

## **Council - Corporate Priorities Committee Meeting** Agenda

Tuesday, February 19, 2019 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	Policy No. 123-AD-10 - Council Honorarium and Per Diem Policy	2 - 63
5.2	Downtown Entry Feature Project - Grand Centre Gateway	64 - 76

#### 6. **NEW BUSINESS**

- 6.1 77 - 145 McSweeney and Associates - Economic Development Strategy 146 - 161 6.2 Bylaw No. 638-AD-19 - Bylaw to Amend Council Code of Conduct Bylaw No. 618-AD-18 162 - 185 6.3 Policy Development for Financial Allocations in Respect of Community Service Grants 186 - 193 6.4 Letter from Minister of Municipal Affairs 194 - 246 6.5 Pavement and Sidewalk Condition Data and Management System - Road Matrix 247 - 249
  - 6.6 **Recreation Facility Tour - Report**

#### 7. QUESTIONS

- **IN CAMERA** 8.
  - 8.1 Agreement - Cold Lake Aerodrome Land Lease
  - 8.2 **Development Agreement - Steve Engman**
- 9. ADJOURNMENT



## **STAFF REPORT**

Title: Policy No. 123-AD-10 - Council Honorarium and Per Diem Policy

Meeting Date: February 19, 2019

#### **Executive Summary:**

At the January 15, 2019 Corporate Priorities Meeting, Council discussed mayor and council honorarium and per diems. Administration has prepared a summary of other municipalities' elected official's compensation for Council's information.

#### Background:

At the January 15, 2019 Corporate Priorities meeting Council discussed Council salaries in the context of Policy No. 123-AD-10, Council Honorarium and Per Diem Policy. Council also discussed whether they would like to consider addressing the compensation of the Mayor to facilitate that position being full time.

During Council's January 15, 2019 CPC Council requested for specific data on specific communities. Administration has compiled a summary of municipal elected official's remuneration and benefits for a variety of Alberta municipalities (as requested). The data was compiled from the Salaries and Benefits Disclosure for elected officials from each municipality's reported 2017 Financial Statements.

All values listed below are <u>inclusive of</u> salary (regular base pay, bonuses, overtime, lump sum payments, gross honoraria, and any other direct cash remuneration) as well as allowances, benefits and subsistence. The "Council Total" numbers listed are inclusive of mayor and councilor compensation. All communities indicated have a seven (7) member Council unless otherwise indicated. We've attached a copy of each of the financial statements for reference purposes.

	Mayor 2016	Mayor 2017	Council Total 2016	Council Total 2017
City of Cold Lake	71,842	71,389	277,740	214,389

#### **Regional Municipalities**

	Mayor 2016	Mayor 2017	Council Total 2016	Council Total 2017
Town of Bonnyville	71,960	79,956	272,453	288,790
MD of Bonnyvile	79,219	83,786	527,043	549,381
Lac La Biche	93,353	109,085	583,108	605,330
County*				



\*Nine (9) member Council.

#### **Comparative Cities & Towns**

65,098 48,845 62,189 61,295	59,033 51,898 63,161	226,970 204,837	210,123 213,862
62,189	,	,	213,862
,	63,161	0.40 770	
61 205		242,772	246,866
01,230	68,585	261,341	265,388
86,632	83,468	341,001	328,379
85,451	85,159	323,002	328,971
109,461	106,370	319,629	335,789
-	88,646	344,648	348,684
146,508	142,292	418,816	412,505
97,255	113,414	378,869	453,945
111,423	109,237	471,903	478,536
	86,632 85,451 109,461 - 146,508 97,255	86,632         83,468           85,451         85,159           109,461         106,370           -         88,646           146,508         142,292           97,255         113,414	86,632         83,468         341,001           85,451         85,159         323,002           109,461         106,370         319,629           -         88,646         344,648           146,508         142,292         418,816           97,255         113,414         378,869

\*Nine (9) member Council.

#### **Comparative Counties**

	Mayor 2016	Mayor 2017	Council Total 2016	Council Total 2017
Lacombe County	74,474	77,283	490,098	502,778
Parkland County	121,517	119,280	572,715	581,546
Strathcona County*	140,000	166,000	827,000	889,000
County of Grande Prairie*	130,984	125,523	897,419	961,853
MD Opportunity**	100,539	131,195	1,093,129	1,430,684

\*Nine (9) member Council.

\*\* Eleven (11) member Council.

Further to the above data set, administration has prepared some charts for consideration based on the 2017 financial statements. The charts have been attached as an appendix to this report.

Based on the statistical data the following information has been provided:

- The Average compensation for the Mayor amongst the Cities (except City of St. Albert) equates to \$86,340. (Compared to \$71,842)
- The Average compensation for the Mayor amongst the Cities (except City of St. Albert) equates to \$55,500. (Compared to \$35,732)



#### **Alternatives:**

- 1. Council give direction to Administration in regards to Mayor and Council honorarium and per diem.
- 2. Council accept the report as information only.

#### **Recommended Action:**

For discussion.

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

Yes.

#### Submitted by:

Kevin Nagoya, Chief Administrative Officer



## STAFF REPORT

Title: Policy No. 123-AD-10 - Council Honorarium and Per Diem Policy

Meeting Date: January 15, 2019

#### **Executive Summary:**

During 2019 Budget deliberations, Council discussed Council Honorariums and per diems as well as whether they would like to consider changing the role of Mayor from a part-time to full-time position. There was no appetite to implement a full time Mayor at that time (during budget deliberations) however, Council did raise the query as to when they could have the discussion.

Administration is seeking Council input as to whether there would be an interest in addressing the compensation of the Mayor to facilitate that position being full time which could take effect immediately following the next municipal election on October 18, 2021.

Administration seeks Council's direction on whether Council would like to see additional research to further discuss the possibility of moving to a full-time Mayor position as well as developing a committee to review the honorariums and per diems. Council may also want to have a broader discussion on Council honorariums and per diems.

#### **Background:**

Attached is the current policy 123-AD-10 that relates to Council Honorariums and per diems that was developed in 2010 by the Elected Official Compensation Review Committee (EOCRC). Also attached is the presentation to Council at that time and review of the policy in 2016.

In 2018 AUMA completed a compensation survey which included information relating to Mayor and Council. The City responded to the survey and in return received a compensation and wage package for all the municipalities that responded as well as a customized report for Cold Lake based on up to 10 municipalities of our choice for comparators. Attached are the pages that reference Mayor and Council. The City of Cold Lake customized report includes comparisons from:

- City of Brooks,
- City of Camrose,
- City of Wetaskiwin,
- Town of Beaumont,
- Town of Bonnyville,
- Town of High River,



- Town of Hinton,
- Town of Okotoks,
- Town of Stony Plain, and
- Town of Strathmore.

Of particular note is the following results of the survey:

- Of the comparator communities, 30% have a full-time Mayor
- Of the comparator communities, annual remuneration paid to the Mayor for the most recent annual period was from \$51,077 \$79,547 with a median of \$61,387

Currently the Honorarium for the Mayor is \$54,117 and \$25,437 for Council.

#### **Alternatives:**

- 1. Council give direction to Administration in regards to Mayor and Council honorarium and per diem.
- 2. Council accept the report as information only.

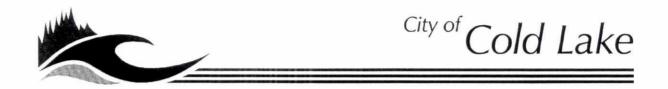
#### **Recommended Action:**

For Discussion

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

Yes

**Submitted by:** Kevin Nagoya, Chief Administrative Officer



### Council Honorarium and Per Diem Policy

POLICY NUMBER: 123-AD-10

Approval Date: June 11, 2013 Motion Number: CM20130611.1003 Supersedes: 085-AD-04 Revise Date: June 11, 2013 Review Date: September 27, 2016 Effective Date: October 21, 2013

#### 1.0 Policy Intent

It is the City of Cold Lake's intention to provide fair and equitable compensation to members of Council for duties performed. Members of Council attending activities in an official capacity as representatives of the City of Cold Lake will provide either a verbal or written report of the activity to Council at the next regular Council meeting.

#### 2.0 Purpose

The purpose of the Council Honorarium and Per Diem Policy is to set out guidelines for the compensation to elected officials through the combination of an honorarium, and a *per diem* rate.

#### 3.0 Policy Statement

- 3.1. The Council honorarium is intended to provide compensation for:
  - 3.1.1. Regular Council Meetings;
  - 3.1.2. Corporate Priorities Committee meetings;
  - 3.1.3. Budget Meetings;
  - 3.1.4. Meeting preparation time;
  - 3.1.5. All post-election Council education /orientation sessions;
  - **3.1.6.** All social events (ceremonies, grand openings, banquets, social events attended in an official capacity as the representative of the City) within the City;
  - 3.1.7. Community and athletic events;
  - **3.1.8.** Responding to public concerns from residents, clubs, organizations, businesses, etc.;
  - **3.1.9.** Meetings less the 40 kilometers outside the municipal boundaries of Cold Lake;
  - 3.1.10. Meetings with the Chief Administrative Officer;
  - **3.1.11.** City staff functions; and
  - **3.1.12.** Inter-city travel.

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- 3.2. Conference and/or training fees, mileage, travel/accommodation costs, and expenses for approved events shall be reimbursed as per Policy 002-FN-97.
- 3.3. Councillors shall be paid a *per diem* to compensate for the following activities:
  - 3.3.1. Attendance at conferences, meetings, seminars, and courses with content/subject matter directly related to Council business including travel time
- 3.4. Attendance at conferences, seminars, and courses not within the Province of Alberta, of greater than three (3) days' length, and/or with registration fees greater than \$500 requires authorization by resolution of Council, except for the FCM Conference which is an annual conference attended by Council.
- 3.5. In accordance with this policy, and as provided for under Section 81(3) of the *Canada Income Tax Act*, 33% of the honorarium paid to a Municipal Councillor of the City of Cold Lake shall be an allowance for expenses incurred within the boundaries of Cold Lake, incident to the discharge of that person's duties as an elected official, and shall not be included in that person's income for the year
- 3.6. The *Canada Income Tax Act* further provides that where an elected officer of an incorporated municipality has been paid by the municipality an amount as an allowance in a taxation year for expenses incident to the discharge of the person's duties as an elected official, the allowance shall not be included in computing the person's income for the year unless it exceeds one-half (1/2) of the amount that was paid to the person in the year as salary or other remuneration
- 3.7. Honoraria for members of Council are as follows:
  - 3.7.1. Councillors: \$1,958.34 per month, or \$23,500.00 per year
  - 3.7.2. Mayor: **\$4,166.67 per month** or **\$50,000.00** per year to be indexed annually using Alberta's Consumer Price Index (CPI) from October to October rounding amount to the nearest \$5.00.
- 3.8. The per diem rates for Council members are **\$125.00 for ½ day** (less than 4 hours) and **\$250.00 for full days** (in excess of 4 hours). The per diems are intended to provide compensation for the following:
  - 3.8.1. Conferences;
  - 3.8.2. Courses;
  - 3.8.3. Workshops;
  - 3.8.4. Seminars;
  - 3.8.5. Council appointed board/committee/commission meetings; and
  - 3.8.6. Special Council Meetings
  - 3.8.7. Joint Council Meetings and/or meetings directly relating to intergovernmental affairs (e.g. inter-municipal, provincial, federal)
  - 3.8.8. All social events (ceremonies, banquets, fundraisers, social events attended in an official capacity as the representative of the City) greater than 40 kilometers outside the municipal boundaries of Cold Lake.
  - 3.8.9. Meetings greater than 40 kilometers outside the municipal boundaries of Cold Lake.
- 3.9. Member of Council are eligible to join the Council Benefit Package. Benefits include Life Insurance and Accidental Death and Dismemberment at 2 times the annual honorarium with premiums paid 100% by the City of Cold Lake. Other benefits include Health and Dental which are mandatory in the package unless the member

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has coverage from another plan. The City will pay \$80.00 per month towards these premiums with the balance of the premium being paid by the member. If any member of Council chooses not to participate in the Benefit Package, they do not receive any payment in lieu. Council members are not eligible for short or long term disability. Enrollment must be within 60 days of being elected or the member is subject to the Late Entrant rules. If a Council member opts to join the Benefit Package they must remain on the program for the length of their term.

#### 4.0 References

- Municipal Government Act, RSA 200, c M-26, 275.1 (1)
- *Canada Income Tax Act with Regulations*, 2006, 81<sup>st</sup> Ed.
- Alberta Personal Income Tax Amendment Act, 2006

#### **Persons Affected** 5.0

Members of City Council, Corporate Services

#### 6.0 Revision/Review History

- 085-AD-04, approved September 14, 2004, Motion #2004-125
- (Supersedes 001-FN-97, 003-FN-97 & 038-FN-99)
- Amended by Motion No. 2004-146 October 26, 2004
- Amended by Motion No. 2004-165 November 23, 2004 •
- Amended by Motion No. 2005-152 October 25, 2005 .
- Amended January 1, 2006 3% COLA
- Amended December 12, 2006, Motion # 2006-211 .
- Amended August 1, 2007 by CAO
- Amended by Motion # CM 20010127.1011 .
- Amended by Motion # CM20090714.1004
- Rescinded by Motion # CM20100525.1018
- Amended by Motion # CM20110524.1008
- Amended by Motion # CM20130611.1003
- Reviewed by Motion # CM20160927.1006 No Amendments Made .

Oct. 4, 2016 Date

Oct 4 2016 Date

Chief Administrative Officer

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# **Issue Summary Report**

## POLICY NO. 123-AD-10 - COUNCIL HONORARIUM & PER DIEM POLICY

#20160923003

Meeting : Council - Regular Meeting Meeting Type : COUNCIL - REGULAR MEETING

Meeting Date : 2016/09/27 18:00

#### Executive Summary

Administration requires Council's direction on how it wants to address the Mayor and Council remuneration post 2017 election. The previous body of Council (2010 to 2013) made a policy amendment on behalf of this body of Council for the remuneration. Council may consider hiring a third party (contractor), create an ad-hoc committee consisting of public members, or simply request for administration to prepare analysis of other municipalities. Council's Corporate Priorities Committee recommended that Council maintain the existing policy framework thru the next Council term.

#### Background

Council's CPC reviewed some historical information relating to Council remuneration. The following table outlines the Mayor and Council remuneration from 2005 to 2016:

YEAR	MONTHLY	ANNUAL
2005	\$1,092.67	\$13,112.04
2006	\$1,092.67	\$13,112.04
2007	\$1,130.91	\$13,570.92
2008	\$1,176.15	\$14,113.80
2009	\$1,204.38	\$14,452.56
2010	\$1,204.38	\$14,452.56
2011	\$1,750.00	\$21,000.00
2012	\$1,750.00	\$21,000.00
2013	\$1,750.00	\$21,000.00
2014	\$1,958.34	\$23,500.00
2015	\$2,017.08	\$24,205.00
2016	\$2,017.08	\$24,205.00

\*\*\*The Mayor's salary has been consistent with being 2 times the Council remuneration.

Council also receives a per diem of \$125.00/Half day and \$250.00/full day for meetings attended outside the honorarium parameters.

The CPC considered hiring a third party (contractor), create an ad-hoc committee consisting of public members, or simply request for administration to prepare analysis of other municipalities. We've summarized the options as follows:

- <u>Public Committee</u> Administration will be prepare a Terms of Reference (for Council approval) to authorize a committee consisting of the public to conduct a review and make a recommendation on a proposed Council remuneration policy. This process was used to establish the current remuneration policy.
- <u>Third Party Contractor</u> Administration would engage a contractor/consultant to prepare a review and recommendation for Council. It should be noted this method has not been practiced by the City of Cold Lake within the review period conducted by administration.

 <u>Administrative Analysis</u> - Administration can prepare an internal review and provide a recommendation to Council based on either averages and percentile ratings. Please note that this method was previous used by the City of Cold Lake. We've attached dated sample of the report that was prepared by administration.

After the review, CPC recommended that Council maintain the existing policy framwork.

#### Alternatives

Council may consider the following options:

- 1. Direct administration to prepare a Terms of Reference for Council approval to authorize a committee consisting of the public to conduct a review and make recommendations on a proposed Council remuneration policy.
- 2. Direct administration to engage a contractor/consultant to prepare a review and recommendation for Council.
- 3. Direct administration to prepare an internal analysis on Council honorariums and per diems for further review.
- 4. Council pass a motion to maintain the current Council Honorarium and Per Diem Policy No. 123-AD-10 for the next Council term being October 24, 2017 to October 25, 2021.

#### Recommendation

That the support Council's Corporate Priorities Committee recommendation to maintain the current Council Honorarium and Per Diem Policy No. 123-AD-10 for the next Council term being October 24, 2017 to October 25, 2021.

#### Additional Information

Budget Implications (Yes or No) :

Yes

Contributors to Report :

Kevin Nagoya, Chief Administrative Officer

#### **Respectfully Submitted by :**

Kevin Nagoya, CAO



# **Issue Summary Report**

#### POLICY NO. 123-AD-10 - COUNCIL HONORARIUM AND PER DIEM POLICY #20130606001

Meeting : Council - Regular Meeting Meeting Type : COUNCIL - REGULAR MEETING Meeting Date : 2013/06/11 18:00

#### **Executive Summary**

The Elected Official Compensation Review Committee (EOCRC) completed a review of the Council remuneration policy and has made a number of recommendations to Policy No. 123-AD-10 being the Council Honorarium and Per Diem Policy. The recommendations include the following:

- Mayor's honorarium be increased from \$42,000 to \$50,000;
- Council's honorarium be increased from \$21,000 to \$23,500;
- The honorariums would be adjusted annually using Alberta Consumer Price Index (CPI);
- The Per Diem rates be increased from \$112.50 for 1/2 day (less than 4 hours) to \$125.00;
- The Per Diem rates be increased from \$225.00 for full day (excess of 4 hours) to \$250.00;
- All post-election Council education/orientation sessions be covered in honorariums rather than being paid per diems; and
- · Provisions for extended health care benefits be added to the policy.

The overall budget impact is estimated at \$33,880. The estimate is subject to the actual number of meetings being attended by an elected official and all Councillors involvement in the health care benefits package.

Further to Policy No. 123-AD-10, the committee also reviewed Policy No. 002-FN-97 being the Elected Officials Expense Reimbursement Policy and made a number of recommendations including:

- Allowances for meals (without receipts) be increased as follows:
  - Breakfast from \$12.00 to \$12.00 (status quo)
  - Lunch from \$16.25 to \$17.00
  - Dinner from \$22.75 to \$25.00
  - Gratuities @15% from \$7.65 to \$8.10
  - Total from \$58.65 to \$62.10
- It was noted that the policy is very general and is subject to interpretation; therefore, the committee recommends that a more in-depth review of the policy be conducted at a later date.

#### Background

The EOCRC consisted of the following appointed members by Council:

- Jerry Kolewaski Chair
- Daniel Brisebois Vice Chair
- Raymond Gillis
- Kevin Heffernan
- Terry Kaminski

The EOCRC held meetings on April 18, April 30, and May 23, 2013. The committee has attached its final report and policy recommendations.

This report is outlining some recommended adjustments to Councils' Honorarium and Per Diem Policy include the following:

#### • Mayor's honorarium be increased from \$42,000 to \$50,000. Appendixus in Notoral in 60 1922 2003 from \$42,000 to \$50,000.

- Honorariums are intended to provide compensation for the following meetings:
  - Regular Council Meetings;
  - · Corporate Priorities Meetings;
  - Budget Meetings;
  - Meeting Preparation Time;
  - All post-election Council education/orientation sessions;
  - All social events such as (Ceremonies, Grand Openings, Banquets, Social Events attended in an official capacity as the representative of the City) within the City.
  - Community and Athletic Events
  - ° Responding to public concerns from residents, clubs, organizations, businesses, etc.
  - Meeting less the 40 Kilometers outside the Municipal Boundaries of Cold Lake
  - Meeting with the Chief Administrative Officer
  - City Staff Functions
  - Inter-City Travel
- The Per Diem rates be increased from \$112.50 for 1/2 Day (less than 4 hours) and \$225.00 in excess of 4 hours to \$125.00 for 1/2 Day (less than 4 hours) and \$250.00 in excess of 4 hours
- The Per Diems are intended to provide compensation for the following:
  - Special Council Meetings
  - Conferences
  - Courses
  - Workshops
  - Seminars
  - ° Council Appointed Boards/Committee/Commission Meetings
  - ° Meetings greater than 40 Kilometres outside the Municipal Boundaries of Cold Lake
  - All social events such as (Ceremonies, Grand Openings, Banquets, Social Events attended in an official capacity as the representative of the City) greater than 40 Kilometres outside the Municipal Boundaries of Cold Lake.
- The following provision be added for indexing the elected official salary:
  - .....to be indexed annually using Alberta's Consumer Price Index (CPI) from October to October rounding amount to the nearest \$5.00.
- The following provision for extended health care benefits be added to the policy:
  - Member of Council are eligible to join the Council Benefit Package. Benefits include Life Insurance and Accidental Death and Dismemberment at 2 times the annual honorarium with premiums paid 100% by the City of Cold Lake. Other benefits include Health and Dental which are mandatory in the package unless the member has coverage from another plan. The City will pay \$80.00 per month towards these premiums with the balance of the premium being paid by the member. If any member of Council chooses not to participate in the Benefit Package, they do not receive any payment in lieu. Council members are not eligible for short or long term disability. Enrollment must be within 60 days of being elected or the member is subject to the Late Entrant rules. If a Council member opts to join the Benefit Package they must remain on the program for the length of their term.
- No allowance provision for the use of personal mobile devises be included in the policy.
- No allowance provision for Child Care (babysitter) be included in the policy.
- No allowance for an increase rate of pay for the deputy mayor. As such, it is recommended that the Council compensation package be all inclusive on the basis that the deputy mayor term will continue to be equally rotated amongst Council.

The schedules in the report include:

- SCHEDULE "A" OPERATING AND CAPITAL BUDGET OF VARIOUS MUNICIPALITIES
- SCHEDULE "B" 2011 FINANCIAL STATEMENT COMPARISON OF MAYOR/COUNCIL
- SCHEDULE "C" AMSC CONFIDENTIAL SALARY SURVEY REPORT
- SCHEDULE "D" VARIOUS OTHER EXAMPLE MUNICIPAL REMUNERATION REVIEWS AND POLICIES
- SCHEDULE "E" EXISTING COUNCIL HONORARIUM AND PER DIEM POLICY NO. 123-AD-10
- SCHEDULE "F" EXISTING ELECTED OFFICIALS EXPENSE REIMBURSEMENT POLICY NO. 002-FN-97
- SCHEDULE "G" PROPOSED COUNCIL HONORARIUM AND PER DIEM POLICY NO. 123-AD-10
- SCHEDULE "H" PROPOSED ELECTED OFFICIALS EXPENSE REIMBURSEMENT POLICY NO. 002-FN-97
- SCHEDULE "I" GROUP BENEFITS PLAN BOOKLET

#### • SCHEDULE "J" MEETING MINUTES Appendix 2 for I.20160923003: 2013 COUNCIL REMUNERATION REVIEW - COMMUNITY Alternatives

Council may consider the following options:

- 1. Pass or defeat a motion to support the amendments to Policy 123-AD-10 as presented being the Council Honorarium and Per Diem Policy.
- 2. Make further amendments to the above policy and pass a motion there of as amended.

#### Recommendation

Administration recommends the following motions:

- 1. Administration recommends that Council support the amendments to Policy No. 123-AD-10 being the Council Honorarium and Per Diem Policy as presented.
- 2. Administration recommends that Council support the amendments to Policy No. 002-FN-97 being the Elected Officials Expense Reimbursement Policy as presented.

#### Additional Information

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

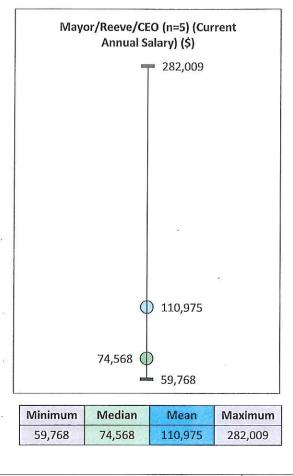
Budget will have impacts post election.

#### **Respectfully Submitted by :**

Kevin Nagoya, CAO

# City of Cold Lake

Part 2



Average Minimum Salary for Position (n=1)	74,568	
Average Maximum Salary for Position (n=1)	74,568	
Average Weeks of Service per year (n=5)	52	
Average Hours worked per week (n=4)	33	
Average Lump sum payment (n=1)	58,014	
Average Years of Experience	2	
(in current position) (n=5)		
Additional Duties (% Yes) (n=5)	0%	
Degree of Match to Position Title	0.00/	
(Average Percent of Match) (n=6)	98%	
Contracted Position (% Yes) (n=5)	0%	
Average # of Employees in Position (n=6)	1	
Average Length of Service (years in municipality) (n=6)	13	

2018 AMSC Wage & Compensation Survey Conducted and Prepared by Banister Research Limited

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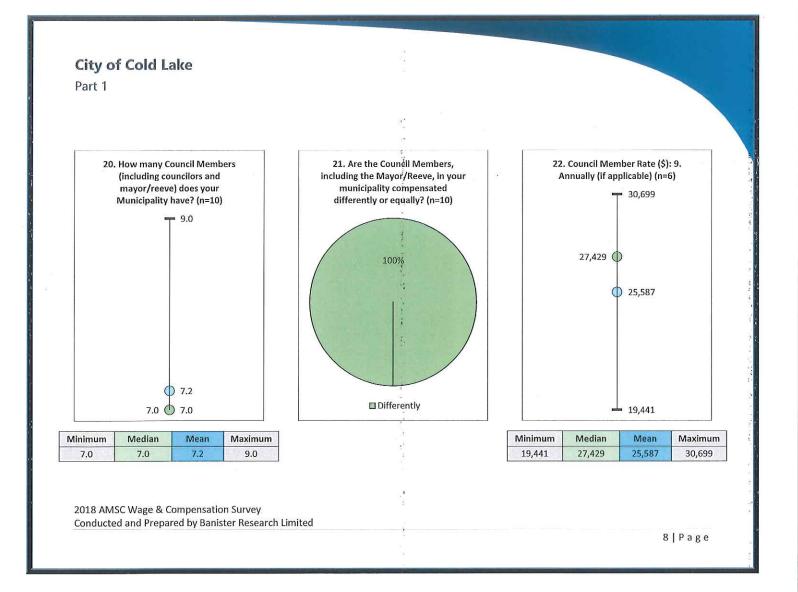
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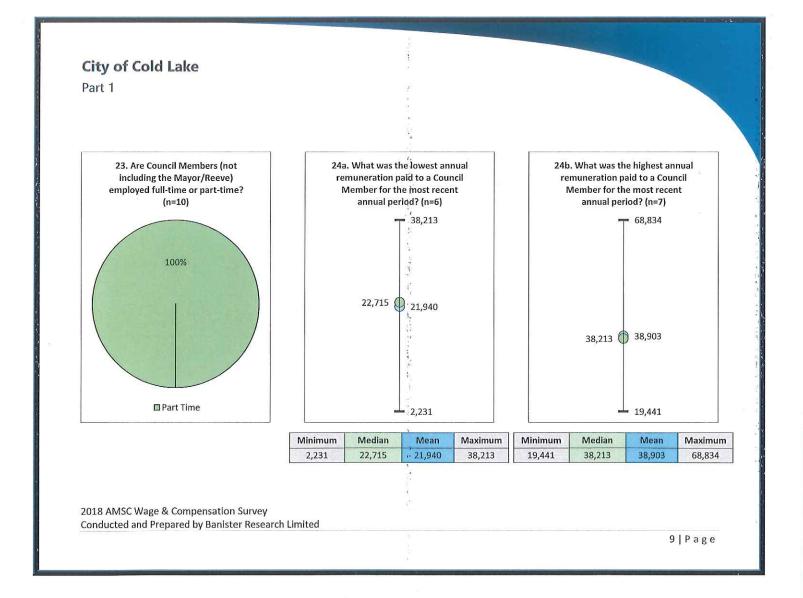
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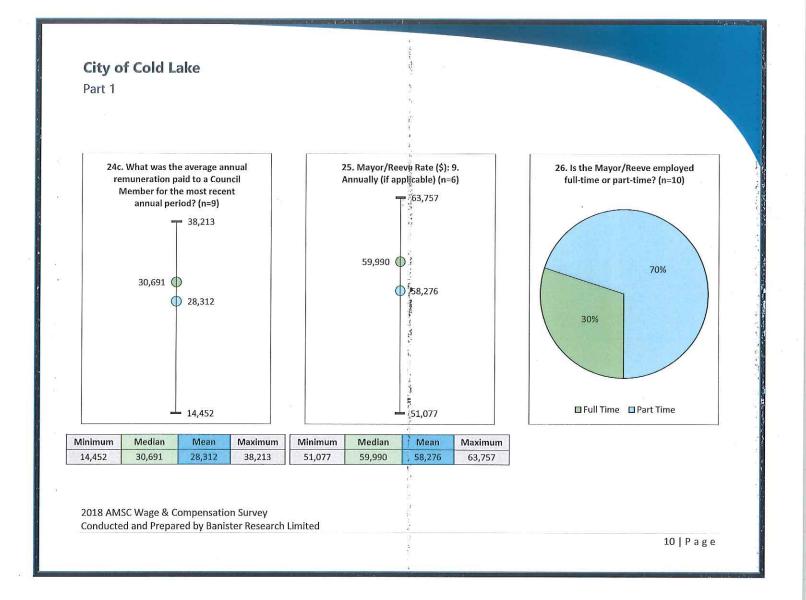
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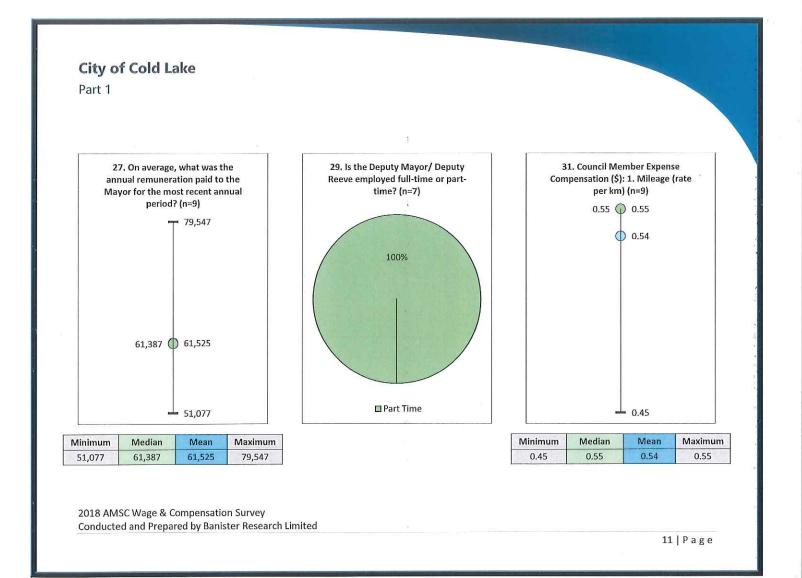
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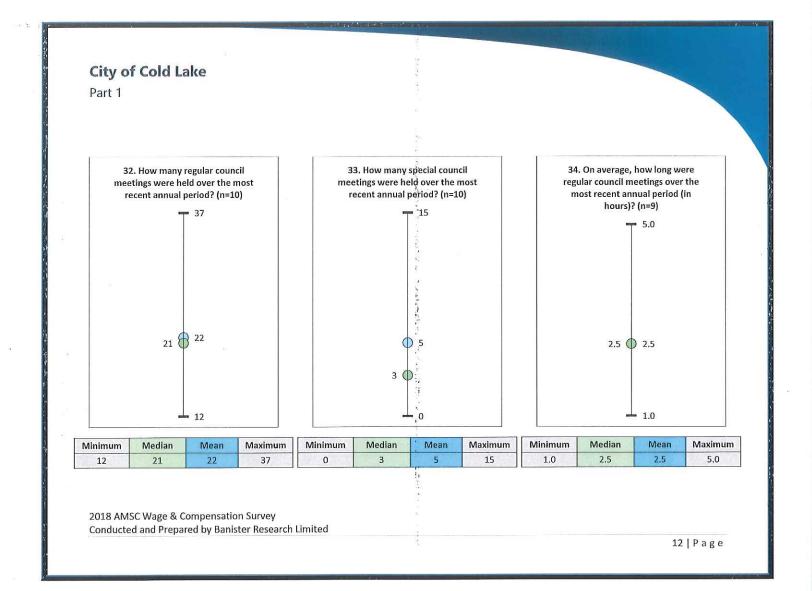


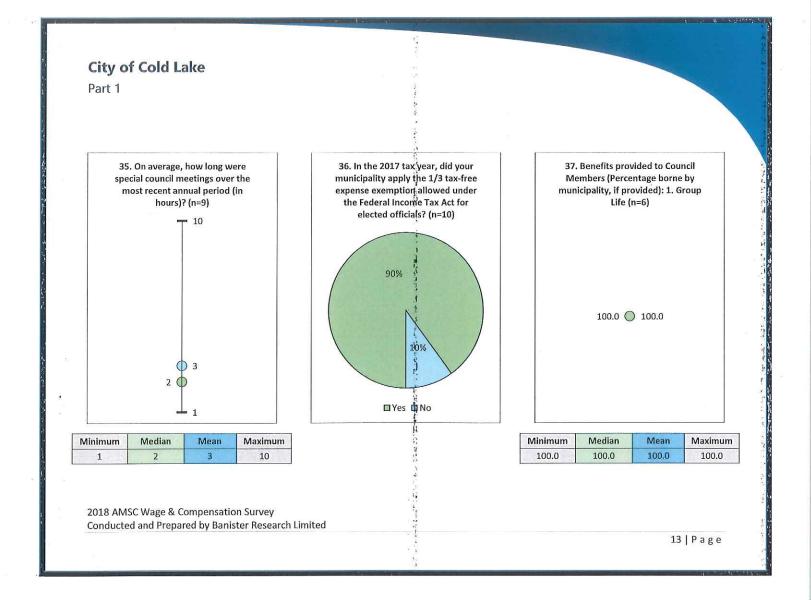


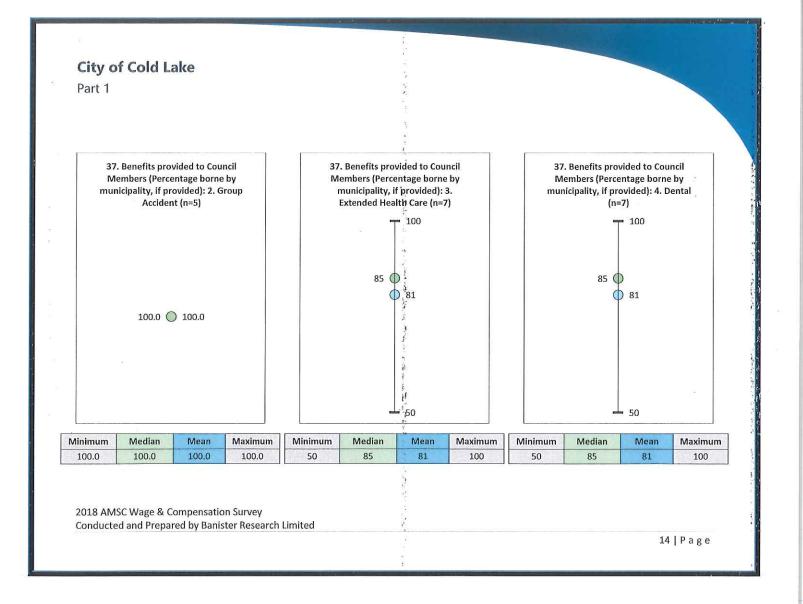


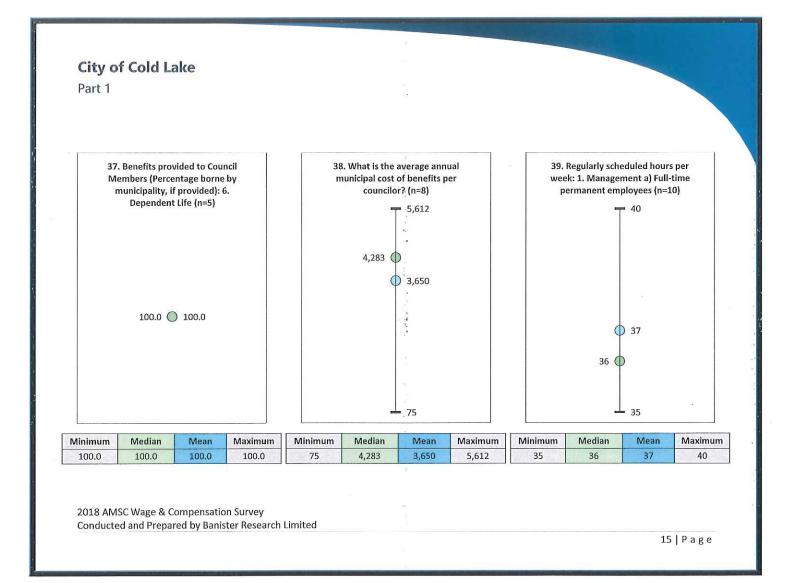
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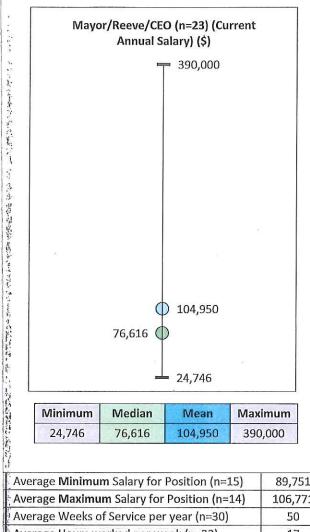






# **All Municipalities**

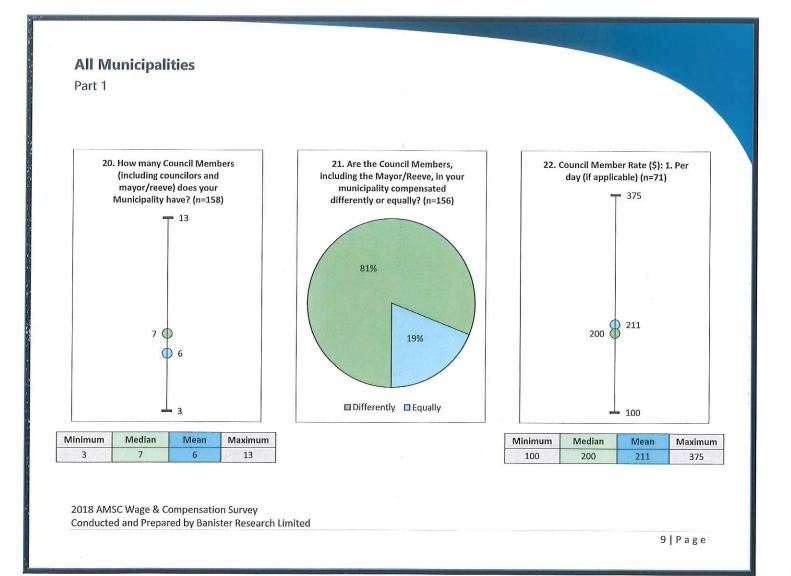
Part 2

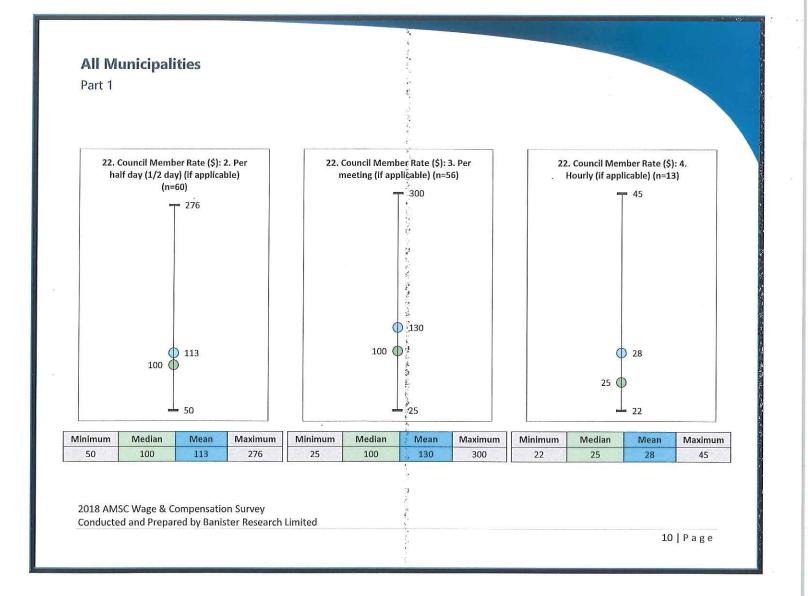


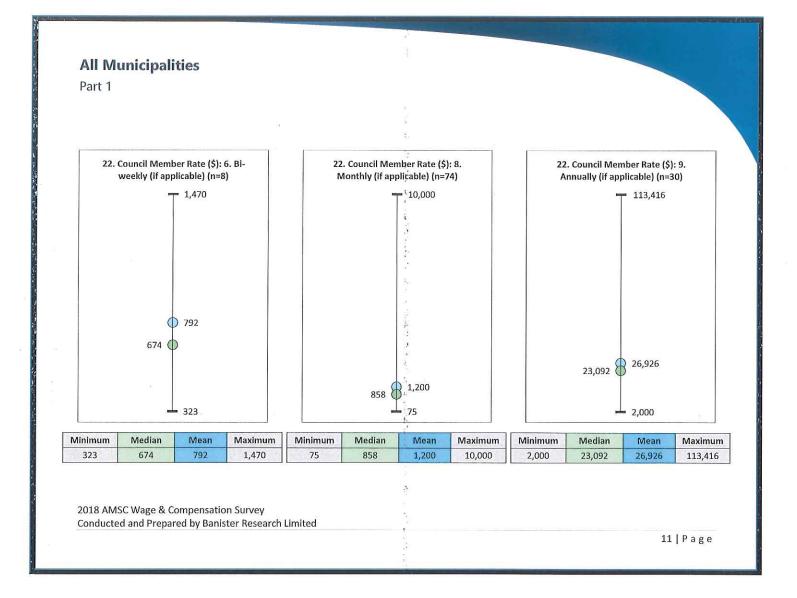
Average Minimum Salary for Position (n=15)	89,751
Average Maximum Salary for Position (n=14)	106,771
Average Weeks of Service per year (n=30)	50
Average Hours worked per week (n=22)	17
Average Lump sum payment (n=12)	16,329
Average Years of Experience (in current position) (n=33)	4
Additional Duties (% Yes) (n=28)	21%
Degree of Match to Position Title (Average Percent of Match) (n=26)	100%
Contracted Position (% Yes) (n=30)	3%
Average # of Employees in Position (n=39)	1
Average Length of Service (years in municipality) (n=34)	8

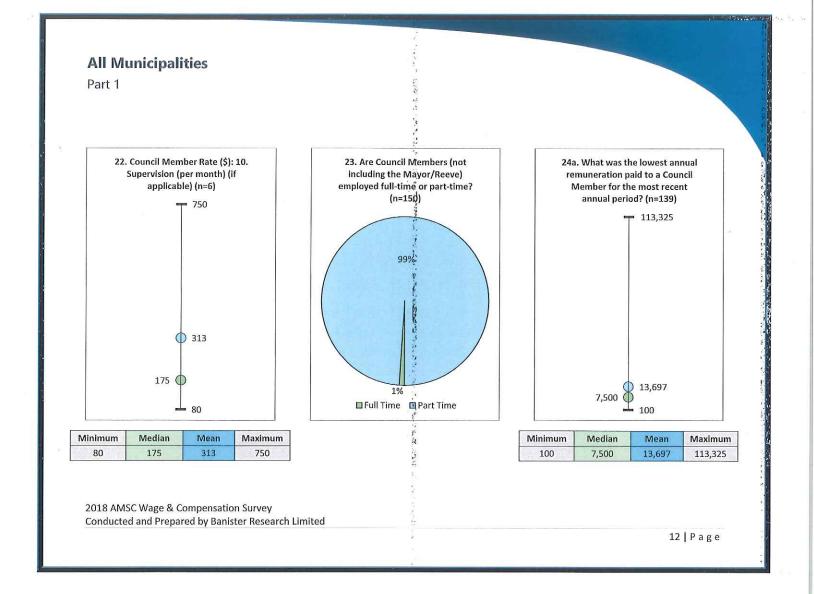
2018 AMSC Wage & Compensation Survey Conducted and Prepared by Banister Research Limited

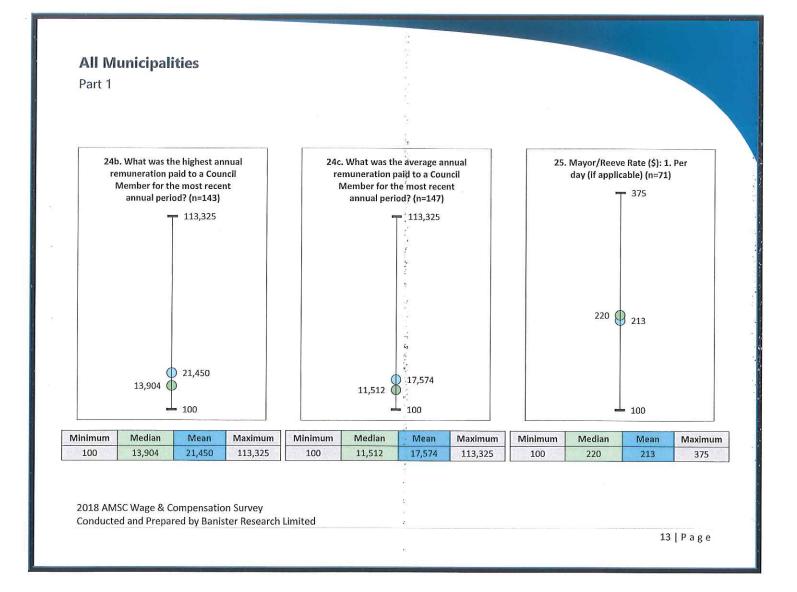
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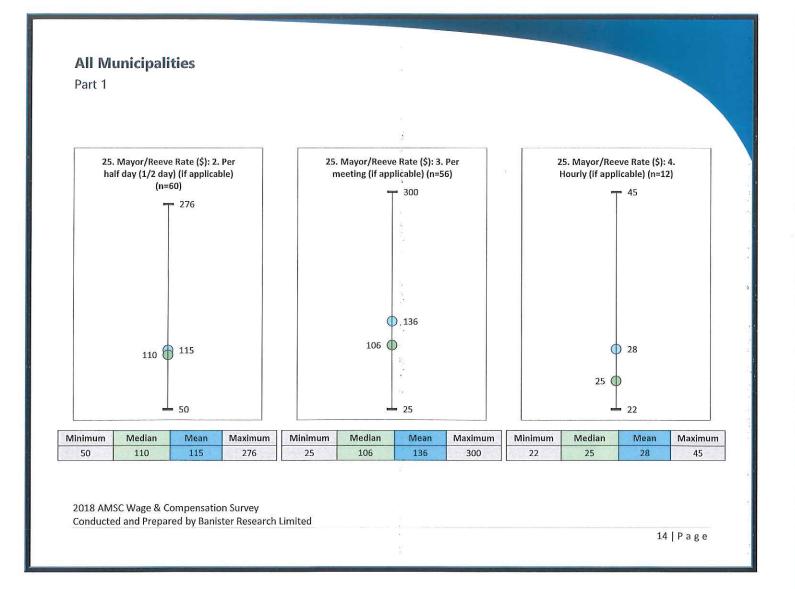


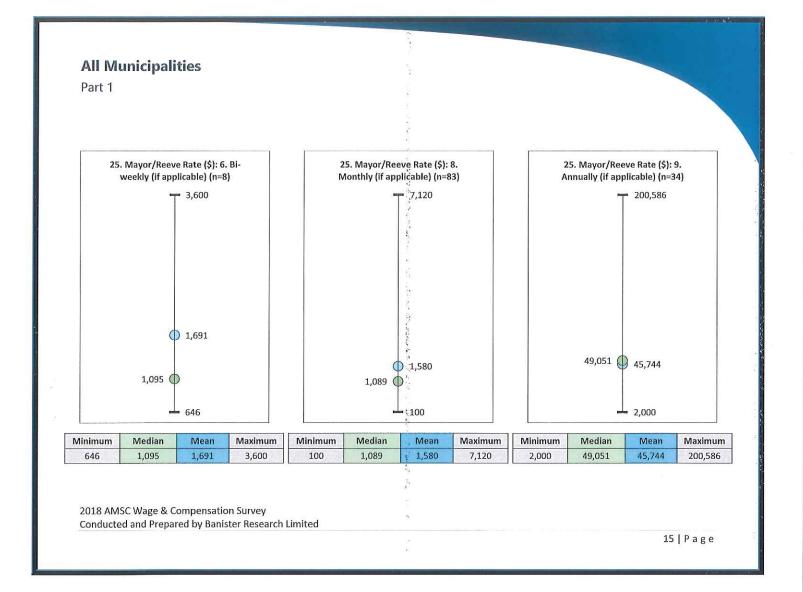


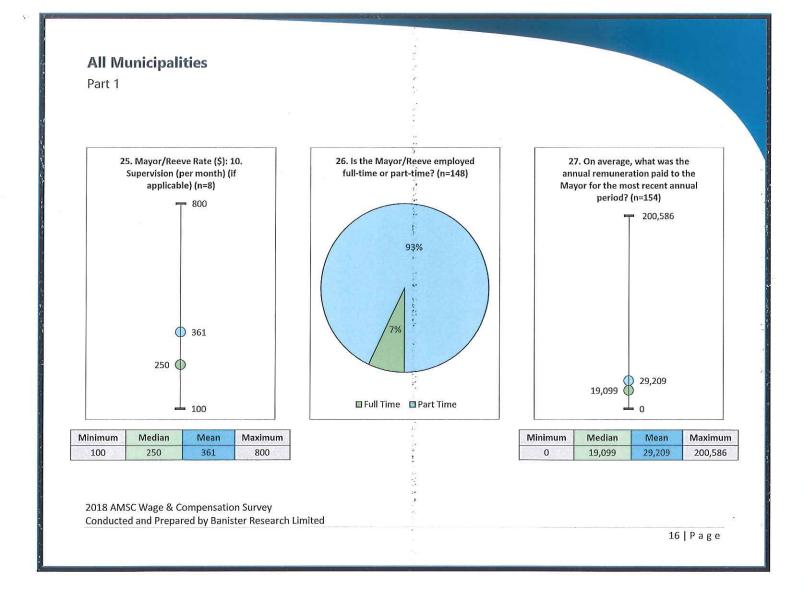


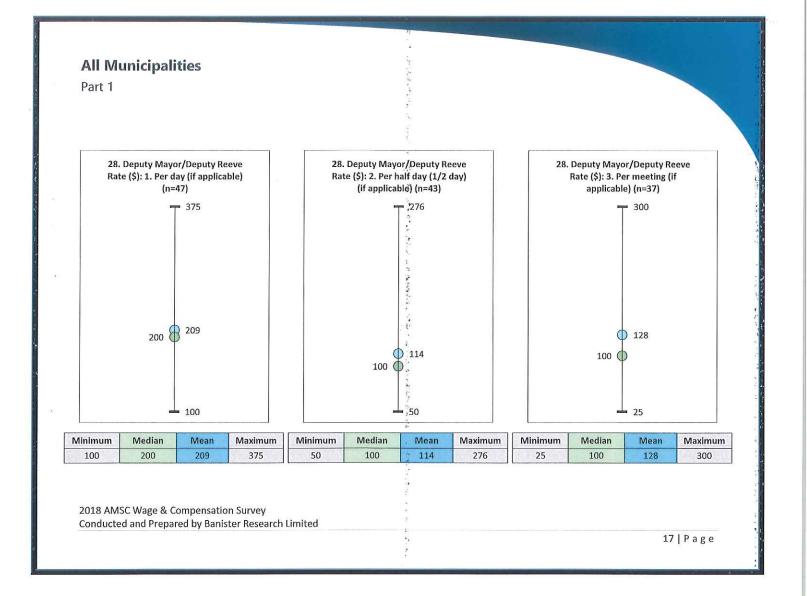


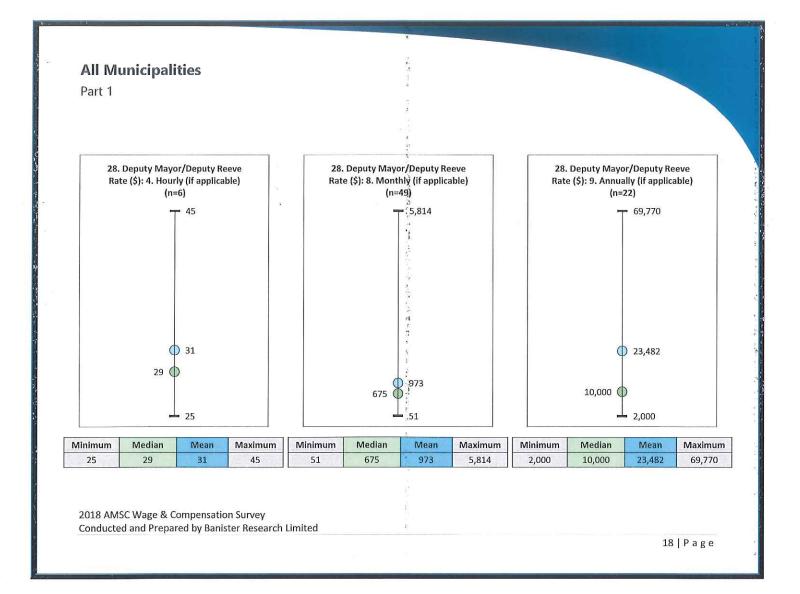


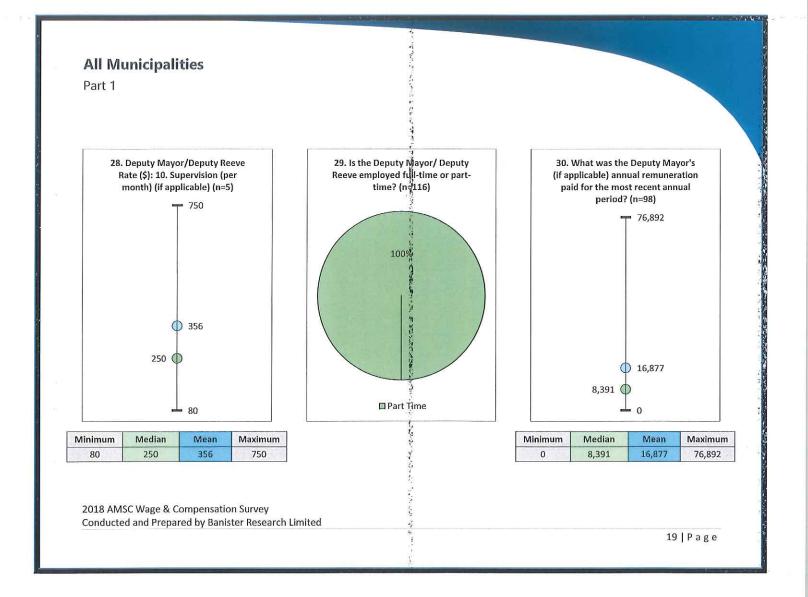


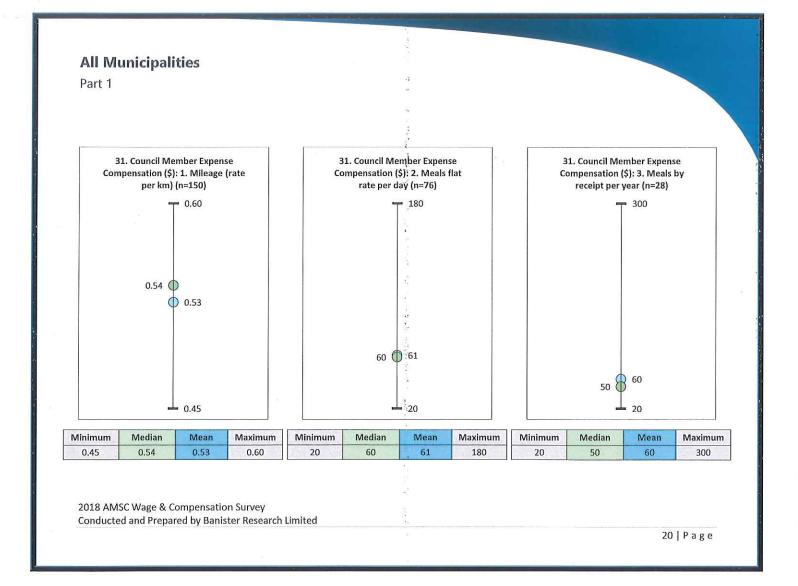


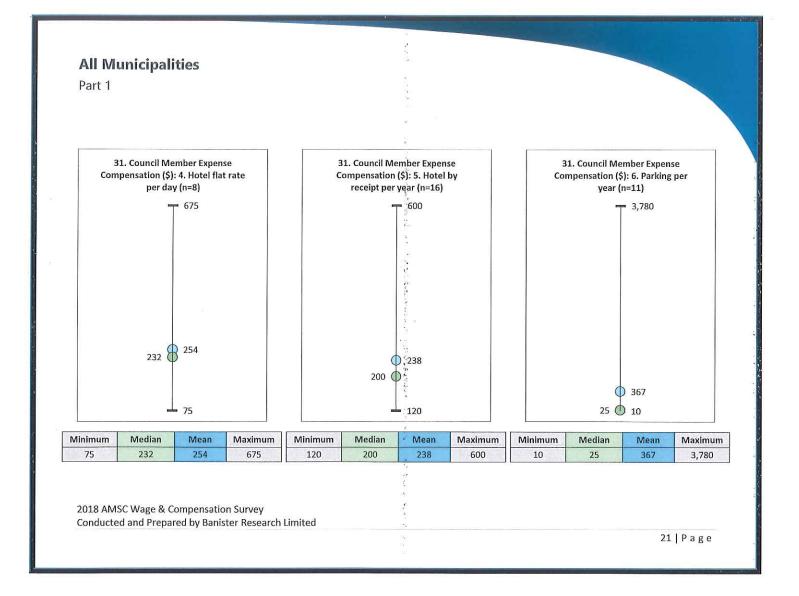


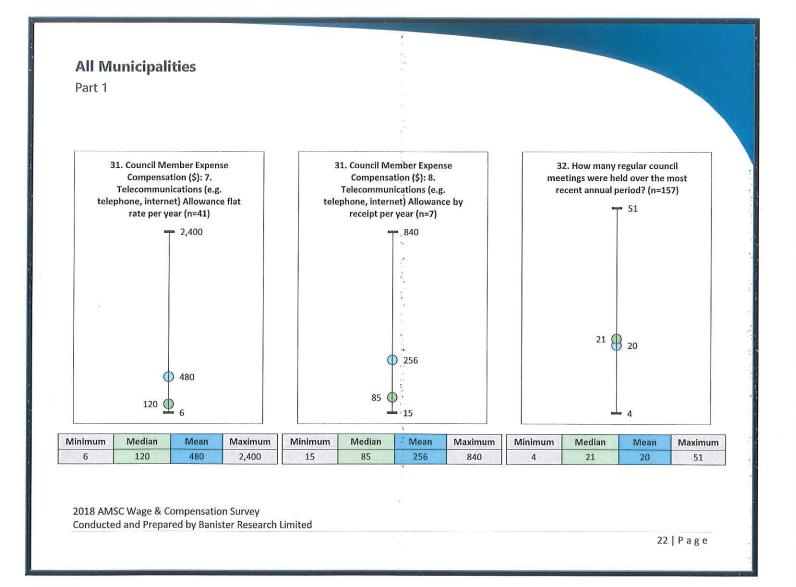


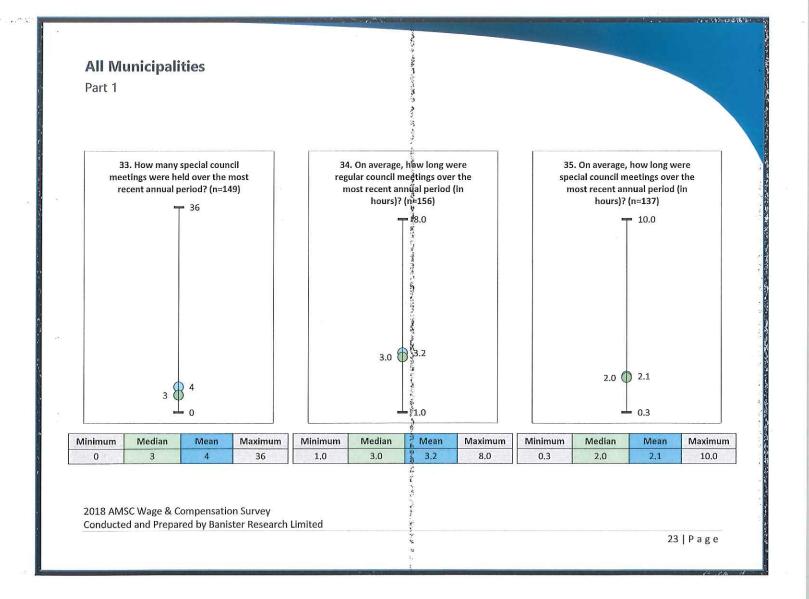


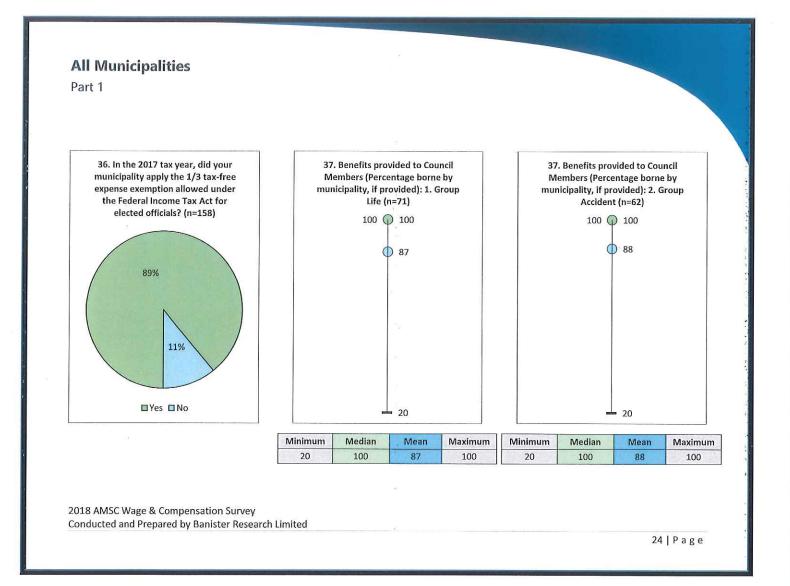


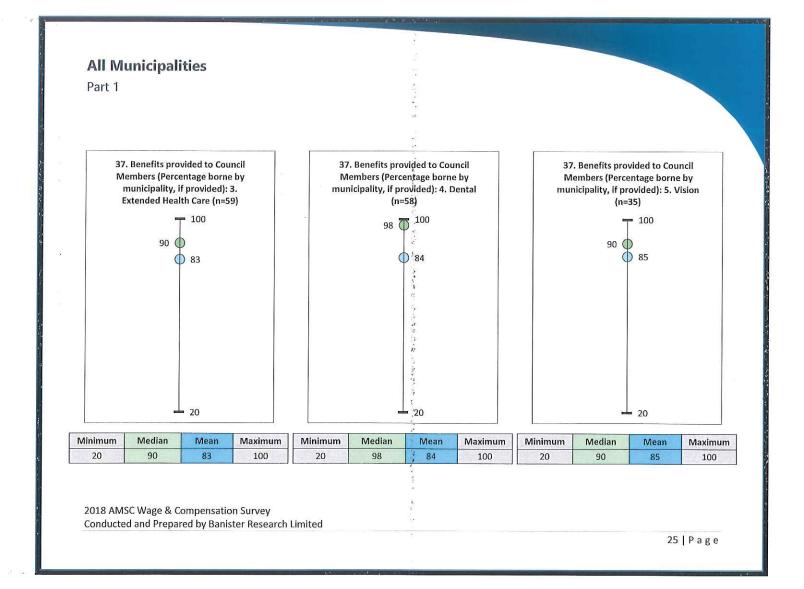


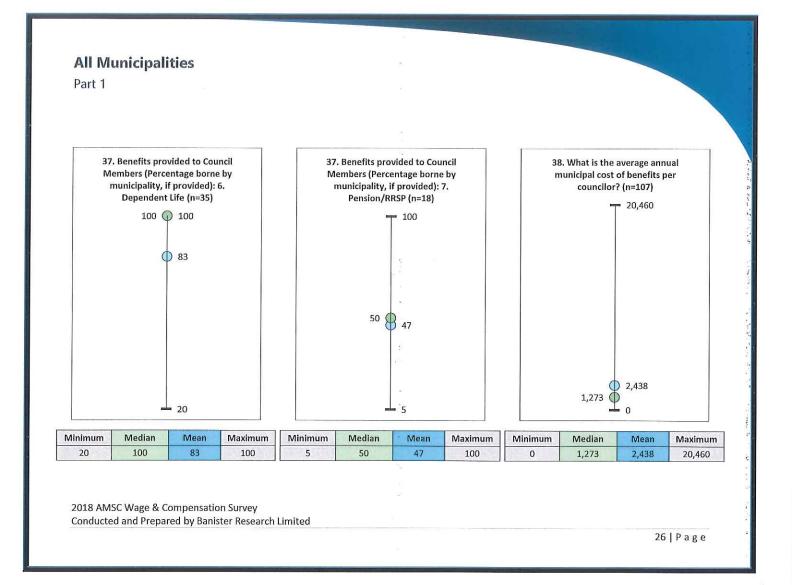












## TOWN OF BONNYVILLE Notes to Consolidated Financial Statements Year Ended December 31, 2017

#### 13. Segmented disclosure

The municipalities provides a range of services to its ratepayers. For each reported segment, revenues and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. The accounting policies used in these segments are consistent with those followed in the preparation of the financial statements (as disclosed in Note 1).

Refer to the Schedule of Segmented Disclosure (Schedule 6).

#### 14. Salary and benefits disclosure

Disclosure of salaries and benefits for municipal officials, the chief administrative officer and designated officers as required by Alberta Regulation 313/2000 is as follows:

	5	Salary (1)	 enefits & wances (2)	 2017	 2016
Gene Sobolewski (Mayor)	\$	76,843	\$ 3,113	\$ 79,956	\$ 71,960
Brian McEvoy		4,933	176	5,109	190 <b>-</b> 81
Jim Cheverie		25,403	915	26,318	33,602
John Irwin		23,698	841	24,539	33,065
Ray Prevost		32,615	329	32,944	36,014
Elisa Brosseau		8,087	298	8,385	
Lorna Mae Storoschuk		45,309	1,741	47,050	39,012
Rene Van Brabant		29,823	1,122	30,945	30,224
Nestor Kunec		24,273	244	24,517	28,576
Chadwick Colbourne		8,702	325	9,027	a second
CAO - Mark Power		173,663	-	173,663	207,895
Assistant CAO - Bill Rogers		125,302	26,789	152,091	147,852

 Salary includes regular base pay, bonuses, overtime, lump sum payments, gross honoraria and any other direct cash remuneration.

 Employer's share of all employee benefits and contributions or payments made on behalf of employees including pension, health care, dental coverage, vision coverage, group life insurance, accidental disability and dismemberment insurance, long and short-term disability plans, professional memberships and tuition.

 Benefits and allowances figures also include the employer's share of the costs of additional taxable benefits including special leave with pay, financial and retirement planning services, concessionary loans, travel allowances, car allowances and club memberships.

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#### **16. SALARIES AND BENEFITS DISCLOSURE**

Disclosure of remuneration and benefits for elected municipal officials, the chief administrative officer and designated officers as required by Alberta Regulation 313/2000 is as follows:

		<u>Salary</u> (1)			<u>2017</u> Total		<u>2016</u> Total	
Elected Officials:								
Reeve	\$	14,550	\$	4,315	\$	18,865	\$	79,219
Ward #1		10,200		3,373		13,573		77,786
Ward #2		9,750		3,661		13,411		89,750
Ward #3		53,640		27,796		81,436		81,016
Ward #4		10,020		3,774		13,794		49,816
Ward #5		60,000		20,023		80,023		75,490
Ward #6	-	10,350		4,506	_	14,856		73,966
Former Elected Officials								
Reeve		52,350		12,571		64,921		-
Ward #1		45,050		14,121		59,171		-
Ward #2		56,000		24,161		80,161		-
Ward #4		33,500		8,179		41,679		-
Ward #6	-	49,850		17,641	_	67,491	_	
	\$_	405,260	\$	144,121	\$_	549,381	\$	527,043
Chief Administrative								
Officer	\$_	217,000	\$	59,961	\$_	276,961	\$	253,031

(1) Salary includes gross honoraria, regular base pay, bonuses, overtime, lump sum payments, and any other direct cash remuneration.

(2) Employer's share of all employee benefits, travel and allowances or payments made on behalf of employees including travel and subsistence, pension, health care, dental coverage, vision coverage, group life disability plans, professional memberships and tuition.

#### LAC LA BICHE COUNTY

#### NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

#### **DECEMBER 31, 2017**

#### 23. SALARY AND BENEFITS DISCLOSURE

Disclosure of salaries and benefits for elected municipal officials and the chief administrative officer as required by *Alberta Regulation 313/2000* is as follows:

	Salary	Honorarium	<u>Benefits</u>	Total <u>2017</u>	Total 2016
Omer Moghrabi, Mayor	\$ 47,940	\$ 53,000	\$ 8,145	\$ 109,085	\$ 93,353
Wanda Austin, Ward 1 (January 1 to October 23, 2017)	22,358	25,250	6,836	54,444	66,343
Darlene Beniuk, Ward 1 (October 24 to December 31, 2017)	5,232	7,195	665	13,092	-
Robert Richard, Ward 2 (January 1 to October 23, 2017)	26,498	23,500	4,806	54,804	63,088
George L'Heureux, Ward 2 (October 24 to December 31, 2017)	5,182	7,124	606	12,912	-
Richard Olson, Ward 3 (January 1 to October 23, 2017)	22,358	23,125	7,861	53,344	66,525
Colette Borgun, Ward 3 (October 24 to December 31, 2017)	6,142	9,142	648	15,932	-
David Phillips, Ward 4 (January 1 to October 23, 2017)	22,358	21,375	7,150	50,883	62,559
Jason Stedman, Ward 4 (October 24 to December 31, 2017)	5,182	5,747	937	11,866	-
MJ Siebold, Ward 5 (January 1 to October 23, 2017)	22,358	13,650	7,903	43,911	47,849
Charlyn Moore, Ward 5 (October 24 to December 31, 2017)	5,182	6,809	788	12,779	-
Tim Thompson, Ward 6 (January 1 to October 23, 2017)	22,358	12,125	5,198	39,681	58,477
Sterling Johnson, Ward 6 (October 24 to December 31, 2017)	5,182	5,020	887	11,089	-
John Nowak, Ward 7 (January 1 to October 23, 2017)	22,357	19,750	6,320	48,427	66,461
Hajar Haymour, Ward 7 (January 1 to October 23, 2017)	22,358	15,625	7,021	45,004	58,453
Lorin Tkachuk, Ward 7 (October 24 to December 31, 2017)	5,182	8,339	473	13,994	-
Colin Cote, Ward 7 (October 24 to December 31, 2017)	5,182	8,227	674	14,083	<u> </u>
	\$_273,409	\$_265,003	\$ <u>66,918</u>	\$ <u>605,330</u>	\$ <u>583,108</u>
Chief Administrative Officer Base Salary Vacation Payout (2012 - 2016) Total	\$ 192,785 <u>49,276</u> \$ <u>242,061</u>		\$ 35,816 <u>-</u> \$ <u>35,816</u>	\$ 228,601 	\$ 220,781 \$ <u>220,781</u>

(CONT'D) Page 45 of 249

#### December 31, 2017

#### 14. Salary and Benefits Disclosure

Disclosure of salaries and benefits for municipal officials and designated officers as required by Alberta Regulation 313/2000 is as follows:

		Benefits &		Total		Total
	Salary	Allowances	_	2017	-11	2016
Mayor Christie	\$ 46,435	\$ 1,388	\$	47,823	\$	65,098
Mayor Creasey	10,884	326		11,210		÷
Councilor Konnik	24,573	638		25,211		25,407
Councilor Rempel	19,884	512		20,396		26,936
Councilor Armishaw	19,884	512		20,396		27,192
Councilor Harder	19,884	512		20,396		25,206
Councilor McQuesten	19,884	512		20,396		30,059
Councilor Gullekson	4,689	111		4,800		-
Councilor Hibbs	4,689	111		4,800		<del></del>
Councilor Jacobson	4,689	111		4,800		-
Councilor Ross	4,689	111		4,800		-
Councilor Hoekstra	4,689	111		4,800		-
Councilor Bouwsema	19,884	511		20,395		27,072
Chief Administration						
Officer Pollard	96,368	14,533		110,901		
Chief Administration	45,898	5,850		51,748		236,434
Officer MacQuarrie				2		Contract Contract ( 1997) Ser

Salary includes regular base pay, bonuses, overtime, lump sum payments, gross honoraria and any other direct cash remuneration.

Benefits and allowances includes the employer's share of all employee benefits and contributions or payments made on behalf of employees including pension, health care, dental coverage, group life insurance, accidental disability and dismemberment, dental coverage, vision coverage, and long and short term disability plans.

## TOWN OF DRUMHELLER

Notes to the Consolidated Financial Statements December 31, 2017

#### 18. Local Authorities Pension Plan (Continued)

Contributions for the year were:

	_	2016		
Employer contributions Employee contributions	\$	400,993 434,735	\$	378,983 349,927
	<u>\$</u>	835,728	\$	728,910

As this is a multi-employer pension plan, these contributions comprise the Town's pension benefit expense. No pension liability for this type of plan is included in the Town's financial statements. The most recent valuation as at December 31, 2016 indicates a deficit of \$637,357,000 (2015 - \$923,416,000) for basic pension benefits. The actuary does not attribute portions of the unfunded liability to individual employers. LAPP has not yet disclosed the actuarial deficiency as at December 31, 2017.

#### 19. Salary and Benefits Disclosure

Disclosure of salaries and benefits for elected municipal officials and designated officers as required by Alberta Regulation 313/2000 is as follows:

	 Salary	efits and wances	 2017 Total	 2016 Total
Mayor Yemen Mayor Colberg Councillor Hansen-Zacharuk	\$ 39,084 6,587	\$ 5,806 421	\$ 44,890 7,008	\$ 48,845
Councillor Kolafa Councillor Garbutt	22,173 18,864 22,423	5,351 4,629 5,359	27,524 23,493 27,782	26,823 26,693 27,210
Councillor McMillan Councillor Shoff	18,864 17,864	4,629 2,418	23,493 20,282	25,919 23,627
Councillor Zariski Councillor DeMott Councillor Lacher	21,423 3,720	4,855 895	26,278 4,615	25,720
Councillor Lacher Councillor Makowecki Chief Administrative	3,809 3,559	245 884	4,054 4,443	
Officer Romanetz (CAO) Chief Administrative	158,610	8,962	167,572	342,910
Officer Drohomerski (CAO)	36,923	6,820	43,743	

Salary includes regular base pay, bonuses, overtime, lump sum payments, gross honoraria and any other direct cash remuneration.

Benefits and allowances include employer's share of all employee benefits and contributions or payments made on behalf of employees including retirement pension, Canada Pension Plan, employment insurance, health care, extended health, vision, group life, accidental death and long and short-term disability plans.

Benefits for the CAO include the use of an automobile.

## City of Camrose

#### Notes to the Consolidated Financial Statements

#### For the year ended December 31, 2017

#### 15. SALARY AND BENEFITS DISCLOSURE

Disclosure of salaries and benefits for municipal officials and the chief administrative officer as required by Alberta Regulation 313/2000 is as follows:

	2017							2016	
		Salary		enefits & lowances		Total		Total	
Mayor - Mayer	\$	61,866	\$	1,295	\$	63,161	\$	62,189	
Councilors:									
M. Lindstrand		19,441		4,207		23,648		23,349	
G. Wood		19,441		4,219		23,660		23,361	
W. Throndson		19,441		1,371		20,812		20,509	
A. Hoveland		19,441		3,666		23,107		22,811	
B. Sears		15,887		893		16,780		20,494	
K. Hycha		19,441		4,219		23,660		23,343	
PJ Stasko		19,441		4,219		23,660		23,359	
D. Ofrim		19,441		4,230		23,671		23,357	
C. Johnson		3,554		1,153		4,707		-	
City Manager	\$	218,013	\$	37,722	\$	255,735	\$	243,725	

Salary includes regular base pay, bonuses, overtime, lump sum payments, gross honoraria and any other direct cash remuneration.

Benefits and allowances figures include the employer's share of all employee benefits and contributions or payments made on behalf of employees including pension, extended health and dental coverage, vision coverage, group life insurance, long-term disability insurance, professional memberships and tuition.

#### 16. LOCAL AUTHORITIES PENSION PLAN

Employees of the City of Camrose participate in the Local Authorities Pension Plan (LAPP), which is one of the plans covered by the Alberta Public Sector Pensions Plan Act. The LAPP is financed by employer and employee contributions and by investments earnings of the LAPP Fund.

Contributions for current service are recorded as expenditures in the year in which they become due.

The City of Camrose is required to make current service contributions to the LAPP of 11.39% of pensionable earnings up to the year's maximum pensionable earnings under the Canada Pension Plan and 15.84% on pensionable earnings above this amount.

Employees of the City are required to make current service contributions of 10.39% of pensionable salary up to the year's maximum pensionable salary and 14.84% on pensionable salary above this amount.

Total current service contributions by the City to the plan in 2017 were \$1,269,480 (2016 - \$1,211,690). The current

## City of Brooks

Notes to the Financial Statements

Year ended December 31, 2017

#### 14. Salary and benefits disclosure

Disclosure of salaries and benefits for elected municipal officials, the chief administrative officer and designated officers as required by provincial regulation are as follows:

					2017	2016
	:	Salary <sup>(1)</sup>	_	enefits & lowances (2) & (3)	Total	Total
Municipal Officials						
Mayor Morishita	\$	63,048	\$	5,537	\$ 68,585	\$ 61,295
Councillor Corbett-Schock		25,973		3,305	29,278	35,470
Councillor Gerestein		27,737		3,727	31,464	32,043
Councillor Klein		30,045		3,070	33,115	33,677
Councillor Seibel		19,848		256	20,104	23,903
Councillor Prentice		23,395		2,593	25,988	28,912
Councillor Rattai		35,756		3,677	39,433	46,041
Councillor Nesbitt		5,329		617	5,946	-
Councillor Petrie		5,519		394	5,913	-
Councillor Macdonald		4,964		598	5,562	-
	\$	241,614	\$	23,774	\$ 265,388	\$ 261,341

						2017		2016	
			В	enefits &					
	Allowances								
		Salary (1)		(2) & (3)		Total		Total	
Chief Administrative Officer	\$	206,607	\$	48,536	\$	255,143	\$	252,186	

- 1. Salary includes regular base pay, bonuses, overtime, lump sum payments, gross honoraria and any other direct cash remuneration, including per diem amounts.
- Employer's share of all employee benefits and contributions or payments made on behalf of employees including pension, health care, dental coverage, vision coverage, group life insurance, accidental disability and dismemberment insurance, long and short term disability plans, professional memberships and tuition.
- 3. Benefits and allowances figures also include the employer's share of the costs of additional taxable benefits including special leave with pay, financial planning services, retirement planning services, concessionary loans, travel allowances, car allowances and club memberships.

## TOWN OF WHITECOURT

### NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2017

#### 13. FRANCHISE FEES

Disclosure of franchise fees under each utility franchise agreement entered into by the Town as required by Alberta Regulation 313/2000 is as follows:

	Budget (note 16)	2017	2016
Fortis Alberta ATCO Gas Ltd.	\$ 387,251 600,000 \$ 987,251	\$ 444,879 <u>669,540</u> \$ 1,114,419	\$ 384,330 619,838 \$ 1,004,168

#### 14. SALARY & BENEFITS DISCLOSURE

Disclosure of salaries and benefits for municipal officials, the chief administrative officer and designated officers as required by Alberta Regulation 313/2000 is as follows:

			2017		2016
		Be	enefits &		
	Salary <sup>1</sup>	Allo	owances <sup>2</sup>	Total	Total
Councillors:					
Chichak	\$ 77,044	\$	6,424	\$ 83,468	\$ 86,632
Chauvet	41,739		4,761	46,500	44,093
McAree	38,083		2,936	41,019	35,482
Schlosser	33,854		1,722	35,576	36,005
Chartrand	30,464		3,728	34,192	51,538
Hodgson	28,136		3,619	31,755	42,792
Moncur	22,889		3,410	26,299	44,459
Pickard	9,808		493	10,301	-
Hilts	8,883		870	9,753	-
Connell	9,058		458	9,516	-
Chief Administrative Officer	\$ 218,894	\$	39,350	\$ 258,244	\$ 256,511

(1) Salary includes regular base pay, bonuses, overtime, lump sum payments, gross honoraria and any other direct cash remuneration

(2) Employer's share of all employee benefits and contributions or payments made on behalf of employees including pension, health care, dental coverage, vision coverage, group life insurance, accidental disability, vehicle and dismemberment insurance.

## **City of Fort Saskatchewan** NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS For the Year Ended December 31, 2017, with comparative information for 2016

#### 14. SALARIES AND BENEFITS DISCLOSURE

The following disclosure of salaries and benefits for elected officials and the City Manager is presented on a cash flows basis as required by Supplementary Accounting Principles and Standards Regulation (Alta Reg 313/2000):

Rounded to the nearest Canadian dollar	Salaries <sup>(a)</sup> \$	Benefits & Allowances <sup>(b)</sup> \$	2017 Total \$	2016 Total \$
Elected Officials				
Mayor Katchur	77,397	7,762	85,159	85,451
Councillor Sperling	33,780	2,677	36,457	36,560
Councillor Garritsen	30,027	3,956	33,983	39,111
Councillor Bossert	29,427	3,936	33,363	42,320
Councillor Hennig	29,293	3,899	33,192	40,247
Councillor Blizzard	29,127	3,754	32,881	41,021
Councillor Randhawa	27,627	2,399	30,026	38,292
Councillor Harris	8,155	813	8,968	-
Councillor Abitoye	8,055	810	8,865	<del></del>
Councillor Kelly	8,055	810	8,865	2 <b>5</b>
Councillor Lennox	7,955	806	8,761	-
Councillor Makin	7,655	796	8,451	12
	296,553	32,418	328,971	323,002
Chief Administrative Officers				
City Manager Fleming	200,036	39,096	239,132	-
Former City Manager Kloss	35,978	3,759	39,737	228,832

a) Salaries include regular base pay, honoraria, and per diems. The City Manager's annual salary is \$204,000.

**b)** Benefits and allowances include the employer's share of all employee benefits and contributions or payments made on behalf of employees including retirement pension, Canada Pension Plan (CPP), Employment Insurance (EI), health care, dental coverage, vision coverage, group life insurance, accidental disability and dismemberment insurance, and long term disability plans. Benefits and allowances also include the employer's share of the cost of additional taxable benefits, including car allowances.

#### CITY OF LLOYDMINSTER

#### NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS YEAR ENDED DECEMBER 31, 2017

#### 9. Council remuneration

The Lloydminster Charter requires the disclosure of salaries and benefits for municipal officers, the chief administrative officer and designated officers to follow Alberta Regulation 313/2000 and is as follows:

	Salaries (a)	Benefits & Allowances (b)	2017	2016
Mayor Gerald Aalbers	93,590	12,780	106,370	14,585
Rob Saunders	-	-	-	94,876
Councilors				
Ken Baker	35,395	1,600	36,995	34,831
Stephanie Brown Munro	37,195	1,600	38,795	6,085
Aaron Buckingham	36,595	1,600	38,195	5,885
Lachlan Cummine	-	-	-	28,161
Michael Diachuk	36,395	1,691	38,086	5,893
Glen Fagnan	37,462	1,691	39,153	5,893
Linnea Goodhand	-	-	-	28,561
Chris McQuid	-	-	-	29,069
Larry Sauer	-	-	-	30,362
Jonathon Torresan	36,595	1,600	38,195	5,885
Jason Whiting	-	<b>.</b>	-	29,543
City Manager				
Glenn Carroll	99,404	7,006	106,410	218,085
J.R McDonald & Associates Inc.	140,890	18,058	158,948	=
Dion Pollard	28,461	2,939	31,400	
	\$581,982	\$50,565	\$632,547	\$537,714

(a) Salaries (a) above includes regular base pay, bonuses, overtime, lump sum payments, gross honoraria and any other direct cash remuneration. Differences in remuneration among Councilors is due to committee meeting requirements and portfolio.

(b) Benefits and allowances (b) above include employer's share of all employee benefits and contributions or payments made on behalf of employees including pension, health care, dental coverage, vision coverage, group life insurance, accidental disability and dismemberment insurance, long and short term disability plans, professional memberships, tuition and car allowances.

#### 12. Equity in Tangible Capital Assets

	2017	2016
Tangible capital assets (Note 9)	1,106,883,385	1,036,693,606
Accumulated amortization (Note 9)	(309,610,676)	(287,657,835)
Long-term debt (Note 7)	(48,643,130)	(52,273,583)
	748,629,579	696,762,190

#### 13. Salary and Benefits Disclosure

Disclosure of salaries and benefits for municipal officials, the chief administrative officer and designated officers as required by Alberta Regulation 313/2000 is as follows:

	Salary	Benefits & allowances	2017	2016
Mayor/Council				
R. Young - Current Mayor/Past Councillor	42,087	4,515	46,602	39,623
G. Finstad - Incumbent Councillor	36,590	8,974	45,564	45,369
T. Lazowski - Incumbent Councillor	36,590	7,702	44,292	44,096
B. Beckett - Incumbent Councillor	36,590	4,085	40,675	40,649
W. Hamilton - Newly Elected Councillor	4,926	1,710	6,636	-
L. Hansen - Newly Elected Councillor	4,926	936	5,862	-
L. Tillack - Newly Elected Councillor	4,926	2,012	6,938	-
G. Krischke - Past Mayor	67,305	10,156	77,461	88,646
D. Mackenzie - Past Councillor	31,805	7,269	39,074	45,369
D. Smith - Past Councillor	31,805	3,775	35,580	40,896
City Manager	266,981	9,756	276,737	269,634

(a) Salary includes regular base pay, bonuses, overtime, lump sum payments, gross honoraria, and any other direct cash remuneration.

(b) Employer's share of all employee benefits and contributions or payment made on behalf of employees including pension, health care, dental coverage, vision coverage, group life insurance, accidental disability and dismemberment insurance, and long term disability plans.

(c) 2017 was an election year for Alberta municipalities.

## CITY OF ST. ALBERT NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Year Ended December 31, 2017 (In thousands of dollars)

#### 13. SALARIES AND BENEFITS DISCLOSURE

Disclosure of salaries and benefits for elected municipal officials, the chief administrative officer, and the designated officer is required by Alberta Regulation 313/2000. This information is not presented in thousands of dollars.

	<b>1</b> 5) (1	Salaries	Benefits and Allowances			
		(a)	(b)	2017		2016
Mayor Heron (i)	\$	19,504	\$ 1,120	\$ 20,624	\$	-
Councillor Hansen (i)		7,979	988	8,967	,	-
Councillor Joly (i)		7,979	994	8,973	5	-
Councillor K. MacKay (i)		7,979	304	8,283	5	-
Councillor Watkins (i)		7,979	870	8,849	•	-
Councillor Brodhead		41,612	5,835	47,447		47,134
Councillor Hughes		40,612	5,884	46,496	;	43,191
Mayor Crouse (ii)		114,147	7,521	121,668	1	146,508
Councillor Heron (ii)		33,633	2,762	36,395	;	51,858
Councillor C. MacKay (ii)		32,233	3,431	35,664	£	42,266
Councillor Osborne (ii)		32,433	5,216	37,649	1	49,943
Councillor Russell (ii)		31,233	257	31,490	1	37,916
Chief Administrative Officer		250,000	42,889	292,889	)	696,726
Designated Officer		143,855	39,945	183,800	)	184,982

(i) Council Term started October 2017.

(ii) Council Term completed October 2017.

#### a. Salaries

Salaries above includes amounts received from an independent organization by the Mayor and Councillors when acting in their capacity. These amounts were paid through the City and are included in the City's expenses, in the consolidated financial statements.

#### b. Benefits and Allowances

Benefits and allowances above, include any allowances, as well as the City's share of all employee benefits and contributions or payments made on behalf of employees including retirement pension, Canada Pension Plan, employment insurance, WCB, health care, dental coverage, vision coverage, group life insurance, accidental death and dismemberment insurance, long and short term disability plans, professional memberships; and car allowances.

#### c. Chief Administrative Officer (CAO)

As at December 31, 2016, salaries, benefits, and allowances for the Chief Administrative Officer (CAO) include severance costs and related benefit payouts.



#### CITY OF SPRUCE GROVE NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2017 (in thousands of dollars)

#### 14. Segmented Disclosure (Continued)

Segmented information has been identified above based upon lines of service provided by the City. The services that are disclosed in the segmented information are referred to as:

- (a) Municipal, for operating and capital activities other than those designated as Utility and Development.
- (b) Utility, for water, solid waste and wastewater services.
- (c) Development, for developer-funded projects and activities.

#### 15. Salary and Benefits Disclosure

Disclosure of salaries and benefits for municipal officials and the chief administrative officer is required by Alberta Regulation 313/2000. This information is not presented in thousands of dollars.

	2017	2017	2016	2016
	Salaries	Benefits	Salaries	Benefits
Mayor Houston	98,883	14,531	85,208	12,047
Alderman Baxter	35,398	7,133	39,517	7,421
Councillor Thebaud-Gruhlke	7,973	2,335	-	-
Alderman Kesanko	41,009	5,581	41,591	5,945
Councillor Mckenzie	9,511	2,169	-	-
Alderman Mclean	41,859	8,840	41,486	8,517
Councillor Oldham	8,998	2,382	-	-
Councillor Rothe	43,222	10,849	37,240	9,017
Alderman Steinburg	37,180	5,135	38,991	5,760
Councillor Stevenson	10,793	1,931	-	-
Councillor Turton	47,223	11,010	37,114	9,015
	382,049	71,896	321,147	57,722
o				
Chief Administrative Officer	237,727	47,407	235,274	35,948
	619,776	119,303	556,421	93,670

#### **CITY OF GRANDE PRAIRIE**

#### Notes to Consolidated Financial Statements

#### Year Ended December 31, 2017

#### 16. SALARY AND BENEFITS DISCLOSURE

Disclosure of salaries and benefits for municipal officials, the chief administrative officer and designated officers as required by Alberta Regulation 313/2000 is as follows:

	 Salary <sup>1</sup>	enefits and llowances <sup>2</sup>	2017	2016
Mayor:				
B. Given	\$ 99,197	\$ 10,040	\$ 109,237	\$ 111,423
Councilors:				
C. Blackburn	10,325	1,194	11,519	-
D. Bressey	9,525	1,156	10,681	-
J. Clayton	47,024	5,335	52,359	43,982
E. Friesen	10,325	1,196	11,521	-
D. Logan	37,070	3,309	40,379	41,228
K. McLean	43,070	4,381	47,451	48,527
Y. Minhas	10,325	1,196	11,521	-
K. O'Toole	52,024	5,511	57,535	46,564
W. Pilat	10,325	1,196	11,521	-
L. Radbourne	38,170	4,244	42,414	43,775
H. Rice	39,251	1,325	40,576	40,807
R. Tarant	40,070	4,306	44,376	46,650
C. Thiessen	51,024	5,478	56,502	48,947
City Manager:				
R. Nicolay	246,983	39,555	286,538	-
G. Scerbak	87,837	7,468	95,305	276,490

1. Salary includes regular base pay, bonuses, overtime, lump sum payments, gross honoraria and any other direct cash remuneration.

- 2. Employer's share of all employee benefits and contributions or payments made on behalf of employees including pension, health care, dental coverage, vision coverage, group life insurance, accidental disability and dismemberment insurance, long and short-term disability plans, professional memberships and tuition.
- 3. Benefits and allowances figures also include the employer's share of the costs of additional taxable benefits including special leave with pay, travel allowances and car allowances.



#### December 31, 2017

#### 17. Remuneration Disclosure

Disclosure of remuneration for municipal officials, the chief administrative officer and designated officers as required by Alberta Regulation 313/2000 is as follows:

	Com	pensation	1011	enefits & lowances	Total 2017	-	Total 2016
Councillors:							
Division 1	\$	53,788	\$	17,170	\$ 70,958	\$	70,282
Division 2		58,859		18,033	76,892		78,400
Division 3		54,420		10,999	65,419		64,805
Division 4 - Reeve		63,296		13,987	77,283		73,474
Division 5		59,229		15,197	74,426		72,890
Division 6		52,625		13,133	65,758		64,521
Division 7		55,900		16,142	72,042		65,726
Administration:			-		 		
Chief Administrative Officer - T. Hager		290,359		92,079	382,438		298,314
Designated Officer		130,585		15,133	145,718		151,069

Council Compensation: includes base pay, per diem and expenses for attending meetings and other Council functions.

Council Benefits and Allowances: includes the County's contribution for health, dental and insurance benefits, convention expenses, and mileage paid for attending meetings and other Council functions.

Chief Administrative Officer and Designated Officer Salary: includes regular base pay.

Chief Administrative Officer and Designated Office Benefits and Allowances: includes the County's contribution for Canada Pension Plan, Employment Insurance, health, dental and insurance benefits, pension, professional memberships, tuition and mileage.

#### PARKLAND COUNTY

#### NOTES TO THE FINANCIAL STATEMENTS For the Year Ended December 31, 2017

#### 16. SALARY AND BENEFITS

Councillors attend a number of Council/Committee/Board meetings for which they receive remuneration directly from the County. The remuneration they receive is listed below.

	Salary	Benefits	Allowances	2017	7	2016
Mayor	\$ 99,483 \$	12,145	\$ 7,652	\$ 119,280	\$	121,517
Councillor - Division 1	74,254	11,643	4,203	90,100		81,357
Councillor - Division 2	59,212	10,007	3,340	72,559		73,864
Councillor - Division 3	66,099	8,560	1,705	76,364		69,858
Councillor - Division 4	57,448	9,829	3,017	70,294		65,290
Councillor - Division 5	61,308	10,275	4,475	76,058		81,074
Councillor - Division 6	 59,970	8,192	8,729	76,891		79,755
	\$ 477,774 \$	70,651	\$ 33,121	\$ 581,546	\$	572,715
CAO/Interim CAO	\$ 233,407 \$	39,837	\$ 7,400	\$ 280,644	\$	402,340
Manager, Legislative Services	\$ 134,512 \$	33,299	\$ 23,739	\$ 191,550	\$	184,936
Designated Assessor	\$ 145,519 \$	31,240	\$ 17,631	\$ 194,390	\$	181,217

Salary for Council includes regular base pay and honoraria and the Deputy Mayor receives an additional amount per month (\$1,034).

Council benefits include: employer share of all employee benefits (pension or Registered Retirement Savings Plan, health, vision, dental, life insurance, accidental death and dismemberment, Workers' Compensation coverage).

Councillors also serve on a number of other Committees/Boards for which they receive remuneration directly from that organization and which are not included in the above salary and benefits disclosure.

The list of Committees/Boards that Council members are appointed to at the annual organizational meeting are listed on the County's website for public access.

Allowances include costs for internet, phone, mileage to attend Council meetings, car allowance and other cash payments.

#### STRATHCONA COUNTY Notes to Consolidated Financial Statements Year ended December 31, 2017 (in thousands of dollars)

#### 14. GOVERNMENT TRANSFERS (CONTINUED)

The Provincial government announced the Green Transit Incentives Program (GreenTRIP) in July 2008. GreenTRIP supports new public transit projects that will lead to a reduction of greenhouse gas emissions and traffic congestion by decreasing the number of vehicles on the roads. In 2017, the County received authorization of \$973 (2016 – \$1,987) in GreenTRIP funding, and \$973 (2016 – \$1,987) has been recognized in capital transfers. As at December 31, 2017, \$465 (2016 – \$1,987) has been recognized as receivable under this program.

In 2014, the Federal government designated funds to support infrastructure projects in Alberta communities with a population up to 100,000. The Small Communities Fund (SCF) focuses on supporting local priorities that contribute to economic growth, a cleaner environment and stronger communities. In 2017, the County received authorization of \$478 (2016 – \$2,576) and \$478 (2016 – \$2,576) has been recognized in capital transfers.

#### **15. OTHER CAPITAL REVENUES**

	2017 Budget	2017	10	2016
Development Levies and Charges	\$ 17,742	\$ (88)	\$	6,985
Developer and Other Third Party Contributions	22,761	8,466		4,509
	\$ 40,503	\$ 8,378	\$	11,494

#### 16. SALARIES AND BENEFITS DISCLOSURE

The following salaries and benefits are disclosed on a cash flow basis, as required under the Supplementary Accounting Principles and Standards Regulation (AR 313/2000) of the MGA:

	Salaries		Benefits & Allowances		2017		2016	
Elected Officials:		104				400	۴	4.40
Mayor – Jan - Oct	\$	101	\$	35	\$	136	\$	140
Mayor – Oct - Dec		25		5		30		1 <del>1</del> 2 (121-121)
Councillor – Ward 1 – Jan - Sept		51		6		57		81
Councillor – Ward 1 – Oct - Dec		14		3		17		-
Councillor – Ward 2		72		18		90		89
Councillor – Ward 3		72		16		88		88
Councillor – Ward 4 – Jan - Oct	1911	59		27		86		89
Councillor – Ward 4 – Oct - Dec		14		3		17		-
Councillor – Ward 5		72		19		91		89
Councillor – Ward 6		72		9		81		81
Councillor – Ward 7 – Jan - Oct		59		21		80		83
Councillor – Ward 7 – Oct - Dec		14		2		16		8
Councillor – Ward 8 – Jan - Oct		59		24		83		87
Councillor – Ward 8 – Oct - Dec		14		3		17		-
	\$	698	\$	191	\$	889	1	\$827
Chief Commissioner	\$	292	\$	49	\$	341		\$ 322

Benefits and allowances include the County's share of Canada Pension Plan, Workers' Compensation Board, retirement contributions, group insurance, extended health care, dental benefits, accidental death and dismemberment, long-term disability insurance, car allowance and transition allowance. Benefits also include the County's share of employment insurance for the Chief Commissioner.

#### 18. SALARY AND BENEFITS DISCLOSURE

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Disclosure of salaries and benefits for municipal officials, the chief administrative officer and designated officers as required by Alberta Regulation 313/2000 is as follows:

			20	17		2016
				Travel		
				Cost and		
COUNTY COUNCIL	Division	Salary (1)	Benefits (2)	Allowances (3)	Total	Total
Reeve - L. Beaupre	3	86,485	14,944	24,094	125,523	130,984
H. Bulford	1	61,643	12,487	33,388	107,518	96,429
D. Beeston	2	65,342	13,467	25,985	104,794	112,574
R. Sutherland	4	66,438	13,818	24,272	104,528	104,451
B. Marshall	5	69,451	13,730	27,581	110,762	113,581
P. Harris	6	53,013	12,136	19,914	85,063	87,038
B. Smith	7	42,465	4,968	18,944	66,377	77,355
L. Waddy	7	13,699	2,732	6,170	22,601	
R. Harpe	8					3,503
K. Rosvold	8	71,506	13,965	39,270	124,741	60,446
C. Beck	9	67,260	10,331	32,355	109,946	111,058
		\$ 597,302	\$ 112,578	\$ 251,973	\$ 961,853	\$ 897,419
OFFICERS	Positions					
Chief Administrative Officer	1	\$ 281,570	\$ 21,684	\$ 21,810	\$ 325,064	\$ 296,713
Designated Officers	2	267,160	40,878	17,354	325,392	319,716
			1200			
		\$ 548,730	\$ 62,562	\$ 39,164	\$ 650,456	<u>\$ 616,429</u>

(continues)



## MUNICIPAL DISTRICT OF OPPORTUNITY NO.17

Notes to Consolidated Financial Statements Year Ended December 31, 2017

#### 13. Salaries and Benefits Disclosure

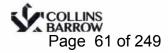
Disclosure of salaries and benefits for municipal officials, the Chief Administrative Officer and designated officers as required by Alberta Regulation 313/2000 is as follows:

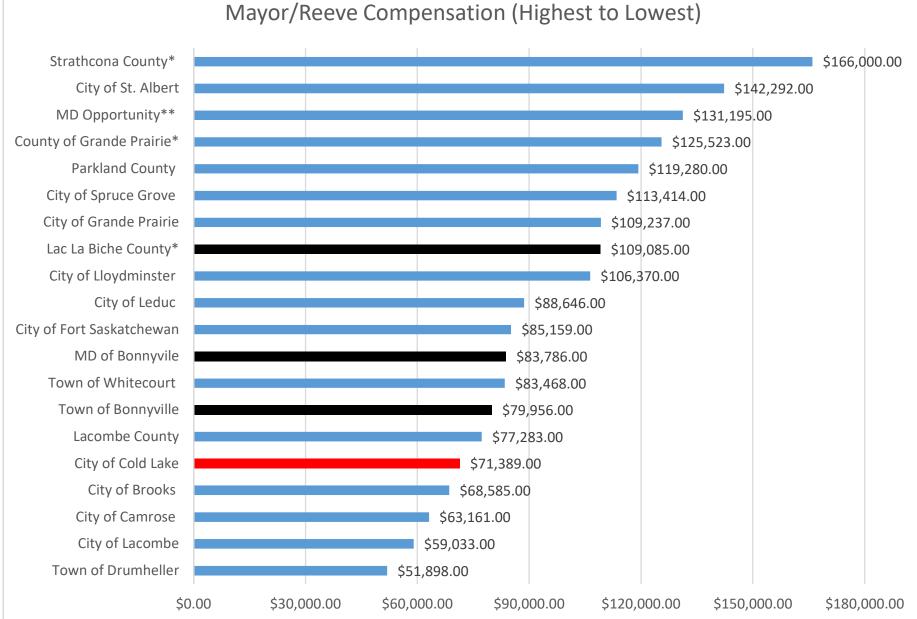
				enefits and Ilowances		2017	2	2016 Total	
Marcel D. Auger (Reeve)	\$	91,000	\$	40,195	\$	131,195	\$	100,539	
Everett Gottfried (Deputy Reeve)	Ψ	91,000	Ψ	27,131	Ψ	118,131	Ψ	100,333	
Paul Sinclair		75,833		18,978		94,811		97,979	
Dollie Anderson		75,833		38,704		114,537		97,979	
Leo Alook		91,000		47,181		138,181		99,339	
Dwayne Calliou		75,833		36,398		112,231		100,539	
Clarence Cardinal		75,233		28,250		103,483		96,924	
Gerald Johnson		75,833		14,103		89,936		98,692	
Louie Okenow		75,833		35,984		111,817		99,339	
Hal Taron		75,833		27,171		103,004		100,539	
Roy Yellowknee		91,000		44,356		135,356		100,539	
Brenden Powell		18,958		9,603		28,561		-	
Louis Cardinal		18,958		6,602		25,560		-	
Victor Gladue		18,958		6,806		25,764		-	
Kevin Bigstone		18,958		7,465		26,423		-	
Robin Guild		18,958		2,435		21,393		-	
Barry Schmidt		18,958		9,190		28,148		-	
Darlene Jackson		18,958		3,195		22,153		-	
Helen Alook (CEO)		198,660		17,435		216,095		231,917	
	\$	1,225,597	\$	421,182	\$	1,646,779	\$	1,325,046	

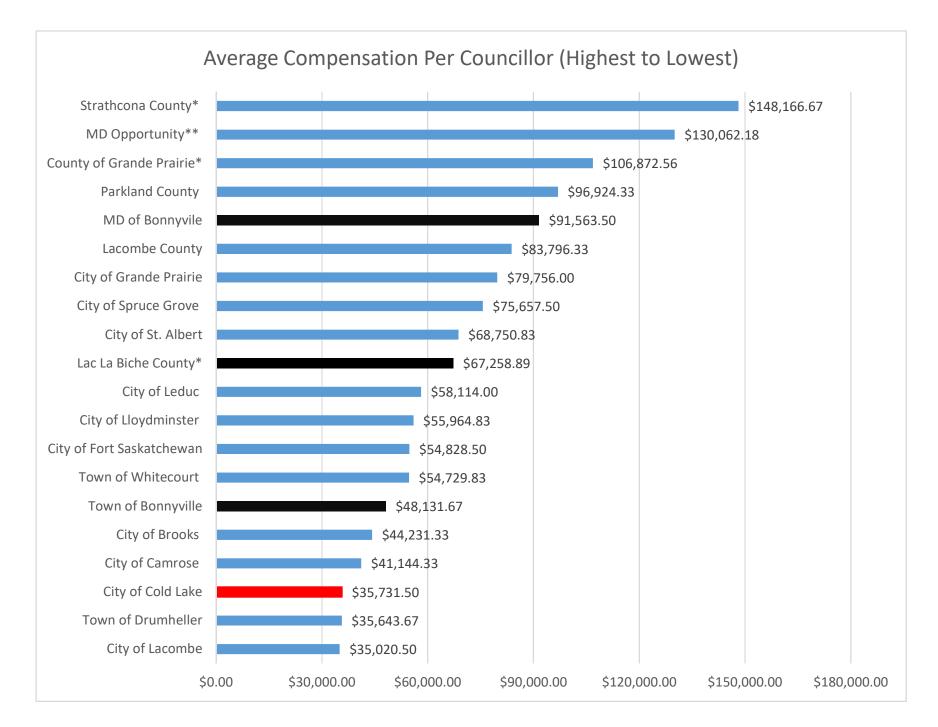
Council salary includes regular base pay, gross honoraria and any other direct cash remuneration. Council benefits include:

a) Employer's share of all benefits and contributions or payments made on behalf of employees, including health care, dental coverage, vision coverage, group life insurance, accidental disability and dismemberment insurance, long and short-term disability plans; and

b) Allowances and the employer's share of the cost of additional taxable benefits, including special leave with pay, car and travel allowances, conferences and memberships.









## STAFF REPORT

Title: Downtown Entry Feature Project - Grand Centre Gateway

Meeting Date: February 19, 2019

## **Executive Summary:**

Administration is presenting a new design concept for Grand Centre Gateway. Previous design concepts were presented at September 12, 2018 meeting of Corporate Priorities Committee of Council. Both of which has been attached for reference purposes.

Subject to Council providing any further comments, administration will proceed with design details and tender documents.

Background:

Presentation

Alternatives: For discussion and feedback.

## **Recommended Action:**

For discussion and feedback.

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

Yes

Submitted by: Kevin Nagoya, Chief Administrative Officer

# Grand Centre Gateway



Downtown Entry Feature Project - Version 3 Feb 2019

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OLD GR



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Downtown Entry Feature Project

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Downtown Entry Feature Project - V













# **Combined Concept**



# **Combined Concept**





## STAFF REPORT

Title: McSweeney and Associates - Economic Development Strategy

Meeting Date: February 19, 2019

#### **Executive Summary:**

After a successful application to the 2017 intake of the Community and Regional Economic Support (CARES) Program, the City of Cold Lake retained McSweeney and Associates to facilitate the creation of an Economic Development Strategy.

The grant application was spearheaded by Cold Lake's Economic Development Advisory Committee, which felt that development of a new strategic plan to guide economic development would assist with the committee's mandate. The committee felt that the previous document, *Action Plan 2006/2007: An Economic Development Strategy for the City of Cold Lake*, was a benefit to its work, but that it had become outdated.

The attached draft strategy was created through:

- Document and statistical review conducted by McSweeney and associates.
- A stakeholder meeting.
- Online survey with over 400 responses.
- A public open house.
- One-on-one interviews with key stakeholders.
- Three focus groups with representatives from 4 Wing; the Oil and Gas Sector; and Tourism and Culture Operators.
- A working session with participants from the stakeholder meeting.
- A final survey sent to stakeholders.

#### Background:

On October 12, 2017, EDAC passed the following motion:

Moved by I. Myshaniuk that EDAC submit, to Council, the Community and Regional Economic Support (CARES) Program application for approval and request \$25,000.00 matching funds, half of the \$50,000.00 applied for, to hire a consultant to develop a Strategic Plan for Economic Development in the City of Cold Lake.

CARRIED UNANIMOUSLY



EDAC had been looking at means of updating and/or building upon the City's previous economic development plan and felt that the opportunity to have the work done with the help of the CARES program was a timely opportunity. The previous economic development plan, *Action Plan 2006/2007: An Economic Development Strategy for the City of Cold Lake,* has been attached for council's reference.

A draft CARES application, outlining EDAC's rational for the project and vision of what can be achieved through the project's successful completion, has been attached along with the minutes of the October 12 EDAC meeting.

The CARES program's mandate is to fund initiatives that create a measurable impact and align with one or more of the following program outcomes:

- improving local business environment and/or regional economic collaboration
- increasing support for entrepreneurs and small and medium-sized enterprises (SMEs) to grow and succeed
- enhancing support for businesses and industries that provide diversification to a community or a region
- increasing investment that drives high-value job creation

#### Alternatives:

- The committee may request for changes to the Economic Development Strategy
- The committee may recommend that council accept the Economic Development Strategy as presented.

#### **Recommended Action:**

Administration recommends that the committee passes a motion

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

No.

Submitted by: Kevin Nagoya, Chief Administrative Officer



# Economic Development Strategy

for the City of Cold Lake



Cold

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# Economic Development Strategy for the City of Cold Lake

Prepared: January 2019



McSweeney & Associates 121 Crystal Green Bay | Okotoks, Alberta | T1S 2N4





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1.



## INTRODUCTION

#### 1.1. Purpose/Call to Action

Located on the shore of Alberta's seventh largest lake, a three-hour drive northeast of Edmonton and 20 minutes west of the Saskatchewan border, the City of Cold Lake (Cold Lake) is home to over 15,000 residents.

Cold Lake offers a great quality of life, with the City and the surrounding area having beautiful natural settings, state-of-the-art recreation and sport facilities, a multi-purpose Family and Community Support Services (FCSS) facility, urban and rural trail systems, and a provincial park next door with pristine lakes. Cold Lake itself is well known for its world-class sport fishery, pristine water and surrounding habitats which draw hundreds of bird species and an abundance of wildlife to its shores. One of the City's challenges is lack of awareness of its quality of life and a perception that it is isolated and 'at the end of the road'.

The City is the regional centre for northeast Alberta, supplying retail and services to surrounding rural communities. Its main industries of employment include oil and gas, the Federal Government (military) and tourism. Cold Lake is part of Alberta Hub – the region's Regional Economic Development Alliance (REDA) that is currently working on several projects that could positively affect the City, including broadband and aerospace development. It is also home of one of the Province's Rural Alberta Business Centres (RABC)<sup>1</sup>, that is a valuable business/entrepreneur support resource for the City and region.

The City of Cold Lake and its Cold Lake Economic Development Advisory Committee (EDAC) have seen a number of successes in the past decade, guided in large part by the City's Action Plan 2006/2007: An Economic Development Strategy for the City of Cold Lake. The downturn in Alberta's economy over the past 3 years has necessitated that every municipality consider implementing an economic development program, that the boom economy never required. Over the past few years, the impetus to diversify the local economy has also gained momentum as businesses throughout Alberta look to respond to the pressures of a changing economy. Effective economic development is both planned and resourced – and the City of Cold Lake and its Economic Development Advisory Committee (EDAC) have responded by taking the first step towards economic sustainability by commissioning an Economic Development Strategy.

Like many Alberta communities, economic prosperity has, until recently, come easily and economic development has been more a function of growth management. However, communities are now having to take a more proactive and competitive approach to economic development – and Cold Lake is no exception.

<sup>&</sup>lt;sup>1</sup> There is some uncertainly around the Province's future funding of their four RABC's. In the event that Cold Lake's RABC is shut down, there will be a void in entrepreneur support that has become especially important since the recession began as many former employees who want to stay in Cold Lake are now starting their own enterprises.



| 1





A new Economic Development Strategy will provide the City with a roadmap to create the economic future that the community aspires to. It also guides City's efforts in meeting new challenges in Alberta's transforming economy so it will not miss out on emerging opportunities. The City and its EDAC recognise that facilitating an environment that assists existing businesses expand/diversify and/or reposition themselves in a changing economy, and that attracting new businesses are vital to Cold Lake's future vitality. Recognising that 75-85% of all job growth typically will come from its existing employers, the City is committed to understanding its business base (and gaps), the challenges and opportunities businesses face and how the City can facilitate business retention, growth and investment.

The Strategy accomplished the following project goals:

- 1. Identify and align the current priorities of Cold Lake's economic development partners.
- 2. Create a united vision and direction for economic development.
- 3. Identify and prioritize new economic development tactics and best practices.
- 4. Define clear actions, projects and desired outcomes.

The strategy also provides direction on best practices for retention and attraction of employers and jobs, residential magnetism, and increased economic investment to the City. It also focuses on producing continuous momentum by defining clear, achievable/realistic actions and desired outcomes.

Very importantly, at the basis of the Strategy is the economic vision for the City. This vision provides the compass for all decisions that affect economic development, including infrastructure spending, staffing and incentive offers. In fact, almost all budget decisions made by Council will somehow affect economic development, either positively or negatively. Extensive consultation process gained the input of over 550 people that were either businesses, residents (including high school students) and stakeholders. One of the questions was around aspirations for the City of Cold Lake. This feedback was used in developing what the essence of what is the desired state of Cold Lake's economy in the future.

# **Economic Vision**

The City of Cold Lake boasts a vibrant, entrepreneurial and diversified economy, offering opportunities for its residents and newcomers alike. It is widely recognised as an important location for companies in the aerospace (both civilian and military), oil and gas or regional healthcare industries.

Its high quality of life with its educational, sports and cultural assets make it a magnet for its highly skilled workforce and for the hundreds of thousands of visitors the City attracts each year.







2.

# PROCESS FOLLOWED

The process followed to create the 2018 City of Cold Lake Economic Development Strategy was comprised of a document review, statistical analysis and community consultation.

The study began with a familiarization tour of the City and a municipal document review, followed by a statistical analysis of the City's economy and demographics that yielded a current situational analysis report, after which a thorough consultation process was followed that included:

- A session with Council, the City's Economic Development Committee and stakeholders;
- An open-house community consultation at the Lakeland Inn;
- A series of one-on-one interviews with businesses and economic development stakeholders;
- Three focus group sessions with representatives from military contractors, tourism & culture and the oil and gas sector;
- A discussion with the City of Cold Lake Youth Council who then produced a short video and assisted with an on-line survey for high school students that yielded 37 responses;
- An online community survey that received 409 responses; and
- A working session with key stakeholders.









This process led to the creation of a detailed realistic and doable short, medium and long-term Strategy for the next five years, and accompanying Implementation Plan with an aim of:

- Identifying means of helping the existing business community retain employees while also identifying opportunities for existing businesses to expand and/or reposition themselves in a changing economy.
- Identifying challenges that businesses in the community may face and the means through which these may either be overcome or mitigated.
- Supporting retention, expansion and attraction of new investment into the region's business community to achieve long-term, sustainable employment growth numbers.
- Outlining best practice approaches to tourism development and regional marketing, including identifying and engaging regional tourism partners.
- Assessing and recommending any missing ingredients (i.e. policy/procedures/etc.) needed to successfully retain and attract investment within key sectors.
- Providing a framework for the Cold Lake Economic Development Advisory Committee to continue in its mandate of advising the Cold Lake City Council on economic development initiatives and opportunities for business stimulus programs within the City of Cold Lake.

The Economic Development Strategy is based on a comprehensive understanding of the City, its economy, businesses and stakeholders, as well as their collective aspirations.









3.

# CITY OF COLD LAKE'S TOP 10 PRIORITY ACTIONS & TIMELINES

Experience indicates that presenting a small number of key strategic actions for communities to focus on is far more effective than a long laundry list of items that seems impossible to implement. While the remainder of this report and the implementation plan will elaborate on these priorities, below are the **Top 10 Priority Actions**, focused on providing initiatives which are necessary to be carried out first and are the foundational actions required to realise the City of Cold Lake's Economic Vision. These initiatives are aimed at strengthening both the community and economy.

AC	TION	SUGGESTED TIMING	LEAD / SUPPORT
1.	Assemble 'Team Cold Lake' with senior staff, a Councillor with the economic development portfolio and key external stakeholders that meet monthly to ensure the Strategy and its workplan are being implemented, address any challenges or opportunities that may arise, and adjust the workplan when necessary.	Immediate	CAO Strategic Initiatives
2.	Assess the water, waste water, electrical, gas and broadband capacity of the City to ensure that these utilities support and encourage progressive and growing businesses, investment and residential growth. Proactively budget infrastructure spending to facilitate growth and the servicing of annexation lands.	Short-term	CAO Council Planning Infrastructure staff Utility firms serving City of Cold Lake
3.	Assess development land to determine what is required to create a "shovel ready" supply and approaches for working with investors and developers to achieve the outcomes the City wishes to see. Developers can assist in setting targets for a readily marketable supply of employment lands.	Immediate	Planning Local developers
4.	Engage residents and businesses to create a Community Vision for the City of Cold Lake The objective is to provide a shared view of the future that engages the original component communities that make up the City of Cold Lake and will assist in the shaping of future growth that incorporates the additional new land being added to the City.	Immediate	CAO Strategic Initiatives Planning
5.	Develop a way-finding program that builds upon community branded signage to build community identity and to support tourism and the cultural assets of the City. Use the same visual identity on all community communications and marketing pieces.	Immediate	CAO Communications







AC	TION	SUGGESTED TIMING	LEAD / SUPPORT
6.	Develop a transportation strategy that improves access and safety for businesses and residents. This includes the establishment and promotion of the City's new airport, improvement of highways 28 and 55 in partnership with neighbouring municipalities and the Province - considering ways to decrease the perception that Cold Lake is 'the end of the road' <sup>2</sup>	Immediate – Long-Term	Strategic Projects Communications
7.	Design and deliver a Business Retention and Expansion (BR+E) Program to initiate and maintain a proactive engagement with businesses and establish ongoing relationships to stay abreast of issues facing businesses. This will support efforts to retain existing businesses as well as plan for both internal growth and attraction of key suppliers required by local businesses.	Immediate	Strategic Initiatives
8.	Complete a workforce retention and attraction strategy and action plan that responds to the needs of employers and potential investors. A key focus should be on creating an exciting hub of knowledge economy jobs in aerospace and energy production.	Immediate	Strategic Initiatives
9.	Develop tourism. Work closely with existing organizations to promote tourism for the City, including Travel Alberta, the Municipal District of Bonnyville and private operators. Encourage collaboration and regular communication to avoid timing conflicts and to enable joint marketing. Create an asset inventory of attractions, cultural assets and supporting infrastructure and identify gaps. The gaps may include new tourism products and packages – more reasons for tourists to stop and spend time and money in the City of Cold Lake. Monitor visitors through the Chamber and private partnerships.	Immediate – Short-term	Strategic Initiatives Chamber of Commerce
	Take a "Centre of Excellence" approach to developing the Aerospace sector. Take advantage of anticipated construction and Future Fighter developments that will drive workforce demand and potential new businesses. Build on Art Smith Academy and extend to high school and into college. Lever College resources as well as other sources of training, skill development and advanced learning.	Short-term	Strategic Initiatives Portage College CAO Council Chamber

Immediate = 2019-2020 | Short term = before the end of 2021 | Long term = before the end of 2024

<sup>&</sup>lt;sup>2</sup> Highway 55 connects with 63 and continues east down to Prince Albert and then through Winnipeg to the port at Thunder Bay







# 4. STAKEHOLDER CONSULTATIONS

#### 4.1. Strategic Plan Update Consultation Process

Approximately 550 stakeholders were consulted throughout this process. The consultations consisted of confidential one-on-one interviews, an open house as well as an online survey open to the public, three focus groups with key sectors and a working session with targeted stakeholders.

#### 4.1.1. Interviews & Community On-Line Surveys

One-on-one interviews were undertaken with City businesses and other economic development stakeholders such as senior staff, the Chamber, the RABC, CFB Cold Lake, Cold Lake First Nation, Alberta Hub and several others. The same seven open-ended questions were used to guide both those interviews and the on-line surveys (for both general public and high school students). These questions probed into the major strengths and challenges of doing business in the City and looked forward to defining future opportunities, aspirations and results. All participants provided feedback on these questions, providing a statistically significant result.

#### 4.1.2. Focus Groups and Open House

Focus Groups were held with company representatives from three key sectors: Aerospace, oil & gas and tourism/culture. In addition, a general community open house was held at the Lakeside Inn where community members answered the same seven questions.

#### 4.1.3. Working Session

The Working Session was held November 6, 2018 and was attended by approximately 25 key community stakeholders which included representation from Council, the business community, regional and Provincial support agencies, the Canadian Forces Base, the City of Cold Lake Chamber of Commerce, City of Cold Lake staff, the Reeve of the MD of Bonnyville, and the Cold Lake First Nations Economic Development Officer and Chief Executive Officer.









The purpose of the Summit was to bring together economic development, community and business leaders to review the project findings to date, to get confirmation on the themes that were derived from the research, and to begin strategizing and crafting action items for each of those themes that emerged from the consultation process. The themes that were brought forward to the presentation and were validated were:



Working groups identified projects (and actions?) that would address the challenges and opportunities under each theme. They then presented their work to the entire group in a "Dragon's Den"-type format. Everyone then voted with their 'money' to prioritise the various projects/actions that varied from marina improvements to training for military ground crew!

See Appendix A for detailed project descriptions. The advantage of considering these projects is that some already have identified champions and buy-in from those who attended the Working Session.

TOURISM Industry Economic Protile & Websi BUILD AEROSPACE CAPAKITY BY s existing inventory of land (seri OFFERING BADLY NEEDED TRAIN Lakeshore Developer - Boardwalk/Heritage walk FOR IMPENDING LOCAL WORKERSHO nolete: Champions: Portage / Industry / Military / C. <sup>2</sup> Signage & Marketing #2. Hirport Resources. Course Development through cirricitum An available service to help draws is suppe Collaboration / Industry Ruthership westment (transportation of workers; executive Wayfinding Signs Attract more visitars, professionals are working in the region ... etc. Physical Facility mer 2020, impline







#### Informal Investment Readiness Review

McSweeney & Associates undertook an informal investment readiness assessment by reviewing the adequacy of the City of Cold Lake's tools and indicators including:

- Web Presence Economic Development Site.
- Economic/Community Profile.
- Industrial and Commercial Land and Building Inventories.
- Investment Marketing Tools.
- Adequacy and Readiness of Employment Lands.
- How Investment Inquiries/Requests are Handled.

It was determined that the City of Cold Lake is missing key elements that should be undertaken in order to prepare the City for investment.

**Web Presence**: The City requires a comprehensive economic development section with all the essential information required by a site selector/investor (regional and local maps, community profile, workforce). Ideally, it should be a separate site as it has a different audience/target than the City site, but if a section of the City site, there should be link from the homepage. There should also be links to the economic development strategy and pertinent reports.

Economic/Community Profile: There is currently no economic/community profile available.

Industrial and Commercial Land and Building Inventories: Requires an inventory of available land and buildings and all property including information on servicing, zoning, maps, etc.

**Investment Marketing Tools:** There are currently no marketing tools available, even for key sectors.

Adequacy and Readiness of Employment Lands: Currently there is an inadequate supply of ready to be serviced employment land and very little shovel-ready industrial land. Some vacant commercial sites are available in the City..

**How Investment Inquiries/Requests are Handled**: To date the inquiries are dealt with by the CAO, Mayor or planner on an ad hoc basis. There is no central contact or investment enquiry handling/tracking program.







## 5. STATISTICAL ANALYSIS

#### 5.1. Data Sources

Please note that every effort has been made to use the most current data available. There are four major sources of information for the remainder of this document:

- The 2011 and 2016 Census from Statistics Canada;
- SuperDemographics 2018 from Manifold Data Mining Inc.;
- EMSI Analyst 2018; and
- Canadian Business Patterns (CBP) June 2017 and June 2012.

#### Canadian Business Patterns

The major sources of information for the Business Registry are updates from the Statistics Canada survey program and from Canada Revenue Agency's (CRA) Business Number account files. This CRA administrative data source allows for the creation of a universe of all business entities.

#### Manifold Projection Method

Production of 2018 Demographic data estimates are partially based on population statistics collected by Statistics Canada via Census every 5 years. Manifold estimates demographic data annually, including population projections for 5 and 10 years in the future. Manifold methodologies are based on the following techniques:

- Enhanced cohort survival methods;
- Nearest neighborhood and regression techniques; and
- Structural coherence techniques.

Manifold Data Sources include:				
Statistics Canada	Real Estate Boards/Companies			
Health Canada	Canadian Bankers Association			
Regional Health Ministries	Bank of Canada			
Citizenship and Immigration Canada	Canada Post Corporation			
Regional School Boards	Consumer and business directories books			
Flyer Distribution Association	Publications of hospitals, CMHC, BBM and partners			
Proprietary survey and research				







#### **EMSI** Analyst

EMSI data brings the various snapshots of the Canadian economy together in a single picture. First, it aligns the geographies of the data from 2001 to the present, which means the Cold Lake of 2001 is the same as the Cold Lake of 2018. This results in geographically detailed data (down to the Census Subdivision level) that is applicable to today's economy.

The data is remarkably detailed, giving you information on 305 industry classifications using the NAICS system and 522 occupations from Statistics Canada's NOCs classification system in over 4,300 integrated geographical areas. The data is updated twice a year, so users have the most current information possible. And to top it all off, it adds 10-year projections based on the CBR data so that it provides a sense of the future alongside the past and present.

#### EMSI Data Sources include:

Canadian Business Registry (CBR)

2001, 2006, and 2011 Census data

Survey of Employment, Payroll and Hours (SEPH)

Labour Force Surveys (LFS)

Canadian Occupational Projection System (COPS)

#### **CANSIM** Demographics

Postsecondary Student Information System (PSIS) Education Data





City of



#### 5.2. Statistical Analysis

# Cold Lake A Snapshot of COLD LAKE

# Location

Nestled on the shore of Alberta's seventh largest lake, a three hour drive north east of Edmonton and 20 minutes west of the Saskatchewan border, Cold Lake is home to over 15,000 residents. The community of choice for many workers in the nearby oil patch, the City of Cold Lake is also the proud home of 4 Wing, one of Canada's busiest fighter bases.

The City and the surrounding area boast beautiful natural settings, complimented by state-of-theart recreation and sport facilities, urban and rural trail systems, a provincial park and pristine lakes. Cold Lake itself is well known for its world-class sport fishery, pristine water and surrounding habitats which draw hundreds of bird species and an abundance of wildlife to its shores.

The City has grown to become the retail hub of north east Alberta, but has also kept its warm, rural roots. The main industries of employment include the oil and gas industry, the Federal Government, defense and tourism.



# **MARKET ACCESS**

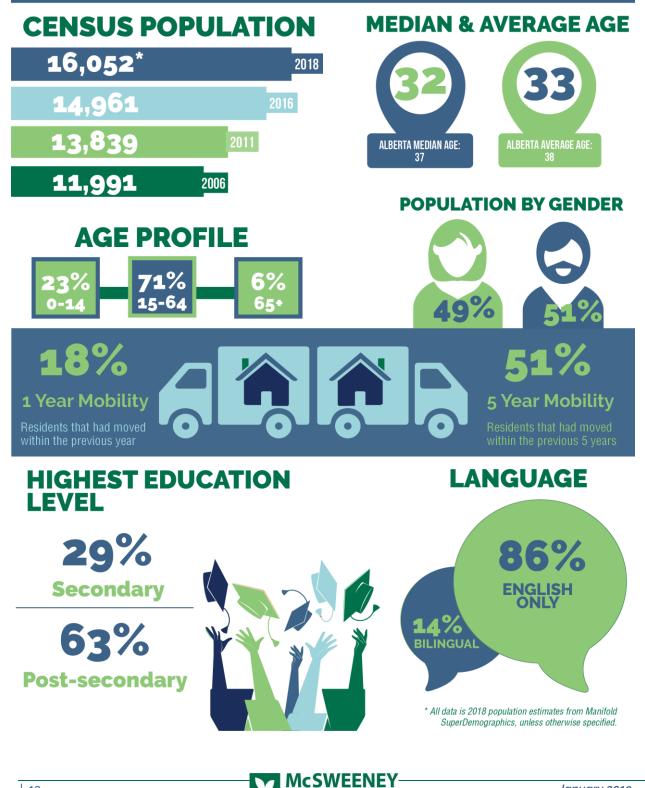
295km	Edmonton
600km	Calgary
436km	Fort McMurray
446km	Saskatoon
1226km	Winnipeg
1448 km	Vancouver (Port)
1937 km	Thunder Bay (Port)

**McSWEENEY** inspiring economic sustainability<sup>®</sup>





# **Demographics**

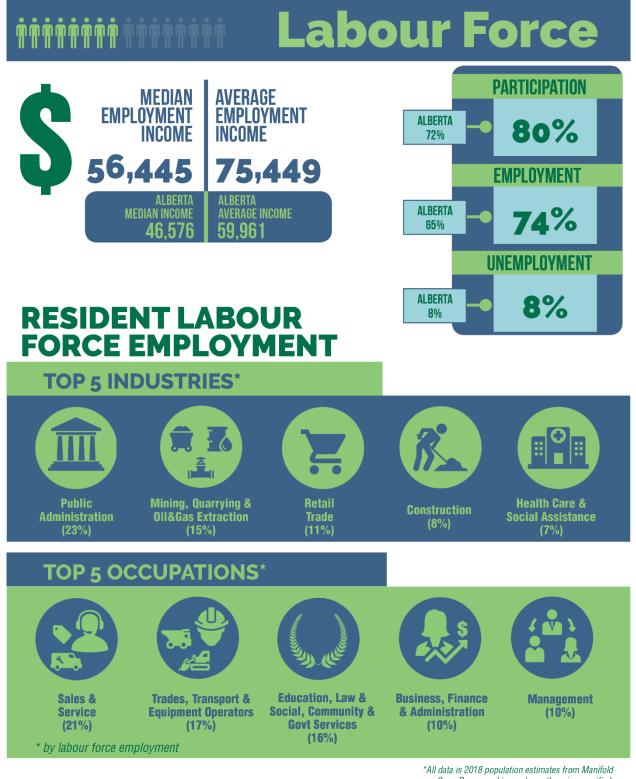


inspiring economic sustainability

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SuperDemographics, unless otherwise specified.







#### 5.3. Statistical Overview



## Population and Age Structure Profile

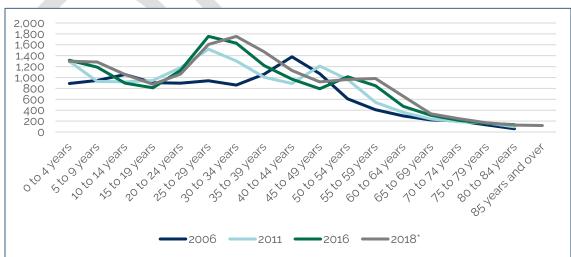
This subsection examines the characteristics of the population in the City of Cold Lake. Table 1 illustrates population changes in Cold Lake from 2001 to 2018 compared to Alberta. The census population grew by 25% over the past 2 census periods.

#### Table 1: Population Change, Cold Lake vs. Alberta, 1996-2018

	2001	2006	2011	2016	2018*
Cold Lake Population Count	11,520	11,991	13,839	14,961	16,052
Growth	-2.3%	4.1%	15.4%	8.1%	/
Alberta Population Count	2,974,807	3,290,350	3,645,257	4,067,175	4,417,879
% Change from Previous Census	10.3%	10.6%	10.8%	11.6%	/

Source: Statistics Canada Census data 1996, 2001, 2006, 2011 2016; Manifold SuperDemographics 2018. Manifold population estimates vs. Census data are not directly comparable.

Figure 1 shows age profile over the last 3 census periods, and 2018. The most significant growth is in the group of persons aged 15 to 44, the "working age population". The population aged 50 to 69 years old has also shown notable growth, however, there has only been a marginal change in the "retirement age" population (65 and older).



#### Figure 1: Percent Population by Age, Cold Lake, 2006-2016, 2018

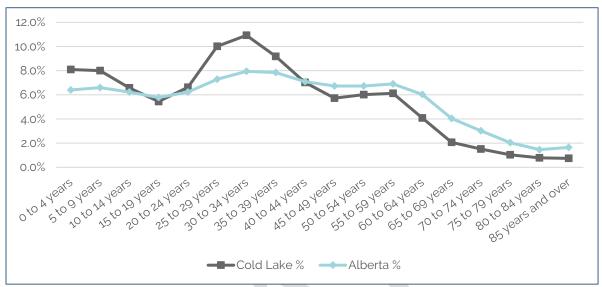






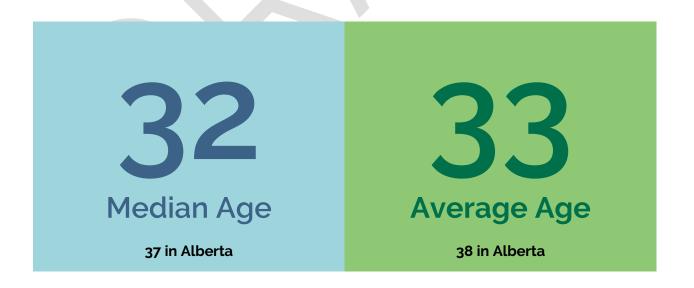
Source: McSweeney & Associates from Statistics Canada Census data 2006, 2011 and 2016, and Manifold Data Mining Inc. SuperDemographics 2018

Figure 2 contrasts the age profile of residents in the City of Cold Lake and Alberta, in 2018.



#### Figure 2: Percent Population by Age, Cold Lake vs. Alberta, 2018

Compared to the Province, the City of Cold Lake has a larger percentage of its population within the age range of 0 to 44. and less of its population in the age range of 50 years and older. Cold Lake has a younger population than the Province as measured by the median age (32 vs. 37 in Alberta), and average age (33, vs 38 in Alberta).





Source: McSweeney & Associates and Manifold Data Mining Inc. SuperDemographics 2018



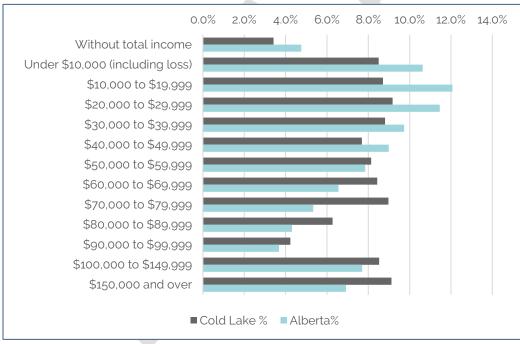


### Income

This subsection describes the income earning capacity of the population of the City of Cold Lake. Using the information in Figure 3, the following observations can be made with respect to incomes<sup>3</sup>:

- The income distribution in Cold Lake is more equally distributed than in Alberta, with over 50% of the population earning above \$50,000.
- In 2018, the City of Cold Lake median individual total income was \$60,208, while in Alberta, the median individual income was \$47,572.
- The 2018 average individual income for the City of Cold Lake was \$78,593, versus \$62,758 for Alberta.

Figure 3 shows the distribution of total personal income for residents of Cold Lake.



#### Figure 3: Total Personal Income Levels by Percentage of the Population, 2018

Source: Manifold Data Mining Inc. 2018 (2017 incomes).

<sup>&</sup>lt;sup>3</sup> As noted previously, all income data uses the year previous; therefore 2018 data uses 2017 incomes.



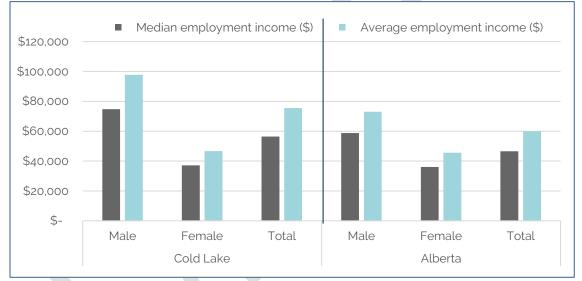




\$60,208 City of Cold Lake median individual total income \$78,593 City of Cold Lake average individual income

Figure 4 shows median and average employment incomes in Cold Lake and Alberta, by gender. The following can be said about employment incomes in the City of Cold Lake:

- City of Cold Lake residents have a median employment income 21% higher than that of the Province, and an average employment income 26% greater than the Province.
- City of Cold Lake males have a median employment income 100% higher than females, and an average employment income 110% higher than females.



#### Figure 4: Employment Income, Cold Lake vs. Alberta, 2018

McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics .2018 (2017 incomes).

City of Cold Lake residents have a median employment income 21% higher than that of the Province, and an average employment income 26% greater than the Province.



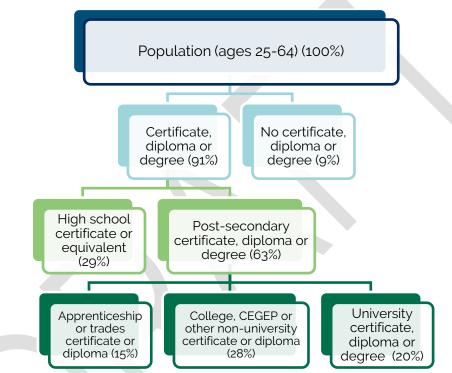




# Education

This subsection reviews the level of education and major fields of study for residents of City of Cold Lake. Figure 5 outlines the education levels obtained by City of Cold Lake residents ages 25-64, as compared to Alberta. Definitions may be found in the footnote.





Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2018

'Post-secondary certificate diploma or degree' includes 'apprenticeship or trades certificates or diplomas' 'college CEGEP or other non-university certificates or diplomas' and university certificates diplomas and degrees.

'Apprenticeship or trades certificate or diploma' includes Registered Apprenticeship certificates (including Comparisons with other data sources suggest that the category 'University certificate or diploma below the bachelor's level' was over-reported in the NHS. This category likely includes some responses that are actually college certificates or diplomas bachelor's degrees or other types of education (e.g. university transfer programs bachelor's programs completed in other countries incomplete bachelor's programs non-university professional designations). We recommend users interpret the results for the 'University certificate or diploma below the bachelor's level' category with caution.

'University certificate diploma or degree above bachelor level' includes the categories 'University certificate or diploma above bachelor level' 'Degree in medicine dentistry veterinary medicine or optometry' 'Master's degree' and 'Earned doctorate.'



<sup>&</sup>lt;sup>4</sup> 'High school diploma or equivalent' includes persons who have graduated from a secondary school or equivalent. It excludes persons with a post-secondary certificate diploma or degree.





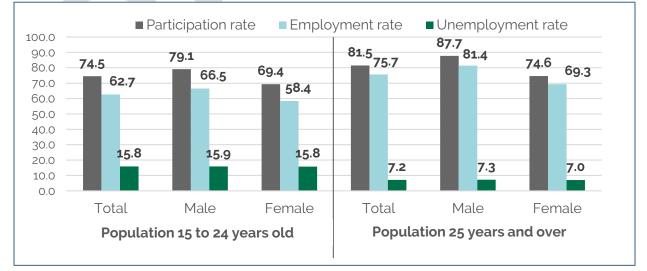
# Labour Force Profile

This section profiles the labour force that lives and works in City of Cold Lake. The first subsection has key employment indicators for the resident labour force, subsequent subsections describe the labour force available to city based on commuting flows. Overall, the City of Cold Lake has higher participation rates than the Province, as well as lower unemployment.

#### **Key Indicators**

Key indicators for the labour force are used to highlight the underemployed/under-utilized labour groups. For example, by examining labour force by gender and by age, one can quickly perceive that males under 25 years have the highest unemployment rate. Furthermore, women overall have a participation rate approximately 13 percentage points lower than men in Cold Lake. This indicates an opportunity to grow the labour supply by increasing women's participation.

Labour Force Activity	Cold Lake	Alberta
Total population 15 years +	12,414	3,568,242
In the labour force	9,985	2,560,490
Employed	9,144	2,330,889
Unemployed:	841	229,600
Not in the labour force	2,429	1,007,752
Participation rate	80.44	71.76
Employment rate	73.66	65.32
Unemployment rate	8.42	8.97



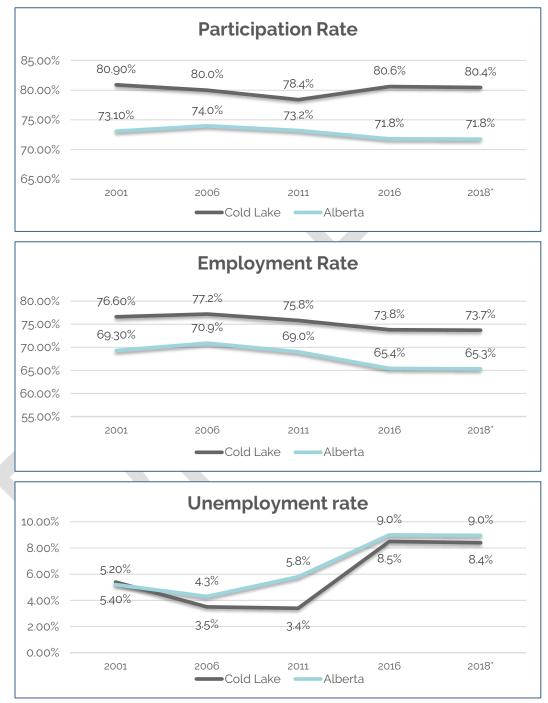
#### Figure 6: Key Labour Force Statistics, 2018

Source: Manifold SuperDemographics 2018





The following three tables illustrate labour force participation, employment and unemployment rates between 2001 to 2018. Participation has been on the rise since 2011, while employment has slightly decreased, which has resulted on a notable increased in unemployment between 2011 to now.



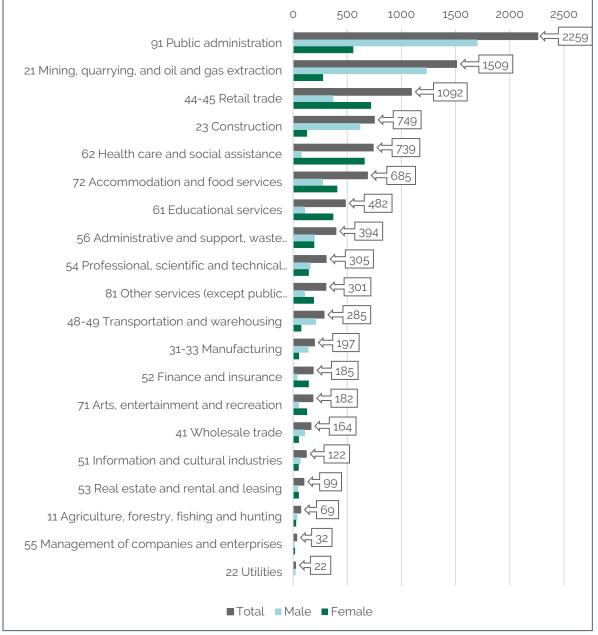
Source: McSweeney & Associates from Statistics Canada Census data 2006, 2011 and 2016, and Manifold Data Mining Inc. SuperDemographics 2018







The resident labour force of the City of Cold Lake most commonly works in the following industries: Public administration, mining, quarrying, and oil and gas extraction and retail trade. The largest employing industries employ more men more than women.



#### Figure 7: Resident Labour Force by Industry, 2018

Source: Manifold SuperDemographics 2018. Note that the numbers beside the bars represent the total number of City of Cold Lake residents working in the industry.









# Labour Market Surplus/Gaps

The labour market surplus or gap is defined as the difference between the number of jobs (by industry) in the City and the number of resident workers in the City employed in that industry. **The City of Cold Lake has a surplus of approximately 829 jobs**, which indicates there are more jobs than resident workers employed in that industry, making City of Cold Lake a net importer of labour. A labour market **gap** is apparent in some industries in which the number of resident workers employed in particular industries exceed the number of jobs available in those industries in Cold Lake. This may represent an opportunity for Cold Lake to attract those industries based upon the availability of labour force.

The industries with the largest gap (where workers out-number jobs are highlighted in red) are mining, quarrying, and oil and gas extraction; accommodation and food services; arts, entertainment and recreation, finance and insurance; and information and cultural industries.

Description		Employed in Cold Lake	Resident of Cold Lake	Net Import
Construction		1,567	749	818
Administrative and support, waste management and remediation services		758	394	364
Retail trade		1,359	1,092	267
Other services (except public administration)		433	301	132
Educational services		611	482	129
Health care and social assistance		831	739	92
Transportation and warehousing		351	285	66
Unclassified		162	114	48
Professional, scientific and technical services		333	305	28
Utilities		26	22	4
Real estate and rental and leasing		101	99	2
Manufacturing		192	197	(-5)
Public administration		2,253	2,259	(-6)
Wholesale trade		141	164	(-23)
Agriculture, forestry, fishing and hunting		41	69	(-28)
Management of companies and enterprises		0	32	(-32)
Information and cultural industries		62	122	(-60)
Finance and insurance		92	185	(-93)
Arts, entertainment and recreation		85	182	(-97)
Accommodation and food services		417	685	(-268)
Mining, quarrying, and oil and gas extraction		1,000	1,509	(-509)
	Total	10,815	9,986	829

Source: EMSI Analyst 2018







# **Economic Base Analysis**

The list of industries on the previous page gives an indication of industries which could be successful in the City given the labour force supply, and could be further developed, along side supporting industries.

The economic base analysis will reveal industries which are currently successful: large, growing, concentrated, projected to grow and with large export sales.

This section investigates industry statistics pertinent to the local economy of the City of Cold Lake. Thus, the central region of study for this section will be the City of Cold Lake, benchmarked to the REDA (Northeast Alberta HUB – including 32 municipalities) and Alberta.

This section reports industry statistics related to exports, employment, and businesses for the local economy with the aim of uncovering key industries that either exist or are emerging in the City today,

The Statistics Canada "North American Industry Classification System" (NAICS) of classifying industries is used for this report. The largest groupings or aggregations of industries categories are called Sectors, which are broken down into sub-sectors, which are then further broken down into Industries. An example of this breakdown follows:

Sector Level	31-33 Manufacturing industries
Sub-sector Level	336 Transportation equipment manufacturing
Industry Level	3364 - Aerospace product and parts manufacturing







# **Export Sales**

This subsection investigates export sales by industry, whereby export sales are the sales values of goods/services produced inside the local economy and sold/consumed outside the of the City.

The City of Cold Lake's total export sales amounted to 2.4\$ billion dollars.

Listed below are industries in order of export sales made outside of the City of Cold Lake.

NAICS	Industry	Cold Lake	Cold Lake %	REDA %	Alberta %
2111	Oil and gas extraction	\$935,687,762	37.9%	30.4%	39.6%
9111	Defence services	\$395,713,087	16.0%	4.5%	0.5%
3241	Petroleum and coal product manufacturing	\$180,813,208	7.3%	7.4%	7.3%
2371	Utility system construction	\$93,289,098	3.8%	4.5%	3.2%
5611	Office administrative services	\$71,975,733	2.9%	0.7%	0.3%
2131	Support activities for mining, and oil and gas extraction	\$68,714,907	2.8%	8.1%	3.0%
3364	Aerospace product and parts manufacturing	\$59,546,571	2.4%	0.6%	0.1%
2361	Residential building construction	\$45,357,629	1.8%	0.5%	0.9%
4152	New motor vehicle parts and accessories merchant wholesalers	\$36,648,161	1.5%	0.3%	0.2%
4841	General freight trucking	\$30,149,334	1.2%	0.6%	0.5%
6221	General medical and surgical hospitals	\$28,507,150	1.2%	2.2%	0.2%
2382	Building equipment contractors	\$28,143,316	1.1%	0.7%	1.7%
4881	Support activities for air transportation	\$24,541,925	1.0%	0.2%	0.1%
2389	Other specialty trade contractors	\$24,412,781	1.0%	0.9%	0.9%
2362	Non-residential building construction	\$23,939,788	1.0%	0.9%	1.2%
5311	Lessors of real estate	\$20,305,234	0.8%	0.6%	0.6%
9130	Local, municipal and regional public administration	\$17,717,948	0.7%	1.7%	0.6%
8131	Religious organizations	\$16,347,966	0.7%	0.4%	0.0%
9112	Other federal services (9112-9119)	\$15,933,860	0.6%	0.8%	0.8%
1110	Farms	\$15,234,914	0.6%	5.9%	1.6%
6212	Offices of dentists	\$13,927,957	0.6%	0.2%	0.1%
5413	Architectural, engineering and related services	\$13,418,939	0.5%	0.5%	1.8%

#### Table 2: Export Sales Dollars Flowing into the City of Cold Lake, by Industry

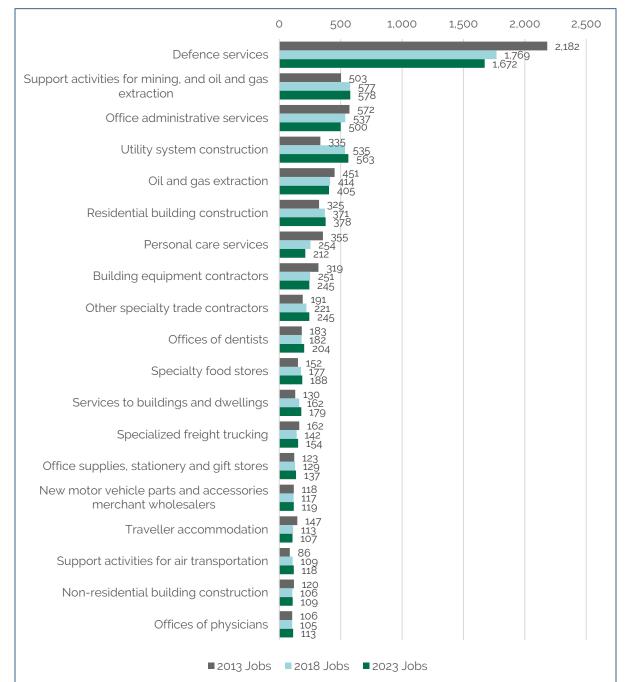
Source: 2018 EMSI Analyst, based on 2013 National Input-Output Tables







To better understand which sectors are supporting the most jobs, Figure 8 shows the largest industries in the City of Cold Lake by number of jobs in 2013 and in 2018, as well as projections for 2023. This analysis does not include publicly-funded industries related to health and education.



#### Figure 8: Largest Industries by Number of Jobs, 2013 - 2023

Source: EMSI Analyst.







Based on Figure 8, the following can be concluded about industry employment for the City of Cold Lake:

Largest Industries by Total Employment	Fastest Growing Industries by Employment Growth	Emerging Industries with Largest Projected Growth in Total Employment
1. Defence services	1. Utility system	1. Other information
2. Support activities for	construction	services
mining, and oil and gas	2. Support activities for	2. Utility system
extraction	mining, and oil and gas	construction
3. Office administrative	extraction	3. Support activities for air
services	3. Other specialty trade	transportation
4. Utility system	contractors	4. Other specialty trade
construction	4. Support activities for air	contractors
5. Oil and gas extraction	transportation	5. Services to buildings
	5. Investigation and	and dwellings
	security services	









# 6. STRENGTHS, CHALLENGES, OPPORTUNITIES, ASPIRATIONS AND RESULTS (SCOAR<sup>™</sup>)



The following comprehensive SCOAR<sup>™</sup> (Strengths, Challenges, Opportunities, Aspirations, Results) Analysis was prepared by analyzing the current statistics and data, a document review plus the feedback from elected officials, staff, stakeholders and residents engaged in the consultation.



- Stable, young, diverse population
- The Lake offers natural beauty for residents and tourism asset for visitors
- Oil and gas sector offers accumulated wealth plus ongoing work and potential for future development
- CFB Cold Lake brings in both military personnel and contractors many stay or return to live in Cold Lake permanently
- Stable employment and economic base from the Military base employs over 1800 military staff plus 700 full-time civilian workers
- Good amenities playing fields, arenas, marina area, good shopping
- Free public transport for workers
- Portage College that offers that offers trades training and a number of specially designed programs
- Small town feel with the amenities of a larger centre
- Good supply of land for future development
- Mayor, council and local leaders are focused on amenities that will attract residents and support future growth
- Friendly, strong sense of community



- Heavy reliance on Oil & Gas results in boom and bust cycles
- Lack of land that can be quickly developed (lack of Shovel-ready properties)
- Need more development of the lake-front marina is too small, needs more shops and attractions at the Lake
- Need better way-finding signage for visitors to find the Lake, museum, shopping areas







- Lack of healthcare options and specialized services that are only available in Edmonton or Calgary
- Lack of capacity in Portage College to meet business & community needs
- Museum needs a long=term plan for its updating and improvement
- Lack of air service for both passengers and air freight
- Lack of awareness of available incentives for business improvements and expansions such as municipal tax rebates and business improvement grants.
- More employment options for residents; business diversification
- No dedicated Economic Development Officer to work with the business community and regional/government partners
- Continue to develop productive partnerships with neighbouring communities
- Petty crime theft and vandalism
- Need more events to attract visitors
- High commercial and residential rents in spite of high vacancy rates
- Declining house values but increasing mill rates perceived as negative
- Highway 28 needs widening and more passing lane section, especially between Bonnyville and Cold Lake
- Lakefront development recreation and accommodation
- More programs offered through Portage College, aligned with employer needs
- Aerospace development for civilian-focused technologies
- Construction, engineering and support service companies for both the oil & gas and aerospace industries
- Events and festivals including theatre
- Specialty stores and boutique retail stores
- Family restaurants near the lake
- Airport and related services
- Big box stores that offer quality with value pricing
- More year-round recreation
- Tourism options
- Lower unemployment rate less cyclical economy
- Growth of new industries more attractive employment options
- Growth and development that is planned and distributed over north and south parts of the City.
- Attractive local shops
- Lake front developed to offer more tourism and business possibilities
- Family-friendly, safe community low crime rate
- Downtown area is redeveloped, open longer hours for shopping with more reasons to shop there
- Slow but steady growth that maintains a stable local economy
- Affordable flights to Edmonton and Calgary and beyond
- Pedestrian friendly areas in the city







- The gap between north and south is developed to feel like one community
- Great first impression when entering the city
- Attractive parks and green space
- Affordable housing with lower vacancy rates
- More variety of recreation, sports and cultural activities
- Good range of health care options supported by adequate numbers of doctors and health care workers
- Advanced education options for residents linked to industry and jobs in the region
- More resilient economy supported by diverse industrial base.
- Good roads in a well-planned and organized community
- Stores and homes are attractive and well maintained reflecting community pride











# 7. CITY OF COLD LAKE STRATEGIC ECONOMIC DEVELOPMENT ACTION PLAN

The following action areas have been derived through a rigorous process that included a thorough study of the City's economic base analysis, a target sector review, a full consultation and stakeholder engagement exercise and the City of Cold Lake SCOAR<sup>TM</sup>.

These strategic areas of focus are where the City of Cold Lake should centre their resources.









# **Strategic Actions**



#### 7.1. Theme #1 – Investment Readiness

When investors want to invest in an area, they are looking for a strong, well-organized municipality with the capacity to meet their business needs. **The key to retaining existing and attracting new business is to undertake all the actions to be 'investment-ready' and 'business-friendly'**.

- 1. Assemble 'Team Cold Lake' with senior staff, a Councillor with the economic development portfolio and key external stakeholders that meet monthly to ensure the Strategy and its workplan are being implemented, address any challenges or opportunities and adjust workplan when necessary. This team should have at least one member of Council but should overall be a staff team that is mandated to implement economic development initiatives. In speaking with EDAC members, it was felt that they should have more of an advisory role rather than a doing role, as they all have their own full-time jobs/businesses and do not have a say over Council budgets.
- 2. Assess development land to determine what is required to create a "shovel ready" supply and approaches for working with investors and developers to achieve the outcomes the City wishes to see. Developers can assist in setting targets for a readily marketable supply of development.
- 3. Eliminate off-site levies in areas targeted for development and maintain off-site levies elsewhere until such time as those are planned for development.
- 4. Assess the water, waste water, electrical, gas and broadband capacity of the City to ensure that these utilities support and encourage progressive and growing businesses, investment and residential growth. Proactively budget infrastructure spending to facilitate growth.
- 5. Concentrate development in the areas where services can be readily extended from existing development. Investors and developers should be encouraged to locate in the planned, appropriately zoned growth areas to avoid unnecessary off-site levies, eliminate unexpected costs, delays and servicing complications.
- 6. Review policies and procedures, including process time, and any special policies, bylaws or procedures required to enable the desired level of control is delivered in a user-friendly manner. Benchmark process times against neighbouring/competing communities.







- 7. Use the economic base analysis to understand sectors/industries with the greatest competitive advantage and focus attraction efforts on those key sectors/industries. This would include developing sector knowledge, relationships and attending relevant conferences and trade shows in those sectors.
- 8. Work on measures to build the City of Cold Lake's reputation as a business-friendly place. An example might be an investment "concierge" (usually the EDO) to work with developments above a certain threshold to guide them through the necessary steps to reach a successful outcome with no delays or unpleasant surprises.
- 9. Compile and maintain a list of available development properties and their details.
- **10.** Develop an Economic Development website to focus on information required by potential investors and to help direct them to available properties.









#### 7.2. Theme #2 – Community Development

**Community development directly impacts the positive growth of the economy.** The role of community development is, in part, one of the building blocks to support economically strong and vibrant communities. The assets and services helped to shape the community into what it is today and will, in part, dictate what it will be in the future.

**1.** Promote and gain buy-in to Cold Lake's Economic Vision:

# **Economic Vision**

The City of Cold Lake boasts a vibrant, entrepreneurial and diversified economy, offering opportunities for its residents and newcomers alike. It is widely recognised as an important location for companies in the aerospace (both civilian and military), oil and gas or regional healthcare industries. Its high quality of life with its educational, sports and cultural assets make it a magnet for its highly skilled workforce and for the hundreds of thousands of visitors the City attracts each year.

- 2. Use the Economic Vision as a guiding principle for expenditure and strategic planning decisions.
- 3. Engage residents and businesses to create a Community Vision for the City of Cold Lake (testing and reinforcing Economic Vision). The objective is to provide a shared view of the future that engages the original component communities that make up the City of Cold Lake and will assist in the shaping of future growth that incorporates the additional new annexed land being added to the City.
- **4.** Develop Planning and Development Guidelines that direct future growth and types of development that reflects the vision of the community. The Vision created in #2 is the aspiration of the community. The guidelines direct delivery of that Vision.
- 5. Develop a transportation strategy that improves access and safety for businesses and residents. This includes the establishment and promotion of the City's new airport in the shorter term and improvement of highways 28 and 55 in partnership with neighbouring municipalities and the Province considering ways to decrease the perception that Cold Lake is 'the end of the road' (e.g. Highway 55 connects with 63 and continues east down to Prince Albert and then through Winnipeg to the port at Thunder Bay).







- 6. Develop and implement a healthcare improvement and recruitment strategy. Adequate healthcare was a key impediment cited by employers and residents and filling that void is imperative to completing the quality of life equation for Cold Lake.
- 7. Undertake the revitalization of the core areas of the City to "design out" petty crime, grow sustainable downtown businesses and address inviting entrance ways into the core areas. Plan and design adequate, convenient parking that will facilitate easy movement of people and vehicles, making downtown shopping a more enjoyable experience. Avoid street frontage parking/strip malls, developing parking lots behind the stores wherever possible let the storefronts sell your downtown!
- 8. Develop a way-finding program that builds upon community branded signage to build community identity and to support tourism and the cultural assets of the City.
- **9.** Develop a Communications Plan to collectively communicate the messages between government, businesses, CFB Cold Lake and residents.
- **10.** Develop a Community Improvement Plan to encourage updating and improvement of properties in targeted areas of the City. This could include the formation of a Business Revitalization Zone (BRZ) that would access development tools and incentives not allowed otherwise.
- **11.** Build on Volunteer Appreciation program, celebrating and acknowledging volunteerism.
- **12.** Plan a 'Home-Coming' event that brings back graduates to the City and strategically exposes them to the quality of life offer and employment / business development prospects and supports. This has proven a very successful investment/resident attraction initiative for communities as investors that have roots in a community are more likely to stay even through downturns.
- 13. As the City's economic analysis indicates, women may represent an available labour supply in Cold Lake. Develop a project with Lakeland Employment Services for women and male spouses who come to Cold Lake with their families to find meaningful employment and utilize their skills, even if on a rotating basis. This will also differentiate Cold Lake from other Canadian Forces Bases.
- 14. Cold Lake is in a prime place to capitalise on the demand for skills in the aviation industry. Expand the Art Smith Aviation Academy curriculum to grade 12 in one of the high schools and tie that in to post-secondary education with SAIT, the new Elevate Learning Centre at Edmonton International Airport or others. This will develop home-grown talent as well as attract students from North America and overseas establishing Cold Lake as the place to be if you are serious about a career in aviation.









#### 7.3. Theme #3 – Industry Development

Most future growth will be driven by people and businesses already in the City of Cold Lake. The Economic Analysis identified leading industries and competitive advantages. Indicators can be used to guide the efforts of the City of Cold Lake and provide a focus for Industry Development.

- **1.** Take a "Centre of Excellence" approach to developing the Aerospace sector. Take advantage of anticipated construction and Future Fighter developments that will drive workforce demand and potential new businesses.
  - a. Build on Art Smith Academy and extend to high school and into college. Lever College resources as well as other sources of training, skill development and advanced learning to build Cold Lake's reputation as a centre of excellence in the aerospace industry.
  - b. Develop the municipal airport site for support industries.
  - c. Cooperate with SAIT and other PSIs (even outside of Alberta) to offer the experiential side of their aerospace programs.
- 2. Further develop the Business Directory that is searchable to aid in communication with key businesses and to help identify gaps in value chains that a new or existing business might fill. Potential investors will be curious about the types of businesses already in the City that they might work with either as suppliers or as users of their goods or services. The Directory can serve an additional purpose in emergency response management and demonstrate good stewardship of City of Cold Lake businesses.
- 3. Design and deliver a Business Retention and Expansion (BR+E) Program to initiate and maintain proactive engagement with key businesses and establish an ongoing relationship that the City can build upon to stay abreast of issues facing businesses in the City. It can also use the BRAPE tool as part of this BR+E Program. The ongoing engagement with businesses will support efforts to retain existing businesses as well as plan for both internal growth and attraction of key suppliers required by local businesses.
- 4. Assess the water, waste water, electrical, gas and broadband capacity of the City to be sure that these utilities support and encourage progressive and growing businesses. Needs differ from one sector to the next; business engagement through BR+E will identify the extent to which utility needs are being met.
- 5. Assess the workforce needs and training requirements of businesses to take advantage of opportunities that are available while meeting the needs to the business community as it grows, evolves and requires new technologies and workforce capabilities. Take advantage of foreseeable developments at CFB Cold Lake as well as associated civilian applications of aerospace technology. Portage College is a powerful asset in the community and can be an ally in addressing future opportunities.
- 6. Based on workforce needs, ensure housing stock and amenities are of a calibre to retain and attract highly skilled talent, their spouses or partners and families.
- 7. Develop a plan to capitalize on expected developments at the new civilian airport facility. The airport provides an important service for businesses and residents and also provides a focal point for new business opportunities that may be associated with the facility.







#### 7.4. Theme #4 – Tourism

**Tourism can be a major economic driver for the City of Cold Lake's economy**. In addition, visitors who enjoy the City and area are the best prospects for new residents and investment. The sector encompasses local/regional activities such as food and accommodations, retail, festivals and events, sporting activities, arts, culture and heritage. To achieve the best benefit from tourism, there needs to be a plan to ensure that it grows and develops consistent with the community's vision. Tourism can serve a vital role in introducing people – potential new investors, skilled workers and residents to the City of Cold Lake, its quality of life and the natural beauty of the area.

- **1.** Work closely with existing organizations to promote tourism for the City, including Travel Alberta and Municipal District of Bonnyville. Encourage collaboration and regular communication to avoid timing conflicts and to enable joint marketing.
- 2. Create an asset inventory of attractions, cultural assets and supporting infrastructure and identify gaps. The gaps may include new tourism products and packages more reasons for tourists to stop and spend time and money in the City of Cold Lake.
- **3.** Develop the Lake front and business offer in Cold Lake North. Work with existing businesses, Cold Lake First Nations, property owners and stakeholders to focus on developing an offer and work with surrounding area to keep visitors longer.
- **4.** Create and implement a Tourism Signage program building upon community identity/brand and way-finding identified under the Community Development theme.
- 5. Develop a sports tourism strategy with enhanced programming to fully occupy the excellent arenas, new soccer pitch, playing fields and other facilities on a year-round basis.
- 6. Form two separate committees from the current Recreation and Culture Committee and allocate funding to both.
- 7. Develop a long-term plan for the development of the Museum as part of Cold Lake's Unique Selling Proposition (USP), perhaps as Drumheller has done with the Royal Tyrell, working with DND and local experts and volunteer board. This could be developed into a true destination!
- 8. Work with theatre, cultural tourism, including Cold Lake FN groups to develop a strategy to capitalize on their efforts. Promote and grow the theatre and cultural opportunities that exist and would benefit from improved collaboration with Travel Alberta and the ongoing efforts being supported in the Municipal district of Bonnyville to promote features, events and tourism bundles that include theatre and culture. This could include charter packages from Edmonton.







# 8. CONCLUSION

The City of Cold Lake is faced with a number of challenges and opportunities. At time of the writing of this report, the annexation of a significant area of land for future development is nearing completion. The development of a new airport facility is awaiting final approval. CFB Cold Lake is preparing for a new generation of fighter jets along with facilities and staff to support them. At the same time, oil and gas dependent businesses are enduring a long and painful period of depressed prices. Decisive action is needed to secure the economic future of the City and assure that opportunities are not missed.

There is current risk of missing opportunities at CFB Cold Lake and with oil & gas support businesses due to a lack of skilled people among other factors. Immediate action is needed to avert further eroding of potential opportunities. To capitalize on opportunities and mitigate risks, a number of actions are recommended:

- 1. The City needs to be more engaged and proactive in steering future economic development. Growth and investment driven by oil and gas might return and if it does then the City needs to be prepared to quickly land those opportunities. An emphasis needs to be placed on diversifying the economy in the event that oil and gas does not return with the same vigour as in previous economic cycles.
- 2. There is much work to be done with greater control by the City. EDAC may serve an advisory role but the required actions are beyond what can be expected of a volunteer group. The work requires the time and attention of an economic development professional to manage the process and capitalise on the existing culture of economic development awareness and teamwork within the City.
- 3. New employment lands need to be developed systematically to enable a reasonable supply of shovel-ready land availability that can be serviced at a reasonable cost.
- 4. Existing commercial areas within the City require some redevelopment with a view to greater integration of the former communities into a more consistent look and feel with amenities and features that will appeal to a young, highly skilled population.
- 5. Tourism, culture, arts and theatre represent economic opportunities in their own right. Additionally, they play a vital role in building the attractiveness and appeal of the City to attract and retain an increasingly skilled population with high expectations of the community that will be their home.







- 6. Developments at CFB Cold Lake will require a significant increase in the number of skilled maintenance people. Similarly the military contractors will require new and more complex skills in their workforce. The City must be proactive in collaborating with military contractors, Portage College, 4-Wing and other training facilities to assure that as much skill upgrading of existing staff as possible can be accomplished. In addition, new talent may need to be attracted to the City from other jurisdictions, Retention and attraction of new talent will be vital. Ongoing engagement with employers will help to identify and address attraction and retention issues.
- 7. There have been ongoing challenges in attracting doctors and some professionals (engineers, management staff) to the City. A factor identified has been career opportunities for spouses and partners. An initiative is required to identify opportunities in the City or nearby for partners and spouses as part of any talent recruitment program.
- 8. Issues facing the City require extensive collaboration with the MD of Bonnyville, Cold Lake First Nations and the HUB (Regional Economic Development Alliance). Working together, the communities can better address the big issues of workforce development, transportation, highway improvements and marketing of both tourism and investment opportunities that would be more difficult to accomplish individually.









# APPENDIX A-PROJECT DESCRIPTIONS





# Action Plan 2006/07

# An Economic Development Strategy for the City of Cold Lake



# **Message from EDAC Chair**

It is my pleasure, on behalf of the Economic Development Advisory Committee, to introduce Action Plan 2006: An Economic Development Strategy for the City of Cold Lake.

This pro-active development strategy represents City Council's commitment to transform Cold Lake to a regional service centre. Servicing the needs of residents and industry in Northeast Alberta and Northwest Saskatechewan.

It is imperative that the City strives to create a more diversified tax base to ensure long term financial sustainability. The City needs to create an environment that provides local job opportunities for its citizens. The Action Plan will address these critical issues in a pro-active manner.

Economic growth in Cold Lake is inevitable. Unplanned economic growth could actually accentuate land use conflicts and detrimentally affect the quality of life in our City. The Action Plan will ensure that new growth meets our social, economic and environmental objectives.

The Action Plan is a work in progress. It is imperative that the residents of Cold Lake review this document and identify areas where they can play a role. On behalf of the Economic Development Advisory Committee, I encourage all residents to participate in the future of Cold Lake.

Michelle Bourdon Chairperson

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# **EXECUTIVE SUMMARY**

The Action Plan 2006/2007 layout within this document is a dynamic strategy that is fluid enough to change with the environment and resources that are available. Many of the projects are linked together and as successfully completed will open up new economic opportunities for the community of Cold Lake.

This document identifies the need for community based economic development strategies and what the Cold Lake Economic Development Advisory Committee's role is. Much of the strategy contained herein is derived from the community facilitation sessions held in May/June of 2005.

Section I [Introduction] of the Action Plan is a justification for the economic development function and identifies broad economic development objectives. The next section [Economic Outlook] is a brief historical perspective on the City, followed by global, national, and provincial macro-economic analyses that identify trends and opportunities. Section III [Economic Development Principles] introduces the approach to economic development that embodies community collaboration and empowerment towards common goals. The next section [SWOT Analysis] identifies strengths, weaknesses, opportunities and threats in the form of a competitive analysis from a local perspective. Section V [Strategic Priorities] focuses on the action items identified by the Economic Development Advisory Committee over the 2005 fiscal year. Section VI [Action Plan 2006/2007] represents the actionable items that the City and its partners will address in Year I of this plan. Section VII [Performance Monitoring] is a framework to measure the overall efficiency and effectiveness of Action Plan. Section VIII list some projects that could be looked at in the future but are not specifically addressed in the short term. Any of these projects could be looked at as resources become available or community priorities change.

# **1 INTRODUCTION**

#### "If you don't know where you're going any road will take you there."

When it comes to economic development, nothing is truer. Unless concept and direction are clearly established, policy becomes chaos. This Action Plan provides the blueprint for the City of Cold Lake's economic success.

The strategy is an important first step in the economic development process. This document is a work in progress. The implementation plan will be continually revised as the mission is constantly changed by a turbulent, changing global economy. The challenge is to gain the commitment and involvement of the business community, the general public, City Council and staff in implementing the strategy.

The Economic Development Advisory Committee was re-energized in 2005 and has worked to identify the strategic priorities that this plan addresses. The Action Plan is based on community consultation. The Action Plan is linked to the constraints inherent in environmental and financial parameters that prevail in contemporary municipal government.

This Action Plan is a blueprint for Cold Lake's economic success over the next five years and it will be reviewed on an annual basis. The document will serve as a starting point in setting a five-year vision for the City of Cold Lake. The work plan outlined in Section VII covers a period of two years and will be updated on an annual basis. It is imperative that stakeholders review this document and identify areas in which they can play a role as partners.

#### 1.1 Why plan for economic development?

The City of Cold Lake is growing at a moderate pace that has the potential to rapidly accelerate. The ten year population projections for the City range between 15,000 and 22,000. It appears that growth in Cold Lake is inevitable therefore why does the City need to plan for economic development?

The notion that the private economy should be left alone assumes that markets are perfectly competitive. This model is based on assumptions that are highly unlikely. Perfect competition assumes that all market participants have perfect information with no externalities; there are a large number of buyers and sellers such that no participant can distort the market. In reality the market is full of imperfections. The perfect competition model does not produce a balance between social, economic, and environmental activities.

Inadequate economic development planning and uncoordinated investment promotion activities would accentuate land use conflicts and detrimentally affect the quality of life in our communities. A pro-active approach to economic development is required to ensure the following positive outcomes are achieved.

- 1. Addressing economic objectives identified in public consultation process.
- 2. Creating a complete community with its own identity where people live,

work, shop and spend their leisure time closer together.

- 3. Responding to the downloading of more responsibility from senior levels of government and addressing the impact on municipal finances.
- 4. Sharing of resources and expertise offered by local stakeholders both internally and externally to avoid duplication and fragmentation.

Another argument for economic development planning is that communities are in competition with one another. Local government structure puts local economies head to head in a battle for economic survival. Cities that do not plan effectively lose.

Effective economic development planning helps to avoid these potential problems by:

- defining a common vision that integrates all the community stakeholders;
- developing a strategic planning environment to achieve the vision; and,
- coordinating the stakeholders through role identification to attain the vision.

#### 1.2 Cold Lake Economic Development Advisory Committee (EDAC)

EDAC Mission Statement: "To promote, initiate, expand and enhance the full economic potential of the Community of Cold Lake by recognizing and using local and regional assets and worldwide opportunities to improve the standard and quality of life of our residents.

The Economic Development Advisory Committee mission statement clearly precludes a conventional approach to economic development, which is identified as; a staff person maintaining a small office, preparing strategies for marketing, business attraction and business retention. The staff within the confines of their physical resources, imagination and budget undertakes implementation of strategies. This very structured, conventional approach can result in the perception that the City is hiding behind the need for confidentiality and is virtually a secret society. There is no participation from the community, little understanding of the activities and limited results, giving rise to a high level of dissatisfaction.

The solution: to bring the economic development department and the community together in a partnership, harnessing and focusing their energy to achieve a greater economic advantage. This partnership will generate many benefits by encouraging the economy, the environment and the people to become the "Cold Lake Advantage". The role of the economic development office becomes one of facilitation and coaching to empower internal and external organizations to achieve broad-based community objectives identified through public consultation. The first round of public consultation was done in May of 2005 resulting in the identification and prioritization of issues under the four pillars of economic development.

The success of this concept will depend on the ability of community partners to change their mindsets to make the transition from command and control to a team approach and working outside the box. The Cold Lake Advantage is the core that provides the energy, motivation, training and coaching to stimulate a high level of productive activity within the community, in general. By nurturing and feeding the collective attitude, this concept can generate an awesome power, surpassing the wildest expectations.

#### Economic Development Objectives

- 1. To promote a positive corporate identity that positions the City as a business friendly community with a superior quality of life.
- 2. To create employment opportunities suited to the local labour pool.
- 3. To expand and diversify the tax base.
- 4. To support small business development, expansion and retention.
- 5. To attract new investment that meets social, environmental and economic objectives

# 2 ECONOMIC OUTLOOK

Cold Lake is best characterized a community in transition. Critical issues facing the City include a tight labour market, with competition for labour compounded by a housing and affordable housing supply issues. There is also a lack of industrial based businesses. It is imperative that the City strives to create a more diversified tax base to ensure long-term financial sustainability. The City needs to create an environment that provides local job opportunities for its citizens.

#### 2.1 Historic Perspective

#### <u>Military</u>

In the early 1950s, an army of construction workers started building Canada's premier fighter base in the heart of the Lakeland. Half a century later, 4 Wing carries on that tradition, and continues to be at the cutting edge of military fighter aviation. The year 2004 marked the Gold Jubilee of a unique relationship between CFB Cold Lake and the communities of the Lakeland. For the last fifty years, the City of Cold Lake has enjoyed a relationship unmatched between a Canadian Forces Base and the civilian world.

4 Wing Cold Lake began in 1952 when the site was chosen by the Royal Canadian Air Force for an air weapons training base. In 1953, the federal government signed an agreement with the provinces of Alberta and Saskatchewan for the use of a tract of land 180 km by 65 km for use as an air weapons range. This was and continues to be the "raison d'etre" for 4 Wing Cold Lake and its operations.

The Cold Lake Air Weapons Range (CLAWR) has evolved to the point where it is considered to be one of the finest facilities of its kind in the world. The CLAWR covers an area of 1.17 million hectares straddling the Alberta/Saskatchewan border. Several factors unique to the CLAWR make it an ideal choice for combined air operations training. The heavily forested terrain with numerous lakes resembles European topography and differs from the desert conditions in southwestern Nevada. For these reasons, the internationally renowned Maple Flag Exercise is held on the range every year with ever growing success.

#### <u>Oil</u>

Discovery of bitumen deposits at Cold Lake dates to the 1920s, but it wasn't until a geologic survey was completed in 1961 that the huge potential of the Cold Lake oil-

sands deposit became known. In 1962, Imperial Oil drilled 10 evaluation wells on leases it acquired at Cold Lake several years earlier. The company began construction in 1964 of its first experimental pilot operation at Ethel Lake. With two additional pilot operation in 1972 and 1975 paved the way for a commercial-scale project at Cold Lake.

A planned, \$13-billion megaproject that would have produced 160,000 barrels a day of bitumen and upgraded it into synthetic crude oil was shelved in 1981 because of prevailing business conditions. The disappointment felt by the huge project team soon gave way to excitement over plans for a phased, step-by-step approach. Instead of the huge megaproject, smaller production units or phases were developed as markets and business conditions allowed. Construction of the first two phases of commercial development began in 1983, now production from recent phases coming online in late 2002 has increased production capacity to more than 150,000 barrels a day.

To date, Imperial's total investment in the Cold Lake commercial project is about \$2.3 billion, with an additional \$260 million invested in research, technology development and pilot projects.

There are many other oil companies that have been active in the Cold Lake Oilsands development. They are Canadian Natural Resources, Encana Energy, Husky Oil, Devon Resources and Black Rock Energy.

#### <u>Tourism</u>

The lake provides excellent opportunities for recreation. With improved roads the access to Cold Lake has drawn recreational users from all over the province. The Province government has seen the value of tourism and developed the Cold Lake Provincial Park as well as the English and French Bay Recreational areas. Increased leisure time will continue to make these recreational opportunities important to the community.

#### 2.2 Alberta Caveats

Alberta has a population growth rate of 1.9%. The vibrant economy of Alberta combined with the retiring baby-boomers has created a labour shortage that is effecting the economic growth of the province.

- 1. The high wages that are paid to the oil industry workers has drawn many workers out of the retail and service sectors of the economy, leaving many businesses understaffed, with resulting losses of customer service.
- 2. The high demand for construction workers and equipment has created a highly inflationary cost of construction for all types of construction, making the business case for start-ups and construction of non-oil related businesses more difficult.

#### 2.3 Social Structure

- Young population
- Semi-transient
- Highly educated
- More jobs than people
- International exposure
- Above average income

Emphasis on quality of life

Demographic changes as a result of an aging population and increased immigration will result in dramatic shifts in social and recreational services. These populations have different political values and voting patterns. The emergence of "gray power" as a political force is already a reality.

This population will place a considerable amount of emphasis on crime prevention, health care, leisure and recreation.

#### 2.4 Global Trends, Global Integration, Deregulation and Reregulation

The Canadian economy has made the transition from industrialization to the information age. The production of goods to meet Canada's demand requires 20% of the workforce. The production and provision of services within Canada account for the remaining 80% of the workforce.

The major OECD countries are experiencing an aging population that creates major impacts on investment and consumption patterns. Furthermore, the birth rate has been declining steadily resulting in zero natural growth rates. This phenomenon can be offset by immigration and Canada is counting on immigration as a prime source of population growth. Younger active people primarily of Asian descent are being targeted. This activity has important social and economic policy implications.

There is a new emerging economy in North America that is moving away from manufacturing and towards knowledge intensive and niche-based entrepreneurial.

- Tourism has grown into an \$8.5 billion industry.
- Knowledge-based services such as software, information technology, consulting engineers and architecture have excellent potential.
- Education services have long term export potential in a highly competitive marketplace.
- Transportation industries have the potential to be an export engine.
- Communication industries have seen explosive growth in wireless and fibre optic technology.
- Knowledge-based manufacturing will continue to be a competitive growth industry. (Goldberg, 1998, pp 10-18.)

Historically, the Alberta economy was characterized as a resource-based commodity economy producing homogeneous products at world prices. In recent times there has been some movement into the value-added product strategy, in the agriculture, forest and petroleum industries.

The major implication is heightened global competition. Companies have to make effective use of technological change and must adapt to new markets more efficiently than their competition.

Companies that are dynamic that can address change effectively will succeed, while those unable to adapt to this high paced environment will disappear. There will be an explosion of new opportunities in service producing markets.

Organizations that can integrate new technology into their operations will have a significant competitive advantage. They require the ability to process massive amounts of information about their internal environment, their customers, and potential customers, about emerging global trends.

There is a new emerging economy in Alberta that is entrepreneurial, knowledge intensive and niche-based. A successful economic development strategy must embrace the new economy and prepare the City for an era of rapid change, ongoing learning, competition and exciting opportunities posed by change.

#### 2.4.1 Aerospace

This global industry is rebounding from the impacts of post-9-11 travel and has now surpassed the pre 9-11 levels. There are many segments that are rapidly growing including the Unmanned Vehicle Systems, composite materials fabrication and testing. In Canada during 2005, passenger traffic increased by 10% and air freight by 4% over previous years.

#### 2.4.2 Tourism

Tourism is regarded as a major economic engine over the past decade. It has grown into an \$8.5 billion industry that includes business travellers, conventions, sporting events and holiday vacationers. Tourism product development includes golfing and skiing, entertainment, nature and adventure tourism. Changing demographics make this an industry of the future.

#### 2.4.3 Educational Services

Many community colleges have been aggressive in catering to international students. There are excellent prospects for continued export growth in this highly competitive marketplace. Strong growth should continue in primary, secondary and ESL as well as in the post secondary sector and especially in the highly lucrative management and executive training areas.

#### 2.4.4 Knowledge-based Services

In the case of software, with modern information technology and the internet, most people can work at home, making it even more difficult to assess its scale and impact.

This population will place a considerable amount of emphasis on crime prevention, health care, leisure, recreation, and culture. A changing ethnic mix will also result in social structure and value changes.

# **3 ECONOMIC DEVELOPMENT PRINCIPLES**

From the SWOT and other related documents identified a number of consistent messages and themes. For planning purposes these themes are being presented as underlying principles of Cold Lake's Action Plan 2006.

#### 3.1 Coordinated Approach

A coordinated and cooperative approach to economic development must be incorporated into the plan. It is important to use the skills and abilities of the participating partners internally within City Hall and externally within the community. The challenge is to harness this interest and energy, focus it in a common direction and use it to drive socio-economic initiatives. The role of the economic development office will become one of facilitation and administration. The partnership will provide a forum for all community groups, businesses and citizens to participate in issues of common interest.

#### 3.2 Balanced Approach

The Action Plan must strive to enhance quality of life that the citizens of Cold Lake have articulated they want through public consultation. Quality of life enhancement results from managing the community in a way that balances the social, economic and environmental implications of our activities in order to meet the needs of the public without compromising the ability of future generations to benefit from similar services.

Sustainable economic development recognizes that economic development and quality of life are part of the same equation. Community leaders, business executives, City planners, entrepreneurs, public servants, social service workers all have a contribution to make. They have to articulate a vision for the City that includes a priority list of services, facilities and employment opportunities that impact so markedly on the community's quality of life.

We know that the quality of life in Cold Lake is dependent on sustaining beneficial economic activity, including the creation of more jobs and long-term employment opportunities. Increased employment means increased tax revenues, which means better social, educational, cultural and community development services and facilities, all of which directly affect the quality of life available to our citizens. Only business and industry can make investments in income producing ventures, therefore, it would be beneficial to reduce the obstacles to investment by having well defined plans, simple procedures and less complex regulations.

#### 3.3 Smart Community

Information technology will break down access barriers, reduce traffic congestion and open up City Hall on a 7-day X 24- hour basis. Utilization of technology in all of Cold Lake's marketing efforts will reduce the cost of spreading the message around the world.

#### 3.4 Regional Approach

The City will work cooperatively with the MD of Bonnyville, Town of Bonnyville, Cold Lake First Nations, and Elizabeth Metis Settlement on projects that have regional significance. The City will work closely to provide input and receive support on regional issues such as labour and transportation.

#### 3.5 Flexibility

The Action Plan must be flexible and organizations involved in implementing the strategy will be open to new opportunities. This multi-year strategy will be reviewed on

a quarterly basis with an opportunity to make mid-course corrections if required.

#### 3.6 Leadership

The business community holds the City accountable for the responsible management of our economic future; therefore, City Hall will exercise leadership in the pursuit of economic development for the City. The economic development advisory committee will provide research and recommendations on matters as directed by Council. The EDAC committee will provide the public with an annual progress report.

# 4 COMPETITIVE ANALYSIS

No strategic plan would be complete without a discussion of the strengths and weaknesses of Cold Lake. The following SWOT analysis is from the public input sessions. Items from Appendix A mentioned by 3 or more groups were included in the following summary.

#### 4.1 Strengths

- Recreational opportunities provided by exceptional natural resources and beauty. Natural resources will continue to provide an important strength for the future.
- Strong economic base founded on oil and military.
- Diverse culture and cultural backgrounds, including first nations, strong francophone and international components.
- Millennium Trail and other trail systems (African Lake).
- Strong retail presence which helps establish Cold Lake as a regional trading centre. This has expanded the trading area.
- Competent, well-trained labour force with a diversity of skills and high educational background.
- New regional college, along with post-secondary opportunities.
- Health Care services, modern hospital with regional influence.

#### 4.2 Weaknesses

- Lack of affordable housing.
- Labour force shortages.
- Transient nature of the community, as a result of short-term military and oilfield employment trends. This results in low community pride and involvement.
- There is a lack of developed industrial land to support new opportunities.
- Roads system lack of dangerous goods route and high traffic volumes that create dangerous intersections.

#### 4.3 Opportunities

- Aerospace Industry has growth potential because of the labour market created by former military personnel remaining in the community. This labour force has reached a threshold that can supply the skills required to support many areas of opportunity in this diverse industry.
- Tourism has an opportunity for growth in Cold Lake. New tourism infrastructure may be required to take advantage. Forests, lakes, rivers and wilderness all have strong roles to play in future economic success.
- There are opportunities for the construction of affordable housing options within the community.

#### 4.4 Threats

- The increasing cost of housing and utilities limits the number of people who can afford to live in Cold Lake. This in turn limits the labour force required to staff the retail and service industries.
- Apathy and lack of community involvement reduces the quality of life, fewer volunteers mean that many needs go unfulfilled in the community.
- Increased drug and criminal activities.
- Continued provincial and federal downloading.

This Action Plan intends to build on the community's strengths while overcoming or minimizing the weaknesses and seizing opportunities.

# **5 STRATEGIC PRIORITIES**

The Economic Development Advisory Committee consulted with the community through a public input and strategic planning process in May/June of 2005. The following items were identified and ranked by the community in order of priority. EDAC has established four adhoc working groups that are looking at each of these area to develop a strategy that can be effectively implemented to start to solve some of these challenges.

### Four Pillars from SWOT Analysis

#### 5.1 Opportunity Identification / Attraction & Investment

	<b>Community Priorities</b>
• Create an affordable housing plan.	28
• Develop an Industrial Development Plan.	10
• Create a Retail Business Development Strategy.	5

There are numerous opportunities to attract new investment in targeted industries, particularly in retail, oil, and aerospace. Cold Lake's location can provide quality of life that is very appealing for companies. It is imperative that Cold Lake does not remain one of Canada's best-kept secrets. EDAC will work to identify opportunities that will complement and build on the asset base that exists in the Community. EDAC will work toward the development of new business and investment within the community of Cold Lake.

#### 5.2 Retention & Expansion

	<b>Community Priorities</b>
• CLN role in business development.	19
• Create plan to support local businesses.	18
Downtown Revitalization.	4

Small business will continue to be the major engine of growth in Cold Lake generated locally by business formation and expansion. A hallmark of a successful economic development strategy is the ability to establish an environment that encourages local entrepreneurs and small business. EDAC will work to retain and expand the existing business community in Cold Lake. Through a variety of initiatives, emphasis will be placed on encouraging young people in the community to consider business as an exciting and rewarding option.

#### 5.3 Marketing and Promotion

		<b>Community Priorities</b>
٠	Develop a comprehensive marketing strategy.	19
٠	Develop a communication/marketing plan for area.	17

Develop a communication/marketing plan for area.Develop and Promote an Immigration plan.

Cold Lake is open for business and needs to project that image globally. Through creative planning and an external communication strategy the "Cold Lake Advantage" will be aggressively marketed throughout the world. EDAC will assist in the Promotion and Marketing of the Community of Cold Lake.

The tourism industry will be the natural resource industry of the new millennium. The City requires a comprehensive strategy to ensure that this potential becomes a reality. The City can focus on a number of areas including, meetings and conventions, golfing, skiing, eco-tourism, recreation, heritage and arts and culture.

#### 5.4 Community Lifestyle Development

**Community Priorities** 

20

8

• Develop plan to deal with community transportation. 28

• Investigate activities/entertainment for youth.

EDAC will work to support and enhance the high quality of life in the Community of Cold Lake - in other words, the Quality of Life impact assessment will always influence the selection of opportunities.

# 6 ACTION PLAN

EDAC Action Plan represents a comprehensive work plan for the year 2006 and 2007.

#### 6.1 Monthly Breakfast

Citizens of Cold Lake are important contributors to the economic development process. It is therefore important to keep them informed and in touch with economic development activities taking place. Ensuring a knowledgeable community as it relates to economic development is important. The monthly breakfast allows the local media and the community to be informed of the progress being made and the challenges being addressed. The EDAC website will be utilized to communicate between the Working Groups and EDAC members.

#### 6.2 Cold Lake Ambassadors

There are many individuals and groups who travel and represent the community indirectly to various areas. The Ambassador's program is to recognize these individual and to support their efforts. Each month up to 10 ambassadors will be recognized and presented with an Ambassador's package which contains samples of materials that they can distribute. They will be encouraged to keep up the good work. This program is designed to encourage a sense of pride in the community of Cold Lake.

#### 6.3 Affordable Housing

The one issue facing Cold Lake residents is related to affordable housing- according to a public opinion survey conducted in 2005 as part of the City's strategic planning process. The Opportunity Identification working group has spent over six months researching this topic to identify some of the issues and determine the order of magnitude. They will present their findings and recommendations in the  $2^{nd}$  quarter of 2006.

#### 6.4 Communications and Marketing Strategy:

- Develop a marketing plan that identifies key target markets along with strategies that can be used to extract the greatest return on investment of the limited resources available. These markets will include tourism products, business, and labour force attraction.
- The review and recommend changes to City of Cold Lake Marketing materials based upon the Marketing Plan.
- B-Card CD ROMs will be sent to qualified prospects and will be made available to real estate agents and recruiters.
- The City website will be upgraded to provide potential investors with accurate and timely information regarding site selection.
- Local business and residents will have an opportunity to participate in an ongoing economic development forum.

#### 6.5 Tourism Strategy

- The Economic Development Advisory Committee will establish a tourism focus group that includes key stakeholders in the tourism industry sector, namely, the Chamber of Commerce, Cold Lake Ag Society, Leisure & Parks Services Department, Cold Lake Museum, and accommodations representatives.
- The tourism focus group will develop a comprehensive list of tourism related stakeholders to begin work on a comprehensive inventory of tourism resources in the Region.
- The tourism focus group will encourage the development of a broad-based marketing campaign that includes contributions from all regional players.
- A comprehensive tourism website will be developed and linked to the City website.
- The Economic Development Advisory Committee will proactively seek out new investment opportunities in the tourism sector.

#### 6.6 Business Retention Strategy

• The Economic Development Advisory Committee will identify key local businesses to be earmarked for Business Visitation Program. The purpose of a BVP is to identify some of the challenges faced by local businesses and to work with them to come up with solutions.

#### 6.7 Aerospace Strategy

The aerospace industry has the potential to create new sustainable jobs and income in the City of Cold Lake. The industry can build on the numerous military personnel who choose to stay in the community after serving with the Canadian Military. This industry will create excellent opportunities to diversify into a global market utilizing local strengths.

- Build database of former military personnel and skills available in area for pursuit of aerospace.
- Develop a comprehensive marketing plan.
- Target Industry Sectors Military, UAV, Lighter-Than-Air, Engine Test

- Aerospace Park Airport Expansion, Land Subdivision, City Services, Tax Revenue
  - Develop an airport that has a runway suitable for landing 737 size aircraft and land adjacent that is available and suitable for commercial / industrial development.
  - Sub-divide land and sell property for private and commercial hangar development.
  - Seek out public/private partnership opportunities to invest in aerospace infrastructure, for example, aerospace industrial park.
- **Training Centre** Composite Materials Fabrication, Electronics, Robotics, Avionics, Maintenance & Repair
  - Seek out partnership opportunities with NAIT, SAIT, DeVry, U of A, and Portage College to encourage aerospace course offerings that will support industry growth and lead to the development of an aerospace training centre.
- Research Communications, Composite Materials, Flight
  - Seek out research and development opportunities that would utilize the human resource knowledge in the area. (ie UVS Centre of Excellence, Aircraft Certification Facilities)
- **Business Incubator** Research to Commercialization, Start-Up Companies

#### 6.8 High Technology Industry Strategy

High Technology industry is clean and green and is one the fastest growing global industrial sectors. The City of Cold Lake needs to look at ways to attract this industry with proper planning and targeting.

- A high tech focus group will be formed that will include Portage College, DeVry, UofA, and Science Council of Alberta to identify target markets.
- Develop high-tech competitions that utilize communications tools, robotics, and new materials fabrication. The goal is to start small and grow to global recognition and competition.

#### 6.9 Small Business Development

- The Economic Development Advisory Committee will host a forum of all small business providers to develop a small business development action plan. The ultimate goal is the creation of a business development center that provides small business with one window access to government programs, financing, education and marketing.
- The development of a small business development roadmap that will detail all the legal requirements for operating in the City of Cold Lake and local resources available to support local business. This publication will be available online as well as in hardcopy.

# 7 PERFORMANCE MONITORING

This section identifies performance indicators that can be used to monitor the City's overall success in achieving its economic development objectives. Performance monitoring requires the cooperation and input of all City departments and community stakeholders.

#### 7.1 Measuring the Effectiveness of a Business Attraction Program

Business attraction programs are typically the most visible aspects of a community's economic development efforts. One major relocation project can pump new life into a local economy. Combined with ancillary spin-offs, a community can reap economic rewards for years from such projects, and not surprisingly, the competition for such investment has become fierce.

A variety of organizations contribute to these marketing efforts. Municipal, Provincial and Federal governments, Chambers of Commerce, Labour organizations, utilities, developers, regional entities, and local businesses among others provide individual leadership for marketing initiatives. The ability to work together to establish a unifying vision and some measure of coordination for the marketing activities of these organizations is a key factor in the success of business attraction programs.

Most business programs consist of several components that when operated in tandem are designed to provide the community with exposure to as many expansions, relocations, or new business developments as possible. These usually consist of an overall marketing campaign, which includes a mix of advertising, public relations, and networking; target marketing efforts directed towards specific business sectors, clusters or geographic areas; and, marketing support efforts which include the development and maintenance of marketing materials and management of the prospect through the sales effort.

Economic development organizations employ a number of efforts to evaluate and monitor their business attraction programs. Communities that receive investments typically want to know if they are better off as a result of the economic development group's effort, so they must look at measures that capture economic benefit. At the same time, the funding source, whether it is the government or the private sector, typically wants to know if the money is being wisely spent.

Therefore they tend to look at measures of organizational efficiency or productivity. Finally the business itself, which is the target of all the effort, evaluates an economic development organization on the quality and utility of the services it provides. The following list provides the data requirements necessary to develop a comprehensive monitoring system.

#### 7.1.1 Economic Benefits

- Number of Businesses
- Number and Types of Jobs Created
- New Investment
- Property Tax Enhancement

#### 7.1.2 Organizational Efficiency

- Number of Contacts: produces baseline data; year over year quantitative effort; there are no guidelines to determine an appropriate number of contacts per organization.
- Number of Leads: focuses on firms that have a real interest in locating in an area and are a better indicator of a successful promotion program; there are no guidelines to determine an appropriate number of leads per

organization.

• Number of Qualified Prospects: includes businesses that fit well with the business attraction strategy and are seriously considering investing into the area.

# 7.2 Measuring the Effectiveness of a Business Starts, Retention and Expansion Program

Business retention and expansion programs are a fundamental aspect of economic development work. If a community's businesses are strong and providing jobs most of the economic development organization's larger social, economic and community objectives can be achieved.

There are three primary reasons supporting existing businesses is a critical factor to longer-term economic development success.

- 1. The vast majority of growth comes from existing businesses and expansions.
- 2. The competitor communities are becoming increasingly aggressive in their attraction efforts, which means that an area's existing business base is being targeted in an attempt to lure businesses away; and
- 3. Communities that cannot effectively meet the needs of their existing business base are not as likely to attract new businesses.

Many economic development agencies make an aggressive effort to learn about problems before companies consider leaving. Pro-active contact systems are now being developed to learn about company problems before they reach a critical phase. The initial step for most organizations is to conduct a survey as a diagnostic tool to understand company plans for the future. Organizations usually strive to target companies that are most at risk or are the most important economic actors in their jurisdictions.

#### 7.2.1 Economic Benefits

- Number of new business licenses
- Number of companies that have expanded
- Number of retained companies
- Number of jobs
- Total investment in a community

#### 7.2.2 Organizational Efficiency

- Number of business visits
- Number of companies assisted
- Number of interviews and surveys conducted

#### 7.3 Measuring the Effectiveness of Tourism Marketing

There are several indirect methods of measuring the impacts of tourism marketing efforts. The number of responses to the 800 telephone line, or number of hits on the website directly following a marketing event or advertisement will indicate the amount of interest originally generated. Statistic from various events and sites can be compared to previous trends and other communities to determine variances. Rubber tire tourism is

subject to weather patterns and attendance is not always true indicator of the effectiveness of marketing efforts. Therefore long-term patterns are often used to gauge response, unfortunately this does not identify which particular promotion is the most effective.

# **8 OTHER PROJECTS**

There are numerous other projects that have been identified to be looked at some point in the future. This following list is not exhaustive but time and resources do not foresee many of these projects to be pursued during the timeframes identified in this Action Plan, unless there is a change in priorities and resources.

Air Passenger Service Air Show Alberta Government 500 Million High Tech Investment Fund Bitumen Highway and Connector **Business Prospecting** Cold Lake Technology Development Association **Commercial Space Inventory Database** Commercial Leakage Study \* Communications **Community Investment Support Program** \* Convention Attraction Program Corporate Care Program **Developers Data Base** \* Ft McMurray Opportunities Golf Tour Package **Highway Signage** Incubator Mall **Industrial Park** Lakeshore Business Development Land Sales Marina Expansion MD/Bonnyville Tourism Partnership - Wings & Water MDS Aerospace Museum \* Sport Tourism Development \* Tourism Radio \* Tourism Infrastructure & Capacity Study Trade Initiatives AETE Trade Shows \* Website Maintenance Unmanned Air Vehicles UAV's

# **9 REFERENCES**

Goldberg, Michael (1998), *The British Columbia Economy into the Millennium: Perspectives and Possibilities*, (Vancouver, BC: The University of British Columbia).

# **APPENDIX A - SWOT**

The following list of Strengths, Weaknesses, Opportunities, and Threats are presented as collected during the public consultation meeting held in May and June. The number in brackets refers to the number of groups that identified a particular item. There were 6 groups.

# Identified Strengths of the Community of Cold Lake

#### **Business & Industry**

Diverse Shopping (4) Big Box Stores (3) Economic Base strong (military & oil) (2) Airports (2) Chamber - strong (2) Enormous Potential (2) Space (room) for expansion (2) Tim Horton's / McDonalds (2) Food Service (2) Industry - oil (2) AETE Agricultural ties strong Business Climate - great Development Economy Good

#### **Recreation & Tourism**

Recreation - lots of (6) Lake & Parks (by lake) (6) Marina (5) Millennium Trail (5) Tourist attraction(4 wing, lakeshore, marine) (3) Fishing Good (3) Maple Flag (2) Wild life (2) Winter Activities (2) Ski Hill (2) Agplex, JJ Parr (2) Beaches (2) Parks Camping (MD & Prov.) (2) Bird watching (2) Campgrounds / trailer parks (2) Activities/Events

#### **People & Community**

Diversity (Culture, Language) (6) **Diverse Religious Community (4)** Clubs & Associations (4) Base (3) Safe (3) Volunteer Base Good (3) Young Population (3) Friendly (2) Ag. Society Strong (2) Age Diversity (2) Artistic Community, performing arts (2) Natural Resources (Water, Forest) (2) Active Caring Clean / Environment Community Involvement Community Spirit Cosmopolitan Population (turn over healthy) Growing Community

Farming Fish Hatchery Flight to Calgary (schedule Air Services) Human Resources Imperial Park Job Market Good Little Shops Media Exposure /Award Winning Paper **Oilfield Resource** Parking downtown - good Rona Size (demographics, potential for growth) Skilled Workforce Trading Area - large Travelling Rx services Athletic Community Global experience Good off roading (ATV) Hunting Great Info (tourism) **Kids Parks** Not winter - summer (all 2 weeks) Outdoors Rinks Rodeo Snowmobile Trail in Town Swimming Pool Tourism (fish hatchery) Variety of things to do (social) X-Country Trails Healthy **Highly Educated Population** History Isolation Legion Natural Beauty (lakes) Nature

**Opportunity for Community Involvement** 

Services Available (lots of) for single parents

New Council

Quality of Life

Retirement Area

Social Services

Unique City Gate

Small Town Atmosphere

Transiency (fresh ideas)

Welcoming Community

Not Flat

People

#### **Community Facilities**

Expanded Education - college (5) Hospital - health services (5) Schools (variety) (3) Libraries (2) Access to Facilities Aux. Hospital City Info Ctr.

#### Misc. Identified Strength

New Council good (new ideas etc.) (2) Water - best in Canada (2) City Promotion

#### Transportation

Hwy Access Roadways into the Community – good Courthouse Facilities (library etc.) Health Clinic Long Term Care New Education Facilities Senior Centres (two) Seniors Lodge

Green Space Housing - Reasonable Trees

### Identified Weaknesses of the Community of Cold Lake

#### **Business & Industry**

Labour Force - lack of (5) Affordable housing - lack of (4) Air Services - lack of (2) Airport & services (2) Industrial Park (2) Low Income & Senior's Housing (2) Marina too small / Full Marina (2) Access to skilled tradesmen -lack of Accommodation - Maple Flag Affluence \$\$\$ - lack of Base Controls Beautification of outside of buildings - lack of Business in C.L.N. - lack of Clothing Stores (men's/ladies) Cottage Industry - lack of Customer service - poor **Diverse Retail** Downtown Facilities - few Economical Services - lack of Expensive Housing & Food High Density Housing - lack of Highly Skilled Jobs - lack of Industry - Aerospace - lack of Industry / commercial tax base - lack of

#### **Community Related**

Transient Community (lends to apathy) (3) Design & Planning - poor (2) Infrastructure (roads/sewer) - poor & old (2) Infrastructure (sewer & water) - lack of (2) Isolation (2) North & South - Distance between (2) North & South Rivalry & Medley & First Nations (2) Soft crime increasing & Drug use (2) Youth Activities (teen ctr, art facilities - besides sports)(2) Community / Heritage Fund Community Apathy Community Identity - lack of Coordination of community events - lack of Liquor Stores & Bars - too many Low Rental Properties Music Store / Equipment No Costco No guidelines for development Real estate increase in market value **Rental Properties** Rental Vacancy Rate (low) - low income Restaurants - lack of good Retail all in C.L. South Serviced Industrial Park - none Single Business Voice Small Opportunity for Capitol Investment Specialized Dental services - lack of Specialized medical services - lack of Specialty Shops Sport Shopping Taxi's - lack of Trade Schools - lack of Ugly Downtown Waterfront Parking Waterfront Usage / development Youth Jobs - lack of

Decision Making on Council - lack of Doctors (general& specialized) - shortage End of the Road Handicap Access High Utilities Lack of money for facilities Location - end of highway Major Medical - distance for Medical Services Medical Tests Military / Community Understanding Military vs. Community No Sense of Community (whole) Not many seniors Partnerships & Cooperation - lack of Poor Community Representation by Council Poor Water/Sewer to First Nations Road & Sidewalk Clearing Sidewalks (curb access) - lack of Too many ATV (town)

#### **Marketing & Tourism**

Destination Marketing (tourism, Lake, activities) - lack of Poor Promotion of Community Events Tourist attractions (lake/advertise) - more

#### **Transportation Weaknesses**

Dangerous goods route - lack of (3) Efficient Public Transit (3) Roads - lack of good (2) Transportation - lack of (2) Dangerous Intersections Highway Access (poor)

#### **Rec. & Community Facilities**

Access to Rec. Facilities Activities for Youth Arena State Deterioration Child Care Facility - lack of City Assets are aging Duplication Local Services (libraries)

#### Misc. Identified Weaknesses

Climate (3) Post Secondary Education - lack of (2) Noise from jets Not accentuating natural beauty (ugly little houses) Under Utilization of Ethnic Diversity Unity - lack of Vision - lack of Volunteerism - lack of Zoning (commercial/residential/industrial)

Tourist Development - lack of Downtown Advertising / revitalizing continues Communication - lack of

Highways - high volume / single lane Signage from Lloyd. To C.L. - none Transportation (economical) Transportation (within community) Transportation to outside

Green Space vs. Development Modern Rec. Infrastructure (besides base) Not Adequate Sports Ties Seniors Facilities Lacking Seniors Lodge - aging

Policing - increased crime Policing Manpower - lack of Weak Secondary Education

### Identified **Opportunities** of the Community of Cold Lake

#### **Business & Industry**

Aerospace Industry (6) Cottage Industry (3) Low Income Housing (3) Marina Expansion (2) Expansion of Imperial Park (2) Regional Airport - improve (2) Air Services (2) Serviced Industrial Park (2) Water Marketing (2) Aa. Sector / Diversify Attraction of new contractors & developer B. & B. - more Business - huge potential Business Development **CLFN** Casino Conference Centre (retreat) **Downtown Revitalization** 

#### **Community Related**

Community Strategic Plan (rec., city services, social services) (4) Arts & Culture Facility (2) Build Community Pride (2) New better bigger fancier Seniors Centres (2) Tax Base Increased (2) Economic Development Opp. (1st Nation/MD/City) Educated Workforce High Density Housing High Skilled Job Sector - develop Industrial Base More Retail Business - London Drugs Natural Health Facilities / Services (Spa) Oilfield Service Industry encourage within city limits Outside Investment (domestic & foreign) Recycling Program - pick up system - restarting Retail Expansion Room for Commercial Development Smoke Free Pool Hall - make it! T.V. Station (media coverage) Training in oil & gas; medical Workforce

Artisans Community Build a Beautiful Community w/ Design Excellence City Transit Cooperation Service Groups Cooperative Transportation Dangerous Goods Route Develop a strong community Identity Economic Diversity to Attract People Entertainment - variety of Equitable Revenue Sharing with MD Guidelines & Planning now to unify the area Identify ourselves as a Community Implementation of "Cause Report" Innovative Partnership Jericho Youth Centre

#### **Marketing & Promotion**

Communication & Marketing / current activities increase (3) International Exposure (2) Expand Tourism - better advertising & diversification Maple Flag - reach international

#### **Rec. & Tourism Related**

Tourism Increased (3) Bike/Camping around Lake Cabins on Lake College Hockey Team Rec. Opportunities Sea wall at Marina - expansion

#### Misc. Identified Opportunity

Annex outlying population Attract Medical Services Expansion of Post Secondary Facilities Federal Cooperation Highways & Roads - new Improve Visibility of Intersection Military Expansive New Schools Library Amalgamation Lots of room for expansion between C.L. North-South Multi-Cultural Society & Programs - develop Music Festivals Partnership - benefits Partnership with CLFN Regional Economic Development Streamline 4 communities into 1 Youth Services

Marketing of Marina & Lake & all natural attractions Meadow Lake Prov. Park Opportunity to be known as "Jewel" of the Northeast Partner with NW Sask. Tourism

Sports Development Tourism Budget - expand Tourism Growth Winter & Summer Activity Waterfront usage improved Waterslide into Lake Youth Facilities - better

Political Involvement - Fed/Prov Post Secondary Education Post Secondary Facility & Expand Existing Programs Reduce Crime Richest community in Canada Split M.D. Twinning of Highway

# Identified Threats of the Community of Cold Lake

#### **Economic & Business**

Increasing Price of Housing (3) Increased Cost Living (housing, utilities) (2) Low Rental Property -lack of availability (2) Medical / Social / Mental Services - lack of (2) Diversity (commercial/retail) lack of (2) Labour Shortage (2) Boom/bust oil (2) 4-Wing in Hotel Business Affordable and High Density housing Business Pride - lack of Business Street Appeal - lack of Casino (increase social services; alcohol abuse; domestic violence) Closure of 4-Wing Commercial Property becoming unaffordable Cost of Utilities Crash of Housing Market Customer service **Defence Spending Cuts Perceived** Doctors & Specialists - lack of Economic dependency Existence of Base Housing Fixation on Expanding Box Stores Ft. McMurray Syndrome

Hospitality Industry gouging Imbalance of large box stores Increasing Wages in Oil field Industrial Development (base) - lacking Lack of Service Industry Employees Liquor Stores - too many Maple Flag vs. 1st Nations Military Cuts Oil reserves depleted (future generations) Oil Slump **Outside Attractions** Over fishing Peace Air stops Possible site of Casino Price of Oil both up & down Real-estate Market Bust Scheduled Air Service - lack of Serviced Industrial Park - lack of Skilled Trade workforce - lack of Support for small business - lack of Undesirable Businesses increasing Volatility in the energy sector Workers / quality - lack of

#### Municipal Planning

Long Term Plan/Vision - lack of (5) Breakdown of Relationships Change in Council / administration Perceived threat Cold Lake Awareness - lack of Communication - lack of Community Plan/Vision - lack of Decision making process - lack of or too lengthy Environmental Impacts (closure of landfill 2008; no recycling; pollution; water) Image Portrayed Inadequate Snow Removal hinders travel Infrastructure Deterioration Large Scale Planned Subdivision - lack of MD of BV favours Bonnyville - lack of cooperation

#### **People & Community**

Small town mentality (2) Apathy in Community (2) Community Involvement - lack of (2) Aging Population Citizens not willing to pay for what they want Community Pride - lack of Cooperation - lack of Facility access (youth / seniors) Fear of the unknown Individual Citizen Accountability Keeping Revenue in the Community Low Senior Population Negative Reporting NIMBY No voice in Prov/Fed. Or local Municipal Politics

#### **Misc. Related Threats**

Drugs / Criminal Activity (5) Finances from Higher Gov't (3) Post Secondary - lack of (youth leave) (2) Air / Bus Transportation Competition of outside communities Destruction of natural beauty Funding - lack of Gov't Change Policies for medical Gov't Sending Money in City - none Need for Control Poor Roads / systems / D.G.route Relationships (city/base/1st nations) Retirement Facilities - lack of Shore line use Strong Leadership - lack of Sustainable Infrastructure Tax Base - lack of Tax Increase Transportation (infrastructure / Airport) - lack of Transportation (local & affordable) Urban Sprawl Youth Facilities - lack of (crime / drugs)

North - South Feuding Not taking advantage of what we have Panhandling vagrancies Parents not being parents Political Representation - lack of Pride in Community - lack of Public & Political Apathy Reaction to Change Status Quo Tolerance for different groups - lack of Too much talk too little walk Transient Community Transient Mentality Unity - lack of (drive apart) Youth Entertainment - lack of

Level of care in seniors facilities Location (end of the road) Low Funding for Seniors Major Centre - distance from Name of City Policing - lack of Unable to control water quality in Lake Weather



# **STAFF REPORT**

**Title:** Bylaw No. 638-AD-19 - Bylaw to Amend Council Code of Conduct Bylaw No. 618-AD-18

Meeting Date: January 22, 2019

#### **Executive Summary:**

Council passed Bylaw No. 618-AD-18 the Council Code of Conduct Bylaw on April 24, 2018. Administration recommends an amendment to the Bylaw be made to provide greater clarity around the accountability process. In addition to the recommended amendments, Administration seeks Council's direction on whether further revisions should be considered.

#### **Background:**

Council passed Bylaw No. 618-AD-18 the Council Code of Conduct Bylaw on April 24, 2018. Upon further review, administration recommends several amendments to provide clarity around section 4 "Accountability" in the bylaw.

Administration recommends that instead of indicating that complaints be heard by a "Special Meeting of Council", it be clarified that a "Council Complaints Committee" be established to hear complaints made under the Council Code of Conduct. The purpose of this clarification would be to avoid the possibility that a Councillor about whom a complaint is made declines to remove themselves from the discussion and decision on the validity of the complaint concerning him or her. As Councillors have a right to attend Council Meetings, and the decision to follow the pecuniary interest rules is a decision made by the individual Councillor, not Council, the creation of a Committee addresses any potential issue. The membership of the Committee will vary from meeting to meeting of the Committee as a Councillor who is the subject of a complaint will not be a member of the Committee while that complaint is under consideration.

Furthermore, administration recommends that section 3.22.5 be amended slightly to ensure consistency with the limited situations where a Councillor is entitled to remain in Council Chambers (seated in the gallery) who has declared a pecuniary interest.

Additionally, Council may wish to consider adding in another sanction under section 4.5 which would permit Council to impose any other sanction deemed appropriate. This would ensure the Council Complaints Committee has the broadest range of options available to it when imposing sanctions related to the Council Code of Conduct.

#### As such, Administration recommends the following:

#### Adding section 2.10:

2.10 "Council Complaints Committee" means the Committee created by this Bylaw, and for each meeting of such committee, to be composed of all



Councillors other than the one or more Councillors about whom a particular complaint is made. The quorum of this Committee is the majority of Council.

#### Revising section 3.22.5 (changes in red):

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

#### Revising section 4.4 (changes in red):

- 4.4 The Council Complaints Committee is formed for the purposes set out below. The Mayor (or Deputy Mayor) shall call and Chair a meeting of the Council Complaints Committee which shall consider special in-camera Council Meeting to determine the validity of the complaint, and during which:
  - 4.4.1 All Councillors shall be provided with a copy of the Complaint Form and given an opportunity to ask questions;
  - 4.4.2 The Councillor alleged to have breached the Code of Conduct has a right to be heard by the Committee and shall answer questions from the other Councillors and be given an opportunity to respond to the allegations and provide additional information concerning the allegations;
  - 4.4.3 The Chair may determine that additional information is required to determine the validity of the complaint;
  - 4.4.4 The complaint shall be deemed may be determined to be valid by a twothirds majority vote of the members of the Committee Council, who are present, but excluding any Councillor about whom the complaint under consideration is made, no later than forty-five (45) days following receipt of the complaint, unless the Council Complaints Committee passes a motion to extend the period beyond the forty-five (45) day deadline.

#### Revising section 4.5 (changes in red):

- 4.5 Where a complaint is deemed to be valid in accordance with section 4.4, the appropriate sanction shall be determined by a two-thirds majority vote of the members of the Committee Council, but excluding any Councillor about whom the complaint under consideration is made, who are present when the complaint is considered, from any or all of the following options:
  - 4.5.1 a letter of reprimand addressed to the Councillor;
  - 4.5.2 requesting the Councillor to issue a letter of apology;
  - 4.5.3 publication of a letter of reprimand or request for apology and the Councillor's response;
  - 4.5.4 a requirement to attend training;



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

In addition to the recommended amendments, Administration seeks Council's feedback on whether further revisions should be made now that Council has gone through the process of holding a hearing under the bylaw.

# Alternatives:

- 1. Council direct Administration to bring Bylaw No. 638-AD-19, being a Bylaw to Amend the Council Code of Conduct Bylaw No. 618-AD-18 to the next regular Council meeting for first reading, as presented.
- 2. Council direct Administration to bring Bylaw No. 638-AD-19, being a Bylaw to Amend the Council Code of Conduct Bylaw No. 618-AD-18 to the next Corporate Priorities meeting for further discussion.

#### **Recommended Action:**

Council direct Administration to bring Bylaw No. 638-AD-19, being a Bylaw to Amend Council Code of Conduct Bylaw No. 618-AD-18, to the February 26, 2019 regular meeting of Council for first reading, as presented.

# Budget Implications (Yes or No):

No

**Submitted by:** Kevin Nagoya, Chief Administrative Officer

#### CITY OF COLD LAKE BYLAW #618-AD-18

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

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

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

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

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

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

# **SECTION 1 - TITLE**

1.1 This Bylaw shall be cited as the "Councillor Code of Conduct Bylaw".

# **SECTION 2 - DEFINITIONS**

In this Bylaw:

- 2.1 *"Act"* means the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended;
- 2.2 "Administration" means staff of the City of Cold Lake;

- 2.3 "CAO" means the Chief Administrative Officer of the City of Cold Lake;
- 2.4 "City" means the municipal corporation of the City of Cold Lake, or the geographical area falling within the municipal boundaries of the City of Cold Lake, as the context requires;
- 2.5 "Conflict of Interest" means the situations which would breach Part 2 of the *Conflicts of Interest Act*, RSA 2000, c C-23 as defined in that *Act*;
- 2.6 "Council" and "Councillor" means all elected officials on the City of Cold Lake Council including the Mayor;
- 2.7 "Council Meeting" means Council meetings, Committee of the Whole meetings, Council Committee meetings, and at Special Council meetings;
- 2.8 "Gift or other advantage" means the definition used in section 2 of the *Conflict of Interest Act*, SC 2006, c 9:

Gift or other advantage means

- (a) an amount of money if there is no obligation to repay it; and
- (b) a service or property, or the use of property or money that is provided without charge or at less than its commercial value.
- 2.9 "Pecuniary Interest" means the definition used in section 170 of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended:
  - (1) Subject to subsection (3), a councillor has a pecuniary interest in a matter if
  - (a) the matter could monetarily affect the councillor or an employer of the councillor, or
  - (b) the councillor knows or should know that the matter could monetarily affect the councillor's family.

(2) For the purposes of subsection (1), a person is monetarily affected by a matter if the matter monetarily affects

- (a) the person directly,
- (b) a corporation, other than a distributing corporation, in which the person is a shareholder, director or officer,
- (c) a distributing corporation in which the person beneficially owns voting shares carrying at least 10% of the voting rights attached to the voting shares of the corporation or of which the person is a director or officer, or
- (d) a partnership or firm of which the person is a member.

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

#### **Representing the Municipality**

3.1

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

#### Communicating on behalf of the Municipality

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

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618-AD-18 Councilor Code of Conduct Bylaw

Page 2 of 11 Page 150 of 249 3.4 Councillors shall not comment in public regarding the performance of any member of Administration, instead Councillors must refer any question of performance of Administration to the CAO.

#### Respecting the decision-making process 3.5

Councillors shall:

- 3.5.1 adhere to the decision-making processes set out in law including City bylaws;
- engage in respectful, fulsome, and healthy debate on all matters in Council 3.5.2 Meetings;
- 3.5.3 be impartial to discussion or presentation of any matter that requires a decision of Council;
- respect and support the decisions, resolutions, and direction of Council 3.5.4 (made by majority vote of the Councillors) regardless of their personal view of the decision(s); and
- 3.5.5 respect Council Meetings as the appropriate place to discuss and debate matters before Council.

3.6 Councillors shall not:

- interrupt another Councillor or act in any way that could threaten another 3.6.1Councillor's right to feel confident to express his/her views at a Council Meeting;
- act in any way that would threaten another Councillor's right to address 3.6.2 matters before Council in a full, open, transparent, and professional manner with the goal of good governance through healthy debate.

3.7 Councillors may meet with any person, including a person who may file an application/submission with the City in the future, a developer or special interest group, with the exception that

- after Council has been notified that an application or submission has been 3.7.1 filed where Council will have a decision making role in the approval process subsequent appeal, Councillors shall not discuss or а the application/submission with the applicant, developer or special interest group:
- after Council has been notified that a party has initiated legal action or is 3.7.2 expected to initiate legal action, Councillors shall not discuss the matter with the applicant, developer or special interest group.
- Being notified for the purposes section 3.7 shall mean that the matter has 3.7.3 been discussed by Council at a Council Meeting or Council has been formally made aware of an issue through briefing by the CAO.
- Councillors may attend open houses or exchange information with potential 3.8 applicants, developers, and special interest groups prior to a formal submission or application being submitted to Administration, however, the Councillor must,
  - 3.8.1 Advise the person they have met with that:
    - 3.8.1.1 the Councillor can provide only general information on the process but cannot give any indication of the chance of success of the submission;
    - 3.8.1.2 they may wish to seek independent legal advice;
    - 3.8.1.3 they may wish to seek preliminary information prior to submitting their application by consulting with Administration;
  - Forward any information received from an applicant, developer, or special 3.8.2 interest group to the CAO who will record the information and determine whether further distribution or disclosure of the information is required; and
  - 3.8.3 Direct all development inquiries to Administration.

#### Adherence to policies, procedures and bylaws

- 3.9 Councillors shall uphold legislation, City bylaws, and policies.
- 3.10 Councillors shall avoid waste, abuse, and extravagance in the provision and use of public money remaining mindful that public money must be used for public good: 3.10.1 strictly adhering to all City guidelines addressing expenses and reimbursement:

- 3.10.2 being open and accountable with respect to all expenditures, per diems, and/or any and all other expenses incurred;
- 3.10.3 avoiding situations where an expenditure can be questioned as inappropriate and may cause adverse reaction that may result in undermining the standing of Council in the public eye.

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

- 3.11 Councillors shall treat all people equally with dignity and respect regardless of race, culture, religion, language, gender, disability, or occupation providing adequate and substantive opportunity for persons to state their position on any matter before Council and ensuring equity of service.
- 3.12 When interacting with administration, Councillors shall:
  - 3.12.1 respect the professional opinions of Administration and be mindful that the CAO is exclusively responsible for directing Administration;
  - 3.12.2 not abuse relationships or interactions with Administration by attempting to take advantage of their position as Councillors;
  - 3.12.3 refrain from any behaviour which is, or may be perceived as, bullying of Administration; and
  - 3.12.4 direct all requests for information to the CAO.
- 3.13 Councillors shall not instigate, be involved with, or condone personal attacks on other Councillors, Administration or members of the public.

#### **Confidential information**

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

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

- Councillors shall rigorously avoid situations which may result in claims of 3.18 pecuniary interest, conflict of interest or bias.
- 3.19 Councillors shall not exploit the position of Councillor for private reasons or any reason that would bring discredit to Council.
- 3.20 Councillors shall adhere to all pecuniary interest requirements in the Act (including disclosure and procedure requirements) where s/he may have (or may reasonably be perceived to have) a pecuniary interest.

- 3.21 In respect of pecuniary interests, it is each Councillor's responsibility to:
  - 3.21.1 Decide whether or not s/he has a pecuniary interest, however, the Councillor may discuss their decision with Council and/or seek the advice of the Mayor and/or CAO;
  - 3.21.2 Seek independent legal advice, at their own cost, with respect to any situation which may result in pecuniary interest;
  - 3.21.3 Notify the Mayor or Chair of the meeting prior to the matter being considered, if a Councillor believes s/he may have a pecuniary interest in the matter.
- 3.22 If a Councillor believes s/he may have or may reasonably be perceived to have a conflict of interest, it is that Councillor's responsibility to:
  - 3.22.1 Decide whether or not s/he has a conflict of interest, however, the Councillor may discuss their decision with Council and/or seek the advice of the Mayor and/or CAO;
  - 3.22.2 Seek independent legal advice, at his/her own cost, if s/he wishes;
  - 3.22.3 Notify the Mayor or Chair of the meeting of the potential conflict prior to the matter being considered (each time the matter arises before Council);
  - 3.22.4 Not discuss the matter with any Councillor publically or privately;
  - 3.22.5 Leave the meeting room if the matter is discussed and not return until discussion has ended or voting on the matter has been concluded; with the exception that, Councillors with a stated conflict of interest may stay in the meeting room, if the Councillor is seated in the gallery and addresses Council as a taxpayer, elector, or owner or if the Councillor has the right to be heard pursuant to the *Act* or any other enactment.
- 3.23 Councillors shall not accept a fee, gift or other benefit that is connected, directly or indirectly, with the performance of the Councillor's duties, subject to the following exception:
  - 3.23.1 Councillors may accept gifts of appreciation, courtesy, symbolic donations, gifts of protocol or social obligation in accordance with section 7(3)(a), 7(3)(b) and 7(3)(c) of the *Conflicts of Interest Act*, RSA 2000, c C-23.
- 3.24 Should a Councillor be offered a gift exceeding the value indicated in section 7(3)(a), 7 (3)(b), 7(3)(c) of the *Conflicts of Interest Act*, RSA 2000, c C-23 the Councillor shall inform the CAO of the offer.

#### Improper use of influence

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

#### Use of municipal assets and services

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

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# Orientation and other training attendance

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

# SECTION 4 – ACCOUNTABILITY

- 4.1 Any resident, business owner, or taxpayer of the City of Cold Lake may make a complaint if s/he has reason to believe a Councillor may have violated section 3 of this Bylaw by completing the Elected Official Complaint Form (attached as Appendix "B") and providing it to the Manager of Legislative Services as per the form's instructions. The complainant must:
  - 4.1.1 provide their name when making the complaint;
  - 4.1.2 make the complaint within sixty (60) days from the date on which the complainant knew, or ought to have known, that the breach of the code of conduct occurred; complaints that the code of conduct was breached more than 60 days prior, will not be considered.
- 4.2 All complaints received by a Councillor in accordance with section 4.1 shall be processed in accordance with this Bylaw.
- 4.3 A copy of the completed Elected Official Complaint Form will be delivered to the Councillor who is alleged to have breached the Code of Conduct.
- 4.4 The Mayor (or Deputy Mayor) shall call and Chair a special in-camera Council Meeting to determine the validity of the complaint, during which:
  - 4.4.1 All Councillors shall be provided with a copy of the Complaint Form and given an opportunity to ask questions;
  - 4.4.2 The Councillor alleged to have breached the Code of Conduct shall answer questions from the other Councillors and be given an opportunity to respond to the allegations and provide additional information concerning the allegations;
  - 4.4.3 The Chair may determine that additional information is required to determine the validity of the complaint;
  - 4.4.4 The complaint shall be deemed valid by a two-thirds majority vote of the members of Council, who are present, no later than forty-five (45) days following receipt of the complaint.
- 4.5 Where a complaint is deemed to be valid in accordance with section 4.4, the appropriate sanction shall be determined by a two-thirds majority vote of the members of Council, who are present when the complaint is considered, from any or all of the following options:
  - 4.5.1 a letter of reprimand addressed to the Councillor;
  - 4.5.2 requesting the Councillor to issue a letter of apology;
  - 4.5.3 publication of a letter of reprimand or request for apology and the Councillor's response;
  - 4.5.4 a requirement to attend training;
  - 4.5.5 suspension or removal of the appointment of a Councillor as the deputy Mayor or acting Mayor under section 152 of the *Act*;
  - 4.5.6 suspension or removal of the Mayor's presiding duties under section 154 of the *Act*;
  - 4.5.7 suspension or removal from some or all council committees and bodies to which council has the right to appoint members;
  - 4.5.8 reduction or suspension of remuneration as defined in section 275.1 of the *Act* corresponding to a reduction in duties, excluding allowances for attendance at council meetings.

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

# <u>SECTION 5 – OATH OF OFFICE & STATEMENT OF ETHICS</u>

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

# **SECTION 6 – REVIEW**

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

# SECTION 7 – ENACTMENT

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

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

# CARRIED UNANIMOUSLY

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

# CARRIED UNANIMOUSLY

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

CARRIED UNANIMOUSLY

Executed this / day of Ma hummin CORPOR MAYOR ×

CHIEF ADMINISTRATIVE OFFICER

		City of
		City of Cold La
	Elected Of	ficial – Oath of Confidentiality
I,		of solemnly swear/affirm
the fo	llowing during and after my te	of solemnly swear/affirm as an elected official with the City of Cold Lake:
1.	I acknowledge that any inform Cold Lake facilities is deemed	ation that I may obtain from, or through my access to, the City to be confidential information.
2.	I will not use, disclose, comm in the performance of my role.	micate or transfer any confidential information, except as requi
3.	I will not allow any unauthor, confidential information, regar	ized person(s) to inspect or have access to any record contain dless of media format.
4.	I will not discuss confidential i	nformation when a member of the public is present.
5.	I will not leave confidential inf	ormation in open view of any member(s) of the public.
		access of confidential information to the City as soon as I beco
7.	property, unless expressly auti	containing confidential information from the City of Cold La norized in writing to do so, and I will return such records up acted official or as requested by the City.
8.	that noncompliance could result	nation survives the conclusion of my term as an elected official a t in repercussions in accordance with the Council Code of Condr or face civil penalties should I breach this agreement even after r
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Martin In	C		City of Cold Lak
			CIAL COMPLAINT FORM 18-AD-18, Council Code of Conduct)
5513 <mark>4</mark> 8 A	d Council, City o venue , AB, T9M 1A1	of Cold Lake	
Person Ma	aking Complain	t	
Name:			
1			E-Mail:
l would like	e to make a cor	nplaint that an electe	ed official of the City of Cold Lake has breached Bylaw No this complaint in accordance with section 4 of that Bylaw
Complaint	Information		
Name of C	Councilor(s):		
The situati	ion that gives ri	se to the complaint o	occurred on:
			e of Conduct that was breached:
			uncilor related to the complaint:
Please not	te that this form	will be provided to th	he City of Cold Lake Manager of Legislative Services. Thi
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Page 9 of 11 Page 157 of 249

City of Cold La
Elected Official – Oath of Office Municipal Government Act, RSA 2000, c M-26, as amended s. 156 Oaths of Office Act, RSA 2000, c O-1 s. 2
CITY OF COLD LAKE OATH OF OFFICE
I,, swear that I will diligently, faithfully, and to the best of my ability, execute according to law the office of So help me God.
SWORN BEFORE ME at the City of Cold Lake ) in the Province of Alberta ) thisday of, 20 ) Elected Official
Barrister & Solicitor, Notary Public

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

Form 12-00-07

Page 1 of 1

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		City of	
		City of Co	old Lak
Elected Official – Staten	nent of Code	e of Ethics	and Conduc
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1. I will uphold the City of Cold Lake C	ouncil Code of Con	luct at all times.	
<ol> <li>I have read and understand City of C Bylaw, and further agree to all the terr</li> </ol>	old Lake Bylaw No ms and conditions as	. 618-AD-18, Cou s specified.	ncil Code of Conduct
I ACKNOWLEDGE that I have read, u	inderstood and vo	luntarily agree	with these terms.
WORN/AFFIRMED BEFORE ME	)		
, 20 Cold Lake, Alberta.	· }	Signature of E	lected Official
Commissioner for Oaths in and for Alberta	· ]		
5513 - 48 Avenue, Cold Lake, AB • T			
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rm 12-00-07			Page 1 (

#### CITY OF COLD LAKE BYLAW #638-AD-19 A BYLAW TO AMEND BYLAW NO. 618-AD-18

# A BYLAW OF THE CITY OF COLD LAKE IN THE PROVINCE OF ALBERTA, TO AMEND BYLAW NO. 618-AD-18, COUNCILLOR CODE OF CONDUCT BYLAW

**PURSUANT** to section 63(1) of the *Municipal Government Act*, RSA 2000, Chapter M-26, as amended a council may by bylaw authorize the revision of a bylaw of the municipality;

WHEREAS Council passed Bylaw No. 618-AD-18 on April 24, 2018 Councillor Code of Conduct Bylaw;

**WHEREAS** Council wishes to revise the Bylaw 618-AD-18 in the following ways:

- Add section 2.10 to define a Council Complaints Committee
- Amend section 3.22.5 to provide greater clarity related to the Councillors limited right to stay in the meeting room (where the Councillor believes he/she may have a conflict of interest)
- Amend section 4.4 and 4.5 of the Bylaw to clarify that complaints shall be heard before a Council Complaints Committee which shall not include the member of Council whom the complaint concerns, and add section 4.5.9 to provide Council with an additional option of imposing any other sanction as is appropriate in the circumstances.

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

# **SECTION 1 - TITLE**

1. This Bylaw shall be cited as the "Amendment to Bylaw No. 618-AD-18, Councillor Code of Conduct."

# SECTION 2 - BYLAW AMENDMENT

2. Section 2.10 is hereby added to Bylaw No. 618-AD-18

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

3. Section 3.22.5 of Bylaw No. 618-AD-18 is hereby removed, and replaced by the following:

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

- 4. Section 4.4 of Bylaw No. 618-AD-18 is hereby removed and replaced by the following:
  - 4.4 The Council Complaints Committee is formed for the purposes set out below. The Mayor (or Deputy Mayor) shall call and Chair a meeting of the Council Complaints Committee which shall consider in-camera the validity of the complaint, and during which:
    - 4.4.1 All Councillors shall be provided with a copy of the Complaint Form and given an opportunity to ask questions;
    - 4.4.2 The Councillor alleged to have breached the Code of Conduct has a right to be heard by the Committee and shall answer questions from the other Councillors and be given an opportunity to respond to the allegations and provide additional information concerning the allegations;
    - 4.4.3 The Chair may determine that additional information is required to determine the validity of the complaint;
    - 4.4.4 The complaint may be determined to be valid by a two-thirds majority vote of the members of the Committee, who are present, but excluding any Councillor about whom the complaint under consideration is made, no later than forty-five (45) days following receipt of the complaint, unless the Council Complaints Committee passes a motion to extend the period beyond the forty-five (45) day deadline.
- 5. Section 4.5 of Bylaw No. 618-AD-18 is hereby removed and replaced by the following:
  - 4.5 Where a complaint is deemed to be valid in accordance with section 4.4, the appropriate sanction shall be determined by a two-thirds majority vote of the members of the

Committee, but excluding any Councillor about whom the complaint under consideration is made, who are present when the complaint is considered, from any or all of the following options:

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

## **SECTION 3 - ENACTMENT**

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

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

## CARRIED UNANIMOUSLY

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

CARRIED UNANIMOUSLY

Executed this \_\_\_\_\_ day of \_\_\_\_\_, 2019

CITY OF COLD LAKE

# MAYOR

# CHIEF ADMINISTRATIVE OFFICER



# **STAFF REPORT**

**Title:** Policy Development for Financial Allocations in Respect of Community Service Grants

Meeting Date: February 19, 2019

#### **Executive Summary:**

At the January 8, 2019 regular meeting of Council, Council directed Administration to prepare a policy to establish an advisory committee that would formulate a standardized process for funding requests relating to community grants and sponsorships.

Administration has prepared a draft bylaw to establish a committee and program to administer the grants.

#### Background:

At the December 11, 2018, regular meeting of Council, Councillor Vining gave a "Notice of Motion" for the January 8, 2019 regular meeting of Council to have Council consider giving Administration direction to develop a policy/program to establish a standardized process and advisory committee to review funding requests that address a community service need. This would be a significant change in the process that Council currently uses to consider funding requests, whereby community groups and individuals attend Council directly as a delegation and request funds.

At the January 8, 2019 regular meeting of Council, Council directed Administration to prepare such a policy/program as recommended by Councillor Vining's "Notice of Motion" presented to Council December 11, 2018. The purpose of the program is to shift from a case-by-case consideration of grant/sponsorship applications to a standardized process that benefits from a transparent, fair, depoliticized and formalized process that increases community accountability for municipal contributions, supports long term planning of municipal expenditures and a maximized use of funds from other sources of investment. The amended process would address the growing number of requests for financial support from community members and organizations for various projects, community events, individual needs, fundraising, etc. in a fair and equitable way.

Administration recommends that a process centralized around the establishment of a new "Community Grant Advisory Committee" as follows:

#### Proposed Community Grant Advisory Committee

The bylaw establishes the new Committee and provides it with the power to receive and review grant applications submitted in accordance with particular established City of Cold Lake policies.

The Committee would utilize the following process:



- Committee receives grant applications (in accordance with specific grants established through City policies). The City policies would establish grant application criteria, any categories of support, evaluation criteria, reporting requirements, etc.
- Committee would meet and review the grant applications to determine whether they satisfy the criteria established by the City policies.
- Committee would prepare a short summary for Council including recommendation for funding and amount for each grant.
- Council would be provided with the Committee's recommendation, an explanation of whether the grant application meets the requirements set out in the policy. Council would make the final determination of the grant allocation.
- Administration would follow up with a funding agreement, and receive reporting requirements as required.

Administration seeks Council's direction on which already established grants/support they would like the Committee to provide recommendations to Council on. The Committee could make recommendations related to applications under the following policies/programs which have already been established by Council:

Grant/Support	Grant Description	Currently Decided By
Community Capital Project Grant	Policy 202-AD-16 Funding for capital projects aimed at assisting the development of community use facilities	Recreation and Culture Advisory Committee
Recreation and Culture Grants	Policy 097-RC-07Funding to assist in developing and enhancing recreation and cultural programming- Development Grant- Special Event Grant- Travel Grant- Equipment Grant- Leadership Grant	Recreation and Culture Advisory Committee
Facility Booking Discounts	Policy 154-RC-14 Additional fee reduction (over the 50% discount) for facility booking	Council
Community Strategy Grant Program (Special Project Grants)	Funding for annual one-time projects of a preventative nature that enhance the social well-being of individuals and families through promotion or intervention strategies provided at the earliest opportunity	FCSS Advisory Committee established by Bylaw 509- BD-14



Administration recommends that the new Committee consider the Community Capital Project Grant, Recreation and Culture Grant, additional Facility Booking Discounts, but not deal with the grants currently administered by the FCSS Advisory Committee.

Administration understands that the intention of the new process is to still provide financial support to a variety of projects/events in the community however, Council would like to see these requests to go the Committee for consideration first and be reviewed in accordance with set criteria. Depending on the extent to which Council would still like to support community requests, new grants will need to be developed to capture the types of support Council would still like to make.

A summary of the types of requests for funding that Council financially supported in 2018 is provided below to focus the conversation on whether there are specific types of requests that Council may wish to consider developing a policy to capture (as they would not be captured under a current grant program).

Recipient	2018 Sponsorship/Grant Support	Amount
CL Alpine Ski Society	Sponsor to the Alberta Alpine Nancy Greene Ski Race	\$2,500
Ronald McDonald House	Sponsor for the Run for Ronald and Charity Golf Classic	\$3,000
<b>Charities Northern Alberta</b>		
CL Citizens on Patrol	-	\$1,000
Portage College	Sponsor for 50 year celebration	\$5,000
CL Music Festival	Sponsor for 2018 Cold Lake Music Festival	\$1,000
CL Agricultural Society	Sponsor for 50 <sup>th</sup> Annual Stampede	\$8,750
Hearts for Healthcare	Sponsor plus table purchase for Gala	\$5,800
BV Chamber of Commerce	Sponsor for Lakeland Business of the Year Awards	\$1,500
CL Victim Services Society	Sponsor for Charity Hockey Game Fundraiser	\$2,000
Portage College	Additional 50% reduction in facility rental for Reid's	\$2,260
	Fieldhouse and equipment rental	
Alysha Axani Memorial	Additional 50% reduction in Imperial Park Soccer Field for	\$275
Foundation	Memorial Truck & Car Show	
Kinosoo Performing Arts	Sponsor for 2018/2019 Kinosoo Performing Arts package	\$500
Ride for Sight Alberta	Event funding for 2018 Ride for Sight	\$2,000
World Junior A Hockey	Sponsor for 2018 World Junior A Hockey Challenge	\$25,000
Fitness Advocate	Economic Development incentive operating grant to host	\$5,000
	the Lakeland Health, Wellness and Fitness Expo	
Dragonfly Center	Additional 50% fee reduction for Energy Center	\$600
CL Entertainment Society	Grant to support the Verge Arts Festival	\$7,500
First Nations Cup	Sponsor for First Nations Cup 2018	\$500
Hearts for Healthcare	Sponsor to Hearts for Healthcare Mega Bounce 5K Run	\$1,500
Water North Coalition	Sponsor to Water North Coalition meeting and luncheon	\$1,500
APEGA Lakeland Branch	Sponsor for Golf Tournament	\$500
BV Chamber of Commerce	Register 2 golfers in the Bonnyville Chamber Golf Classic	\$300
Grand Center Lions Club	Sponsor to Fred Brady Sr. Memorial Golf Tournament	\$750
Take-Em Outfitters	Grant to host the Fowl Life TV show	\$20,000
4 Wing	Sponsor for 4 Wing Volksmarch and Oktoberfest	\$3,150
Alpine Ski Team	Table purchase for Alpine Ski Team October event	-
Fallen Heroes Foundation	Donation towards the cost of 4 memorial prints	\$2,000
		φ_,50



4 Wing Medley Family	Additional facility booking fee donation and support for	\$1,307
Resource Center	breakfast event at Operation Hockey Heroes game	
RCMP K Division	Additional facility booking fee donation for the Red Coats	\$1,785
	for Kids RCMP K Division Hockey Tournament	
Kids Time Out Play	Donation of a table sponsor and silent auction item to	\$100
Program	Diamonds and Studs Gala	

It is Administration's recommendation that the City of Cold Lake grant opportunities be structured as follows:

- 1. <u>Social Services Grant Opportunities</u> Administered by FCSS Advisory Committee which would fall outside of this newly developed process including the Community Strategy Grant Program (Special Project Grants).
- 2. <u>Capital Grant Opportunities</u> Administered by the new Committee including the Community Capital Grant Program.
- 3. <u>Operational Grants</u> Administered by the new Committee including an expanded Recreation and Culture Grants program under a revised Policy No. 097-RC-07.

# Policy No. 097-RC-07, Recreation and Culture Grant Policy

The current Policy No. 097-RC-07, Recreation and Culture Grant Policy includes the following types of grants:

- 1. Development Grant supports new recreation and cultural events and programs in the community (maximum of \$500/year)
- 2. Special Event Grant supports new tournaments or special events that bring non-local participants to the community (maximum of \$500/year)
- 3. Travel grant assists individuals, teams, cultural groups participating in athletic or cultural events at a provincial, national or international level (maximum of \$250/year for individuals and \$500/year for teams)
- 4. Equipment grant assist in repairing or purchasing new equipment (maximum of \$500/year)
- 5. Leadership grant development of coaches, officials and cultural group leaders to upgrade skills and knowledge (maximum of \$500/year)
- 6. Other funding requests directed to Council.

Administration is recommending a revision of Policy No. 097-RC-07, Recreation and Culture Grants. A draft revision has been attached, all revisions are noted in red, which includes:

- Name change of the policy to "<u>Recreation, Culture and Goodwill Grant Policy</u>" to increase the breadth of requests that would fall within this policy.
- New categories of Major and Minor Event Grants which are intended to provide support to community hosted events which drive economic development within the community by bringing people into the City to use hotels, restaurants, etc.



Administration proposes that the level of funding provided under the "Community Event Grant" be a percentage of the economic benefit expected to be brought to the community through the event or Council may consider a maximum of \$2,500 grants. The level of funding available under the "Major Community Event Grant" category could be at the discretion of Council.

- Revision of section 4.5 "Other Funding Requests" which would develop a new category of grant intended to catch the smaller funding requests that do not fall within one of the established programs.
- Remove the statement that said: "The grant will not fund events or programs where the organization applying is serving alcohol."

Administration has conducted research into how other municipalities process funding requests. Some municipalities have set application, review and recommendation deadlines. As currently drafted, the grants offered under the Recreation, Culture and Goodwill Grant Policy could be accepted and considered on a rolling basis. Administration seeks Council's feedback on whether a schedule of deadlines could be implemented. For example, deadlines could be considered as follows:

- Application Deadlines 4 per year
  - o Round 1 4pm, Thursday, February 15, 2018
  - Round 2 4pm, Thursday, April 12, 2018
  - o Round 3 4pm, Thursday, August 9, 2018
  - o Round 4 4pm, Thursday, September 20, 2018
- Proposed Committee Review Dates
  - o Round 1 Week of February 26, 2018
  - Round 2 Week of April 23, 2018
  - o Round 3 Week of August 20, 2018
  - Round 4 Week of October 1, 2018
- Earliest Recommendation to Council
  - Round 1 Tuesday, March 6, 2018
  - o Round 2 Tuesday, April 30, 2018
  - o Round 3 Tuesday, September 18, 2018
  - o Round 4 Tuesday, October 23, 2016

# Alternatives:

This report is provided for discussion purposes.

# **Recommended Action:**

Type the recommendation here

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



Submitted by: Kevin Nagoya, Chief Administrative Officer

## CITY OF COLD LAKE BYLAW xxx-BD-19

# A BYLAW OF THE CITY OF COLD LAKE IN THE PROVINCE OF ALBERTA, TO ESTABLISH THE COLD LAKE COMMUNITY GRANT ADVISORY COMMITTEE

**WHEREAS** the *Municipal Government Act*, Revised Statues of Alberta 2000, Chapter M-26, as amended, authorizes Council to pass bylaws in relation to the establishment, functions, procedure and conduct of Council Committees and other bodies;

**WHEREAS** Council wishes to establish Cold Lake Community Grant Advisory Committee within the City of Cold Lake;

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

# **SECTION 1 - TITLE**

1.1 This Bylaw shall be cited as the "Cold Lake Community Grant Advisory Committee Bylaw".

# **SECTION 2 - DEFINITIONS**

In this Bylaw:

- 2.1. "City" means the municipal corporation of the City of Cold Lake, or the geographical area falling within the municipal boundaries of the City of Cold Lake, as the context requires;
- 2.2. "Committee" means the Cold Lake Community Grant Advisory Committee as provided for in this Bylaw;
- 2.3. "Council" means the Mayor and Members of Council of the City of Cold Lake;
- 2.4. "Member of Council" means an elected member of the Council of the City of Cold Lake;
- 2.5. "Organizational Meeting of Council" means. The annual organizational meeting of Council as set out in the Cold Lake Procedural Bylaw;
- 2.6. "Recording Secretary" means a person appointed to the position of recording secretary of the Committee;
- 2.7. "Simple Majority" means more than 50% of votes or persons;
- 2.8. "Staff Advisor" means a person appointed by the Chief Administrative Officer to the position of staff advisor to the Committee; and

# **SECTION 3 - ESTABLISHMENT**

3.1 A Committee is hereby established pursuant to section 145(1) of the *Municipal Government Act*, RSA 2000, c M-26, as amended.

# **SECTION 4 – MANDATE**

- 4.1 The mandate of the Committee is to review funding requests that address a community service need and make recommendation to Council for funding which aligns with established grant and sponsorship programs, within budgeted allocations for the programs, including:
  - 4.1.1 Policy No. 202-AD-16, Community Capital Project Grant
  - 4.1.2 Policy No. 097-RC-07, Recreation and Culture Grant (as amended)

- 4.1.3 Additional facility discounts under section 3.6.2 of Policy No. 154-RC-14, Facility Booking Discounts.
- 4.1.4 Policy No. XXX-AD-19, Donation and Sponsorship Program Policy (newly proposed)
- 4.2 The Committee shall
  - 4.2.1 receive grant applications (in accordance with specific grants established through City policies),
  - 4.2.2 review the grant applications to determine whether they satisfy the criteria established by the City policies (including where deemed appropriate by the Committee hearing directly from the applicants),
  - 4.2.3 provide Council with a recommendation including short summary of funding requests, whether it adheres to the grant policy, and amount of support.
- 4.3 The Committee acknowledges that the final decision to fund and determination of the grant allocation would be made by Council, in Council's sole discretion.

# **SECTION 5 - MEMBERSHIP**

- 5.1 The Board shall consist of a minimum of five (5) members and a maximum of ten (10) members who shall be appointed by resolution of Council. The Board shall be composed of:
  - 5.1.1 Two (2) Members of Council; and
  - 5.1.2 Two (2) member-at-large members shall be designated for representatives who are between the ages of 16 and 24 years at the time of appointment. However, if one of these positions becomes vacant, and there are no suitable applicants for Committee positions that are between the ages of 16 and 24 years, Council may either (1) appoint an application who is not between the ages of 16 and 24 to that vacant position, or (b) leave the position vacant until an application is received from a suitable application that is between the ages of 16 and 24.
- 5.2 All persons appointed as members of the Board shall be residents of the City of Cold Lake and shall remain members of the Board only during such time as they continue to be residents of the City of Cold Lake, unless the Council passes a resolution stating otherwise.

# **SECTION 6 - TERM OF OFFICE**

- 6.1. The term of office for the Board members-at-large shall be for a maximum of two (2) years,
  - 6.1.1 commencing on the date of the Organizational Meeting of Council, unless there is a vacancy or Council has provided otherwise by resolution, and
  - 6.1.2 expiring on the date of the Organizational Meeting of Council in the year of the expiry of the term, unless Council has provided otherwise by resolution.
- 6.2. The term of office for the Member of Council shall be for a maximum of two (2) years,
  - 6.2.1 commencing on the date of the Organizational Meeting of Council, unless there is a vacancy or Council has provided otherwise by resolution, and
  - 6.2.2 expiring at the time of a general election, by resolution of Council or such time as the Member of Council ceases to be on the City of Cold Lake Council.
- 6.3. Council may reappoint any member of the Committee to additional term(s) should Council deem such reappointment to be in the best interests of the City and the Committee.
- 6.4. In the event of a vacancy occurring prior to completion of the appointed term, the person appointed to fill the vacancy shall hold office for the remainder of the term

for the position in which the vacancy has arisen. Completion of the unexpired term shall not be considered a full term appointment.

- 6.5. If any member of the Committee is absent from three (3) consecutive regular meetings of the Committee during their term, Council, on recommendation from the Committee, may declare a vacancy in respect of the office of such member.
- 6.6. Council may, with reason; request the resignation of any member of the Committee at any time prior to the expiry date of the member's term of office.
- 6.7. Any member may resign from the Committee at any time upon sending a written notice to the City Executive Secretary advising of the resignation and the effective date.

# SECTION 7 - CHAIRPERSON AND VICE-CHAIRPERSON

- 7.1. At the first meeting of the Committee, and annually thereafter at a meeting of the Committee, a chairperson and a vice-chairperson of the Committee shall be elected by a vote of a simple majority of those members of the Committee present.
- 7.2. The Member of Council and staff advisor appointed to the Committee shall not be eligible for the position of chairperson or vice-chairperson.
- 7.3. A member may be re-elected to the position of chairperson or vice-chairperson.
- 7.4. The duties of the chairperson shall consist of:
  - 7.4.1. presiding at the regular and special meetings of the Committee;
  - 7.4.2. direction and control of the operation of the Committee;
  - 7.4.3. direct consultation with the Staff Advisor, and
  - 7.4.4. providing all information and material for inclusion in an agenda for all regular and special meetings of the Committee to the staff advisor at least five (5) days prior to the meeting for which the agenda is prepared.
- 7.5. The duties of the vice-chairperson shall consist of:
  - 7.5.1. fulfilling the duties of the chairperson in his or her absence; and
  - 7.5.2. acting as the spokesperson for the activities of the Committee
- 7.6. Where the chairperson and vice chairperson are both absent from a meeting of the Committee, one of the other members of the Committee shall be elected as the chairperson by a simple majority of members present to preside over that meeting.

# **SECTION 8 - ROLE OF STAFF**

- 8.1. The Chief Administrative Officer (CAO) may appoint a Staff Advisor and/or Recording Secretary to the Committee and may, where appropriate, attend meetings of the Committee in a non-voting, ex-officio capacity.
- 8.2. The role of the CAO or Staff Advisor, would be that of an advisor to the Committee in respect of those matters within the jurisdiction of the Committee mandate set out in Section 4.1.
- 8.3. The duties of the Recording Secretary, or the Staff Advisor where a Recording Secretary is not appointed, shall consist of:
  - 8.3.1. Attendance at all regular and special meetings for the Committee;
  - 8.3.2. Attendance at all regular or special meetings of any sub-committees of the Committee as required by the Committee;
  - 8.3.3. To prepare and provide an agenda to the Committee at least two (2) clear working days prior to the meeting for which the agenda is prepared; and

8.3.4. To perform all other administrative duties as may be assigned by the Committee from time to time.

# **SECTION 9 - REMUNERATION AND EXPENSES**

- 9.1. Members of the Committee shall serve their term of office with the Committee in a voluntary capacity.
- 9.2. The Committee Chairperson may make a formal request to Council to remuneration and reimbursement of any traveling and living expenses where Council requests a Committee Member to attend a conference, seminar or other meeting outside of the jurisdiction of the City. Council shall be under no obligation to reimburse or remunerate any Committee Member. Remuneration and/or reimbursement shall be at the sole discretion of Council.

# **SECTION 10 – MEETINGS**

- 10.1. <u>Regular and Special Meetings:</u>
  - 10.1.1. The first meeting of the Committee shall take place at a time to be designated by resolution of Council.
  - 10.1.2. A regular meeting of the Committee shall generally be held once a month, at a time and place determined by the Committee, but may be changed from time to time at the Committee's discretion as long as notice is provided for in accordance with section 195 of the *Municipal Government Act*.
  - 10.1.3. Special meetings may be called on twenty-four (24) hours' notice by the chairperson or at the request of a simple majority of the members of the Committee as long as notice is provided for in accordance with section 195 of the *Municipal Government Act*.

# 10.2. <u>Minutes</u>:

A minute book shall be kept and the minutes of all regular and special meetings shall be recorded therein by the Recording Secretary or a member of the Committee if a Recording Secretary has not been appointed by the CAO. Copies of all minutes shall be filed with the office of the CAO within 10 days of the meeting at which such minutes were adopted and shall be circulated to all members prior to the next regular meeting.

10.3. <u>Report</u>

The Chairperson, in consultation with the Staff Advisor if this position has been appointed by the CAO, shall prepare an annual report for Council on the activities of the Committee, which must include an evaluation of each member desiring reappointment and any recommendations to Council for re-appointment, and the skills, knowledge and experience of the applicants recommended for membership.

# 10.4. <u>Quorum</u>

- 10.4.1. A quorum for regular and special meetings of the Committee shall be a simple majority of the voting members of the Committee, one of whom shall be either the chairperson or vice-chairperson.
- 10.4.2. The decision of the majority of the members present at a meeting duly convened shall be deemed to be the decision of the whole Committee.
- 10.4.3. Only those Committee members present at a Committee meeting shall vote on any matter before the Committee and in the event of a tie, the motion shall be lost.

# 10.5. <u>Delegations</u>

10.5.1. Persons wishing to be heard by the Committee shall, unless otherwise decided by the Committee, give notice in writing within seventy-two (72)

hours of the meeting of the Committee at which that person wishes to be heard.

- 10.5.2. Where a person or representative of any group wishes to address the Committee, the Committee may, by a vote of a simple majority of members, allow a person or representative to address it.
- 10.5.3. Notwithstanding section 10.5.1 and 10.5.2, Council may appoint liaison(s) from local or regional interest groups to attend Committee meetings to provide information. The requirements under sections 10.5.1 and 10.5.2 shall not apply to liaisons appointed by Council.
- 10.6. <u>Rules of Procedure</u>

The Committee may make rules as are necessary for the conducting of its meetings and its business that are consistent with this Bylaw, the Cold Lake Procedural Bylaw and the *Municipal Government Act*, Revised Statues of Alberta 2000, Chapter M-26, as amended.

#### **SECTION 12 – DUTIES OF THE COMMITTEE**

- 12.1. In addition to any duties and responsibilities of the Committee set out in this Bylaw, the duties and responsibilities of the Committee shall be determined by resolution of Council in accordance with the mandate as stated in section 4 of this Bylaw.
- 12.2. The Committee may advise Council with respect to the making of policies as the Committee deems necessary from time to time. Provided such policies are not inconsistent with the powers herein conferred.
- 12.3. The Committee shall review this Bylaw annually and make recommendations to Council for any changes deemed necessary.
- 12.4. Council may request that the Committee provide it with input, either verbally or in writing pertaining to a budget outlining the proposed expenditures of the Committee for the next year. Any input provided by the Committee with respect to such budget is deemed to be that of the Committee and not of the administration of the City.

# **SECTION 13 - ENACTMENT**

13.1 This bylaw shall take effect on the date of passing third and final reading.

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

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

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

Executed this \_\_\_\_\_ day of \_\_\_\_\_\_,2019

CITY OF COLD LAKE

# MAYOR

# CHIEF ADMINISTRATIVE OFFICER



#### PAGE 1 OF 7

# Recreation, Culture and Goodwill Grant Policy POLICY NUMBER: 097-RC-07

Approval Date: March 13, 2007 Motion Number: 2007-034 Supersedes: 070-FN-00 Revise Date: July 12, 2016 Repeal Date: Review Date:

#### 1.0 Policy Intent

The City of Cold Lake is committed to developing a fair grant policy that supports funding to develop or enhance comprehensive and diverse recreation and culture programs within the community.

#### 2.0 Purpose

The main objective of the Recreation and Culture Grant Policy is to provide occasional grant funding to non-profit organizations within the City of Cold Lake, in order to assist in developing and enhancing recreation and cultural programming.

#### 3.0 Policy Statement

- 3.1 The City of Cold Lake shall establish a variety of grant opportunities under this policy to support programs, events, development of teams, individuals or groups skills and opportunities related to recreation and culture within the City of Cold Lake.
- 3.2 Each grant application shall be reviewed and considered by the Community Grant Advisory Committee to see if it meets the objectives and qualifications of the grant program.
- 3.3 The City, through its annual operating budget, shall determine the amount of funds to be allocated to each grant program. Council shall have the ultimate discretion to make the final decision on both the overall budget allocation and the individual grants.

#### 4.0 Managerial Guidelines

- 4.1 <u>Definitions:</u>
  - 4.1.1 "Non-profit Organization"

An association, club, or society that is operated exclusively for social welfare, civic improvement, pleasure, recreation, or any other purpose except profit. No part of the organization's income can be payable to or available for the personal benefit of any proprietor member, or shareholder.

#### 4.2 <u>Application Criteria</u>

- 4.2.1 An organization applying for the Grant must be a "non-profit organization" in good financial standing with the City and be based within the boundaries of the city. Regional teams could be considered.
- 4.2.2 An individual applying for the Grant must be endorsed by and a member of a registered non-profit society in good standing with the City and be based within the boundaries of the City.
- 4.2.3 The organization or individual considered must demonstrate need for financial support. An application must be submitted in advance of expenditures for a program, event, training or travel.
- 4.2.4 An organization must not have received funding from City Council or other City Departments in the same fiscal year for the same purpose or projects.
- 4.2.5 The organization's activities must contribute to developing, stimulating, and improving recreation and culture within the City.
- 4.2.6 Organizations seeking funding from multiple sources shall be considered favorably.
- 4.2.7 The organization must acknowledge the contribution from the City in any public communications such as brochures or pamphlets.
- 4.2.8 Approval of an expense in one fiscal year does not imply ongoing support for a program or event or the replacement of equipment in future years.
- 4.2.9 Applications shall be received at least 60 days prior to the event to allow appropriate time for consideration by Council.
- 4.2.10 The grant will not fund:

4.2.10.1	Administrative costs such as personnel expenses, no-
	program related space rental, insurance, utilities, office
	supplies, fundraising expenses and legal fees;

- 4.2.10.2 Individuals unless they have the written support of the nonprofit organization they are involved with;
- 4.2.10.3 Religious or political activities,
- 4.2.10.4Debt retirement, depreciation, retroactive or deficit funding, or4.2.10.5Individuals recognized as producing tobacco, alcohol or
- cannabis products 4.2.10.3 Events or programs where the organization applying is serving alcohol.
- 4.2.11 In the case that the application for funding exceeds \$2000.00, the organization making application shall provide the last audited financial statements of the organization as a whole (except where a structured fundraising package is being used).
- 4.2.12 The City reserves the right to ask any applicant to attend as a delegation to Council to speak about an application. In the case the application for funding exceeds \$10,000.00, the organization making application shall make a delegation to a Committee of Council.

#### 4.3 <u>Categories of Support</u>

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- 4.3.1 **Development Grant:** the purpose of this grant is to encourage and support new recreation and cultural <u>events</u> programs in the community. The Development Grant will fund:
  - 4.3.1.1 new initiatives by established non-profit organizations;
  - 4.3.1.2 provide seed funding for the development of recreation and culture programs by new non-profit organizations; and
  - 4.3.1.3 new organizations or new initiatives, by established eligible non-profit organizations, may be considered for Developmental Grants for a period of two consecutive years up to a maximum of \$2,000.00 each year, after which they may be considered under other grant categories subject to funding availability.
- 4.3.2 **Community Event Grant:** the purpose of this grant is to encourage and support diverse and comprehensive recreation and culture, events, or tournaments within the City recognizing that these events bring significant economic benefit to the community, enhance the quality of life for the citizens of Cold Lake, contribute to the cultural richness of the community, and create affordable entertainment.

4.J.2.1 Applicants must be entiter.	4.3.2.1	Applicants must be either:
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.J.2.1	Applicants	hust be either.
	4.3.2.1.1	A legally registered and in good standing not-
		for-profit organization, or
	4.3.2.1.2	An organizing committee under the auspices
		of an affiliate or sponsoring not-for-profit
		organization in good standing.
.3.2.2	The Comm	unity Event Grant will fund events expected to
	bring non-lo	ocal participants into the community;
	4.3.2.2.1	new tournaments or special programs
	4.3.2.2.1	new or unique recreation and culture events
.3.2.3	Events bein	g offered outside the City will not be funded
	under this g	rant.
.3.2.4	<b>Evaluation</b>	criteria for the grants shall include a
	consideratio	n of:
	4.3.2.4.1	All criteria indicated at section 4.3 of this
		policy,
	4.3.2.4.2	Event budget,
	4.3.2.4.3	Fundraising strategy.

Up to a maximum of  $\frac{1,000}{2,500}$  per organization per event each calendar year will be considered. Annual or regularly occurring events will not be eligible.

4.3.3 **Major Community Event Grant:** the purpose of this grant is to enhance the profile and visibility of the City of Cold Lake while supporting and Page 175 of 249 encouraging diverse and comprehensive recreation and cultural events within the City that bring significant economic benefit to the community.

4.3.3.1	Applicants m	ust be either:
	4.3.3.1.1	A legally registered and in good standing not-for-profit organization, or
	4.3.3.1.2	An organizing committee under the auspices of an affiliate or sponsoring not-for-profit organization in good standing.
4.3.3.2	major events	ommunity Event Grant will support funding for that have an operating budget greater than Funding may be used for preparing bid
4.3.3.3	1 1	iteria for the grants shall include a
	4.3.3.3.1	All criteria indicated at section 4.3 of this policy,
	4.3.3.3.2	Economic impact assessment study (IE. Sport Tourism Economic Assessment Model STEAM)
	4.3.3.3.3	Fundraising strategy.

The level of support shall be at the discretion of Council.

4.3.4 **Travel Grant:** the purpose of this grant is to assist individuals, teams and cultural groups, participating in athletic or cultural events, individually or as a team, who have qualified to compete at a provincial, national or international level.

The Travel Grant Guidelines:

- 4.3.4.1 will fund fuel, meals and accommodations associated with travel to completion;
- 4.3.4.2 individuals applying must have written support from an umbrella non-profit organization and must provide receipts, for associated travel costs, upon return; and
- 4.3.4.3 qualifying teams may not request support for each individual member.

Up to a maximum of \$500.00 per individual per calendar year will considered. Up to a maximum grant of \$1,000.00 per team per year will be considered.

4.3.5 **Equipment Grant:** the purpose of this grant is too assist new or established non-profit organizations operating within the City of Cold Lake in repairing or purchasing equipment necessary to run programs or enhance existing programs.

4.3.5.1	Educational	institutions are not eligible for this grant.
4.3.5.2	Applicants	must submit:
	4.5.3.5.1	details of the asset for which funding is being requested;
	4.5.3.5.2	a description of the function/ uses and need for such an equipment within the
		organization and the benefit it would have to the greater community;
	4.5.2.2.3	demonstration of financial need by the organization including an understanding of fundraising efforts already completed or in progress;
	4.5.2.2.4	details of other funders either confirmed or in process; and
	4.5.2.2.5	any additional information deemed appropriate to making a decision regarding the application.

Up to a maximum of \$500.00 \$1,000 per organization per calendar year.

4.3.6 **Leadership Grant:** the purpose of this grant will be to assist with the development of coaches', officials' and cultural group leaders' who are interested in upgrading their skills and knowledge for the greater benefit of the organization and community. The training clinic/ opportunity must not be available within the City of Cold Lake or be an annual or regular event that is held within the City of Cold Lake.

The Leadership Grant Guidelines:

- 4.3.6.1 individual coaches, officials', and cultural group leaders who are applying for this grant must have written support from an umbrella non-profit organization in which they currently or upon completion will be offering these skills to the organization; and
- 4.3.6.2 will fund registration fees, fuel, meals and/or accommodations associated with attendance at the clinic.

This grant is a 50:50 matching grant with the City willing to match up to a maximum of \$750.00 per individual and/or \$2000.00 per organization per calendar year.

4.3.7 Other Funding and Goodwill Requests: Where a request for funding is not covered under an existing grant policy or program offered by the City of Cold Lake or is excluded based on the criteria of an existing policy/program, the organization may wish to make an application directly to the City for funding consideration. Such an application should be addressed to the Community Grant Advisory Committee and outline:
4.5.1.1 the name, address and telephone number of the organization

making the application;

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4.5.1.2	the name of the primary contact person for the application and their contact information if different from the organization:	
1510	organization;	
4.5.1.3	the status of the organization making the application (not- for-profit, registered charity, government, for profit, etc);	
4.5.1.4	a clear indication of the request being made;	
4.5.1.5	details on how the contribution will be acknowledged if approved; and	
4.5.1.6	economic impact of the program, event or equipment on the City of Cold Lake.	
4.5.2.1	In the case that the application for funding for a program or	
	event:	
	4.5.2.1.1	the name, date and location of the program or event that funds are being requested for;
	4.5.2.1.2	a general description of the program or event that funds are being requested for;
	4.5.2.1.3	details of where any surplus generated from the event will be allocated to;
	4.5.2.1.4	a list of other organizations and the dollar amount that additional funding has been requested from;
	4.5.2.1.5	a detailed budget (only an event budget is necessary unless the request exceeds \$2000.00);
	4.5.2.1.6	any additional information deemed appropriate to making a decision regarding the application.
4.5.2.3	In the case that the application for funding is based on a structured fundraising program (i.e. Bronze, Silver, Gold Sponsorship) and a detailed fundraising package is available, the cover letter only needs to cover details not outlined in such a package.	

#### 4.3 <u>Evaluation Criteria</u>

The Recreation and Culture Community Grant Advisory committee will assess the applications on the basis of the following criteria as they pertain to the purpose of the grants:

- 4.3.1 New initiatives
- 4.3.2 Program Quality
- 4.3.3 Community need, services and supplies
- 4.3.4 Financial need
- 4.3.5 Target audience and membership
- 4.3.6 Quantity and quality of impact on the community
- 4.3.7 Availability of grant funds
- 4.3.8 Executed application form
- 4.3.9 Any additional evaluation criteria indicated in this policy for specific grants, or requirements as may be determined from time-to-time by Council.

#### 4.4 <u>Reporting on Funding Received</u>

- 4.4.1 A funding agreement as provided by the City must be executed for all funding authorized under this policy.
- 4.4.1 A Final Report is required from the recipient upon completion of the funded program, project, training or purchase. Grant Summary Report forms are to be completed no later than 30 days following the expense.
- 4.4.2 If all funds have not been used for the intended or closely related purpose, the surplus must be returned to the City.
- 4.4.3 The City reserves the right to publish the name of an organization or individual in receipt of the grant funding, the grant type and dollar value and any outcomes achieved by the recipient in any future publications made by the City.
- 4.4.4 Any change to the program, project, training or purchase must be explained in writing to the City. The City reserves the right to refuse expenses where changes no longer align with grant criteria.
- 4.4.5 All grants must be expended for the purposes requested for unless written authorization from the City has been received to do otherwise.

#### 5.0 <u>References</u>

#### 6.0 Persons Affected

Community Services Department Corporate Services Recreation and Culture Community Grant Advisory Committee

#### 7.0 <u>Revision/ Review History</u>

Supersedes Policy 070-FN-00 Repealed by Motion 2007- 036 on March 13, 2007 Amended October 28, 2014, Motion No. CM20141028.21006 Amended November 25, 2014, Motion No. CM20141125.1027 Amended July 12, 2016, Motion No. CM20160712.1005

Date

Chief Administrative Officer

Date

Mayor



#### Community Capital Project Grant Policy POLICY NUMBER: 202-AD-16

Approval Date: November 22, 2016 Motion Number: CM20161122.1010 Revise Date: Repeal Date: Review Date:

#### 1.0 Policy Intent

Supersedes:

The City of Cold Lake is committed to providing assistance to eligible community organizations for capital projects that enhance the community's economic vitality, improve the quality of life and/or maintain community assets in the area of inclusive sports, recreation, community wellness, parks, arts, culture, or social services.

#### 2.0 Purpose

The purpose of the Community Capital Project Grant Policy is to provide guidelines and a transparent process to administer grant funding to eligible community organizations that submit applications for eligible capital projects within the City of Cold Lake.

#### 3.0 Policy Statement

- 3.1 The City of Cold Lake shall establish the Community Capital Grant Program to support the capital projects undertaken by eligible community organizations where their projects are aimed at assisting the development of community use facilities used for broad and inclusive recreation, sports, community wellness, arts, parks, culture or social services within the City of Cold Lake.
- 3.2 A standardized application process with one annual deadline will be used and all community organizations must apply to be considered.
- 3.3 The following guidelines shall be established to ensure transparent and consistent administration of the grant:
  - 3.3.1 Eligibility criteria for community organizations;
  - 3.3.2 Eligibility criteria for capital projects;
  - 3.3.3 Match funding requirement;
  - 3.3.3 Application Process;
  - 3.3.4 Application Evaluation Criteria;
  - 3.3.5 Funding Conditions & Parameters;
  - 3.3.6 Reporting Requirements

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3.4 The City of Cold Lake believes it is important to support projects which maximize the use of funds from other sources of investment. The maximum Community Capital Project Grant allocation will be for 1/3 of the total cost of the capital project. All successful grant recipients must provide confirmation of that at least 2/3 of the projects costs will be paid for by the community.

#### 4.0 Managerial Guidelines

#### Eligibility criteria for community organizations

- 4.1 In order for an organization to be deemed eligible to apply for the Community Capital Grant Project the organization must meet the following criteria:
  - 4.1.1 registered not-for-profit or registered charitable organization;
  - 4.1.2 based in the City of Cold Lake;
  - 4.1.2 the primary mandate of the organization must be to provide sports, recreation, arts, culture, social services, or community wellness within the City of Cold Lake;
  - 4.1.4 have demonstrable sustainability.
- 4.2 A community organization is only eligible to receive one (1) Community Capital Project Grant under this policy every two (2) years.

#### **Eligibility criteria for capital projects**

- 4.3 The project must be for at least one of the following:
  - 4.3.1 Construct a new facility;
  - 4.3.2 Expand a facility beyond its existing footprint;
  - 4.3.3 Retrofit an existing facility for a new use or purpose;
  - 4.3.4 Renovate an existing facility to remodel or restore the space;
  - 4.3.5 Upgrade the facility's mechanical, security or other technology;
  - 4.3.6 Replace or provide an additional major equipment where that equipment supports a program and/or services which have a lifespan of five (5) years or more.
- 4.4 The facility or equipment must be used for at least one of the following:
  - 4.4.1 sports and recreation;
  - 4.4.2 arts and culture;
  - 4.4.3 social services;
  - 4.4.4 parks;
  - 4.4.5 community wellness.
- 4.5 The project must create a new or enhanced service within the City of Cold Lake, which must be:
  - 4.5.1 accessible, affordable, and inclusive, providing broad opportunities for community members;
  - 4.5.2 sustainable for the facility;
  - 4.5.3 involve a strong volunteer base supporting the facility project while sustaining ongoing operations;
  - 4.5.4 supported by the community.

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4.6 The project must not:

- 4.6.1 have commenced prior to the application for funding under this grant program;
- 4.6.2 already be receiving funding from another City of Cold Lake source.

#### Match Funding Requirement

- 4.7 A grant under this policy can be considered for up to 1/3 of the project costs. The City of Cold Lake operating or capital budget cannot be used for matching funding.
- 4.8 The applicant must be able to demonstrate that at least 2/3 of the project costs will be paid for by the community through:
  - 4.8.1 in-kind labor, services, equipment, or materials which is directly related to the project;
  - 4.8.2 monetary donations.
- 4.9 Volunteer time must be directly related to the project for which funding is being requested. The valuation of volunteer time and donations shall be:
  - 4.9.1 \$15.00/hour for unskilled labor;
  - 4.9.2 \$30.00/hour for skilled labor;
  - 4.9.3 Donated materials and professional services at verified fair market value;
  - 4.9.4 \$60.00/hour for donated heavy equipment, including transportation and operating costs.
- 4.10 Unskilled labor can only contribute to a maximum of 1/3 of the organizations' contributions.
- 4.11 Qualifying volunteer time must be directly related to the project(s) and may not include any other volunteer hours for fundraising, creating the grant application, time spent in meetings or activities related to planning the project or other planning activities of the organization.

#### **Application Process**

- 4.12 Interested community organizations must submit their application package to the City of Cold Lake (to the attention of the General Manager of Community Services) by March 1<sup>st</sup>. Applications will be considered once a year.
- 4.13 The application package shall include:
  - 4.13.1 Completed application form;
  - 4.13.2 Confirmation of matching funding;
  - 4.13.3 Letters of support from the community;
  - 4.13.4 Proof that the applicant has either land ownership for the location of the project, a long-term lease plus confirmation from the owner of permission to undertake the project, another form of confirmation of ownership/permission to undertake the project on the property.

Page 3 of 6

- 4.14 All applications received by the March 1<sup>st</sup> will be provided to the Cold Lake Recreation and Culture Advisory Committee (the "Selection Committee") for consideration.
- 4.15 The Selection Committee shall provide its recommendation to the Cold Lake City Council by March 30<sup>th</sup>.
- 4.16 The Cold Lake City Council shall consider the recommendation and select the applicant to receive a grant by April 30<sup>th</sup>.
- 4.17 Prior to receiving the grant funding, the grant recipient must:
  - 4.17.1 Provide proof of the receipt of matching funding;
  - 4.17.2 Sign a Community Capital Project Grant Agreement with the City of Cold Lake.

#### **Application Evaluation Criteria**

- 4.18 The Selection Committee may only consider providing funding to applicants that meet the following criteria:
  - 4.18.1 The application must be submitted by a community organization that meets the eligibility criteria pursuant to this policy.
  - 4.18.2 The application must be for a capital project that meets all eligibility criteria for capital projects pursuant to this policy.
  - 4.18.3 The match funding requirements pursuant to this policy must be met.
- 4.19 The Selection Committee may consider the extent to which the project will potentially impact the community by considering the following:
  - 4.19.1 The demographics of the community who will be served by the project;
  - 4.19.2 The accessibility of the facility and the number of community members who may potentially benefit from the project outside of the applicant's direct membership;
  - 4.19.3 The level of community support for the project as demonstrated by a statement of support from community stakeholders;
  - 4.19.4 The potential longevity of the project;
  - 4.19.5 How the project will benefit the community;
  - 4.19.6 The applicant's ability to complete the project successfully including how the matching component and total project funding will be provided;
  - 4.19.7 The applicant's demonstration of community service within Cold Lake;
  - 4.19.8 The extent to which the project duplicates other available facilities in the area.
- 4.20 The Selection Committee shall also consider the availability of funding for the current year's grants. Due to financial limitations, not all requests which meet the evaluation criteria will receive funding. Some requests may receive partial funding.

Page 4 of 6

#### **Community Capital Project Grant Policy**

#### **Funding Conditions & Parameters**

- 4.21 Funding cannot be used for commercial or private sector facilities.
- 4.22 The applicant is responsible for all development, operational requirements of the project and must ensure all permits and approvals are obtained as required.
- 4.23 The maximum level of funding for any one applicant shall be fifty thousand dollars (\$50,000).
- 4.24 If the actual costs of the project are less than the original project estimate, the amount of the grant will be revised accordingly.

#### **Reporting Requirements**

- 4.25 The grant recipient must submit quarterly reports during the course of construction of the project, which will include a detailed project update and a current project financial statement.
- 4.26 It shall be the responsibility of the grant recipient to submit the following within sixty (60) days of the project completion:
  - 4.26.1 A summary of the project outcomes and community impact;
  - 4.26.2 Signed financial statements of all income and expenses connected with the project including receipts.
- 4.27 If a grant recipient's project is cancelled, or not completed within two (2) years of the approval of the grant funding, any unexpended funds shall be returned to the City unless Council provides otherwise by resolution.

#### **Grant Fund**

- 4.28 During the annual fall budget process, Council shall determine the maximum amount of funds available for the Community Capital Grant program for the following fiscal year.
- 4.29 At its discretion, Council may decide not to allocate the total funds available for the Community Capital Grant program for that year. If all funds are not allocated, Council shall determine during the budget process at the end of year whether to restrict the funds or allow them to enter general surplus.
- 4.30 Council shall have the discretion to provide additional funding for the Community Capital Grant program in excess of what was originally budgeted, if deemed appropriate.

### 5.0 <u>References</u>

#### 6.0 Persons Affected

Cold Lake City Council Cold Lake Recreation and Culture Advisory Committee Members of the public

Page 5 of 6

POLICY NUMBER 202-AD-16

### 7.0 <u>Revision/Review History</u>

Nov. 29,2016

Date

November 29 Pollo Date

1ht.

Chief Administrative Officer

Mayor

Page 6 of 6



### **STAFF REPORT**

Title: Letter from Minister of Municipal Affairs

### Meeting Date: February 19, 2019

### **Executive Summary:**

On December 13, 2018, after news regarding the possible relocation of the Aerospace Engineering Test Establishment (AETE) from CFB Cold Lake surfaced, a letter was sent to the Honourable Rachel Notley, Premier of Alberta, detailing the financial challenges faced by the City of Cold Lake.

The letter to the Premier was prompted by a message posted to the Premier's social media accounts pledging to "...keep standing up for Cold Lake and the women & men who serve our country..." in the wake of the news that a significant source of high paying jobs in the community could be lost.

Premier Notley forwarded the City's letter to the Honourable Shaye Anderson, Minister of Municipal Affairs, for a response. The response has been attached to the agenda along with the original correspondence.

### Background:

The City of Cold Lake's letter, dated December 13, 2018, raised the following concerns:

1) The effects of a deep and continued economic downturn in the oil patch.

2) The effects of a protracted dispute with the federal government over PILT.

3) The news that AETE could be moved away from CFB Cold Lake, taking high paying jobs with it.

4) The indefinite postponement of Exercise Maple Flag.

5) The impacts of the provincial government's unilateral change to the Cold Lake Air Weapons Range Agreement, absent meaningful consultation with the City and 4 Wing.

While the Minister of Municipal Affairs' response notes that Cold Lake is facing "unique challenges" it does not touch upon any of the points noted above, save to say that the minister feels the consultations in regards to the CLAWR deal, and their outcome, were adequate.



At its regular meeting on December 11, 2018, Council unanimously passed the following motion:

That Council authorize a letter of concern to the Premier regarding the Aerospace Engineering and Test Establishment (AETE).

The letter was prompted by news reports and discussion in the House of Commons that plans surrounding the relocation of AETE were being considered. Shortly thereafter, news that Exercise Maple Flag would be postponed indefinitely was made public.

Based on the letter from the Minister of Municipal Affairs, administration is not anticipating a response from the Premier.

### Alternatives:

- The committee may recommend that council consider a motion to authorize a letter on behalf of the City of Cold Lake to the Premier of Alberta or the Minister of Municipal Affairs or both.
- The committee may accept the letter as information.

### **Recommended Action:**

Administration recommends that the Corporate Priorities Committee accept the letter as information.

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

No

### Submitted by:

Kevin Nagoya, Chief Administrative Officer





Office of the Minister MLA, Leduc-Beaumont

JAN 16 2019

His Worship Craig Copeland Mayor City of Cold Lake

AR96174

CITY of COLD LAKE & Serber



JAN 212019

Men. C. SCANNED

5513 - 48 Avenue Cold Lake AB T9M 1A1

Dear Mayor Copeland,

Thank you for your letter of December 13, 2018 to the Honourable Rachel Notley, Premier of Alberta, regarding the financial challenges facing the City of Cold Lake. Premier Notley has requested I respond on behalf of the Government of Alberta.

I understand the economic challenges the City of Cold Lake is currently facing, as are many municipalities across the province. Our government is taking action to ensure that all municipalities have access to sustainable, predictable funding for the future.

The Government of Alberta is currently working with the Alberta Urban Municipalities Association and the Rural Municipalities of Alberta to develop a long-term municipal funding agreement to replace the Municipal Sustainability Initiative. This agreement would be unprecedented in Canada, and will fulfill our commitment to achieve a more predictable funding model that allows municipalities to plan long-term.

While we are working to address the broader needs of all Alberta municipalities, we also remain committed to supporting the City of Cold Lake in addressing its unique challenges. We continue to provide the City with an annual fiscal transfer that is unparalleled anywhere in the province.

I want to take this opportunity to correct the record regarding your mischaracterization of events surrounding the allocation of Improvement District 349 revenue. The truth is that Municipal Affairs engaged openly with all municipalities in the region, including the City of Cold Lake, over a period of several months to talk about a long-term plan for distribution of property tax revenues generated by the ID. At all times, I was very clear that my intent was to arrive at a solution which more fairly shared the ID's revenues across the region, while still recognizing the importance of the City of Cold Lake. Both at an elected and administrative level, the City of Cold Lake was actively engaged in the discussions that led to my ultimate decision.

.../2

132 Legislature Building, 10800 - 97 Avenue, Edmonton, Alberta T5K 2B6 Canada Telephone 780-427-3744 Fax 780-422-9550

The funding model I have approved ensures that ID 349 revenues are now more reasonably distributed to the benefit of the entire region, so that communities like the Town of Bonnyville, the Village of Glendon and the Elizabeth and Fishing Lake Metis Settlements share in the wealth generated by the ID. This is as it should be.

Meanwhile, the City of Cold Lake continues to receive more than 50 per cent of ID revenues, resulting in a transfer of more than \$16 million annually. This amount is the equivalent of approximately 80% of the city's annual property tax revenues; quite frankly, this is a level of support that no other municipality in Alberta receives, and should be clear evidence of our commitment to the City of Cold Lake.

Thank you again for sharing your concerns, and I look forward to continuing to work with you and your regional colleagues in advancing your shared interests.

Sincerely,

Hon. Shaye Anderson Minister of Municipal Affairs

cc: Honourable Rachel Notley, Premier of Alberta Kevin Nagoya, Chief Administrative Officer, City of Cold Lake COPY

City of Cold Lake

Via email: premier@gov.ab.ca

### OFFICE OF THE MAYOR

December 13, 2018

The Honourable Premier Rachel Notley Office of the Premier 307 Legislature Building 10800 – 97 Avenue Edmonton, AB T5K 2B6

RE: The City of Cold Lake

Dear Premier Notley,

It was with a measure of hope that we read your social media comment last week, pledging to "...stand up for Cold Lake...."

As I am sure you are aware, our community is in need of help.

The deep and prolonged downturn in the oil patch has our residents worried. Layoffs have continued in our region, businesses of all sizes are struggling, and home foreclosures are at record levels. Major oil sands projects have been scaled back to the point where their announcement no longer provides our residents with hope that an increase in economic activity will result from them moving forward.

In addition to the poor economic realities we face, our community has been hit by successive waves of damaging news.

Our protracted dispute with the Government of Canada over its payment in lieu of taxes now adds \$1.8 million to our residents' tax burden each year. This dispute has added to our community's burden since 2012.

And then last week, we heard that the Aerospace Engineering and Test Establishment, currently located at CFB Cold Lake, will move to Ottawa, bringing high paying technical jobs with it. This represents a significant percentage of our community's workforce and its effects will be severe.

.../2

5513 - 48 Avenue, Cold Lake, AB T9M 1A1 Telephone (780) 594-4494 Fax (780) 594-3480 www.coldlake.com

City of Cold Lake

### OFFICE OF THE MAYOR

-2-

In addition, this week it was announced that the Exercise Maple Flag, a major annual boost to our economy, has been postponed indefinitely. Our hotels, restaurants, and tourism operators have been able to weather economic downturns in the past due in large part to the annual exercise and the hundreds of people it would bring to our city each summer.

Absent this important reason for hope, we fear the fate of many of our businesses who are already struggling.

Finally, and as I am sure you are aware, last year your government made the decision to alter the Cold Lake Air Weapons Range Agreement in such a way that our community lost \$10 million annually. The original MOU, signed on September 20, 2011, between the City of Cold Lake and the Government of Alberta, provided for collaborative work between the city and the province on a future funding formula after the initial five-year transition period.

The City of Cold Lake was never afforded the benefit of this obligation.

Rather, the Minister of Municipal Affairs instituted a stakeholder process which disregarded the government's obligation to work with the city, and benefitted only our neighbours, who sought their own interests at our expense. Indeed, feedback provided to your minister from the Town of Bonnyville in a letter dated August 11, 2017, pointed to the town's perceived need to slow progress in the City of Cold Lake for the town's benefit. That this feedback seems to have received a favourable response from the Minister of Municipal Affairs is concerning.

The Cold Lake Air Weapons Range Agreement was signed to avoid the situation we are now experiencing. It was created to support the sustainability of the City of Cold Lake, especially given the presence of CFB Cold Lake and the need to provide its members with modern, efficient municipal infrastructure.

We were further dismayed to learn that recommendations from Municipal Affairs Staff that 4 Wing be included in consultations for the new funding model was entirely disregarded by the Minister of Municipal Affairs. It would seem the two entities which the original Cold Lake Air Weapons Range Agreement was created to provide for were both left out of any meaningful consultation and were negatively impacted as a result.

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City of Cold Lake

### OFFICE OF THE MAYOR

-3-

Our council is quickly nearing a point at which important decisions regarding the future of our municipality must be made. You have pledged to stand up for our community. I hope that we may have an opportunity to meet to discuss our community's future.

Sincerely,

Craig Copeland Mayor

Cc: Kevin Nagoya; CAO Council

> 5513 - 48 Avenue, Cold Lake, AB T9M 1A1 Telephone (780) 594-4494 Fax (780) 594-3480 www.coldlake.com

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### STAFF REPORT

Title: Pavement and Sidewalk Condition Data and Management System - Road Matrix

Meeting Date: February 19, 2019

### **Executive Summary:**

The City of Cold Lake utilizes Road Matrix software for Pavement Management System (PMS). It is also used to manage sidewalk condition assessment.

Administration will be presenting on how the pavement management software is being utilised for pavement management, road/sidewalk network inventory, data collection, analysis results, budget effect on network performance, and recommendations.

Background:

Presentation.

Alternatives: For information only

**Recommended Action:** For information only.

Budget Implications (Yes or No): No

**Submitted by:** Kevin Nagoya, Chief Administrative Officer

### Pavement Management Implementation Summary Presentation to the Council of the City of Cold Lake, AB

February, 2019



# Agenda

- Pavement Management, Definition & Benefits
- Pavement Management Process
- Road\Sidewalk Network Inventory
- Performance Indices
- Data Collection
- > Analysis Results
- Budget Effect on Performance
- M&R Recommendations
- > A Final Remark

# Pavement Management, Definition & Benefits

# What is Pavement Management

Pavement Management is a process to plan the maintenance and rehabilitation of a road network, to **optimize** pavement condition **and** spending over the entire network.

- Research has shown that it is far less expensive to keep a road in good condition than it is to repair it once it has deteriorated.
- PMS places the priority on cost-effective solutions that provide the most benefit to the overall network. e.g. Presentative Maintenance

# **Benefits of PMS**

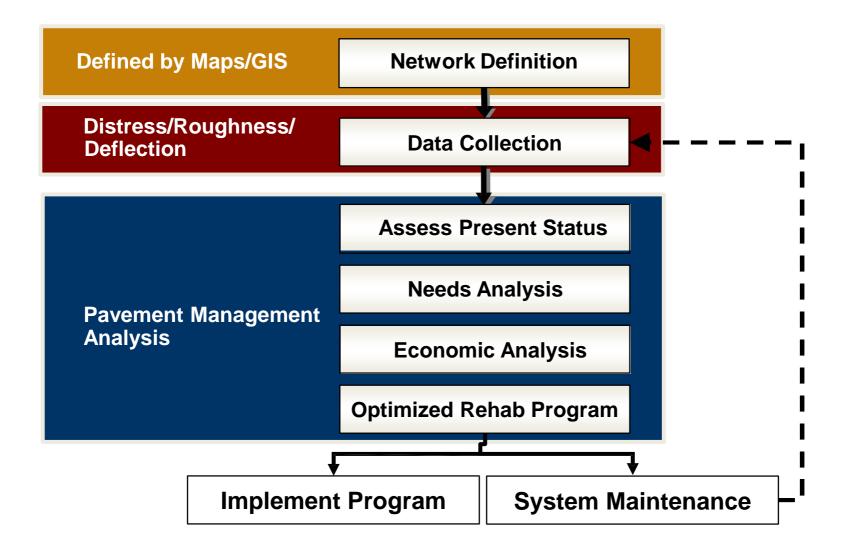
- Provides Present Status for each section in the network and for the entire network.
- Justify maintenance & rehabilitation program expenditures.
- > Realize magnitude of pavement investment.
- Better chance of correct decisions.
- Objective answers to effects of lower funds on condition, implications of deferred work and/or lower standards.
- Comparative view of network condition (current & future).
- > Preserve knowledge for succession.

# Pavement Management, Process

### Asset Management Process Five Questions to Answer

- 1. What have we got?
- 2. Where is it?
- 3. What is the Condition of It?
- 4. What Maintenance/Rehab is needed and when?
- 5. What investment is required?

# Pavement Management Process, Cont.



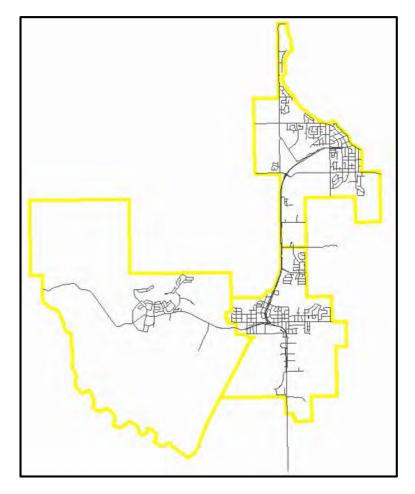
# Road/Sidewalk Network Inventory

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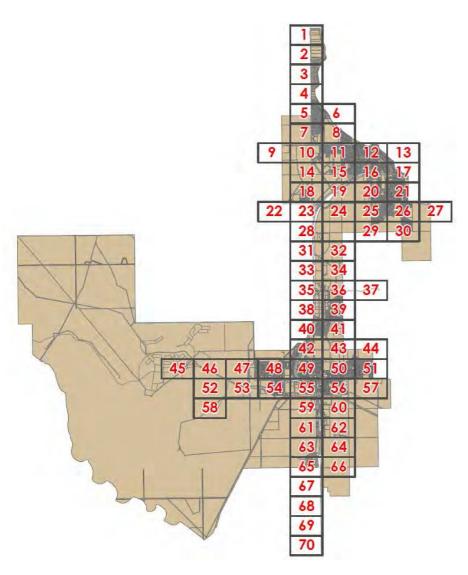
# **Road Network Inventory**

Functional Class	No. of Sections	CL Length (km)	Lane Length (km)
Arterial	73	22	46
Collector	108	22	43
Local	546	74	149
Total*	727	118	238

\* Intersections and Turning Lanes (7.8 CL kms) are excluded.



# Sidewalk Network Inventory



116 survey-km of roads with no sidewalk

Curb/Gutter records

110 survey-km of roads with sidewalk

- Curb/Gutter records
- Sidewalk Distresses
- Ramps/Walkability

2015 Sidewalk Survey Location Map

# Performance Indices

## **Performance Indices**

### Pavement Performance Indices

- RCI (Ride Comfort Index)
- VCI (Visual Condition Index)
- SAI (Structural Adequacy Index)
- PQI (Pavement Quality Index)

### PQI = f (RCI, VCI, SAI)

Sidewalk Performance Index

SCI (Sidewalk Condition Index)

### **POI** Representation









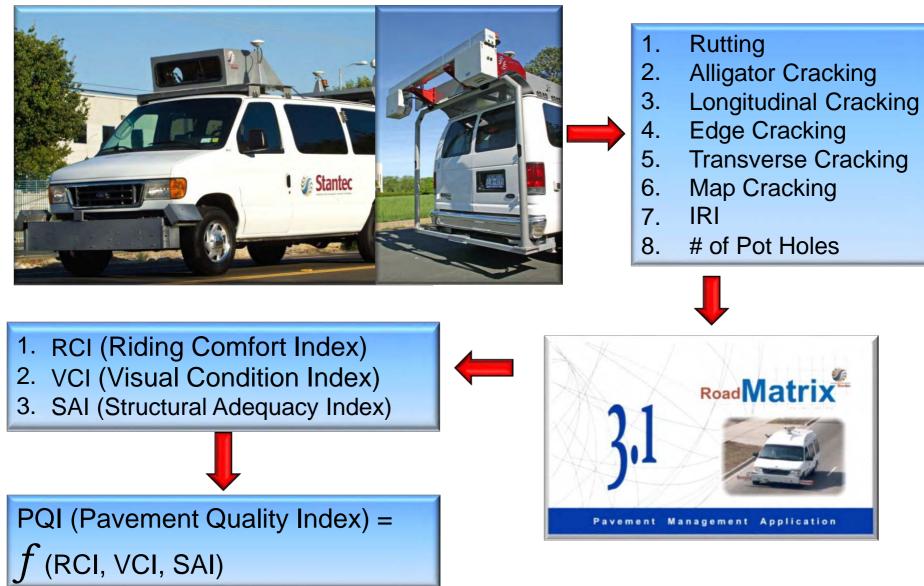






# Data Collection

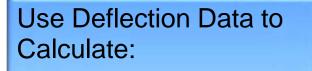
### Data Collection – Automated



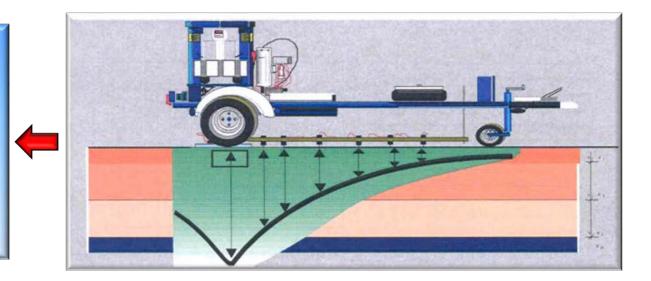
### Data Collection – Falling Weight Deflectometer

- A non-destructive test device.
- Good repeatability, accurate & fast
- Wide loading range (1,500-27,000 lbf).





- 1. Structural Adequacy Index (SAI)
- 2. Resilient Modulus (M<sub>R</sub>) of Subgrade



### Data Collection – Falling Weight Deflectometer



### Data Collection – Falling Weight Deflectometer



### **Data Collection - Sidewalk**

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Adj_prop None Of	fice Retail Resid Indus	T_S_Imped	Yes No	
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Images				

Faulting Linear Cracking Shattering Durability Cracking Scaling

Corner Breaks Joint Spalling Corner Spalling Patching – Large Patching – Small





SCI (Sidewalk Condition Index)

Page 220 of 249

### 1) Faulting

Low Severity



#### **Medium Severity**



### 2) Linear Cracking

Low Severity



#### Medium Severity





### 3) Shattering

Low Severity

### **Medium Severity**







### 4) Durability Cracks

Low Severity



#### **Medium Severity**





### 5) Scaling

Low Severity



#### Medium Severity





### 6) Corner Breaks

Low Severity





**Medium Severity** 



## 7) Joint Spalling

Low Severity

### Medium Severity





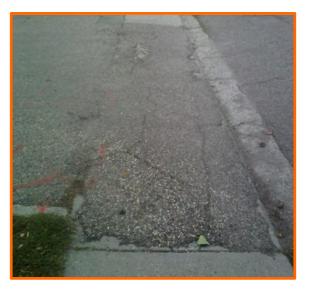
### 9) Patching – Large (>= 3.0m)

Low Severity

#### **Medium Severity**







# Analysis Results - Roads



## **Roads Network 2016 Status**

### 2016 Performance

Functional Class	Min PQI	RCI	VCI	SAI	PQI
Arterial	65	63	70	88	79
Collector	60	56	66	74	69
Local	55	44	63		59
Paved Network		50	65	81	65

### 2016 Needs

Functional Class	Min	LL-KM	%
	PQI		Deficiency
Arterial	65	12.5	27
Collector	60	11.8	27
Local	55	63.8	46
Paved Network		50	38



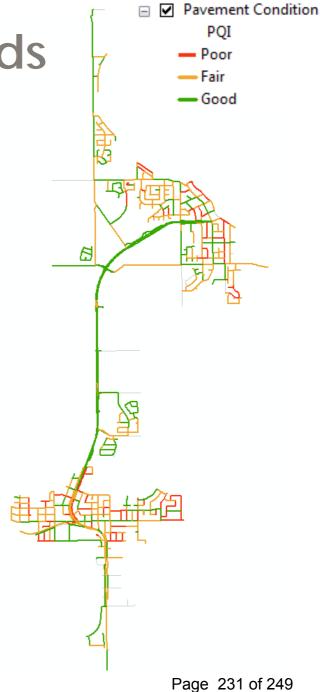
# **Roads Present Status/Needs**

### 2019 Performance

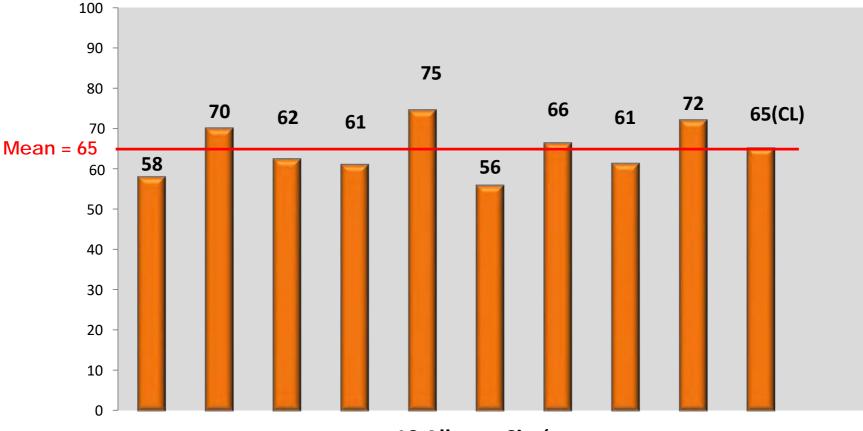
Functional Class	Min	RCI	VCI	SAI	PQI
	PQI				
Arterial	65	65	78	90	84
Collector	60	54	65	74	67
Local	55	42	60		56
Paved Network		54	68	82	69

### 2019 Needs

Functional Class	Min	LL-KM	%
	PQI		Deficiency
Arterial	65	4.5	10
Collector	60	11.5	26
Local	55	72.1	51
Paved Network		88.1	29



### Roads 2016 Status – How do we Compare?

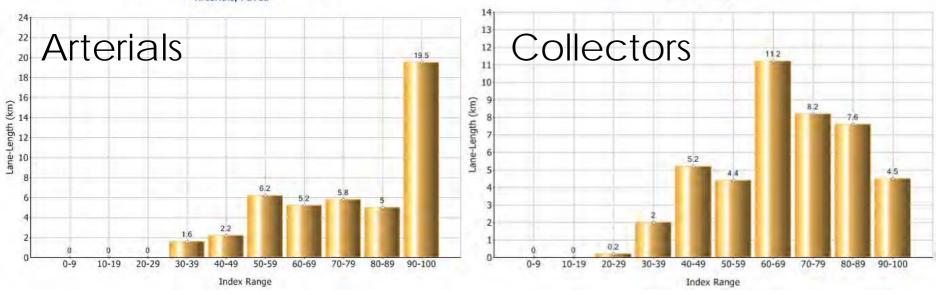


PQI - Paved Network 2016 (CL – Cold Lake)

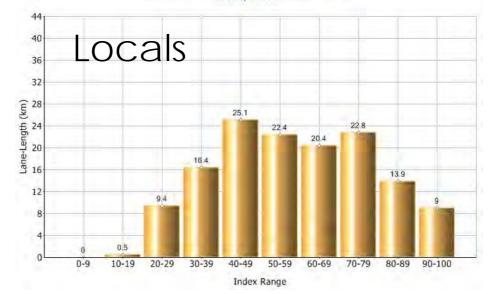
**10 Alberta City's** 

### PQI Distribution by Functional Class 2016

Network Present Status Distribution – 2016 Arterials, Paved Network Present Status Distribution – 2016 Collectors, Paved

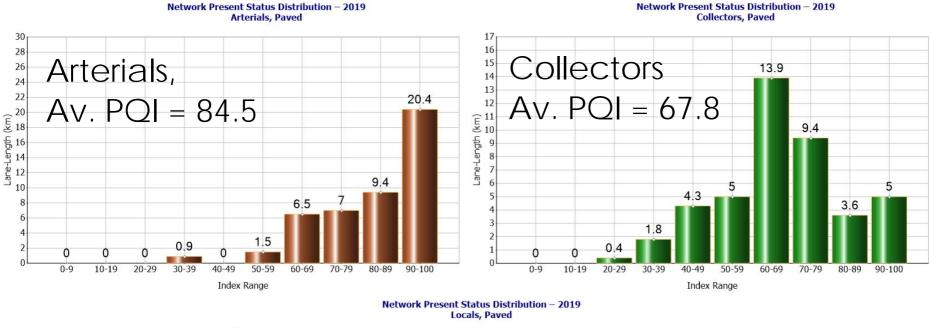


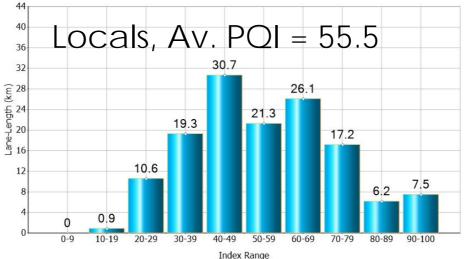
Network Present Status Distribution – 2016 Locals, Paved



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### PQI Distribution by Functional Class 2019

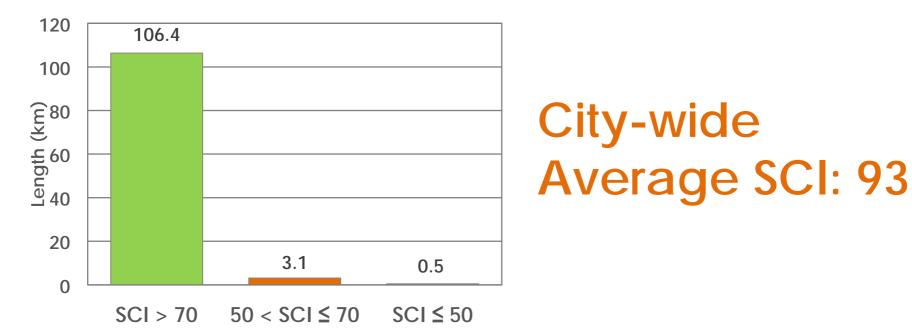




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# Analysis Results - Sidewalks

### Sidewalks Condition Status 2016



Distress Rating	Section Count	Percent (%)	Length (km)
Low (SCI > 70)	821	95	106.4
Medium (50 < SCI ≤ 70)	32	4	3.1
High (SCI ≤ 50)	7	1	0.5
Total	860	100	110

**City-wide** 

### **Treatment Slabs and Funding by Neighborhood**

Neighborhood	Average SCI	# of Slabs	# of Slabs in Need	Treatment Cost
Chelsea Court	72	205	23	\$ 20,000
Davie's Place	79	736	43	\$ 18,000
Forest Heights	83	2,539	119	\$ 60,000
Westlawn	86	813	8	\$ 500
Nelson Heights	86	6,918	644	\$ 132,000
Grand Centre West	91	6,912	99	\$ 64,000
Lefebvre Heights	91	2,350	64	\$ 18,000
Grand Centre East	92	6,757	170	\$ 68,000
Lakeside Country Estates	92	691	30	\$ 12,000
Brady Heights	92	7,101	79	\$ 33,000
Lakeridge Estates	93	1,336	19	\$ 5,000
Highway Commercial Central	93	1,085	16	\$ 11,000
Delta Lands	93	540	10	\$ 1,000
Dominic School Area	94	2,208	33	\$ 3,000
Colonial Estates	94	806	9	\$ 1,000
Lakeshore Development Area	94	7,876	233	\$ 72,000
Miron / Adeena	95	985	26	\$ 7,000
1 Ave / Beach Front	95	1,653	86	\$ 16,000
Park Estates	96	626	7	\$ 6,000
Downtown Commercial	96	1,993	18	\$ 17,000
36 Lot Subdivision	97	258	1	\$ 1,000
Lakewood Estates	99	2,553	13	\$ 1,000
Creekside	99	1,502	1	\$ 500
Tri City Estates	100	4,267	11	\$ 4,000
Meadows	100	2,606	4	\$ 1,000
Parkview Estates	100	2,402	6	\$ 3,000
Hwy North Commercial	100	73	1	\$ 1,000
Tri City Mall	100	151	0	-
Horseshoe Bay Estates	100	172	0	-
Cold Lake Central South	100	322	0	-
Uplands	100	413	0	-
Skyrider	100	592	0	-
Aspen Ridge	100	1,150	0	-
	Total	69,868	1,773	\$ 577,000

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# Sidewalk High Severity Distress Map

### Legend

- C-Break Misc
- C-Spall
- Fault

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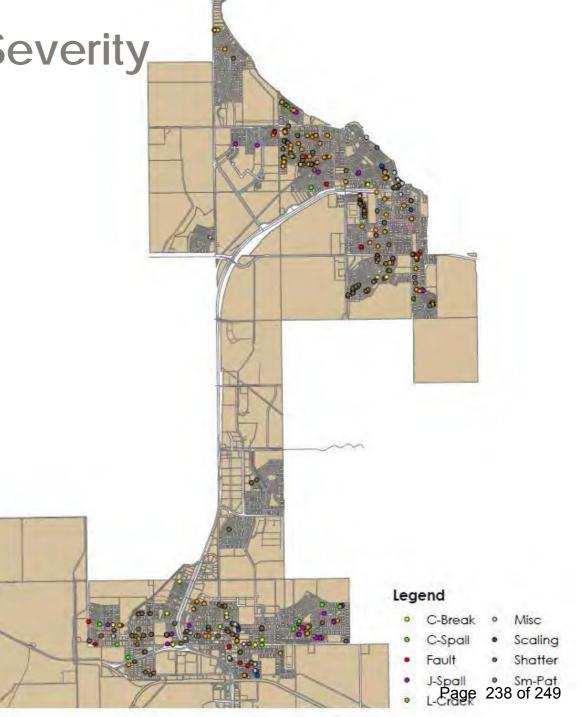
• Shatter

Scaling

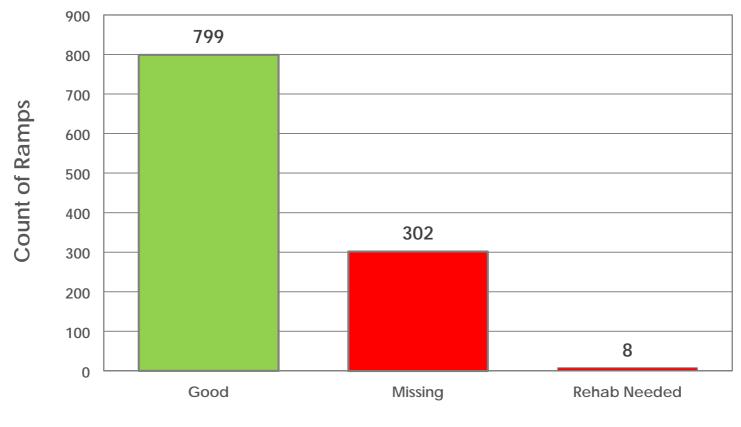
J-Spall • Sm-Pat

0

• L-Crack



### Sidewalk Ramps Condition Status

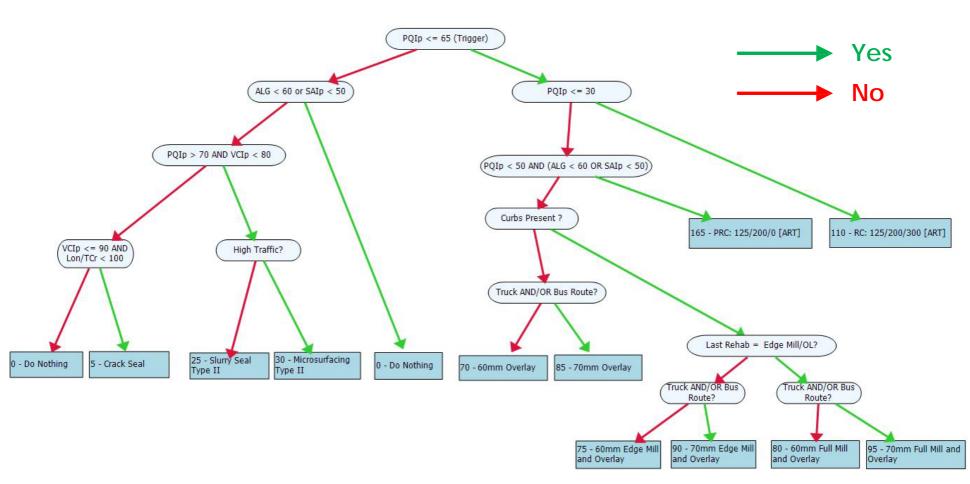


**Ramp Condition** 

# M&R Recommendations -Roads

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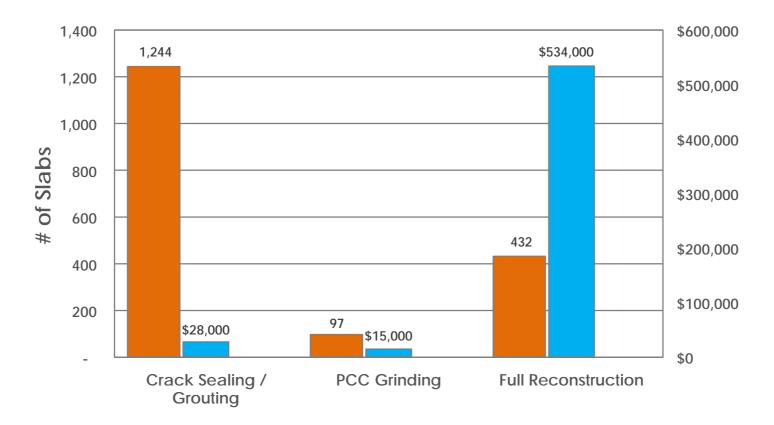
### **Decision Trees – Arterial Roads Example**



# M&R Recommendations -Sidewalks

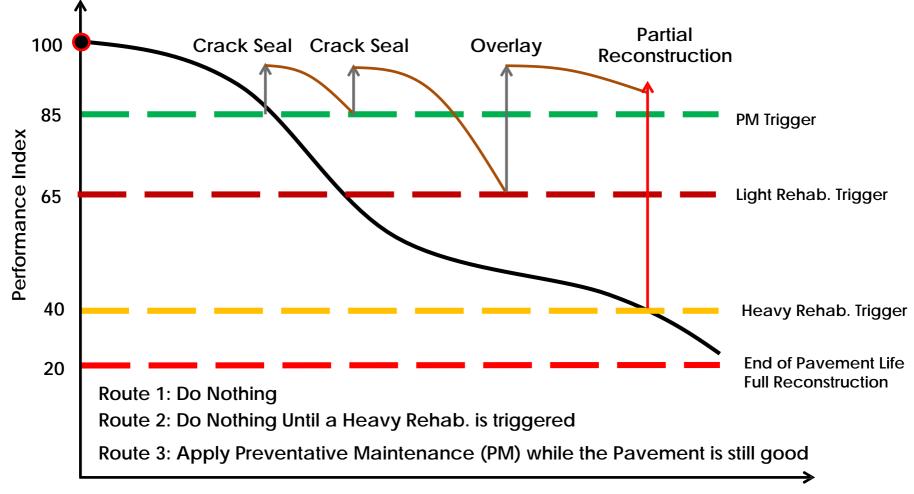
### Sidewalk M&R Recommendations

Slabs Cost



A Final Remark Three Routes M&R

### **Three Routes to Pavement Maintenance**



Pavement Age

# Thank You



#### STAFF REPORT

Title: Recreation Facility Tour - Report

Meeting Date: February 19, 2019

#### **Executive Summary:**

Members of Council and administration travelling to the Mid-Sized City Mayors Caucus arranged to visit six (6) community's recreation facilities on the route. The tours focused on communities with Junior hockey teams, with a view to learning about the relationship between the teams and their home municipalities.

#### **Background:**

Attached to this report is a summary of the findings. A visual pictorial presentation will also be made during Councils CPC meeting.

#### **Alternatives:**

This report is presented for the committee's information.

#### **Recommended Action:**

Administration recommends that the committee accept the report as information.

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

No

#### Submitted by:

Kevin Nagoya, Chief Administrative Officer

Community	Hockey Teams	Dedicated Dressing Room	Rent for Dressing Room	Other Dedicated Space		Standard Adult Hourly Ice Rate	Hockey Team's Hourly Ice Rate	Municipal Sponsorship	On Ice Logos	On Ice Advertizing	Rink Board Advertizing	Other Arena Advertizing for Team	Liquor Sales	Liquor Licence Holder
Cold Lake	Junior B	Yes (Improvements made by municipality)	Yes	Office, Storage	Yes	Peak time = \$169*	Peak time = \$140	Yes	Yes - agreement to	Yes - shared by teams	Revenue to	Stair risers, arena glass shared by teams, Digital		
	Junior A	Yes (Improvements made by municipality)	Yes	Office, Storage	Yes	Non peak time = \$50*	Non peak time = \$62.50	No	rotate logos each season	Yes - shared by teams	municipality	scoreboard available; Media Booth ads to Junior B	Yes	Municipality
	* flood fees addi	tional - flood fees are cha	arged per bo	oking, not per hour, a	and are equal	to 15 minutes of i	ce time.							
Committee 1	Junior B	Shared dressing room (Improvements made	No	Trohpy case, (improvements	No	\$152.11	\$148	No	Jr. B; Sr. A; Minor Hockey	No	Revenue to	Yes - Temporary ads removed after	Yes	Jr. B
Community 1	Senior A by teams)		made by teams)					Figurskating		municipality	games		Sr. A	
Community 2	Junior B	Yes (Improvements made by team)	No	Locked space for storage, liquor cabinet in separate room, trophy case	No	\$130	\$120	No	Jr. B; Minor Hockey	Revenue to municipality	Revenue to municipality	No	Yes - at intermission in separate room from arena	Jr. B
Community 3	Junior A	Yes (Improvements made by team, includes office)	No	Trophy case, store front (~180 sq feet.) (Improvements made by team)	No	Peak time = \$174.75 Non peak time = \$128.50	Peak time = \$157.50 Non peak time = \$113	No	Jr. A	Yes	Revenue to Junior A team	Inside and outside of arena - all advertizing space dedicated to Junior A team	Yes - revenue to minor hockey	Minor Hockey
	Junior A	Yes (Improvements made by team)	No	Trohpy case, office space,	No	Peak time = \$232.75	Peak time = \$232.75	No	Yes - each	Yes*	Yes - revenue	Yes - Revenue to	Yes	Jr. A
Community 4	Junior B	Yes (Improvements made by team)	No	(Improvments made by teams)	No	Non Peak Time = \$145.98	Non Peak time = \$113.92	NO	No team on home ice surface	Yes	to team*	team*	Yes	Jr. B
		nd minor hockey pay a fla ,000, and \$10,000, respec				ooards, stair risers	, ice, and wall boai	ds at their hom	ne arena - Junior	A, B and mino	r hockey each ha	ave a different home	ice surface/arena.	Fees charged
Community 5	Junior B	No	N/A	Trophy case, locked area for storage. (Improvements made by team)	No	Not Available	Not Available	No	Jr. B	No	Revenue to operating association*	No	No	N/A
	* All rec facilities	are operated by a not-fo	or-profit asso	ciation with a 100% o	cost recovery	mandate (pool ex	ceted). No discoun	t for Junior Tea	m from the base	rate.				

Community C	Junior B	No (Minor improvements to one dressing room made by team)		~270 sq feet of storage space; trohpy case (Improvements made by team)	Yes (Storage space)		\$181.30	No	No*	No*	No*	No*	No	N/A
Community 6	ААА	Yes (Improvements made by team, includes office and storage)		Trophy Case (Improvements made by team)	No		\$108.80 (Youth rate)							
	* Municipal faci	lity advertizing is contrcted	d to a 3rd pa	irty with revenue sha	red between	contractor and m	unicipality.							