detoxification facility – local availability
- Housing and care of persons with disabilities – local availability
- Post-Secondary Education – increased local availability
- Seniors 'aging in place' facility – local facility

We emphasize that this list of proposed priorities applies only within the scope of this Assessment, *i.e.* 'Social Services and Community Development'. It is not proposed as a comprehensive list of priorities for the City of Cold Lake. For example, overall economic development and broadening of the tax base are priorities for any city, but both are well beyond the scope of this Assessment.

Fiscal Sustainability, Roadway Repair, Lakefront Development and Community Beautification – A Note

When asked about community priorities, many Cold Lakers spoke of fiscal sustainability, roadway repair, lakefront development and community beautification. Although these matters were beyond the scope of this Assessment (social services and community development) we reported them because of the large numbers of related responses.

We were pleased to see the September 20, 2011 announcement of agreement between the Province and the City of Cold Lake regarding weapons range revenue. All recognize the positive implications for fiscal sustainability and, in turn, social services and community development among other priorities

Neither roadway repair nor lakefront development are social services. However, these priorities were often raised by the same people raising Community Beautification and Cleanliness as a priority. Some of those participants also spoke of what great community building success had been achieved in past community cleanup events.

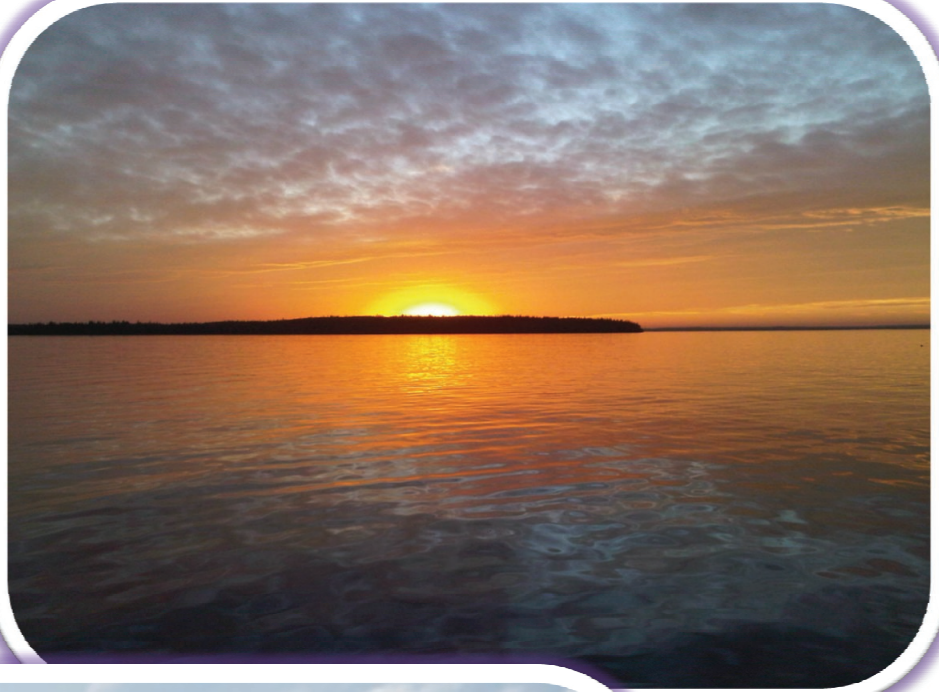
We suggest that roadway repairs, lakefront development and community beautification relate strongly to civic pride thus community spirit thus community development potential. We have proposed Community Beautification/Cleanup as a Community Priority. Although we could not propose roadway repair or lakefront development as Community Priorities for social service agencies or community groups, again, we perceived strong connections with community spirit and thus the potential for community development.

Next Steps: Design and Deliver

The next step in the AI process will be to hold a Community Summit to review the findings of this Assessment then determine which of the Community Priorities attract the greatest interest, and willingness to commit, for those attending. Based on those findings, five or so Primary Community Priorities can be identified for immediate advancement. The City of Cold Lake, its social service agencies, community groups and others can then collaborate in pursuing those initiatives.

The Future

It is obvious that Cold Lake has the spirit, purpose, leadership, wisdom and people power that, given proper resources, will produce continued growth, prosperity and community over the coming five years and beyond.





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INTRODUCTION

In 2004, a Community Social Needs Assessment³ was conducted for the Lakeland United Way providing details of social concerns, service gaps and recommended service priorities for the City of Cold Lake and the Town of Bonnyville. That assessment was used to help establish service priorities for those communities in the years that followed. Changes over the intervening years in the City of Cold Lake and the surrounding community, plus changes in the overall economic and social environment have made it prudent to reassess and confirm priorities.

Imagine Cold Lake sought and welcomed perspectives from all groups and all individuals. The geographic subject area was the service area of the Cold Lake and District FCSS Office. That area includes the City of Cold Lake plus Wards 5 and 6 (the eastern portion) of the Municipal District of Bonnyville. This is a different area than the 2004 study.

Imagine Cold Lake is one tool for establishing priorities for the development and delivery of social programs and community development over the next five years. It also gathered information helpful in the support of municipal and community group funding applications to granting agencies.

ASSESSMENT METHOD

In contrast to the term 'Community Social Needs Assessment' used to describe the 2004 study, this work is a 'Strength-Based Community Assessment'. The difference is fundamental and important.

Although often used traditionally to identify community priorities, 'needs assessments' carry with them the risk of undue negative focus producing the sense that a community's prospects are represented by a long list of social problems. This is uninspiring at best and at worst can actually jeopardize a community's sense of hope. Over time, there is further risk of 'institutionalized dependency' on the part of individuals, families, organizations and even whole communities.

Strength-based approaches acknowledge community challenges but focus on existing strengths, particularly those of individuals and organizations that have been successful in advancing their communities and that can inspire others to further success.

³ *Lakeland United Way Community Social Needs Assessment for Cold Lake and Bonnyville – June 2004 – Prepared by Indesol Ltd.*

Appreciative Inquiry

AI is a process of positive, inquiry-based change for the better. It was first applied with great success over twenty years ago in very challenging Chicago neighbourhoods. Since then AI has been developed and refined. AI is now used in the UN, governments, armed forces, corporations, nonprofit organizations and communities world-wide.

One principle of AI is that a community contains within itself the knowledge and resources to advance itself. Further, given positive focus, a community knows best how to advance itself.

AI seeks to understand and describe:

- What is good about a community (or organization)?
- What are its strengths?
- What have been the community's accomplishments?
- Why were those accomplishments successful?
- What should the community look like in the coming years?
- What are the priorities for community advancement?
- What lessons from past accomplishments can be applied to current Community Priorities to advance toward the desired future?

The 'Five-D' Process

The full AI process involves five phases often described as the Five D's. The phases are:

Define: establishes the broad boundaries of the topic(s) for the assessment.

Discover: gathers and shares information about exceptional experiences and performance within the defined topic. The objective is to identify what has worked well in the past and why it has worked well. The underlying success factors identified are used to craft the all-important 'Breakthrough Statements' by re-stating the underlying success factors as affirmative, assertive, present-tense statements. That is, they are re-worded as though they describe current and consistent practice. In a sense, they then become 'rules to live by'.

Dream: gathers the many aspirations about what could or should be in the community in the coming years then refines and describes common themes as proposed Community Priorities.

Design: combines the Breakthrough Statements of the Discovery Phase with Community Priorities of the Dream Phase to create programs and initiatives to advance the community.

Deliver: is to implement the resulting programs. Delivery also involves evaluation to support continuous improvement as the process is repeated cyclically over appropriate time intervals, typically about five years.

An Illustration⁴

A retail firm's Complaint Department undertook an AI Assessment. Complaint Department staff were interviewed. Successful examples of handling customer complaints were drawn from the interviews. The factors that produced successful outcomes were identified and distilled into themes. It was discovered that success was achieved when a Complaint Department staff member:

- identified an opportunity
- took responsibility
- had the authority to make things right
- had the necessary information
- had the necessary expertise
- anticipated or described a need, and
- trusted that the firm would back them up in their decisions.

An ideal future was described in which:

- dealing with the Complaint Department was a good customer experience, and
- Complaint Department staff had pride in their work and place in the firm and society.

The Complaint Department's Breakthrough Statements were:

- Our customers have a pleasant experience when they talk to us.
- We anticipate their needs and have the information available when they call.
- We work through the call in an uninterrupted sequence; they talk to only one person.
- The information we need to answer their questions is readily available to us.
- We devote time to learning more so we keep our expertise current.
- We do our best and know that our decisions are appreciated by others.
- We feel comfortable providing extraordinary service for our clients because we know that is why they choose us.
- We continually learn as we work. We feel the support of our other organizational members and are confident we all know extraordinary service is how we help people.
- Our business provides an important service to our customers.
- We are proud to be a part of this organization.

Notably, the Complaint Department was renamed the Customer Service Department.

⁴ Illustration adapted from *The Thin Book of Appreciative Inquiry* – Sue Annis Hammond – ISBN 0-9665373-1-9

IMAGINE COLD LAKE DELIVERABLES

Imagine Cold Lake addresses the Define, Discover and Dream phases of the full Five-D AI process. The Define phase was pre-contract and established the broad topics of Imagine Cold Lake as 'Social Services and Community Development'.

The key deliverables of Imagine Cold Lake were:

- Proposed Breakthrough Statements based on the success factors underlying past Cold Lake accomplishments as identified in the Discover phase, and
- Proposed Community Priorities drawn from the collective community aspirations identified and described in the Dream Phase.

The Design phase will follow this Assessment as described below in the section on Next Steps. A list of all unique community suggestions, sorted by themes, is provided in Appendix 1 to assist in the Design phase.

The Delivery Phase will continue to rest with the various social service agencies and community groups of Cold Lake.

ASSESSMENT TOOLS

In developing a representative blend of perspectives, it was important to gather the ideas of specific groups and to ensure that all individuals who wanted to contribute were able to. The basic strategy was to use multiple inquiry tools so that if the ideas of one group were not captured by one tool, they would likely be captured by another. Essentially the same information was sought from all groups and individual participants using the following tools.

Online Survey

To ensure that all who wanted to participate could do so, a portal to the online survey was posted prominently on the home page of the City of Cold Lake website from April 25 to May 27, 2011. Mail-out surveys were offered for anyone who wished to respond 'off-line'. One hundred forty five usable responses to the Online Survey were received. No requests for mail out surveys were received.

Community Leader Interviews

The vision and drive of community leaders were obviously important to this Assessment. By community leaders, we mean persons in political office, business people including local business owners and corporate managers, service club leaders, military leaders, faith leaders, leaders of community groups and nonprofit agencies, aboriginal elders and people who simply have the respect community members.

Because community leaders have full schedules, we sought their views through personal interviews by appointment. During the weeks of May 2 and May 9, 2011 we interviewed twenty nine community leaders resulting in a broad range of perspectives.

Focus Groups

Focus Group sessions were advertised and targeted individual invitations sent out for specific segments of the community as listed below.

- | | |
|---|----------------------------------|
| ■ Multicultural groups | May 3 – South Public Library |
| ■ Aboriginal leadership | May 4 – Native Friendship Centre |
| ■ Seniors | May 5 – Harbour View Hall |
| ■ Parents/Families | May 5 – Energy Centre |
| ■ Social Service Professionals - Health and Education | May 6 – FCSS Offices |
| ■ Youth | May 7 – Medley Youth Centre |
| ■ FCSS Board (Closed session) | May 9 – FCSS Offices |
| ■ Military and Military Families: | May 10 – MFRC |
| ■ Open Community | May 11 – FCSS |
| ■ Social Service Professionals - All others | May 13 – FCSS |

As the Assessment proceeded, the following opportunities arose and were taken:

- | | |
|--|---------------------|
| ■ Lakeland Centre for FASD impromptu talk with volunteer/clients | May 11 |
| ■ Cold Lake Middle School students | September 12 and 22 |
| ■ Native Friendship Centre Soup and Bannock guests | September 15 |
| ■ Off Campus School students | September 26 |

Comment Cards

Full colour Imagine Cold Lake comment cards were distributed to strategic community locations such as social service agency reception desks and retail checkouts.

SPECIAL CONSIDERATIONS IN AI ASSESSMENTS

Assessment Limitations

I magine Cold Lake is not a gap analysis. We have not rigorously compared the community suggestions received against existing services or ongoing efforts. That comparison should take place after this Assessment in the Design phase of the full AI process.

Consultants as Facilitators

As described, a principle of AI is that a community holds within itself the necessary information to advance itself. Our role is to gather that knowledge, organize it and reflect it back in such a way that the community recognizes itself and takes collective ownership of the recorded wisdom. We are facilitators of this process; we propose Breakthrough Statements and Community Priorities rather than recommending them. We provide advice under 'Next Steps' on how to consider and confirm the Breakthrough Statements and Community Priorities we propose.

Survey Neutrality

Surveys and other instruments to gather public views should not, as a principle, influence the views being expressed. The design of our tools and techniques necessarily focuses upon the positive. In interviews or focus groups, we do reframe and refocus upon the positive if necessary. Our rationale is that almost all negative comments can be reframed positively while retaining their essence and it is vital to maintain the positive paradigm to attract and hold community commitment.

Filtering 'Out of Scope' Responses

The scope of Imagine Cold Lake has been defined as 'social services and community development'. Our information gathering methods use open questions, for the most part, and therefore we receive responses outside the defined subject area. We find it most effective to 'cast the net wide'. We consider all comments valid, record them and at least mention them in our report. In this Assessment, we received many comments about taxation, fiscal sustainability and street paving all of which are beyond the scope of this Assessment. We report these responses, then filter and/or comment on 'out of scope' responses when selecting Proposed Community Priorities.

PUBLIC AWARENESS OF IMAGINE COLD LAKE

The City's communications staff members were instrumental in ensuring public awareness of Imagine Cold Lake through:

- Radio and newspaper advertisements,
- Discussion on Mayor Copeland's Tuesday morning K-Rock radio talks,
- Information inserts in utility bills,
- The City of Cold Lake website,
- Posters, brochures, comment cards, and
- Facebook and e-mail 'e-casts',

Several related articles also appeared in the Cold Lake Sun.

COVERAGE

Although attendance at some of the focus group sessions was disappointing, we are confident that all groups and residents of Cold Lake had ample opportunity to participate. We are also confident that almost all groups were actually heard from through one study technique or another. The one segment that might have been under-represented was multicultural groups.

ASSESSMENT QUESTIONS

The fourteen questions used in the interviews, online survey and focus groups were essentially the same. The questions were generally 'open ended' so as not to unduly influence the responses. The exception was Question 12 which was multiple choice.

Time constraints sometimes precluded the full process from unfolding in the Focus Groups. In such cases, we passed over those questions intended to foster a positive thought process, which was generally already present, and went straight to the questions related directly to the Assessment deliverables, i.e. questions about success factors and community priorities.

The fourteen questions plus the purpose of each appear below.

Discover Phase Questions

Question 1: What first brought you to live in Cold Lake (or Grand Centre or Medley)?

This question helped remind participants and inform readers why people first chose to live in Cold Lake.

Question 2: What factors make Cold Lake a good place to live? (Five spaces)

This question served to remind what is good about living in Cold Lake and why people stay.

Question 3: Which of your contributions to the community in Cold Lake give you the most satisfaction?

This question was useful in channelling both the participants' and the readers' thinking toward success and the importance of individual efforts in building community successes.

Question 4: Please share a story of a time when you were part of a community effort that really made a difference to Cold Lake or anywhere else you have lived. What was done and what was the success?

This question had the same purposes as Question 3. It also moved toward specific success experiences to help identify underlying success factors.

Question 5: What made you feel especially good about the effort and the success?

This question helped both the participants and readers recall the personal benefits of contributing to one's community.

Question 6: In your story above, what 'SUCCESS FACTORS' made it possible to really make a difference?

This question sought the participants' views about the success factors which were used later to craft the Breakthrough Statements.

Question 7: Which of the SUCCESS FACTORS you identified do you think were essential? (Check as many as you like.)

This question helped rank success factors if necessary.

Dream Phase Questions

Question 8: Please describe your top three wishes to make Cold Lake an even better place to live in five years.

This question began the process of building a collective dream for the community.

Question 9: If your wishes became reality, how would things be different?

This question dug deeper into question 8. It sometimes drew out more detail when the first response was very broad. Conversely, it sometimes added a 'thousand foot' perspective when the initial response had taken a 'ground level' perspective.

Question 10: What can you do personally to help your wishes become reality?

This question contributed to a list of personal actions, and associated themes, community members can take to advance their community.

Question 11: What can we do as a community to help your wishes become reality?

This question sought ways the community can act collectively to facilitate individual contributions from community members. A typical response would be 'a volunteer action centre'.

Question 12: From the list below, what do you think are the TOP FIVE COMMUNITY PRIORITIES to improve social services and quality of life in Cold Lake over the next five years?

The 2004 United Way Needs Assessment identified several social needs. The list our participants were given to choose from was based essentially on the 2004 list of needs, reframed positively as opportunities for advancement. The purpose of this question was to learn which opportunities for advancement participants viewed as priorities. to help assess and confirm the Proposed Community Priorities.

Question 13: Are there other Community Priorities not listed above that should be considered?

Question 12 was a 'closed' question. This question sought to avoid limiting participants' answers to only those available under Question 12.

Question 14: Is there anything at all you would like to add?

Similar to Question 13, the purpose of this final question was to avoid limiting participants' answers to only those available from questions asked to this point.

ASSESSMENT RESULTS

Our ultimate interest is in responses directly related to the Imagine Cold Lake deliverables, i.e. Breakthrough Statements and Community Priorities. In this section we have focused on those pertinent results. For readers with greater interest, a list of unique community suggestions and results of the online survey and community leader interviews are included as appendices.

STRENGTH: What is good about Cold Lake?

In exploring their feelings toward their home, Cold Lakers were asked why they had moved to the City. Most reported being posted to 4 Wing, taking civilian employment or moving for family reasons such as arriving with parents or returning home.

Although only a few reported coming to Cold Lake for the beauty of the area, when asked what is good about Cold Lake, many spoke passionately of the beauty of the surrounding environment, including the lake itself, and all of the available outdoor activities. This suggests the reasons for coming to Cold Lake and the reasons for staying might differ, and that the benefits of living in Cold Lake might not be well known.

The identified benefits of living in Cold Lake, from most often to least often stated, were:

1. Natural beauty, the lake and outdoor recreation
2. Friendly people, community spirit
3. Opportunity
4. Right size community (small town feel with big town amenities)
5. Good place for family and kids
6. Shopping variety
7. Community safety
8. Schools and education opportunities
9. Community programs and events
10. Low traffic
11. Healthcare accessibility
12. Housing availability and selection
13. Diversity, change, excitement, and
14. Affordability (compared to Ft McMurray)

SUCCESS: What have been Cold Lake's accomplishments?

Participants described success contributing to the community through activities like:

- Running a business
- Coaching
- Employment
- Going to school and learning
- Holding Public Office
- Leading by example
- Mentoring
- Organizing, or founding
- Paying taxes
- Project or program leader
- Public education
- Raising a family
- Supporting local business
- Volunteering

Participants described success contributing in the following service areas:

- Animal welfare
- Arts
- City infrastructure
- Community Development
- Community Events – Festivals & Concerts
- Community Policing
- Cultural activities
- Education
- Emergency services
- Environment – City Cleanup
- Families
- Family Violence Men's Group
- Francophone Community
- Healthcare
- History
- News media
- Parents / Children
- Persons with Disabilities
- Positive lifestyles for youth
- Promoting Healthy Lifestyle
- Public Administration
- Public service
- Safety of children
- Seniors
- Social services
- Special needs persons
- Sports (football, hockey, soccer, softball)
- Youth programs

Participants described success through these organizations, programs or events:

- 2010 Relay for Life Cancer Run
- 2010 Alberta Winter Games
- 2015 Summer Games
- 4 Wing
- 4 Wing Youth Centre
- 4-H
- Active Creative Engaged Communities (ACE)
- Alberta Council on Aging
- Aqua Days
- Association of Science and Engineering Technology Professionals of Alberta
- Babies First
- Border Bash Music Festival
- Cadets
- Volunteer tax assistance program
- Cancer Canvassing
- Christmas Carol Festival
- Christmas Hamper Project
- Church congregations
- Church Ministerial
- City of Cold Lake
- City of Cold Lake amalgamation
- Cold Lake Affordable Housing Society
- Cold Lake Agricultural Society
- Cold Lake Air Show
- Cold Lake Chamber of Commerce
- Cold Lake City Council
- Cold Lake Community Learning Centre
- Cold Lake Entertainment Society
- Cold Lake Family and Community Support Services (FCSS)
- Cold Lake Fire-Rescue
- Cold Lake Health Unit
- Cold Lake Healthcare Centre
- Cold Lake Islamic Society
- Cold Lake Minor Soccer Association
- Cold Lake Museum
- Cold Lake Palliative Care Society
- Cold Lake Search and Rescue Society
- Cold Lake Sun
- Cold Lake Victim Services
- Community Cleanup
- Community Collective Kitchen
- Community Registration Day
- Computers for Schools
- Concerned Seniors
- Dr. Margaret Savage Crisis Centre
- Energy Centre and additions
- Family Day events
- Festival of Peace
- Fibromyalgia Support Group
- Freedom Park
- Fun with Friends playgroup
- Girl Guides
- Growing Food Security Association
- Hearts for Healthcare
- Kinosoo Ski Area
- Lakeland Humane Society
- Lakeland United Way Foundation
- Lakeshore Business Group
- Leaders of Tomorrow
- Lions Club
- Marlins Swim Club
- Meals on Wheels
- Military Family Resource Centre (MFRC)
- Native Friendship Centre School
- Northern Alberta Development Council
- Olympic Torch Relay
- Parent Link Centre
- School Board
- School Parent Advisory Committees
- Slave Lake fire assistance
- The Vault
- Women in Business

The preceding is only a portion, based solely on our assessment results, of the many projects and organizations that have successfully provided social services and developed community in Cold Lake. There are more than 150 community groups working alongside social service agencies in the community to make Cold Lake a better place to live.

SUCCESS: What has been learned?

Cold Lakers were clear about the success factors underlying past accomplishments. This produced the following set of Proposed Breakthrough Statements to promote the success of future community efforts.

We recommend the Breakthrough Statements be reviewed periodically by new and existing community groups or projects as a 'checklist' to determine whether all the 'ingredients' of Cold Lake's historical success are present for current and future efforts. Those Breakthrough Statements that 'resonate' can even be adopted as expressions of key values.

Proposed Breakthrough Statements

- practice cooperation and respect between community service groups and agencies, the various levels of government, industry, 4 Wing and all peoples
- strive to stay informed and raise public awareness about community issues and priorities
- embrace the vision of a given priority fully met, then act upon that vision
- maintain a positive focus, anticipating, rewarding and celebrating success
- support employees, friends and family members in their service of our community
- provide community service agencies and community groups with
 - the authority necessary to pursue their mandates
 - necessary administrative infrastructure and support, and
 - sufficient financial and in-kind support
- select leaders for community agencies, groups and projects who:
 - are motivated first by compassion and dedication to their members and clients
 - are team players, holding the mission above personal gain
 - seek diversity in culture and ideas
 - hold common sense above 'fine-spun' arguments
 - value individuals for their strengths and contributions

- are skilled mentors, empowering all who support them, and
- expect challenges and persevere to success despite obstacles
- find the best available training opportunities for staff and volunteers
- value and appreciate staff and volunteers, every single day, and
- pursue excellence and continuous improvement in program design and delivery by:
 - planning well in advance, and
 - evaluating and adjusting programs to incorporate current best practices and to address changing community priorities.

VISION: What are Cold Lakers' dreams for their city?

The opening section of this report - 'Coming Home' - shares Cold Lakers' dream for their city. The city and its surroundings are beautiful. Cold Lakers envision high quality of life, healthy lifestyles and healthcare access. They see economic prosperity and opportunity for all to benefit. Community spirit is strong: there is a powerful sense of unity among all Cold Lakers whether they are civilian, military, oil and gas, aboriginal, 'born and raised' or newcomers.

The beauty of the environment and the lake, plus all of the available outdoor recreation is unmatched anywhere. This treasure is developed responsibly to enjoy and share Cold Lake. Cold Lake is an inclusive and welcoming community. Newcomers quickly become aware of available opportunities and programs. Cold Lakers envision the city attracting families because of the community spirit, safety, variety of employment, educational and recreational opportunities, and the many community services, events and facilities.

With centrally located services and efficient public transportation, those services, jobs and recreation are accessible to all. Youth are active and engaged. Seniors are respected and included. Neighbours know each other. Families are close and stable. Home is safe. Cold Lakers look after Cold Lakers. Despite the small-town feel, most commercial, social and healthcare services are available locally.

Cold Lake grows and prospers far into the future.

Participants' Top Wishes

The tables on the following pages show participants' wishes for Cold Lake over the coming five years as described in the online survey, community leader interviews and focus group discussions.

STRENGTH-SUCCESS-VISION-PRIORITY

Top wishes to make Cold Lake an even better place to live in five years.
Question 8 - Open question - Online Survey and Community Leader Interviews.

Response Themes	Online Survey		Leader Interviews	
	Count	Percentage	Count	Percentage
Fiscal Sustainability and Taxation	25	17%	14	19%
Roads and Infrastructure	23	16%	5	7%
Tourism Development - Lakefront	11	8%	2	3%
Community Spirit / Unity	10	7%	4	5%
Commercial and Retail Development	10	7%		
Community Beautification / Clean-up	9	6%	1	1%
Community Facilities	7	5%	5	7%
Community Events and Activities	7	5%	4	5%
Healthcare Accessibility	7	5%	1	1%
Community Safety	6	4%	1	1%
Land Use	5	3%		
Affordable housing	4	3%	6	8%
Affordable living	4	3%		
Public Transportation	3	2%	4	5%
Miscellaneous	2	1%	2	3%
Culture and Diversity	2	1%	1	1%
Youth - Activities	2	1%		
Arts	1	1%	3	4%
Youth - Support	1	1%	3	4%
Economic Development - General	1	1%	2	3%
Social Services - General	1	1%	2	3%
Environmental Protection	1	1%		
Post-Secondary Education	1	1%		
Family and Couples Services			5	7%
Newcomer Support / Awareness			3	4%
Living Addiction Free			2	3%
Men's Services			2	3%
Healthy Lifestyle			1	1%
Persons with Special Needs			1	1%
Youth - Miscellaneous			1	1%
Total Responses	143	100%	75	100%

Top wishes to make Cold Lake an even better place to live in five years.
Question 8 - Open question - Focus Group Discussions

Response Themes	Service Providers	Clients	Youth
Fiscal Sustainability and Taxation	Fiscal sustainability		
Roads and Infrastructure	Better infrastructure • Roads paved and clean.		
Tourism Development - Lakefront	Tourism Development - Lakefront		
Community Spirit and Unity	Neighbourhoods where people know each other again • Better cooperation among community leaders		
Commercial and Retail Development			Bigger shopping mall (with real stores) • Costco • more clothes stores • more restaurants (or more selection in the food court) • bigger bars/clubs, more sit-down/eat-in restaurants.
Community Beautification and Clean-up			More and cleaner washrooms at the beach
Community Facilities	More space for community groups • Central Community Facility	New building for the Native Friendship Centre with lots of parking • Native Friendship Centre expansion with a hostel	A downtown Youth Centre • Youth Rec Centre • Community Centre in the south-not just on base • Something like the Vault.
Community Events and Activities			More family oriented community events

STRENGTH-SUCCESS-VISION-PRIORITY

**Top wishes to make Cold Lake an even better place to live in five years.
Question 8 - Open question - Focus Group Discussions - CONTINUED**

Response Themes	Service Providers	Clients	Youth
Healthcare Services	More doctors • Better access	Transportation service to Edmonton for medical appointments	More doctors • More health services (e.g. without having to go to Edmonton to see a specialist)
Community Safety			Low crime rates
Land Use		Off leash park	Larger back yards • less subdivisions • more green spaces
Affordable housing	Appropriate mix o	Affordable housing • Low income housing project • Lower rents generally	
Affordable living	Lower cost of living • Grocery co-op • More community gardens		
Public Transportation		Public transportation to meet needs of all including young and old • Public transportation to the ski hill	Bus transportation (nothing to do if you can't get anywhere)
Culture and Diversity		Aboriginal radio station • Sober jazz or blues bar • More "fine arts stuff"	

Top wishes to make Cold Lake an even better place to live in five years.
 Question 8 - Open question - Focus Group Discussions - CONTINUED

Response Themes	Service Providers	Clients	Youth
Youth - Activities	More activities	Skateboard park	A way for kids to get from Cold Lake to the Youth Centre on base (preferred over a downtown Youth Centre) • More places and activities, besides bars, for young people who want to go out on dates • Water slide (outdoor) • Community dances • Splash park • Arcades • Amusement parks • Youth groups in churches • Indoor playground like MacDonald's • Rock climbing wall • Bike park • Way bigger skate park, not on base • Places for people to go who can't get into bars
Arts	Performing arts theatre		
Environmental Protection	Managed economic and environmental development • Improved recycling program		Clean streets so local bodies of water don't get contaminated • Environmental protection for Cold Lake (the lake)
Newcomer Support and Awareness	Faster awareness of services for newcomers		More acceptance of new people
Living Addiction Free		A local detox centre so people can make the first step to rehab	
Men's Services			Homeless shelter for men
Healthy Lifestyle		Organic produce store	

STRENGTH-SUCCESS-VISION-PRIORITY

Top wishes to make Cold Lake an even better place to live in five years.
 Question 8 - Open question - Focus Group Discussions - CONTINUED

Response Themes	Service Providers	Clients	Youth
Persons with Special Needs	A group home for the mentally disabled who just wind up going back to jail.	Local services for people with special needs (closest is currently St. Paul) • A group home for youth and elderly with disabilities who cannot care for themselves	
Community Safety Net	A shelter for men and people arriving looking for jobs. • Soup kitchen	A men's hostel for people arriving looking for work • Soup kitchen	'Mustard Seed' style homeless shelter and/or soup kitchen • Soup kitchen
Seniors	More services for seniors	Seniors' Advocate with a single phone number • Seniors Housing (Aging in Place) • Meet seniors' social and recreational needs	

Top wishes to make Cold Lake an even better place to live in five years.
 Question 8 - Open question - Focus Group Discussions - CONTINUED

Response Themes	Service Providers	Clients	Youth
Services for Children	Home for children apprehended in family crises so they can be cared for here by aboriginal people. • Funded school breakfast and lunch programs • Government supported daycare	Free play facilities like at Dairy Queen for children 0 to 8	
Youth - Miscellaneous		More jobs for youth. (Relates also to public transportation)	7-Eleven in the north for those 2 a.m. Slurpies
Miscellaneous		Buddy System of mentoring for seniors and kids with disabilities	A bigger and stronger Humane Society

Top community priorities to improve social services and quality of life in Cold Lake over the next five years

Question 12 - Selections from List Provided - Multiple choice

Priority	Percentage of Responses	
	Online Survey	Leadership Interviews
Affordable Housing	12.9%	10.3%
Recreation and Culture Opportunities	10.0%	7.7%
Community Safety	8.8%	7.7%
Life Balance (work, play, family)	8.8%	7.7%
Community Spirit	8.3%	11.1%
Families - Strong and Supportive	7.9%	9.5%
Seniors - Support	7.9%	1.7%
Youth - Support	7.9%	6.8%
Public Transportation - Availability	7.5%	6.8%
Basic Needs - Assurance (food, clothing)	4.6%	4.3%
Social Services - Coordination and Promotion	4.2%	7.7%
Living Addiction Free	2.9%	5.1%
Newcomers and Temp. Residents - Support	2.5%	3.4%
Rural Quality of Life	2.5%	1.7%
Diversity - Cultural and Ethnic Appreciation	1.7%	6.8%
High School - Incentive to Finish	1.6%	1.7%

PRIORITY: Which Dreams Come First?

In proposing priorities, it is by no means our intention to dismiss or devalue all of the important work that has already been done and is being done in Cold Lake. For example, we have heard about the importance of greater access to healthcare and we do propose that as a community priority but this is not intended to imply that all of the work already done by Hearts for Healthcare and others was of no value. Quite the contrary, it indicates the work of Hearts for Healthcare has been and remains vital.

The opportunities important to a community cannot always be pursued all at once. However, this Assessment was commissioned to assist in establishing priorities over the coming five years. Therefore, we have proposed a list of 'Primary' Community Priorities for the nearer term and a list of 'Secondary' Community Priorities that might need to be pursued over a longer period. This will depend upon availability of supporting resources.

In considering which priorities should be Primary and which Secondary, we have distinguished between the concepts of importance and urgency. Proposing that a given priority be secondary does not imply that it is unimportant, rather that other priorities are more urgent.

We have included as Primary Community Priorities, those priorities where there are significant gaps, where there are ongoing current issues, where there is a preventative component, where the priority is foundational to society, where there are synergies between two priorities and, even better, where meeting one priority will enhance the community's broad ability to pursue a range of other priorities.

We have included as Secondary Priorities, continuing improvements to existing services or gaining local availability of services which are currently available although elsewhere.

Primary Community Priorities

We propose:

...Affordable Housing as a primary Community Priority to address significant dislocation and required adjustment from changes in the housing market and to enable young adult Cold Lakers to remain in their home community to raise their families.;

...Affordable Living as a Primary Community Priority to identify and implement various ways for families to cooperate in reducing their non-housing living costs in order to address significant dislocation and required adjustment from changing economic times

... a Community Services Centre as a Primary Community Priority. Centrally located, it would provide synergies and efficiencies through 'economies of agglomeration'. It would add increased space for community groups, improve awareness, access and coordination of community and human services thereby improving all social and community services.

... Community Beautification / Clean-up as a Primary Community Priority because it was raised by many participants and because of the opportunities for community involvement and the positive effect on Cold Lake's Community Spirit which in turn drive the feasibility of all other community initiatives.

... Family and Couples Services (including but not limited to family violence prevention) as a Primary Community Priority because the family is foundational to society and future generations.

... increased Seniors Advocacy Services as a Primary Community Priority because of an aging population, the need to empower seniors to maintain independence and our expectation that benefits would be high relative to costs.

... Newcomer Service Awareness and Support as a Primary Community Priority because of the high mobility of Cold Lake residents given the presence of 4 Wing and the oil and gas sector. We also see synergy between pro-active initiatives to attract newcomers and developing Tourism. Ready inclusion of newcomers is also key to community spirit thus community development.

... a **Public Transportation System** as a Primary Community Priority because it would improve access to employment, recreation and community services particularly for youth, seniors, native people and many temporary foreign workers. Investment in Public Transportation System would have a high 'multiplier' effect by supporting a number of other community aspirations.

... a **Community Safety Net** including services for men in crisis (including suicide prevention); shelters for men, youth and children of families in crises; and a soup kitchen because these represent unmet needs in the community with large potential to affect the lives of individuals.

... a **Downtown Youth Centre** or easier travel to the Medley Youth Centre plus additional youth activities as a Primary Community Priority because of the serious risks faced by bored and idle youth. Selecting additional youth activities would require further consultation with youth as to their desires.

... **Extension and Continuity of Youth Services to Older Youth** as a Primary Community Priority because of the recognized gap in which young people just over eighteen could benefit from services for youth transitioning to adulthood.

Secondary Community Priorities

We propose:

... **Healthcare Services** as a Secondary Community Priority in part, paradoxically, to the success of Hearts for Healthcare and the fact that ultimate responsibility for healthcare access lies at the provincial and federal levels of government. This proposal is dependent upon Hearts for Healthcare being able to continue in the work they are already doing.

.. **Community Events and Activities** as a Secondary Community Priority because so much is already being done, because significant infrastructure already exists to support community events and because much of the comment we received had to do with adjusting programs as opposed to wholesale overhauls.

.. significant support of a **Visual and Performing Arts Community** as a Secondary Community Priority in part because we understand growth of that community is already taking place. However, we would see this as a Primary Community Priority should there be considerable interest on the part of youth not interested in sports and other pursuits.

There are a number of possibilities for community advancement which relate to services not currently available in Cold Lake but available elsewhere. These are important because they affect access and, often, whether family members can live close together. We propose these as Secondary Community Priorities because the services are in fact available and will be easier to support locally as the City grows further. Those services are:

- A local detoxification facility
- Local housing and care of persons with disabilities
- Post-secondary education opportunities, and
- An 'aging in place' seniors facility⁵.

We emphasize that this list of proposed priorities applies only within the scope of this Assessment, *i.e.* 'Social Services and Community Development'. It is not proposed as a comprehensive list of priorities for the City of Cold Lake. For example, overall economic development and broadening of the tax base are priorities for any city, but both are well beyond the scope of this Assessment.

NUGGETS

In community consultation process like Imagine Cold Lake, often a few participant comments stand out. We think such 'nuggets' are important and therefore share some of them below.

On Leadership

Embrace helping one another. Acknowledge the little things people do. They can be the conduit for putting these groups together.

Politicians can set an example of cooperation. This is the best City Council I've seen in years. Has history and is forward thinking. This is a well-balanced Council.

Leadership involves: someone who can see an opportunity or need, some to call people together, some who can raise money, some who can create a leadership team and care for it, some who can be stable in the role for some time, staff who buy into the vision.

On Community Spirit

Looking out for one another, always stopping to push someone out of a snow drift, shovelling the elderly neighbours' sidewalks and driveway, holding doors for perfect strangers, giving directions to visitors, telling new neighbours of the Legend of the Kinosoo and stopping to pick up trash.

On the Role of Family in Community

Strong communities need strong individuals... need strong families... need strong couples.

⁵ Points West Living's supportive living seniors facility will also address some of this priority.

On the Arts

People who are good in the arts are good in other things. It positions our kids well for life.

A community focused on the arts has a greater sense of self. This leads to more community involvement, greater personal engagement and a willingness to grow and develop community programs. This leads to lower crime, higher education and a more cohesive society.

On Central Access to Services

There would [a place] that people could go if they required assistance. [That place] would be well-known in the community and easily accessible. A person could go to one access point for help (food, lodging, financial help, counselling or emergency substance abuse detoxification) and not have to keep going to different places to find help.

On Success thus Far

It has already started. Good example is Hearts for Healthcare.

Last election, the three communities banded together to support the Mayor. The communities are starting to work together.

I think we're on the right track. Community block parties are a good start. Community collaboration. Studies like this one.

Already starting. Welcoming communities. Communities in bloom. Beach cleanup.

On Potential

Cold Lake has a few issues but nothing that cannot be helped with the support of the community and with genuine introduction of new ideas. Open and honest dialogue is a start

I think there is great potential in Cold Lake but ... [we] ... need shaking up. There are many capable, talented people living here who [need] the opportunity to help. ... There should always be room for more people in the box.

On Next Steps

Time to get into the Cold Lake spirit: out with the old and in with the fun stuff.

On Youth, Wisdom and Hope

The final comment of the evening at the Medley Youth Centre Focus Group came from a young man who said his greatest wish for the future was wisdom.

NEXT STEPS

The next step will be to hold a Community Summit involving as many stakeholders as possible. The first portion of the Summit can involve an overview of AI plus a summary of the findings and proposals of this report.

Next, a facilitated process would determine which of the Community Priorities hold the greatest interest for those attending. Based on those findings, about five Community Priorities would be identified for advancement over the coming years.

Once summit participants had validated the proposed priorities, each participant would join a breakout group to work on the Community Priority of their choice. Facilitators would assist with planning how to advance each Community Priority selected using a list of questions similar to – or drawn from – the following:

- What has been or is being done about this priority by what organizations or individuals?
- What have been the successes?
- Where is there room for further success?
- What success factors are already in place? (Review Cold Lake's Breakthrough Statements)
- How do we ensure all the necessary success factors are in place?
- How well are other communities doing with this Community Priority?
- What can we learn from those communities that are doing well with this priority?
- What organization(s) or individual(s) should take the lead role(s) in Cold Lake?
- What organizations would be invited to partner?
- What individuals would be invited to help?
- What would motivate you to become involved in this work?
- What do you love to do?
- What can the community do to help you support the community by doing what you love?
- What would motivate other people to become involved in this work?
- How would participation be encouraged?
- What would the participants do?
- How would the participants do it?
- Where will the necessary resources be found (i.e. in-kind, monetary)?
- Are there any foreseeable obstacles?
- How will the foreseeable obstacles be overcome?
- How will we know when we are succeeding?
- Next steps: who will do what by when?

Finally, each breakout group would report to the whole on their progress and the subsequent steps for their Community Priority. Following the Community Summit, each group would continue on to complete the Design phase and ultimately move into the Delivery phase of the AI process.

CONCLUSION

Much more than the latest in a series of strategic planning fads, AI is a truly different way of mobilizing organizations, communities - even families and individuals - for advancement toward their full potential.

We hope that Cold Lakers will see their own aspirations mirrored in the community dream as we have recorded and described it. We also hope that the Breakthrough Statements and Community Priorities we propose will essentially be confirmed and serve the city well in pursuing its dream.

It is obvious that Cold Lake has the spirit, purpose, leadership, wisdom and people power that, given proper resources, will produce continued growth, prosperity and community over the coming five years and beyond.

Thank you for the opportunity to serve Cold Lake.

APPENDIX 1 - UNIQUE COMMUNITY ASPIRATIONS BY THEME

Listed below are all of the community aspirations we heard. Each specific aspiration is listed only once. That is, whether one or one hundred people raised the same aspiration, we list it here only once. The exception is that some aspirations are duplicated where they apply to more than one theme. For example a Community Services Centre appears both under Community Facilities and under Social Services General.

Fiscal Sustainability and Taxation

- Fiscal sustainability
- 'Reasonable' property taxes

Roads and Infrastructure

- Pave the roads / fill potholes
- Infrastructure: (\$150 million deficit re capital replacement.)

Unity and Cooperation

- Better communication and cooperation with and amongst community leaders
- Monthly, quarterly or semi-annual 'Top Dog' meetings including MLA, Reeve, Mayor, 4 Wing C.O., Chief, Métis Settlement, Oilfield CEOs.
- Stronger sense of working together between and within 4-Wing, oil and gas, First Nations
- More cooperation between Bonnyville and Cold Lake. Currently stumble over each other and miss opportunities to help each other.
- Continuity. Leaders who know the history and have the vision to move ahead. Don't focus on either the history or the future, respect both.
- Strong buy-in by rural folks to urban community. Can take amenities for granted. Have responsibility to take part.

Community Spirit

- The majority of the population have a sense of pride and a feeling of belonging about living and working in Cold Lake
- That somehow we could stop focusing only on what money will buy--instead we could focus on what makes a community a better place to live.
- More compassion for each other
- People treating others like they would like to be treated by others
- Citizens who are ethically concerned, ... and more appreciative of what is already good and present
- Neighbourhoods where people know each other again
- Community days to help out local organizations ...

Community Events

- More activities that all could attend regardless of economic status
- Community dances
- See community revisit some things lost. Used to be Aqua Days. Would like to see that brought back to life. Three annual traditions that are unique Cold Lake traditions, e.g. Canada Day, Rodeo, Aqua Days from past. Bring together most of the community
- With high turnover in a changing community, established traditions are important not only for long-term residents but for those who come. There should be something every month that people who are new can plug into and rely upon
- Easier access to information about volunteer opportunities in the community
- Increased awareness of community group/community sport initiatives - more advertising
- Common recreation guide for Base, Energy Centre, FCSS, et cetera. Currently people get one guide and think that is all that is available
- More collaboration on community events between the Base and the City
- More winter activities to combat Seasonal Affective Disorder (SAD)
- More weekday activities
- More young family oriented activities
- More evening activities
- Activities that aren't organized sports
- Seeing all age groups come together (i.e. seniors in events with children and youth)
- Promoting the August Ag. Fair

Community Beautification / Clean-up

- Clean up the streets
- See all that has been planned finished off in the next two years, i.e. beautification
- Better residential garbage pick up
- Enforce garbage laws
- Clean up the African Lake Trail, and enforce the ban on motorized vehicles
- Plant more trees
- Green space
- Flowers
- Building restrictive covenants to beautify and unify the businesses and residential areas of the community (e.g. Okotoks, Canmore)

Affordable housing

- Homes for all
- More affordable housing for seniors
- An appropriate mix of affordability
- Geared-to-income' housing to close the affordability gap
- Lower rents generally
- Low income housing project
- Subsidized housing

Affordable living

- More full time jobs
- More affordable shopping (Costco, Winners, etc)
- Less expensive choices in retail, restaurants, and all areas of business, etc
- Help people learn how to help themselves
- Grocery co-op
- More community gardens
- More activities for people with low income

Public Transportation

- Simple public transportation system. Help for the temporary foreign workers, seniors and youth. Not fancy. Functional
- Basic public transportation, every 2 hours, from city to the Reserve to the Base and back
- Public transportation to the ski hill
- Bus transportation (nothing to do if you can't get anywhere)
- A way for kids to get from Cold Lake to the existing Youth Centre on base

Public Safety

- Less crime, although, from what I see around town the RCMP are doing a great job
- All public safety needs met
- More Community watchers
- Make sure that all schools can be accessed with safe bicycle trails/access
- Better traffic enforcement
- A bicycle lane on the highway or better maintenance of bike trails

Arts and Culture

- Strong arts and culture community working together
- Children's performing arts society - teaches kids things they cannot learn elsewhere
- Would like to see a performing arts theatre society
- Sober jazz and/or blues bar
- Aboriginal radio station
- Opportunity for Aboriginal people to demonstrate their culture on base
- Cineplex style movie theatre(s)
- Performing arts theatre

Sports and Recreation

- Completion of the rink at the Energy Centre
- Water slide (outdoor)
- A splash park at the beach
- More playgrounds
- More centers for activities (i.e. children's play centre/museum)
- Swimming pool
- More recreation in the south particularly for youth

Community Facilities

- Central Community Facility: one-stop shop for all Human and Social Services
- Free play facilities for children aged 0 to 8 like play parks at Dairy Queen and McDonald's
- A common space for Community Groups
- The Energy Centre needs to be re-thought...more of a community centre, like the C2 in Bonnyville.
- Completion of the community event arena
- 5,000 seat facility for events of any nature
- Completion of the rink at the energy centre
- Addition of a second arena at the Energy Centre
- Central gathering place – a big 'Bean Tree'

Land Use

- More green spaces
- Less subdivisions
- Biking/walking trails from all new developments
- Central community gathering area. Civic centre and parks. Passive and active areas. Right between the two 'towns'
- City would give land to the Ag Society and more if needed
- Off leash dog park
- Larger back yards

Environmental Protection

- Managed economic and environmental development
- Clean up the African Trail and enforce ban on motorized vehicles
- Plant more trees
- Managed environmental development
- Protect the natural environment
- Protect the lake
- Clean streets so local bodies of water don't get contaminated
- Welfare of other creatures of nearby nature
- Improved recycling program

Economic Development – General

- More people make this their home instead of a stop on the way
- A broader, clearer vision of the next ten years. (City is growing so fast yet sometimes keeps its small community view. Vision has to grow with the City.)
- Boost Chamber of Commerce. More cooperation. Band together when it counts
- An industrial park
- Ability to attract community minded people to come and help build Cold Lake
- Additional but manageable growth
- More economically sustainable community

Tourism Development / Lakefront

- Greater access to the runways of 4 Wing. e.g. Comox shares with community. Would make us not so much of an 'end of the road' destination. A reason to make us a destination for eco-tourism
- Bring 'LIFE' to the beach like Sylvan Lake
- Tourism! We need a board walk with family activities and some out of the norm events like air races over the lake
- Having the marina expand to hold more berths. Make it a first class facility
- To see more tourist activities at Marina. Canoe rental, paddle boat rental, boat tours, etc
- A major attraction close to the marina (waterpark)
- A splash park at the beach
- A place to dance - a huge gazebo like in movie 'Footloose' (great for weddings)
- More focus on the lake as a tourist attraction and more events regarding the lake (Aqua-Days, Winter Carnivals, etc)
- Work also with tourism. ... Alberta Tourism is now funding to realize Phase I of their gap analysis results

Commercial and Retail Development

- More affordable shopping (Costco, Winners, etc.)
- More clothes stores
- Bigger malls
- Encourage more business to locate to Cold Lake - retail/service/oil etc.
- Bring in more fast food, shopping places, REAL bowling alley, yogen fruz, SUSHI
- More sit-down/eat-in restaurants
- More restaurants (or more selection in the food court)
- Greater variety in shopping choices
- Better service at businesses in Cold Lake
- Bigger bars/clubs

Social Services – General

- Central Community Facility: one-stop shop for all Human and Social Services
- More and better ways for residents to be heard leading to action (forums, etc.) instead of [applying] every year for the same services.
- Community organizations work together to avoid duplication of service and to fill all service gaps
- A common space for Community Groups.

- FCSS space needs to be downtown in South Cold Lake - walk-in service. Social programs need a hub in the south
- Invest in the social programs needing quality space and enough staff
- Address the disconnect (close the loop) between front-line workers and decision makers
- Monthly 'Master Mind' groups between Human and Social Services providers
- More community services and support groups so existing personnel don't burn out

Early Childhood

- An Aboriginal Headstart program
- Government supported daycare

In the schools

- RCMP: dedicated school resource officer position
- School on base stays open
- Funded school breakfast and lunch programs

Youth – Support

- Continuity and stability in programming to carry on from young kids to 21 years of age
- A greater focus on Youth ages 14-20
- Youth emergency shelter for ages 13 to ...
- Psychologist for youth with mental health issues
- Youth services in the city need dedicated space

Youth – Activities

- Give the youth something to do, they are bored ...
- Ask the youth what they want
- Way more options for youth not so keen on sports
- More stuff for young people aged 14 to 25. Not all kids are into sports or quadding. Need other activities
- More affordable things to do
- Youth Centre Access: Have Youth Centre in the city or a way to get kids to the youth centre on base
- A Youth Centre something like the Vault in the south
- Youth groups in churches
- More places and activities, besides bars, for young people who want to go out on dates
- Community dances
- Amusement parks

Youth – Activities (continued)

- Arcades
- Water slide (outdoor)
- Skateboard park
- Bike park
- Indoor playground like MacDonald's
- More recreation in the south particularly for youth
- Rock climbing wall
- Splash park at the beach
- Way bigger skate park, not on base

Youth – Miscellaneous

- More jobs for youth. (Relates to public transportation: many residences in north and service jobs in south)

Men's Services

- Programming for men exposed to risk (homeless, in crisis)
- Suicide prevention for men (high rates among oilfield workers)

Families and Couples

- Family treatment centre
- Hope that Family Life Coaching will cover what is required
- Not having the need of a women's shelter

Seniors

- Meet social and recreational needs of seniors
- Seniors' Advocate with a single phone number
- Buddy System of mentoring for seniors and kids with disabilities
- Seniors Housing – Aging in Place (Lodge, Assisted Living, Long Term Care)

Diversity

- Supporting diversity - cultural, ethnic and sexual
- No racism, particularly regarding aboriginal people
- A French representative in permanence at the MFRC
- That the City be officially bilingual in every aspect

First Nations

- Adequate funding for the Native Friendship Centre
- Our building serves so many purposes: gathering place, school, daycare, and centre for seniors (47 of them). We wish for a new building
- New building for the Native Friendship Centre with lots of parking
- A Native Friendship Centre expansion with a hostel upstairs
- A receiving home for [aboriginal] children apprehended due to family crisis so they can be cared for locally by aboriginal people

Persons with Special Needs

- More compassion toward people with disabilities, particularly kids
- Local services for people with special needs (closest is St. Paul)
- Buddy System of mentoring for seniors and kids with disabilities
- Respite care for high needs kids, medical, FASD
- A group home for youth and elderly with disabilities who cannot care for themselves
- A group home for the mentally disabled who just wind up going back to jail. Nobody advocates on their behalf

Newcomer Support / Awareness

- More acceptance of new people
- More ready awareness of services for newcomers
- Another welcoming community initiative: because community is so transient, need good ways for people to meet
- A men's shelter or hostel (it was noted that people arriving looking for work have nowhere inexpensive to stay)
- Support for newcomers to the community. More evening activities and support for newcomers to the community, particularly the military families

Community Safety Net

- Men's shelter
- Youth emergency shelter for ages 13 to 20 or so
- Shelter for newcomers seeking work
- Soup kitchen
- Suicide prevention

Living Addiction Free

- A local de-tox centre so people can take the first step to rehab more easily
- Childcare at de-tox centre so kids are not in custody but still can have services
- A huge, successful, funded, staffed [mother-to-be] mentoring program

Healthy Lifestyle

- More physically active and nutritionally healthy community
- Develop biking trails/walking trails from all new developments so that all of Cold Lake becomes bike-able/walk-able
- Organic produce store

Healthcare services

- Recruitment of medical staff
- Better access to doctors and specialists
- Physical improvements to the hospital
- Trained friends to walk through life decisions. Somewhere between the medical diagnosis and the office care. Similar to Victim Services
- A transportation service to Edmonton for medical appointments. (Two models: 4 Wing daily run and Cranbrook to Nelson twice-weekly run.)

Post-Secondary Education

- Greater access to post secondary opportunities

Miscellaneous

- A bigger and stronger Humane Society
- More mosquito spraying
- Having a bank machine in the North
- That no one ever says there is nothing to do here

APPENDIX 2 - ONLINE SURVEY RESULTS

Participant Demographics

Roles in the Community (Individuals have multiple roles.)	Percentage of Responses
Parent or Grandparent	69%
Community Volunteer	51%
Military or Military Family	24%
Community Leader (political, business, faith, aboriginal, volunteer leader, etc.)	16%
Social Service Professionals (including nonprofit employees)	12%
Student	10%
Civil Servant	10%
Healthcare Professional (including nonprofit employee)	8%
Education Professionals (including nonprofit employees)	6%
Prefer Not to Answer	4%
Police or Justice	2%

Have lived in Canada for:	Percentage of Responses
11 to 20 years	6%
21 to 40 years	50%
More than 40 years	44%

Have lived in Cold Lake for:	Percentage of Responses
Less than a year	11%
1 to 2 years	17%
3 to 5 years	19%
6 to 10 years	9%
11 to 20 years	19%
21 to 40 years	15%
More than 40 years	8%
Prefer not to answer	2%

Expect to live in Cold Lake for:	Percentage of Responses
Less than 1 more year	8%
1 to 2 more years	9%
3 to 5 more years	11%
More than 5 more years	45%
Don't know	25%
Prefer not to answer	2%

STRENGTH-SUCCESS-VISION-PRIORITY

My gender is:	Percentage of Responses
Male	40%
Female	54%
Prefer Not to Answer	6%

My age group is:	Percentage of Responses
Under 18	2%
18-24	8%
25-34	27%
35-44	25%
45-54	23%
55-64	10%
65-74	4%
75-84	0%
85 or Above	0%
Prefer Not to Answer	2%

My Ethno-Cultural Identity is:	Percentage of Responses
White / Caucasian	90%
Other, please specify (All specified "Canadian")	6%
Prefer Not to Answer	4%

Language most spoken at home	Percentage of Responses
French	4%
English	92%
Prefer Not to Answer	4%

Online Survey Responses

Discover Phase

Question 1: What first brought you to live in Cold Lake (or Grand Centre or Medley)?

Response Themes	Percentage of Responses
Civilian employment	38%
Posting to 4 Wing (self or spouse)	32%
Size and Character of Community	9%
Came with Parents	9%
Marriage or Family	6%
Natural beauty, lake and outdoor recreation	3%
Born here	3%
Retirement	
Business opportunity	

Example Responses

- Jobs for my spouse and myself and the expected good quality of life in a small rural community with beautiful outdoor amenities and a welcoming community
- My hubby is in the Armed Forces
- Work first and foremost. When deciding if I wanted to move I looked at available facilities to raise a young family. I was definitely struck by the beauty of the area and the friendliness of the locals once you get to know them
- The community of Cold Lake First Nation
- Air Force. Father transferred here in 1962
- I was born and raised here because my grandfather was posted here
- This was such a beautiful location, with having a lake, all the recreation (ATV trails) within the area, and set up with a good basis for our shopping needs
- Born and raised and proud of it

Question 2: What factors make Cold Lake a good place to live?

Response Themes	Percentage of Responses
Natural beauty and outdoor recreation	36%
People friendly / Community Spirit	21%
Opportunity	8%
Right size (small town feel-big town amenities)	6%
Good place for family and kids	5%
Shopping variety	5%
Community safety	5%
Schools and other Educational Opportunities	4%
Community services, programs and events	3%
Low Traffic	2%
Healthcare access	2%
Housing Availability and Selection	1%
Diversity, change, excitement	0.4%
Affordability	
Miscellaneous comments	0.4%

Example Responses Sorted by Theme

Natural Beauty, lake and outdoor recreation

- Beautiful environment and plenty of outdoor activities
- Beautiful surroundings (lakes, beaches) & many opportunities for outdoor fun
- Outdoors lifestyle-Woods, Lake, Trails
- Recreation Activities – Lake, Marina, Provincial Park

People friendly / Community spirit

- Good community spirit
- Pleasant, enjoyable, mutually considerate, law-abiding folk ...

Opportunity

- Good economy with base and oil equals good jobs
- The opportunity to prosper, lots of work and possibility for advancement

Right size (small town feel-big town amenities)

- It has the amenities of a big city with small town feel

Good place for family and kids

- Good lifestyle for families with children
- Many choices for family activities and raising children
- So many activities for my family to do

Shopping variety

- Offers almost everything needed for shopping needs
- Walmart

Community Safety

- Low crime
- Safe place to live

Schools and other educational opportunities

- Opportunity to choose good schools for my children
- Good recreational facilities and getting better with the Energy Centre

Community services, programs and events

- Many organized sporting and recreational activities

Low traffic

- Less traffic equals shorter commute to work, shopping, etc

Healthcare access

- Great hospital ...
- Ability to see a doctor within a two week period

Housing availability and selection

- Reasonable selection of residential property for sale

Diversity, change, excitement

- Diversity of people – I like many different cultures in a community

Miscellaneous

- A Mayor and Council who are ready to fight to make things better

Question 3: Which of your contributions to the community in Cold Lake give you the most satisfaction?

Response Themes

Respondents described contributing to society and the community through:

- Employment
- Volunteerism
- Business
- Raising families
- Paying taxes
- Going to school and learning
- Holding public office
- Supporting local business, and
- Leading by example

Respondents described contributing in the following service areas:

- Youth
- Families
- Parents / Children
- Sports
- Arts
- Francophone Community
- Environment – City Cleanup
- Moving from 3 communities to 1
- Emergency services
- Business
- Healthcare
- Social services
- Community events – festivals
- Education
- History
- Public service
- Animal welfare, and
- Special needs persons

Respondents described contributing via the following organizations, programs or events:

- Aqua Days
- Babies First – breastfeeding support
- Boarder Bash Music Festival
- Chamber of Commerce
- City Council
- City of Cold Lake
- Cold Lake Entertainment Society
- Cold Lake Fire-Rescue
- Cold Lake Health Unit
- FCSS
- Fun with Friends playgroup
- Hearts for Healthcare
- Lakeland Humane Society
- Lakeshore Business Group
- Lions Club
- Marlins Swim Club
- Museum
- Parent Link Centre
- Children’s schools
- The Vault, and
- Women in Business

Question 4: Please share a story of a time when you were part of a community effort that really made a difference to Cold Lake or anywhere else you have lived. What was done and what was the success?

Actual Responses Sorted by type of activity

Participating / Attending

- Participated in Relay for Life
- Attended the Hearts for Healthcare Gala

Front-line Volunteerism

- 2010 Alberta Winter Games
- Minor hockey parent
- Volunteered at schools, sports teams, etc for the kids
- We all cleaned up garbage and the City looked fantastic
- Part of door-to-door Cancer Campaign
- Volunteered in building the new 'Freedom' Park' at Cold Lake Elementary School
- Helping victims of the Slave Lake fire.
- Helping out with Festival of Peace
- Helping out with Hearts for Healthcare

Fundraising

- Headed up a fundraising project to raise money for a school playground in another community – money was raised in two years plus extra money to buy a curtain for the school stage
- Donating for numerous events

Program/Project Leadership

- Part of The Vault Youth Drop-in Centre – Great community resource – Place for kids to go
- Volunteer Coordinator of 2004 Border Bash Music Festival – 14,000 attendees and \$15,000 distributed to local charities
- Managed a 'computers for schools' computer refurbishment operation – good computers for students
- Part of FCSS – wholesome and affordable programs for families
- Revived 2010 Relay for Life cancer run – significant funds and awareness for Cancer Society
- Developing skiers and snowboarders – promotes a lifestyle choice: more family time together, active living, less substance abuse, a love for the outdoors and winter.
- 1988 mini Winter Olympics with torch run from Cold Lake South to Cold Lake North
- Provided leadership in youth groups like 4-H, Guides and Scouts.
- Part of decision to go ahead with the Energy Centre

Founding / Creating / Building / Introducing

- Created a program for individuals in need of winter wear
- Created a network for business – great place to brainstorm ideas for the community
Helped create a support group for parents
- Created partnership with MFRC for French services
- Developing 'Aqua Days' as a high school project
- Helped community form a branch and three cadet corps for youth
- Spearheaded bringing adult education opportunities into another community
- Initiated formation of an active Parent Advisory Committee for the school
- Helped make the soccer fields that now stand by the Energy Centre
- Creating an animal welfare organization
- Member of team that brought Border Bash Festival in 2004

Advocacy

- Informing our political reps about what seems to be going well and what/who seems to be neglected – policies and actions improve
- Raised profile of City of Cold Lake with the Government of Alberta

Question 5: What made you feel especially good about the effort and the success?

Summary of Response Themes

Recognition for Community (e.g. widely publicized events)

Fellowship

- Group efforts
- Seeing people come together, e.g.
 - The three communities that are now the City of Cold Lake,
 - Business and community
 - City and community
- Sharing success
- Meeting new people

Impact

- Meeting a genuine need / making a difference
- Visible results

Compassion in action

- Helping those unable to help themselves
- Helping others succeed

Mentoring

- Teaching kids compassion
- Raising leaders of tomorrow

Example Responses

Hearts for Healthcare Gala: It was so great to see the community come together. People from every different background/education were there supporting the same cause.

Roadside Cleanup: Seeing nice clean ditches and sidewalks.

City Cleanup: City looked fantastic

2010 Winter Games: The success of the Games

Minor Hockey Parent: Meeting others and helping out...group effort

Health Unit Logo: It felt good to give back something to the community I live in.

School Volunteerism: Getting to know other people and being with the kids

Cancer Canvassing: That I involved my children and they were part of the effort.

Energy Centre: How the corporate/business community, the City and individual citizens worked together to see the Energy Centre be built.

Festival of Peace: the way it brings the three separate areas of Cold Lake together

Volunteering in General: Mostly, the smiles and thanks from the satisfied receivers, knowing that I was a part of being able to help make things run as smoothly and successfully as possible

School Playground Fundraising: That it took less than half the projected time to raise the money needed, and the community really came together to help out.

The Vault: Marginalized youth and youth that did not want to participate in organized sports had a place to go that was safe and free

Border Bash: That a small group of people could bring this level of entertainment to the community, while providing necessary funding to important community groups

Computers for Schools: Every student had a chance to learn and use a computer

FCSS: Knowing that we can provide affordable activities like this with a safe and fun environment means a lot of lower income families can participate. This also means that we gain exposure as an organization to those who can use our services, and offer support to the families who need it

2010 Relay for Life: Among the volunteers of the planning committee, there was a good sense that things wouldn't have been as successful if each person did not get involved. It was wonderful to witness this large-scale community event take place, not to mention the enthusiasm and dedication of participants and survivors. Without the planning committee none of that would have occurred--our time and efforts truly made a difference!

Developing Skiers and Snowboarders: I had a parent tell me that his kid was a bit of a h**l raiser and he was grateful for the positive influence of the local facility. ...watching these people grow and feeling that you may have taken part in their success has been rewarding.

1988 Mini Olympics: Everybody worked together as a team to make sure it was a success. Not just school workers but community took part also

Energy Centre: The Energy Centre is and will become even more the focal point for activity in Cold Lake. The Energy Centre was likely the main factor in having the new high school and Portage College built.

Winter Wear Project: Helping others that were in need that may not have been able to provide for themselves.

Business Networking: The turnout was great and people felt they had a place to speak and be heard as well as a place to be a business member.

Parent Support Group: I believe that the lives of these children and their families and the work life of their educators improved because of the effort.

MFRC French Language Services: ... after 10 years of previous attempts it worked...I have a feeling [I had a hand in] that ...

Cadets: Provided guidance to some young citizens that have gone on to provide leadership in our country

Adult Education Opportunities: That was almost twenty five years ago and that community now has a great Adult Education Centre.

Energy Centre Soccer Fields: More outdoor fields were needed – we had too many registered soccer players and nowhere for them to play.

Animal Welfare Organization: Teaching compassion, empathy to the community, school children

Border Bash: That so many groups were able to come together and develop a successful event. This was the first time such an event was attempted in Cold Lake and it was described as the top music festival in western Canada for 2004

Informing Political Reps: ... [met] the actual needs of those whom we advocated for.

Question 6: In your story above, what 'SUCCESS FACTORS' made it possible to really make a difference?

Response Themes	Percentage of Responses
Financial & in-kind resources from gov't, business & community	16%
People Power - Volunteers	10%
Additional leadership - (committee / board)	8%
Communications and marketing for public awareness and support	8%
People Power - Good Staff	8%
Understanding of community issues / Recognition of community need	6%
Positive Focus (Anticipation & Celebration of Success / Reward)	5%
Political support and mandate / Authority and freedom to act	5%
A Leader - Individual (Mentor / Expert / Organizer)	5%
Family Support	5%
Cooperation / Partnerships (inter-government / inter-agency)	4%
Perseverance and Determination	4%
Team players	4%
Vision / Initiative	4%
Excellent Program Design, Delivery, Outcomes	3%
Commitment / Dedication / Belief in the cause	2%
Administrative Infrastructure	1%
Inclusiveness / Empowerment	1%
Genuine Compassion	1%
Valuing Individual Strengths and Contributions	1%
A plan	1%

Example Responses Sorted by Themes

Financial and in-kind resources from government, business and community

- Knowing the right agencies to go through to apply ...
- Generous corporate & business donations
- Involvement from major employers (oil companies)
- Chamber of Commerce
- Local businesses that offered their goods and services

People Power – Volunteers

- Amazing volunteers
- No limit to volunteers' time and energy
- Kids (They never let you down in an event)

Additional leadership – (committee / board)

- People with a similar perspective and values
- Having great leadership that made people feel positive and very appreciated for the work they were doing

Communications and marketing for public awareness and support

- Making people understand what the project is about and how it will be beneficial to the community to do certain projects.
- Marketing the vision well to the citizens

People Power – Good Staff

- Hard working City administration in particular the CAO
- Cooperation and work ethic of all staff
- Great facility staff

Understanding of community issues / Recognition of community need

- Our community coming together to support a great idea
- Great idea/event
- Understanding of the issues faced by others.
- Worthy Cause

Positive Focus (Anticipation & Celebration of Success / Reward)

- Civility, patience and continued progressive action on the part of all concerned
- Having fun
- Positive Attitude
- appreciation at the end of the event (success for the following year)

Political support and mandate / Authority and freedom to act

- Strong leadership from elected members of the community
- Have champions on appropriate boards/councils
- The municipalities' support

A Leader – Individual (Mentor / Expert / Organizer)

- A leader who has the traits of perseverance, courage, commitment, diplomacy and a willingness to listen
- One person who remained committed to the effort as new people arrived to the community and then left again throughout the years

Family Support

- Supportive parents

Cooperation / Partnerships (inter-government / inter-agency)

- Surrounding area support from other communities/cooperation
- Other supportive agencies that were willing to assist in this project
- Take steps to network, make connections between agencies

Perseverance and Determination

- Persistence of leadership volunteers and society staff

Team players

- People working together as a team, not as rivals

Vision / Initiative

- A dedicated core sharing a single vision
- Initially three people who were willing to put some effort into making a change for their own children and others in the community
- The City leaders having a vision

Excellent Program Design, Delivery, Outcomes

- Excellent programming
- More people than just those actively involved were able to share and enjoy the outcome benefits

Commitment / Dedication / Belief in the cause

- Dedication of volunteers

Administrative Infrastructure

- The facility support

Inclusiveness / Empowerment

- Opportunity to express our ideas and thoughts

Genuine Compassion

- A passion by the people to do the right thing for the right reasons

Valuing Individual Strengths and Contributions

- No judgment on those that can or can't do something

A plan

- A plan with a vision

Question 7: Which of the SUCCESS FACTORS you identified do you think were essential? (Check as many as you like.)

Respondents' answers showed they considered all of the identified Success Factors to be critical.

Dream Phase

Question 8: Please describe your top three wishes to make Cold Lake an even better place to live in five years.

Response Themes	Percentage of Responses
Fiscal Sustainability and Taxation	17%
Roads and Infrastructure	16%
Tourism Development / Lakefront	8%
Community Spirit / Unity	7%
Commercial and Retail Development	7%
Community Beautification / Clean-up	6%
Community Facilities	5%
Community Events and Activities	5%
Healthcare Accessibility	5%
Community Safety	4%
Land Use	3%
Affordable housing	3%
Affordable living	3%
Public Transportation	2%
Miscellaneous	1%
Culture and Diversity	1%
Youth - Activities	1%
Arts	1%
Youth - Support	1%
Economic Development - General	1%
Social Services - General	1%
Environmental Protection	1%
Post-Secondary Education	1%

Example Responses Sorted by Theme

Fiscal Sustainability and Taxation

- Pursue fiscal sustainability
- 'Reasonable' property taxes

Roads and Infrastructure

- Pave the roads
- Infrastructure (\$150 million deficit re: capital replacement)

Tourism Development – Lakefront

- Tourism. We need a board walk with family activates and some out of the norm events like air races over the lake
- Having the marina expand to hold more berths. Make it a first class facility!
- A major attraction close to the marina (waterpark)
- To see more tourist activities at Marina. Canoe rental, paddle boat rental, boat tours of lake, etc

Community Spirit / Unity

- More compassion for each other
- Citizens who are ethically concerned, less selfish, and more appreciative of what is already good and present
- That the majority of the population has a sense of pride and a feeling of belonging about living and working in Cold Lake
- Easier access to information about volunteer opportunities in the community
- That somehow we could stop focusing only on what money will buy--instead we could focus on what makes a community a better place to live.
- Community days to help out local organizations, such as the Humane Society or the Crisis Centre

Commercial and Retail Development

- Encourage commercial and retail growth
- Encourage more business to locate to Cold Lake – retail/service/oil etc
- More affordable shopping (Costco, Winners, etc)
- Greater variety in shopping choices

Community Beautification / Clean-up

- Clean up the African Lake Trail, and enforce the ban on motorized vehicles
- Plant more trees
- ... a bigger effort to clean up and enforce garbage laws

Community Facilities

- I really feel the energy centre needs to be re-thought...more of a community centre, like the C2 in Bonnyville
- More centers for activities (i.e. children's play centre/museum)
- More playgrounds

Community Events and Activities

- More young family oriented activities and not just on weekends
- Activities that aren't organized sports
- Seeing all age groups come together (i.e. seniors ... in events with children and youth)
- There were more organized activities that would encourage people to meet in community--not just at 'family' activities or sporting events--that all people could have an opportunity to attend regardless of their economic status
- That no one ever says there is nothing to do here

Healthcare Accessibility

- Recruitment of medical staff and physical improvements to the hospital
- Improved health care – more doctors and specialists

Community Safety

- Less crime, although, from what I see around town the RCMP are doing a great job
- More Community Watchers
- Make sure that all schools can be accessed with safe bicycle trails

Land Use

- Develop biking trails/walking trails from all new developments so that all of Cold Lake becomes bike-able/walk-able
- An off leash dog park

Affordable housing

- A greater focus on attainable housing for those people not working in the Oil industry
- More affordable homes

Affordable living

- There was less of a gap between the 'haves' and 'have-nots' due to economic reasons
- More activities for people with low income

Public Transportation

- Public transportation

Culture and Diversity

- The City be officially bilingual in every aspect
- Have a permanent French representative at the MFRC

Youth – Activities

- Give the youth something to do, they are bored ...

Arts

- A greater focus on the Arts

Youth – Support

- A greater focus on youth ages 14-20

Economic Development – General

- Moderate population growth
- Better service at businesses in Cold Lake

Social Services – General

- Community organizations work together to avoid duplication and fill all service gaps

Environmental Protection

- Protect the natural environment and the lake

Post-Secondary Education

- Greater access to post secondary opportunities

Miscellaneous

- More bug spraying

Question 9: If your wishes became reality, how would things be different?

Responses - Improvements would take place in:	Percentage of Responses
Healthcare and Healthy Lifestyle	13%
Community Beauty / Environment	11%
Availability of Local Commercial Services	10%
Community Appeal / Population Growth	8%
Community Spirit and Unity	8%
Economic Prosperity	8%
Community Facilities	7%
General Quality of Life	7%
Accessibility	6%
Affordable Living / Housing	6%
Closer Families	4%
Inclusiveness / Welcoming	4%
Availability of Local Community Services	3%
Awareness	3%
Public Safety	
Youth Engagement	3%

Example Responses Sorted by Themes

Healthcare and Healthy Lifestyle

- Medical staff would have reasonable workloads and would want to stay in Cold Lake
- Shorter waiting times for medical procedures, tests or just to see a doctor
- There would be easier access to health services as we age
- ER wait times would be shorter
- If we had more medical options, families wouldn't have to travel to Edmonton as much for healthcare
- I could have a family doctor I could get in to see.
- Cleaning up the African Trail and developing biking/walking trails to all schools would promote a healthy lifestyle

Community Beauty / Environment

- I could go to a beautiful beach that was clean and maintained.
- I could take my kids to a park that was clean and safe.
- Cleaning up the African Trail and developing biking/walking trails to all schools would ... reduce dependency on vehicles and reduce pollution.
- Protecting the natural environment will help us to preserve its beauty and allow future generations to continue enjoying it.

Availability of Local Commercial Services

- The more businesses we have locally, the easier it is for Cold Lakers to spend their money locally. It's the local businesses that support our community efforts e.g. fundraising and employment

Community Appeal / Population Growth

- If we did more to beautify our home then even more people would want to be here.
- A marina expansion would attract more people to the area
- If Cold Lake was more community focused, more families would want to move here and stay here
- Having more post secondary opportunities would bring people in from surrounding communities to go to school. More people would stay in the area to complete school
- Moderate population growth will help to retain many of the features I already love about Cold Lake: reasonable traffic, reduced crime, friendly neighbours

Community Spirit and Unity

- A city clean-up would help Cold Lakers feel closer as they came together to help.
- More beach activities would enhance community spirit and unity
- A community with a focus on the arts has a greater sense of self. This leads to more community involvement, greater personal engagement and a willingness to grow and develop community programs. This leads to lower crime, higher education and a more cohesive society

Economic Prosperity

- With more commercial development and a major attraction (waterpark?) close to the arena, business would be better on the lakeshore; the hotels would be full.

Community Facilities

- A marina expansion would mean less congestion at the marina dock.
- I could go to an outdoor concert
- The potential of the Energy Centre would be realized and it would become more of a hub with the rink completed, availability of child care and a more youth-centred approach

General Quality of Life

- People would be happier living here
- There would be a more positive collective environment and sense of well-being

Accessibility

- With public transportation, our young people without cars could travel more freely between the north and south. Employers in the north could hire more people that live on the base and in the south
- If there was public transportation, we could be a one vehicle family. Our children could take advantage of community activities without being dependent on mom and dad to take them there

Affordable Living / Housing

- It would not be so expensive to live here therefore it would attract more people.
- There would be attainable housing for our young adults, families with young children and newcomers to Canada. Our young people could afford to live in their own home town

Closer Families

- We would have more things to do as a family
- My husband works weekends. With more family activities during the week, my whole family could partake in the awesome activities

Inclusiveness / Welcoming

- There would be social activities that are accessible for all types of people in the community
- The French would be seen as a real bonus to the city
- New members of the community could be more involved in community groups they may not know about

Availability of Local Community Services

- There would be places that people could go if they required assistance. These places would be well-known in the community and easily accessible. A person could go to one access point for help (food, lodging, financial help, counselling or emergency substance abuse detoxification) and not have to keep going to different places to find help

Awareness

- People would be more informed about community activities
- Youth If community members have the ability to find out about volunteer opportunities, they are more likely to become involved, thus facilitating a better sense of community and strengthening existing/future human service organizations

Youth Engagement

- Focusing on youth, providing effective and wanted programs leads to lower crime, lower drug and alcohol use, more stable families
- If teens had somewhere to go and something to do evenings and weekends, that would reduce the petty crimes and underage drinking

Question 10: What can you do personally to help your wishes become reality?

Response Themes	Percentage of Responses
Volunteer	24%
Take Personal Responsibility / Action	10%
Work with City	10%
Lobby	9%
Shop Locally - Vote with Dollars	9%
Participate	7%
Vote	7%
Be a Good Neighbour	5%
Promote	5%
Speak Up Constructively	5%
Advocate	3%
Do My Job	3%
Donate	2%

Example Responses Sorted by Themes

Volunteer

- I would attend any meetings that were concerned with ... community development
- Become a more active member on the Chamber of Commerce and revitalize the lakeshore business owners
- Support efforts such as Hearts for Healthcare
- Continue to look for new ways to be in community and new projects that I wish to devote time and energy toward
- I can volunteer to help organize events
- Being more involved with the welcoming community committee and other projects

Take Personal Responsibility / Action

- I can personally not throw garbage on the ground and clean up what I see
- Learn to build board walks and drive para-sailing boats for the tourists

Work with City

- Support our City staff in their endeavours to serve us
- Support our Mayor and Council
- Express to the local politicians and related City staff workers what is going well and what seems to need attention/improvement

Lobby

- Continue to champion the cause by talking to politicians, both provincially, federally and in the MD of Bonnyville

Shop Locally – Vote with Dollars

- Spend our money locally and get the message out that it's the local businesses that provide employment and support our efforts
- I try to acknowledge and frequent more the places where I get good customer service and I pass this info along to others.

Participate

- I try to attend as many different family activities as possible through the year ...

Vote

- ... continue to be aware of local issues and vote accordingly in municipal elections

Be a Good Neighbour

- Be welcoming to new members of the community and my neighbourhood

Speak up Constructively

- Voice my opinion
- Complete a survey

Advocate

- Provide feedback wherever possible on programming gaps in the community.

Do my Job

- Keep working hard
- Continue doing what I do [in my work] ...

Donate

- Give to the homeless

Question 11: What can we do as a community to help your wishes become reality?

Example responses sorted by theme

Embrace Public Consultation

- Complete surveys like this so those with power can see where changes need to be made.
- Listen to the community members and hear what they are saying.
- Question the community about public transportation- what are they looking for, when do they want it, how much are they willing to pay?

Promote Community Involvement

- People need to become self aware of how much they, collectively, can impact/improve what is here. Ultimately it begins from a realization within before it can grow to become an externally expressed way of living.
- ... try to make people aware ... the more awareness we have the more people are likely to try to help out.
- People need to become self aware of how much they, collectively, can improve what is here.

Enhance Partnerships and Collaboration

- Provide opportunity for community members to get together and increase communication of user group activities by working with user groups.
- Incentive for interagency involvement, incentives for people to work together

Promote the Positive

- Highlight the many positives of Cold Lake ...
- Utilize the facilities we have and be positive about Cold Lake instead of negative.
- Improve ... customer service.
- Think and live like a city, not a small town.

Ensure Accessibility

- Make the whole community more accessible for all ages. This includes things like public transit, fixing sidewalks ... making all buildings wheelchair accessible, more ... crosswalks.

Focus on the 'have nots' / those at risk

- Many community programs take a disproportionate amount of resources with limited results in assisting the greater community. A journaling program or a virtues program that attract 2 or 3 people per week is the wrong use of limited funding; the people taking part are not at risk. We as a community have to take chances and develop new innovative programs that reach out to people at risk, especially the youth.

STRENGTH-SUCCESS-VISION-PRIORITY

- Put more community resources into the 'have nots' and fewer into the 'haves'. The 'haves' both personally and corporately can pay a little more in terms of fees and taxes so that the 'have-nots' can have a hand up.
- Look into emergency men's shelter and youth shelter. Cold Lake has a fantastic women's shelter that is working very hard for disadvantaged women, but there is nowhere for men and youth to go when they need help.
- To start, focus on at-risk-youth. They are the next generation of Cold Lakers.

Support local services

- Shop locally.
- Attend school locally.
- Promote our Chamber of Commerce and other business organizations
- Say 'thank you' to local business and show them our appreciation

Attract/Provide Program Funding

- Request increased budget for community programming.
- Host fundraisers ...

Question 12: From the list below, what do you think are the TOP FIVE COMMUNITY PRIORITIES to improve social services and quality of life in Cold Lake over the next five years?

Selected Top Community Priorities for Community Advancement	Percentage of Responses
Affordable Housing	13%
Recreation and Culture Opportunities	10%
Community Safety	9%
Life Balance (work, play, family)	9%
Community Spirit	8%
Families - Strong and Supportive	8%
Seniors - Support	8%
Youth - Support	8%
Public Transportation - Availability	8%
Basic Needs - Assurance (food, clothing)	5%
Social Services - Coordination and Promotion	4%
Living Addiction Free	3%
Newcomers and Temporary Residents - Support	3%
Rural Quality of Life	3%
Diversity - Cultural and Ethnic Appreciation	2%
High School - Incentive to Finish	2%

Question 13: Are there other Community Priorities not listed above that should be considered?

Most responses to this question emphasized Community Priorities already identified rather than identifying new priorities. However, new priorities identified were:

- Welfare of other creatures of nearby nature
- Welfare of pets
- Promoting the August Ag Fair
- Having a bank machine in the North

Question 14: Is there anything at all you would like to add?

Representative Responses

- Because there is such disparity among the people of Cold Lake, (Oilfield workers and top military making excellent wages and salaries as compared to others) there is sometimes a feeling that the 'haves' should do more for the 'have-nots'
- I think there is great potential in Cold Lake but ... [we] ... need shaking up. There are many capable, talented people living here who are never given the opportunity to help. ... There should always be room for more people in the box
- I think that Cold Lake has a few issues but nothing that cannot be helped with the support of the community and with genuine introduction of new ideas. An open and honest dialogue is a start
- I am pleased to see the City reaching out to its citizens for their input
- ... many "assessments" look great on paper but nothing is actually done to address the issues. Please do something with this report
- Time to get into the Cold Lake spirit: out with the old and in with the fun stuff
- Great work!

APPENDIX 3 - COMMUNITY LEADER INTERVIEW RESULTS

The Community Leaders interviewed are listed alphabetically below.

- Chris Arsenault, Director of Service Delivery, Big Brothers Big Sisters, Edmonton and Area
- Fred Bamber, Councillor Ward 6, Municipal District of Bonnyville No. 87
- Tina Birn, Business/Facility Manager, Cold Lake Agricultural Society
- Derek Coe, Health Promotion Manager, J.J. Parr Centre, 4 Wing
- Craig Copeland, Mayor of Cold Lake
- John Croteau, Leisure Services Coordinator, City of Cold Lake
- Pastor Phil Crump, Community Baptist Church – Chair, Cold Lake Ministerial Committee
- S/Sgt. Rob Cunningham, Detachment Commander, Cold Lake Detachment, RCMP-GRC
- Scott Cyr, Scott J. Cyr Accounting
- Agnes Gendron, Executive Director, Cold Lake Native Friendship Centre
- Nathan Hostland, Addictions/Tobacco Reduction Counsellor, Alberta Health Services – Addiction & Mental Health
- Yvette Houle, Director, Dr. Margaret Savage Crisis Centre
- Glen Johnson, Councillor Ward 5, Municipal District of Bonnyville No. 87
- Serena Kendall, Community Recreation Coordinator, 4 Wing Cold Lake
- Genia Leskiw, MLA Bonnyville-Cold Lake
- Cpl. Jon McArthur, President, Cold Lake Search and Rescue Society
- Kevin Nagoya, Chief Administrative Officer, City of Cold Lake
- Clarence and Jacqueline Nickerson, Family Foundations International
- Lynn Owens, Probation Officer, Cold Lake Sub-Office, Alberta Solicitor General and Public Security
- Doug Parrish, General Manager of Public Services, City of Cold Lake
- Suzanne Prevost, Development Officer, Conseil de développement économique d l'Alberta
- Ajaz Quraishi – President, Cold Lake Islamic Society – Chair, Lakeland United Way – Director, Accounting Plus
- Ed Rondeau, Reeve, Municipal District of Bonnyville No. 87
- Andrew Serba, Editor, Cold Lake Sun
- Candice Sutterfield, Mother-to-be-Mentor, Lakeland Centre for FASD
- Bonda Thompson, Team Lead, North Central Alberta Child and Family Services Authority
- Rod Todd, Todd Drake Williams Findlater LLP
- Eva Ulracher, Hearts for Healthcare, Citizen at Large
- Dave Zimmerman, Victim Service Coordinator, Cold Lake Victim Services

PARTICIPANT DEMOGRAPHICS

Roles in the Community: (Individuals have multiple roles.)	Percentage of Responses
Community Volunteer	58%
Parent or Grandparent	38%
Social Service Professionals (including nonprofit employees)	29%
Civil Servant	21%
Police or Justice	17%
Military or Military Family	12%
Education Professionals (including nonprofit employees)	12%
Student	8%
Healthcare Professional (including nonprofit employee)	4%

Have lived in Canada for:	Percentage of Responses
21 to 40 years	62%
More than 40 years	38%

Have lived in Cold Lake for:	Percentage of Responses
Less than a year	4%
1 to 2 years	8%
3 to 5 years	21%
6 to 10 years	17%
11 to 20 years	4%
21 to 40 years	29%
More than 40 years	17%

Expect to live in Cold Lake for:	Percentage of Responses
1 to 2 more years	17%
3 to 5 more years	4%
More than 5 more years	62%
Don't know	17%

Gender	Percentage of Responses
Male	62%
Female	38%

Age Group	Percentage of Responses
25-34	25%
35-44	17%
45-54	21%
55-64	33%
65-74	4%

Ethno-Cultural Identity	Percentage of Responses
First Nations	4%
Metis	8%
Inuit	0%
White / Caucasian	79%
Spanish / Hispanic / Latino	0%
Black / African Canadian	0%
Asian	4%
Pacific Islander	0%
Other (Self-described as "Indian/Canadian")	4%

Language most spoken at home	Percentage of Responses
English	96%
English and French	4%

INTERVIEW RESPONSES

Discover Phase

Question 1: What first brought you to live in Cold Lake (or Grand Centre or Medley)?

Response Themes	Percentage of Responses
Civilian employment	44%
Posting to 4 Wing (self or spouse)	9%
Size and Character of Community	9%
Came with Parents	
Marriage or Family	13%
Natural beauty, lake and outdoor recreation	9%
Born here	13%
Retirement	3%
Business opportunity	

Example Responses

- A transfer and promotion plus the community is a good fit for my family.
- My wife got a job here. Also, we love the area.
- Simple. I was posted here.
- The lake! I came to retire from a career but not from life. I wanted to have time to volunteer and pursue other interests.
- I left the big city crime of Edmonton for the physical beauty here. The fact that there was lots of business sealed the deal.
- We moved here when I was three weeks old. I went to university then came back here because it's home.
- I enjoyed working here on a temporary project. The people are fairly happy here and Cold Lake is larger than the town I come from.

Question 2: What factors make Cold Lake a good place to live? (Five spaces provided.)

Response Themes	Percentage of Responses
Natural beauty, lake and outdoor recreation	22%
People friendly / Community Spirit	20%
Opportunity	9%
Right size (small town feel-big town amenities)	13%
Good place for family and kids	9%
Shopping variety	
Community safety	
Schools and other Educational Opportunities	
Community services, programs and events	12%
Low Traffic	
Healthcare access	
Housing Availability and Selection	
Diversity, change, excitement	12%
Affordability	
Miscellaneous comments	2%

Example Responses by Theme

Natural beauty, lake and outdoor recreation

- Alberta, wilderness, nature
- Land, space
- Natural beauty of the area
- Beautiful in summer ... watching robins nesting
- The fact we have pelicans!
- Lake is incredible and clean
- The jewel of the North

People friendly / Community Spirit

- Friendly town.
- I feel safe
- Quality of Life. Not fast-paced. Easy to get to know
- A happier town than many others. People open doors for each other
- There is community spirit

Opportunity

- Oil patch a good place for young to get good employment
- Good opportunities for career advancement
- Good place for entrepreneurs to be creative

Right size (small town feel-big town amenities)

- City but not BIG city. Amenities without the problems.
- Size. Not too big but still has all the services

Good place for family and kids

- A great place to raise kids: recreation and education opportunities
- Lots of kids
- Nice sized schools

Community services, programs and events

- Lots of community activities
- Recreational opportunities: skiing, boating, camping, fishing
- The amount of community activity and programming for kids

Diversity, change, excitement

- Diversity: military, oil and gas, aboriginals. Makes it special.
- Transient population. Get to meet people from many backgrounds
- Variety and changes

Miscellaneous comments

- It's just a nice home

Question 3: Which of your contributions to the community in Cold Lake give you the most satisfaction?

Participants described various roles contributing to society and the community:

- Holding Public Office
- Employment
- Volunteerism as:
- Coaching
- Master of Ceremonies
- Mentoring
- Organization head and/or founder
- Project or program leader
- Public educator

Participants described contributing in the following service areas:

- Public Administration
- City infrastructure
- Community Development
- Francophone Community
- Cultural activities
- Community Events – Festivals & Concerts
- Community Policing
- Families
- Family Violence
- Family Violence Men's Group
- Safety of children
- Youth programs
- Positive lifestyles for youth
- Sports (football, hockey, rugby, soccer, softball)
- Promoting Healthy Lifestyle
- Education
- Healthcare
- Persons with Disabilities
- Seniors
- News media

Participants described contributing through the following specific organizations or programs:

- 2015 summer Games
- 4 Wing
- 4 Wing Youth Centre
- Active Creative Engaged Communities (ACE)
- Alberta Winter Games
- Association of Science and Engineering Technology Professionals of Alberta
- CRA – volunteer tax assistance program
- Christmas Carol Festival
- Christmas Hamper Project
- Church Ministerial
- Cold Lake City Council
- City of Cold Lake
- Cold Lake Affordable Housing Society
- Cold Lake Agricultural Society
- Cold Lake Air Show
- Cold Lake Chamber of Commerce
- Cold Lake Community Learning Centre
- Cold Lake Community Registration Day
- Family and Community Support Services
- Cold Lake Healthcare Centre
- Cold Lake Islamic Society
- Cold Lake Minor Soccer Association
- Cold Lake Palliative Care Society
- Cold Lake Search and Rescue Society
- Cold Lake Sun
- Cold Lake Victim Services
- Dr. Margaret Savage Crisis Centre
- Family and Community Support Services
- Family Day events
- Girl Guides
- Growing Food Security Association
- Lakeland United Way Foundation
- Meals on Wheels
- Military Family Resource Centre
- Church congregations
- Northern Alberta Development Council
- Playschool Society'
- School Board
- Schools
- The Vault

Example Responses

- As Director, I've raised public education and transparency. Help from the community is essential. How can they support you if they don't know you're there?
- I work to keep kids away from dangerous lifestyles. I want to keep kids and people safe.
- I'm still a member of the organization I was able to help start. Any time I volunteer, I get to see results.
- I like seeing the people who work with me happy, doing what they enjoy and growing in their jobs.
- I make alot of professional 'donations'. I always thought it important not to continually just take.

Question 4: Please share a story of a time when you were part of a community effort that really made a difference to Cold Lake or anywhere else you have lived. What was done and what was the success?

Example Responses

- **Ag Society** was established in 1947. We actually brought the railroad, electrical power and phone lines to Cold Lake. We built the hall that the bingo association provides free of charge to nonprofit groups. We recently removed 130,000 cubic metres of bush and clay in 21 days to build a race track. Over half the work was done by volunteers
- **Lakeland United Way.** Started in 1986. Raised and distributed \$268,000 this year
- **2010 Alberta Winter Games.** Volunteerism was a challenge. Ultimately got more volunteers than needed. Cold Lake volunteers will deliver. When there's a push or something needs to get done, they step up and fill the gaps. Good collaboration. Great success for Cold Lake, Bonnyville and the Municipal District
- **Parent Link Program.** Far exceeds what is available elsewhere. Programming is positive for Cold Lake. Almost brings tears to my eyes to see what goes on there.
- **Getting Crisis Centre** going. FCSS. Getting the Northern Alberta Development Program study done to get the marina going
- Worked on both the **Christmas Hamper project and the Carol Festival** for 26 years
- The **Santa Claus Parade** is wonderful. Lots of floats and community organizations represented
- **The Vault** youth drop-in centre. Lasted five years
- **Victims' Services.** Just getting out there ... to let people know what it is and how we can help. Since 2007 we have had a 30 percent per year increase in our number of files. We have been able to help vulnerable people ... through the worst and back on the road to recovery

- **The Olympic Torch Relay.** Cold Lake was an overnight stop and one of the first communities involved. It was stunning how many Cold Lakers, young and old, came to the gathering: thousands on a very cold night
- Was one of the early organizers of **Miles for Millions.** Grew to be a huge annual event in many communities and led the way for many other similar events
- **Setting up charities** and working with boards to meet their missions. Provide advice on HR and grants. These charities have a big role in our area
- City of Cold Lake, MD of Bonnyville, Alberta Employment and Immigration and the Chambers of Commerce cooperated to create a **website of businesses to attract people to move to the Bonnyville-Cold Lake region**
- **Community Registration Day:** The weekend before Labour Day every organization can set up a table and register participants for the coming year. Families can come and get all they need for registration at one place on one day. Local businesses pitch in and are recognized. Involves both the city and the base
- For five years co-facilitated a **family violence program** in Lac La Biche. Involved a 36 week commitment from the families. A family violence program has begun here. It is different and developing according to this community's needs
- **Created Collective Community Kitchen** for mothers who are isolated and at risk. The mums come every week rain or shine
- **Cold Lake Search and Rescue Society (CLSARS)** being re-vamped. Re-incorporated in 2010. Now have core of dedicated individuals. Raised \$27,500 last year toward equipment and training. most came from members tending bar, operating the Red Nose Bus, etc.
- **Partnered with the Métis Settlement on Youth Forum and University of Calgary** in 2009 and 2010 researching best practices for care workers for FASD kids
- **Hearts for Healthcare:** Started as an effort to address the insufficient availability of doctors. Had also to do with communication. For example, a doctor arrived and needed accommodation. Hearts for Healthcare found it. Another doctor needed an examining table. Hearts for Healthcare asked and the base delivered one. We didn't get hung up on a lengthy list of needs. Our successes were one by one. Now the annual gala is an important city event.

Question 5: What made you feel especially good about the effort and the success?

Example Responses Sorted by Theme

Seeing people come together

- Opening it up to the community. This is not just a women's issue. It's a community issue. Open houses. Community Fund Development Event. Support from oil and gas, the City, individuals and business. Working with (rallying with) other community agencies.
- The way the three communities drew together for a common goal. Differences were set aside. Volunteer commitment any community could be proud of.
- Seeing the City of Cold Lake and the Town of Bonnyville work closely together was a joy - a 'bonding agent'.
- Satisfying to see 3,000 people enjoying pony rides, barbecue, families having fun. Most participation from the community.
- Seeing the City of Cold Lake and the Town of Bonnyville work closely together was a joy - a 'bonding agent'. The acceptance of the City toward bilingual communication and seeing an economic advantage to bring people here.
- Captured community spirit. Seeing people getting involved. Two to Three thousand volunteers. Cold Lake has a lot of volunteers who will come out of the woodwork to help.
- We have a group of people who are working together and accomplishing things for healthcare in Cold Lake.

Visible results

- Like to give the money. That's the good part. This year \$242,000.
- You could see the results. The community was able to take something away from the experience.
- We have doctors.

Meeting a genuine need

- Since 2007, 30% per year increase in our number of files. In 2008: 209 files, in 2009: 346 files, in 2010 436 files. We are able to help vulnerable people - victims of crime or loss such as family member deaths - through the worst and back on the road to recovery.
- Work for Early childhood Development programs. People could go to work and know their kids were well cared for.
- Pleased with the establishment of the women's crisis centre. Saw too many women assaulted then going back to their spouses. The crisis centre is part of the solution.

Helping others succeed

- Teacher for 36 years. Love of kids and learning. Chance to help the little guy. the student, the parent who couldn't move the system. Seeing kids doing what they didn't think they could.
- Strength-based approach to use volunteers to enhance the lives of kids.

STRENGTH-SUCCESS-VISION-PRIORITY

Mentoring

- Supporting and mentoring youth to pull together. Two youth who faced challenges in their childhood and youth.

Fellowship

- Created an identity. Crests, t-shirts, hoodies.
- I am a third generation member of the Ag Society. We care that the Ag Society keeps going. It is all done by volunteers but for one paid position.

Positive feedback from those assisted

- When the mothers would ask when will it start again. Would also get together themselves when I could not be there.
- Got positive responses from majority of youth. Voluntary participation. Many came daily.
- Joy on their faces when we workers arrived in morning or afternoon. Parents were very receptive.

Question 6: In your story above, what 'SUCCESS FACTORS' made it possible to really make a difference?

Response Themes	Percentage of Responses
Financial & in-kind resources from gov't, business & community	8%
People Power - Volunteers	9%
Additional leadership - (committee / board)	10%
Communications and marketing for public awareness and support	8%
People Power - Good Staff	2%
Understanding of community issues / Recognition of community need	7%
Positive Focus (Anticipation & Celebration of Success / Reward)	8%
Political support and mandate / Authority and freedom to act	4%
A Leader - Individual (Mentor / Expert / Organizer)	3%
Family Support	
Cooperation / Partnerships (inter-government / inter-agency)	7%
Perseverance and Determination	4%
Team players	1%
Vision / Initiative	1%
Excellent Program Design, Delivery, Outcomes	3%
Commitment / Dedication / Belief in the cause	3%
Administrative Infrastructure	5%
Inclusiveness / Empowerment	5%
Genuine Compassion	4%
Valuing Individual Strengths and Contributions	3%
A plan	1%
Diversity in culture and ideas	4%
Good training	
Not afraid to use common sense	

Example Responses Sorted by Theme

Financial and in-kind resources from government, business and community

- Funding: with a strong Municipal District and City support to fund
- Funding (services available at no charge). Charge would be prohibitive
- Having an existing government program from which to access funds
- Local sponsorships
- Oilfield sponsors

People Power – Volunteers

- Maintain volunteer commitment. Offer something for their time if only respect
- Volunteer buy-in, pride in community
- Employers that will accommodate volunteerism
- Community and people are our #1 assets

Additional leadership – (committee / board)

- Dedicated steering committee or core group
- Enthusiastic leaders
- Board of Directors that has broad skills required and shares vision with the Coordinator
- Training board in their roles. Work through the President to focus board members on their own positions

Communications and marketing for public awareness and support

- Media. Improved dramatically over last two years
- Things are marketed well. The ways we get the message out
- The fact we can advertise at very low cost
- Build and keep credibility especially in small community

People Power – Good Staff

- City staff and their organizational ability

Understanding of community issues / Recognition of community need

- Getting to know the community and surrounding catchment areas
- Community had a hunger for this profile in the province. Wanted to show the rest of Alberta we could do this Great for kids. We're here and a viable choice when opportunities like this come along
- Common factor: all had kids; all mums
- Community was actively seeking help

Positive Focus (Anticipation & Celebration of Success / Reward)

- Concentrate on the positive
- People who want to make the community a success
- Celebrating small victories
- Share success

Political support and mandate / Authority and freedom to act

- Trust of organization that provides mandate
- Authority to match responsibility

A Leader – Individual (Mentor / Expert / Organizer)

- Need central focus, one person who doesn't lose sight of the vision and carries it
- Need to have somebody at the helm to drive consistently. Strong leadership. Vision.

Cooperation / Partnerships (inter-government / inter-agency)

- Excellent working relationship with RCMP and 4 Wing Military Police
- Organizations: churches, businesses, FCSS, corporate donations
- Involving both the Base and the Community on committees. (Helps particularly with promotion.)
- Good community support from neighbouring communities of Bonnyville and Lac La Biche

Perseverance and Determination

- Persistence, determination. Use obstacles as sources of learning
- Knowing your goal, even if it takes a few years

Team players

- Team work/having trust in people that they will do their parts

Vision / Initiative

- Strong mission statement. Without a goal, charities waver then fall out of existence

Excellent Program Design, Delivery, Outcomes

- Validated research showing effectiveness
- Flexibility to change programming day to day

Commitment / Dedication / Belief in the cause

- Personal commitment and dedication
- I do lots of the work

Administrative Infrastructure

- Infrastructure. Computers. Building
- Get the proper insurance to protect the board. This produces faith (confidence)
- Know finances. How much is coming in and going out. How do they get to the goals they're driving toward

Inclusiveness / Empowerment

- Listening to all sides but always going with what's right
- Integrity. Think through decisions. All are heard. Things are done right. Build to last

Genuine Compassion

- Caring and understanding given backgrounds of the youth involved
- The right people with the right intentions. Has to be dedication and unselfish attitude

Valuing Individual Strengths and Contributions

- Everyone has something to offer
- Try to use peoples' strengths

A plan

- Planning well in advance

Diversity in culture and ideas

- Willingness to work with alot of people who are different
- Let new blood come in and bring in the new ideas

Question 7: Which of the SUCCESS FACTORS you identified do you think were essential?

Participants’ answers to this question showed they considered most or all of the identified Success Factors to be critical to success.

Dream Phase

Question 8: Please describe your top three wishes to make Cold Lake an even better place to live in five years.

Response Themes	Percentage of Responses
Fiscal Sustainability and Taxation	19%
Roads and Infrastructure	7%
Tourism Development / Lakefront	3%
Community Spirit / Unity	5%
Community Beautification / Clean-up	1%
Community Facilities	7%
Community Events and Activities	5%
Healthcare Accessibility	1%
Community Safety	1%
Affordable housing	8%
Public Transportation	5%
Miscellaneous	3%
Culture and Diversity	1%
Arts	4%
Youth - Support	4%
Economic Development - General	3%
Social Services - General	3%
Family and Couples Services	7%
Newcomer Support / Awareness	4%
Living Addiction Free	3%
Men's Services	3%
Healthy Lifestyle	1%
Persons with Special Needs	1%
Youth - Miscellaneous	1%

Example Responses Sorted by Theme

Fiscal Sustainability and Taxation

- Stability in funding for municipal government
- Property taxes level off or a 'normal' increase.

Roads and Infrastructure

- Infrastructure: (\$150 million deficit re capital replacement.)

Tourism Development / Lakefront

- Waterfront improvement
- Greater access to the runways of 4 Wing. e.g. Comox shares with community. Would make us not so much of an 'end of the road' destination. A reason to make us a destination for eco-tourism

Community Spirit / Unity

- Stronger sense of working together between and within 4-Wing, oil and gas, First Nations
- More people knowing who their neighbours are

Community Beautification / Clean-up

- See all that has been planned finished off in the next two years, i.e. beautification

Community Facilities

- More recreation in the south particularly for youth
- 5,000 seat facility for events of any nature
- Central community gathering area. Civic centre and parks. Passive and active areas. Right between the two 'towns'

Community Events and Activities

- More evening activities
- More winter activities to combat Seasonal Affective Disorder (SAD)
- See community revisit some things lost. Used to be Aqua Days. Would like to see that brought back to life
- Three annual traditions that are unique Cold Lake traditions, e.g. Canada Day, Rodeo, Aqua Days from past
- Bring together most of the community

Healthcare Services

- Trained friends to walk through life decisions. Somewhere between the medical diagnosis and the office care. Similar to Victim Services

Community Safety

- All public safety needs met

Affordable housing

- Subsidized housing. Many have trouble. Majority of their paycheques
- 'Geared-to-income' housing to close the affordability gap

Public Transportation

- Basic public transportation system
- Simple public transport system. Help temporary foreign workers, seniors and youth

Miscellaneous

- Continuity. Leaders who know the history and have the vision to move ahead. Don't focus on either the history or the future, respect both

Culture and Diversity

- See community being bilingual

Arts

- Would like to see a performing arts theatre society
- Children's performing arts society – teaches kids things they cannot learn elsewhere

Youth – Support

- Youth emergency shelter for ages 13 to 18 or 20
- Continuity and stability in programming to carry on from young kids to 21 years
- Psychologist for youth with mental health issues

Economic Development – General

- Additional but manageable growth
- A broader, clearer vision of the next ten years. (City is growing so fast yet sometimes keeps its small community view. Vision has to grow with the City.)

Social Services – General

- More community services and support groups so existing personnel don't burn out
- Invest in the social programs needing quality space and enough staff

Family and Couples Services

- Family treatment centre
- Hope that Family Life Coaching will cover what is required
- A huge, successful, funded, staffed mentoring program
- Not having the need of a women's shelter

Newcomer Support / Awareness

- Support for newcomers to the community, particularly the military families
- More people make this their home instead of a stop on the way

Living Addiction Free

- Detox with childcare so kids are not in custody but still can have services. (None in Alberta.)

Men's Services

- Multiple initiatives for men: shelter (nothing here). Suicide prevention (high rates among oilfield workers)
- Programming for men exposed to risk (Homeless, in crisis)

Healthy Lifestyle

- More physically active and nutritionally healthy community

Persons with Special Needs

- More compassion toward people with disabilities, particularly kids

Question 9: If your wishes became reality, how would things be different?

Responses - Improvements would take place in:	Percentage of Responses
Healthcare and Healthy Lifestyle	3%
Community Beauty / Environment	3%
Availability of Local Community Services	21%
Community Appeal / Population Growth	18%
Community Spirit and Unity	15%
Community Facilities	3%
Accessibility	9%
Affordable Living / Housing	6%
Inclusive, Welcoming Community	15%
Public Safety	3%
Youth Engagement	6%

Responses Sorted by Theme

Healthcare and Healthy Lifestyle

- More physically active and nutritionally healthy community. Decreased burden on Cold Lake society – lower health costs and improved quality of life.

Community Beauty / Environment

- City would give land to ... Society and more if needed. Make Cold Lake a more inviting place as you come into the City Limits.

Availability of Local Community Services

- Central community gathering area. Civic centre and parks. Passive and active areas. Right between the two 'towns'. Would be able to provide services from one place.
- Continuity and stability in programming to carry on from young kids to 21 years of age. We would see continuity of programming from early childhood to late youth – not haphazard, very visible.
- Programming for men exposed to risk (Homeless, in crisis). Either a men's shelter or a shelter that could accommodate both women and men. Could have ability to deal with both Family Coaching and Critical Event Counselling.

- Multiple initiatives for men: shelter (nothing here). suicide prevention (high rates among oilfield workers). An organization looking out for guys, especially the homeless. Sense of being able to turn to someone to find support and input.
- Invest in the social programs needing quality space and enough staff. More staff and funding toward various community groups to do their jobs better, e.g. Arts, FCSS. Great locations for groups like FCSS. Improve some of the services not well enough funded.
- Detox centre. Critical intermediate step on the way to rehab. People could stay in their community. Could continue in school.
- Youth emergency shelter for ages 13 and up. Would take some of the burden off social services.

Community Appeal / Population Growth

- Affordable Housing: Young adults would be more attracted to come here even without the oil patch. Aren't we more than oil and gas? Need to look at being more attractive based on things other than oil patch and 4 Wing.
- With less disparity in wealth, e.g. affordable housing, could attract more people to the community.
- More people would make this their home instead of a stop on the way.
- Strong arts and culture community working together. We could have bigger and better facilities, e.g. skating. More people want to come to the community.
- More cooperative attitude between Bonnyville and Cold Lake. Currently stumble over each other and miss opportunities to help each other. Would be able to attract family people. Have to work together to do that.

Community Spirit and Unity

- Stronger sense of working together between and within 4-Wing, oil and gas, First Nations. Crime rates would go down. Better understanding of different groups. More understanding leads to more compassion. People would also report potential incidents and intervene earlier if those walls were knocked down.
- More winter activities to combat Seasonal Affective Disorder (SAD). Better community spirit would provide something to draw us together. Business would want to have long-term relationships with customers.
- More people knowing who their neighbours are. People would talk to each other again. We would have barbecues. We would look out for each other's kids and respect each other.
- More collaboration on community events between the Base and the City. could offer more events (e.g. Terry Fox Run, Triathlon), no unnecessary duplication (e.g. gymnastics one program), greater efficiencies resulting in more events and community involvement.
- Strong buy-in by rural folks to urban community. (Can take amenities for granted. Have responsibility to take part.) Recognition of common problems. Local governments would get along better and jointly resolve issues.

Community Facilities

- Waterfront improvement and access: Many military families are away from home and come from places where they love the water. Fishing, kayaking, barbecues.

Accessibility

- Greater access to the runways of 4 Wing. e.g. Comox shares with community. Would make us not so much of an 'end of the road' destination. A reason to make us a destination for eco-tourism. Better access for us to get out means better access to come in. Coming home to Cold Lake means a 3 hour drive after landing in Edmonton. There are now direct flights from Fort McMurray to Newfoundland. Getting to a few of the other major centres would be beneficial.
- Public transportation: Clients, people at risk could get to things like doctors, the beach, appointments, work. Kids could go to recreation activities in the South.
- Basic public transportation system. More inclusive. Less like three villages. Less isolation in long winters.

Affordable Living / Housing

- Geared-to-income' housing to close the affordability gap. Less financial stress leading to greater life enjoyment leading to happier individuals and relationships.
- Affordable housing. Fewer people spending too much of their income on housing.

Inclusive, Welcoming Community

- No racism. Particularly regarding aboriginal people. Easier to do business with First Nations. A lot of influence among First Nations.
- More welcoming. Welcoming is partly up to the newcomer. You have to take the first step.
- More evening activities and support for newcomers to the community, particularly the military families. Create more networking opportunities to provide more social support.
- Bilingual community: more federal support. More of a cosmopolitan atmosphere.
- More compassion toward people with disabilities, particularly kids. Compassion for people with disabilities: Older disabled children currently separated from family able to live close by. More volunteer and growth opportunities for people with disabilities.

Public Safety

- All public safety needs met. Increased policing resources can support more community-based policing to supplement core policing. Affords increased flexibility to support community initiatives.

Youth engagement

- Would like to see a performing arts theatre society. People who are good in the arts are good in other things. Positions our kids well for life.
- Children's performing arts society – teaches kids things they cannot learn elsewhere.

Question 10: What can you do personally to help your wishes become reality?

Response Themes	Percentage of Responses
Volunteer	12%
Work with City	12%
Promote	8%
Speak Up Constructively	8%
Advocate	15%
Do My Job	8%
Collaborate	4%
Fundraise	4%
Organize / Initiate	15%
Miscellaneous	15%

Example Responses Sorted by Themes

Volunteer

- Volunteer to support newcomers

Work with City

- Being active at the local political level. Council does care and does best to make things good. Local activism is a good thing
- Sit on the transportation committee

Promote

- Promote the community as a single entity

Speak up Constructively

- Facilitate conversations on what is required ...
- Remain positive

Advocate

- Advocate re the positive socio-economic impact of affordable housing.
- Continue being their voice in government. Advocate. Listen to their needs. Steer them to those who have the power to fix problems

Do my Job

- Do my job: exactly what they hired me to do

Collaborate

- Participate in inter-agency meetings

Fundraise

- Help Fundraisers

Organize / Initiate

- Keep the attitude that a few people working together can make change
- Get the volunteers. Get it going/happening. Crack the whip

Miscellaneous

- Embrace change
- Raise kids to be helpers

Question 11: What can we do as a community to help your wishes become reality?

Example Responses Sorted by Theme

Engage in Civic Participation

- Vote! Then trust council to do a good job.
- Do not be a 'minority of one'. Be politically active in groups.
- [Community] has become more politically active and engaged. This is a positive development. Community is supporting Council and its mandate.
- Understand that the City and/or the Municipal District cannot do these things alone.

Enhance Partnerships and Collaboration

- Politicians can set an example of cooperation. This is the best City Council I've seen in years. Has history and is forward thinking.
- More cooperation between Municipal District and City.
- Embrace helping one another.
- Support FCSS to open more doors.

Promote the Positive

- Need to be more inviting to new people and businesses to come to community.
- Acknowledge the little things people do. They can be the conduit for putting these groups together.
- Empower the community to become advocates by providing the necessary information.

Embrace Change

- Need to embrace change and be open to different program delivery. Need to be patient to see the results over time. Have to wait until kids are in adulthood to see the results. Sometimes we are too impatient to see 'results'.
- We do want to look at preventative measures. Can't just keep doing the same thing over and over.
- Push. Admit that we do need [local social services.] This means we are taking care of our people and don't just send them away.

Attract/Provide Program Funding

- Come out and help with donations, putting together teams for such things as golf tournaments, etc.
- Commitment to make [the dream] come true. Support it financially.

Take Action

- Join in with hands and strong backs.
- Get consensus on five common themes and make them happen.

It's already started

- It has already started. Good example is Hearts for Healthcare. Never did that before. Last two years came together working toward a common goal instead of splintering. Fine example is the hospital. Last election, the three communities banded together to support the Mayor. The communities are starting to work together.
- I think we're on the right track. Community block parties are a good start. Community collaboration. Studies like this one.
- Already starting. Welcoming communities. Communities in bloom. Beach cleanup. Two years ago it was tough to find someone here who had been here more than ten years. Now there are more. It's starting.

Question 12: From the list below, what do you think are the TOP FIVE COMMUNITY PRIORITIES to improve social services and quality of life in Cold Lake over the next five years?

Selected Top Community Priorities for Community Advancement	Percentage of Responses
Affordable Housing	10%
Recreation and Culture Opportunities	8%
Community Safety	8%
Life Balance (work, play, family)	8%
Community Spirit	11%
Families - Strong and Supportive	9%
Seniors - Support	2%
Youth - Support	7%
Public Transportation - Availability	7%
Basic Needs - Assurance (food, clothing)	4%
Social Services - Coordination and Promotion	8%
Living Addiction Free	5%
Newcomers and Temporary Residents - Support	3%
Rural Quality of Life	2%
Diversity - Cultural and Ethnic Appreciation	7%
High School - Incentive to Finish	2%

Question 13: Are there other Community Priorities not listed above that should be considered?

Again, most responses to this question emphasized Community Priorities already identified rather than identifying new priorities. Those new priorities identified were:

- Respite care for high needs kids, medical, FASD
- An industrial park
- Greater access to the lake

Question 14: Is there anything at all you would like to add?

Representative Responses

- FCSS is a good model. Council gave FCSS more autonomy [with] a strong advisory committee (board) as the nucleus.
- FCSS has come leaps and bounds under the leadership of the new manager. Moved forward in a very positive direction.
- FCSS space needs to be downtown in South Cold Lake – walk-in service. Social programs need a hub in the south.
- Common recreation guide for Base, Energy Centre, FCSS. Currently people get one guide and think that is all that is available.
- More community involvement with the growth of the community
- Opportunity for Aboriginal people to demonstrate their culture on base.
- Farmers Market could be more than it is
- Another welcoming community initiative: because community is so transient, need good ways for people to meet.
- Youth services in the city need dedicated space.
- RCMP needs a dedicated school resource officer position.
- More stuff for young people aged 14 to 25. Not all kids are into sports or quadding. Need other activities. More stuff for young people aged 14 to 25.
- Boost Chamber of Commerce. More cooperation. Band together when it counts.
- Work also with tourism. ... Alberta Tourism is now funding to realize Phase I of their gap analysis results.
- The positive approach is good. Positive it will prove to be a good result.

APPENDIX 4 – COMMUNITY PROFILE

The City of Cold Lake lies in the east-central area of Alberta known as the Lakeland. Cold Lake was first incorporated as a village in 1953 and became a city in 2000. With a 2009 population of 13,924 and a 2011 budget of \$26.6 million, the City manages \$100 million of infrastructure assets. Key economic activity includes Canadian Forces Base Cold Lake, the heavy oil industry and tourism.

CFB Cold Lake is the largest airbase in Canada and home to 4 Wing, the larger of Canada's two fighter wings, plus Canada's Aerospace Engineering Test Establishment. 4 Wing and Cold Lake are famous worldwide for the annual 'Maple Flag' international air combat exercise. In 2016, 4 Wing will become home to twenty four new F-35 Lightning II fifth-generation fighter aircraft. These will replace the CF-18 Hornet.

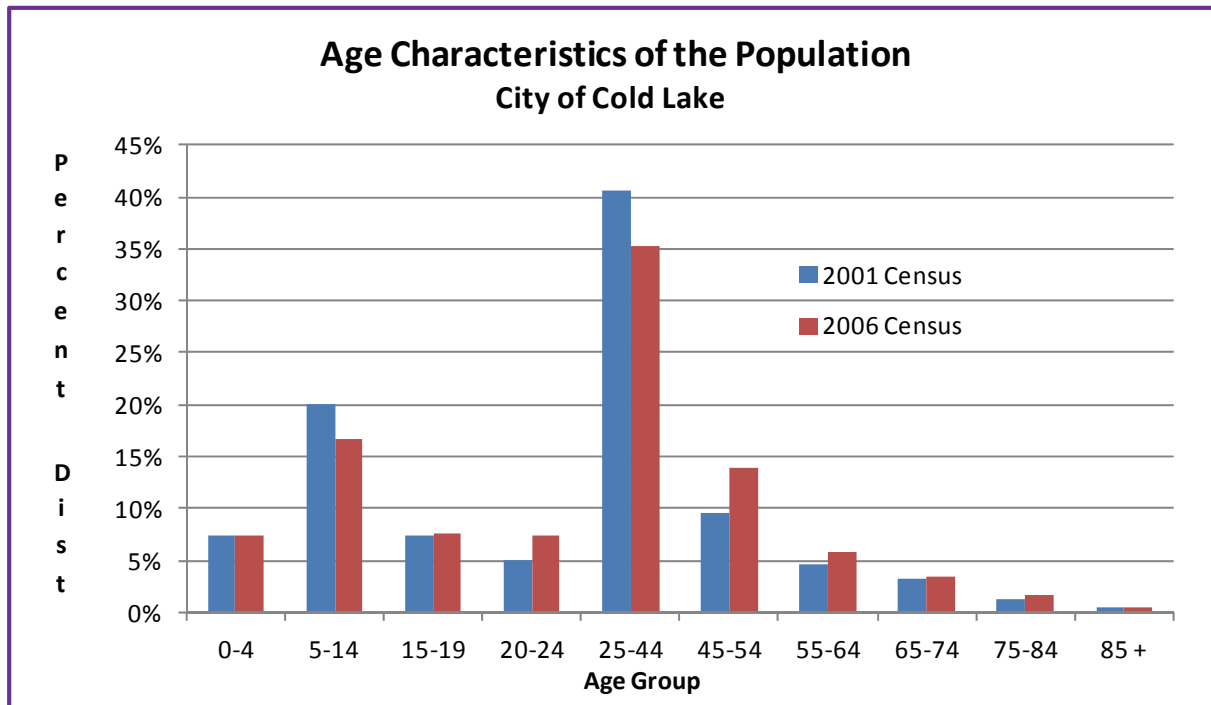
Cold Lake itself is the seventh largest lake in Alberta and has a modern 250 berth marina to support the many tourist activities. It is a prized resource in terms of both wilderness value and tourism potential.

Imperial Oil's Cold Lake production project is Canada's largest in-situ oil-sands operation producing 5 percent Canada's crude oil supply. Other large energy players include EnCana, Devon Energy, Husky Energy, Canadian Natural Resources, Shell Canada and Osum Oil Sands. All are developing or expanding world scale oil facilities in the area. The City of Cold Lake is experiencing all the pressures of economic growth associated with these projects. Spin-off effects are affecting the other municipalities of the Lakeland.

An excellent community profile is available on the City of Cold Lake website at www.coldlake.com.

The data shown in the following pages are based upon Census 2006 and Census 2001 data⁶ and relate to the City of Cold Lake itself. The timing is not ideal between the census cycle and both the 2004 Lakeland United Way Needs Assessment and this 2011 Strength-Based Community Assessment. The Census Canada data available for this Assessment is five and sometimes six years old. Data from Census 2011 will begin to become available in February of 2012.

⁶ Statistics Canada 2006 Community Profiles. 2006 Census. Cat. 92-591-XWE. Released March 13, 2007, and 2001 Community Profiles. 2001 Census. Cat.93F0053XIE. Released June 27, 2002. Last modified: 2005-11-30.



Age Characteristics of the Population	City of Cold Lake	
	2006 Census	2001 Census
Total - All persons	11,995	11,520
0-4	890	860
5-14	2,000	2,315
15-19	905	860
20-24	895	585
25-44	4,240	4,675
45-54	1,680	1,095
55-64	705	535
65-74	425	375
75-84	190	150
85 +	65	60
Median age of the population	32	32.1
% of the population ages 15 and over	75.9	72.4

Aboriginal Population (Counts)	City of Cold Lake	
	2006 Census	2001 Census
Total - All persons	11,955	11,445
Aboriginal identity population	1,035	850
Non-Aboriginal population	10,920	10,595
Aboriginal Population (Average annual percentage change)	2001-2006	
Total - All persons	0.9%	
Aboriginal identity population	4.0%	
Non-Aboriginal population	0.6%	

Example of average annual percentage change: an average annual percentage change of 2.0% per year over four years equals an overall percentage change 8.24% over the four years i.e. $1.02 \times 1.02 \times 1.02 \times 1.02 = 1.824$.

Visible Minority Status (Counts)	City of Cold Lake	
	2006 Census	2001 Census
Total population	11,955	11,450
Total visible minority population	345	270
Chinese	75	125
South Asian	55	60
Black	75	50
Filipino	20	15
Latin American	10	-
Southeast Asian	10	-
Arab	65	-
West Asian	0	10
Korean	0	-
Japanese	10	10
Visible minority, n.i.e.	0	-
Multiple visible minority	40	-
Not a visible minority	11,610	11,170
Visible Minority Status (Average annual percentage change)	2001-2006	
Total population	0.9%	
Total visible minority population	5.0%	
Chinese	-9.7%	
South Asian	-1.7%	
Black	8.4%	
Filipino	5.9%	
Latin American	na	
Southeast Asian	na	
Arab	na	
West Asian	-20.0%	
Korean	na	
Japanese	0.0%	
Visible minority, n.i.e.	na	
Multiple visible minority	na	
Not a visible minority	0.8%	

Mother tongue (Counts)	City of Cold Lake	
	2006 Census	2001 Census
Total population	11,955	11,445
English only	10,515	10,040
French only	875	865
English and French	85	90
Other language(s)	485	450
Mother tongue (Average annual percentage change)	2001-2006	
Total population	0.9%	
English only	0.9%	
French only	0.2%	
English and French	-1.1%	
Other language(s)	1.5%	

Immigration Characteristics	City of Cold Lake	
	2006 Census	2001 Census
Total population	11,960	11,445
Non-immigrants	11,315	10,775
Immigrants	585	585
Non-permanent residents	55	85

Occupation (Counts)	Cold Lake 2006 Census	Cold Lake 2001 Census	MD Bonnyville 2006 Census	Alberta 2006 Census	Canada 2006 Census
Total experienced labour force 15 years and over	7,190	6,625	5,790	1,928,635	16,861,180
Management occupations	650	645	515	187,240	1,631,730
Business, finance and administration occupations	835	755	820	340,430	3,025,425
Natural and applied sciences and related occupations	655	475	210	144,240	1,108,045
Health occupations	210	225	240	103,620	950,360
Occupations in social science, education, government service and religion	500	470	315	136,610	1,414,320
Occupations in art, culture, recreation and sport	115	105	35	45,160	502,195
Sales and service occupations	2,360	2,620	1,020	438,105	4,037,720
Trades, transport and equipment operators and related occupations	1,380	975	1,450	350,360	2,550,295
Occupations unique to primary industry	340	240	1,020	117,500	648,310
Occupations unique to processing, manufacturing and utilities	140	115	165	65,365	992,765
Occupation (Percentage distribution)					
Total experienced labour force 15 years and over	100%	100%	100%	100%	100%
Management occupations	9%	10%	9%	10%	10%
Business, finance and administration occupations	12%	11%	14%	18%	18%
Natural and applied sciences and related occupations	9%	7%	4%	7%	7%
Health occupations	3%	3%	4%	5%	6%
Occupations in social science, education, government service and religion	7%	7%	5%	7%	8%
Occupations in art, culture, recreation and sport	2%	2%	1%	2%	3%
Sales and service occupations	33%	40%	18%	23%	24%
Trades, transport and equipment operators and related occupations	19%	15%	25%	18%	15%
Occupations unique to primary industry	5%	4%	18%	6%	4%
Occupations unique to processing, manufacturing and utilities	2%	2%	3%	3%	6%

Industry (Counts)	Cold Lake 2006 Census	Cold Lake 2001 Census	MD Bonnyville 2006 Census	Alberta 2006 Census	Canada 2006 Census
Total - Experienced labour force	7,195	6,630	5,790	1,928,635	16,861,180
Agriculture and other resource-based industries	805	495	1,860	228,520	895,415
Manufacturing and construction industries	785	600	750	307,785	3,075,075
Wholesale and retail trade	835	825	650	292,170	2,656,475
Finance and real estate	240	150	110	97,465	992,720
Health and education	825	840	730	295,660	2,866,790
Business services	590	525	620	354,265	3,103,195
Other services	3,100	3,200	1,065	352,760	3,271,505
Industry (Percentage distribution)					
Total - Experienced labour force	100%	100%	100%	100%	100%
Agriculture and other resource-based industries	11%	7%	32%	12%	5%
Manufacturing and construction industries	11%	9%	13%	16%	18%
Wholesale and retail trade	12%	12%	11%	15%	16%
Finance and real estate	3%	2%	2%	5%	6%
Health and education	11%	13%	13%	15%	17%
Business services	8%	8%	11%	18%	18%
Other services	43%	48%	18%	18%	19%

Mode of transportation to work (Counts)	Cold Lake 2006 Census	Cold Lake 2001 Census	MD Bonnyville 2006 Census	Alberta 2006 Census	Canada 2006 Census
Total employed labour force 15 years and over with a usual place of work or no fixed workplace address	6,695	6,105	4,435	1,686,540	14,714,260
Car, truck, van, as driver	5,185	4,730	3,800	1,253,090	10,644,330
Car, truck, van, as passenger	860	710	415	133,395	1,133,145
Public transit	30	10	25	155,480	1,622,725
Walked or bicycled	555	620	145	119,025	1,134,805
All other modes	60	45	50	25,555	179,250
Mode of transportation to work (Percentage distribution)					
Total employed labour force 15 years and over with a usual place of work or no fixed workplace address	100.0%	100.0%	100.0%	100.0%	100.0%
Car, truck, van, as driver	77.4%	77.5%	85.7%	74.3%	72.3%
Car, truck, van, as passenger	12.8%	11.6%	9.4%	7.9%	7.7%
Public transit	0.4%	0.2%	0.6%	9.2%	11.0%
Walked or bicycled	8.3%	10.2%	3.3%	7.1%	7.7%
All other modes	0.9%	0.7%	1.1%	1.5%	1.2%

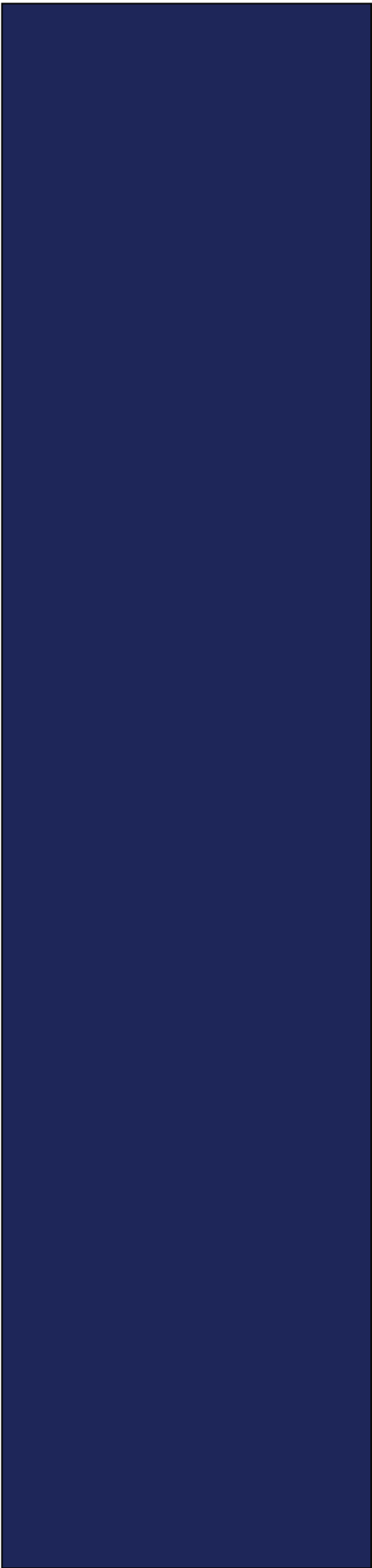
Selected household characteristics (Counts)	Cold Lake 2006 Census	Cold Lake 2001 Census	MD Bonnyville 2006 Census	Alberta 2006 Census	Canada 2006 Census
Total private households	4,305	4,005	3,505	1,256,200	12,437,470
Households containing a couple (married or common-law) with children	1,705	1,750	1,320	382,810	3,543,605
Households containing a couple (married or common-law) without children	1,165	980	1,265	360,345	3,601,315
One-person households	820	755	535	308,690	3,327,050
Other household types	610	520	385	204,350	1,965,495
Selected household characteristics (Percentage distribution)					
Total private households	100%	100%	100%	100%	100%
Households containing a couple (married or common-law) with children	40%	44%	38%	30%	28%
Households containing a couple (married or common-law) without children	27%	24%	36%	29%	29%
One-person households	19%	19%	15%	25%	27%
Other household types	14%	13%	11%	16%	16%
Average household size	2.8	2.8	2.9	2.6	2.5

Legal marital and common-law status characteristics (Counts)	Cold Lake 2006 Census	Cold Lake 2001 Census	MD Bonnyville 2006 Census	Alberta 2006 Census	Canada 2006 Census
Total population 15 years and over	9,105	8,345	7,800	2,658,830	26,033,060
Never legally married - not in a common-law relationship	1,940	1,545	1,490	676,545	6,355,395
Never legally married - in a common-law relationship	1,065	865	725	228,575	2,731,635
Legally married and not separated	4,860	4,790	4,700	1,347,075	12,470,400
Separated but still legally married	260	250	145	73,835	775,425
Divorced	700	650	490	204,830	2,087,385
Widowed	285	245	245	127,980	1,612,820
Legal marital and common-law status characteristics (Percentage distribution)					
Total population 15 years and over	100%	100%	100%	100%	100%
Never legally married - not in a common-law relationship	21%	19%	19%	25%	24%
Never legally married - in a common-law relationship	12%	10%	9%	9%	10%
Legally married and not separated	53%	57%	60%	51%	48%
Separated but still legally married	3%	3%	2%	3%	3%
Divorced	8%	8%	6%	8%	8%
Widowed	3%	3%	3%	5%	6%

Population and Dwelling Counts	City of Cold Lake		MD Bonnyville		Alberta		Canada	
	2006 Census	2001 Census	2006 Census	2001 Census	2006 Census	2001 Census	2006 Census	2001 Census
Population in Current Census	11,991	11,520	10,194	9,473	3,290,350	2,974,807	31,612,897	30,007,094
Population change (average annual %) over previous Census	0.8%		1.5%		2.0%		1.0%	
Number of owned dwellings	3,005	2,520	3,050	2,165	917,905	736,065	8,509,780	7,417,525
Number of rented dwellings	1,300	1,490	220	290	330,275	319,090	3,878,500	3,907,170
Total number of dwellings	4,305	4,010	3,270	2,455	1,248,180	1,055,155	12,388,280	11,324,695
Change (average annual %) in total number of dwellings	1.4%		5.9%		3.4%		1.8%	
Average value of dwellings (\$)	221,820	113,238	230,796	111,673	293,811	159,698	263,369	162,709
Change (average annual %) in average value of dwellings	14.4%		15.6%		13.0%		10.1%	
Dwellings constructed more than 10 years ago (counts)	2,585	3,355	1,960	2,475	785,200	887,450	9,855,855	8,610,600
Dwellings constructed in last 10 years (counts)	1,720	645	1,545	720	470,995	216,650	3,826,870	1,707,120
Dwellings constructed more than 10 years ago (Percentage of total)	60%	84%	56%	77%	63%	80%	72%	83%
Dwellings constructed in last 10 years (Percentage of total)	40%	16%	44%	23%	37%	20%	28%	17%

Dwelling costs as percentage of household income	Cold Lake	Cold Lake 2001 Census	MD Bonnyville	Alberta	Canada
	2006 Census	Census	2006 Census	2006 Census	2006 Census
Number of rented dwellings	1,300	1,485	220	330,275	3,878,500
Number of owned dwellings	3,005	2,520	3,050	917,905	8,509,780
Median monthly payments for rented dwelling (\$)	811	601	462	754	671
Median monthly payments for owner-occupied dwelling (\$)	1,153	853	839	1,016	839
Weighted average monthly payments for rented and owner-occupied dwelling	1,050	760	814	947	786
Median household income in previous year (2005 & 2000) - All private	75,900	60,402	66,365	63,988	53,634
Payments for rented or owner-occupied dwelling as percentage of Household income - All private households	17%	15%	14%	18%	18%

Place of work status (Counts)	Cold Lake	Cold Lake 2001 Census	MD Bonnyville	Alberta	Canada
	2006 Census	Census	2006 Census	2006 Census	2006 Census
Total employed labour force 15 years and over 82	6,990	6,330	5,530	1,859,960	16,021,180
Worked at home	290	210	1,100	166,340	1,230,355
Worked outside Canada	-	10	-	7,085	76,570
No fixed workplace address	1,005	580	1,030	254,110	1,644,360
Worked at usual place	5,685	5,525	3,405	1,432,435	13,069,895
Place of work status (Percentage distribution)					
Total employed labour force 15 years and over 82	100.0%	100.0%	100.0%	100.0%	100.0%
Worked at home	4.1%	3.3%	19.9%	8.9%	7.7%
Worked outside Canada	0.0%	0.2%	0.0%	0.4%	0.5%
No fixed workplace address	14.4%	9.2%	18.6%	13.7%	10.3%
Worked at usual place	81.3%	87.3%	61.6%	77.0%	81.6%



Building Age-Friendly Communities

AGE-FRIENDLY CHECKLIST

This checklist incorporates information from the *Checklist of Essential Features of Age-friendly Cities* developed by the World Health Organization; and *Age-Friendly Rural and Remote Communities: A Guide*, developed by the Federal/Provincial/Territorial Ministers Responsible for Seniors.

The checklist provides a guide for your community as you undertake an age-friendly assessment. The checklist outlines the features and elements found in an age-friendly community and is organized around major aspects of community life.

A downloadable version of the Age-Friendly Checklist is available at www.health.alberta.ca

OUTDOOR SPACES AND BUILDINGS

Sidewalks, Pathways and Trails

- Sidewalks, pathways and trails are accessible, well-maintained, well-lit and cleared of snow and ice.
- Sidewalks are continuous, with low curbs and can accommodate mobility devices such as walkers, wheelchairs, scooters, and strollers.
- Snow removal is prompt and considerate (e.g. consideration is given to how snow is piled for those who need to get in and out of cars, and for those who may be using walkers, wheelchairs, scooters or strollers).
- Parking lots are well-maintained and cleared of snow and ice.
- Streets are well-maintained.
- Rain shelters are available to support pedestrians and are accessible for people using mobility devices.

Public Restrooms and Rest Areas

- Public washrooms are accessible and can accommodate people with a variety of disabilities (e.g. accommodations include push buttons, wide doors, hand rails and locks that are easy to open).
- Public washrooms and rest areas are located at convenient locations with proper signage (e.g. large print, good colour contrast, Braille).
- Accessible benches are located along sidewalks, paths or trails, and are spaced at regular intervals.

Building Age-Friendly Communities

Safety and Security

- Programs and policies are in place to support community safety and crime prevention.
- Neighbourhoods and trails are well lit.

Buildings

- Public buildings and businesses are accessible and have:
 - ramps with a slope appropriate for people using walkers, wheelchairs, scooters, and strollers;
 - few, or no, stairs to get into buildings and within buildings, or alternative ways to enter and access buildings;
 - non-slip flooring;
 - doors that are easy to open;
 - accessible washrooms located on the main floor; and
 - parking that is well-maintained and easy to access (including considerations such as use of tactile markers and good colour contrast).

Amenities (places such as grocery stores, churches, government buildings and community centres)

- Services are grouped together, located in close proximity to where people live.
- Services and stores can be easily accessed (e.g. they are located on the ground floor of buildings, include wheelchair ramps, etc.).

Building Age-Friendly Communities

TRANSPORTATION

Roads

- Roads are well-maintained, well-lit and are supported by clearly visible signage.
- Traffic flow is well-regulated.
- Traffic lines on pavement are clear and visible.
- Roadways are free of obstructions that block drivers' vision.
- Traffic signs and intersections are visible and well-placed.
- Pedestrian crossing controls allow adequate time for people with limited mobility to cross.

Parking

- Parking lots and street parking are located close to amenities.
- Parking regulations are enforced (e.g. preventing people from parking in emergency zones and parking spaces for persons with disabilities).
- There are sufficient numbers of parking spots for persons with disabilities.
- Parking and drop-off areas are safe and sufficiently marked.

Snow Removal

- Snow removal of public sidewalks, roads and parking areas is prompt.

Building Age-Friendly Communities

Transportation Services

- Accessible, affordable and convenient public transportation options are available.
- Public transportation services are clear, with well-marked routes and vehicles.
- Public transportation services are reliable and frequent, and meet the needs of citizens.
- Vehicles used for public transit are clean, well-maintained, accessible, not overcrowded and have priority seating that is respected.
- Where public transportation is limited, volunteer and/or private transportation services are available.
- Affordable and accessible community transportation services (e.g. shuttle vans) are available to take citizens to medical appointments, shopping excursions and community events.
- Affordable and accessible community transportation services are available to take citizens to appointments and events in larger centers.
- Taxis or similar options are available, accessible and affordable to citizens who need them.
- Accessible transportation for persons with a variety of disabilities, including mobility challenges, is available across the range of transportation services.

Information

- Information is provided to seniors and persons with disabilities in alternate formats (including large print) about the range of transportation services (public and private) available to them, including information on how and where to access them, schedules and fees.
- The use of public and alternative transportation is promoted in the community.

Building Age-Friendly Communities

HOUSING

Housing Options

- A range of appropriate and affordable housing options (including for sale and for rent) are available, such as apartments, independent living, smaller condominiums and family homes.
- Housing is located in close proximity to public, commercial and religious services.
- Housing options (including houses and apartments) are available that are responsive to local needs, including the needs of seniors, persons with disabilities and young families.

Aging in the Right Place

- Home supports (e.g. home maintenance and personal care) are available to enable older Albertans to live at home.
- Systems are in place and available to assist citizens who live alone (e.g. volunteer services, networks of neighbours or community members) who may have mobility or health challenges.
- Housing modifications are available and affordable, with financial assistance provided for those on fixed incomes.
- New housing is built to accommodate individuals and families at different life stages and/or to allow people to adapt their homes to meet changing needs.
- New housing is encouraged to consider principles of universal design. (For example, interior spaces have even surfaces and are wheelchair accessible to allow freedom of movement in all rooms and passageways.)
- Information on financial assistance programs for home modifications is readily available and easily accessible by those who need it.

Building Age-Friendly Communities

SOCIAL PARTICIPATION

Events and Activities

- There are a range of events and activities for people of all ages, including physical and recreational activities, spectator sporting events, church and school related events, cultural events, etc.
- Activities available include outdoor and indoor activities.
- Community events and activities are intergenerational and designed to appeal to people of different ages, abilities and backgrounds.
- Community events and activities are held in locations that are served by affordable and accessible transportation.
- A range of enrichment and learning opportunities are accessible and affordable and located in places that are served by public transportation (e.g. community centres, universities, colleges).
- Community activities are well-publicized to all community members through a variety of methods, including those appropriate for persons with disabilities.
- Community activities and events are held in locations that are accessible to all, including persons with disabilities.

Preventing Isolation

- People who do not, or cannot, leave their homes receive visits from community agencies, organizations or volunteers.
- There are ongoing outreach efforts to include people who are at risk of social isolation.
- A culture of inclusion and “neighbours helping neighbours” is promoted in the community.

Building Age-Friendly Communities

RESPECT AND SOCIAL INCLUSION

- All citizens are treated respectfully.
- Programs are available to children and youth that focus on how to treat other members of the community with respect and empathy.
- Citizens of all ages and abilities have the opportunity to provide their input on community matters, and are encouraged to participate in community dialogues and conversations.
- People who provide services to the public (including health care, commerce, and public services) are courteous, helpful and attuned to the needs of citizens with varying degrees of physical and cognitive abilities.
- Community-wide settings, activities and events are accessible to all citizens.

CIVIC PARTICIPATION AND EMPLOYMENT OPPORTUNITIES

Civic Participation

- Citizens of varying ages, abilities and backgrounds are well represented on councils, boards and committees.
- A range of volunteer opportunities are available that meet the interests of community members, including seniors and persons with disabilities.
- Volunteering options allow for intergenerational interaction.
- Opportunities for volunteering are flexible to accommodate people with differing interests, needs and preferences.

Employment

- Hiring policies encourage diversity in age and ability as well as skills and experience.
- Workplaces offer flexible work scheduling options such as part-time or seasonal employment, job sharing, and/or compressed work weeks.
- Employee development opportunities, such as training in new technologies and career development, are available to all workers.
- Retirement programs and policies support the participation of all citizens, regardless of age, should they choose to remain in the labour force.

Building Age-Friendly Communities

Accessibility

- Transportation is available and accessible to older adults who want to participate in volunteer, civic or paid employment.
- Workplaces are willing and able to adapt worksites to meet the needs of persons with disabilities and those with reduced mobility.

COMMUNICATION AND INFORMATION

Widespread Communication

- There is regular and reliable distribution of information about events and programs (including contact information) through local government and/or voluntary organizations.
- There are regular and reliable mechanisms to disseminate information about community events and programs (including contact information) and topics of interest.
- Information is disseminated/posted where residents conduct their daily activities — such as the post office, financial institutions, grocery stores, places of worship, local centres and town halls.
- Information is provided to citizens who are socially isolated from service providers through mechanisms such as volunteer callers and visitors, home support workers, hairdressers, or caretakers.

Accessible Communication

- Written communication is clearly printed in large letters and is easy to read.
- Information is available in alternate formats (e.g. electronic, captioning, Braille).
- Literacy programs are available, including computer literacy programs.
- Telephone answering services give clear and concise messaging to callers and provide an option to speak with a real person.
- Access to computers and the internet is available at a local centre open to the public (i.e. the library).

Building Age-Friendly Communities

COMMUNITY SUPPORT AND HEALTH SERVICES

Home Health and Support Services

- An adequate range of health and community support services are offered for promoting, maintaining and restoring health.
- Affordable and available health and home support services (e.g. personal care, housekeeping, home maintenance) are in place and available in a timely manner.
- Affordable meal options are available in the community (e.g. meals on wheels, regular community dinners).
- Delivery services (e.g. of groceries, medicines, etc.) or escorted shopping services are available in the community.

Facilities

- Health and social services are conveniently located and accessible by all means of transport.
- Housing options (including supportive living and long-term care accommodations) are located close to key services.
- Health and community service facilities are fully accessible by citizens with all levels of mobility.

Community and Information

- Citizens are kept well-informed through a variety of media of the services they may be eligible for and how they are accessed.
- Information is provided to families who are, or will be, caring for others.
- Community emergency planning takes into account the vulnerabilities and capacities of all citizens.



STAFF REPORT

Title: Museum Historic Resource Designation Boundary

Meeting Date: September 15, 2020

Executive Summary:

Proposal to create a defined parcel of land to which the Historic Resource Designation of the Cold Lake Museum can be applied.

Background:

The Northern Defence Radar Site, now the Cold Lake Museum, was designated as a Provincial Historic Resource in June of 2010. The Historic Resource Designation currently applies to four Legal Subdivisions (LSDs 8 & 9 of 4-2-63-11 and LSDs 5 & 12 of 4-2-63-12) owned by the City, as the museum site straddles the boundaries of these four LSDs as well as a road allowance.

Administration has been working to create a defined parcel for the museum site, which would allow the Historic Resource Designation footprint to be reduced to the museum site itself, and allow the removal of the designation from the balance of the lands owned by the City, allowing these lands to be used for other purposes. Portions of the surrounding land are currently used for the motocross facility as well as the mountain bike park. The curving road to the site and the pumphouse located at the bottom of the hill are currently listed as part of the character-defining elements of the site; however, Provincial staff have indicated willingness to exclude these elements to allow the Historic Designation footprint to be reduced.

Administration initially proposed to create a parcel whose boundaries would follow the existing fence line of the museum site, as shown in yellow on Map 2. After further discussion with the Provincial staff, it was determined that the new parcel boundary would need to be moved outward in order to retain a buffer of trees, as the forested setting is considered one of the defining elements of the site. The province initially proposed 50 to 100 metres. The currently proposed parcel boundary is shown in white on Map 2. Conversations with Provincial staff indicated that the Province would be open to considering a variable buffer around the site, provided that the site maintains the context of being in a forested setting. The proposed parcel boundaries shown in white on Map 2 seek to maintain a significant area of trees around the site, while still allowing for a substantial reduction in the size of the Historic Resource footprint.

It should be noted that most of the conflicts with the City's Master Plan associated with the Mountain Bike Skills Park have been mitigated; however, depending on the final



designs and the proximity to the Historic Resource Designation, some consultation and approval by the province may be necessary. We've attached a map of the Mountain Bike Skills Park for reference purposes.

Once the City and Province have agreed on the boundaries of the site, the partial rescinding of the Historic Designation (to limit the designation footprint to the museum parcel) requires Ministerial approval.

Alternatives:

No alternatives are being proposed at this time.

Recommended Action:

Administration is soliciting feedback from Council's Corporate Priorities Committee prior to making a final recommendation to the Province.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

Map 1: Current Designation Boundary

Legal Subdivisions 8 & 9 of 4-2-63-11 and 5 & 12 of 4-2-63-12



Map 2: Proposed Designation Boundary





Northern Defence Radar Station

Cold Lake

Other Names: Cold Lake Northern Defence Radar Site
Cold Lake Radar Facility

Statement of Significance

Description of Historic Place

The Northern Defence Radar Station is a former military complex located on a cleared hilltop in a forested area. There are five major buildings connected by a long covered walkway, which are all enclosed within a fenced compound. A small gatehouse stands next to the main gates and a small pumping station is located outside the compound. All of the buildings have a distinctly utilitarian appearance with either cinder block or corrugated metal exterior walls and minimal fenestration. The Northern Defence Radar Station occupies roughly four hectares within the Municipal District of Bonnyville, adjacent to the City of Cold Lake and near Canadian Forces Base Cold Lake.

Heritage Value

The heritage value of the Northern Defence Radar Station lies in its association with Alberta's role in North America's Cold War defensive strategy.

The successful 1949 detonation of an atomic bomb by the Soviet Union and that nation's worsening relations with the western world resulted in the establishment of defensive radar installations across Canada. At that time, the largest perceived threat from the Soviets was assumed to be from long-range bomber aircraft flying over the Arctic Ocean and across Canada. Consequently, new radar construction was to concentrate on these northern regions. The Canadian and American governments jointly constructed and operated a series of 33 radar stations across Canada. Dubbed the PINETREE Line, these stations began operating in 1952 with new sites being built into the early 1960s. Three stations were located in Alberta. The Beaverlodge site became operational in 1953, the Cold Lake Station followed in 1954 and one near Penhold opened in 1964. An additional radar station, part of the Mid-Canada Line, was built at Stoney Mountain just south of Fort McMurray and opened in 1957.

The Cold Lake radar station was not originally part of the PINETREE Line. It was established to provide support to fighter aircraft operating out of the Royal Canadian Air Force training base, which had opened in 1954. The Cold Lake Radar Station, located approximately seven kilometres northeast of the air base, opened in August 1954. It was a manually operated station requiring operators to read and interpret the incoming signals. From 1956 to 1963, a fighter control school, which delivered specialized training for military radar operators, operated out of the station. In 1963, the station became fully integrated into the North American Air Defence (NORAD) System. The training school closed and the radar equipment was upgraded with new Semi-Automated Ground Environment (SAGE) radar equipment, which used computers to read and interpret most signals. At this point, the station began operating 24-hours a day. The training school was re-established in the 1970s as part of the MAPLE FLAG operation, which is a Canadian-led international combat training exercise.

Eventually ten buildings were built at the site: a guard house, water pumping house, three radome towers with spherical fibreglass domes, and five large operational and storage buildings. The radome towers and the larger buildings were connected by an enclosed metal walkway, which protected staff from inclement weather as they travelled around the site. The design and construction of these buildings represent the military mindset of function over form. The buildings were mostly prefabricated and were simple yet solid structures. Metal and concrete were the main materials used for structural components and the exterior walls were clad in modular construction panelling while most of the interior walls were covered with metal panels. There was minimal fenestration and very little decoration or ornamentation, emphasizing the utilitarian nature of the site.

Over the 1960s and 1970s, Cold War strategy changed and eventually focused on long-range missiles, rather than bomber aircraft, resulting in a reassessment of the role played by radar installations. Many of the older PINETREE stations were decommissioned through the 1980s. The Cold Lake station survived due to its training role and long-range radar capabilities.

However, by the early 1990s, the equipment at Cold Lake was considered to be antiquated and a new station with wider range and accuracy was established near Primrose Lake in Saskatchewan. In 1992, the Cold Lake Station was decommissioned, the three radomes and towers were removed and the site was closed.

Source: Alberta Culture and Community Spirit, Historic Resources Management Branch (File: Des. 2268)

Character-Defining Elements

Key elements that define the heritage value of the Northern Defence Radar Station include such elements as its:

General Characteristics:

- linear arrangement of the site's buildings along the top of a hill;
- curving access roadway following the contours of the hillside;
- utilitarian form of buildings;
- minimal fenestration on all buildings;
- corrugated metal panels on walls and ceilings;
- tempered steel girders and other supporting structures, some of which bear markings of the Algoma Steel Corporation;
- white painted exteriors with doors, support columns and other trim painted light blue;
- chain-link fence with barbed wire surrounding the compound.

Building 200 - Radar Command Centre:

- two-storey design and flat, built-up roof;
- poured cement foundation and partial basement;
- exterior walls clad in metal panels;
- metal entry doors with metal frames, two on both the east and west elevations;
- metal-framed window at the extreme east corner of the north elevation;
- outdoor, second floor viewing deck on the west elevation (facing the nearby air base);
- flagpole by the main entry door on the west elevation;
- steel column and beam structural framework;
- interior walls clad in metal panels, painted concrete and gypsum board;
- soundproof perforated interior partitions and walls;
- perforated metal drop ceilings;
- floors of painted concrete, vinyl tiles and asbestos tiles;
- extant original light fixtures.

Building 202 - Base Operations Centre:

- single-storey layout and wood truss supported gable roof with asphalt shingles erected over the original flat, corrugated steel deck panel roof;
- steel column and beam structural framework;
- poured concrete foundation and painted concrete floors;
- exterior walls clad in corrugated steel panels;
- interior walls clad in metal panels and gypsum board;
- painted, exposed rafter ceiling in portions of the building and acoustic drop ceiling in others;
- metal exterior doors and metal window and door frames.

Building 203 - Telecommunications Centre:

- single-storey layout and wood-truss supported gable roof erected over the original flat roof;
- exterior walls clad in corrugated steel;
- steel column and beam structural framework;
- poured concrete foundation and painted concrete floors;
- exterior walls clad in pre-fabricated panels;
- interior walls clad in metal panels and gypsum board;
- painted, exposed rafter ceiling;
- metal exterior doors, and metal window and door frames.

Building 207 - Power Plant:

- single-storey layout;
- steel frame;
- concrete slab foundation;
- concrete masonry block addition on the west side;
- exterior walls clad in asbestos millboard and corrugated steel panels;
- interior walls clad in metal panels;
- aluminum window frames;
- metal exterior doors;
- metal exhaust vents and double access doors on the north elevation;
- painted concrete floors in the generator room and vinyl floor tiles in other rooms;
- interior walls of small workrooms and washrooms clad in gypsum wall board.

Building 208 - Digital Data Converter Building:

- insulated concrete block structure;
- original clear-span steel joist roof structure;
- poured concrete foundation;
- metal door frames and exterior doors.

Covered Walkway:

- approximate 225 metre length;
- relationship to the five major buildings;
- shed roof sloping to the south side;
- exposed corrugated metal sheeting on roof and walls;
- exposed metal frame supporting structure;
- asphalt on corrugated metal panel floor.

Guard Hut/Gatehouse:

- flat, cantilevered roof with copper flashing;
- relationship with the chain-link fence surrounding the compound;
- exterior walls clad in asbestos millboard.

Pumphouse:

- location slightly downhill and to the south of the main compound;
- single-storey form and flat roof;
- exterior walls clad in asbestos millboard;
- chain-link fence with barbed wire surrounding the building.

Location

Street Address:

Community: Cold Lake
 Boundaries: Legal Subdivisions 8 and 9 in 11-63-2-W4 and Legal Subdivisions 5 and 12 in 12-63-2-W4
 Contributing Resources: Buildings: 7
 Structures: 2

ATS Legal Description:

Mer	Rge	Twp	Sec	LSD
4	2	63	11	05
4	2	63	11	08
4	2	63	11	09
4	2	63	12	12

PBL Legal Description (Cadastral Reference):

Plan	Block	Lot	Parcel
------	-------	-----	--------

Latitude/Longitude:

Latitude	Longitude	CDT	Datum Type
54.434859	-110.181633	Secondary Source	NAD83

UTM Reference:

Northing	Easting	Zone	CDT	Datum Type
----------	---------	------	-----	------------

Recognition

Recognition Authority: Province of Alberta
 Designation Status: Provincial Historic Resource
 Date of Designation: 2010/06/15

Historical Information

Built: 1954 to 1954
Significant Date(s)
Theme(s) Governing Canada : Military and Defence
Historic Function(s):
Current Function(s):
Architect:
Builder:
Context:

With the explosion of an atomic bomb by the Soviet Union in 1949, the Cold War between the Soviets and NATO powers immediately gained a new perspective, especially for people in Canada. With the Soviets' further development of long-range bombers, war could now mean the possibility of air strikes across the Arctic Ocean, with nuclear weapons aimed at North American cities. Both the American and Canadian governments began to consider the erection of a series of early warning radar bases to detect any hostile aircraft from the north. The result was 33 Pinetree line radar bases from Vancouver to Labrador, 11 of which were to be financed and manned by Canada. These were completed in 1954 at a cost of \$450 million. The Pinetree line bases were supplemented by a mid Canada line of bases further south, and, in the mid-late 1950's by a series of DEW (distant early warning) line bases further north.

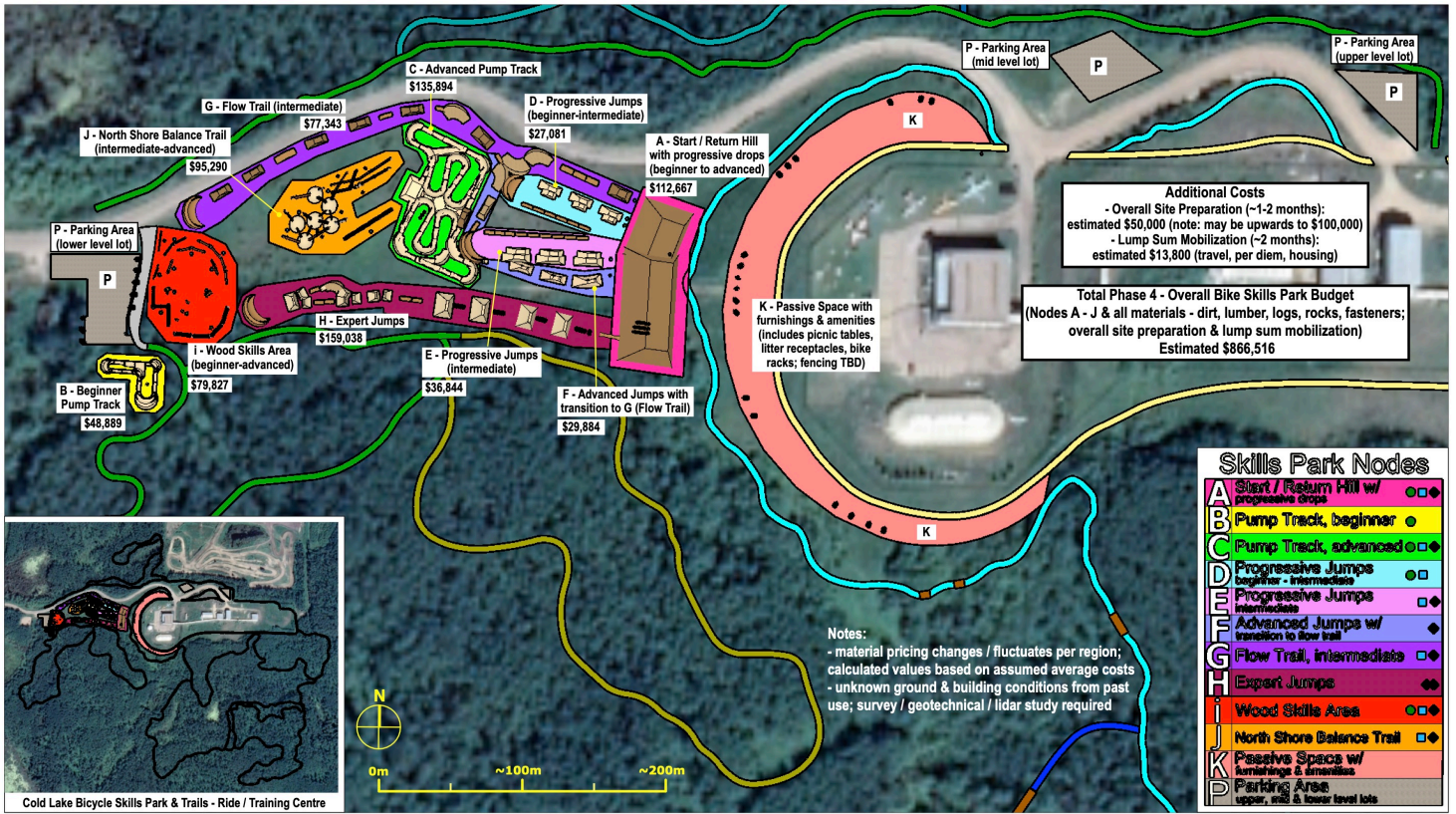
Among the Pinetree radar bases was one at Cold Lake, where a Canadian Army training base had been established during World War II. Following the war, the base continued in operation as a military testing range and a training base for jet pilots. It was, therefore, a logical site for a radar base. The base, which was fully operational by the spring of 1954, consisted of seven structures, most built of lightly tempered steel. They were all inter-connected by an exterior hallway. Two of the buildings, and the top part of a third, featured rounded hemispheric domes, through which radar beams could search the skies. The complex added much to the economy of the new community of Cold Lake, which was incorporated as a village in December 1953, and as a town in July 1955. Military personnel at the site participated in many community activities, including sporting events, frequently staging parades.

The Northern Defense base at Cold Lake continued to be operated by 42 Squadron of the Canadian Air Force (and, later, the unified Canadian Forces) until 1993, when the Squadron was demobilized. The radar operation itself had ceased functioning many years earlier as the Cold War had come to an end. The buildings themselves were now used as part of the overall Canadian Forces air training program. With this development, the three radar domes had been dismantled. In 1995, the site was purchased by the new City of Cold Lake, which, in 1997, turned it over to the Cold Lake Museum Society which developed it into a museum to house Aboriginal, Gas and Oil, and Aviation history, and other themes.

The historical significance of the Northern Defense Radar Buildings at Cold Lake lies in their provision of structural evidence of the Cold War in western Canada, and how the country had prepared itself to detect, if not thwart, an air invasion of the continent over the Arctic Ocean.

Additional Information

Object Number: 4665-1358
Designation File: DES 2268
Related Listing(s):
Heritage Survey File:
Website Link:
Data Source: Alberta Culture and Community Spirit, Historic Resources Management Branch, Old St. Stephen's College, 8820 - 112 Street, Edmonton, AB T6G 2P8 (File: Des. 2268)



 Hoots Ltd.
2537 Byron Rd.
North Vancouver, BC
V7H 1L9
604.808.6075
info@hoots.ca

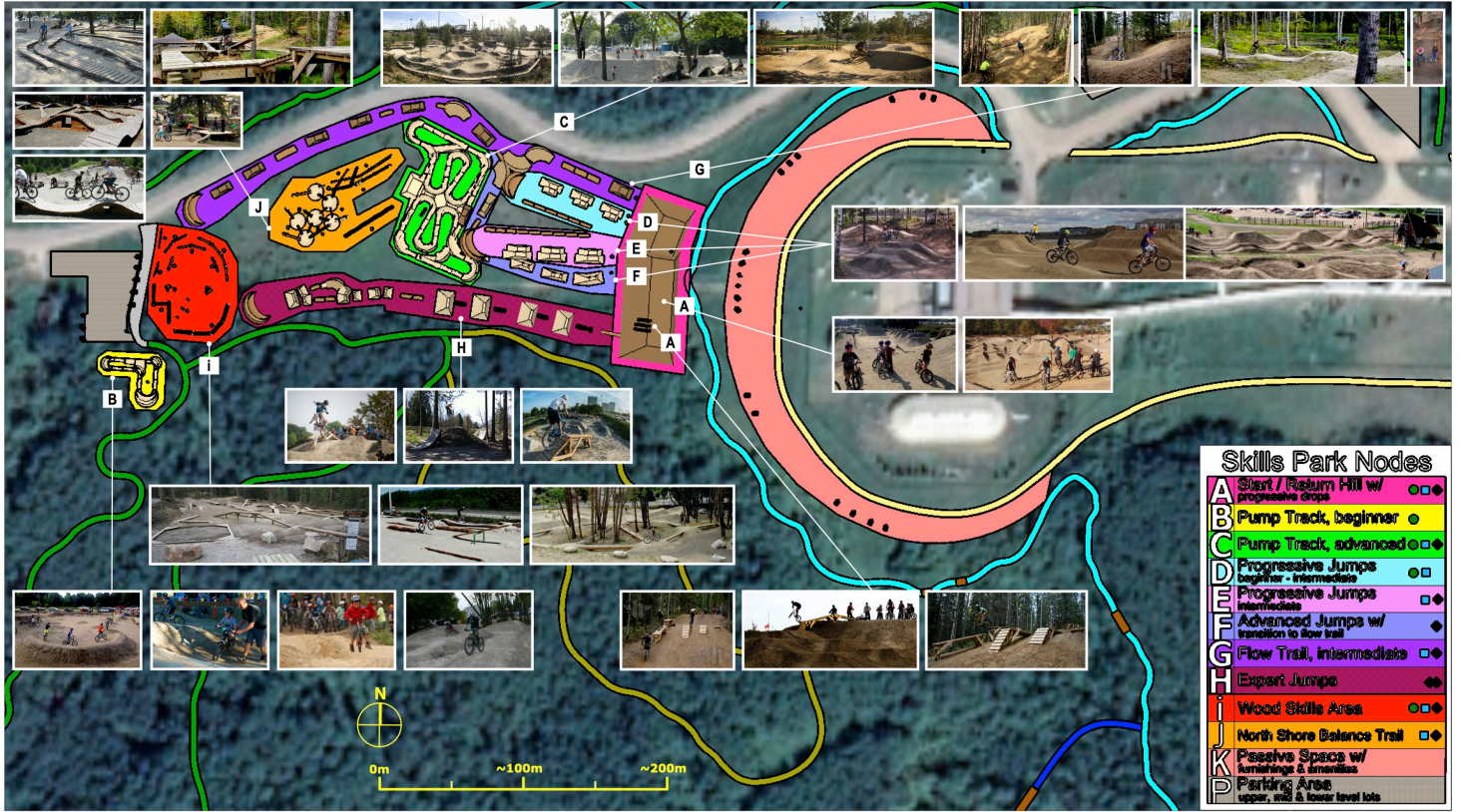
Project / Feature: Bicycle Skills Park & Trails - Ride / Training Centre
Location: Cold Lake, Alberta (Central Park Reserve Area)
Client Name: City of Cold Lake, AB

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Designed By: J.Hoots
Date: August 2020

*not to scale

Sheet 1 of 2 - Phase 4 Bike Skills Park
Proposed Overall Facilities
with Estimated Costs & Budget
Skills Park Nodes A - J



 Hoots Ltd.
2537 Byron Rd.
North Vancouver, BC
V7H 1L9
604.808.6075
info@hoots.ca

Project / Feature: Bicycle Skills Park & Trails - Ride / Training Centre
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Designed By: J.Hoots
Date: August 2020
*not to scale

Sheet 2 of 2 - Phase 4 Bike Skills Park
Proposed Overall Facilities
Skills Park Nodes A - J with
Illustrative Images



STAFF REPORT

Title: Municipal Operating Support Transfer (MOST) Program

Meeting Date: January 19, 2021

Executive Summary:

On October 21, 2020 the City entered into an Agreement for funding in the amount of **\$1,519,936** under the Municipal Operating Support Transfer (MOST) Program. All funds must be expended by March 31, 2021, or they must be returned to the Government of Alberta.

Administration has prepared the below report to summarize expenditure of the MOST grant received.

Background:

Through the MOST, the Government of Alberta (GOA) and the Government of Canada have provided funding to support municipalities, which have experienced significant operating impacts due to the COVID-19 pandemic. Funding can be used for incremental operating costs incurred due to COVID-19 response and restart, as well as other operating losses or deficits incurred as a result of COVID-19 impacts on revenues and operations. This funding is provided through two separate allocations: general operating and public transit support.

The expenditure categories for the MOST funding include:

- Personal Protective Equipment (General)
- Supplemental Cleaning (General)
- Supports for Vulnerable Populations (General)
- Replacement of reduced revenues (General)
- Personal Protective Equipment (Transit)
- Supplemental Cleaning (Transit)
- Replacement of reduced revenues (Transit)

Due to COVID-19, to date, the City has **\$407,349** in lost revenue and **\$322,759** in increased costs that qualify for MOST funding:

Actual Revenues Lost (as of January 12, 2021)	
Rent Rebates to Tenants (March – Aug)	\$55,793
Lost Energy Centre and Outdoor Field Revenue (compared to 2019)	\$222,956
Lost Arena Revenue in (compared to 2019) – excluded lost North Revenue during AHS rental (April – Sept 2020)	\$65,000
Lost UT Penalties (April – June 2020)	\$11,600
Lost A/R Penalties (April – June 2020)	\$7,000
North Arena use of AHS for COVID-19 testing centre (rent not charged)	\$45,000
TOTAL	\$407,349



Actual Increased Costs (as of January 12, 2021)	
Total costs of supplies, contracted services related to COVID Ex. Cleaning supplies, signs, PPE, hand sanitizer, IT equipment, sneeze barriers	\$246,886
Additional EC Cleaning (March – December 2020)	\$18,873
Subsidized Rent for AHS in Agriplex (at \$1,000/month)	\$3,000
Business License Rebate-expected \$54K	\$54,000
TOTAL	\$322,759

In addition to the actual losses and increased costs listed above, the following costs and losses in the amount of **\$790,194** are anticipated (estimates) to arise prior to March 31, 2021. This includes an off-set for unpaid property taxes from the 2020 property tax year that remain uncollected as of March 31, 2021. As of today's date, \$773,000 in property taxes are outstanding (excluding PILT). Administration estimates that as of March 31, 2021 there will be approximately \$610,000 property taxes outstanding from the 2020 year that will qualify for MOST funding.

Estimate Additional Costs and Revenue Loss (to March 31, 2021)	
Subsidized rent for AHS in Agriplex (\$1,000/month for Jan – March 2021)	\$3,000
Additional EC cleaning costs (Feb – March 2021) *assuming it opens	\$4,194
Additional EC lost revenue	\$25,000
Additional cleaning supplies, sanitizer masks	\$25,000
Additional arena lost revenue	\$30,000
AR penalty waiver (Feb, March 2021)	\$6,000
UT penalty waiver (Feb, March 2021)	\$12,000
COVID-19 financial assistance program (new policy)	\$50,000
COVID-19 social programming	\$25,000
O/S 2020 property tax (as of March 31, 2021)	\$610,000
TOTAL	\$790,194

The total qualifying expenditures (actual and estimated) total \$1,520,302 utilizing the total grant allocated to the City under the MOST funding.

Alternatives:

For information.

Recommended Action:

For information.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

Municipal Operating Support Transfer (MOST)

Program Guidelines

Guidelines

These guidelines are intended to assist local governments participating in the Municipal Operating Support Transfer (MOST) in complying with the program terms and conditions. Local governments include municipal authorities, Metis Settlements, and the Townsite of Redwood Meadows (referred to as 'municipalities' in these guidelines).

1. Program Objectives

Through the MOST, the Government of Alberta (GOA) and the Government of Canada are providing funding to support municipalities, which have experienced significant operating impacts due to the COVID-19 pandemic. Funding will be used for incremental operating costs incurred due to COVID-19 response and restart, as well as other operating losses or deficits incurred as a result of COVID-19 impacts on revenues and operations. This funding is provided through two separate allocations: general operating, and public transit support. Funding provided under both components will be administered together.

2. Key Dates and Contacts

ACTIVITY	TIMELINE	QUESTIONS? CONTACT
Executed Memorandum of Agreement	Submit by October 30, 2020	
Payment	Once memorandum of agreement has been signed	Call a Grant Advisor at 780-422-7125 (toll-free 310-0000), or email MA.MunicipalStimulus@gov.ab.ca
Deadline to spend funds	March 31, 2021	
Statement of Funding and Expenditures (SFE)	Due July 2, 2021	

3. Memorandum of Agreement

The Memorandum of Agreement (MOA) will be e-mailed to municipalities, and will cover both the general operating and public transit allocations. The MOA must be signed by the Chief Elected Official and Chief Administrative Officer or duly authorized signing officer. Municipalities should

complete the MOA, including witnesses for each signatory, and scan and submit them via email to MA.MunicipalStimulus@gov.ab.ca.

A duly executed MOA is sufficient to trigger payment. There is no application form for MOST.

Questions related to the submission of the MOA or reporting documents can be directed to a Grant Advisor by calling 780-422-7125 (toll-free 310-0000) or MA.MunicipalStimulus@gov.ab.ca.

4. Funding Formula and Allocations

Under the MOST funding formula, each municipality active as of May 1, 2020 will receive an allocation. MOST funding is allocated to municipalities in three funding envelopes, each with its own allocation formula. Allocations are available online at the [program website](#).

The Minister retains the authority to exclude Improvement Districts that do not have an advisory council from the funding allocation formula.

Funding Envelope	Amount	Allocation Approach
MOST Transit	\$140 million	<ul style="list-style-type: none"> Available to municipalities with public transit systems, and is allocated based on ridership (2018 Canadian Urban Transit Association statistics).
MOST General Operating	\$436.488 million	<ul style="list-style-type: none"> \$426.488 million is available to all municipalities, which receive \$5,000 in base funding with the remainder allocated according to population. \$10 million is available only to the towns of Jasper, Banff and Canmore, and is allocated based on estimated average daily visitors.
Municipal Sustainability Initiative (MSI) Operating*	\$30 million	<ul style="list-style-type: none"> Previously allocated as part of Budget 2020.

*MSI Operating funding is considered part of the MOST only for the purpose of matching federal funds. MSI Operating funding continues to be governed by the [MSI Operating Program Guidelines](#).

5. Eligibility Requirements

5.1) Eligible Recipients

For program purposes, an eligible recipient is referred to as a 'municipality' and includes any city, town, village, summer village, specialized municipality, municipal district, improvement district, special area, Metis Settlement, and the Townsite of Redwood Meadows Administration Society.

For public transit funding, eligible recipients are those municipalities with public transit services that have ridership included in the 2018 Canadian Urban Transit Association statistics.

5.2) Eligible Expenses

Municipalities may use MOST funding for incremental operating costs incurred due to COVID-19 response and restart, as well as other operating losses or deficits incurred as a result of COVID-19 impacts on revenues and operations.

Incremental operating costs could include costs such as Personal Protective Equipment, communications, additional cleaning, supplemental staffing, and additional supports for vulnerable populations.

Operating losses or deficits could include losses or deficits due to decreases in revenues such as parking fees, recreation facility entrance fees, and building permit fees.

MOST funding may only be used for eligible operating expenses or operating losses or deficits incurred between April 1, 2020 and March 31, 2021. **Any funds not used for eligible expenses incurred before March 31, 2021, must be returned to the Government of Alberta.**

Municipalities that receive a MOST Transit allocation must use that portion of their allocation on eligible expenses associated with their public transit systems.

6. Payment Process

MOST payments are based on allocated funding amounts. There will be one MOST payment for each municipality, covering both the general operating and public transit portions, as applicable, conditional on the execution of the MOST Memorandum of Agreement and receipt of this agreement by Municipal Affairs.

7. Financial Reporting Requirements

7.1) Statement of Funding and Expenditures (SFEs)

Each municipality that received funds is required to submit an SFE by July 2, 2021 that reports on the use of MOST funds. The SFE form will be distributed at a later date, and will capture basic information including the category of expenditure to which the funding was applied. Expenditure categories will include:

- Personal Protective Equipment (General)
- Supplemental Cleaning (General)
- Supports for Vulnerable Populations (General)
- Replacement of reduced revenues (General)
- Personal Protective Equipment (Transit)
- Supplemental Cleaning (Transit)
- Replacement of reduced revenues (Transit)

Municipalities that receive funding under the MOST Transit envelope must report transit-related expenditures that are greater than or equal to the amount of funding received under the MOST Transit envelope.

7.2) Site Visits

Following program completion, Municipal Affairs program representatives may select and visit a number of municipalities to discuss the overall experience with the MOST program.



STAFF REPORT

Title: Downtown Security Concerns

Meeting Date: January 19, 2021

Executive Summary:

His Worship Mayor Copeland and CAO Nagoya had a meeting with the local financial institutions inclusive of the Cold Lake Regional Chamber of Commerce. The meeting was intended to raise concerns on the escalating issues relating to trespassing, pan handling, mischief and the mistreatment of property downtown in Cold Lake South. The feedback provided to the City was that the issues have been escalating even further (including in frequency and aggressiveness) over the last few months and are becoming very serious and problematic to both the public and the patrons.

Administration is raising this issue to solicit a discussion with City Council on partnering on providing financial assistance in developing an enhanced security model in partnership with the downtown businesses.

Background:

The City of Cold Lake has been evaluating scenarios and models relating to providing enhanced “security” and/or programming in the downtown area to assist with the above noted challenges. Administration has framed the discussion into three (3) components:

- Social Programing
- Enforcement/Security Programing
- Crime Prevention through Environmental Design

Social Programing

As Council is aware, the Cold Lake Native Friendship Centre is working to re-establish their Kokum’s House Program and the Cold Lake John Howard Society is looking to commence a temporary shelter program as well as outreach programming. The City of Cold Lake has been assisting and working closely with both organizations. That being said, both organizations are still in the process of standing back up.

Council has also allocated \$200,000 (\$40,000 over 5 years) in their 2021 budget to develop program for the vulnerable people. FCSS and Council’s advisory committee will be providing a recommendation on a final terms of reference for the funding criteria.



During the COVID-19 pandemic, the Government of Alberta also amended the funding to include flexibility for assisting vulnerable people including meals which has provided assistance in Cold Lake.

The above summary is not intended to be an all-inclusive report on related social programming, however, it does seek to provide a summary of the emerging projects.

Enforcement/Security Programming

The City of Cold Lake has both the RCMP and Community Peace Officer (CPO) programs to assist with enforcement. These organizations both have recently attended meetings with local businesses facilitated by the Cold Lake Regional Chamber Commerce. These meetings received very positive feedback from the Chamber. That being said, similar to the RCMP, the CPOs receive ongoing calls for service and complaints that require follow-up. These statistics can be found in their monthly reports to the CAO. An effort to develop a program such as having CPO's patrol downtown every couple hours will have significant impact the calls of the service without adding additional resources. Administration would also like to raise the potential negative impacts of having enforcement officers frequently (frequently being a variable term) taking enforcement action.

There is also an opportunity to use security personnel. Based on our discussion, it is administration's advice to not develop such a program under the City program and service level umbrella; rather this program could be grass roots, in partnership with the businesses. This will allow the program to be responsive to individual and immediate needs which are ever changing.

In effort to develop a pilot project and allow opportunity for the businesses to develop service, evaluate success, and develop a partially or fully self-funded service, administration is proposing to provide seed funding.

In effort to give City Council an understanding of the order of magnitude: A six (6) month program would cost roughly \$50,000 (6 months):

- 9:00 pm to 8:00 am (10 hours with a 1 hour break somewhere in the shift)
- \$25 to \$30 per hour
- 10 hours per day/7 days a week/26 weeks = 1820 hours

The City of Cold Lake has allocated funding for a program relating to crime prevention. Council is awaiting for its Economic Development Advisory Committee (EDAC) to provide recommendation on an initiative. The City has restricted \$90,000 in surplus. This funding could be re-allocated to a security project as mentioned above as no recommendation have been made to-date.



Crime Prevention through Environmental Design

Although there are some low hanging fruit here, this category requires a longer term strategy. That being said, as mentioned above, Council was awaiting for its Economic Development Advisory Committee (EDAC) to provide recommendation and/or priorities on the \$90,000 funding.

Alternatives:

Council could consider the following options:

- City could provide an additional resources to the CPO program and dedicate the resources to business (similar to the Energy Centre dedicated enforcement personnel);
- City could seek proposals from security companies and develop the program as a City service level;
- City could provide financial assistance to either a business association or the Chamber of Commerce to develop and host a service as a pilot project.

Recommended Action:

The intent of this report was to solicit feedback from the Corporate Priorities Committee of Council in the development of an enhanced security program for the local businesses and feedback on whether Council would like to see the support in house or provide financial assistance.

Budget Implications (Yes or No):

Submitted by:

Kevin Nagoya, Chief Administrative Officer



STAFF REPORT

Title: STARS Air Ambulance Funding

Meeting Date: January 19, 2021

Executive Summary:

His Worship Mayor Copeland and CAO Nagoya had a meeting with STARS Air Ambulance in regards to the service they provide to Cold Lake. STARS is a Not-For-Profit Organization that provides services under contract with the Province of Alberta.

STARS is used in a regime of decision making matrix of other services such as; Basic Life Support Ambulance, Advised Life Support Ambulance, Fixed Wing Ambulance, Helicopter (STARS) depending on patient level of care and timing requirements.

His Worship Mayor Copeland would like to have some discussion on financial support opportunities with City Council.

Background:

STARS currently uses a helicopter referred to as H117 BK (majority of time for Cold Lake Service). This piece of equipment is slated for replacement in late spring of 2022. In some instances STARS uses their H145 Helicopter for their service to Cold Lake.

Being that the helicopter is at the threshold distance to service Cold Lake, STARS typically refuel at CEN5 Airport. Based on our understanding their maximum flight time for their helicopter is approx. 2:30.

The following table depicts some stats of interest in regards to flights to the area:

M.D. of Bonnyville @ December 31, 2020	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	TOTAL
Bonnyville inter-facility	27	19	27	22	19	19	16	10	15	18	192
Near Bonnyville scene		1	1		5	3		2	2	1	15
Cold Lake inter-facility	6	6	6	10	6	4	16	12	13	24	103
Near Cold Lake			1		1	1			1	2	6
Near Frog Lake			1								1
Near Glendon								2			2
Kehewin Cree Nation										1	1
Near Rich Lake									1		1
TOTAL	33	26	36	32	31	27	32	26	32	46	321



Administration will provide a further verbal brief overview to City Council during the Corporate Priorities Committee Meeting.

STARS indicated that they are open to the possibility for them to present to City Council.

Alternatives:

No alternatives are being presented at this time.

Recommended Action:

This report is being presented to solicit discussion and feedback from the Corporate Priorities Committee of Council on municipal funding opportunities for STARS Air Ambulance.

Budget Implications (Yes or No):

Submitted by:

Kevin Nagoya, Chief Administrative Officer



STAFF REPORT

Title: Request for Support - ISO Tariffs

Meeting Date: January 19, 2021

Executive Summary:

The Mayor of Whitecourt, Her Worship Maryann Chichak, has requested the support of the City of Cold Lake for a letter regarding concerns about changes that could come to the electrical tariff system in Alberta, starting with the Bulk and Regional Tariff.

The Alberta Electric System Operator (AESO), is revisiting the Independent System Operator (ISO) tariffs, charged for access to the electrical grid, starting with the Bulk and Regional Tariff. This tariff recoups the capital and maintenance costs for the electrical transmission system's infrastructure. Ultimately, this tariff appears as the transmission charge on users' utility bill. Several stakeholders have criticized early proposals for the change as they feel it would create a small savings for residential users while imposing significant price increases on businesses and commercial users. Proposals for a new formula are all centered on a model that would be "Less Responsive to Behaviour," meaning that customers will not be able to avoid charges by decreasing energy use.

Proponents of the change say the move is required to ensure that transmission facility owners can recoup their sunk costs. Transmission costs have increased over the past decade as improvements built into Alberta's transmission system have come on line. Most Albertans have likely seen the significant electrical backbone system and substations developed throughout Alberta.

This has resulted in higher bulk transmission costs which, in turn, has driven down use to a point where the current tariff system is not achieving its cost-recovery goals.

It should be noted that the system of tariffs is complex and, in the limited time available since the request for support, administration has not been able to arrive at a thorough understanding of the tariff regime and all of the proposals that are being put forward by industry experts. While a number of stakeholders have stated that now is not the time for significant change – especially for change that would negatively impact businesses – AESO has signaled that it is not considering the status quo as a viable option. This is leading to concerns for a number of stakeholders who are worried of the effects that increased energy costs will have, especially on top of a prolonged economic downturn, and unprecedented economic restrictions in the face of the COVID-19 pandemic.

The complexity of the issue makes it difficult to speak to particulars of the tariff system and the new proposals on such a short timeframe. However, given the level of concern that a number of stakeholders have about the possible impact on business and industry, as evidenced by a January 4, 2020 open letter to all stakeholders from AESO Vice-President of Markets Miranda Keating Erickson (attached), administration feels that council may wish to make AESO and the Government of Alberta aware of any concerns it may have about potential impacts moving forward.



Background:

Work on the changes to the tariff system began in 2018. AESO has held 4 engagement sessions geared towards gathering stakeholders' ideas for a new formula to calculate the Bulk and Regional Tariff. A 5th engagement session, to be held on February 25, 2021, will present the preferred rate design along with a bill impact assessment. A 6th and final engagement session is scheduled for April 15, 2021 to discuss AESO's preferred mitigation path, which would seek to minimize the impacts of the change.

An excerpt from the AESO's second engagement session explains, in part, why AESO does not see the current ISO tariff as viable, and is insisting on change:

From an AESO presentation on September 24, 2020:

- *With increasing transmission costs as transmission reinforcements have come into service, the 12-CP rate which recovers bulk transmission costs (approximately 50 per cent of wires costs) has grown dramatically*
- *This increased price signal has driven consumer behavior that has led to a decline in the 12-CP billing determinants and resulting cost recovery in 2019*
- *This is evidence that customers respond to the current 12-CP pricing signal; however, as the transmission system is reinforced and available for use, this price signal has diverged from the value it creates for the system*

The rates to be charged are established in the ISO tariff, and approved by the Alberta Utilities Commission.

A call for public feedback through a questionnaire ended January 15, 2020.

The mayor of White Court's draft letter is addressed to Michael Law, President and CEO of AESO, and is to be carbon copied to Premier Jason Kenney, the Honourable Dale Nally, Associate Minister of Natural Gas and Electricity, the Honourable Devin Dreeshen, Minister of Agriculture and Forestry the Honourable Doug Schweitzer, Minister of Jobs, Economy and Innovation, and Karl Johannson, Chair, AESO Board of Directors.

Administration recommends that Council pursue the following website for addition information. Presentations and recording of the four stakeholder engagements sessions are available towards the bottom of the page, in drop-down menus for each of the consultation phases held to date:

- <https://www.aeso.ca/stakeholder-engagement/rules-standards-and-tariff/bulk-and-regional-tariff-design/>

Alternatives:

- The Committee may accept this request as information.
- The Committee may direct administration to prepare a letter outlining its concerns in regards to any impacts that a change in the Bulk and Regional Tariff may have.



Recommended Action:

Administration recommends that the Corporate Priorities Committee direct Administration to prepare a letter outlining any concerns it may bring forward at this meeti

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

Monday, January 4, 2021

Dear AESO Stakeholders:

Re: **Important Clarification on Bulk and Regional Tariff Design Rate Impacts**

We would like to thank stakeholders for their ongoing involvement in the AESO's Bulk and Regional Tariff Design over the past several years. Your participation to date has been both insightful and informative and has helped the AESO to better understand your perspectives as we advance our bulk and regional rate design.

As we have previously noted, we are keenly aware of the current economic environment in the province and know that a rate design that changes cost structures in a manner that could increase costs for any business must be done thoughtfully and in the public interest.

To that end, we would note that the original bookends A and B and the initial analysis of rate impact implications for the three coincident peak (12-CP) responder categories, shared at our Sept. 24, 2020 session, were outer bounds of possible shifts. The resulting rate impacts represented starting points for rate design work to progress from; they were never intended to indicate a likely or expected outcome as they lacked any modifications and mitigation to support a minimally disruptive implementation. The AESO recognizes that this concept of bookends and associated rate impacts has created much angst and concern among certain stakeholders. We therefore want to take this opportunity to clarify that it has never been the AESO's intent to move forward with a one-time +100 or +130 per cent rate increase to broad groups of customers in our bulk and regional rate design development. We are committed to look for rate design and mitigation options that will provide a transition path to phase in changes and provide customers the opportunity to respond to the new rate design.

We recognize our rate design and corresponding mitigation options will need to fit within an appropriate and fair rate impact threshold that will need to be reviewed and approved by the Alberta Utilities Commission (Commission). In previous proceedings, the Commission provided direction that any rate increase of more than 10 per cent be examined in further detail. This threshold will be relied upon as a guide as we advance the complex rate design process. Within every category of consumer and within every industry, there are sites that would be both worse off and better off depending on the final rate design. The AESO is investigating transition options with stakeholders, both in the form of rate design as well as rate impact mitigation, as part of our engagement process. This engagement will continue through the first half of 2021 to find the right solution for recovering current costs and creating the right signals for the future.

When we share our preferred rate design, we will also provide a bill impact summary and a list of our assumptions with a corresponding Bill Impact Tool. The Bill Impact Tool will assist affected stakeholders in assessing their bill impacts and mitigation options. We welcome any interested stakeholder to meet with the AESO to review the Bill Impact Tool and our assumptions and to ensure they understand how they will be impacted and the potential mitigation options available to them.

We are focused on developing a bulk and regional tariff design that will support Alberta over the long-term as the electricity system transforms while also providing for a minimally disruptive transition to the new rate

design. At the same time, consumers need clear and stable price signals to be provided by the ISO tariff so they can make effective business decisions. The AESO is committed to providing clarity on this rate design change which has been underway for several years, and filing a bulk and regional rate design application, including mitigation for rate shock, by the end of June 2021, as directed by the Commission. Given the steps in the regulatory process, we anticipate the earliest the new rate design would come into effect is 2023.

Your continued participation in this engagement is critical to help us prepare a well-informed application for submission to the Commission, for the benefit of Albertans in the long-term.

If you have questions or would like to discuss this matter further, please contact me at Miranda.Erickson@aeso.ca.

Sincerely,



Miranda Keating Erickson
Vice-President, Markets

cc: Dale Nally, Associate Minister of Natural Gas and Electricity, Alberta Energy

David James, Associate Deputy Minister of Natural Gas and Electricity, Alberta Energy

Mike Law, President and Chief Executive Officer, AESO

January 13, 2021

Michael Law
President and CEO
Alberta Electric System Operator (AESO)
2500, 330 – 5th Avenue
Calgary, AB., T2P0L4

Dear Mr. Law:

Subject: AESO Transmission Proposals

As municipal leaders, it has come to our attention that AESO is considering changes to its transmission tariffs that could ultimately have a negative impact on industries that municipalities rely on to remain sustainable and viable. We understand that AESO is seeking to redesign the bulk and regional tariff system to redistribute the revenue requirement that is required to support the costs associated with the electrical transmission infrastructure that was built in Alberta over the past decade.

Over the past 5 years, major industry, small business and municipalities have struggled through a recession, along with now navigating through COVID-19. Over this time period, municipalities have been resourceful to encourage and sustain economic development through growth and retention opportunities. It goes without saying that all municipalities rely on the industrial and commercial sector to thrive, and depend on the taxation revenue that they generate.

The changes that your organization is considering could and will have some or all of the following negative impacts on communities throughout Alberta:

1. The possibility of shift reduction within major industry or complete plant shut downs.
2. Increased unemployment.
3. A domino effect on small business that have already been negatively impacted by COVID-19.

4. An exodus of residents from communities reliant on the employment opportunities provided for by major industry.
5. Reduced taxation for municipalities from all sectors (residential and non-residential).
6. Increase in crime, homelessness and mental health issues.

In addition, these proposed changes undermine past investments made in our communities, could discourage future investment from occurring, along with promoting industry to operate independently from the grid. In addition, in spite of these unintended negative consequences, the changes proposed by AESO could see minimal benefits passed onto residential consumers.

In closing we are asking AESO refrain from moving forward with any proposed changes to tariffs.

Thank you for your consideration and I look forward to having a favourable response back from your office.

Respectfully,

cc: Premier Jason Kenney
Honourable Dale Nally, Associate Minister of Natural Gas and Electricity
Honourable Devin Dreeshen, Minister of Agriculture and Forestry
Honourable Doug Schweitzer, Minister of Jobs, Economy and Innovation
Karl Johannson, Chair, AESO Board of Directors

Bulk and Regional Tariff Design Stakeholder Engagement Session 3

November 5, 2020

In accordance with its mandate to operate in the public interest, the AESO will be audio recording this session and making the session recording available to the general public at www.aeso.ca. The accessibility of these discussions is important to ensure the openness and transparency of this AESO process, and to facilitate the participation of stakeholders. Participation in this session is completely voluntary and subject to the terms of this notice.

The collection of personal information by the AESO for this session will be used for the purpose of capturing stakeholder input for the Bulk and Regional Tariff Design engagement sessions. This information is collected in accordance with Section 33(c) of the *Freedom of Information and Protection of Privacy Act*. If you have any questions or concerns regarding how your information will be handled, please contact the Director, Information and Governance Services at 2500, 330 – 5th Avenue S.W., Calgary, Alberta, T2P 0L4, by telephone at 403-539-2528, or by email at privacy@aesoc.ca.

- The AESO's top priorities are the health and well-being of our employees and stakeholders and continuing to meet the electricity needs of all Albertans
- All business meetings with external stakeholders will be via phone or webinar indefinitely (this includes stakeholder engagement sessions)
- Based on stakeholder feedback, the AESO's own security assessment and the use of Zoom for governments, post-secondary institutions and other companies, the AESO has decided for now to continue using Zoom for our stakeholder engagements until such time that face-to-face engagements are allowed
- The AESO will continue to monitor developments and provide updates to our stakeholders as necessary
- For additional information, please visit the AESO website at www.aeso.ca and follow the path Stakeholder Engagement > COVID-19

How to Ask Questions

- All attendees join the webinar in listen-only mode and the host will have attendee cameras disabled and microphones muted
- When asking or typing in a question, please state
 - **The organization you work for and your first and last name**
- Two ways to ask questions if you are accessing the webinar using your computer or smartphone
 - If you would like to ask a question during the Q&A portion, click the icon to raise your hand and the host will see that you have raised your hand. The host will unmute your microphone, you in turn will need to unmute your microphone and then you can ask your question. Your name will appear on the screen but your camera will remain turned off.
 - You can also ask questions by typing them into the Q&A window. Click the “Q&A” button next to “Raise Hand.” You’re able to up-vote questions that have been already asked.

- Using a 2-in-1/PC/MAC Computer
 - Hover your cursor over the bottom area of the Zoom app and the Controls will appear.
 - Click “Raise Hand” and the host will be notified that you would like to ask a question.
 - Click “Lower Hand” to lower it if needed.
 - You can also ask questions by tapping the “Q&A” button and typing them in. You’re able to up-vote questions that have been already asked.
- Using a Smartphone
 - Tap “Raise Hand.” The host will be notified that you’ve raised your hand.
 - Tap “Lower Hand” to lower it if needed.
 - You can also ask questions by tapping the “Q&A” button and typing them in. You’re able to up-vote questions that have been already asked.

- If you are accessing the webinar via conference call
 - If you would like to ask a question during the Q&A portion, on your phone's dial pad, hit *9 and the host will see that you have raised your hand. The host will unmute your microphone, you in turn will need to unmute your microphone by hitting *6 and then you can ask your question. Your number will appear on the screen.
- Phone controls for attendees
 - To raise your hand, on your phone's dial pad, hit *9. The host will be notified that you've raised your hand.
 - To toggle between mute and unmute, on your phone's dial pad, hit *6.

The participation of everyone here is critical to the engagement process. To ensure everyone has the opportunity to participate, we ask you to:

- Listen to understand others' perspectives
- Disagree respectfully
- Balance airtime fairly
- Keep an open mind

Welcome and Introductions

Time	Agenda Item	Presenter
9:00 – 9:15	Welcome, introduction, purpose and session objectives	AESO
9:15 – 9:45	<p>Overview of engagement schedule and feedback from sessions</p> <ul style="list-style-type: none"> • Revised engagement schedule • Session 2 feedback • Technical Information Session feedback • Approach for the day 	AESO
9:45 – 10:45	<p>Proposal 1 – Joint presentation by Alberta Direct Connect Consumers Association (ADC), Dual Use Customers (DUC) and Industrial Power Consumers Association of Alberta (IPCAA)</p> <ul style="list-style-type: none"> • Presentation followed by discussion and Q&A 	<p>Colette Chekerda – ADC Dale Hildebrand – DUC Vittoria Bellissimo – IPCAA (supported by Richard Penn – IPCAA)</p>
10:45 – 11:15	<p>Proposal 2 – Energy Storage Canada (ESC) supported by Power Advisory LLC (PA)</p> <ul style="list-style-type: none"> • Presentation followed by discussion and Q&A 	<p>Justin W. Rangooni – ESC Travis Lusney – PA</p>
11:15 – 11:45	Break	

Time	Agenda Item	Presenter
11:45 – 12:45	<p>Proposal 3 – Joint presentation by Canada West Ski Areas Association (CWSAA), Utilities Consumer Advocate (UCA), AltaLink Management Limited (AML) and Conoco</p> <p>Proposal 4 – Consumers Coalition of Alberta (CCA)</p> <ul style="list-style-type: none"> • Presentations followed by discussion and Q&A 	<p>Proposal 3 Rick Cowburn – CWSAA (supported by Richard Stout – UCA Hao Liu & Rob Senko – AML Ed de Palezieux - Conoco)</p> <p>Proposal 4 Raj Retnanandan – CCA</p>
12:45 – 1:15	<p>Proposal 5 – Canadian Renewable Energy Association (CanREA) supported by Solas Energy Consulting (SEC)</p> <ul style="list-style-type: none"> • Presentation followed by discussion and Q&A 	<p>Paula McGarrigle – SEC (supported by Nicholas Gall – CanREA Evan Wilson – CanREA)</p>
1:15 – 1:45	Break	
1:45 – 2:15	<p>Proposal 6 – RMP Energy Storage</p> <ul style="list-style-type: none"> • Presentation followed by discussion and Q&A 	<p>Robert Stewart – RMP (supported by Jan van Egteren – RMP)</p>
2:15 – 3:15	<p>Proposal 7 – Suncor Energy Inc.</p> <ul style="list-style-type: none"> • Presentation followed by discussion and Q&A 	<p>Alexandra Dunlop – Suncor Horst Klinkenborg – Suncor</p>
3:15 – 3:30	Session Close-out and Next Steps	AESO

Registration (as of October 29, 2020)

- Acestes Power
- Alberta Direct Connect Consumers Association (ADC)
- Alberta Newsprint Company (ANC)
- Alberta Utilities Commission (AUC)
- AltaLink Management Ltd.
- Arcus Power
- ATCO Electric Ltd.
- BECL and Associates Ltd.
- Best Consulting Solutions Inc.
- Boost Energy Ventures
- Brubaker & Associates, Inc. on behalf of ADC
- Bullfrog Power
- Canada West Ski Areas Association
- Canadian Renewable Energy Association (CanREA)
- Capital Power Corporation
- Cenovus Energy
- Chapman Ventures Inc.
- Chymko Consulting (Cities of Red Deer & Lethbridge)
- City of Lethbridge
- City of Medicine Hat
- CNRL
- Consumers Coalition of Alberta (CCA)
- Customized Energy Solutions
- DePal Consulting Limited
- Dow Chemical Canada ULC
- Dual Use Customers (DUC)
- EDF Renewables
- Enbridge
- Enel NA
- Energy Management Program, Haskayne Business School
- Energy Storage Canada (ESC)
- ENMAX Corporation
- EPCOR Distribution & Transmission Inc.
- EQUUS
- FortisAlberta
- Guidehouse
- Heartland Generation Ltd.
- Imperial Oil
- Independent Power Producers Society of Alberta (IPPSA)
- Industrial Power Consumers Association of Alberta (IPCAA)
- Kalina Distributed Power
- Kineticor
- Lionstooth Energy
- Millar Western Forest Products Ltd
- NextEra Insights
- Nutrien
- Osler, Hoskin & Harcourt LLP
- Palezieux Regulatory Solutions Inc.
- Power Advisory LLC
- Power Grid Specialists Corp.
- RMP Energy
- Rodan Energy
- Signalta Resources Limited
- Solas Energy Consulting (SEC)
- Suncor Energy Inc.
- TC Energy
- The City of Red Deer
- The Office of the Utilities Consumer Advocate (UCA)
- Turning Point Generation
- University of Calgary
- URICA Asset Optimization
- West Fraser
- Wolf Midstream Inc.

Overview of Engagement Process

OUR ENGAGEMENT PRINCIPLES

Inclusive and Accessible

Strategic and Coordinated

Transparent and Timely

Customized and Meaningful

Overall approach for bulk and regional tariff design stakeholder engagement

The AESO intends to:

- i. Engage with stakeholders to allow stakeholders' needs and interests to be consistently, transparently and meaningfully considered in the development of a rate design proposal for bulk and regional cost recovery;
- ii. Engage with stakeholders regarding the objectives to be examined and evaluated in the development of a rate design proposal for bulk and regional cost recovery;
- iii. Supply stakeholders with analysis tools for bulk and regional cost recovery impact analysis;
- iv. Seek and identify for the Alberta Utilities Commission (AUC) areas of agreement and disagreement in the AESO rate design proposal to accelerate the regulatory approval process; and
- v. File with the AUC an application for bulk and regional rate design by June 2021.

- The AESO received stakeholder feedback requesting additional time for the development of proposals for this session, and more generally in the overall schedule
- We took this opportunity to evaluate the overall engagement and filing schedule to ensure that there is sufficient time to properly explore options and develop a robust design with effective engagement
- We have extended the engagement and filing schedule and added an additional engagement session (Session 4) to ensure there is sufficient time for the AESO to receive meaningful feedback on the design options, and to identify areas of agreement and disagreement

Overview of engagement schedule

Session 1 March 13, 2020	Session 2 Sept 24, 2020	Session 3 Nov. 5, 2020	Session 4 Dec. 10, 2020	Session 5 Feb. 25, 2021	Session 6 April 15, 2021
Session objectives	Session objectives	Session objectives	Session objectives	Session objectives	Session objectives
<ul style="list-style-type: none"> • Present rate design options for bulk and regional cost recovery with rate objectives assessment • Provide rate design analysis tools • Review, respond to clarifying questions and collect initial input on options 	<ul style="list-style-type: none"> • Review and gain acceptance on process and approach to complete a rate design • Understand current state rate design • Reconfirm tariff rate design objectives and balance of trade-offs • Understand rate design bookends • Identify initial implications of rate design bookends • Understand energy storage treatment options and considerations • Provide technical clarity around rate design bookends 	<ul style="list-style-type: none"> • Stakeholders to present and discuss alternative rate design options, including energy storage options and implications • Understand which rate design options stakeholders support and why 	<ul style="list-style-type: none"> • Understand common themes across stakeholder rate design proposals and the AESO rate design bookends • Understand areas of agreement and disagreement and why • Introduce mitigation conversation to foster/build understanding 	<ul style="list-style-type: none"> • Present the preferred rate design, including energy storage treatment • Discuss and evaluate mitigation options • Begin to discuss implementation considerations 	<ul style="list-style-type: none"> • Present and collect feedback on the emerging application (to be filed by June 2021) • Share and discuss the implications of the rate design proposal and mitigations • Understand outstanding stakeholder concerns

- Session purpose
 - The purpose of this session is for stakeholders to propose rate design option alternatives
- Session objectives
 - Share and discuss alternative rate design options, including energy storage options and implications
 - Understand which rate design options stakeholders support and why

Questions?

Session 2 and Technical Information Session Feedback

- Highlights of what we heard from stakeholders:
 - Insufficient time to develop and assess rate design options for Q1 2021 filing
 - Need to demonstrate that 12-CP is not working
 - Rate classes and other options identified
 - Bookends do not appropriately capture range of potential rate options
 - Revisit and/or rank principles with stakeholders
 - Specifically principles of cost causation and simplicity
 - Provide more information to evaluate impacts and potential mitigation

- Five case studies
 - Most participants agreed that the case studies were useful in gaining a better understanding of the impact of bookends A and B on different stakeholder groups
 - Some participants expressed continued concern about bookends A and B driving grid deflection and agreed that there should be further discussion on rate design modifications and mitigations
- The AESO's model tool
 - Many participants agreed that the explanation of the tool provided clarity on the AESO's development of the bookends
 - Stakeholders were encouraged to test the tool to determine their own billing impacts and to use the tool in the development of their proposals
- Session Schedule
 - There was general agreement that more time was needed before Session 3, initially scheduled for October 22, 2020. The AESO considered these requests and pushed out Session

- Today, we are here to listen
 - We want to hear how the rate design can be improved from your perspective
 - How is your rate design different from the current tariff
 - We want to understand how various stakeholder groups may be impacted by your proposed rate design and what changes you recommend to address those impacts
 - We want to understand how your proposed rate design meets each of the rate design objectives
 - We want to fully understand the proposed rate designs as we will be considering your input as we shape the final rate design and to find ways to mitigate impacts
 - Diverging opinions help us identify and understand trade-offs

Questions?

**Proposal 1 – Joint presentation by
Alberta Direct Connect Consumers
Association (ADC), Dual Use
Customers (DUC) and Industrial
Power Consumers Association of
Alberta (IPCAA)**

Discussion and Q&A

Proposal 2 – Energy Storage Canada supported by Power Advisory LLC

Discussion and Q&A

Break

**Proposal 3 – Joint Presentation by
Canada West Ski Areas Association
(CWSAA), Utilities Consumer
Advocate (UCA), AltaLink
Management Limited (AML) and
Conoco**

Discussion and Q&A

Proposal 4 – Consumers Coalition of Alberta (CCA)

Discussion and Q&A

**Proposal 5 – Canadian Renewable
Energy Association (CanREA)
supported by Solas Energy
Consulting**

Discussion and Q&A

Break

Proposal 6 – RMP Energy Storage

Discussion and Q&A

Proposal 7 – Suncor Energy Inc.

Discussion and Q&A

Next Steps and Session 4 Overview

- The next session (Session 4) will be hosted on **December 10, 2020**. This is the additional session we added to the schedule.
- Session 4 purpose
 - To build shared understanding of common themes between the proposals and the rate design bookends, and areas of agreement and disagreement
- Session 4 objectives
 - Understand common themes across stakeholder rate design proposals and the AESO rate design bookends
 - Understand areas of agreement and disagreement and why
 - Introduce mitigation conversation to foster/build understanding

- We want to thank you for attending the Bulk and Regional Tariff Design Stakeholder Engagement Session 3 and we would appreciate your feedback on the session
- To limit stakeholder fatigue, we are modifying how we collect your initial feedback on the session by conducting a Zoom poll during the session rather than emailing you a short session survey following the session. The questions remain the same
- We value stakeholder feedback and we invite all interested stakeholders to provide their input on this session and the proposals presented via the questions set out in the **Stakeholder Comment Matrix Tariff Design Session 3 Proposal Evaluation on or before Nov. 20, 2020**. The matrix is available on our website at www.aeso.ca
 - Path: Stakeholder Engagement > Rules, Standards and Tariff Consultations > Tariff (filter) > Bulk and Regional Tariff Design > Nov. 5, 2020 Session 3

Questions?



- **Twitter:** @theAESO
- **Email:** tariffdesign@aeso.ca
- **Website:** www.aeso.ca
- Subscribe to our stakeholder newsletter

Thank you