

CITY OF COLD LAKE  
**2019 SERVICE LEVELS**



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## ELECTED OFFICIALS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Mayor and Council	<ul style="list-style-type: none"><li>• Provide leadership in the review and approval of policies, bylaws, and programs for the benefit and betterment of City residents (individuals, groups and businesses);</li><li>• Work with other government agencies to reach amicable agreements that help provide viability and sustainability for the community;</li><li>• Discuss &amp; approve Service Levels, Budget and Tax Rates;</li><li>• Consider the welfare and interests of the municipality as a whole;</li><li>• Bring to Council's attention anything that would promote the welfare and interests of the municipality; and</li><li>• Participate in Council meetings and Council committee meetings.</li></ul>	



## ELECTED OFFICIALS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Council and Committees</b>	<ul style="list-style-type: none"><li>• Bi-Monthly Council meetings, monthly Corporate Priorities, open houses, public hearings, committee meetings, service level reviews and budget meetings, ARB and Subdivision and Development Appeal Board, annual organizational meetings;</li><li>• Supporting minutes action sheets, resolutions, agenda packages, and web postings;</li><li>• Boards and committees;</li><li>• Request for Services;</li><li>• Council action item list;</li><li>• Booking and Setting up Chambers for meeting; and Purchasing and Stocking of Council Chambers' Supplies.</li></ul>	
<b>Representation/ Promotion</b>	<ul style="list-style-type: none"><li>• The strength, identify, positive, images and vitality of the municipality is promoted;</li><li>• Provide representation on the following committees:<ul style="list-style-type: none"><li>• Alberta HUB;</li><li>• Annexation -Negotiations Committee;</li><li>• Beaver River Regional Waste Management Commission;</li><li>• Cold Lake Economic Development Advisory Committee;</li><li>• Cold Lake &amp; District FCSS Advisory Committee;</li><li>• Combative Sports Commission;</li><li>• Composite Assessment Review Board;</li><li>• Corporate Priorities Committee;</li><li>• Energy Centre Design Development Steering Committee;</li><li>• Hearts for Healthcare (liaison only);</li><li>• Inter City Forum on Social Policy;</li></ul></li></ul>	



## ELECTED OFFICIALS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Representation/ Promotion (continued)	<ul style="list-style-type: none"><li>• Inter-Municipal Collaboration Framework Committee;</li><li>• Lakeland Industry &amp; Community Association;</li><li>• Lakeland Lodge &amp; Housing Foundation;</li><li>• Library Board;</li><li>• Local Assessment Review Board;</li><li>• Medley CFB Society;</li><li>• Municipal Disaster Services Agency;</li><li>• Muni-Corr;</li><li>• Northern Lights Library System;</li><li>• Recreation &amp; Culture Advisory Committee;</li><li>• Regional Partnership Opportunities Committee; with the Town &amp; M.D. of Bonnyville;</li><li>• Regional Tourism Working Group Committee;</li><li>• Regional Utility Services Commission;</li><li>• Subdivision &amp; Development Appeal Board</li><li>• Unsightly Premise Appeal Committee; and</li><li>• Water North Coalition.</li></ul>	
Support Services to Elected Officials	<ul style="list-style-type: none"><li>• Provide administrative support on an as needed basis;</li><li>• Responsible for booking of conferences (i.e. AUMA, FCM); and</li><li>• Coordinate weekly cheque signing, expense forms, documents for Mayor's signature, and requests for customer service.</li></ul>	



## **CORPORATE SERVICES CUSTOMER SERVICE**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>General Customer Services</b>	<ul style="list-style-type: none"><li>• Ensuring internal and external customer needs are met;</li><li>• Maintenance of the Reception Area;</li><li>• Ensure that all inquiries are responded to in an efficient manner within 24 hours;</li><li>• Transferring or forwarding all inquiries phone or in person to the proper department;</li><li>• Office opens 8:30 a.m. to 4:30 p.m. Monday to Friday;</li><li>• After hours message system and emergency call lines;</li><li>• Answering service on call 4:30 p.m. to 8:30 a.m.;</li><li>• Sale of maps and promotional material;</li><li>• Accepting payments at 50,000 receipts;</li><li>• Utility connect and disconnect forms;</li><li>• 1300 connects and 1100 disconnects;</li><li>• Hand out information pamphlets;</li><li>• Meeting room bookings;</li><li>• Provide general information as per clients' requests for all departments;</li><li>• Distribute faxes upon receipt;</li><li>• Document customer concerns &amp; log Request for Service; and</li><li>• Assist customer in completion of forms;</li><li>• Log or assist with Pothole Patrol.</li><li>• Automated cash receipting for online payments</li><li>• Develop brochure to inform residents;</li></ul>	<ul style="list-style-type: none"><li>• Call centre; and</li><li>• Customer Satisfaction System.</li></ul>



## CORPORATE SERVICES CUSTOMER SERVICE

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>General Customer Services (continued)</b>	<ul style="list-style-type: none"> <li>• Ticket Sales for Community Events;</li> <li>• Provide internal administrative services;</li> <li>• Provide customer services for requested Bylaw, land files, FOIPP information;</li> <li>• Provide dual counter coverage for General Inquiries and Planning Services.</li> </ul> <p>Provide hard copy of area maps.</p>	
<b>Internal Corporate Customer Service</b>	<ul style="list-style-type: none"> <li>• Purchasing and distribution of office supplies weekly;</li> <li>• Business Cards, Staff, Mayor &amp; Council name tags, and name plates;</li> <li>• Letterhead Supply; and</li> <li>• Commissioner of Oaths –City Business.</li> </ul>	
<b>Mail Distribution</b>	<ul style="list-style-type: none"> <li>• Daily open, sort by department / person and delivery all incoming City Mail approx. 20,000 pieces a year (ninety (90) pieces a day);</li> <li>• Daily sorting of general outgoing mail @ approximately 11,000 pieces a year (55 pieces a day); and</li> <li>• Preparation of Courier Service plus large mail outs (weekly utilities/monthly tax development notices) and registered mail.</li> </ul>	<ul style="list-style-type: none"> <li>• Electronic Billing;</li> <li>• Epost; and</li> <li>• Improvements to customer self-serve.</li> </ul>
<b>Intergovernmental / Inter-municipal Affairs</b>	<ul style="list-style-type: none"> <li>• Assist Council and City in addressing inter-municipal issues;</li> </ul>	



## **CORPORATE SERVICES CUSTOMER SERVICE**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Intergovernmental / Inter-municipal Affairs (continued)</b>	<ul style="list-style-type: none"><li>• Represent City in provincial and regional discussions; and</li><li>• Liaison work between various government departments, industry, residents, committees &amp; organizations.</li></ul>	
<b>Cemetery</b>	<ul style="list-style-type: none"><li>• Sale of cemetery plots (2 locations) and all required paperwork;</li><li>• Liaison with funeral homes, etc.;</li><li>• Coordinate marking of burial sites with public works;</li><li>• Maintenance of all records;</li><li>• GIS Cemetery sites;</li><li>• Update all cemetery files to electronic files;</li><li>• Scan in all manual cemetery records;</li><li>• Cross training with front reception and back up persons to provide quality customer service;</li><li>• Electronic system for all cemetery information; and</li><li>• Ground sand lane maintenance.</li></ul>	<ul style="list-style-type: none"><li>• sale of columbariums</li></ul>





## **CORPORATE SERVICES FINANCE**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Assessment and Taxes</b>	<ul style="list-style-type: none"><li>• Manage assessors' contract, compliance with ASSET standards;</li><li>• Liaise with assessor and other municipalities and government official to improve regulations and policies;</li><li>• Maintenance of a current assessment roll that meets requirements of the MGA @ 6,850 properties;</li><li>• Land title changes @ 700 per year including school support declarations;</li><li>• Preparation of tax levies, inclusive of annexed area;</li><li>• Preparation of 7,100 annual assessment and tax notices;</li><li>• Annual preparation of 33 supplementary assessments and tax notices;</li><li>• Process tax payments including 1,450 TIPPS accounts per month;</li><li>• Preparation of yearly tax bylaw and supplementary tax bylaw;</li><li>• Tax recovery process, submit arrears list, tax sale annually;</li><li>• 1000 Property searches, 500 tax certificates and</li></ul>	



## **CORPORATE SERVICES FINANCE**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Assessment and Taxes (continued)</b>	<p>assessment information and inquiries all scanned &amp; available in pdf;</p> <ul style="list-style-type: none"><li>• Franchise Fee agreements, Gas and Power;</li><li>• Jurisdictional, local and composite assessment Review Board hearings and complainants;</li><li>• Citizen Self-Serve (CSS) online tax searches;</li><li>• Overlay of Tax and Utility account information on the GIS mapping system; and</li><li>• Monitor and change as required tax rates on annexed properties.</li></ul>	
<b>Utilities</b>	<ul style="list-style-type: none"><li>• In conjunction with Public Works (Utility) Department set up new installation bookings daily, schedule shut offs and re-reads on water meters daily @ 4,000 service changes per year;</li><li>• Collection of water accounts completed bi-monthly by letter, phone, transfer to taxes or collection agency;</li><li>• Handle all customer inquiries, phone and in person (Approx. 20-25 phone calls a day in busy season);</li><li>• Miscellaneous correspondence to residents regarding NSF, over limit, transfer, etc (approx. 220 monthly);</li><li>• Account adjustments regarding reallocating client payment errors, NSF's (approx. 40 monthly);</li><li>• Trouble shoot and request service on approximately 15-20 properties monthly</li></ul>	<ul style="list-style-type: none"><li>• Implementation of the real-time radio reading;</li><li>• Grandfathered flat rate;</li><li>• Grandfathered renters; and</li><li>• Enhanced Customer Self Service.</li></ul>



## **CORPORATE SERVICES FINANCE**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Utilities (continued)</b>	<ul style="list-style-type: none"><li>• Assist other departments with reports from Utilities data base;</li><li>• Prepare, edit, sort, fold and stuff utility invoices for mail bi-monthly;</li><li>• Add public service messages to utility invoices;</li><li>• Add, fold, stuff and insert for communication to the public, in the utility bills;</li><li>• 64 account to be on Radio Read;</li><li>• 307 accounts on flat rate;</li><li>• Download monthly meter reads @ Four (4) routes per month;</li><li>• Prepare and process 1000 monthly auto debit;</li><li>• Implemented new utility rate change;</li><li>• Monthly read of all City meters;</li><li>• Prepare utility, waste and recycling billing bi-monthly based on a monthly schedule @ 5,000 invoices per month;</li><li>• Process Connect, disconnect and salvage of utilities for all City properties; and</li><li>• Prepare UT Billing for 162 bulk users.</li></ul>	
<b>Accounts Payable</b>	<ul style="list-style-type: none"><li>• Process 10,000 invoices annually, verifying signing authority and purchase order requirements ;</li><li>• Process/run of 6,000 cheques annually;</li><li>• Accountable for cheques and purchase orders</li></ul>	<ul style="list-style-type: none"><li>• Electronic fund transfer to vendors;</li><li>• Purchase cards;</li><li>• Commitment accounting</li></ul>



## **CORPORATE SERVICES FINANCE**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Accounts Payable (continued)</b>	<ul style="list-style-type: none"><li>controls/Purchasing Policy;</li><li>• Provide listings for Council;</li><li>• Filing and retrieving of records as required;</li><li>• Verify GL coding/project coding;</li><li>• Folding, stuffing and inserts of 160 cheques weekly;</li><li>• Project Costing for seventy-five (75) Projects;</li><li>• Maintaining Accounts Payable Forms;</li><li>• Verify signing authority as per purchase policy;</li><li>• Managing 600+ Accounts Payable Vendors;</li><li>• Keeping track of all monthly gas receipts;</li><li>• Credit Applications;</li><li>• Processing US drafts and bank wires;</li><li>• Processing of utility refunds and tax refunds;</li><li>• Maintaining Holdback Accounts;</li><li>• Log and track monthly/quarterly contracts and payments;</li><li>• Ordering of cheques and Purchase Order books;</li><li>• Tracking of purchase order books;</li><li>• Replenish Petty Cash Monthly;</li><li>• Balancing Monthly Statements;</li><li>• Maintenance of Credit Card Procurements; and</li><li>• All invoices scanned and saved to SharePoint.</li></ul>	
<b>Accounts Receivable</b>	<ul style="list-style-type: none"><li>• Monthly process requisitions and invoice @ 3,300</li></ul>	<ul style="list-style-type: none"><li>• Electronic billing/receipts.</li></ul>



## **CORPORATE SERVICES FINANCE**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Accounts Receivable (continued)</b>	<ul style="list-style-type: none"><li>invoices &amp; 700 penalty invoices per year;</li><li>• Process transfer station billing; Balancing A/R from subsidiary Perfectmind/Treeway booking systems;</li><li>• Random audits of process;</li><li>• Collection of all Corporate accounts monthly by statement, letter, phone and collection agency;</li><li>• Assist with revenue/cash for large city events;</li><li>• Control revenue process and cash flow from city service areas (Energy Center, Golf Course, FCSS, Transfer Stations, Marina);</li><li>• Filing and retrieving of records as required;</li><li>• Receipting, invoicing, tracking donations/agreement related to City projects; and</li><li>• Electronic Funds Transfer (EFT).</li></ul>	
<b>Bank</b>	<ul style="list-style-type: none"><li>• Administer contract and request for proposal for banking services;</li><li>• Balance and verify cash receipts and prepare bank deposit daily (City Hall, Energy Centre, Library, Transfer station, FCSS and Marina) for several software systems;</li></ul>	<ul style="list-style-type: none"><li>• CSS Online Payments;</li><li>• Review banking opportunities;</li><li>• Real Time transaction</li><li>• Request for proposal</li></ul>



## **CORPORATE SERVICES FINANCE**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Bank (continued)</b>	<ul style="list-style-type: none"><li>• Maintenance, control &amp; set-up of auto-debit , credit card machines;</li><li>• Reconcile debit machines, internet and telephone banking;</li><li>• Monthly Bank Reconciliation;</li><li>• Monthly financial report to Council;</li><li>• Monthly interest accruals;</li><li>• Investment Portfolio, long and short term investments, consultations with management for cash flow requirements, search for best interest and invest as per legislation;</li><li>• Cash flow analysis;</li><li>• Debt management, including borrowing bylaws;</li><li>• Draft debentures in accordance with legislation;</li><li>• Complete applications and debt limit forms for ACFA;</li><li>• Account for letters of credit;</li><li>• Returned Auto Debits &amp; NSF collections; and</li><li>• Automated receipting of online payments CSS Online Payments.</li></ul>	
<b>Financial Planning</b>	<ul style="list-style-type: none"><li>• Annual Business Plan;</li><li>• Annual Operating and Capital Budgets;</li><li>• Presentations and workshops (orientation, strategic plan, etc.) with Council;</li></ul>	<ul style="list-style-type: none"><li>• 3 year future operational budgets;</li><li>• 10 year future capital budgets;</li><li>• Review financial software;</li><li>• Prepare Asset Management Plans; and</li></ul>



## **CORPORATE SERVICES FINANCE**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Financial Planning (continued)</b>	<ul style="list-style-type: none"><li>• Current year operation projections;</li><li>• Monthly Variance reports;</li><li>• 10-year capital plan;</li><li>• Consultation with departments re: Budgets &amp; variance reports;</li><li>• Annual Service Level review;</li><li>• Multi-year capital budget approval;</li><li>• Financial Impact Model; and</li><li>• Municipal Sustainability Plan.</li></ul>	<ul style="list-style-type: none"><li>• Business plans</li></ul>
<b>General Ledger and Financial Reporting</b>	<ul style="list-style-type: none"><li>• Maintenance of full General Ledger and Project Costing @ 3,000 general ledger accounts and @ 75 Project Accounts;</li><li>• Balancing of all sub-ledgers monthly;</li><li>• All year end procedures, annual audited financial statements (City, FCSS, Parent Link, Marina, Library RUSC and Consolidated);</li><li>• Inventory for all consumables annually;</li><li>• Year-end Inventory audit for select departments;</li><li>• Track and prepare entries for prepaid inventory;</li><li>• Maintenance of Work in Progress, asset, Capital and Reserve accounts;</li><li>• Monthly filing of GST return;</li><li>• Monthly Journal Entries @ 700 per year;</li><li>• Allocation of Cost;</li></ul>	<ul style="list-style-type: none"><li>• Updates to Asset Management ie register.</li></ul>



## **CORPORATE SERVICES FINANCE**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>General Ledger and Financial Reporting (continued)</b>	<ul style="list-style-type: none"><li>• Recognizing, costing and depreciating all Capital Assets as per Policy &amp; Legislation;</li><li>• TCA compliance; and</li><li>• Reconcile asset management plan (MDW) &amp; Bellamy.</li></ul>	
<b>Grants</b>	<ul style="list-style-type: none"><li>• Treasury for all special projects &amp; grants (@ 20 per year) (some Multi-year project);</li><li>• Centralization of all grants;</li><li>• Track progress, financial and administration compliance;</li><li>• Electronically scan and secure all originals and update of Master Reference file; and</li><li>• Compliance &amp; review engagement reports.</li></ul>	
<b>Insurance &amp; Risk Management</b>	<ul style="list-style-type: none"><li>• Maintenance costing reports;</li><li>• Insurance management for all liability, property, vehicle and equipment;</li><li>• Annual renewals;</li><li>• Additions and deletions as required;</li><li>• Inventory all assets annually; and</li><li>• Claims maintenance.</li></ul>	<ul style="list-style-type: none"><li>• Vehicle maintenance and policies; and</li><li>• Risk management training,</li></ul>





## **CORPORATE SERVICES HUMAN RESOURCES**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Benefit Administration</b>	<ul style="list-style-type: none"><li>• Retention and recruitment strategies;</li><li>• Administer benefits plan submit and balance monthly reports for 148 employees;</li><li>• Administer WCB claims and disability plans, claims and incidents reports as required;</li><li>• Monitor/maintain/update the Employee Boot Allowance Program</li><li>• Assist staff with STD/LTD &amp; mat leave paperwork and submission to Sun Life;</li><li>• Absenteeism Reports (as required);</li><li>• Administer Health and Wellness Benefits;</li><li>• Provide and implement updated benefit plan revisions;</li><li>• Online WCB reporting and tracking;</li><li>• Organizational Risk Management;</li><li>• Benefits evaluation;</li><li>• Administration &amp; maintenance of the RRSP program;</li><li>• Administer Local Authorities Pension Plan (LAPP) and APEX Plan;</li><li>• Balance and submit monthly remittances;</li><li>• Bi-weekly vacation and other accrual reports to the management team;</li><li>• Register and introduce benefit plans available to new employees;</li><li>• Pension audits conducted, collection and verification of proper deductions and years of service;</li></ul>	<ul style="list-style-type: none"><li>• Social media.</li></ul>



## **CORPORATE SERVICES HUMAN RESOURCES**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Benefit Administration (continued)</b>	<ul style="list-style-type: none"><li>• Addition of new benefit plan members and termination of benefit plans as required;</li><li>• Track, allocate and monitor vacation, sick and overtime accruals. And</li><li>• Conduct a best practices renewal audit to find cost savings while maintaining or enhancing the benefit plan.</li></ul>	
<b>Collective Bargaining Agreement (CBA)</b>	<ul style="list-style-type: none"><li>• Ensure compliance to all CBA articles;</li><li>• Receive, process, and investigate all grievances and staff complaints;</li><li>• Obtaining legal advice as required;</li><li>• Prepare for arbitration as required;</li><li>• Maintain/research information for CBA negotiations;</li><li>• Assist &amp; research matters relating to Labour Relations.</li><li>• Liaison with AUPE -Negotiate Letters of Understanding;</li><li>• Compile and submit required information and reports;</li><li>• Liaison with AUPE – Regarding CBA;</li><li>• Discipline and mentoring for all management staff as required (verbal, written, suspension, etc.);</li><li>• Meetings with AUPE union stewards; and</li><li>• Grievance hearings and arbitrations.</li></ul>	<ul style="list-style-type: none"><li>• CBA expires December 31, 2021.</li></ul>



## **CORPORATE SERVICES HUMAN RESOURCES**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Employee Administration</b>	<ul style="list-style-type: none"><li>• Employee Evaluation System (PDP), done annually;</li><li>• Registration of new employees and employee orientation;</li><li>• Creation and maintenance of Internal job postings &amp; External job postings as required;</li><li>• Employee consultation on salary, benefits, policy interpretations and general human resource issues;</li><li>• HR Anywhere updates and maintenance;</li><li>• Administer Terminations &amp; Resignations/ lay-offs as required for @ 176 positions;</li><li>• Assist in pension and benefit options upon termination and resignation;</li><li>• Maintain personnel files/filing for approximately 176 Employees &amp; 16 Library Staff, plus approximately 60 summer staff and 73 volunteer firefighters;</li><li>• Salary review of new and existing positions;</li><li>• Review and filing of job classifications/descriptions and compensation packages</li><li>• Succession Planning Strategies;</li><li>• FOIP compliance for all Employee information;</li><li>• Approval process for all new hires;</li><li>• Research of training/development opportunities;</li><li>• Update payroll budget;</li><li>• Maintaining/updating organizational charts and G/L#s for costing of positions;</li><li>• Revision and delivery of new hire orientation;</li></ul>	<ul style="list-style-type: none"><li>• New legislation.</li></ul>



## **CORPORATE SERVICES HUMAN RESOURCES**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Employee Administration (continued)</b>	<ul style="list-style-type: none"><li>• Research suitable external job posting sites;</li><li>• City business card orders and replacements;</li><li>• Staff ID cards, contractor ID cards, Fire fighter ID cards, Library ID cards as required;</li><li>• HR policy review and updates as required;</li><li>• Destruction of files per retention bylaw; and</li><li>• WCB / Return to work program development and maintenance to help injured workers return to work per updated WCB legislation.</li><li>• Criminal check vulnerable section and background checks as required.</li><li>• Substance abuse testing as required.</li></ul>	
<b>Corporate Assistance</b>	<ul style="list-style-type: none"><li>• Report and tracking of staff qualifications and training;</li><li>• Auto-notification program to track expiration dates of staff tickets/courses</li><li>• Research, update, create, revise, and implement policies and procedures as required;</li><li>• Update policies to comply with new AB workplaces Act, OH&amp;S Act, WCB Act, and Marijuana Act;</li><li>• Mentor departments on human resources related issues;</li><li>• Uniform hiring practices (i.e. requisition to hire forms, advertising of employment opportunities, scheduling interviews, letters of offer, reference checks;</li><li>• Make offers of employment and notify any unsuccessful candidates;</li></ul>	<ul style="list-style-type: none"><li>• Continue development of mandatory training organization wide.</li></ul>



## **CORPORATE SERVICES HUMAN RESOURCES**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Corporate Assistance (continued)</b>	<ul style="list-style-type: none"><li>• Liaison with IST and department Managers to ensure proper computer/security access is given to new staff members;</li><li>• 120 hire requisitions, including the 58 summer students;</li><li>• Assist all departments in the interview and selection processes by preparing questions, scheduling candidates for interviews and providing feedback on potential candidates;</li><li>• Screening candidates and conducting interviews;</li><li>• Employee Letters of Offer for staff, (Full-time, Part-time, Casual, term, and summer positions);</li><li>• Track hire requisitions and training requisitions for all City staff members;</li><li>• Conform to federal and provincial legislation;</li><li>• Drivers abstracts updates, approx. two hundred (200) annually;</li><li>• Administer options regarding fines for staff regarding speeding tickets and payment options when using company vehicles;</li><li>• Receive and process all resumes received, approximately 2,500 received annually</li><li>• Annual job fair as required;</li><li>• Employee Self-Serve (ESS) for all workers;</li><li>• Order and create green envelopes for confidential information and deliver to all City departments; and</li><li>• Annual AMSC wage survey and other municipal wage</li></ul>	



## **CORPORATE SERVICES HUMAN RESOURCES**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Corporate Assistance (continued)</b>	surveys as required.	
<b>Informational Reporting</b>	<ul style="list-style-type: none"><li>• Years of service reports;</li><li>• Timely reports for all supervisors;</li><li>• Creation and maintenance of the summer staff brochure annually; and</li><li>• Advertise all summer positions and set up interviews with potential candidates.</li></ul>	
<b>Payroll</b>	<ul style="list-style-type: none"><li>• Permanent staff ( 176 full time, part-time, and casual staff, ( 60 seasonal staff), 73 firefighters, 1 Mayor, and 6 Council members;</li><li>• Process accurate bi-weekly and monthly payroll runs;</li><li>• Library Payroll bi-weekly (16 staff);</li><li>• Comply with all payroll and benefit legislation;</li><li>• Payroll deposits approximately 6,420 deposits annually;</li><li>• Implementation of all benefit programs;</li><li>• Legislated Payroll Remittances (e.g. AUPE, LAPP, MEP, APEX, AMSC &amp; Receiver General) approximately 182 remittances annually plus garnishees as required;</li><li>• T4 Processing – approximately 360 annually;</li><li>• Monthly balance and reconcile all clearing accounts for benefits, pension, CBA;</li></ul>	<ul style="list-style-type: none"><li>• Enhance Employee Self-Serve (ESS).</li></ul>



## CORPORATE SERVICES HUMAN RESOURCES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Payroll (continued)</b>	<ul style="list-style-type: none"> <li>• Administer payroll changes and change advises, including merit increases and position changes for 190 positions &amp; 73 volunteer staff;</li> <li>• Accountable for weekly timesheet revisions to ensure proper entries and to ensure payroll legislation is being followed;</li> <li>• Accountable for the timely process of ROEs (Record of Employment) as required;</li> <li>• Collective Bargaining Compliance;</li> <li>• CRA &amp; Pension Compliance;</li> <li>• Pension Audits for the City &amp; Library; and</li> <li>• Year-end audits and finance documentation/ working papers.</li> </ul>	
<b>Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>• Dedicated training room with 5+ computers for City wide training</li> <li>• Handbook creation for supervisors outlining responsibilities and responsibilities</li> <li>• Create Formal Worksite Inspection form for City Hall</li> <li>• Create Formal Hazard Assessment Forms the City of Cold Lake</li> <li>• Create Formal Orientation Form Template for all staff positions in City Hall</li> <li>• Review and assist with all completed safety Investigations</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing New legislation changes;</li> <li>• Certificate of Recognition; and</li> <li>• Safety resources available throughout the organization.</li> <li>• ICS100 (Incident Command Centre Training) for all staff.</li> </ul>



## **CORPORATE SERVICES HUMAN RESOURCES**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Health &amp; Safety (continued)</b>	<ul style="list-style-type: none"><li>• Consistent delivery of safety education and information throughout the organization</li><li>• Continued ongoing training programs for all staff. Ie. WHIMS/ harassment and violence;</li><li>• Conduct safety training for all City departments.</li><li>• Assist in conducting job hazard assessments, safe job procedures and safe work practices while training staff one on one with the proper procedures</li><li>• Research and provide updated OH&amp;S changes throughout the City;</li><li>• Teach/review new safety policies with all City departments;</li><li>• Identify best practices and lead continuous improvement initiatives to reduce workplace accidents/incidents , raise safety awareness, and improve safe work practices;</li><li>• E-learning online for safety training</li><li>• Assist with Hazard Assessment creation, filing &amp; updates;</li><li>• Development and maintenance of the Safety Program as required;</li><li>• Incident/Accident Investigation follow-up;</li><li>• Ensure work site safety inspections are completed by departments;</li><li>• Provide a strong presence of safety within the organization.</li></ul>	





## **CORPORATE SERVICES HUMAN RESOURCES**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Health &amp; Safety (continued)</b>	<ul style="list-style-type: none"><li>• Create a work environment that supports a safe and healthy work environment/culture.</li><li>• Revise safety manual as required;</li><li>• Safety manual training as required</li><li>• Safety Training for all summer staff employees;</li><li>• Random site inspections to monitor compliance of the safety program;</li><li>• Conduct field inspections of City work crews as required.</li><li>• Conduct field inspections of contractor projects as required to ensure they meet the City's safety standard.</li><li>• Conduct informal inspections of City buildings, equipment, and facilities as required.</li><li>• Offer a wider range of safety related assistance to staff members, either through email, phone or in person;</li><li>• Follow-up of all outstanding inspections and paperwork.</li><li>• Employee safety orientations and tracking;</li><li>• Answer all Employee general safety questions/concerns;</li><li>• Corporate Wide Safety Training</li><li>• Maintain Safety Committee that promote safety and wellness for staff;</li><li>• Update of the Safety Policy yearly;</li></ul>	



## **CORPORATE SERVICES HUMAN RESOURCES**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Health &amp; Safety (continued)</b>	<ul style="list-style-type: none"><li>• Safety Forms Development</li><li>• Safety Policies Development</li><li>• Safe Operating Procedures (SOP Development)</li><li>• Safe Work Procedures (SWP Development)</li><li>• Hazard Assessment Documentation</li><li>• Creation/revision of safety specific orientations for all staff members</li><li>• Track locations, dates and causes of work-related accidents/incidents via spreadsheet.</li><li>• Preparation for COR recertification.</li><li>• Monitor/maintain/update/order Safety PPE gear for the City Staff.</li><li>• Truck Boxes, order and maintenance as required.</li><li>• Hazard assessment form creation.</li><li>• Increased field presence from the safety department.</li><li>• Update/create safety directives as required.</li><li>• Order PPE gear for all City staff members. (Vests, hard hat, gloves etc)</li></ul>	



## **CORPORATE SERVICES INFORMATION SYSTEMS TECHNOLOGY**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Network Infrastructure for LAN and WAN</b>	<ul style="list-style-type: none"><li>• Network Administration - support, maintenance, redesign and implementation;</li><li>• Establish network specifications by conferring with users; analyzing workflow, access, information, and security requirements; designing router administration, including interface configuration and routing protocols;</li><li>• Maintain network performance by performing network monitoring and analysis, and performance tuning; troubleshooting network problems;</li><li>• Upgrade City network by conferring with vendors; developing, testing, evaluating, and installing enhancements;</li><li>• Management and configuration of all Network appliances, e-mail security, telephone landline, mobile cell, firewalls, switches, VOIP data and voice, IPSAN, etc;</li><li>• Provide rotational 7x24 on-call support;</li><li>• Managed Point to Point Wide/Local Area Network (WLAN) for 21 City locations.</li><li>• Interface with various stakeholders (i.e.: Project Managers, Client Delivery Managers, Network Designers &amp; Architects, etc...) regarding projects, implementation and operational issues;</li><li>• Define network policies and procedures; and</li></ul>	<ul style="list-style-type: none"><li>• Fiber connections between City Facilities;</li><li>• Fiber internet Gateway;</li><li>• Design and deploy network infrastructure for new buildings (Phase III, Field House, Scale House, WTP); and</li></ul>



## **CORPORATE SERVICES INFORMATION SYSTEMS TECHNOLOGY**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Network Infrastructure for LAN and WAN (continued)</b>	<ul style="list-style-type: none"><li>• Research and make recommendations on server system administration. Develop, document, and train on hardware and software installation and troubleshooting procedures.</li></ul>	
<b>Servers and Domains</b>	<ul style="list-style-type: none"><li>• 45 Virtual servers and windows update servers;</li><li>• 7 physical servers, 4 IPSAN's;</li><li>• Implement software tools for remote access, monitoring, and automation services for desktops, servers, network appliances, storage devices, and mobile devices;</li><li>• Provision, installation/configuration, operation, and maintenance of systems hardware and software and related infrastructure;</li><li>• Perform daily backup operations, ensuring all required file systems and system data are successfully backed up to the appropriate media, recovery tapes or offsite storage repositories, and media is recycled and sent off site as necessary;</li><li>• Apply OS patches and upgrades on a regular basis, and upgrade administrative tools and utilities. Configure / add new services as necessary; and</li></ul>	



## **CORPORATE SERVICES INFORMATION SYSTEMS TECHNOLOGY**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Servers and Domains (continued)</b>	<ul style="list-style-type: none"><li>• Manage the following technologies:<ul style="list-style-type: none"><li>○ Email Services</li><li>○ Server Virtualization</li><li>○ File Services (DFS)</li><li>○ User management (Active Directory)</li><li>○ Internet Information Server (IIS)</li><li>○ Domain services</li><li>○ Storage</li><li>○ Networking</li><li>○ Databases</li><li>○ VOIP</li><li>○ Bellamy (IBM, Windows)</li><li>○ Bellamy (V8, Analytics)</li><li>○ GIS</li><li>○ Records Management</li><li>○ Mobile Devices</li><li>○ POS</li><li>○ Fleet management</li><li>○ Email Security</li><li>○ Internet Security</li><li>○ Anti-Virus/Malware</li><li>○ Asset management</li></ul></li></ul>	



## **CORPORATE SERVICES INFORMATION SYSTEMS TECHNOLOGY**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Software Development Life Cycle</b>	<ul style="list-style-type: none"><li>• Bellamy V8 Analytics;</li><li>• Bellamy Budget Module;</li><li>• Provide design, implementation, maintenance and support for internal software development as well as management and testing of external software development project. This would include the following but is not limited to those:<ul style="list-style-type: none"><li>▪ Electronic Forms, i.e. Council Task List,</li><li>▪ Database, Web, and Process applications,</li><li>▪ Major website development project, requiring code development.</li><li>▪ SharePoint/document management</li><li>▪ SharePoint/GIS integration.</li><li>▪ Provide installation, support, software upgrades and user training for over 1,000 Applications</li><li>▪ New private and public portal for forms access</li><li>▪ GIS mapping interfaces</li><li>▪ Veeam Software for Virtual Server Archiving and Backup</li><li>▪ Dell Group ProManager for Data Storage management</li><li>▪ SQL Management Studio for Database (over 100) management and backup</li><li>▪ WSUS Microsoft Backup and Patch management</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Licences;</li><li>• Deploy applications to the Cloud;</li><li>• Records management inclusive of e-mail;</li><li>• SharePoint resource;</li><li>• Financial software; and</li><li>• Enhance City Works engineering software</li></ul>



## **CORPORATE SERVICES INFORMATION SYSTEMS TECHNOLOGY**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Software Development Life Cycle (continued)</b>	<ul style="list-style-type: none"><li>▪ Service Resource Tools for managing IBM</li><li>▪ ADSM Firewall Management Software</li><li>▪ Orion Network Management Software</li><li>▪ Prism Firewall Content Management</li><li>▪ ADManager Active Directory Management SW</li><li>▪ VSphere Virtual Server Management Software</li><li>▪ PowerShell MS Server configuration SW</li><li>▪ Central Administrator for SharePoint</li><li>▪ WIM Windows Imaging SW</li><li>▪ ESET Antivirus Management SW</li><li>▪ Ninite Software Download SW</li><li>▪ Complete FTP Software</li><li>▪ IVMS Video Camera Management SW</li><li>▪ DLS5 Alarm Management SW</li><li>▪ Stanley Access Control SW for electronic Facility access</li><li>▪ System Internals for managing Microsoft Server Farm configuration and maintenance;</li><li>▪ I-series IBM Navigator;</li><li>▪ eSCRIBE – agenda meeting software;</li><li>▪ SCADA – RUSC;</li><li>▪ Paradigm – Waste Management</li><li>▪ Perfect Mind – Energy Centre</li><li>▪ City Works - Engineering</li></ul>	



## CORPORATE SERVICES INFORMATION SYSTEMS TECHNOLOGY

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Software Licensing Management</b>	<ul style="list-style-type: none"> <li>• Microsoft SA (Software Assurance) ensuring security and functionality by staying current on all software;</li> <li>• Provide and manage proper and legal licensing for all software required for the operation of the City. This includes operational software such as GIS applications, engineering, programming, administration, graphic design, photo processing, financial, utilities such as Anti-virus and anti-spyware, etc. (148 software licenses);</li> <li>• Implementation of Record Management Software in progress; and</li> <li>• Microsoft License Audit (SAM), bringing all servers, desktops and application licensing up to date; 1,000+ application licenses.</li> </ul>	
<b>Security</b>	<ul style="list-style-type: none"> <li>• 150 Web cameras; Arena, Transfer St, FCSS, WTP, PubWrks,Bldg#5, Splash Park, Imp Park, North Fire Hall, Airport, City Hall and Energy Centre, West End Yard, Marina, South Fire Hall ;</li> <li>• Ongoing: Central Management for Security Systems and logging for all City locations;</li> <li>• Provide design, implementation, maintenance, and support 24/7 emergency service for the overall security including the following: <ul style="list-style-type: none"> <li>•Servers and infrastructure physical security,</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Increase need for camera surveillance;</li> <li>• Ransom and cyber threats;</li> <li>• Internet of things;</li> <li>• E-mail security; and</li> <li>• Staff training ie. phishing e-mail awareness.</li> </ul>





## CORPORATE SERVICES INFORMATION SYSTEMS TECHNOLOGY

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Security (continued)	<ul style="list-style-type: none"><li>•Corporate data security,</li><li>•Maintaining Corporate confidentiality, &amp; providing threat protection (including intrusion &amp; Malware). Central Management for Security Systems and Logging for all City locations. Door Swipe/keypad programming Facility Alarm systems.</li></ul>	
Desktop, Tablets, Mobile Devices and Laptop computers	<ul style="list-style-type: none"><li>• Enhanced warranty support and turnaround time on desktop hardware and software replacement;</li><li>• Enhanced warranty support and turnaround time on desktop hardware and software replacement;</li><li>• Provide support for Apple operating systems and configuration (Council tablets)</li></ul> Provide design, acquisition, maintenance and support for over <b>300 Desktops / Laptops / Tablets / Smart phones</b>	<ul style="list-style-type: none"><li>• Phone upgrades; and</li><li>• Develop policy and security around possible use of personal devices.</li></ul>
Data Recovery	<ul style="list-style-type: none"><li>• Ongoing, partial completion. Electronic records maintenance storage and archiving to match manual records;</li><li>• For data recovery &amp; integrity:<ul style="list-style-type: none"><li>○ Provide recoverable data backup for all servers,</li><li>○ Redundancy at one location;</li></ul></li></ul>	



## **CORPORATE SERVICES INFORMATION SYSTEMS TECHNOLOGY**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Data Recovery (continued)</b>	<ul style="list-style-type: none"><li>○ Provide an archival system for all Corporate data, and</li><li>○ Provide long-term archive system that can easily be recoverable;</li><li>● Central Back-up Server w/ de-duplication; and</li><li>● Offsite archiving server</li></ul>	
<b>Internet and Intranet Services</b>	<ul style="list-style-type: none"><li>● Provide Wireless Internet access for Guests at Events, Conferences, Meetings, and Sporting Events, while maintaining Security and functionality for the City core businesses at multiple sites.</li></ul>	
<b>Printers and Peripherals</b>	<ul style="list-style-type: none"><li>● Provide acquisition, maintenance and support for fifty-seven (57) network printers under maintenance lease agreements, one (1) large format color plotter, seven (7) local printers, and support for nine (9) scanners.</li></ul>	
<b>Emergency and Disaster Recovery</b>	<ul style="list-style-type: none"><li>● A Business Continuity Plan (BCP) is required;</li><li>● An IT Disaster Recovery Plan (DRP) is required.</li><li>● Provide, manage and maintain Emergency and Disaster Recovery for many different scenarios. This includes the ability to maintain services without power and be able to deploy anywhere and maintain IT and Communication services;</li><li>● Provide recoverable data backup and fast bare metal server recovery during server failures.</li></ul>	<ul style="list-style-type: none"><li>● EOC</li></ul>



## **CORPORATE SERVICES INFORMATION SYSTEMS TECHNOLOGY**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>General Help Desk</b>  <b>General Help Desk (continued)</b>	<ul style="list-style-type: none"><li>• Provide Help Desk support for troubleshooting of hardware, networking and software problems;</li><li>• Provide software utilization support and training related issues; and</li><li>• Provide Telephony services troubleshooting and support.</li></ul> Provide Application Support	
<b>Training</b>	<ul style="list-style-type: none"><li>• Provide training in the following area to all City staff:<ul style="list-style-type: none"><li>○ Secure and safe access control to facilities</li><li>○ Computer network training as required</li><li>○ Application and Functional training</li></ul></li><li>• Any other training required in the best interest of the City.</li><li>• Test sites for ERP and SharePoint training.</li></ul> Portable computer lab for training.	<ul style="list-style-type: none"><li>• Lunch &amp; Learns; and</li><li>• Phishing awareness</li></ul>
<b>Telephony Infrastructure</b>	<ul style="list-style-type: none"><li>• Ensure the constant functionality of 16 Local Area Networks (LAN) interconnected through a WAN (design, implementation, maintenance and support).</li><li>• POE switches, gateways, and CAT 5 or CAT 6 wiring;</li></ul>	



## **CORPORATE SERVICES INFORMATION SYSTEMS TECHNOLOGY**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
	Ensure portability and plan for quick deployment in case of Disaster.	
<b>VoIP Telephone System, PDAs and Cell phones</b>  <b>VoIP Telephone System, PDAs and Cell phones (continued)</b>	<ul style="list-style-type: none"><li>• Maintain Mobile Device Management (MDM) Servers for Blackberry for all mobile devices;</li><li>• Provide management, acquisition, maintenance and support 24/7 emergency service for one hundred (100) VoIP Telephone units in 4 different types; and sixty (60) cell phone accounts which includes mobile phones, iPads, Androids, and other communication devices, with e-mail, internet and data services.</li></ul>	<ul style="list-style-type: none"><li>• Upgrade phone systems; and</li><li>• Call centre.</li></ul>
<b>General Office Electronic Assets</b>	<ul style="list-style-type: none"><li>• Provide management acquisition, maintenance and support for postal machine, electronic folder, and other electronic equipment;</li><li>• Manage acquisition, maintenance, and support for eight (8) point of sale banking machine interfaces; and</li><li>• Provide installation and support for back office - financial, labor management software and hardware.</li></ul>	



## CORPORATE SERVICES LEGISLATIVE SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION FOR 2020
<b>Census</b> (Annually or as approved by Council)	<ul style="list-style-type: none"> <li>• Census administration &amp; logistics;</li> <li>• Develop and input census database;</li> <li>• Ensure all addresses are up to date;</li> <li>• Management to re-evaluate census questions and choices; update questionnaire;</li> <li>• GIS to identify suites and other multiplex units;</li> <li>• Achieve an online completion; talk with marketing;</li> <li>• Recruit and train census staff;</li> <li>• Door to door count of residents;</li> <li>• Compile and enter census data;</li> <li>• File declaration with Municipal Affairs;</li> <li>• Provide information upon request to Federal government for census.</li> <li>• Update current databases including GIS from census data ongoing;</li> <li>• Update new addresses and suites to include in database;</li> <li>• Verification of Census Data.</li> </ul>	<ul style="list-style-type: none"> <li>• Online registration.</li> </ul>
<b>Election</b>	<ul style="list-style-type: none"> <li>• Ensure ongoing communication, updates and approvals with Returning Officer;</li> <li>• Create and update link to webpage for public communication;</li> <li>• Review/update Election bylaw;</li> <li>• Planning and liaison with school boards, MD of Bonnyville, 4 Wing and Media.</li> </ul>	<ul style="list-style-type: none"> <li>• No election anticipated in 2020; and</li> <li>• Online voting.</li> </ul>



## **CORPORATE SERVICES LEGISLATIVE SERVICES**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION FOR 2020</b>
<b>Election (continued)</b>	<ul style="list-style-type: none"><li>• Send Returning Officer and senior workers on training and complete Oath of Office;</li><li>• Book polling stations;</li><li>• Run electronic election;</li><li>• Develop Plebiscite questions if required;</li><li>• Prepare and track events on election calendar;</li><li>• Media – Link election history to Municipal Affairs Provincial status data;</li><li>• Possible arrangements with the Base to allow deployed soldiers to have an opportunity to vote;</li><li>• Implement/Advertise Voter ID Requirement;</li><li>• Research (18 months prior) electronic terminals/paper ballots and cost comparisons and contracts, ballots, and privacy screens;</li><li>• Develop/Update Candidates' Package, Special Ballots, webpage information and format;</li><li>• Prepare press releases;</li><li>• Develop worker application, pay scale and advertise;</li><li>• Interview, hire and train workers;</li><li>• Coordinate logistics for nomination and Election Day, advance poll, incapacitated, institutional, special ballots and Council training (invite other communities for training);</li><li>• Election worker training;</li></ul>	



## **CORPORATE SERVICES LEGISLATIVE SERVICES**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION FOR 2020</b>
<b>Election (continued)</b>	<ul style="list-style-type: none"><li>• Letters of Agreement to MD, Schools, shared costs of facilities</li><li>• Tally ballots and report results to Municipal Affairs;</li><li>• Five to six (5- 6) voting booths for one polling station requiring ten (10) staff;</li><li>• Promoting special ballot for incapacitated and voters abroad;</li><li>• Two advance voting stations, requiring four-five (4-5) staff;</li><li>• Developed forms for electronic voting advertising and promotion of electronic voting;</li><li>• Liaison with Cold Lake Chamber for Candidate Forum;</li><li>• Ensure privacy screens available; and</li><li>• Research for the Election as required.</li></ul>	
<b>Legal Services</b>	<ul style="list-style-type: none"><li>• Coordinate external legal services, maintain legal files, and legal register. Prepare updates to Council as required.</li><li>• Commissioned approximately 200 documents for staff and city businesses;</li><li>• Increased role in drafting and review of contracts, letters, agreements, Bylaws, and Policies with reference to FOIP and risk management, adherence to Municipal Government Act requirements and changes in the law; increased role in interpreting contract obligations and contract enforcement;</li></ul>	<ul style="list-style-type: none"><li>• Efforts to standardize municipal records (including agreements) continues; and</li><li>• eSCRIBE.</li></ul>



## **CORPORATE SERVICES LEGISLATIVE SERVICES**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION FOR 2020</b>
<b>Legal Services (continued)</b>	<ul style="list-style-type: none"><li>• Liaison with Legal Counsel and City departments to coordinate legal services;</li><li>• Research and drafting of eSCRIBE issues for Council.</li><li>• Development of agreement templates for regularly used agreements; including annual review and revision of agreement templates and introduction of new templates;</li><li>• Provide mentorship, training, and advice to staff on use of agreement templates, agreement amendments, renewals and terminations to build internal capacity around contract requirements and risk management; Review of use of waivers across City departments including training staff on waiver requirements and legal compliance.</li></ul>	
<b>Contract Management (Agreements in Force, AIF)</b>	<ul style="list-style-type: none"><li>• Review of all AIF, reorganization of the AIF database and filing system transitioned to SharePoint/Collabware;</li><li>• Auto notification of Expiration of contracts and insurance (significantly reducing outstanding expired contracts and insurance)</li><li>• Manage original AIF documents and record retention deadlines using Collabware;</li><li>• Maintenance of the paper and electronic version of approximately 1,100 active City agreements, development agreements, grants and funding agreements in SharePoint and 151 active RUSC agreements.</li></ul>	<ul style="list-style-type: none"><li>• Security for Agreements in Force.</li></ul>





## CORPORATE SERVICES LEGISLATIVE SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION FOR 2020
<b>Contract Management (Agreements in Force, AIF) (continued)</b>	<ul style="list-style-type: none"> <li>• Maintain 808 archived City agreements plus 44 archived development agreements;</li> <li>• Maintenance of automatic reminder SharePoint workflow for end date, automatic renewal deadline, reporting deadlines; including troubleshooting of automatic reminders and use of manual reminders as required;</li> <li>• Manage manual reminders for insurance expiry, reminders and agreement updates.</li> <li>• Manage retention workflows.</li> <li>• Providing mentorship and guidance to administrative staff to build confidence and capacity around contract maintenance.</li> </ul> <p>Ongoing work with departments to ensure all executed agreements are being provided to AIF centralized database including full quality control review of all marina berth rental contracts and review of all dated development agreements and Letters of Credit;</p>	
<b>Forms</b>	<ul style="list-style-type: none"> <li>• Administer, maintain and update centralized forms library consisting of approximately 310 forms;</li> <li>• Maintain forms template to meet City standards.</li> <li>• Development and use of fillable forms</li> </ul>	



## **CORPORATE SERVICES LEGISLATIVE SERVICES**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION FOR 2020</b>
<b>Forms (continued)</b>	Work with departments to establish regular review and update of each department's forms	
<b>Policies</b>	<ul style="list-style-type: none"><li>• Maintain 110 active policies, 75 rescinded policies, maintenance of a searchable policy registry and transition into a SharePoint list Maintain searchable policy database;</li><li>• Monitor changes in legislation and internally to make recommendation for policy updates or development;</li><li>• Update all policy changes and post to Intranet.</li><li>• Review and develop records management policies to achieve legislative compliance.</li></ul> Transitioned the policy registry into a SharePoint list, including full review of policies that require further follow up by department managers;	<ul style="list-style-type: none"><li>• Facilitate and implement an annual review of policies by department manager to ensure compliance and relevance of all policies.</li></ul>
<b>Permanent Record Registry</b>	<ul style="list-style-type: none"><li>• PRR at 614 City documents and 130 RUSC documents in SharePoint.</li><li>• Development, maintenance and update of a PRR registry as a SharePoint list.</li><li>• Review of all PRR records which were misfiled, misnamed, and improperly scanned;</li><li>• Full review, digitization and filing of historical annexation and amalgamation records;</li></ul>	
<b>Bylaws</b>	<ul style="list-style-type: none"><li>• Maintain 375 active bylaws, 663 archived bylaws;</li></ul>	<ul style="list-style-type: none"><li>• Facilitate and implement an annual review of bylaws by department manager to ensure compliance and relevance of all bylaws.</li></ul>



## **CORPORATE SERVICES LEGISLATIVE SERVICES**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION FOR 2020</b>
<b>Bylaws (continued)</b>	<ul style="list-style-type: none"><li>• Research for bylaws where required including extensive research for cannabis legalization, community grant delivery, and cemetery administration.</li><li>• Review, mentor, and provide assistance in drafting bylaws to mitigate risks.</li><li>• Keep accurate active bylaw registry and historical bylaw records;</li><li>• Post all bylaws to Intranet and Internet where applicable;</li><li>• Maintain bylaws to keep corporate actions in compliance with legislation;</li><li>• Monitor changes in legislation and make recommendation for bylaw updates;</li><li>• Cross referenced all bylaws for accuracy;</li><li>• Annually send previous years bylaws for binding. Finalized digitization of historical Town of Cold Lake and Town of Grande Centre bylaws for complete electronic record of all archived bylaws</li></ul>	
<b>Records Management</b>	<ul style="list-style-type: none"><li>• Records Management and Retention Training;</li><li>• Develop a records management audit including privacy and security requirements in accordance with FOIP.</li><li>• Management of destruction log and permanent inventory for all records being transitioned to records retention software;</li></ul>	<ul style="list-style-type: none"><li>• E-mail records management retention.</li></ul>



## **CORPORATE SERVICES LEGISLATIVE SERVICES**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION FOR 2020</b>
<b>Records Management (continued)</b>	<ul style="list-style-type: none"><li>• Manage contract for destruction of confidential records.</li><li>• Maintenance and review of land files room including digitization of all records and upload to of electronic copies;</li><li>• Maintenance of the land file room, records room, and vault.</li><li>• Assist departments with drafting of privacy impact assessments (PIA) for security systems;</li><li>• Review of PIAs to ensure they are being complied with including signage, forms, registry required by policy and PIA.</li><li>• Review of electronic land files records including quality control cleanup, rescanning and refiling of permanent development permit records, subdivision files, compliance certificates, addressing, tax records and utility records; Review of active and archived licenses, certificates, environmental approvals.</li></ul>	
<b>Electronic Document and Records Management System (EDRMS)</b>	<ul style="list-style-type: none"><li>• Create libraries, create security settings, and quality control for all departments on new records and retention software.</li><li>• Assist all departments in a transition to electronic record management and Sharepoint/ Collabware.</li><li>• Review and analysis of each City department records to assist with SharePoint implementation;</li></ul>	<ul style="list-style-type: none"><li>• 60% of records left to migrate to SharePoint environment.</li></ul>



## CORPORATE SERVICES LEGISLATIVE SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION FOR 2020
<b>Electronic Document and Records Management System (EDRMS) (continued)</b>	<ul style="list-style-type: none"> <li>• Project management for implementation of SharePoint/Collabware records management.</li> <li>• Ongoing maintenance of SharePoint sites continues to require additional resources as more departments move onto SharePoint; ongoing maintenance includes reworking sites as department needs and legislative requirements for records evolve including responding to SharePoint help requests, ongoing training of staff of current and new staff, modification of libraries, views, metadata columns, Collabware workflows, and retention requirements.</li> <li>• Providing recommendations to departments on electronic document management processes and procedures to implement efficiencies wherever possible including use of calendars, reminder columns, SharePoint customization, and workflows.</li> </ul> <p>Ongoing training for SharePoint and Collabware;</p>	
<b>Recycling</b>	<ul style="list-style-type: none"> <li>• Saved an estimate of 55 trees in 2019;</li> <li>• Encourage reuse of stationary, office supplies and recycling; and</li> <li>• Maintain all stationary/office supplies to the land files room.</li> </ul>	
<b>Freedom of Information and Protection of Privacy (FOIP) Coordination (Legislative</b>	<ul style="list-style-type: none"> <li>• All information requests to the City are centralized to the legislative department.</li> <li>• Approximately 200 hours of FOIP cases and inquiries;</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing awareness and utilization of FOIP requests; and</li> <li>• 26 FOIP requests 2019 year to date.</li> </ul>



## **CORPORATE SERVICES LEGISLATIVE SERVICES**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION FOR 2020</b>
<b>Requirements for Access and Privacy)</b>	<ul style="list-style-type: none"><li>• 20 FOIP requests in 2019;</li><li>• Approximately 13 hours of FOIP presentations for staff orientations;</li><li>• Update the staff FOIP training;</li><li>• Process FOIP requests; and</li><li>• Submit annual reports.</li></ul>	
<b>Training/Meetings</b>	<ul style="list-style-type: none"><li>• Provide in-house training as required;</li><li>• Provide FOIP Orientation training to City staff; and</li><li>• Provide SharePoint training to City staff.</li></ul>	
<b>RUSC</b>	<ul style="list-style-type: none"><li>• Assist with retention of records as per legislation;</li><li>• Separate and identify all RUSC records; and</li><li>• Review and digitization of RUSC records continues.</li></ul>	
<b>Quasi-judicial Boards &amp; Committees</b>	<ul style="list-style-type: none"><li>• Manage boards and hearings;</li><li>• Provide support, coordination and administration for the City's quasi-judicial boards: SDAB, LARB and CARB; and</li><li>• Facilitate quasi-judicial hearings including preparing scheduling, notices, orders, decisions and minutes.</li></ul>	



## MARKETING AND COMMUNICATIONS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Advertising & Marketing	<ul style="list-style-type: none"><li>• Gather information as required spanning employment opportunities, planning notices, social programming, statutory public notices and upcoming special events for advertisement.</li><li>• Design a community section for a local publication advertising employment notices, planning notices, council meetings, social programming and special events on a weekly basis.</li><li>• Design a ½ page City of Cold Lake news page for a regional publication on a monthly basis when available.</li><li>• Work with all city departments to disseminate timely and accurate public service announcements.</li><li>• Design and publish feature advertisements for special events as needed in coordination with city departments (Energy Centre, Cold Lake Golf and Winter Club, Cold Lake and District FCSS, Peace Officers etc.)</li><li>• Design posters for distribution promoting city events and programs (In 2019: approx. 135 posters designed for FCSS, 190 marketing items designed for the Energy Centre, and 50 for the Cold Lake Golf and Winter Club).</li><li>• Ensure posters are converted to digital media formats when required or requested – Facebook ads, social media posts, website banners, twitter posts, website images, website brochures, etc.</li><li>• Produce videos for social media advertising.</li><li>• Maintain and manage city-wide media server including content management and content creation.</li></ul>	



## MARKETING AND COMMUNICATIONS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Advertising &amp; Marketing (continued)</b>	<ul style="list-style-type: none"><li>Expand city-wide media server in concert with needs at the Energy Centre.</li></ul>	
<b>Tourism &amp; Marketing</b>  <b>Tourism &amp; Marketing (continued)</b>	<ul style="list-style-type: none"><li>Design and coordinate a tourism campaign including: billboards; social media advertising; magazine advertising; TV spots to promote the City of Cold Lake, the Cold Lake Golf &amp; Winter Club and special events, as required.</li><li>Hold photo contests and contact photographers as needed to gather the creative required for all campaigns.</li><li>Assist with the marketing of the bi-annual Cold Lake Airshow, as requested and required.</li><li>Participate in the Snow Fever working group along with administrative representatives from 4 Wing Cold Lake and the Municipal District of Bonnyville.</li><li>Participate in and support the Chamber of Commerce's Cold Lake Community Guide through updated content, editing and design as required.</li><li>Maintain Instagram as the city's primary tourism-focused social media account.</li><li>Organize and execute the City-Wide Sale once each summer with a focus on driving regional traffic to the city.</li><li>Attend 2-4 tradeshow within a 400 km radius to promote the City of Cold Lake as a tourism destination.</li></ul> <p>Work with the Chamber of Commerce to revamp the annual Cold Lake Community Guide</p>	<ul style="list-style-type: none"><li>Implement the 2019 Wayfinding Signage Program, including public consultation, design, master plan and installation of signs.</li></ul>





## MARKETING AND COMMUNICATIONS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Communication &amp; Marketing Plans</b>	<ul style="list-style-type: none"><li>• Communication support to build awareness and understanding for city projects, programs and services as well as emergent items.</li><li>• Design marketing and communication plans for projects throughout the year as needed.</li></ul> Monitor existing campaigns for effectiveness to ensure media purchases maximize exposure and reach target audiences as required.	
<b>Editing and Approvals</b>  <b>Editing and Approvals (continued)</b>	<ul style="list-style-type: none"><li>• Approve all Cold Lake Transit advertising.</li><li>• Assist other departments with design of promotional material, approve and assist with requested ad campaigns.</li><li>• Work with city departments to design, update, and print PSA &amp; educational brochures as required.</li><li>• Assist with video editing for FOIP requests.</li><li>• Work with staff to achieve and maintain consistent visual identity.</li><li>• Ensure integrity of logo used by departments and community groups.</li></ul> Ensure use of graphics standards manual and usage policy throughout the city and by the public to maintain consistent logos and messaging.	<ul style="list-style-type: none"><li>• Continue to support departments requesting video social media contact with training and assistance in production. Expand video editing capabilities throughout the Marketing and Communications team.</li></ul> Continue to train in audio recording and editing in support of City of Cold Lake Podcast program.
<b>Information Materials and Publications</b>	<ul style="list-style-type: none"><li>• Update tourist map as needed and work with local tourism providers to distribute where needed.</li><li>• Liaise with General Managers and other employees to gather accurate information for print material.</li><li>• Produce information pamphlets, posters, and other publications as required for various departments.</li></ul>	<ul style="list-style-type: none"><li>• Program guides annually to be distributed digitally, limiting print copies to &lt; 500.</li></ul>



## MARKETING AND COMMUNICATIONS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
	<ul style="list-style-type: none"><li>• Produce Annual Report and distribute to all households and businesses in the city.</li><li>• Use social media vehicles to distribute information.</li><li>• Produce two (2) joint program guides (Energy Centre/FCSS/CLG&amp;WC) annually to be distributed to all residents of Cold Lake.</li></ul> <p>Work with partner departments to examine opportunities to modernize program guide distribution.</p>	
<b>Writing</b>  <b>Writing (continued)</b>	<ul style="list-style-type: none"><li>• Liaise with departments to gather accurate information for regular media releases.</li><li>• Write speeches for Mayor and Council as required and requested.</li><li>• Provide specialized written messages from Mayor for event programs as requested.</li><li>• Assist with strategic communication from the mayor's and CAO's offices.</li><li>• Write letters for intergovernmental affairs.</li><li>• Assist with grant applications as requested and required.</li><li>• Research and write briefing notes, plans and reports and council as requested.</li></ul>	
<b>Media Relations</b>	<ul style="list-style-type: none"><li>• Ensure an ongoing positive relationship with local media.</li><li>• Plan and execute events for media to promote programs and services as needed.</li><li>• Update regularly on upcoming events and projects.</li><li>• Maintain updated media contact list.</li></ul>	



## MARKETING AND COMMUNICATIONS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
	<ul style="list-style-type: none"><li>• Maintain bi-weekly Mayor Feedback session with radio station.</li><li>• Arrange media interviews with council and administration.</li><li>• Monitor news media and social media for articles and emerging issues related to or impacting the City of Cold Lake.</li><li>• Archive related media articles and City of Cold Lake advertising.</li></ul>	
<b>Special Events</b>  <b>Special Events (continued)</b>	<ul style="list-style-type: none"><li>• Plan and execute special events for the city including invitations, guest lists, meal planning, decorating, set up, renting of facilities, and clean up.</li><li>• Work as a liaison with outside organizations in the planning of events to happen within/sponsored by the city. Organize and coordinate annual Staff Christmas Party.</li></ul>	<ul style="list-style-type: none"><li>• Assist with or lead event bids as required.</li></ul>
<b>Website</b>	<ul style="list-style-type: none"><li>• Work closely with all departments to keep website information up to date.</li><li>• Work with outside non-profits to train their staff on use of the community calendar on new website.</li><li>• Ensure all information on website is accurate and up to date.</li><li>• Use website and Facebook as the primary means of official communication to and from the community.</li><li>• Monitor website for broken or missing links.</li></ul>	



## MARKETING AND COMMUNICATIONS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
	Maintain coldlake.com, coldlake.ca and citywidesale.ca websites.	
<b>Social Media</b>          <b>Social Media (continued)</b>	<ul style="list-style-type: none"><li>• Prioritize and schedule department requests for social media posts</li><li>• Build and coordinate social media ad campaigns</li><li>• Continue to enhance social media presence by expanding the number of social media sites in use and implementing contesting.</li><li>• Enhance social media presence by encouraging a dialogue with residents, and update status and information at least twice a day on social media sites (Facebook, Twitter).</li><li>• Utilize the City of Cold Lake Facebook page to update residents and media on events, programs and information about the city.</li><li>• Build new accounts with other social media outlets when required.</li><li>• Monitor the use of city social media by other departments (Energy Centre &amp; FCSS). Expand the use of Instagram to promote the City as a tourism destination.</li></ul>	<ul style="list-style-type: none"><li>• Record, edit, and publish a City of Cold Lake podcast at least once a month.</li></ul>



## MARKETING AND COMMUNICATIONS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Promotional Items</b>	<ul style="list-style-type: none"> <li>Order and maintain a stock of promotional items for resident and staff purchase, special events, and prizes.</li> <li>Design and launch a line of tourism – dedicated merchandise.</li> </ul>	<ul style="list-style-type: none"> <li>Explore regional opportunities to expand tourism-dedicated merchandise.</li> </ul>
<b>Community Building and Community Partnerships</b>	<ul style="list-style-type: none"> <li>Serve as liaison and point of contact with various community groups.</li> <li>Attend meetings when requested, as city representative.</li> <li>Maintain membership to Lakeland's DMO.</li> <li>Sponsor of Maple Flag Guide.</li> <li>Sponsorship board renew annually at JJ Parr.</li> <li>Liaise with 4 Wing Public Affairs officer on issues of mutual concern</li> </ul> <p>Create promotional prize baskets when requested (i.e. golf tournaments, charity auctions, fundraisers).</p>	<ul style="list-style-type: none"> <li>Examine regional tourism memberships.</li> </ul>
<b>General Inquiries and Requests</b>  <b>General Inquiries and Requests (continued)</b>	<ul style="list-style-type: none"> <li>Ensure that general inquiries are answered by the appropriate department (i.e. inquiries through city@coldlake.com, coldlake.com, citywidesale.ca, as well as all social media sites).</li> </ul>	
<b>Photographer</b>	<ul style="list-style-type: none"> <li>Take and acquire photos and video of city events, city buildings and other photos for use in advertising, website, annual report, other print materials and post cards.</li> </ul> <p>Acquire B-roll to assist in video production</p>	



## MARKETING AND COMMUNICATIONS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Emergency Communications	<ul style="list-style-type: none"><li>• Maintain a current media contact list to provide communication in the event of a city-wide emergency to media.</li></ul> <p>Provide communications support as Public Information Officer during emergency exercises and events.</p>	



## INFRASTRUCTURE SERVICES FLEET MAINTENANCE

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>General Customer Service</b>	<ul style="list-style-type: none"> <li>Annually respond to 600+ work orders for fleet maintenance services for various departments. Work orders are generally responded to within eight (8) business hours then prioritize based on urgency, available parts and workload.</li> <li>Operating hours are from 7:00 a.m. to 6:00 p.m. (Monday thru Friday).</li> </ul>	
<b>Fleet Replacement (General)</b>	<ul style="list-style-type: none"> <li>Fleet Replacement value of approximately \$12,000,000.</li> <li>Annual reserve contribution of \$547,000 for fleet replacement. Utilizing average life expectancy of seventeen (17) years this contribution is at approximately 60% of necessary contributions.</li> </ul>	<ul style="list-style-type: none"> <li>Review Fleet Asset Replacement Program</li> <li>Review 10 year Capital Plan for Equipment</li> </ul>
<b>Fleet Maintenance Facility</b>	<ul style="list-style-type: none"> <li>Maintain certification for “Commercial Vehicle Inspection” Services;</li> <li>Comply with “Safety Fitness Certification Program” (Interprovincial-Required for Emergency Services to respond across provincial borders);</li> <li>Upgrade and/or maintain licensed journeymen mechanic;</li> <li>Upgrade and/or maintain a licensed heavy duty mechanic;</li> <li>Endorse a mechanic and/or heavy duty mechanic apprenticeship program.</li> </ul>	<ul style="list-style-type: none"> <li>Request Budget for Summer Staff – Apprentice. In accordance with the Province of Alberta – Apprenticeship Act and Collective Agreement</li> </ul>
<b>Fleet Maintenance</b>	<ul style="list-style-type: none"> <li>Centralized fleet maintenance functions for the City of Cold Lake fleet of +/- 456 units. Key allocations are as follows:</li> <li>Corporate Services:               <ul style="list-style-type: none"> <li>IT - One (1) Unit</li> <li>Safety - One (1) Unit</li> <li>City Hall (shared use) - One (1) Unit</li> </ul> </li> </ul>	



## INFRASTRUCTURE SERVICES FLEET MAINTENANCE

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Fleet Maintenance (continued)</b>	<ul style="list-style-type: none"> <li>• Infrastructure Services               <ul style="list-style-type: none"> <li>○ Engineering - One (1) Unit</li> <li>○ Transportation Services Manager – One (1) Unit</li> <li>○ Fleet - Ten (10) units</li> <li>○ Roads – Ninety-five (95) Units</li> <li>○ Building Maintenance - Three (3) Units</li> <li>○ Transit - Ten (10) Units</li> <li>○ Environmental Services Manager – One (1) Unit</li> <li>○ Utilities – Thirty four (34) Units</li> <li>○ Water Treatment Plant Nine (9) Units</li> <li>○ Waste Management - Twenty (20) Units</li> </ul> </li> <li>• Community Services:               <ul style="list-style-type: none"> <li>○ Emergency Services – Twenty four (24) Units</li> <li>○ Municipal Enforcement - Five (5) Units</li> <li>○ Parks and Recreation – One hundred sixty four (164) Units</li> <li>○ Golf Course – Seventy-six (76) Units</li> <li>○ FCSS - Three (3) Units</li> </ul> </li> <li>• Auxiliary Power Units (Generators) - Two (2) Mobile Units</li> <li>• Commercial Vehicle Inspections (50 annually)               <ul style="list-style-type: none"> <li>○ Coordinate structural certification inspections on four (4) lifting or ladder units.</li> </ul> </li> </ul>	
<b>Fleet Preventative Maintenance Program</b>	<ul style="list-style-type: none"> <li>• Complete preventative maintenance to the mobile fleet including maintenance checklist and oil changes.</li> <li>• Utilize a Vehicle Maintenance Reporting System (VMRS) to monitor fleet maintenance.</li> </ul>	





## INFRASTRUCTURE SERVICES FLEET MAINTENANCE

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Fleet Preventative Maintenance Program (continued)</b>		
<b>Annual Fleet Preventative Maintenance Program</b>	<ul style="list-style-type: none"> <li>• Complete an annual review and inspection of all mobile equipment utilizing the Vehicle Maintenance Reporting System (VMRS). The inspection includes:               <ul style="list-style-type: none"> <li>○ CVI confirmation and scheduling;</li> <li>○ Safety Fitness Certification;</li> <li>○ Emergency Flares and First Aid Checks;</li> <li>○ Insurance and Registration;</li> <li>○ Fire Extinguisher Inspection.</li> </ul> </li> </ul>	
<b>Equipment Tenders and Specifications</b>  <b>Equipment Tenders and Specifications continued</b>	<ul style="list-style-type: none"> <li>• Create and review equipment tenders and specifications and provide recommendations (+/- ten (10) annually);</li> <li>• Provide initial commissioning inspection of all equipment entering into the City of Cold Lake Fleet (+/- ten (10) annually).</li> <li>• Manage interdepartmental transfer of vehicles.</li> </ul>	
<b>Equipment Operator Certification</b>	<ul style="list-style-type: none"> <li>• Operator certification program audit and control.</li> <li>• Provide internal air-brake certification program (+/- 10 Students annually).</li> <li>• Provide internal winter defensive driving training program (+/- 20 Students annually).</li> <li>• Provide load securement training.</li> <li>• Provide Safe Backing Training.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop New Certification/training program</li> <li>• Under the new Alberta Mandatory Entry-Level Training (MELT) program (effective March 1 2019) we will not be allowed to provide class 1 or 2 training onsite.</li> </ul>



## INFRASTRUCTURE SERVICES FLEET MAINTENANCE

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Auxiliary Power Units (Generators)</b>	<ul style="list-style-type: none"> <li>Provide assistance for all automated power units through a contracted service:               <ul style="list-style-type: none"> <li>Nine (9) Static Auxiliary Power Units (APU)</li> </ul> </li> </ul>	
<b>Record Keeping</b>	<ul style="list-style-type: none"> <li>Ensure that all maintenance records are maintained and recorded in a Vehicle Maintenance Reporting System for every piece of equipment for the life of the equipment;</li> <li>Ensure that records are in state which may be audited by Alberta Transportation;</li> <li>Ensure National Safety Code (NSC) certification is up to date.</li> <li>Maintain two (2) fuel tanks under Petroleum Tank Management Association of Alberta (PTMAA) compliance.</li> </ul>	
<b>Inventory</b>	<ul style="list-style-type: none"> <li>Annually account for all inventory stock items for year-end;</li> <li>Stock inventory for highly used products and difficult delivery products.</li> </ul>	
<b>Rental/Lease Equipment</b>	<ul style="list-style-type: none"> <li>Centralized Rental and/or lease of +/- 3 vehicles and/or equipment annually.</li> </ul>	



## INFRASTRUCTURE SERVICES ENGINEERING SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>General Customer Service</b>	<ul style="list-style-type: none"><li>• Ensure that all inquiries (phone calls and emails) regarding subdivisions, developments, and/or capital infrastructure projects are responded to in an efficient manner (1500+ annually) as it relates to the City's Municipal Engineering Servicing Standards and Standard Construction Specifications. Inquiries are generally responded to within 8 business hours then prioritized based on urgency.</li><li>• Operating hours are from 8:30 a.m. to 4:30 p.m. (Monday thru Friday).</li><li>• Weekend and after business hours inspection services are provided upon request (10+ requests annually).</li><li>• Co-ordinate and liaise with other City of Cold Lake departments and provide support to their projects.</li></ul>	
<b>Project Management for Capital Infrastructure Projects</b>	<ul style="list-style-type: none"><li>• Provide project management and coordination for major capital infrastructure projects including acquisition of professional services and construction inspections utilizing in-house inspections and/or engineering consulting firms. (Typically \$10 M to \$15 M per year);</li><li>• Schedule, attend and track minutes at project meetings (typically 15-20 contracts are ongoing per year).</li><li>• Provide comments and/or approval to engineering drawing submissions for capital projects.</li><li>• Review Engineering Drawings within fourteen (14) days. (20+ Submissions annually).</li></ul>	



## INFRASTRUCTURE SERVICES ENGINEERING SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Project Management for Capital Infrastructure Projects (continued)</b>	<ul style="list-style-type: none"> <li>• Conduct regular site visits and inspections to document progress and issues.</li> <li>• Provide in-house design and survey for small projects.</li> </ul>	
<b>New Development Engineering Liaison with Developers and Developer's Consultants</b>	<ul style="list-style-type: none"> <li>• Meet with prospective developers and engineering consultants to discuss infrastructure needs and submission requirements;</li> <li>• Review the Municipal Engineering Servicing Standards and Standard Construction Specifications.</li> <li>• Provide comments and/or approval to engineering drawing submissions for new developments.</li> <li>• Comments are filed for future reference.</li> <li>• Review Engineering Drawings within fourteen (14) days. (15+ Submissions annually).</li> </ul>	
<b>New Development Construction Inspections and Final Infrastructure Acceptance</b>	<ul style="list-style-type: none"> <li>• Work with the development community to ensure that all infrastructures meet the design expectations through the established Completion Certificate (CCC) and Final Acceptance Certificate (FAC) Inspection process.</li> <li>• Conduct weekly site visits and inspections of subdivisions/developments to document progress and potential concerns.</li> </ul>	
<b>Off-Site/Development Levies</b>	Finalized the offsite levy report/recommendations for managing the offsite levies; subject to approval.	Offsite levies will need to be updated to reflect annexation and update to the master plans



## INFRASTRUCTURE SERVICES ENGINEERING SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Municipal Engineering Servicing Standards and Standard Construction Specifications</b>	<ul style="list-style-type: none"> <li>Monitor technological advances, material changes and improved construction techniques.</li> <li>Periodically update the Municipal Engineering Servicing Standards and Standard Construction Specifications.</li> </ul>	<ul style="list-style-type: none"> <li>Develop/update bylaws as required.</li> <li>Include Transit in the Engineering Standards so that new developments are being designed to accommodate the potential for Transit.</li> </ul>
<b>Asset Management</b>	<ul style="list-style-type: none"> <li>Maintain the Municipal Data Works (MDW) Asset Management Program for City infrastructure.</li> <li>Conduct an Asset Management Condition Survey, every three (3) years for concrete sidewalk, curb and gutter to identify possible hazards and necessary upgrades.</li> <li>Support the “Road Matrix” Asset Management Program:               <ul style="list-style-type: none"> <li>Inspect all roadways and update Pavement Quality Index every three (3) years;</li> <li>Life-cycle enhancement and annual program recommendations.</li> </ul> </li> <li>Maintain Road Matrix software for Roadway Asset Management.</li> <li>Maintain Cityworks software and asset data collection with the existing GIS system.</li> </ul>	<ul style="list-style-type: none"> <li>Develop Asset Management Plan as per the MGA. Policy was approved in 2019</li> <li>Develop a monitoring program/approach for systematic rehab/replacement of infrastructure</li> <li>Implement Cityworks Asset Management Module</li> <li>Expand Cityworks to all Departments</li> <li>Implement Field Data Collection using Collector for ArcGIS on mobile devices</li> </ul>
<b>Geographical Information System</b>	<ul style="list-style-type: none"> <li>Maintain and operate a GIS based application to digitally capture and display all infrastructure and capital assets.</li> <li>Maintain and operate an internet based GIS Web application to display all infrastructure and capital assets for public use.</li> <li>Data management for inventory and condition of concrete sidewalks, roadways, signage, and pipe systems (water, sanitary sewer and storm sewer).</li> </ul>	<ul style="list-style-type: none"> <li>Improve Infrastructure data and create networks for modelling</li> <li>Develop QA/QC procedures for main GIS operations</li> <li>Implement ESRI Solutions for Local Government using new server platform</li> </ul>



## INFRASTRUCTURE SERVICES ENGINEERING SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Geographical Information System (continued)</b>	<ul style="list-style-type: none"> <li>• Data management for Land Use Zoning (two (2) updates annually)</li> <li>• Prepare and plot maps for external and internal use (~100 maps annually).</li> <li>• Maintain database to digitally capture and display all infrastructure “As-Builts”.</li> </ul>	
<b>Other GIS Programs</b>	<ul style="list-style-type: none"> <li>• Air photo updates completed every two (2) years (even years).</li> <li>• Online Citizen Request/Reporting System using GIS services.</li> <li>• Valve Exercising program within GIS database.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a Community Information Map to advise of Infrastructure projects.</li> <li>• Develop and maintain GIS applications to be used by other departments (e.g. valve isolation program, pothole application).</li> </ul>
<b>Environmental Engineering Services</b>	<ul style="list-style-type: none"> <li>• Project Management for Environmental Engineering Studies.</li> <li>• Review Environmental Impact Assessments.</li> <li>• Coordinate with regulatory agencies (Alberta Environment and Parks and Environment Canada) on various issues related to infrastructure.</li> <li>• Coordinate with consultants on various compliance issues.</li> <li>• Review reports required for regulatory agencies.</li> <li>• Routine follow-up with and reporting to regulatory agencies as required.</li> </ul>	
<b>Road Closure Applications</b>	<ul style="list-style-type: none"> <li>• Review Temporary Road Closure Applications for Block Parties, Special Events and Construction Activities:</li> </ul>	<ul style="list-style-type: none"> <li>• Review and enhance the road closure application and notice process</li> </ul>



## INFRASTRUCTURE SERVICES ENGINEERING SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Road Closure Applications (continued)</b>	<ul style="list-style-type: none"><li>○ Provide approval, approval with conditions or refusal of applications (+/- 120 annually);</li><li>○ Notify emergency services of approved road closures;</li><li>○ Collect damage deposits and insurance certificates as per Policy #101-OP-08;</li><li>○ Return damage deposits within 30 days of the road closure if there is no reason to withhold the deposit.</li></ul>	<ul style="list-style-type: none"><li>● Online road closure announcement with associated map.</li><li>● Prepare a policy/bylaw for heavy load movement within City limits; join the provincial system TRAVIS</li><li>● Complete the Street Bylaw for working within streets</li></ul>
<b>Franchise Utilities Review</b>	<ul style="list-style-type: none"><li>● Review construction drawings and provide approval (30+ annually).</li></ul>	<ul style="list-style-type: none"><li>● Develop/ a utility review process by introducing a permit system, so that approvals, comments and conditions for each location can be tracked; potential for permit fee.</li><li>● Develop a system for potential 3<sup>rd</sup> Party line assignment for shallows like fiber optics, phone, cable, gas, electric, etc.</li></ul>



## INFRASTRUCTURE SERVICES ROADWAY MAINTENANCE

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>General Customer Service</b>	<ul style="list-style-type: none"> <li>• Ensure that all inquiries are responded to in an efficient manner as it relates to Roadway Maintenance Services (approx. 950+ inquiries per year). Inquiries are generally responded to within 8 business hours then prioritized based on urgency.</li> <li>• Contribute resources to a rotational 24/7 on-call service with Utilities and Roads functions.</li> <li>• Provide 24/7 emergency response to signalization disruption, roadway flood control and emergency services for snow/ice control.</li> <li>• Spring, Summer and Fall operating hours are from 7:00 a.m. to 4:00 p.m. (Monday thru Saturday).</li> <li>• Winter operating hours are from 7:00 a.m. to 4:00 p.m. (Monday thru Sunday).</li> <li>• Assist with CCC and FAC inspections.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Snow Removal</b>	<ul style="list-style-type: none"> <li>• Provide an efficient, cost-effective means of snow and ice control within the City's transportation system utilizing an established priority ranking system to ensure equitable service:               <ul style="list-style-type: none"> <li>• <b>Priority 1</b> – Major Arterial Roadways, Airport Runway, Downtown Commercial. Snow is cleared to maintain as close to bare pavement standard as possible. (Trigger: 1cm to 3cm of accumulated snow)</li> <li>• <b>Priority 2</b> – Minor Arterial Roadways, Highway Commercial, Lakeshore Commercial. Snow is cleared within 3 days (Trigger 3cm to 5 cm of accumulated snow)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Continue looking into anti-icing application options.</li> </ul>





## INFRASTRUCTURE SERVICES ROADWAY MAINTENANCE

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Snow Removal (continued)</b>	<ul style="list-style-type: none"> <li>• <b>Priority 3</b> – Other Commercial District, Major Collectors Roadways, minor Collector Roadways, and Snow is cleared within 5 days. (Trigger: 3 cm of packed snow).</li> <li>• <b>Priority 4</b></li> <li>• <b>Priority 5</b> – Local Roadway System Snow is cleared within 15 days (Trigger: 7 cm of packed snow)</li> <li>• Review/amend the snow removal maps and policy as required.</li> </ul>	
<b>Snow Storage Management Facilities</b>	<ul style="list-style-type: none"> <li>• Maintain and monitor two (2) snow storage management facilities.</li> <li>• Provide Environmental Monitoring and Testing as per Snow Storage Facilities Management Plan and as per AESRD.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop new storage site in Cold Lake South and reduce to two (2) snow storage management facilities. Budget allocation required.</li> <li>• Research snow storage/melting alternatives</li> </ul>
<b>Pavement Repair Program</b>	<ul style="list-style-type: none"> <li>• Pot Holes (&lt; 1 square meter):               <ul style="list-style-type: none"> <li>○ Monitor and Maintain 155 + kilometers of roadway and fill potholes as required. (500+ repairs annually).</li> <li>○ Call-ins are added to a list which is reviewed each operational day then are prioritized based on urgency. Generally major pot holes are filled within 24 hours.</li> <li>○ Monitor the online pothole reporting program and prioritize entries based on urgency.</li> </ul> </li> <li>• Deep Base Patching (1 – 50 square meters):</li> <li>• Monitor and maintain 155+ kilometers of roadway and deep base patch as required.</li> </ul>	
<b>Pavement Preservation Program</b>	<ul style="list-style-type: none"> <li>• Monitor and provide pavement preservation strategies throughout 155+ kilometers of roadway transportation network based on recommendations from the Road Matrix Program.</li> </ul>	



## INFRASTRUCTURE SERVICES ROADWAY MAINTENANCE

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Pavement Preservation Program (continued)</b>	<ul style="list-style-type: none"> <li>• Road Matrix provides the following:               <ul style="list-style-type: none"> <li>○ Pavement Inventory - Central warehouse for all roadway attribute data including location, geometrics pavement structure, traffic, etc.</li> <li>○ Pavement Condition Assessment - Condition analysis indices calculated for surface distress, roughness (PQI) and deflection.</li> <li>○ Maintenance &amp; Rehabilitation Analysis - Cost-effective intervention activities recommended based on user-defined decision processes.</li> <li>○ Priority Programming - Projects recommended based on annual budget constraints or minimum target service levels.</li> </ul> </li> <li>• The Road Matrix program is being used to determine:               <ul style="list-style-type: none"> <li>• Types of surface treatments to be completed annually under the Road Maintenance Program. Types may include one or a combination of the following:                   <ul style="list-style-type: none"> <li>▪ Micro-surfacing</li> <li>▪ Crack Sealing</li> <li>▪ Slurry Seal</li> <li>▪ Spray Patching</li> </ul> </li> </ul> </li> <li>• Route &amp; Seal</li> </ul>	
<b>Annual Capital Street Improvement Program</b>	<ul style="list-style-type: none"> <li>• This program is for the reconstruction of larger areas of asphalt, curbs and sidewalks which are structurally deficient or beyond the scope of the roadway preservation program.</li> <li>• Provide recommendations on which streets require rehabilitation or reconstruction under the Annual Street Improvement Program based on recommendations from the Road Matrix Program.</li> </ul>	



## INFRASTRUCTURE SERVICES ROADWAY MAINTENANCE

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Annual Capital Street Improvement Program (continued)</b>	<ul style="list-style-type: none"> <li>• Generally budget allows 3.5 lane kilometers to be reconstructed annually. On average overlays increase the life of pavement by 10 years meaning this program provides approximately seventy (70) lane-kilometer years of extended life to the roadway transportation system.</li> <li>• Combined Annual Pavement Preservation Program and Annual Capital Street Improvement Program provides approximately 138 lane-kilometer years to the transportation network while 214.5 is depreciated annually (Net Loss = ~76.5 lane-kilometer years).</li> </ul>	
<b>Street Sweeping</b>	<ul style="list-style-type: none"> <li>• Sweep 155+ kilometers of roadway:               <ul style="list-style-type: none"> <li>○ All roadways are swept once in spring when conditions allow. The first pass for street sweeping is scheduled to be completed by May 31 of each year subject to weather conditions (e.g. rain and snow).</li> </ul> </li> <li>• After spring clean-up, a biweekly street sweeping schedule is followed for all subdivisions.</li> <li>• Maintain daily logs of sweeper activity for inquiry and insurance claim purposes.</li> <li>• Monitor street sweeping activities using an Automated Vehicle Location system to ensure program efficiency.</li> </ul>	
<b>Lane Maintenance (Residential)</b>	<ul style="list-style-type: none"> <li>• All lanes are assessed once annually in the spring. Work is prioritized and requests are dealt with accordingly. Areas that have deficiencies are graded and aggregates are added as needed.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement an enhanced lane maintenance schedule/plan to ensure every lane is receives maintenance at least once every 3-5 years.</li> </ul>
<b>Lane Maintenance (Commercial)</b>	<ul style="list-style-type: none"> <li>• Support local improvement of lanes to an asphalt surface in commercial areas. Complete at least two (2) lanes annually.</li> </ul>	



## INFRASTRUCTURE SERVICES ROADWAY MAINTENANCE

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Sidewalk Maintenance</b>	<ul style="list-style-type: none"> <li>• Monitor and provide sidewalk preservation strategies for 107+ kilometers of concrete sidewalk based on recommendations from the Road Matrix Program.</li> <li>• Road Matrix determines which sidewalks require replacement, sealing or grinding under the annual Sidewalk Repair Program.</li> <li>• Road matrix completes a sidewalk survey every three (3) years for all sidewalks;</li> <li>•</li> </ul>	
<b>Trail Maintenance</b>	Assist the Community Services Department with asphalt trail maintenance as requested.	
<b>Line Painting</b>  <b>Line Painting continued</b>	<ul style="list-style-type: none"> <li>• Maintain forty-two (42) kilometers of traffic line painting, crosswalks, and parking stalls:               <ul style="list-style-type: none"> <li>○ Painted lines are completed annually. Work is contracted.</li> <li>○ Crosswalks and stop bars in high traffic areas are completed once annually using thermoplastic; some by contracted services and some in-house.</li> <li>○ Crosswalks and stop bars are repainted every year by City staff.</li> </ul> </li> <li>• Cold plastic inlay completed in house and via contracted services.</li> </ul>	
<b>Street Lighting</b>	<ul style="list-style-type: none"> <li>• Provide street lighting throughout the community through a franchise agreement with ATCO Electric:               <ul style="list-style-type: none"> <li>○ 100 watt lighting (785+);</li> <li>○ 150-250 watt lighting (32+);</li> <li>○ 1,000 watt lighting (4).</li> <li>○ Downtown (Highway 28 to 49 St) – 38</li> <li>○ Highway 28 (54 Ave to 43 Ave) - 32</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Continue a program to enhance street lighting throughout the community (i.e. areas with minimal or no lighting)</li> <li>• Look into pricing and options to upgrade Highway 28 streetlights to LED lights when the current mercury halide bulbs reach their life expectancy.</li> </ul>



## INFRASTRUCTURE SERVICES ROADWAY MAINTENANCE

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Street Lighting (continued)</b>	<ul style="list-style-type: none"> <li>The following street lights are maintained by the City through a contractor(s):               <ul style="list-style-type: none"> <li>Highway 28 (54 Ave – Lakeshore Dr.) – 133</li> <li>Lakeshore Drive (8 St to 7 Ave) - 13</li> <li>1st Avenue (16 St to Tamarak) – 16</li> <li>Kinosoo Beach (including Tamarak/Birch parking areas) – 30</li> </ul> </li> </ul>	
<b>Signs</b>	<ul style="list-style-type: none"> <li>Maintain approx. 2250 traffic and information signs throughout the City.</li> <li>Inspect and document all signs for condition and existence annually:               <ul style="list-style-type: none"> <li>Replace critical traffic control signs (stop, yield, crosswalk, school and playground zones) within twenty-four (24) hours of the signs are reported missing and/or damaged;</li> <li>Replace non-regulatory signs within four (4) weeks of the sign being reported missing and/or damaged.</li> </ul> </li> </ul>	
<b>Intersection Signalizations</b>	<ul style="list-style-type: none"> <li>Maintain operability of twelve (12) signalized intersections throughout the City through a Traffic Signal Preventative Maintenance Program service agreement with a contractor.</li> <li>Complete annual conflict monitoring and reporting.</li> <li>Maintain operability of nine (9) signalized pedestrian crosswalks.</li> </ul>	<ul style="list-style-type: none"> <li>Review signalization coordination process</li> </ul>
<b>Dust Control</b>	<ul style="list-style-type: none"> <li>Dust control is provided once annually to the following areas:               <ul style="list-style-type: none"> <li>75 Avenue/Imperial Park Road (Highway 28 to 16 Street);</li> <li>34 Avenue (Lane behind Rona to cemetery);</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Dust Control high traffic rear lanes on a case by case basis.</li> </ul>



## INFRASTRUCTURE SERVICES ROADWAY MAINTENANCE

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Dust Control (continued)</b>	<ul style="list-style-type: none"> <li>○ Landfill Road (Hwy 28 to Scale House);</li> <li>○ 40 Avenue (50 Street to Ag Society);</li> <li>○ 42 Avenue (Highway 28 to 43 Avenue, Co-op loop)</li> <li>○ 1 Avenue (28 Street/English Bay Road to City Limits)</li> <li>○ 16 Street (16 Avenue to 75 Avenue)</li> <li>○ 8 Street (18 Ave-20 Ave)</li> <li>○ Airport Access Road</li> <li>○ Energy Centre Secondary Access Road</li> <li>● Second application applied as required and based on budget availability.</li> <li>● Rear lanes generally do not receive any form of dust control except for:               <ul style="list-style-type: none"> <li>○ 50 Avenue (49 Street to 45 Street Lane)</li> <li>○ 5 Avenue (access to Nelson Heights Ball Diamonds)</li> </ul> </li> </ul>	
<b>Drainage Systems</b>	<ul style="list-style-type: none"> <li>● Assist the Water Distribution &amp; Sewer Collection Services Department with control and/or removal of Beaver Dams to allow for drainage as per Alberta Environment Rules and Regulations.</li> <li>● Assist the Water Distribution &amp; Sewer Collection Services Department with culvert maintenance, cleaning and troubleshooting as required.</li> </ul>	
<b>Airport Operations</b>	<ul style="list-style-type: none"> <li>● Runway and field maintenance, lighting maintenance, NOTAMS, and fuel services.</li> <li>● Conduct daily inspections of the airport runway and lighting systems (seven (7) days/week).</li> </ul>	



## INFRASTRUCTURE SERVICES ROADWAY MAINTENANCE

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Airport Operations (continued)</b>	<ul style="list-style-type: none"> <li>• Maintain the Cold Lake Regional Aerodrome in a manner which meets Transportation Canada Standards for a registered aerodrome.</li> <li>• Maintain and operate a terminal building.</li> <li>• Snow clearing activities on the runway and paved taxiways will initiate within twenty-four (24) hours (Trigger: 1cm to 3cm of accumulated snow) as per Snow Removal and Winter Road Maintenance Policy Number 103-OP-08.</li> <li>• Provide parcel lease services for aircraft hangers.</li> <li>• Plane tie-down area and rental services.</li> <li>• Currently the grass cutting is contracted out.</li> <li>• Deliver water to the Terminal Building as required.</li> <li>• Sewer cleaning is contracted out.</li> <li>• Provide TP312e Awareness Training and other Airport training as required.</li> <li>• Maintain two (2) fuel tanks under Petroleum Tank Management Association of Alberta (PTMAA) compliance.</li> </ul>	
<b>Heavy Equipment Support</b>	<ul style="list-style-type: none"> <li>• Provide heavy equipment support to other City disciplines as required. Services are based on internal priorities and service level priorities in other departments.</li> </ul>	
<b>Special Events and Other Programs</b>	<ul style="list-style-type: none"> <li>• Supply barricades to organizations closing public roadways;</li> <li>• Supply of equipment and personnel upon request to other organizations.</li> </ul>	



## INFRASTRUCTURE SERVICES WASTE MANAGEMENT

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>General Customer Service</b>	<ul style="list-style-type: none"> <li>• Ensure that all inquiries are responded to in an efficient manner as it relates to Waste Management Services (800+ inquiries per year). Inquiries are generally responded to within eight (8) business hours then prioritized based on urgency.</li> <li>• Office hours are from 7:00 a.m. to 4:00 p.m. (Monday thru Friday).</li> </ul>	
<b>Refuse Collection (Residential)</b>	<ul style="list-style-type: none"> <li>• Provide weekly curb side refuse collection services to 5,200+ residential dwelling units utilizing municipal forces:               <ul style="list-style-type: none"> <li>○ Automated cart collection – 1 bin per utility account;</li> <li>○ Maximum of three (3) waste containers or waste bags where waste cart is not provided.</li> </ul> </li> <li>• Collection occurs on holidays or alternate collection dates.</li> <li>• Collection hours are from 7am to 6pm Tuesday to Friday.</li> </ul>	
<b>Refuse Collection (Commercial)</b>	<ul style="list-style-type: none"> <li>• Municipal forces are not responsible for refuse removal from commercial properties; service provided by private contractors.</li> <li>• Provide weekly pick-up of one (1) + refuse bin(s) for each City owned facility through contracted services.</li> </ul>	
<b>Landfill/Transfer Station Services</b>	<ul style="list-style-type: none"> <li>• Operate the Cold Lake South Class III Landfill and process approximately &lt; 10,000 + tons of refuse material in accordance with the Environmental Protection and Enhancement Act and Alberta Environment Code of Practice.</li> <li>• South Landfill Operational hours:</li> </ul>	<ul style="list-style-type: none"> <li>• Develop waste diversion strategies as outlined in the Integrated Waste Management Study and Landfill Feasibility Study.</li> </ul>





## INFRASTRUCTURE SERVICES WASTE MANAGEMENT

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Landfill/Transfer Station Services</b> <b>(continued)</b>	<ul style="list-style-type: none"> <li>○ Sunday 2:00 p.m. – 6:00 p.m. (start date, May or June, is dictated by spring weather until the last Sunday in September)</li> <li>○ Summer operational hours from 9:00 a.m. – 6:00 p.m. April 1 to October 31;</li> <li>○ Winter operational hours from 8:00 a.m. – 5:00 p.m. November 1 to March 31.</li> <li>● Develop and implement a post closure care plan for the landfill.</li> <li>● Post closure care of the landfill in Cold Lake North.</li> <li>● Annual reporting, including analytical ground water testing in accordance to the Environmental Protection and Enhancement Act.</li> <li>● Review daily activity to track:               <ul style="list-style-type: none"> <li>○ weight and types of waste material being delivered;</li> <li>○ if appropriate fees are being applied.</li> </ul> </li> <li>● Provide assessable alternatives to the landfill for waste that requires specific disposal including:               <ul style="list-style-type: none"> <li>○ Oil (Automotive, Containers, Filters)</li> <li>○ Paint</li> <li>○ Electronic waste collection</li> </ul> </li> <li>● Sites are available during Landfill/Transfer Station hours of operation.</li> </ul>	
<b>Regional Waste Management Services</b>	<ul style="list-style-type: none"> <li>● Operational Service Levels and delivery methods to be announced by the BRRWMC.</li> </ul>	



## INFRASTRUCTURE SERVICES WASTE MANAGEMENT

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Recycling Services (Residential)</b>	<ul style="list-style-type: none"> <li>• Provide bi-weekly curb side collection for recyclable goods to 5,200+ residential dwelling units year round utilizing municipal forces;               <ul style="list-style-type: none"> <li>○ Unlimited Cardboard;</li> <li>○ Unlimited Blue Bags (Mixed Fiber);</li> <li>○ Unlimited Paper.</li> </ul> </li> <li>• Collection occurs on holidays or alternate collection days.</li> <li>• Provide 2-24 hour unmanned drop stations for the following recyclables:               <ul style="list-style-type: none"> <li>○ Plastic</li> <li>○ Tin</li> <li>○ Aluminum</li> <li>○ Glass</li> <li>○ Paper/Cardboard</li> </ul>               Drop stations will be at the following locations:               <ul style="list-style-type: none"> <li>○ Energy Centre</li> <li>○ 4811 50 Street (old Grand Centre Hotel site)</li> </ul> </li> <li>• Review monthly reports submitted by the contractor(s) to track weights, type of material and revenue and expenditures.</li> <li>• Provide assessable alternatives to the landfill for recyclables not collected at the curb including:               <ul style="list-style-type: none"> <li>○ Tires (rims removed)</li> <li>○ Mixed metals</li> <li>○ Batteries</li> </ul> </li> </ul>	



## INFRASTRUCTURE SERVICES WASTE MANAGEMENT

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Recycling Services (Residential) (continued)</b>	<ul style="list-style-type: none"> <li>○ Paint and Household Hazardous Waste               <ul style="list-style-type: none"> <li>● Sites are available during Landfill/Transfer Station hours of operation.</li> </ul> </li> </ul>	
<b>Recycling Services (Commercial)</b>	<ul style="list-style-type: none"> <li>● Municipal forces are not responsible for recycling removal from commercial properties. Service is provided by private contractors.</li> <li>● Provide 2-24 hour unmanned drop station for the following recyclables:               <ul style="list-style-type: none"> <li>○ Plastic</li> <li>○ Tin</li> <li>○ Aluminum</li> <li>○ Glass</li> <li>○ Paper/Cardboard</li> </ul>               Drop stations will be at the following locations:               <ul style="list-style-type: none"> <li>○ Energy Centre</li> <li>○ 4811 50 Street (old Grand Centre Hotel site)</li> </ul> </li> <li>● Provide assessable alternatives to the landfill for recyclables not collected at the drop station:               <ul style="list-style-type: none"> <li>○ Tires (rims removed)</li> <li>○ Mixed metals</li> <li>○ Batteries</li> <li>○ Paint and Household Hazardous Waste</li> </ul> </li> </ul>	



## INFRASTRUCTURE SERVICES WASTE MANAGEMENT

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Recycling Services (Commercial) (continued)</b>	<ul style="list-style-type: none"> <li>• Sites are available during Landfill/Transfer Station hours of operation.</li> <li>• Provide weekly pick up for each City owned building utilizing municipal forces with the exception of the Energy Centre. Recycling removal from the Energy Centre is provided by private contractor.</li> </ul>	
<b>Composting Services</b>	<ul style="list-style-type: none"> <li>• Provide bi-weekly curbside collections for compostable goods to 5,200+ residential dwelling units from April and November utilizing municipal forces:               <ul style="list-style-type: none"> <li>○ Maximum ten (10) bag or container limit;</li> <li>○ Maximum five (5) bundles of branches or brush.</li> </ul> </li> <li>• Collection occurs on holidays or alternate collection day.</li> <li>• Operate in accordance with EPEA and Code of Practice.</li> <li>• Daily temperature monitoring and tracking of moisture content and pH levels to ensure optimum conditions.</li> <li>• Provide an assessable compost site for year around disposal.               <ul style="list-style-type: none"> <li>○ Site is available during Landfill/Transfer Station hours of operation.</li> </ul> </li> <li>• Development of calendars &amp; waste guides.</li> <li>• When available provide compost material to the City of Cold Lake for internal projects as per the Compost Policy.</li> <li>• When available provide compost material to the residents of Cold Lake as per the Compost Policy by organizing Compost Days.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop an Operations Plan/waste diversion strategies for composting as outlined in the Integrated Waste Management Study.</li> <li>• Review opportunities to provide a curbside cart system for compost.</li> </ul>



## INFRASTRUCTURE SERVICES WASTE MANAGEMENT

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Other Programs	<ul style="list-style-type: none"><li>• Annual “Christmas Tree” curb side pick-up program provided for two (2) weeks in January.</li><li>• Provide a year round Bulb Recycling Program.</li><li>• Annual Toxic Round-up Program.</li><li>• Provide refuse bag pick-up and disposal for volunteer organizations upon request.</li><li>• School presentations upon request.</li><li>• Pick-up and Disposal of illegal dumping (20+ occurrences per year);</li><li>• Host an Annual Community Clean Up in May.</li></ul>	<ul style="list-style-type: none"><li>• Provide tours of the Waste Management Facility to schools and other community groups.</li><li>• Provide an Assisted Waste Collection Program for the elderly demographic and those with special needs.</li><li>• Review Annual Toxic Round-up Program.</li></ul>



## INFRASTRUCTURE SERVICES WATER & WASTEWATER TREATMENT

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>General Customer Service</b>	<ul style="list-style-type: none"> <li>• Ensure that all inquiries are responded to in an efficient manner as it relates to Water and Waste Water Treatment Services (300+ inquires per year). Inquiries are generally responded to within 8 business hours then prioritized based on urgency.</li> <li>• Provide an internal rotational on-call services specific to Water and Waste Water Treatment Services.</li> <li>• Provide 24/7 emergency response to water and waste water treatment plant alarms, reservoir alarms and lift station alarms through the Supervisory Control and Data Acquisition System.</li> <li>• Operating hours are from 7:00 a.m. to 4:00 p.m. (Monday thru Friday) and 7:00 a.m. to 11:00 a.m. (Saturday and Sunday).</li> </ul>	<ul style="list-style-type: none"> <li>• Explore alternate work schedule to enhance operational efficiency and to accommodate requirements of the new regional line.</li> </ul>
<b>Standard Operation Procedures (SOP)</b>	<ul style="list-style-type: none"> <li>• Annual review of standard operating procedures and update/amend as necessary.</li> </ul>	
<b>Water Treatment System</b>	<ul style="list-style-type: none"> <li>• Operate and maintain the Regional Water Treatment Plant on behalf of the Cold Lake Regional Utility Services Commission through a provision for services agreement.</li> <li>• Meet Alberta Environment's Protection and Enhancement Act License Requirements.</li> <li>• Furnish approximately 2,000,000 cubic meters of potable water for the City of Cold Lake, Department of National Defense, Cold Lake First Nations, M.D. of Bonnyville and Grand Center Golf and Country Club utilizing membrane filtration technology.</li> <li>• Furnish treated water with continuous fluoride within acceptable levels.</li> <li>• Membrane repairs (twenty (20) + per year). Done as required.</li> </ul>	<ul style="list-style-type: none"> <li>• Treatment of approx. 32 million liters per day as a result of the Water Treatment Plant expansion for the regional line.</li> <li>• Provide approx. 8,000 cubic meters of potable water to the Bonnyville Regional Water Commission per day.</li> <li>• Furnish treated water with chloramines at the new Transfer Station prior to transmission to the Bonnyville Regional Water Commission.</li> <li>• Review of WTP classification impacting operators certifications.</li> </ul>



## INFRASTRUCTURE SERVICES WATER & WASTEWATER TREATMENT

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Water Treatment System continued</b>	<ul style="list-style-type: none"> <li>Upgrade and/or maintain Level 3 operator certifications Water Treatment Systems in accordance with Alberta Environment's certification and license to operate requirements.</li> </ul>	
<b>Treated Water Storage Facilities</b>	<ul style="list-style-type: none"> <li>Maintain three (3) reservoirs throughout the City</li> <li>Complete daily site inspections of all reservoirs.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain an additional transfer station reservoir for the regional line.</li> </ul>
<b>Truck Fill Station</b>	<ul style="list-style-type: none"> <li>Provide one (1) location for a truck fill station; service provided through an automated PIN system and coin operation.</li> </ul>	
<b>Waste Water Treatment System</b>	<ul style="list-style-type: none"> <li>Operate the Regional Waste Water Treatment plant on behalf of the Cold Lake Regional Utility Services Commission through a provision for services agreement;</li> <li>Meet Alberta Environment's Protection and Enhancement Act Requirements and License;</li> <li>Treat approximately 2,000,000 cubic meters of waste water from the City of Cold Lake, and septic haulers utilizing aerated wastewater stabilization ponds including:               <ul style="list-style-type: none"> <li>Mixing Cell (15,600 m3),</li> <li>Partial Mixing Cell (15,600 m3),</li> <li>Facultative Pond (183,000 m3)</li> <li>Storage Pond #1 – North (284,000 m3)</li> <li>Storage Pond #2 – South (584,000 m3)</li> <li>Anaerobic Cells (15,600 m3) x 2</li> </ul> </li> <li>Daily site inspections including records, equipment checks and adjustments;</li> <li>Upgrade and/or maintain Level 1 operator certifications for Waste Water Treatment Systems with accordance to Alberta</li> </ul>	<ul style="list-style-type: none"> <li>Review mechanical upgrade options for waste water treatment as per the study, review of pilot project and recommendations provided by AECOM.</li> <li>Work with AB Environment and consultant to establish discharge thresholds to ensure mechanical upgrade will treat as per AB Environment's thresholds</li> <li>Work with Environment Canada on toxicity reduction strategies.</li> </ul>



## INFRASTRUCTURE SERVICES WATER & WASTEWATER TREATMENT

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Waste Water Treatment System (continued)</b>	<p>Environment's certifications and license to operate requirements.</p> <ul style="list-style-type: none"> <li>• Meet Environment Canada effluent regulations.</li> </ul>	
<b>Lift Stations (Municipal)</b>	<ul style="list-style-type: none"> <li>• Operate and maintain nine (9) sanitary sewer lift stations; seven (7) Municipal and two (2) Regional.</li> <li>• Complete site inspection every two (2) days on SCADA operated lift station.</li> <li>• Complete daily inspection of NON-SCADA operated lift stations (Meadow View, West Lawn and Energy Centre).</li> </ul>	
<b>Lift stations (Regional)</b>	<ul style="list-style-type: none"> <li>• Operate and maintain two (2) regional sanitary sewer lift stations.</li> <li>• Complete site inspections every two (2) days.</li> </ul>	
<b>Septic Hauler Sewage Transfer Station</b>	<ul style="list-style-type: none"> <li>• Monitor and facilitate disposal during operating hours (25+/- Transfers Monthly).</li> <li>• Prepare monthly billing for various haulers.</li> </ul>	
<b>Environmental Monitoring (Water Treatment)</b>	<ul style="list-style-type: none"> <li>• The following parameters are monitored, documented and reported daily as per the operating approval: <ul style="list-style-type: none"> <li>○ &gt; Three (3) Log inactivation of Giardia</li> <li>○ &gt; Three (3) Log inactivation of Cryptosporidium</li> <li>○ &gt; Four (4) Log inactivation of Virus</li> <li>○ Raw Water Turbidity</li> <li>○ Treated Water Turbidity</li> <li>○ Treated Water Particle Counts</li> </ul> </li> </ul>	





## INFRASTRUCTURE SERVICES WATER & WASTEWATER TREATMENT

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Environmental Monitoring (Water Treatment) (continued)</b>	<ul style="list-style-type: none"> <li>○ Raw Water pH</li> <li>○ Treated Water pH</li> <li>○ Raw Water Fluoride</li> <li>○ Treated Water Fluoride</li> <li>○ Residual Chlorine</li> <li>○ Bacteriological Analysis (16 samples per month)</li> </ul>	
<b>Environmental Monitoring (Waste Water Treatment)</b>	<ul style="list-style-type: none"> <li>● The following parameters are monitored, documented and reported as per the operating approval: Weekly:               <ul style="list-style-type: none"> <li>○ Treated and untreated wastewater CBOD</li> <li>○ Treated and untreated wastewater</li> <li>○ Total Suspended Solids</li> </ul>               Bi-Weekly:               <ul style="list-style-type: none"> <li>○ Toxicity testing of treated waste water.</li> </ul>               Monthly:               <ul style="list-style-type: none"> <li>○ Treated Wastewater Fecal Coliforms</li> <li>○ Treated Wastewater E.coli</li> <li>○ Treated and untreated wastewater Total Phosphorus during periods of discharge from sewage lagoon</li> <li>○ Treated and untreated wastewater Kjeldahl Nitrogen</li> <li>○ Treated and untreated wastewater Ammonia Nitrogen during periods of discharge from sewage lagoon                   <ul style="list-style-type: none"> <li>○ Treated and untreated wastewater Nitrite and Nitrate Nitrogen during periods of discharge from sewage lagoon.</li> </ul> </li> </ul> </li> </ul>	



## INFRASTRUCTURE SERVICES WATER & WASTEWATER TREATMENT

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Environmental Monitoring (Storm Water)</b>	<ul style="list-style-type: none"> <li>The following parameters are monitored, documented and reported twice per year:               <ul style="list-style-type: none"> <li>Biochemical Oxygen Demand</li> <li>Total Suspended Solids</li> <li>Ammonia-Nitrogen</li> <li>Total Phosphorous</li> <li>Total Coliforms</li> <li>E.coli</li> <li>Chloride</li> <li>Lead</li> <li>Zinc</li> <li>Copper</li> </ul> </li> </ul>	
<b>Non Compliance Reporting</b>	<ul style="list-style-type: none"> <li>Provide written full disclose report and testing to regulatory authorities within seven (7) days (+/- 30 reports annually).</li> </ul>	
<b>Monthly Reporting</b>	<ul style="list-style-type: none"> <li>Provide electronic monthly reports in accordance to regulatory approvals within thirty (30) days.</li> </ul>	
<b>Annual Reporting</b>	<ul style="list-style-type: none"> <li>Provide electronic annual reports in accordance to regulatory approvals by February 28 of each year.</li> </ul>	
<b>Public Beach Water Sampling</b>	<ul style="list-style-type: none"> <li>The following parameters are monitored, documented and reported weekly:               <ul style="list-style-type: none"> <li>Fecal Coliforms</li> </ul> </li> </ul>	



## INFRASTRUCTURE SERVICES

### WATER DISTRIBUTION & SEWER COLLECTION SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>General Customer Service</b>	<ul style="list-style-type: none"> <li>• Ensure that all inquiries are responded to in an efficient manner as it relates to the Water Distribution System (1,650+ inquiries per year). Inquiries are generally responded to within eight (8) business hours then prioritized based on urgency;</li> <li>• Assist with Construction Completion Certificate (CCC) and Final Acceptance Certificate (FAC) inspections for new developments and provide recommendations to Infrastructure Services.</li> <li>• Contribute resources to a rotational 24/7 on-call service with Utilities and Public Works Functions.</li> <li>• Provide 24/7 response to concerns regarding water service disruption, water main breaks, water quality concerns, sewer back-ups, and flood control inquiries.</li> <li>• Utility Accounts “See Corporate Services”</li> <li>• Utilize smart ball utility locate system for locating and documenting underground infrastructure.</li> <li>• Provide locates for underground utilities (water, sewer, storm) internally and to external agencies or residents as requested through Alberta One Call.</li> </ul>	
<b>Standard Operation Procedures</b>	<ul style="list-style-type: none"> <li>• Annual review of standard operation procedures and update/amend as necessary.</li> </ul>	
<b>Water Distribution System (General)</b>	<ul style="list-style-type: none"> <li>• Meet requirements within the Alberta Environmental Protection and Enhancement Act – license to operate a waterworks system.</li> <li>• Furnish approximately 1,325,000 cubic meters of potable water through the water distribution system.</li> </ul>	



## INFRASTRUCTURE SERVICES

### WATER DISTRIBUTION & SEWER COLLECTION SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Water Distribution System (General)</b> (continued)	<ul style="list-style-type: none"> <li>• Maintain approximately 130,500 + meters of water distribution and supply mains.</li> <li>• Upgrade and/or maintain Level 3 operator certifications for Water Distribution Systems in accordance with Alberta Environment's certifications and license to operate requirements</li> </ul>	
<b>Hydrant Maintenance</b>	<ul style="list-style-type: none"> <li>• Annual flushing, maintenance and pressure testing of 500+ hydrants.</li> <li>• Annual flow testing of 50% hydrants and calibrate water distribution model semi-annually.</li> </ul>	
<b>Water Meters</b>	<ul style="list-style-type: none"> <li>• Complete approximately 4,000+ meter reads monthly for utility billing purposes utilizing municipal forces.</li> <li>• Read meters in commercial districts via a drive by read system and walk route utilizing municipal forces.</li> <li>• Complete approximately 75+ manual meter reads and/or re-reads on a monthly basis, for discrepancies and/or utility account changes, as necessary; and</li> <li>• Install meters in all new homes and newly occupied homes (20+ meters monthly).</li> <li>• Meter replacement program – annually replace 100 +/- old residential meters with new meters.</li> </ul>	
<b>Water Main Breaks</b>	<ul style="list-style-type: none"> <li>• Provide emergency response, investigation and damage prevention within two (2) hours of complaint (~20 Water Main Breaks annually).</li> </ul>	



## INFRASTRUCTURE SERVICES

### WATER DISTRIBUTION & SEWER COLLECTION SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Water Main Breaks (continued)</b>	<ul style="list-style-type: none"> <li>Minimize water disruption to less than twenty-four (24) hrs.</li> <li>Provide final asphalt and/or concrete curb and gutter repair within twelve (12) months of excavation activities.</li> <li>Twenty-four (24+) CC repairs annually.</li> </ul>	
<b>Water Service Laterals</b>	<ul style="list-style-type: none"> <li>Frozen water lines will be serviced within twenty-four (24) hours.</li> <li>Replace water service curb stop if leakage is detected (Replace 20+ curb stops annually):               <ul style="list-style-type: none"> <li>Generally curb stop leakages repairs are scheduled within seven (7) days.</li> </ul> </li> <li>Emergent leakages are schedule within two (2) days of confirmation of leakage.</li> </ul>	
<b>Valves Exercising</b>	<ul style="list-style-type: none"> <li>Exercise and maintain 50% of 757+ water main distribution valves annually using a GIS based valve exerciser.</li> </ul>	
<b>New Service Lateral Inspection Services</b>	<ul style="list-style-type: none"> <li>Inspect all new services to ensure proper installation and prevent cross-connections. Scheduling requires seven (7) days' notice.</li> <li>Test new services at water meter connection for turbidity and chlorine content at time of meter installation.</li> </ul>	
<b>Wastewater Collection System (General) Wastewater Collection System (General)</b>	<ul style="list-style-type: none"> <li>Meet requirements within the Alberta Environmental Protection and Enhancement Act – license to operate a waste water collection system.</li> <li>Collect and pump 1,184,100 cubic meters (313,000,000 gallons) of waste water from the sewage collection system to the Cold Lake</li> </ul>	



## INFRASTRUCTURE SERVICES

### WATER DISTRIBUTION & SEWER COLLECTION SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Wastewater Collection System (General)</b> <b>Wastewater Collection System (General)</b> <b>(continued)</b>	<p>Regional Utility Services Commission's Wastewater Treatment Plant.</p> <ul style="list-style-type: none"> <li>Maintain approximately 88,000 + meters of sanitary sewers and 22,000 + meters of sanitary force mains.</li> <li>Upgrade and/or maintain Level 2 operator certifications for Wastewater Collection Systems in accordance with Alberta Environment's certifications and license to operate requirements.</li> </ul>	
<b>Manhole Inspections</b>	<ul style="list-style-type: none"> <li>Annually inspect and document approximately 10% of 1000+ sanitary sewer manholes.</li> </ul>	
<b>Sanitary Sewer Back-ups and Force Main Breaks</b>	<ul style="list-style-type: none"> <li>Provide emergency response, investigation and damage prevention within two (2) hours of complaint.</li> <li>Document and map sanitary sewer back-ups and force main breaks utilizing Cityworks.</li> </ul>	
<b>Sanitary Sewer Service Laterals</b>	<ul style="list-style-type: none"> <li>Custom sewer lateral inspection services: <ul style="list-style-type: none"> <li>General sewer lateral inspections are scheduled within ten (10) days;</li> <li>Emergent sewer lateral inspections are scheduled within twenty-four (24) hrs.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Develop program to enhance manhole inspections utilizing the Manhole Assessment &amp; Certification Program coding (MACP)</li> </ul>
<b>Closed Captioned Video Televised (CCTV) Inspection</b>	<ul style="list-style-type: none"> <li>Inspect and document approximately 10% of the sanitary sewer system annually as per the Pipeline Assessment &amp; Certification Program coding (PACP).</li> </ul>	
<b>Sewer Main Flushing</b>	<ul style="list-style-type: none"> <li>Flush gravity sewers on a rotational basis allowing all sewer mains to be flushed every four (4) years. (87,000 + meters).</li> </ul>	<ul style="list-style-type: none"> <li>Develop a long term plan for high risk areas.</li> </ul>



## **INFRASTRUCTURE SERVICES WATER DISTRIBUTION & SEWER COLLECTION SERVICES**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Sewer Main Flushing (continued)</b>	<ul style="list-style-type: none"><li>• Flush gravity sewer systems in high risk areas +/-3 times per year (5,000+ meters).</li><li>• Flush sanitary sewers prone to freezing on an as needed basis (10+ occurrences per year).</li><li>• Provide emergency response for sewer flushing services to neighboring municipalities at full cost recovery utilizing current Alberta Road Builders and Heavy Construction Rates (0 - 5 requests annually).</li></ul>	



## INFRASTRUCTURE SERVICES FACILITIES MAINTENANCE

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>General Customer Service</b>	<ul style="list-style-type: none"> <li>Respond to 500+ work orders for building maintenance services for various departments. Work orders are generally responded to within eight (8) business hours then prioritized based on urgency and/or available parts.</li> <li>Operating hours are from 7:00 a.m. to 4:00 p.m. (Monday thru Friday).</li> <li>Provide afterhour's emergency response for building maintenance as required.</li> <li>Provide emergency maintenance coverage for the Energy Centre.</li> </ul>	
<b>Facility Replacement (General)</b>	<ul style="list-style-type: none"> <li>Municipal facility replacement value of ~\$100,000,000.</li> <li>Annual reserve contribution for facility replacement.</li> <li>Facility Asset Management Program.</li> </ul>	<ul style="list-style-type: none"> <li>Review Facility Asset Management Program.</li> </ul>
<b>Facility Maintenance</b>	<ul style="list-style-type: none"> <li>Provide facility maintenance services for the following: <ul style="list-style-type: none"> <li>City Hall</li> <li>City Hall Addition Building</li> <li>Public Works Shop and Storage Buildings</li> <li>North Fire Station</li> <li>South Fire Station</li> <li>RCMP Building</li> <li>FCSS</li> <li>Storage Building (West Yard)</li> <li>Aerodrome Terminal Building</li> <li>North Arena</li> <li>Info Centre</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Review distribution of City facilities between the two (2) Facility Maintenance Coordinators to optimize service/operational requirements.</li> <li>Buildings to be moved to Community Services <ul style="list-style-type: none"> <li>North Arena</li> <li>Marina</li> <li>Beach Concession</li> <li>Golf Course</li> <li>Ivan Krook Park</li> <li>Lions Park</li> <li>Imperial Park</li> </ul> </li> </ul>





## INFRASTRUCTURE SERVICES FACILITIES MAINTENANCE

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Facility Maintenance (continued)</b>	<ul style="list-style-type: none"> <li>○ Kids Timeout</li> <li>○ Marina</li> <li>○ Beach Concession</li> <li>○ Museum</li> <li>○ Golf Course</li> <li>○ Ivan Krook Park</li> <li>○ Lion's Park</li> <li>○ Waste Management Facility</li> <li>● Provide facility maintenance support for the following buildings:               <ul style="list-style-type: none"> <li>○ Waste Water Treatment Plant (Blower Building)</li> <li>○ Building #1 (Kinosoo Beach)</li> <li>○ Building #2 (Water Treatment Plant)</li> <li>○ Building #3 (10th Street Lift station)</li> <li>○ Building #4 (NE Regional Lift station)</li> <li>○ Building #5 (North Reservoir)</li> <li>○ Building #7 (West Reservoir)</li> <li>○ Building #8 (West Lift station)</li> <li>○ Building #9 (SE Regional Lift station)</li> <li>○ Building #10 (Brady Heights Reservoir)</li> </ul> </li> </ul>	
<b>Preventive Maintenance Programs</b>	<ul style="list-style-type: none"> <li>● Annual preventative maintenance inspection and review of all City Facilities.</li> <li>● Coordinate testing and certifications of the following safety equipment:               <ul style="list-style-type: none"> <li>○ Fire Extinguishers</li> </ul> </li> </ul>	



## INFRASTRUCTURE SERVICES FACILITIES MAINTENANCE

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Preventive Maintenance Programs (continued)</b>	<ul style="list-style-type: none"> <li>○ Fire Suppression Systems</li> <li>○ Stand Pipe Systems</li> <li>○ Sprinkler Systems</li> <li>○ Alarm Systems</li> <li>● Bi-annual inspections of all heating, ventilation and air conditioning systems through contracted services.</li> <li>● Annual inspection and service of all bay doors.</li> <li>● Annual inspection of all handi-cap and automated doors.</li> <li>● Annual Roof Anchor Inspection.</li> </ul>	
<b>Maintenance Services</b>	<ul style="list-style-type: none"> <li>● Coordinate maintenance activities including painting, floor coverings, window covering, interior decorating, HVAC, general modifications, lighting, plumbing, electrical, structural, etc.</li> </ul>	
<b>Capital Building Improvements</b>	<ul style="list-style-type: none"> <li>● Coordinate maintenance projects relating to facilities.</li> </ul>	
<b>Energy Management</b>	<ul style="list-style-type: none"> <li>● Monitor and provide recommendations on energy management and improvement consumption efficiencies.</li> </ul>	
<b>Entry and Lock Systems</b>	<ul style="list-style-type: none"> <li>● Operate a centralized commercial lock access system (Best Lock Systems);</li> <li>● Centralized monitoring and operations of access systems.</li> </ul>	
<b>Record Keeping</b>	<ul style="list-style-type: none"> <li>● Compile and maintain all maintenance records for every facility for the life of the facility.</li> <li>● Individual Facilities maintain and monitor inventory for cleaning supplies.</li> </ul>	<ul style="list-style-type: none"> <li>● Implement City works for Facility Maintenance.</li> </ul>



## INFRASTRUCTURE SERVICES FACILITIES MAINTENANCE

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>General Customer Service</b>	<ul style="list-style-type: none"> <li>• Provide Transit Service for ridership of approx. 450+/- per day.</li> <li>• Provide customer service through following services:               <ul style="list-style-type: none"> <li>○ City support staff Monday to Friday 7am – 4pm</li> <li>○ Contractor support staff Monday to Friday 8am – 5pm</li> <li>○ On call service before and after office hours as needed</li> <li>○ Provide online schedules at <a href="http://www.coldlake.com">www.coldlake.com</a> and detour announcements via social media outlets i.e. Facebook.</li> </ul> </li> <li>• Maintain and manage the TransLoc Real Time Rider Application (TransLoc) which gives transit users a real-time view of where the buses are and when they will arrive at each stop. It can be viewed from a smart phone or a desk-top computer.               <ul style="list-style-type: none"> <li>○ The application is <i>viewable</i> on a desktop computer at <a href="http://clts.transloc.com">clts.transloc.com</a> and <a href="http://www.coldlake.com">www.coldlake.com</a>.</li> </ul> </li> </ul>	
<b>Operational Routes and Hours</b>	<ul style="list-style-type: none"> <li>• Transit Operations Services is provided through contracted services.</li> <li>• Four Routes:               <ul style="list-style-type: none"> <li>○ Route 1 - North Circle (Monday to Friday)</li> <li>○ Route 2 - South Circle (Monday to Friday)</li> <li>○ Route 3 - North South Loop (Saturday - accelerated schedule)</li> <li>○ Route 4 - South North Loop (Saturday - accelerated schedule)</li> </ul> </li> <li>• Operating Hours:               <ul style="list-style-type: none"> <li>○ 7am -9pm (14 hours per day) Monday to Friday.</li> <li>○ 9am - 9pm (12 hours per day) on Saturday.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Implement an accelerated schedule (Monday to Saturday).</li> </ul>



## INFRASTRUCTURE SERVICES FACILITIES MAINTENANCE

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Fare</b>	<ul style="list-style-type: none"> <li>Operate transit service free of charge until otherwise directed by Council.</li> </ul>	
<b>Alternate Revenue Generation - Advertisement</b>	<ul style="list-style-type: none"> <li>Advertise on Transit buses and other Transit infrastructure as per the Transit Advertising Policy Number 195-AD-15.</li> </ul>	
<b>Target Transit Service Coverage</b>	<ul style="list-style-type: none"> <li>Transit routes and bus stops are within:               <ul style="list-style-type: none"> <li>500m of walking distance of 70% of the residences.</li> <li>300m of walking distance of 90% future medium and high density residential developments.</li> </ul> </li> <li>The Transit service connects residents to their local neighborhood centers and transit trips between neighborhood centers are made with no more than one transfer.</li> </ul>	<ul style="list-style-type: none"> <li>Review current operational hours and ridership data and suggest route improvements, if needed.</li> <li>Include Transit in the Engineering Standards so that new developments are being designed to accommodate the potential for Transit.</li> </ul>
<b>Bus Stops</b>	<ul style="list-style-type: none"> <li>Maintain 35 bus stops including 10 bus shelters, 15 benches, 8 waste bins and 35 bus stop signs.</li> <li>Bus stop maintenance is provided through contracted services as follows:               <ul style="list-style-type: none"> <li>Garbage Collection - Locations with receptacles daily.</li> <li>Litter Control/Garbage Collection - 5 meter radius as/when required or minimum of weekly.</li> <li>Removal of snow and ice as required. Bus stops will be kept to bare pavement standards. Snow will be cleared within 24 hrs. (Trigger: 1cm to 3cm of accumulated snow).</li> <li>Application of sand/salt as required.</li> </ul> </li> </ul>	



## INFRASTRUCTURE SERVICES FACILITIES MAINTENANCE

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Bus Stops (continued)</b>	<ul style="list-style-type: none"><li>○ General cleaning - power washing of shelters as required; minimum 7 times a year.</li><li>● Glass Cleaning of shelters as required; minimum twice per month.</li></ul>	
<b>Charter Bus Service</b>	<ul style="list-style-type: none"><li>● Provide chartered bus service internally as required.</li></ul>	
<b>Performance Guidelines</b>	<ul style="list-style-type: none"><li>● Shelters are <i>considered</i> at stops with a minimum of 2000 boarding's per year.</li><li>● Benches are <i>considered</i> at stops with less than 2000 but more than 500 boarding's per year.</li></ul>	<ul style="list-style-type: none"><li>● Review ridership data collected to date establish min and max threshold for routes</li><li>● i.e. bus routes will be considered for service adjustments if ridership falls below or increase above certain threshold per hour; thresholds to be determined.</li></ul>



## INFRASTRUCTURE SERVICES STORM WATER MANAGEMENT

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>General Customer Service</b>	<ul style="list-style-type: none"> <li>• Ensure that all inquiries are responded to in an efficient manner as it relates to the Storm Water Management System. Inquiries are generally responded to within eight (8) business hours then prioritized based on urgency.</li> <li>• Contribute resources to a rotational 24/7 on-call service with Utilities and Public Works Functions.</li> <li>• Provide 24/7 response to concerns regarding storm water disposal and flood control inquiries.</li> </ul>	
<b>Standard Operation Procedures</b>	<ul style="list-style-type: none"> <li>• Annual review of standard operation procedures and update/amend as necessary.</li> </ul>	
<b>Storm Water Disposal System (General)</b>	<ul style="list-style-type: none"> <li>• Meet requirements within the Alberta Environmental Protection and Enhancement Act – license to operate a storm water system.</li> <li>• Ensure the proper continued operation of thirteen (13) Storm Water Management Ponds.</li> <li>• Maintain approximately 47,500 + meters of storm sewer systems.</li> <li>• Annually inspect 10% of storm sewers.</li> <li>• Upgrade and/or maintain operator certifications for Water Distribution Systems in accordance with Alberta Environment's certifications and license to operate requirements.</li> </ul>	
<b>Storm Water Pond Maintenance (Extended Detention Ponds, Wet Ponds,</b>	<ul style="list-style-type: none"> <li>• Routine inspections - monthly or after major rain event</li> <li>• Mowing and trash &amp; debris clean up - minimum Spring and Fall - cut no shorter than 6-8 inches- never below 4". Notify Community Services if grass cutting required - semiannual or as needed.</li> </ul>	<ul style="list-style-type: none"> <li>• Review options to clean unwanted vegetation by mechanical means.</li> </ul>



## INFRASTRUCTURE SERVICES STORM WATER MANAGEMENT

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Multiple Pond Systems, Pocket Ponds)</b>	<ul style="list-style-type: none"> <li>• Cleaning and removing debris after major storm event (&gt;2" rainfall) - annual or as needed.</li> <li>• Harvesting of vegetation when a 50% reduction in the original open water surface area occurs - annual or as needed.</li> <li>• Repairing embankment and side slopes - annual or as needed.</li> <li>• Inspect, exercise and ensure mechanical components (pumps, valves, sluice gates, orifice plates, anti-vortex devices, access hatches, aerators &amp; electrical control panels are functional) - annual or as needed.</li> <li>• Remove accumulated sediment from forebays or sediment storage areas when 60% of the original volume has been lost – five (5) year cycle.</li> <li>• Removing accumulated sediment from main cells of pond once 50% of the original volume has been lost – twenty (20) year cycle.</li> </ul>	
<b>Catch Basins</b>	<ul style="list-style-type: none"> <li>• Annually flush, clean and inspect 700+ catch basins.</li> </ul>	
<b>Storm Scepters</b>	<ul style="list-style-type: none"> <li>• Clean and inspect three (3) storm scepters – annually or after major rain event.</li> </ul>	
<b>Open Channels (Swales, Channels, Bio-filters, Ditches)</b>	<ul style="list-style-type: none"> <li>• Routine inspections - monthly or after major rain event.</li> <li>• Mowing and litter debris removal - annual or as needed.</li> <li>• Stabilizing eroded side slopes and bottoms - annual or as needed.</li> <li>• Managing the use of nutrients and pesticides - annual or as needed.</li> </ul>	



## INFRASTRUCTURE SERVICES STORM WATER MANAGEMENT

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Open Channels (Swales, Channels, Bio-filters, Ditches) (continued)</b>	<ul style="list-style-type: none"> <li>• Dethatching the bottom of the swale and remove the thatching - annual or as needed.</li> <li>• Disking or aeration of swale bottom - annual or as needed.</li> <li>• Scraping of swale bottom and removal of sediment to restore original cross section and infiltration rate – five (5) year cycle.</li> <li>• Seeding or installing sod to restore ground cover (use proper erosion and sediment control) – five (5) year cycle.</li> </ul>	
<b>Underground Infrastructure (Pipes, Culverts and Manholes)</b>	<ul style="list-style-type: none"> <li>• Routine inspections - monthly or after major rain event.</li> <li>• Camera Inspections – five (5) year cycle.</li> <li>• Renewal/replacement - as per Asset Management Plan or as needed - useful life approx. fifty (50) years.</li> </ul>	
<b>Storm Water Disposal System Failures</b>	<ul style="list-style-type: none"> <li>• Provide emergency response, investigation and damage prevention within two (2) hours of complaint</li> </ul>	





## COMMUNITY SERVICES – FCSS MANAGEMENT & ADMINISTRATION

SERVICES/ PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>FCSS Organization Structure Review</b>	<ul style="list-style-type: none"><li>• Ongoing implementation of a more efficient organizational structure that will ensure programs and services are offered without delay;</li><li>• Continued flexibility to programs and an ability to work more collaboratively with community organizations.</li><li>• Review of revised community services organization chart with internal staff for furthered understanding of operations within our community services division.</li><li>• Review of all job descriptions for FCSS/PLC and Special Transportation staff to ensure relevancy of educational and skill level requirements.</li></ul>	<ul style="list-style-type: none"><li>• Ongoing review of the efficiency of current organizational structure to ensure programs and services are offered without delay;</li></ul>
<b>General Customer Service, Information and Referral</b>	<ul style="list-style-type: none"><li>• Provide information on and referral to other human and social service agencies as required by community members;</li><li>• Continue to investigate and remain aware of FCSS Programs and services provided throughout the Province;</li><li>• Provide office coverage and necessary administrative support to FCSS programs;</li><li>• Use of the web as a method for community members to seek out information.</li><li>• Provide administrative support to Cold Lake Interagency Group;</li><li>• FCSS Administration to update website calendar internally</li><li>• Use of social media routes to promote programs, services and share information to web users;</li></ul>	<ul style="list-style-type: none"><li>• Work with Legislative department to streamline process of scanning documents. The goal being to reduce duplication of tasks.</li></ul>



## COMMUNITY SERVICES – FCSS MANAGEMENT & ADMINISTRATION

SERVICES/ PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
General Customer Service, Information and Referral (continued)	<ul style="list-style-type: none"><li>• Coordinate purchasing of supplies for all programs to reduce overall cost and efficiency.;</li><li>• Review and development of documents, forms, and policies;</li><li>• Continue to work collaboratively with our communications team to develop best practices in advertising strategies; and</li><li>• Training sessions for staff on software, customer service programming and records management.</li><li>• Further delegation of tasks from FCSS staff to the Interagency group in relation to planning and organization of meetings and yearly meet and greet.</li><li>• Streamlining of process for programming purchases;</li><li>• Work with Legislative department to streamline process of scanning documents. Move to a SharePoint environment;</li><li>• Work with the Communications department to develop more efficient marketing strategies for prams;</li><li>• Reception training for all administrative tasks; required while programming staff are providing coverage.</li></ul>	



## COMMUNITY SERVICES – FCSS MANAGEMENT & ADMINISTRATION

SERVICES/ PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Publications</b>	<ul style="list-style-type: none"><li>• Prepare a “How is FCSS Funded?” Fact Sheet for the public;</li><li>• Improved “email newsletter” development for the newsletter distribution list; and</li><li>• Utilize a web-based newsletter technology.</li><li>• Clubs and Social Service Directory is a community quick reference guide containing the contact information on various clubs, organizations and municipal services. Directory currently available on the City of Cold Lake Website;</li><li>• Utilize creative opportunities to disseminate information regarding parenting concerns to a wider audience than those attending workshops;</li><li>• Winter/Spring, Summer and Fall (three (3) total Program Guides highlighting programs and services of Cold Lake and District FCSS; and</li><li>• Ongoing development of a comprehensive e-mailing list for program and newsletter distribution with parents. Utilize web pages to “add to mailing list”.</li></ul>	<ul style="list-style-type: none"><li>• Winter/Spring, Summer and Fall (two) Program Guides highlighting programs and services of Cold Lake and District FCSS;</li><li>• Continuation of the ESS and Volunteer newsletters.</li><li>• Exploration of the value of an FCSS Newsletter.</li></ul>



## COMMUNITY SERVICES – FCSS MANAGEMENT & ADMINISTRATION

SERVICES/ PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Reporting and Administration</b>	<ul style="list-style-type: none"> <li>• Maintain reporting compliance to all funders.</li> <li>• Further Outcomes Measures training for new staff</li> <li>• FCSS provincial funding and outcomes measures reporting requirements are adhered to; and ensure compliance and reporting on all FCSS/PLC grant applications'</li> <li>• Seek out additional funding for specialty programs (i.e. Bully Free, youth services, Neighborhood Block Party);</li> <li>• FCSS outcomes measures reporting; and</li> <li>• Training continues with the FCSSAA to ensure staff are familiar with building logic models and implementation of surveys to their programs, in accordance with directors reporting requirements.</li> </ul>	
<b>FCSS Advisory Committee</b>	<ul style="list-style-type: none"> <li>• Increase in involvement from Advisory at FCSS events.</li> <li>• Provide administration support to FCSS Board;</li> <li>• Create an opportunity for local autonomy of FCSS programs and services by ensuring input from Board Members;</li> <li>• Engage Board Members to attend and represent FCSS at a number of community special functions and board training opportunities;</li> <li>• Encourage board members to be “the eyes and ears” of FCSS in the community and;</li> <li>• Board attendance @ FCSSAA Provincial Conference and North East Zone Board/Managers Conference.</li> <li>• Review and update FCSS Bylaw as appropriate;</li> <li>• Update FCSS Board Screening procedures.</li> <li>• Uniform strategy in review of grant applications;</li> </ul>	<ul style="list-style-type: none"> <li>• Better scrutiny and therefore delineation between funds granted out by community services grants.</li> </ul>



## COMMUNITY SERVICES – FCSS MANAGEMENT & ADMINISTRATION

SERVICES/ PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
FCSS Advisory Committee (continued)	<ul style="list-style-type: none"><li>• Strategic planning session held as reference to current members on intentionality, purpose, and goals</li><li>• Implementation and/or review of the FCSS Act and Regulation as necessary once amendments come into effect.</li><li>• Engage Advisory Committee Members to attend and represent FCSS at a number of community special functions and Advisory Committee training opportunities;</li><li>• Continued support to events related to poverty reduction, family violence, mental health, &amp; homelessness.</li></ul>	
Community Strategy Grant Program	<ul style="list-style-type: none"><li>• Funding provided to community organizations; Special Project Grants and Community Development Grants;</li><li>• Increased promotion of Grant Program to community organizations. Renewed promotion as we deleted our Community Development Grant on Council's direction.</li><li>• Offer community information session on Special Project Grant Initiatives early in the year as funding pool is much smaller and diminishes very quickly.</li><li>• Continue to work with organizations to help them realize opportunities for funding.</li><li>• Stream of funding provided to community organizations; Special Project Grants and Community Development Grants;</li><li>• Grants are reviewed and approved by the FCSS Board.</li></ul>	



## COMMUNITY SERVICES – FCSS MANAGEMENT & ADMINISTRATION

SERVICES/ PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Community Strategy Grant Program (continued)</b>	<ul style="list-style-type: none"><li>• Reassess this program and its conditions; as well as, the viability of these programs given the current provincial funding determinations for FCSS;</li><li>• Aim to build better connections between not for profits seeking funding for similar projects; and</li><li>• Connect NFP with ways to achieve further funding at provincial and federal levels.</li></ul>	
<b>Disaster Social Services Policy –Emergency Social Services (ESS)</b>	<ul style="list-style-type: none"><li>• Stay abreast of trends in disaster social service policy;</li><li>• Disaster Childcare Kits were prepared and ready for use;</li><li>• Continue to engage Community Partners including other social service agencies and corporate support;</li><li>• Attend Regional and Provincial Meetings;</li><li>• Engagement of Minister of Municipal Affairs by North East region regarding provincial ESS policy via AEMA or FCSSAA;</li><li>• Participate in all opportunities as suggested and/or directed by our DEM;</li><li>• Participated in a mock exercise in our new ECC;</li><li>• Encouragement at the management level to request participation in such by all areas of City staff (i.e. BEM and ICS 100 at minimum); and</li><li>•</li></ul>	



## COMMUNITY SERVICES – FCSS MANAGEMENT & ADMINISTRATION

SERVICES/ PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Disaster Social Services Policy –Emergency Social Services (ESS) (continued)	<ul style="list-style-type: none"><li>• Continue development of ESS structure under the guidance of the FCSS Manager, staff structure and roles, volunteer structure and roles, pet policy, donation policy and issuing newsletters 4 times per year.</li></ul>	
Disaster Social Services Training	<ul style="list-style-type: none"><li>• Engage other community agencies and volunteers into understanding the process in the case of a disaster where social services may be required;</li><li>• Strengthen ties between all organizations that are part of the municipal plan.</li><li>• Work with DEM to create mock scenarios for partners to participate in.</li><li>• Training provided to key City personnel who will be required to assist in the case of a disaster requiring social service support.</li><li>• Stay abreast of trends in disaster social service policy</li><li>• Disaster Childcare Kits were prepared and ready for use.</li><li>• Continue to engage Community Partners including social service agencies and corporate support.</li><li>• Practice “R&amp;I Drill” for those engaged in the process of disaster social service planning. Evacuees from Saskatchewan provided a true to life exercise.</li></ul>	<ul style="list-style-type: none"><li>• All FCSS Staff trained in a minimum of BEM, ICS 100 Psych First Aid and SPR;</li><li>• Further partnership development as we endeavor to finalize ESS related MOU’s with local service; and</li><li>• Further exploration of the Online Shelter Module System as approved by the PESS.</li></ul>



## COMMUNITY SERVICES – FCSS MANAGEMENT & ADMINISTRATION

SERVICES/ PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Disaster Social Services Training</b>	<ul style="list-style-type: none"> <li>• Training provided to key City personnel who will be required to assist in the case of a disaster requiring social service support.</li> <li>• Develop an understanding of “areas of concern” in the case of a social disaster.</li> <li>• Create ESS Scenario/Mock Registration and Inquiry opportunities with assistance from AEMA</li> <li>• Develop walk in Volunteer policy</li> <li>• Develop pet rescue policy</li> <li>• Working with our North East partners, create regional team to respond or provide relief in event of an emergency</li> <li>• All staff deemed as front line in events will also be required to participate in the “Skills for Psychological Recovery” after a disaster or emergency training.</li> <li>• Successful recruitment of several ESS volunteers An interactive, engaging ESS/Fundamentals of Emergency Response presentation has been created by Volunteer Services</li> </ul>	
<b>Community Partnership and Agency Support</b>	<ul style="list-style-type: none"> <li>• Continued priority will remain with offering support to multi-agency community initiatives.</li> <li>• On-going support to Cold Lake Interagency Group, continue to work to grow the Interagency Group as a strong asset to the organizations of the City of Cold Lake;</li> <li>• Improve relationships and collaborative efforts with Cold Lake First Nations and Elizabeth Settlement’s FCSS and related community based organizations.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuation of seeking grants to support work in the areas of WIC, the MI series, Inclusion related work, gender based violence, and Human Rights.</li> <li>• Further the discussion between FCSS and organizations serving those with cognitive impairments, so as to identify how we may modify and adapt our skills based programs to be more suitable for the learning of our mutual clients;</li> <li>• Age Friendly Society, Men’s Shed initiative work, Lakeland Multicultural Society, Lakeland Pride, the Recovery College, AHS, Portage College.</li> </ul>





## COMMUNITY SERVICES – FCSS MANAGEMENT & ADMINISTRATION

SERVICES/ PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Community Partnership and Agency Support (continued).</b>	<ul style="list-style-type: none"><li>• Support, assist and facilitate community-based social development projects, partnerships or groups as the need arises;</li><li>• Current collaborations include:</li><li>• Cold Lake Interagency Meet and Greet Event (September),</li><li>• Festival of Peace (November), Festival of Words (February);</li><li>• Leaders of Tomorrow Project Committee</li><li>• Christmas Hamper Program (Fill-a-bus event),</li><li>• Community Registration Day (September),</li><li>• Cold Lake Bully Free, A Better Way, Men's Group.</li><li>• Cold Lake John Howard Society development over 3 years is resulting in the formation of a Society this year.</li><li>• Welcoming and Inclusive Communities Project</li></ul>	<ul style="list-style-type: none"><li>• Welcoming and Inclusive Communities Project work in the areas of Inclusion and Human Rights.</li><li>• Priority on community providing support to multi-agency community initiatives.</li><li>• Collaborations on International Day for persons with Disabilities, RAAC</li></ul>



## COMMUNITY SERVICES – FCSS MANAGEMENT & ADMINISTRATION

SERVICES/ PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Community Partnership and Agency Support continued	<ul style="list-style-type: none"><li>• Advance work on the community priorities set during the 2012 Community Needs Assessment process through community collaboration and partnership; (Seniors and Men In Crisis groups still actively working on initiatives)<ul style="list-style-type: none"><li>○ Priority on community providing support to multi-agency community initiatives.</li></ul></li><li>• Chair of Interagency, organize fall meet and greet;</li><li>• Maintain partnerships with events such as heritage days, bully free presentations, measuring inclusion, human rights workshops, elder abuse coordinated community response team initiative</li><li>• Remain an active steering committee member for A Better Way, turn chair and fiscal management over to DMSCC</li><li>• Collaborations on International Day for persons with Disabilities, RAAC</li><li>• Tradeshow booth at Seniors Week Bully Free presents a Victims/Survivors of Crime Awareness Week Initiatives</li><li>• Continue to seek out appropriate partners to occupy our 2 office spaces as they become available.</li><li>• Although funding for WIC grant work is now complete, events and initiatives such as: Heritage Days, Measuring Inclusion Series work, Bully Free Committee and Human Rights continues on through a multitude of programs and coalition work.</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>



## COMMUNITY SERVICES – FCSS MANAGEMENT & ADMINISTRATION

SERVICES/ PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Community Partnership and Agency Support continued	<ul style="list-style-type: none"><li>• Maintenance of the local WIC plan. The theme will focus on hosting a series of municipal and local round tables for our municipality to take into consideration regarding our communities welcoming and inclusive nature.</li><li>• This is a partnership project with Bonnyville, Lac La Biche and Cold Lake where communities work independently to support a regional initiative;</li><li>• Development of a regional and local Welcoming Communities Plan; and Ongoing operations of committee;</li><li>• Ongoing maintenance of current goals and initiatives through transition to new staff in the Community Partnerships role.</li><li>• Review of organizational efficiency of Heritage Day organizing committee</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>



## COMMUNITY SERVICES – FCSS FAMILY SERVICE PROGRAMMING

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Family Enrichment Services	<ul style="list-style-type: none"><li>• Continued “re building” of clientele and peer relationships since return from maternity leave.</li><li>• Further development of programming in the area of bonding family units as it pertains to technology.</li><li>• Further incorporation of values and virtues exploration within programming.</li></ul>	<ul style="list-style-type: none"><li>• Continue to maintain a high level of service in the area of Family Services with the focus being on parent support, parenting information sessions, life coaching and advocacy.</li><li>• Continue to maintain a high level of services in regards to supervision of and support to PLC staff.</li><li>• Continued high standard of service to the general public requesting support advocacy and referral services.</li><li>• Continue to develop the Family Connections program. Seek partners in the community to enhance the learning experience.</li><li>• Further participation in Interagency – Family Services will co-chair for the next 2 years</li></ul>



## COMMUNITY SERVICES – FCSS FAMILY SERVICE PROGRAMMING

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Character Education (Virtues Project)</b>	<ul style="list-style-type: none"><li>• Create opportunities for staff to take part in learning opportunities for team building.</li><li>• Offered throughout the year, these sessions encourage character building for children, parents and caregivers;</li><li>• Provide facilitator training to community members interested in delivering character education. Coordination of virtues across school systems with intent to include the corporate community.</li><li>• Expand virtues project to include a home/life component and caregivers;</li><li>• High level of participation in character education programs utilizing our mascot in the public and separate school systems.</li><li>• Professional development in the area of values training</li><li>• Continue with support to schools through divisional organization of 10 month plan; aligning focus on monthly virtues/character education/moral intelligence themes.</li><li>• Flexibility with scheduling of mascot to incorporate better presence at community events; autonomy to determine appropriateness</li></ul>	<ul style="list-style-type: none"><li>• Continued participation in all duties formerly held by Family Services Coordinator including Committee work, Kidsport and RCSD. Continued incorporation of virtues and values in current programming. events; autonomy to determine appropriateness</li><li>• As the schools continue to support the Character Education Project well, further encouragement to enhance this program in the community.</li></ul>



## COMMUNITY SERVICES – FCSS FAMILY SERVICE PROGRAMMING

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Parenting Workshops	<ul style="list-style-type: none"><li>• Web-based Family and Parenting Workshops.</li><li>• Maintain a higher level of attendance to parenting programs which occurred over 2015.</li><li>• Facilitator continues to build on their skill set to offer a wider expanse of available opportunities including Triple P.</li><li>• Continue with Active Parenting Canada series</li><li>• Active Parenting Canada Train the Leader Program;</li><li>• Focus on programming to work on communication-based relationship issues; with specific focus on co-parenting and blended families.</li><li>• Other miscellaneous parent programs throughout the year;</li><li>• Partnership with community agencies dealing with parents currently experiencing parenting difficulties to create a readymade target audience with specific needs (i.e. CFSA or Crisis Centre).</li><li>• Coaching is proving extremely successful this year</li><li>• Frequent utilization of PL staff to provide Triple P parenting workshops through transition of staff on maternity leave</li><li>• Current staff utilizing training opportunities to offer specific parenting program for the fall/winter</li><li>• Utilization of available psychologists to provide high caliber of parenting workshops through fall/winter.</li><li>•</li></ul>	<ul style="list-style-type: none"><li>• Create further partnership with community agencies and offer off site parenting information sessions;</li><li>• Make parenting education more accessible to the working family (i.e. Social media); and</li><li>• Frequent utilization of PL staff to provide Triple P parenting workshops.</li></ul>



## COMMUNITY SERVICES – FCSS FAMILY SERVICE PROGRAMMING

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Parenting Workshops (continued)</b>	<ul style="list-style-type: none"><li>Continued flexibility to work with those mandated to partake in programming with particular focus in areas such as parenting, healthy relationship, and emotional regulation in accordance to their timelines to the best of our ability and within reason.</li></ul>	<ul style="list-style-type: none"><li></li></ul>
<b>Parent Resource Library Toy and Resource Lending Library</b>	<ul style="list-style-type: none"><li>Continue to upgrade books are requested by parents</li><li>Maintain a resource library of print materials available for parents to sign-out;</li><li>Continue to upgrade books are requested by parents;</li><li>Maintain control of resources and ensure loss and damage is minimized.</li><li>Review of current book signing system and a recall of all outstanding resources.</li><li>Maintain control of resources and ensure loss and damage is minimized, after complete clean up and inventory is established.</li><li>Further increase of marketing of library</li></ul>	<ul style="list-style-type: none"><li>Maintain a resource library of print materials, children's toys and family videos and games available for parents to sign-out;</li><li>Recall of all outstanding resources on a bimonthly basis.</li><li>Further increase of marketing of library through PLC, PLC Outreach and community.</li></ul>
<b>Child and Youth Programming</b>	<ul style="list-style-type: none"><li>Vision is for creating further independence amongst the Youth Council and finding opportunities for civic and social engagement, creating social competency and opportunities for them to build their skills.</li></ul>	<ul style="list-style-type: none"><li>Finding Youth Council more opportunities for civic and social engagement, creating social competency and opportunities for them to build their skills.</li></ul>



## COMMUNITY SERVICES – FCSS FAMILY SERVICE PROGRAMMING

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Child and Youth Programming (continued)</b>	<ul style="list-style-type: none"><li>• Contractor hired to complete the youth programming space on the second floor of the Cold Lake and District FCSS building.</li><li>• Currently offering highly successful Grades K- 6 programming that can benefit from expansion. Program titles and topics will vary depending on need;</li><li>• On-going enhancement of a non-sport based K-6 Programming as has been requested by the community;</li><li>• Programs for Grades 7-12 (ages 12-17);</li><li>• Creation of a Mayor's Youth Council Youth Leadership and Mentoring Program;</li><li>• Development of policies and procedures for Council.</li><li>• Determination of community involvement opportunities to assess relevance to social issues.</li><li>• Youth Leadership Training opportunities.</li><li>• Social Justice- develop equality within the community by striving to balance social skills, volunteer opportunities, and social competency between typical users and disadvantaged users</li><li>• Further program development for grades 7-12 (ages 12-17 yrs.)</li><li>• Further development of programs which engage parents and youth together.</li><li>• Transition from previous staff member to a new staff.</li></ul>	<ul style="list-style-type: none"><li>• Seeking grant opportunities for Youth Council to take on a civic issue.</li><li>• Continue to ensure all programming are meeting our mandate and 40 developmental assets and make changes to programs that are not.</li></ul>





## COMMUNITY SERVICES – FCSS SOCIAL PROGRAMMING

SERVICES / PROGRAMS	SERVICE LEVELS IN 2019	FUTURE VISION
<b>Child and Youth Programming (continued)</b>	<ul style="list-style-type: none"><li>• As previous staff worker was in a casual co - facilitation role, some development required as current;</li><li>• Current staff builds comfort and confidence with their skills as the lead facilitator.</li><li>• New Loft area in facility being developed and programming arranged with new media.</li></ul>	
<b>National Family Week</b>	<ul style="list-style-type: none"><li>• A national initiative organized and hosted annually in October in partnership with other Community organizations;</li><li>• Become the staple event organized by FCSS;</li><li>• Annually follow national event theme;</li><li>• Continue to engage community partners in the planning and execution of the event.</li></ul>	



## COMMUNITY SERVICES – FCSS SOCIAL PROGRAMMING

SERVICES / PROGRAMS	SERVICE LEVELS IN 2019	FUTURE VISION
<b>National Family Week (continued)</b>	<ul style="list-style-type: none"><li>• Promoting FCSS programs and services, at event.</li><li>• As FRP (Family Resource Programs) Canada has not had efficient timelines in the past we have decided to not follow the yearly theme and create our own theme based on family values.</li><li>• Event is being held at FCSS to highlight our facility and current programming, and meet the staff that work in each position.</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>
<b>Community Development Programs for Adult Social Programs</b>	<ul style="list-style-type: none"><li>• Enhancement of programs through partnerships for the seniors' population.</li><li>• Continue to expand repertoire of contract instructors with special skills to offer.</li><li>• Currently offering a number of personal growth and development workshops for adults, families, and the community agencies at large. Topics vary annually and are dependent on opportunities that present themselves;</li><li>• Continue to expand repertoire of contract instructors with special skills to offer;</li></ul>	<ul style="list-style-type: none"><li>• Continue providing support and direction to Age Friendly Cold Lake Coalition in their pursuit of becoming a Registered Society</li><li>• Present to City Council the strategic plan developed from the 2019 Age Friendly Cold Lake Grant from Alberta Seniors &amp; Housing.</li><li>• Continue to develop programs to assist with future age friendly initiatives as identified in the Aging Well in Community Grant strategic plan.</li></ul>



## COMMUNITY SERVICES – FCSS

### SOCIAL PROGRAMMING

SERVICES / PROGRAMS	SERVICE LEVELS IN 2019	FUTURE VISION
Community Development Programs for Adult Social Programs (continued)	<ul style="list-style-type: none"> <li>• Enhancement of programs through partnerships for the seniors' population.</li> <li>• Reassessment of this area of service and future vision.</li> <li>• Further develop opportunities for workshops focusing on healthy lifestyles and how to implement change</li> <li>• Survey organizations regarding training needs and attempt to find common threads as well as to specify unique needs.</li> <li>• Ongoing maintenance of current goals and initiatives.</li> <li>• Continue to host this event at the Energy Centre as it is proving to be much more successful.</li> <li>• Intentionality in the area of promoting FCSS programs and services, at event.</li> <li>• Further development of Seniors Advocacy and initiatives which strategically align Cold Lake as an 'Age Friendly Community' to in turn further likelihood of success with the Seniors and Housing future funding opportunities.</li> <li>• Implement new seniors programs supporting the reduction of isolation in seniors, such as the men's shed program.</li> <li>• Continuation of work on Healthy Choices Count Coalition as well as with Elder Abuse Initiatives grant work.</li> </ul>	<ul style="list-style-type: none"> <li>• Assist in the development of a Cold Lake Chapter of a Men's Shed reduce of isolation of senior men and the mental health of all men of any age who participate.</li> <li>• Continue to provide informative health related topics and workshops for seniors</li> <li>• Continue to expand awareness of elder abuse within the network of service providers working with seniors with emphasis on how to make referrals.</li> <li>• Focus on workshop development for personal growth, providing meaningful opportunities for growth</li> <li>• Continue partnerships with organizations such as the Dove Centre, Native Friendship Centre and the Seniors Society</li> <li>• Continue with all activities with the Healthy Choices Count Coalition including partnership with Age Friendly Cold Lake "Society"</li> <li>• Continue to support Seniors Week activities</li> </ul>



## COMMUNITY SERVICES – FCSS

### VOLUNTEER SERVICES PROGRAMMING

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Volunteer Services	<ul style="list-style-type: none"><li>• Provide various volunteer support services to the residents of Cold Lake and area</li><li>• Develop an understanding of the need for volunteers in the community;</li><li>• All volunteer positions to have job descriptions;</li><li>• Creation of internal best practices for volunteer management;</li><li>• Volunteer referral to agencies in need of volunteer support;</li><li>• Volunteer appreciation;</li><li>• Promotion and revitalization of a community spirit engaged in volunteering.</li><li>• Snow Angels Program;</li><li>• CVITP Fill a bus</li><li>• Re-establish connections with community volunteer organizations and update all records/agreements.</li><li>• Volunteer of the Week ad and encourage partnerships and participation in the VAE.</li><li>• Intentional goals set to nominate local volunteers for provincial and federal volunteer awards.</li><li>• Continue the development of the volunteer manual and its guidelines including procedures to volunteer, volunteer job descriptions and recruitment and retention strategy.</li><li>• Further engage the volunteer support of parents and community members in-</li><li>• Further develop a volunteer program including procedures to volunteer, volunteer job descriptions and recruitment and retention strategy.</li></ul>	<ul style="list-style-type: none"><li>• NEW Volunteer newsletter published 5 times annually</li><li>• NEW monthly volunteer articles featured in Respect Newspaper</li></ul>



**COMMUNITY SERVICES – FCSS**  
**VOLUNTEER SERVICES PROGRAMMING**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Volunteer Services (continued)</b>	<ul style="list-style-type: none"><li>• Further engage the volunteer support of parents.</li><li>• Continue to develop and expand youth volunteering program. (YESS and CLYC)</li><li>• Recognize and celebrate our in-house volunteers, year-round. (Dec. 5 International Volunteer Day, Invitations to VAE and thank you as a standard).</li><li>• Recruitment of volunteers for PLC is by request of Family Services Coordinator only.</li><li>• Screening and recruitment procedures identified to all staff. Packages updated and maintained both online and in house.</li></ul>	



## COMMUNITY SERVICES – FCSS VOLUNTEER SERVICES PROGRAMMING

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Neighborhood Block Party Program</b>	<ul style="list-style-type: none"><li>• This initiative will continue to be maintained by the Volunteer Services Facilitator.</li><li>• An initiative intended to strengthen communities through engaging individuals in taking responsibility for their neighborhoods and those who reside in them;</li><li>• Provide funding support to individual groups wishing to host gatherings for their neighborhood;</li><li>• Promote the benefits of hosting neighborhood block parties; and</li><li>• Start to introduce new concepts for future block parties (i.e. welcoming new comers to the community, neighborhood safety and care of green spaces).</li><li>• Establish a clear marketing strategy for NBP</li><li>• Widen marketing avenues</li><li>• Beginning stages of streamline of process from application to approval to equipment loan out and return to reimbursement. Currently a 10 step process.</li><li>• Update and simplification of all existing forms necessary for program participation</li><li>• Development of a logic model in order to introduce survey to process thereby improving collection of statistical information.</li></ul>	



## COMMUNITY SERVICES – FCSS

### COMMUNITY PARTNERSHIP/GRANT BASED PROJECTS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Lakeland Early Childhood Coalition</b>	<ul style="list-style-type: none"><li>• Annual Early Childhood Development Awareness Campaign (June).</li><li>• Services to expand to CLFN, Elizabeth Settlement;</li><li>• Community wide education opportunities for professionals and parents.</li><li>• Continue chairing as well as remaining as fiscal agent</li><li>• Continue focus on 3 main initiatives; ECD awareness week, ASQ Screening, and the Fall Fair.</li><li>• Make application to envelop full amount of the ECD grant instead of splitting with the Bonnyville Coalition, allowing both communities in our region, Lakeland A and B to further their own Initiatives.</li><li>• Application made to separate however province encouraged our Lakeland group to reapply for such again this year for 2018 which is encouraging</li><li>• Continued advocacy to receive full grant amount for both Lakeland A and Lakeland B.</li></ul>	<ul style="list-style-type: none"><li>• Continue focus on 3 main initiatives; ECD awareness week, ASQ screening, and educating the public about EDI data and how to support children in the development of the 5 domains.</li></ul>



## COMMUNITY SERVICES – FCSS

### COMMUNITY PARTNERSHIP/GRANT BASED PROJECTS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Community Social Needs Assessment	<ul style="list-style-type: none"><li>• Continuance of the same. Discussion of findings with staff as they contemplate moving forward in their own service areas which correlate to the findings of the inquiry.</li><li>• Make social needs assessment document publically available to those who require.</li><li>• Sharing of Assessment with provincial FCSS peers as well as connecting them with sources of support/contractors for the development, implementation, and review of doing an actual community assessment.</li><li>• Advance work on the community priorities from the 2012 Community Needs Assessment process by community collaboration and partnership; iWonder Collaborations Director and FCSS Manager to provide direction to senior Management, based on follow up survey from fall of 2018, regarding the timing and appropriateness of developing another Community Needs Assessment, or Appreciative Inquiry (AI) gathering, and additionally as in our 2015-2019 (5 YEAR) service plan.</li><li>• Implementation of suggestions stemming from follow up interviews conducted mid-2019, pertaining to suicide and family supports.</li><li>• Exploration of variety of styles of surveying the community moving forward.</li><li>• Continued support to those initiatives continuing to stem from the NA.</li></ul>	





## COMMUNITY SERVICES - FCSS

### PARENT LINK CENTRE

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Regional Lakeland Parent Link Management Group	<ul style="list-style-type: none"><li>• Maintain a high level of support to the regional administrator as well as to the regional group of managers.</li><li>• Ensure Managing partners are reporting to Administrator in a timely fashion as per requests as well as to lead managing partner and to the provincial funders.</li><li>• FCSS Manager participates as a part of a foursome in the combined management of the Parent Link Centre;</li><li>• Prepare local service level and outcome reports as required from province;</li><li>• Administration support is provided by the City of Cold Lake;</li><li>• Ensure fairness in regional administrative/outreach support.</li><li>• Cold Lake continues to successfully manage the LPLN contract.</li><li>• Continue support to all sites to maintain purposeful programming based on the 5 core services as mandated by the CFS Ministry.</li><li>• Engagement of Indigenous populations and further incorporation of culture into PL programs.</li><li>• Meet all goals as set out in the PL Standards Review Template.</li></ul>	



## COMMUNITY SERVICES - FCSS

### PARENT LINK CENTRE

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Parent Present Programming</b>	<ul style="list-style-type: none"><li>• Maintain expanded service hours by 2 full time and 2 part time staff.</li><li>• Continue to find creative ways to engage parents to participate</li><li>• Drop-in Play at PLC, program titles and schedules may vary based on interest and participation;</li><li>• Distribution of a Parent Handbook for first-time visitors to the Parent Link Centre.</li><li>• Programming related to cultural diversity;</li><li>• Program assessment through outcome measures to ensure programming serves an educational purpose for infants/toddlers/parents.</li><li>• Utilization of psychological service providers to offer high caliber workshops to parents and families experiencing relationship and parenting challenges</li><li>• Minimum of nine (9) Drop-in programs offered weekly, free of charge to parents/children.</li></ul>	
<b>Family Support Programming</b>	<ul style="list-style-type: none"><li>• Staff are trained and delivering Triple P programs.</li><li>• Enhance existing PLC programs with Triple P parenting information where possible;</li><li>• Family Fun Night (last Wednesday evening of each month).</li><li>• Triple P Parenting Education Program;</li><li>• Enhance existing PLC programs with Triple P parenting information where possible;</li><li>• All staff are trained to facilitate emotion coaching</li></ul>	<ul style="list-style-type: none"><li>• Continue to offer culturally diverse programming in PLC, such as Passport to the World, Celebrating National Indigenous Peoples Day, etc.</li></ul>



**COMMUNITY SERVICES - FCSS**  
**PARENT LINK CENTRE**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Family Support Programming continued</b>	<ul style="list-style-type: none"><li>• Utilization of psychological service providers to offer high caliber workshops to parents and families</li><li>• Continue to liaise with new ECD staff at AHS Community Services to develop relevant and appropriate programs.</li><li>• Experiencing relationship and parenting challenges.</li><li>• Develop relationship and programs with new ECD service provider from AHS- Community Services.</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>
<b>Engaging Fathers</b>	<ul style="list-style-type: none"><li>• Programs available for Fathers and their older children (6+)</li><li>• Continue to encourage participation at programs by more frequent use of male role models as experts and volunteers.</li><li>• Alberta Fatherhood Initiative replacement facilitator.</li></ul>	<ul style="list-style-type: none"><li>• All PLC programs are offered and available for fathers and their older children.</li><li>• Currently there is not an Alberta Fatherhood Initiative replacement person in place.</li></ul>



**COMMUNITY SERVICES - FCSS  
PARENT LINK CENTRE**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Child Caregiver Network</b>	<ul style="list-style-type: none"><li>• Connect with day home providers in the area to encourage participation in PLC programs.</li><li>• High level of involvement with day home and day care providers;</li><li>• Information and referral for caregivers in our community;</li><li>• Build connections with new day home providers and additionally maintain confidence with established ones, in the area to encourage participation in PLC programs.</li></ul>	



## COMMUNITY SERVICES - FCSS PARENT LINK CENTRE

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Ages and Stages Screening	<ul style="list-style-type: none"><li>• Continued building and maintenance of partnerships and trust building amongst parents of infants and toddlers as a trusted source of referrals, support, and advocacy.</li><li>• Developmental screening tool intended to promote early intervention referrals where required;</li><li>• Promotion with Alberta Health Services and Alberta Education in the scoring and referral process; and</li><li>• Enhanced partnership to include screening in Bonnyville, Fishing Lake and Elizabeth Settlement.</li><li>• Odd year Community-wide Screening Event</li><li>• Preparation and distribution of visual aids for parents concerned about child's development.</li><li>• Promotion of the appropriate Ages and Stages of development for a child.</li><li>• Attempt to reach out to difficult to target families or those who have not previously screened their children.</li><li>• Continue to invite new partners to the table of events to ensure fair representation</li><li>• Support and information exists for those who wish to utilize such.</li><li>• Continued support of Elizabeth Settlement screening day this spring by request through Cold Lake's ECD Coalition.</li></ul>	



## COMMUNITY SERVICES - FCSS PARENT LINK CENTRE

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Programming and Parent Education Promotion	<ul style="list-style-type: none"><li>• Monthly activity calendar and newsletter;</li><li>• Word of mouth promotion for parents.</li><li>• Liaise with community groups to provide information on PLC supports (LCFASD, Special Needs Support Groups, etc.)</li><li>• Increased use of social media for the education of parents</li><li>• Utilization of newsletter as a means of discussing trends in parenting, such as generalized anxiety, as a way to offer support and resources to parents that may not be comfortable to discuss openly with our staff.</li><li>• Continued utilization of newsletter as a means of discussing trends in parenting.</li></ul>	



## COMMUNITY SERVICES – FCSS SPECIAL TRANSPORTATION

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Special Transportation Service</b>	<ul style="list-style-type: none"><li>• Ongoing assessment of evening service delivery options,</li><li>• Continued assessment of frequent community user groups to determine the need for additional weekday support.</li><li>• The Handibus operates:<ul style="list-style-type: none"><li>○ Monday-Thursday – 8:30 a.m.-4:30 p.m.</li><li>○ Friday – 8:30 a.m.-9:00 p.m.</li><li>○ Saturday-Sunday-Holidays – 9:00 a.m.-5:00 p.m.</li></ul></li><li>• Review and assessment of weekend service delivery;</li><li>• Review and assessment of need for additional weekday support; and</li><li>• Review and assessment of evening service delivery options.</li><li>• Implementation of recommendations streaming from Fall 2016 Review of Service between CAO and Council</li></ul>	



## COMMUNITY SERVICES – PROTECTIVE SERVICES

### COLD LAKE FIRE RESCUE - CLFR

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Fire Suppression Services (Includes Structural, Vehicle, Wild land, Rubbish and Alarms)</b>	<ul style="list-style-type: none"><li>• Integrate the Fire Underwriters Survey/ISO assessment recommendations into a Cold Lake Fire-Rescue “Standard of Cover”.</li><li>• Call volume will increase as the community and the surrounding area grows, despite fire prevention efforts.</li><li>• Automated Fire Alarms are predicted to experience the biggest increase.</li><li>• Wildland fires are seasonal and weather dependent thus difficult to predict.</li><li>• Fire Service “Lock Box” Program continues implementation for emergency access to apartment buildings, schools, and other risks within the City.</li><li>• August 31, 2019 are 59.5% of total calls for service.</li></ul>	
<b>Rescue Services (Includes: Vehicle, Ice, Confined Space and Technical Rope Rescue)</b>	<ul style="list-style-type: none"><li>• Call volume and resulting direct bill revenue from vehicle rescue services will likely increase as community and surrounding area grow</li><li>• Ensure all rescue disciplines are trained at the Awareness level except for vehicle rescue that is trained to the Technical level.</li><li>• Increase Technical Rope Rescue to Operational Level as it crosses many other rescue disciplines.</li><li>• Increase Level of Training for water rescue service. Requires training initiative.</li><li>• Maintain Rope Rescue equipment replacement plan.</li><li>• Cold Lake Fire-Rescue to evaluate Marine Rescue service level in conjunction with the COLC and RCMP</li></ul>	





## COMMUNITY SERVICES – PROTECTIVE SERVICES

### COLD LAKE FIRE RESCUE - CLFR

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Rescue Services:</b> (Includes: Vehicle, Ice, Confined Space and Technical Rope Rescue) (continued)	<p>with the goal of negotiating a Memorandum of Understanding (MOU).</p> <ul style="list-style-type: none"><li>• Update Fire Services Bylaw to include/reflect water rescue services.</li><li>• Update Fire Services Bylaw to align/reflect ATU apparatus billing rates.</li></ul>	
<b>Medical First Responder Services</b>	<ul style="list-style-type: none"><li>• Maintain current status quo with respect to Alberta Health Services (AHS) Medical First Responder Program (Non-Member).</li><li>• Maintain the cooperative working relationship, agreement, and understanding with the Cold Lake Ambulance Society (CLAS).</li><li>• City of Cold Lake (COCL) to continue to evaluate levels of EMS service with AHS and CLAS surrounding “Code Reds” and long term financial viability of the CLAS. May propose a change to fire levels of service.</li></ul>	
<b>Hazardous Materials Response</b>	<ul style="list-style-type: none"><li>• Maintain HAZMAT at DG Operations Level.</li><li>• Manage DG equipment replacement plan.</li></ul>	
<b>Fire Prevention and Public Education Services</b>	<ul style="list-style-type: none"><li>• DC Inspections continues to further develop these services and is increasing the public education presence.</li><li>• Provide Station Tours and Fire Education sessions.</li><li>• Dangerous Goods Awareness training the city, and other Emergency responders; and</li><li>• Fire Extinguisher training services for Community Groups.</li><li>• Senior’s Fire Safety Program;</li></ul>	



## COMMUNITY SERVICES – PROTECTIVE SERVICES

### COLD LAKE FIRE RESCUE - CLFR

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Safety Code Officer Services – Fire Discipline</b> <b>(Guided by National Fire Protection Association [NFPA] standards and the Safety Code Council</b>	<ul style="list-style-type: none"><li>• Continue to assist Building Safety Code services and Development and Planning requests as they increase.</li><li>• Continue to Maintain SCO levels of qualifications.</li><li>• Review the continued provision of Fire SCO services in light of the Safety Code Council arbitrary changes to scope of practice and the commercialization of Fire SCO services.</li><li>• Based on the review results; increase the number of internal SCOs and the levels of qualifications or contract out.</li></ul> Review Joint Quality Management Plan (QMP)	
<b>Fire Inspection Services</b> <b>(Guided by National Fire Protection Association [NFPA] standards and Safety Codes Council (continued))</b>	<ul style="list-style-type: none"><li>• DC Inspections continues to further develop these services and is increasing proactive inspections.</li><li>• Formalize development/engineering processes between fire, Development, and Engineering.</li><li>• Engage/schedule more internal resources in the process.</li><li>• Schedule or engage more internal CLFR resources in fire inspections and Pre-Fire-Planning.</li><li>• Possible Summer Student Employment.</li></ul>	
<b>Fire Investigation Services</b>	<ul style="list-style-type: none"><li>• Continuing professional development of our current personnel resources as required.</li></ul>	



**COMMUNITY SERVICES – PROTECTIVE SERVICES**  
**COLD LAKE FIRE RESCUE - CLFR**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Emergency Preparedness Planning</b>	<ul style="list-style-type: none"><li>• Annual multi-agency exercise.</li><li>• Continue to pursue development, competency, and resiliency in local personnel resources</li><li>• Continue to support regional incident management team development</li><li>• Continue support to local industry partners in Emergency Management.</li><li>• Continue to develop EOC physical resources and capability.</li><li>• Update the COCL Risk Assessment/CEMP database.</li><li>• Engage/schedule more internal resources in the EM process.</li><li>• Update the COCL Risk Assessment and Community Emergency Management Program database.</li><li>• Schedule or engage more internal CLFR resources in emergency management. Possible Summer Student employment.</li></ul>	



## COMMUNITY SERVICES – PROTECTIVE SERVICES

### COLD LAKE FIRE RESCUE - CLFR

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Firefighter Certified Training and Skills Maintenance</b> <b>(Guided by National Fire Protection Association [NFPA] standards)</b>	<ul style="list-style-type: none"><li>• Continue to train at high standard. With this comes the potential for young members to leave for full time opportunities elsewhere.</li><li>• Internal NFPA 1001 Training Program offered much different from the traditional approach.</li><li>• Ongoing skills maintenance will require development of training facilities.</li><li>• Continue to work with regional partners in building competency and resilience in the fire services for the region.</li><li>• Continue to develop the West End training facility for ongoing skills maintenance. Public Works support appreciated but continues to be a challenge as they are busy therefore contracted work is recommended.</li></ul>	
<b>Service Agreements (Reviewed Annually)</b>	<ul style="list-style-type: none"><li>• Maintain and monitor Service Level agreements: MD Bonniville, 4 Wing Cold Lake, Cold Lake First Nations, Agriculture and Forestry, and RM of Beaver River.</li><li>• SRD Forestry Division (Automatic Aid) reviewed/renewed annually;</li><li>• 4-Wing Cold Lake – Access to training area (Official Memorandum of Understanding).</li></ul>	
<b>Staffing</b>	<ul style="list-style-type: none"><li>• 4 Full time Fire Service Employees; 3 Operational and 1 Administrative Assistant.</li><li>• 60+ Paid on Call Firefighters and support staff.</li><li>• Recruitment and Retention continues to be a strong point.</li><li>• Maintain, train and recruit as required.</li></ul>	<ul style="list-style-type: none"><li>• Update Council “Firefighter Honorarium Policy” to reflect current practices and training levels.</li></ul>



## COMMUNITY SERVICES – PROTECTIVE SERVICES

### COLD LAKE FIRE RESCUE - CLFR

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Staffing (continued)	<ul style="list-style-type: none"><li>Engage/schedule more internal CLFR resources in specific programs: pre-fire planning, equipment testing, Emergency Management.</li></ul>	
Fire Station Infrastructure Planning (Reviewed Annually)	<ul style="list-style-type: none"><li>Two (2) Fire Stations</li><li>Infrastructure Planning, Procurement, and contract management.</li><li>Integrate the Fire Underwriters Survey/ ISO assessment recommendations into the fire infrastructure replacement plan and adjust planning for Apparatus replacement.</li><li>Address/Plan for the future growth of CL by aligning with City planning as it relates to future fire stations and/or relocation/ expansion.</li></ul>	<ul style="list-style-type: none"><li>Fire Station (Lake District) Renovation Feasibility Study.</li></ul>
Fire Station Apparatus and Equipment Planning: (Reviewed Annually)	<ul style="list-style-type: none"><li>Eleven (11) pieces of Fire Apparatus (Estimated Value \$6,000,000).</li><li>Fire Service Equipment (Value \$1,000,000).</li><li>Annual Maintenance Requirements: Hose, Ground Ladders, Fire Pump Testing, and SCBA. Currently contracted out but could bring back in-house.</li><li>Equipment life cycle Planning, Procurement, and contract management.</li></ul>	<ul style="list-style-type: none"><li>Equipment life cycle Planning, Procurement, and contract management.</li><li>Review the current e911 service in light of the next generation 911 service (media and social media dispatch).</li><li>Review the current legacy VHF radio system costs vs the AFRRCS model in light of regional and provincial interoperability for incidents and emergency management.</li></ul>



## COMMUNITY SERVICES – PROTECTIVE SERVICES

### RCMP

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION FOR 2020
Royal Canadian Mounted Police (RCMP)	<ul style="list-style-type: none"><li>The RCMP provides Municipal Policing services, 24/7. The detachment doors are open to the public from 08:30 <del>8:00</del> a.m. to 4:30 <del>5:00</del> p.m. Monday to Friday. Watch Clerks follow each Watch to provide administrative support after business hours, with the front public entrance remaining closed for routine non-emergent business. This is a contracted National Police Service and there is a service agreement with the Government of Canada.</li></ul>	
Staffing	<ul style="list-style-type: none"><li>The City of Cold Lake funds 17 Regular Member positions.</li><li>The Province funds 10 Regular Members.</li><li>There are a total of 27 RMs at the detachment:<ul style="list-style-type: none"><li>3 are in a plainclothes General Investigation Section,</li><li>1 is a Police Dog Handler,</li><li>5 Supervisory Members, and</li><li>18 General Duty Constables.</li></ul></li><li>The Police Dog Service was implemented in May 2018 and is proving to be an excellent addition.</li></ul>	<ul style="list-style-type: none"><li>An increase of (3) RCMP members and (1) Support Staff has been requested, approved, and funded by partnering communities within ID #349. The positions have not been filled as of Sep 2019. The purpose of these positions is to form a Crime Reduction Unit for the Lakeland area (covering 3 detachment areas including Cold Lake, Bonnyville, and Elk Point) These positions would complement our existing District Rural Crime Reduction Unit which services the entire north east of Alberta (28 detachments). The Crime Reduction Unit will focus on more local issues, would be pro-active and would target individuals committing the most crimes with evidenced based approaches to policing. A local Crime Reduction Unit would supplement our local General Investigation Section which has a drug mandate. It is well known that a small number of offenders account for the majority of our calls for service. This dedicated unit will enhance community safety and ease many concerns of residents.</li></ul>



## COMMUNITY SERVICES – PROTECTIVE SERVICES

### RCMP

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION FOR 2020
Staffing (continued)		<ul style="list-style-type: none"> <li>A Crime Analyst position should be added to the complement of investigators at the detachment. The skill set and products completed by an analyst promotes focused intervention on crime hot spots and prolific offenders. It is a difficult process to hire an RCMP Public Service Employee analyst. It can take up to 1 year, or longer, to install a PSE analyst. However, they are worth their weight in gold. To become equivalent to the Provincial average of Criminal Code investigations would require an addition of 4.6 municipally funded Members. In time, it would be prudent to increase the number of RCMP Members to at least the provincial average. In 2020 there should be an addition of at least one (1) Regular Member in addition to the ID #349 members and the analyst. Addition of 3 RMs in the subsequent two years is recommended.</li> </ul>
Administrative Support	<ul style="list-style-type: none"> <li>There are 6 Municipal Employees (3 Watch Clerks and 3 Detachment Clerks ((one is funded by the MD of Bonnyville but employed by the City of Cold Lake).</li> <li>There are 3 Public Service Employee Detachment Clerks (Supplied pursuant to the Provincial contract).</li> <li>In order to meet established ratios, an additional support staff employee is required upon engaging another Regular Member.</li> </ul>	
Record Keeping	<ul style="list-style-type: none"> <li>Additional storage space would be beneficial as storage for concluded files is limited. This could be rectified in an expansion.</li> </ul>	



## COMMUNITY SERVICES – PROTECTIVE SERVICES

### RCMP

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION FOR 2020
<b>Record Keeping (continued)</b>	<ul style="list-style-type: none"><li>• A 40 ft. storage Sea Container has been established on site and houses large exhibits that can not fit in the detachment exhibit room.</li></ul>	
<b>Call Volume</b>	<ul style="list-style-type: none"><li>• The operational file count for 2018 was 8,781.</li><li>• It is estimated that 9,000 calls for service will be received in the 2019 year.</li></ul>	<ul style="list-style-type: none"><li>• It is expected that calls for service will remain on average or increase slightly for 2020. Approximately 9,000 files.</li></ul>
<b>Crime Prevention Programs</b>	<ul style="list-style-type: none"><li>• The crime prevention programs, under the current service level, are continuing as time allows.</li><li>• Cold Lake Victim Services Unit contributes significantly to Crime Prevention Programs and partners with detachment Members in the delivery of programs and presentations.</li></ul>	
<b>Specialized Patrols</b>	<ul style="list-style-type: none"><li>• OHV and Marine patrols are important to Cold Lake Detachment and area. These patrols are scheduled for special events and high volume weekends. They are also spontaneous. There has been improvement in this service delivery over the past.</li><li>• For the 2019/2020 Fiscal Year, enhanced patrols are a part of the annual performance plan and include, quad, boat, snowmobile, and foot patrols. These are done both in response to calls for service as well as proactive patrols.</li><li>• Cold Lake Detachment has 2 snowmobiles, 2 ATVs, 2 boats, and 2 patrol bicycles. Specialized patrols are a priority and will continue. Outgoing transfers this year has been high (10 Members) and the loss of trained members will have some impact on the delivery of enhanced patrols.</li></ul>	
<b>Emergency Preparedness</b>	<ul style="list-style-type: none"><li>• Cold Lake Detachment now has full access to both</li></ul>	





## COMMUNITY SERVICES – PROTECTIVE SERVICES RCMP

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION FOR 2020
Planning	sides of the garage which has assisted us greatly. <ul style="list-style-type: none"><li>• Emergency Operations Plans are updated regularly.</li><li>• Table top and full exercises are practiced with partner agencies.</li><li>• Clear and open lines of communication exist amongst Emergency Services.</li></ul>	



## COMMUNITY SERVICES – PROTECTIVE SERVICES MUNICIPAL ENFORCEMENT

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Municipal Enforcement (Community Peace Officers)</b>	<ul style="list-style-type: none"><li>• All six (6) Community Peace Officers will continue to work a ten hour rotating schedule,</li><li>• The department will seek schedule options which will appropriately meet the needs of the community by utilizing man power during peak hours of operation</li><li>• A request to obtain full time use of the enhanced Bylaw enforcement program. Strategize and implement focused enforcement action plan</li><li>• </li></ul>	<ul style="list-style-type: none"><li>• All six (6) Community Peace Officers will continue to work a ten hour rotating schedule,</li><li>• The department will seek schedule options which will appropriately meet the needs of the community by utilizing man power during peak hours of operation</li><li>• A request to obtain full time use of the enhanced Bylaw enforcement program. Strategize and implement focused enforcement action plan. Request to obtain two on-call casual Peace Officer positions. Positions will assist with coverage due unforeseen vacancies and can be used as a advancement opportunity with the ability to transition to a full-time role</li></ul>
<b>Enforce City Bylaws</b>	<p>Continue to inform, educate and enforce current bylaws:</p> <ul style="list-style-type: none"><li>• Business Licensing Bylaw,</li><li>• Corridor Regulation Bylaw,</li><li>• Burning and Fire Pit Bylaw,</li><li>• Fire Services Bylaw,</li><li>• Landfill Bylaw,</li><li>• Parks and Facilities Bylaw,</li><li>• Activities and Behaviour in Public Facilities</li><li>• Noise and Public Nuisance</li><li>• Smoking in Public Places Bylaw,</li><li>• Taxi Bylaw, new version pending approval</li><li>• Waste Management Bylaw</li><li>• Water and Sewer Bylaw</li></ul>	



## COMMUNITY SERVICES – PROTECTIVE SERVICES

### MUNICIPAL ENFORCEMENT

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Enforce City Bylaws (Continued)	<ul style="list-style-type: none"><li>• Off Highway Vehicle Bylaw</li><li>• Vehicle and Pedestrian Traffic Bylaw</li><li>• Cannabis Use Bylaw</li><li>• Regulating Community Standards</li></ul>	
Enforce Provincial Statutes	<ul style="list-style-type: none"><li>• Continue to provide public educational programs through means of community policing, media awareness and public focused activities and events</li><li>• Initiate expansion in ward system program, allowing officers to interact closely with community members within their ward</li><li>• Maintain focused enhanced operations within the department extending to, but not limited to external agencies</li><li>• Liaise with the Solicitor General of Alberta.</li></ul>	
Speed Enforcement	<ul style="list-style-type: none"><li>• Continue to conduct speed enforcement through the following methods and equipment utilized:</li><li>• Stalker Dual DSR vehicle radar,</li><li>• Joint speed enforcement activities with RCMP.</li><li>• Continued speed enforcement through vehicle patrols on-foot speed enforcement in problem areas; enforcement sites</li><li>• Utilize speed signs in high violation areas as a form of education and as a non-enforcement resource.</li><li>• Increase violation awareness.</li><li>• Continue research on updated Lidar device; purchase appropriate device</li><li>• Continue to conduct speed enforcement through the following methods and equipment utilized:</li></ul>	



## COMMUNITY SERVICES – PROTECTIVE SERVICES MUNICIPAL ENFORCEMENT

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Speed Enforcement (continued).	<ul style="list-style-type: none"><li>• Ultra Lyte hand held Lidar</li><li>• Pro Laser 4 hand held</li></ul>	
Dispatch	<ul style="list-style-type: none"><li>• The department will continue to utilize Kyetech as main dispatch resource. Call taking, dispatching, officer safety checks, record officer events and email verification of calls for service.</li><li>• AFRRCS system to be researched for Protective Services</li><li>• Implement new repeater which is solely used by Municipal Enforcement.</li><li>• The department will continue to utilize Kyetech as main dispatch resource. Call taking, dispatching, officer safety checks, record officer events and email verification of calls for service; provide property.</li></ul>	
Photo Laser Speed Enforcement	<ul style="list-style-type: none"><li>• The City of Cold Lake concluded the photo enforcement program in October 2018 with Global Traffic Group Ltd.</li><li>• Traffic Safety Committee will collect the data from the community and surveys to meet the needs of the community. Utilize historical data.</li></ul>	
Animal Control	<ul style="list-style-type: none"><li>• Continue enforcement of Animal Care and Control Bylaw;</li><li>• Continue to investigate all animal complaints within City, including 4Wing as per MOU;</li><li>• Continue to pick up all stray dogs and cats within City, including 4Wing as per MOU.</li><li>• Renegotiate MOU with 4 Wing regarding Animal Control services on 4 Wing</li></ul>	



## COMMUNITY SERVICES – PROTECTIVE SERVICES MUNICIPAL ENFORCEMENT

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Animal Control (continued)</b>	<ul style="list-style-type: none"><li>• Continue liaison work with the Lakeland Humane Society (contracted shelter provider). Assist with community events as requested</li><li>• Increase public awareness regarding safe animal ownership.</li><li>• Update Animal Care and Control Bylaw and penalties where applicable.</li><li>• Continue research and implementation on the additional provisions pertaining to animal bites and attacks.</li><li>• Skunk and Pest contractor secured. Effective Pest Control: assists with rodents, insects, birds, urban wildlife</li></ul>	
<b>Rat Control</b>	<ul style="list-style-type: none"><li>• As in previous years; and</li><li>• Continue advertising fact that citizens can call in regarding their rat concerns.</li><li>• Research up to date literature and legislation regarding rat control. Educate the public as required.</li><li>• Skunk and Pest contractor secured</li></ul>	
<b>Found Bike Collection /Disposition</b>	<ul style="list-style-type: none"><li>• Continue advertising lost and found location for public to inquire on found bicycles. Ensure location is advertised on website</li><li>• Provide updates on City of Cold Lake website recently found items: includes description only</li><li>• Continue to collect any bike reported as stolen or lost;</li><li>• Continue to update, log all details of bike; advertise</li></ul>	



## COMMUNITY SERVICES – PROTECTIVE SERVICES MUNICIPAL ENFORCEMENT

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Found Bike Collection /Disposition (continued)</b>	<ul style="list-style-type: none"><li>and record</li><li>• Verify with RCMP that bikes have not been reported lost or stolen;</li><li>• Store in secure City facility for 60 days; and</li><li>• Donate all unclaimed bikes to SPCA for their fundraising activities.</li><li>• Continue to donate to non-profit agencies such as Cold Lake Victims Services and Beehive Thrift Shop</li><li>• Update storage facility, renovate as required.</li><li>• Continually evaluate storage facility.</li></ul>	
<b>Incidents and Joint Enforcement</b>	<ul style="list-style-type: none"><li>• Maintain initiative based enforcement addressing the needs of the community</li><li>• Continue to provide Emergency Assistance to RCMP, Cold Lake Fire- Rescue, Cold Lake Ambulance Society, 4 Wing Military Police, other agencies as required;</li><li>• Traffic Control as required at emergency scenes, road closures, other incidents; and</li><li>• Joint enforcement activities with RCMP such as seatbelt, Stop Checks, school zone speed enforcement, vehicle equipment checks, etc.</li><li>•</li></ul>	
<b>Special Events</b>	<ul style="list-style-type: none"><li>• Continue to provide enforcement assistance and presence for special events</li><li>• Patrols increased in problematic areas, enhanced enforcement on infractions</li></ul>	



## COMMUNITY SERVICES – PROTECTIVE SERVICES MUNICIPAL ENFORCEMENT

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Special Events (continued)	<ul style="list-style-type: none"><li>• Assist with security and emergency preparedness planning of event.</li><li>• Implement FLRA's procedure for special events.</li></ul>	
Specialized Patrol	<ul style="list-style-type: none"><li>• Maintain Peace Officer training and certification to conduct patrols on Off Highway Vehicles and on bicycles;</li><li>• Research established programs in other jurisdictions for possible future purchase of Off Highway Vehicles and bicycles for use by Peace Officer</li><li>• Joint patrols with RCMP as required.</li><li>• Strategize, prepare annexation patrol areas.</li></ul>	
Call Volume	<ul style="list-style-type: none"><li>• Call volume anticipated to increase as a result of increased proactive enforcement recorded by officers.</li><li>• Permanent residents and economy base population may increase within and surrounding Cold Lake.</li><li>• Strategize, prepare annexation population areas</li></ul>	
Customer Service and Public Relations	<ul style="list-style-type: none"><li>• Continue public service announcements, based on seasonal and community specific trends</li><li>• Distribute related enforcement education throughout community.</li><li>• Implement coffee with an officer program; allowing officers to specifically meet with community members in ward areas</li><li>• Currently utilizing Neighborhood Block Party initiatives for similar contact with public</li><li>• Continue to advertise the public safety information as required by addressing current issues and topics with the community</li></ul>	



## COMMUNITY SERVICES – PROTECTIVE SERVICES MUNICIPAL ENFORCEMENT

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Customer Service and Public Relations (continued).	<ul style="list-style-type: none"><li>• Focus education on monthly traffic safety calendar; educate and redirect as required</li><li>• Utilize methods of media, radio ads, newspaper bulletins, bus posters, City webpage and Facebook and postal literature</li><li>• Maintain Municipal Enforcement's profile within the community through better public relations management, public events, media releases, etc.</li><li>• Continue to work with the Cold Lake Traffic Safety Committee and committee partners</li></ul>	
Training	<ul style="list-style-type: none"><li>• Recertification as required in:</li><li>• Baton and OC Spray</li><li>• First Aid and CPR</li><li>• Self-Defense.</li><li>• Professional development courses and conference seminars; AACPO, AMEA, Parkland County Training and external agency provided training</li><li>• Assist Sol. Gen. with CPOIP recruit classes and other agencies with training when available</li><li>• Obtain instructor level training courses for officers</li><li>• Provide in house training for officers; available to external agency</li><li>• Online officer training and information, (CPKN); Responder Safety and the Line of Duty</li><li>• High Priority Training: Emergency Vehicle Operators Course (EVOC), commercial vehicle enforcement, weights and dimensions, ICS, traffic stop training and safety at the door.</li></ul>	





## COMMUNITY SERVICES – PROTECTIVE SERVICES

### MUNICIPAL ENFORCEMENT

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Staffing</b>	<ul style="list-style-type: none"><li>• Retain full time Bylaw Officer position year round. Bylaw enforcement program will continue enhanced and a dedicated focus on infractions; and address taxi operations and business license violations</li><li>• Program will proactively strategize enforcement to address concerns of the community</li><li>• Maintain full Community Peace Officer compliment; One (1) Senior Community Peace Officer, Five (5) Community Peace Officers</li><li>• Strategize support staff assistance; clerical, customer service and liaison representative</li><li>• Protective Services</li></ul>	<ul style="list-style-type: none"><li>• Strategize and support staff assistance, clerical, customer service and liaison representative.</li></ul>
<b>Bylaw Revision</b>	<ul style="list-style-type: none"><li>• Bylaw amendments added as required; based on circumstantial infractions, appeal and contested in charges.</li><li>• Further assist with new Taxi Bylaw implementation and education; forecasted to be passed by 2017.</li><li>• Amendments completed by the City and Province regarding Cannabis legislation.</li></ul>	<ul style="list-style-type: none"><li>• Work with Planning and Development to introduce vacant property amendments and fine schedule for Land Use Bylaw common offences.</li></ul>
<b>Record Keeping</b>	<ul style="list-style-type: none"><li>• Install all required updates pertaining to frontline and administrative operations for Report Exec</li><li>• Continue research to expand storage capacity for In Car Camera: Wireless download feature activated by IST</li><li>• Update retention period pertaining media and investigation records: archive data.</li></ul>	
<b>Policies</b>	<ul style="list-style-type: none"><li>• Departmental Standard Operating Guidelines Implemented. Guidelines in compliance and reference Public Security and Peace Officer</li></ul>	



## COMMUNITY SERVICES – PROTECTIVE SERVICES MUNICIPAL ENFORCEMENT

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Policies (continued)</b>	<ul style="list-style-type: none"><li>Program Manual</li><li>• Updates to be implemented as required and as seen fit</li><li>• Continually conduct necessary and relevant research pertaining to Public Security and Peace Officer Program Manual, Peace Officer Act of Alberta and Municipal Government Act</li></ul> Implementation of record retention policy; update	
<b>Hazard Assessments</b>	<ul style="list-style-type: none"><li>• Continue to research, learn and educate on new hazards presented to Peace Officers and Bylaw Officers; Officer Safety, Mental Health and Wellness.</li><li>• Update hazard assessments as required. Amend the Standard Operating Guidelines</li><li>• Seek and present applicable training</li><li>• Partake in regular training to increase awareness of hazards.</li><li>• Continue work with the safety department regarding hazards and control intervention.</li><li>• Work on Field Level Risk Assessment procedures; implement additional safe work practices.</li></ul>	
<b>Emergency Preparedness</b>	<ul style="list-style-type: none"><li>• Department involvement with ongoing regarding Emergency Preparedness and ICS training</li><li>• Partake and assist with ICS scenarios</li></ul> Officers within the department to seek new ICS opportunities upon availability	
<b>Agreements and MOUs</b>	<ul style="list-style-type: none"><li>• Maintain expanded joint enforcement operations with external agencies</li><li>• Current MOUs and Agreements to continue as in</li></ul>	



## COMMUNITY SERVICES – PROTECTIVE SERVICES MUNICIPAL ENFORCEMENT

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Agreements and MOUs (continued)	<p>previous years;</p> <ul style="list-style-type: none"><li>○ MOU with 4 Wing for animal control services on the base; Revisit meeting with new commanding officer</li><li>○ MOU with RCMP for oversight of Peace Officers;</li><li>○ MOU with MD Bonnyville Public Safety for traffic safety jurisdiction in line with provincial guidelines from Solicitor.</li><li>○ Agreement with Service Alberta for access to motor vehicle information for conventional use.</li><li>○ Agreement with the Alberta Radio Control Centre for over the phone safety and work alone monitoring;</li></ul> <ul style="list-style-type: none"><li>● Maintain Kyetech dispatch services, which adequately meets the needs of the department</li><li>● Continue to utilize Lakeland Lawn Care for property standards clean up; contractor will resolve snow/sidewalk clearing, grass cutting and property clean up.</li><li>● Continue to maintain ROADS account.</li></ul>	



## COMMUNITY SERVICES – RECREATION SERVICES

### ARENAS & SPORTS FIELDS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Grass Cutting and Trimming	<p><b>Contractor is responsible for cutting and trimming the following (approximately 170 hectares):</b></p> <p>Boulevards and ditches -Every 7-10 days</p> <p>Parks and playgrounds -Every 7-10 days</p> <p>Storm water management pond perimeters -Once in June and once in September</p> <p>Public Utility Lots -Every 7-10 days</p> <p>City Hall, FCSS, Fire hall -Every 7-10 days</p> <p><b>Parks staff are responsible for cutting and trimming the following (approximately 30 hectares):</b></p> <p>City-owned sports fields (Imperial Park, Ivan Crook, Lions Field) -Once a week or more if required</p> <p>Community Garden -Once a week</p> <p>North and South Cemeteries -Once a week</p> <p>One swath on each side of Millennium Trail -Twice per year</p>	<p>Consider splitting up grass cutting contract into two separate contracts:</p> <p><b>Contract #1:</b></p> <ul style="list-style-type: none"> <li>• Main Arterial Boulevards &amp; road side ditches (every 7 days)</li> <li>• Energy Centre – from Hwy up to parking lot (every 7 days)</li> <li>• Millennium Trail (North -South)</li> <li>• Storm Retention Ponds (Monthly)</li> <li>• Public Utility Lots (every 7-10 days)</li> <li>• Public Utility Right-of-Ways (monthly)</li> </ul> <p><b>Contract #2:</b></p> <ul style="list-style-type: none"> <li>• Parks &amp; Playgrounds (every 7 days)</li> <li>• Kinosoo Beach (every 7 days)</li> <li>• City Hall, FCSS, Fire Hall (every 7 days)</li> <li>• Palm Creek Right of Way</li> <li>• Secondary Arterial boulevards</li> <li>• Cul-de-sac islands</li> <li>• Millennium Trail Connectors</li> </ul>



## COMMUNITY SERVICES – RECREATION SERVICES

### ARENAS & SPORTS FIELDS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Grass Cutting and Trimming continued		
Sports Field and Court Maintenance	<p><b>Imperial Park - All Fields</b></p> <ul style="list-style-type: none"> <li>Fertilize, aerate and weed control 1x per year</li> <li>Top dress and seed 1x per year</li> <li>Mow at least 1x per week</li> <li>A minimum of 1 inch of water every week</li> <li>Maintain fencing</li> </ul> <p><b>Soccer and Rugby Fields</b></p> <ul style="list-style-type: none"> <li>Regular document inspection of field/facility conditions and maintenance completed</li> <li>Implement turf maintenance program to maintain prescribed grass height for scheduled use</li> <li>Paint lines 2x per week (Dependent upon use)</li> </ul> <p><b>Ball Diamonds</b></p> <ul style="list-style-type: none"> <li>Regular documented inspection of field/facility conditions and maintenance completed.</li> <li>Put up and take down flags each season</li> <li>Drag and line every Monday, Wednesday and Friday (dependent upon use)</li> <li>Maintain pitching mounds</li> <li>Maintain dugouts and batting cage</li> </ul> <p><b>Tennis Courts</b></p> <ul style="list-style-type: none"> <li>Put up and remove tennis nets in two locations</li> <li>Roll up any windscreen to winterize</li> <li>Regular maintenance, repairs and cleaning of surface</li> </ul>	<p><b>Imperial Park/All Fields</b></p> <ul style="list-style-type: none"> <li>Fertilize (3x), aerate (1x), and weed control (1x)</li> <li>Add: replenish/replace shale on two ball diamonds per year (for next 4 years) until all diamonds have been refurbished</li> <li>Add: Revitalize Nelson Heights Ball Diamond.</li> </ul> <p><b>Tennis Courts</b></p> <ul style="list-style-type: none"> <li>Wash/rinse court surface off at start of season</li> <li>Install/remove windscreens annually.</li> </ul> <p><b>Pickleball Courts</b></p> <ul style="list-style-type: none"> <li>Wash/rinse court surface off at start of season</li> <li>Install/remove windscreens annually.</li> </ul> <p><b>Thomas Varughese Field (Turf Field )</b></p> <ul style="list-style-type: none"> <li>2020 will be first full season for facility</li> <li>Maintain turf play surface as prescribed and record maintenance activities as required: <ul style="list-style-type: none"> <li>Surface brushing (every 4-6 weeks)</li> <li>Surface Aerating (2-3 times/year beginning 2020)</li> <li>Surface raking (every 4-6 weeks)</li> <li>Surface sweeping (as required)</li> </ul> </li> </ul>



## COMMUNITY SERVICES – RECREATION SERVICES

### ARENAS & SPORTS FIELDS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Sports Field and Court Maintenance (continued)</b>	<ul style="list-style-type: none"><li>• Written weekly inspections</li></ul> <b>Skate Park</b> <ul style="list-style-type: none"><li>• Documented Monthly Inspection</li><li>• Daily inspection and maintenance as required</li><li>• Daily litter pick and sweeping as required</li></ul> <b>Pickleball Courts (NEW)</b> <ul style="list-style-type: none"><li>• Put up and remove pickleball nets</li><li>• Put up and remove any windscreen</li><li>• Regular documented inspection of field/facility conditions and maintenance completed</li><li>• Regular maintenance, repairs and cleaning of court surface.</li><li>• Operation and maintenance of irrigation system as required.</li><li>• Regular maintenance of ornaments displays.</li></ul> <b>Tom Varughese Field (Turf Field and Grandstand)</b> <p>Follow prescribed maintenance program:</p> <ul style="list-style-type: none"><li>○ Surface brushing (every 4-6 weeks)</li><li>○ Surface Aerating (2-3 times/year beginning 2020)</li><li>○ Surface raking (every 4-6 weeks)</li><li>○ Surface sweeping (as required)</li><li>○ Regular inspections (line markings, seams and high traffic areas) and maintenance as required</li><li>○ Infill Top dressing (as required)</li><li>○ Snow removal (as required/applicable).</li></ul>	<ul style="list-style-type: none"><li>○ Regular inspections (line markings, seams and high traffic areas) and maintenance as required</li><li>○ Infill Top dressing (as required)</li><li>○ Snow removal (as required/applicable)</li><li>○ Placement and removal of portable soccer nets as demand requires</li></ul> <ul style="list-style-type: none"><li>• Open/close facility for facility rentals including set up/removal of soccer nets, provision of access for dressing rooms, media booth, score clock, lounge/meeting rooms and public washrooms as required</li><li>• Monitor sump pump operations during severe or lengthy rain events – pump retention pond as required</li><li>• Mow grass every 7-10 days as required<ul style="list-style-type: none"><li>○ Fertilize (3x) and herbicide (1x) grass surfaces to promote healthy growth and minimize weed growth</li></ul></li></ul>



## COMMUNITY SERVICES – RECREATION SERVICES

### ARENAS & SPORTS FIELDS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Sports Field and Court Maintenance (continued)</b>	<ul style="list-style-type: none"> <li>Placement and removal of portable soccer nets as demand requires</li> </ul>	
<b>Playground and Beach Maintenance</b>	<p><b>Play Structures</b> Rototill 2x per year</p> <p><b>Beach Concession</b> Maintenance/replacement of equipment as per contract.</p> <p><b>Splash Park</b></p> <ul style="list-style-type: none"> <li>Start-up and shutdown procedures</li> <li>Inspection and repair of spray features and mechanical system as required.</li> </ul> <p><b>Play Structure</b></p> <ul style="list-style-type: none"> <li>Documented weekly inspections (documented) Apr. – Oct.</li> <li>Documented monthly inspections (May – Sept.)</li> <li>Maintenance repairs as required to maintain safety</li> <li>Replenish sand as required</li> </ul> <p><b>Kinosoo Beach</b></p> <ul style="list-style-type: none"> <li>Daily mechanical cleaning of beach (May – Sept.)</li> <li>Weekly garbage detail and litter pick (increase frequency during high season)</li> <li>Maintenance of park amenities</li> <li>Add/spread sand as required</li> </ul>	<p><b>Play Structures</b></p> <ul style="list-style-type: none"> <li>Maintain regular inspection program</li> <li>Rototill sand base fall material 2x per year</li> </ul> <p><b>Beach Concession</b></p> <ul style="list-style-type: none"> <li>Open/clean public washrooms daily. CPO's to secure nightly.</li> </ul> <p><b>Splash Park</b></p> <ul style="list-style-type: none"> <li>Implement Goose Poop Patrol (mid July – late August)</li> </ul> <p><b>Playground Structure</b></p> <ul style="list-style-type: none"> <li>Maintain 2019 service levels</li> </ul> <p><b>Kinosoo Beach</b></p> <ul style="list-style-type: none"> <li>Maintain 2019 service levels</li> <li>Increase garbage detail to 5x weekly (M/W/F/S/S)</li> <li>Install zip line and swim markers for May long weekend, and remove after Labour Day weekend</li> </ul> <p><b>Walking Trails</b></p> <ul style="list-style-type: none"> <li>Cut grass and prune vegetation to maintain 1-2 metre side clearance</li> <li>Snow removal during winter months.</li> </ul>



## COMMUNITY SERVICES – RECREATION SERVICES

### ARENAS & SPORTS FIELDS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Playground and Beach Maintenance (continued)</b>	<ul style="list-style-type: none"> <li>Documented weekly inspections (May – Aug.)</li> <li></li> </ul>	
<b>Cemeteries</b>	<ul style="list-style-type: none"> <li>Regular documented inspections</li> <li>Regular grass cutting (inside/outside of fence) as required</li> <li>Maintenance and repair of fencing/gates as required;</li> </ul> Marking of memorial plots as requested	<ul style="list-style-type: none"> <li>Site/plot clean up as required</li> <li>install row/block markers at Lakeview Cemetery</li> <li>Herbicide application to control weed growth.</li> </ul>
<b>Special Events and Decorations</b>	<ul style="list-style-type: none"> <li>Provide manpower and equipment to assist with set up and tear down for Special Events including: install and remove arena floor decking, remove and re-install arena glass, raise arena safety netting, setup/tear down of portable staging and transport of same, install/remove seasonal lighting displays and banners (Kinosoo Beach, Marina and Hwy 28)</li> </ul> COCL Special Events <ul style="list-style-type: none"> <li>Provide manpower and equipment to assist with set up and tear down for Special Events including: install and remove arena floor decking, remove and re-install arena glass, raise arena safety netting, setup/tear down of portable staging and transport of same, install/remove seasonal lighting displays and banners (Kinosoo Beach, Marina and Hwy 28)</li> </ul>	<ul style="list-style-type: none"> <li>Recommend consideration be given to relocate Family Day Festivities to the Energy Centre.</li> </ul>





## COMMUNITY SERVICES – RECREATION SERVICES

### ARENAS & SPORTS FIELDS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Arenas</b>	<p><b>North Arena and Energy Centre Arenas(2)</b> Maintain building structural and mechanical systems.</p> <p><b>Outdoor Rinks (Nelson Heights &amp; Holy Cross)</b> Daily skate shack inspection and maintenance (including janitorial and open/close procedures) as required</p> <p><b>Marina</b></p> <ul style="list-style-type: none"> <li>• Install/maintain three skating surfaces for winter fest</li> <li>• Install/maintain a skating oval or ribbon</li> <li>• Prepare curling croquet surface for winter fest</li> <li>• Place benches, boot racks and fire pit (for winter fest?)</li> </ul> <p>Conduct and document semi-weekly inspections</p>	<p><b>North Arena</b></p> <ul style="list-style-type: none"> <li>• Maintain building structural and mechanical systems.</li> <li>• May consider 7 day operations if demand warrants</li> </ul> <p><b>Energy Centre Arenas</b></p> <ul style="list-style-type: none"> <li>• Maintain building structural and mechanical systems</li> </ul> <p><b>Marina Skating Surface</b></p> <ul style="list-style-type: none"> <li>• Eliminate this skating surface; or Create one single open skating surface (no board system) from mid-December to mid-February – weather permitting</li> </ul>
<b>Building Maintenance</b>	<p><b>Energy Centre and Imperial Oil Place</b> Perform and document regular maintenance inspections of building structural and mechanical systems Regularly change all filters Start up and shut down of ice plant system. Contractor start up and shutdown Monitor ice plant operations and record readings (at least 3 times daily) Repair identified issues in timely manner. Make use of contractors for complex jobs Sidewalk snow removal to supplement the snow removal contract. Monitor contractor activities onsite (ex. Snow removal)</p>	<p><b>Energy Centre and Imperial Oil Place</b></p> <ul style="list-style-type: none"> <li>• With addition of second arena in late 2018, and aging of Phase 1 &amp; Phase 2 portions of facility, maintenance requirements have increased.</li> <li>• Recommend consideration be given to hire an additional maintenance technician to assist with work load of current building maintenance technician.</li> <li>• Sidewalk snow removal to supplement the snow removal contract Garbage removal</li> </ul>



## COMMUNITY SERVICES – RECREATION SERVICES ARENAS & SPORTS FIELDS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Building Maintenance (continued)</b>	<p>Paint curbs and parking lot lines annually (?) Inspect parking lot lighting annually and replace as required.</p> <p><b>Other Facilities</b> In collaboration with Public Works Maintenance Coordinator in the maintenance of the following:</p> <ul style="list-style-type: none"><li>• North Arena</li><li>• Marina</li><li>• Washroom amenities at Imperial Park, Ivan Krook field, and Lions Park</li><li>• Kid's Time Out Building on 10<sup>th</sup> Street.</li><li>• Maintenance includes solving general maintenance issues, blowing out water lines, turning on and shutting off water, connecting with contractors for complex jobs.</li><li>• Sidewalk snow removal to supplement the snow removal contract Garbage removal</li></ul>	
<b>Annuals</b>	<p><b>Ornamental Displays</b> Plan/implement/maintain annual ornamental displays at:</p> <ul style="list-style-type: none"><li>• City Hall</li><li>• Energy Centre</li><li>• Millennium Trail Rest Areas</li><li>• Entry Sales</li><li>• RCMP Building</li><li>• Fire Halls</li></ul>	



## COMMUNITY SERVICES – RECREATION SERVICES ARENAS & SPORTS FIELDS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Annuals (continued)	<ul style="list-style-type: none"><li>• FCSS Building</li><li>• Marina</li><li>• Golf Course</li><li>• Joe Heffner Park</li><li>• Cenotaph</li><li>• Off Campus Planter</li></ul> <p><b>Hanging Baskets</b> Plan/place/maintain annual hanging baskets at:</p> <ul style="list-style-type: none"><li>• City Hall</li><li>• Marina</li><li>• FCSS</li><li>• Main Street (50<sup>th</sup> Avenue)</li><li>• Kinosoo Beach</li><li>• Fire Hall</li></ul> <p>Maintenance includes: watering, deadheading, weeding, nutrient control, and pest control.</p>	
Perennials	<p>Maintain perennial displays at:</p> <ul style="list-style-type: none"><li>• Millennium Trail Rest Areas (6)</li><li>• Entry Sails</li><li>• City Hall</li><li>• Main Street (50<sup>th</sup> Avenue)</li><li>• RCMP Building</li><li>• Fire Halls</li><li>• FCSS Building</li><li>• Joe Heffner Park</li><li>• Cenotaph</li><li>• Golf Course</li><li>• Nelson Heights Park</li><li>• Municipal Reserves (2) on Beach Avenue</li></ul>	



## COMMUNITY SERVICES – RECREATION SERVICES

### ARENAS & SPORTS FIELDS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Perennials (continued)</b>	Maintenance includes: spring/fall clean-up, planting, weed/pest/disease control (3x annually), deadheading, wood chip/bark mulch and perennial bulb maintenance.	
<b>Tree Maintenance</b>	<p><b>Implement tree watering program at:</b></p> <ul style="list-style-type: none"> <li>• Main Street (50<sup>th</sup> Avenue)</li> <li>• City Hall</li> <li>• FCSS Building</li> <li>• Energy Centre</li> <li>• Public Works Building/Yard</li> <li>• Triangle Park</li> <li>• Fire Hall</li> <li>• Entry Sails</li> <li>• Triangle Park</li> <li>• English Bay Road and 26<sup>th</sup> Street</li> <li>• HWY 28, Cold Lake North spruce</li> </ul> <p><b>Implement tree pruning program at:</b></p> <ul style="list-style-type: none"> <li>• Kinosoo Beach</li> <li>• Eugene Dery Urban Forest</li> <li>• Community Forest</li> <li>• Imperial Park</li> <li>• Energy Centre</li> <li>• Millennium Trail Rest Stops</li> <li>• Heritage Trail</li> <li>• Cemeteries</li> <li>• Marina</li> <li>• North Arena</li> <li>• City Hall</li> <li>• Entry Sails</li> </ul>	<ul style="list-style-type: none"> <li>• Arboriculture staff to begin data collection of vegetation for the purposes of creating an electronic/digital inventory of city owned trees;</li> <li>• Implement a tree pruning program of City owned trees;</li> <li>• Hire certified arborist contractor to conduct/complete all required tree removals; and</li> <li>• Arboriculture staff to begin data collection of vegetation for the purposes of creating an electronic/digital inventory of City owned tree.</li> </ul>



## COMMUNITY SERVICES – RECREATION SERVICES

### ARENAS & SPORTS FIELDS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Tree Maintenance (continued)	<ul style="list-style-type: none"> <li>• RCMP Building</li> <li>• Joe Heffner Park</li> <li>• FCSS Building</li> <li>• City Parks and playgrounds</li> <li>• HWY 28 boulevards between 43<sup>rd</sup> and 57<sup>th</sup> Ave.</li> <li>• Veterans Drive boulevards</li> <li>• English Bay Road and 26<sup>th</sup> Street</li> <li>• Respond to “request for service” notices.</li> <li>• Monitor trees for pest/disease infestations and nutrient control</li> </ul> <p>Monitor growth and plant seedlings in Community Forest.</p>	
Customer Service		<ul style="list-style-type: none"> <li>• Respond to public inquiries including:</li> <li>• Tree pruning/removal</li> <li>• Weed identification and control</li> <li>• Provide public education.</li> </ul>
Partnership with Community Organizations (Communities in Bloom)	<p><b>Partnership consists of:</b></p> <ul style="list-style-type: none"> <li>• General beautification</li> <li>• Accommodating touring judges</li> <li>• Community Education Assistance and volunteering</li> <li>• Perennial exchange</li> <li>• Great Canadian shoreline cleanup</li> <li>• Ditch garbage cleanup</li> <li>• Partnership projects with schools (Off Campus)</li> <li>• Beautiful garden recognition program</li> </ul>	<ul style="list-style-type: none"> <li>• Continue participation in Communities in Bloom program;</li> <li>• Increase public awareness and education programs.</li> </ul>



## COMMUNITY SERVICES – RECREATION SERVICES

### ARENAS & SPORTS FIELDS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Monitoring of Weeds within the Weed Control Act</b>	<p>Monitor city for noxious/prohibitive weeds</p> <ul style="list-style-type: none"> <li>• Enforcement of Weed Control Act</li> <li>• Preparation of Notices for private land owners</li> <li>• Ensure proper treatment and disposal of noxious/prohibitive noxious weeds</li> <li>• Public education program (ex. Weed of the week)</li> </ul>	<ul style="list-style-type: none"> <li>• Be more proactive in Weed identification and control of noxious/prohibited noxious weeds.</li> <li>• Continue public awareness and education program</li> </ul>
<b>Snow Removal</b>	<p>In the following locations:</p> <ul style="list-style-type: none"> <li>• Millennium Trail including walkways and crosswalks leading to same</li> <li>• Walkways and crosswalks leading to Millennium Trail</li> <li>• Heritage Trail and other city-owned connector trails</li> <li>• Sidewalks adjacent to or running through city-owned properties</li> <li>• Nelson Heights and Holy Cross outdoor rinks</li> <li>• Marina shinny rinks and skating oval or trail</li> </ul> <p><b>Snow Removal Contract</b> Monitor contract services for parking lots and sidewalks at the following:</p> <ul style="list-style-type: none"> <li>• Energy Centre</li> <li>• North Arena</li> <li>• Cold Lake Marina (and Boardwalk)</li> <li>• Cold Lake Golf &amp; Winter Club</li> <li>• Kinosoo Beach (1<sup>st</sup> Ave) Sidewalk</li> </ul>	<p>In the following locations:</p> <ul style="list-style-type: none"> <li>• Millennium Trail including walkways and crosswalks leading to same</li> <li>• Walkways and crosswalks leading to Millennium Trail</li> <li>• Heritage Trail and other city-owned connector trails</li> <li>• Sidewalks adjacent to or running through city-owned properties</li> <li>• Nelson Heights and Holy Cross outdoor rinks</li> <li>• Marina shinny rinks and skating oval or trail</li> </ul> <p><b>Snow Removal Contract</b> Monitor contract services for parking lots and sidewalks at the following:</p> <ul style="list-style-type: none"> <li>• Energy Centre</li> <li>• North Arena</li> <li>• Cold Lake Marina (and Boardwalk)</li> <li>• Cold Lake Golf &amp; Winter Club</li> <li>• Kinosoo Beach (1st Ave) Sidewalk</li> </ul>



## COMMUNITY SERVICES – RECREATION SERVICES ARENAS & SPORTS FIELDS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Snow Removal (continued)		<ul style="list-style-type: none"><li>• Direct contractor to remove snow from parking lots after clearing, rather than piling snow over roadside curbs (NEW)</li><li>• Direct facility operations to begin sidewalk snow removal at time of facility opening, provided the contractor has not arrived/completed snow removal at that time.</li></ul> <p>Direct facility operations to conduct/complete sidewalk snow removal around Energy Centre throughout operational day during continuous snowfall occurrences.</p>



## COMMUNITY SERVICES – RECREATION SERVICES

### GOLF AND WINTER CLUB

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Golf Services</b>	<p>Course open and bookings available from 7am (frost dependent) to two hours prior to sundown between April and October (weather dependent)</p> <p>Schedule and host corporate functions and tournaments</p> <ul style="list-style-type: none"> <li>• Set up and tear down of tournaments</li> <li>• Provide 40 well-maintained golf power cart</li> </ul>	
<b>Curling Services</b>	<p>Ice is installed on the third weekend of September</p> <p>Ice bookings available from 8am to 10pm between late September and March</p> <p>Sell board advertising in curling rink to corporates</p>	<ul style="list-style-type: none"> <li>• Begin ice making process two weeks prior to dates for the annual “Swing &amp; Sweep” event</li> <li>• Ice bookings available from 8am to 10pm between late September and March</li> </ul>
<b>Pro Shop</b>	<p>Open 7 days a week from 7am to sundown between April to mid-October (weather dependent)</p> <p>Open Monday through Thursday from 4pm to 7pm from mid-October to March 31<sup>st</sup></p> <p><b>Services include:</b></p> <ul style="list-style-type: none"> <li>Tee-time booking</li> <li>Merchandise sales</li> <li>Golf Lesson registration</li> <li>Membership sales</li> <li>General customer service</li> </ul>	
<b>Special Events/Tournaments</b>	<p><b>The Golf Club will run, at a minimum, the following events each year:</b></p> <ul style="list-style-type: none"> <li>Men’s Open</li> <li>Ladies’ Open</li> <li>Senior’s Open</li> <li>Junior’s Open</li> <li>Club Championship</li> <li>Swing and Sweep</li> </ul>	





## COMMUNITY SERVICES – RECREATION SERVICES GOLF AND WINTER CLUB

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Special Events/Tournaments continued	<p>The Curling Club will run, at a minimum, the following events each year:</p> <ul style="list-style-type: none"><li>Swing and Sweep</li><li>Men's Bonspiel</li><li>Ladies Bonspiel</li><li>Mixed Bonspiel</li><li>Junior Bonspiel</li><li>Zones, Northerns and Provincials as required</li></ul>	
Course Maintenance	<p><b>Course Maintenance includes:</b></p> <ul style="list-style-type: none"><li>Mowing, whipping, trimming</li><li>Aeration, vertical cutting, topdressing</li><li>Fertilizer and fungicide applications</li><li>Turf equipment repairs and maintenance</li><li>Irrigation repairs and maintenance</li></ul>	<ul style="list-style-type: none"><li>• Begin strategic improvements to course including leveling tee boxes, upgrading sand bunkers, and improve cart path surfaces</li></ul>
Lesson Programming	<ul style="list-style-type: none"><li>• Deliver private and group lessons through a contractor</li><li>• Deliver junior golf clinics in-house</li></ul>	
Food and Beverage Services	<ul style="list-style-type: none"><li>• Provide a daily food and beverage service through a contractor.</li><li>Provide course beverage cart service through a contractor.</li></ul>	



## COMMUNITY SERVICES – RECREATION MARINA

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Berth Rental	<ul style="list-style-type: none"><li>• The Marina has 236 slips that are rented from Friday of May long weekend to the Monday after Thanksgiving.</li><li>• A letter is sent out to slip holders in January to request payment and confirmation of retaining slip</li><li>• A slip wait list is maintained by staff</li><li>• The City organizes and shares revenue for the subleasing of slips with the slip holder</li></ul>	
Customer Service	<p>Marina operations are: performed by City staff</p> <p><b>Duties include:</b></p> <ul style="list-style-type: none"><li>• Provide assistance at boat launch</li><li>• Collect launch fees</li><li>• Inspect berths and boat placement</li><li>• Provide 24-hour security between May 15<sup>th</sup> and the Monday after Thanksgiving (night watch is contracted out)</li><li>• Light maintenance of marina and boardwalk</li><li>• Dispensing fuel</li><li>• 24 hour video surveillance and security gates are provided.</li><li>• Open Marina on May 15<sup>th</sup> annually (to coincide with first day of the fishing season)</li></ul> <p><b>Hours of Operation to be:</b> 8a.m. – 8p.m. May 15 – 31, and after Labour Day to Thanksgiving Day; and</p>	<ul style="list-style-type: none"><li>• Recommend closing of Marina operations following the first weekend of October (rather than Thanksgiving Day weekend).</li></ul>



## COMMUNITY SERVICES – RECREATION MARINA

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Customer Service (continued)	<ul style="list-style-type: none"><li>• 8a.m. – 10p.m. June 1 through Labour Day weekend</li></ul>	
Other Services – Contracted Commercial Venue	<ul style="list-style-type: none"><li>• The City provides year round food services to the public through a third party leaseholder.</li><li>• Due to contractor issues, food service was limited during the year.</li></ul>	
Maintenance	<ul style="list-style-type: none"><li>• Paint curbs and parking lot lines once per year</li><li>• Sweep parking lot in spring</li><li>• Remove parking lot snow throughout winter</li><li>• Pump out fish station through marina contractor.</li><li>• Maintain weeds through contracts (August)</li><li>• Maintain docks, fuel dock and system, breakwater, boardwalk, launch ramp and building</li><li>• Install marina docks and boat launch prior to May long weekend, and remove at end of September/early October.</li><li>• Monitor dock anchor chains on a regular (daily) basis.</li><li>• Leave pier docks in water over winter and only remove damaged docks for repairs during off season.</li><li>• Inspect boardwalk for damages and repair as required.</li><li>• Daily inspection and maintain docks throughout boating season</li><li>• Inspect and maintain boardwalk and breakwater pier as required</li></ul>	



## COMMUNITY SERVICES – RECREATION MARINA

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Maintenance (continued)	<ul style="list-style-type: none"><li>• Inspect and maintain fish cleaning station as required</li><li>• Inspect and maintain boat launch as required</li><li>• Inspect and maintain security gates as required</li><li>• Hire contractor to harvest aquatic vegetation from Marina basin</li></ul>	



## COMMUNITY SERVICES – RECREATION MUSEUM

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Maintenance and Meetings	<ul style="list-style-type: none"><li>• Perform building maintenance as outlined in the lease agreement with 4 Wing</li><li>• Provide representation at monthly Museum meetings</li></ul>	



## COMMUNITY SERVICES – RECREATION

### PROGRAMMING AND EVENTS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Wellness Centre and Fitness	<p><b>Hours of operation:</b> Monday to Friday 6:00 a.m. to 10:00 p.m., Saturday, Sunday, and holidays 8:00am to 9:00pm Christmas Eve close at 12pm New Year's Eve closed at 5pm Closed Christmas, New Years, and Boxing Day</p> <ul style="list-style-type: none"><li>• General monitoring provided by staff to ensure safety standards and rules are being followed</li><li>• Free towel service and laundering</li><li>• Offer personal training services through contracted trainers</li><li>• Offer fitness and cardio classes through contracted instructors and a minimum of 3 hours per week through in-house staff</li></ul>	
Field House	<p><b>Hours of operation:</b> Monday to Friday 6:00 a.m. to 10:00 p.m., Saturday, Sunday, and holidays 8:00am to 9:00pm Christmas Eve close at 12pm New Year's Eve closed at 5pm</p> <ul style="list-style-type: none"><li>• Closed Christmas, New Years, and Boxing Day</li><li>• Accommodates recreational user groups and special events on a prioritized basis</li><li>• Hosts drop in programs scheduled to fill unbooked times</li><li>• Allows unstructured use by members during periods of vacancy</li><li>• Sell board advertising</li></ul>	



## COMMUNITY SERVICES – RECREATION

### PROGRAMMING AND EVENTS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Imperial Park	<b>Hours of operation:</b> Open from April through October (weather dependent) Monday to Friday 6:00 a.m. to 10:00 p.m. <ul style="list-style-type: none"><li>• Receive bookings and develop schedule of activities based on policy</li><li>• Communicate with public upon field closures</li></ul>	
Arenas	<b>Hours of operation:</b> Monday to Friday 6:00 a.m. to 10:00 p.m., Saturday, Sunday, and holidays 8:00am to 9:00pm Closed Christmas, New Years, and Boxing Day <ul style="list-style-type: none"><li>• Receive bookings and develop schedule of activities based on policy</li><li>• Communicate with public upon programming changes or cancellations</li><li>• Public skating is offered twice a week when schedule allows</li><li>• Stick and Puck, Learn to Skate, and Shinny is offered as schedule allows</li><li>• Use of media box. video score clock, and audio system for programmed users</li><li>• Sell board advertising</li><li>• Bring on the new arena for use. Work to fill Energy Centre arenas on weekends</li></ul>	
Rock Climbing Wall	<b>NEW Facility at the Energy Centre</b> <b>Hours of operation:</b> Monday to Friday 4pm-8pm	



## COMMUNITY SERVICES – RECREATION PROGRAMMING AND EVENTS

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Rock Climbing Wall (continued)</b>	Saturday, Sunday, and holidays 11am-6pm Summer hours will be different July and August based on demand and staffing. Closed Christmas, New Years, and Boxing Day <ul style="list-style-type: none"><li>• Provide certified staff to run operations of the rock climbing wall.</li></ul> Develop programs and events to promote the new wall.	
<b>Recreation Programming</b>	<ul style="list-style-type: none"><li>• Organize, implement and evaluate sports clinics for all demographics throughout the year using contracted instructors</li><li>• Introduce new sport and recreation opportunities to residents giving attention to all demographics.</li><li>• Organize, implement and evaluate summer sports camps for youth through July and August using contracted instructors</li><li>• In cooperation with marketing, develop two (2) programming guides throughout the year inclusive of all recreational programming offered by the City for the duration of that guide</li></ul>	
<b>Special Events</b>	<b>Organize and staff the following events:</b> <ul style="list-style-type: none"><li>• Winter Carnival at the Marina(Snow Fever)</li><li>• Easter Celebration at the Energy Centre</li><li>• Seniors Day at the Energy Centre</li><li>• Canada Day with parade at Kinosoo Beach</li><li>• Aqua Day at Kinosoo Beach</li><li>• Terry Fox Run at the Marina</li><li>• Community Registration Night at the Energy Centre</li><li>• Santa Claus Parade downtown</li></ul>	





**COMMUNITY SERVICES – RECREATION  
PROGRAMMING AND EVENTS**

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Special Events (continued)</b>	<ul style="list-style-type: none"><li>• Skate with Santa at Imperial Oil Place</li><li>• Other events as budget allows</li><li>• Organize and staff Mixed Martial Arts and Boxing events in association with and sanctioned by the Combative Sports Commission</li><li>• Book and support (set up/tear down, limited staffing) third party events in Reid Fieldhouse or Imperial Oil Place.</li></ul>	
<b>Concerts</b>	<ul style="list-style-type: none"><li>• Work with talent buyers and tour agents to make offers and secure shows with community demographics and public interest in mind</li><li>• Concert activities include ticket sales, marketing and promotion, running and staffing the event, general organization and set up/ tear down</li></ul>	



## PLANNING AND DEVELOPMENT SERVICES

### GENERAL CUSTOMER SERVICE

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
General Customer Service	<ul style="list-style-type: none"><li>• Ensure that all customer inquiries related to planning are responded to in a professional and efficient manner within one (1) business day of the inquiry, unless the inquiry is of a FOIP nature, which will be forwarded to the Legislative Department.</li></ul>	



## PLANNING AND DEVELOPMENT SERVICES

### LONG RANGE PLANNING SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Enforce goals, policies and objectives outlined in long-term planning documents	<ul style="list-style-type: none"> <li>Through the application review process, proposed rezoning, subdivision and developments are analyzed against the requirements and policies outlined in long term planning documents.</li> </ul>	
Development of the Municipal Development Plan (MDP) & Growth Management Plan	<ul style="list-style-type: none"> <li>Amend/Review MDP subject to outcome of Annexation process.</li> <li>Initiate review and re-draft of MDP upon completion of the annexation process.</li> </ul>	<ul style="list-style-type: none"> <li>Complete review and re-draft of the MDP</li> </ul>
Development of Area Structure Plans (ASP)	<ul style="list-style-type: none"> <li>Through the subdivision process, identify areas in need of ASPs and make the creation of these ASPs a pre-requisite for subdivision and development in areas where ASPs do not exist.</li> </ul> <p><i>CITY OF COLD LAKE INITIATED ASP</i></p> <ul style="list-style-type: none"> <li>Complete ASP development managed by the City within twelve (12) months of initiation:               <ul style="list-style-type: none"> <li>Provide project management and coordination of its development,</li> <li>Seek public consultation and advise referral agencies of project through notifications and open houses,</li> <li>Include and facilitate discussions with other City departments, where applicable, and</li> <li>Take the ASP through the adoption process within 180 calendar days of first reading.</li> </ul> </li> </ul> <p><i>EXTERNAL INITIATED ASP</i></p>	



## PLANNING AND DEVELOPMENT SERVICES LONG RANGE PLANNING SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Development of Area Structure Plans (ASP) (continued)	<ul style="list-style-type: none"> <li>Encourage periodic consultation in the creation of ASPs by organization(s) other than the City:               <ul style="list-style-type: none"> <li>Facilitate discussions with other City departments, where applicable, and</li> <li>Take the ASP through the adoption process within 180 calendar days of first reading.</li> </ul> </li> </ul> <p><i>MD OF BONNYVILLE ASP</i></p> <ul style="list-style-type: none"> <li>Encourage periodic consultation in the creation of ASPs for areas adjacent to the City:</li> <li>Facilitate discussions with other City departments, where applicable.</li> <li>Review referrals of ASPs for areas adjacent to the city and refer to other city departments for comment where applicable</li> </ul>	
Development of Area Redevelopment Plans (ARDP)	<ul style="list-style-type: none"> <li>Through the subdivision process, identify areas in need of ARDPs and make the creation of these ARDPs a pre-requisite for subdivision and development in areas where ARDPs do not exist.</li> </ul> <p><i>CITY OF COLD LAKE INITIATED ARDP</i></p> <ul style="list-style-type: none"> <li>Complete ARDP development managed by the City within twelve (12) months of initiation:               <ul style="list-style-type: none"> <li>Provide project management and coordination of its development,</li> </ul> </li> </ul>	



## PLANNING AND DEVELOPMENT SERVICES LONG RANGE PLANNING SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Development of Area Redevelopment Plans (ARDP)</b> <b>(continued)</b>	<ul style="list-style-type: none"> <li>○ Seek public consultation and advise referral agencies of project through notifications and open houses,</li> <li>○ Include and facilitate discussions with other City departments, where applicable, and</li> <li>○ Take the ARDP through the adoption process within 180 calendar days of first reading.</li> </ul> <p><i>EXTERNAL INITIATED ARDP</i></p> <ul style="list-style-type: none"> <li>● Encourage periodic consultation in the creation of ARDPs by organization(s) other than the City:               <ul style="list-style-type: none"> <li>○ Facilitate discussions with other City departments, where applicable, and</li> <li>○ Take the ARDP through the adoption process within 180 business days of first reading.</li> </ul> </li> </ul> <p><i>MD OF BONNYVILLE (BONNYVILLE) ARDP</i></p> <p>Encourage periodic consultation in the creation of ARDPs for areas adjacent to the City:</p> <ul style="list-style-type: none"> <li>● Facilitate discussions with other City departments, where applicable.</li> </ul>	
<b>Development Outline Plans</b>	<ul style="list-style-type: none"> <li>● Through the subdivision process, identify areas in need of Outline Plans and make the creation of these Outline Plans a pre-requisite for subdivision and development in areas where an Outline Plan does not exist.</li> </ul> <p><i>EXTERNAL INITIATED OUTLINE PLAN</i></p> <ul style="list-style-type: none"> <li>● Encourage periodic consultation in the creation of Outline Plans:</li> </ul>	



## PLANNING AND DEVELOPMENT SERVICES LONG RANGE PLANNING SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Development Outline Plans (continued)	<ul style="list-style-type: none"><li>○ Facilitate discussions with other City departments, where applicable, and</li><li>○ Take the Outline Plan through the adoption process within 60 calendar days of submission.</li></ul> <p><i>MD OF BONNYVILLE (BONNYVILLE) OUTLINE PLAN</i></p> <ul style="list-style-type: none"><li>● Encourage periodic consultation in the creation of Outline Plans for areas adjacent to the City:</li><li>● Facilitate discussions with other City departments, where applicable.</li></ul>	



## PLANNING AND DEVELOPMENT SERVICES

### SHORT RANGE PLANNING SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Enforce Land Use Bylaw	<ul style="list-style-type: none"> <li>Through the application review process, proposed rezoning, subdivision and developments are analyzed against the requirements outlined in the Land Use Bylaw.</li> </ul>	
Process Rezoning applications	<ul style="list-style-type: none"> <li>Encourage pre-consultation for proposed Rezoning;</li> <li>Receive and process Rezoning applications within 180 calendar days of receipt of a completed application including fees and all required documentation from applicant:               <ul style="list-style-type: none"> <li>Prepare and present application to City Council for First Reading within thirty (30) calendar days of receipt,</li> <li>Notify adjacent land owners via mail, of application, within two (2) business days following First Reading,</li> <li>Where applicable notify referral agencies via email, of application, within two (2) business days following First Reading,</li> <li>Research and provide justification for/against Rezoning applications, based on applicable statutory plans, comments received from adjacent land owners and referral agencies, within 2-5 business days of response deadline,</li> <li>Report on the application to City Council for Public Hearing, Second and Third Readings,</li> </ul> </li> </ul>	



## PLANNING AND DEVELOPMENT SERVICES

### SHORT RANGE PLANNING SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Process Rezoning applications (continued)	<ul style="list-style-type: none"> <li>○ Notify applicant via email, within two (2) business days, of the final decision, and</li> <li>○ If approved, forward the zoning change to the GIS Coordinator and Corporate Services for input into database.</li> </ul> <p><b>NOTE:</b> Rezoning applications on lands in the process of subdivision shall not be considered accepted for processing until such time that a development agreement has been entered into, and the plan of subdivision has been endorsed.</p>	
Process Subdivision applications	<ul style="list-style-type: none"> <li>● Encourage pre-consultation for proposed Subdivisions.</li> <li>● Receive and process Subdivision applications within 60 calendar days of receipt of a completed application including fees and all required documentation:               <ul style="list-style-type: none"> <li>○ Notify applicant of decision timeline within 2-5 business days of receipt,</li> <li>○ Notify adjacent land owners and referral agencies of Subdivision applications, where applicable, within 2-5 business days of receipt,</li> <li>○ Research and provide justification for/against Subdivision applications based on applicable statutory plans and comments received from</li> </ul> </li> </ul>	





## PLANNING AND DEVELOPMENT SERVICES

### SHORT RANGE PLANNING SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Process Subdivision Applications (continued)</b>	<p>adjacent land owners and referral agencies within 2-5 business days of deadline for responses,</p> <ul style="list-style-type: none"> <li>○ Report on the application to the Subdivision Authority,</li> <li>○ Notify applicant of decision within two (2) business days, and</li> </ul> <p>Forward notice of decision to referral agencies within two (2) business days.</p>	
<b>Aid in facilitation of Subdivision and Development Appeal Board Hearings (SDAB)</b>	<ul style="list-style-type: none"> <li>● Encourage pre-consultation for proposed Subdivisions.</li> <li>● Receive and process Subdivision applications within 60 calendar days of receipt of a completed application including fees and all required documentation: <ul style="list-style-type: none"> <li>○ Notify applicant of decision timeline within 2-5 business days of receipt,</li> <li>○ Notify adjacent land owners and referral agencies of Subdivision applications, where applicable, within 2-5 business days of receipt,</li> <li>○ Research and provide justification for/against Subdivision applications based on applicable statutory plans and comments received from adjacent land owners and referral agencies within 2-5 business days of deadline for responses,</li> </ul> </li> </ul>	



## PLANNING AND DEVELOPMENT SERVICES

### SHORT RANGE PLANNING SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Aid in facilitation of Subdivision and Development Appeal Board Hearings (SDAB) (continued)</b>	<ul style="list-style-type: none"> <li>○ Report on the application to the Subdivision Authority,</li> <li>○ Notify applicant of decision within two (2) business days, and</li> </ul> <p>Forward notice of decision to referral agencies within two (2) business days.</p>	
<b>Execute Development Agreements for approved subdivisions</b>	<ul style="list-style-type: none"> <li>● Draft Development Agreements for approved subdivisions within twenty-one (21) calendar days of the request from applicant once all required information and supporting documents have been received. (This occurs following the fourteen (14) calendar day appeal period);</li> <li>● Discuss terms of Development Agreements with the applicant;</li> <li>● Finalize Development Agreement details and forward final draft to applicant within seven (7) calendar days of final discussion;</li> <li>● Upon receipt of developer's signed agreements, arrange for signing and sealing on behalf of the City within fourteen (14) calendar days.</li> </ul>	
<b>Issue Notices to Proceed</b>	<ul style="list-style-type: none"> <li>● Collect and keep track of items required for Notice to Proceed, and forward to appropriate departments, where applicable;</li> </ul>	



## PLANNING AND DEVELOPMENT SERVICES

### SHORT RANGE PLANNING SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Issue Notices to Proceed (continued)</b>	<ul style="list-style-type: none"> <li>Facilitate conversations between Public Works and Infrastructure and applicant regarding engineering design. (Public Works takes an estimated two (2) weeks to review engineering drawings); and</li> <li>Issue Notice to proceed within seven (7) calendar days of receipt of applicable conditions being met.</li> </ul>	
<b>Process Endorsement of plans for registration</b>	<ul style="list-style-type: none"> <li>Receive and review plans submitted for endorsement within seven (7) calendar days from receipt of endorsement fees:</li> <li>Communicate errors to surveyor, requesting resubmission, where applicable,</li> <li>Arrange for endorsement of completed plans within fourteen (14) calendar days.</li> </ul>	
<b>Consultation for the development of the Land Use Bylaw (LUB)</b>	<ul style="list-style-type: none"> <li>Continue ongoing review and enhancement of the LUB to respond to changes in market demands, building technologies and Council priorities.</li> <li>Through application of the LUB, in various planning and development functions, assess the usefulness and applicability of the LUB's regulations for Planning and Development as well as other City departments;</li> <li>In the creation of the MD of Bonnyville's LUB, encourage consultation throughout the creation</li> </ul>	<ul style="list-style-type: none"> <li>Review and update the LUB upon the completion of the review and re-write of the MDP, and in response to changes in market demand, building technologies and Council priorities.</li> </ul>



## PLANNING AND DEVELOPMENT SERVICES

### SHORT RANGE PLANNING SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Consultation for the development of the Land Use Bylaw (LUB) (continued)	process and provide applicable information to the adjacent municipality	
Respond to Subdivision Referrals from neighboring municipalities	<ul style="list-style-type: none"> <li>Assess impact of neighboring subdivision applications and respond within ten (10) business days of receipt.</li> </ul>	
Facilitate Permanent Road Closures	<ul style="list-style-type: none"> <li>Propose road closure to Council for First Reading within thirty (30) calendar days of request;</li> <li>If First Reading is given:               <ul style="list-style-type: none"> <li>Forward proposal to adjacent land owners and referral agencies for comment within two (2) days of First Reading, and</li> <li>Put notice in paper for two (2) weeks prior to the public hearing;</li> </ul> </li> </ul>	



## PLANNING AND DEVELOPMENT SERVICES

### SHORT RANGE PLANNING SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Facilitate Permanent Road Closures (continued)</b>	<ul style="list-style-type: none"> <li>• Report on the application to City Council for Public Hearing, Second and Third Readings;</li> <li>• If approved, within two (2) business days of final decision</li> <li>• Forward change to GIS Coordinator and Corporate Services for input into database.</li> </ul>	
<b>Facilitate re-designation of Municipal Reserve</b>	<ul style="list-style-type: none"> <li>• Propose re-designation of Municipal Reserve to Council. MR re-designation not reviewed by MPC</li> <li>• Notices Of Decision are not sent to adjacent land owners as there is no appeal of a council decision</li> <li>• Council for First Reading within one (1) to three (3) weeks of request;</li> <li>• If First Reading is given:               <ul style="list-style-type: none"> <li>○ Forward proposal to adjacent land owners and referral agencies for comment within two (2) business days of First Reading,</li> <li>○ Put notice in paper for two (2) weeks prior to the public hearing, and</li> <li>○ Place notice on land in question, indicating proposed re-designation;</li> </ul> </li> <li>• Research and provide justification for/ against re-designation based on applicable statutory plans, and comments received from adjacent land</li> </ul>	



## **PLANNING AND DEVELOPMENT SERVICES SHORT RANGE PLANNING SERVICES**

<b>SERVICES / PROGRAMS</b>	<b>CURRENT SERVICE LEVELS IN 2019</b>	<b>FUTURE VISION</b>
<b>Facilitate re-designation of Municipal Reserve (continued)</b>	<p>owners and referral agencies, within 2-5 business days of the deadline for responses;</p> <ul style="list-style-type: none"><li>• Report on the application to City Council for Public Hearing, Second and Third Readings;</li><li>• If approved, within two (2) business days of final decision, forward change to Land Titles.</li><li>• Present to Council for First Reading within one (1) to three (3) weeks of request;</li></ul>	



## PLANNING AND DEVELOPMENT SERVICES

### DEVELOPMENT SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION FOR 2020
<b>General Customer Service</b>	<ul style="list-style-type: none"> <li>• Ensure that all inquiries related to development are responded to in a professional and efficient manner, within one (1) business day of the request.</li> </ul>	
<b>Educate Land Use Bylaw (LUB)</b>	<ul style="list-style-type: none"> <li>• Through the application review process, proposed rezoning, subdivision and developments are analyzed against the requirements outlined in the Land Use Bylaw.</li> <li>• When a complaint is received regarding possible offense of the LUB, conduct a site visit to verify non-compliance within seven (7) business days:               <ul style="list-style-type: none"> <li>○ If offense is verified, notify offender within seven (7) business days of site visit, requesting rectification within a prescribed deadline,</li> <li>○ If offense continues, issue a Stop Order, and</li> <li>○ When offense is rectified, arrange for removal of Stop Order.</li> </ul> </li> </ul>	
<b>Process Development Permit Applications</b>	<ul style="list-style-type: none"> <li>• Encourage pre-consultation for proposed development;</li> <li>• Receive and process Development Permit applications within forty (40) calendar days of receipt of a completed application including fees and all required documentation.</li> </ul>	



## PLANNING AND DEVELOPMENT SERVICES DEVELOPMENT SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION FOR 2020
<b>Aid in facilitation of Subdivision Appeal Board Hearings (SDAB)</b>	<ul style="list-style-type: none"> <li>• Make presentation at SDAB hearing on the recommendation from the Department and the decision of the Development Officer/MPC, within thirty (30) calendar days of receipt of appeal;</li> <li>• The SDAB makes a decision in writing within fourteen (14) calendar days of hearing.</li> </ul>	
<b>Execute Type 2 Development Agreements for un-serviced lots requesting development,</b>	<ul style="list-style-type: none"> <li>• Draft Development Agreement for approved development within three (3) weeks of receipt of a completed application with fees and all required documentation &amp; information from applicant;</li> <li>• Discuss terms of Development Agreements with the applicant;</li> <li>• Finalize Development Agreement details and forward final draft to applicant within two (2) weeks of final discussion; and</li> <li>• Upon receipt of Developer's signed agreements, arrange for signing and sealing on behalf of the City of Cold Lake in 2-5 business days.</li> </ul>	
<b>Issue Notices to Proceed</b>	<ul style="list-style-type: none"> <li>• Collect and keep track of items required for Notice to Proceed and forward to appropriate departments, where applicable;</li> <li>• Facilitate conversations between Public Works and Infrastructure and applicant regarding engineering</li> </ul>	





## PLANNING AND DEVELOPMENT SERVICES DEVELOPMENT SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION FOR 2020
<b>Issue Notices to Proceed (continued)</b>	<p>design. (Public Works takes an estimated two (2) weeks to review engineering drawings); and</p> <ul style="list-style-type: none"> <li>• Issue Notice to Proceed within one (1) week of receipt of applicable conditions being met.</li> </ul>	
<b>Project Management for the development of the Land Use Bylaw (LUB)</b>	<ul style="list-style-type: none"> <li>• Continue ongoing review and enhancement of the LUB to respond to changes in market demands, building technologies and council priorities.</li> <li>• Every five (5) years (2020 next), initiate and provide project management and coordination for the development of an LUB: <ul style="list-style-type: none"> <li>○ Provide project management and coordination of its development,</li> <li>○ Seek public consultation and advise referral agencies of project through notifications and open houses,</li> <li>○ Include and facilitate discussions with other City departments, where applicable, and</li> <li>○ Take the LUB through the adoption process within 180 calendar days of first reading;</li> </ul> </li> <li>• Through application of the LUB in various planning and development functions, assess the usefulness and applicability of the LUB's regulations for Planning and Development as well as other City departments; and</li> </ul>	



## PLANNING AND DEVELOPMENT SERVICES DEVELOPMENT SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION FOR 2020
<b>Project Management for the development of the Land Use Bylaw (LUB) (continued)</b>	<ul style="list-style-type: none"> <li>• In the creation of the MD of Bonnyville's LUB, encourage consultation throughout the creation process and provide applicable information to the adjacent municipality.               <ul style="list-style-type: none"> <li>○ Update LUB to better address Parking requirements, Landscaping</li> </ul> </li> </ul>	
<b>Process Applications for Mobile Vendor Permits</b>	<ul style="list-style-type: none"> <li>• Process applications for mobile vendor permits within 15 calendar days of receipt of a completed application and all supporting documentation.</li> </ul>	



## PLANNING AND DEVELOPMENT SERVICES

### SAFETY CODE SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION FOR 2020
General Customer Service	<ul style="list-style-type: none"> <li>Ensure that all inquiries related to Safety Codes Services are responded to in a professional and efficient manner, within one (1) business day of the request.</li> </ul>	
Process Building Permit Applications	<ul style="list-style-type: none"> <li>Encourage pre-consultation for proposed building.</li> <li>Receive and process Building Permit Applications within fifteen (15) calendar days of receipt of a completed application including fees and all required documentation &amp; plans;</li> <li>Review design plans within 2-5 business days of receipt; and</li> <li>Forward plans to safety codes officers for review within 2-5 business days of receipt.</li> <li>Where a Development Permit is a prerequisite of a Building Permit, the Building Permit will be issued within 15 calendar days following issuance of the Development Permit.</li> </ul>	
Process Gas, Plumbing and Electrical Permits	<ul style="list-style-type: none"> <li>Receive and process Gas, Plumbing and Electrical Permit applications within 2-5 business days of receipt of a completed application including fees and all required documentation.</li> </ul>	



## PLANNING AND DEVELOPMENT SERVICES BUSINESS LICENSES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>General Customer Service</b>	<ul style="list-style-type: none"> <li>• Ensure that all inquiries related to Business Licenses are responded to in a professional and efficient manner, within one (1) business day of the request.</li> </ul>	
<b>Process Business License Applications</b>	<ul style="list-style-type: none"> <li>• Receive and process Business License applications within 2-5 business days of receipt of a completed application including fees and all required documentation, or within forty (40) business days of receipt of completed application including fees and all required documentation, for major home based businesses;</li> <li>• If application requires a development permit, refer to Development Officer for review.</li> </ul>	
<b>Enforce Bylaws Related to Businesses</b>	<ul style="list-style-type: none"> <li>• Ongoing discussion with Protective Services and the Taxi Business Owners to update the current Taxi Bylaw for clarification and implementation of new standards that bring continuity to the industry and for the safety of the public in the City of Cold Lake.</li> <li>• Through the application review process, proposed businesses are analyzed against the requirements outlined in the Land Use Bylaw and the Business License Bylaw;</li> <li>• When a complaint is received regarding possible offense of the LUB, a site visit to verify non-</li> </ul>	



## PLANNING AND DEVELOPMENT SERVICES BUSINESS LICENSES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
Enforce Bylaws Related to Businesses (continued)	compliance is conducted within seven (7) business days of the complaint: <ul style="list-style-type: none"><li>○ If the offense is verified, notify the offender within seven (7) business days of the site visit</li><li>○ requesting rectification within a prescribed deadline, and</li><li>○ If offense continues, revoke the offender's business license.</li></ul>	



## PLANNING AND DEVELOPMENT SERVICES OTHER SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>General Customer Service</b>	<ul style="list-style-type: none"> <li>• Ensure that all inquiries posed to the Planning and Development Department are responded to in a professional and efficient manner, within one (1) business day of the request.</li> </ul>	
<b>Planning &amp; Development Administrative Bylaw &amp; Policy creation</b>	<ul style="list-style-type: none"> <li>• Present Bylaws to Council with justification for implementation, within 1-2 weeks of completion of research;</li> <li>• Present Policies to Council with justification for implementation, within 1-2 weeks of completion of research.</li> </ul>	
<b>Facilitate Land Sale Requests</b>	<ul style="list-style-type: none"> <li>• Encourage pre-consultation for proposed land sales;</li> <li>• Arrange for an appraisal of the property in question within 2-5 business days of receipt of the administration fee (appraisals have a forty-five (45) day preparation day);</li> <li>• Research and present Request for Decision to sell/not sell the land at the appraised fair market value within 1-2 weeks of receipt of assessment;</li> <li>• If Council is in favor of selling the land, draft Offer to Purchase within one (1) week of the decision;</li> <li>• If no subdivision or re-designation of land is required, prepare Land Transfer documents within one (1) week of meeting the conditions of Offer to Purchase; and</li> </ul>	



## PLANNING AND DEVELOPMENT SERVICES OTHER SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Facilitate Land Sale Requests (continued)</b>	<ul style="list-style-type: none"> <li>• If subdivision or re-designation is required, Land Transfer will occur at the same time of endorsement of the new plan of subdivision.</li> </ul>	
<b>Consultation for the Purchase of Land by City Departments</b>	<ul style="list-style-type: none"> <li>• Provide input into the potential purchase of land by City departments;</li> <li>• Facilitate rezoning, subdivision, and transfer of land where applicable.</li> </ul>	
<b>Issue Compliance Certificates</b>	<ul style="list-style-type: none"> <li>• Receive and process applications for Compliance Certificates within 3-5 business days for regular requests; and within 1-2 business days for expedited requests:               <ul style="list-style-type: none"> <li>○ Review Real Property Reports for compliance with the Land Use Bylaw, and</li> <li>○ Issue Compliance or Non-Compliance Certificates.</li> </ul> </li> </ul>	
<b>Make Planning Documents Available</b>	<ul style="list-style-type: none"> <li>• Upon request, prepare hard copies of approved planning documents for sale within two (2) business days of request;</li> <li>• Upon request, email hard copies of approved planning documents within two (2) business days of request; and</li> <li>• Submit planning documents to the Communications Coordinator for posting to Planning and Development webpage, within two</li> </ul>	



## PLANNING AND DEVELOPMENT SERVICES OTHER SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>Make Planning Documents Available (continued)</b>	(2) business days of receipt or completion of a final document.	
<b>Registration and Discharge of Caveats</b>	<ul style="list-style-type: none"> <li>• Review requests for discharge and registration of caveats within forty-five (45) calendar days of request;</li> <li>• Reasoning: caveat removal may be initiated through the courts with a 45-day reply period for justification of the caveat, if we allow a longer service level to a process that involves the courts, we are encouraging legal action on all City caveats, (thus counterproductive).</li> </ul>	
<b>Open Space &amp; Linkages Master Plan</b>	<ul style="list-style-type: none"> <li>• Seek public consultation and advise referral agencies of project through notifications and open houses; and</li> <li>• Include and facilitate discussions with other City departments, where applicable, and</li> <li>• Take the Open Space and Linkages Master Plan through the adoption process within 180 calendar days of first reading.</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake a comprehensive review of the Open Space and Linkages Plan following adoption of the updated Municipal Development Plan (2020) to ensure policies are aligned between the two documents.</li> </ul>





## PLANNING AND DEVELOPMENT SERVICES OTHER SERVICES

SERVICES / PROGRAMS	CURRENT SERVICE LEVELS IN 2019	FUTURE VISION
<b>File Search Requests</b>	<ul style="list-style-type: none"> <li>Review and process, within 2-5 business days, requests for file searches, unless the inquiry is of a FOIP nature, which will be forwarded to the Legislative Department.</li> </ul>	
<b>Growth Management Plan</b>	<ul style="list-style-type: none"> <li>On hold pending Council's decision as to whether it wants a Growth Management Plan.</li> </ul>	
<b>Off-Site Levies</b>	<ul style="list-style-type: none"> <li>Carry forward into 2020</li> </ul>	<ul style="list-style-type: none"> <li>Carry forward into future; and</li> <li>Implement new Off-Site Levey structure upon Council approval.</li> </ul>
<b>Annexation</b>	<ul style="list-style-type: none"> <li>Annexation now complete (transition of annexed land completed in 2019).</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing; and</li> <li>Implement transition of annexed land in 2019.</li> </ul>
<b>Business Retention and Attraction Implementation Policy (BRAIP)</b>	<ul style="list-style-type: none"> <li>Continue to advertise the new BRAIP Policy to development applicants</li> <li>Continue to receive and process applications under new Policy</li> </ul>	