CITY OF COLD LAKE
Business Plan
2015-2020

City of
Cold Lake

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1.0   Executive Summary

In 2009, Council and Administration hosted a Community Engagement and Vision Project. The expected outcome of the project included:

- A clear understanding of the views, values and expectations held by the community;
- The development of a broad-based community vision of the short- and long-term future for Cold Lake;
- The development of a short-term and long-term business plan template for the community with measurable and attainable outcomes;
- A clearly defined process of continued community engagement that includes regular refinements to the Community Vision and Business Plan.

During Council's Strategic Planning Session on March 3 and 4, 2015, Council reviewed their list of approximately 100 issues, many of which we continue to work on. Of those issues, Council's top 10 priorities are listed below:

• **Financial/Economic Sustainability (I.D. 349)**	• **Regional Landfill Opportunities**
• **Annexation**	• **Medical Services and Doctors**
• **CATSA Certified Commercial Air Services**	• **RCMP Facility Expansion**
• **Marina Expansion/Parking**	• **Strategic Land Disposition and Acquisitions**
• **Public Works Facility Review**	• **Operational Agreements with the M.D.**

In concert with these priorities, and many other day-to-day activities, Council has a long-range vision for the City of Cold Lake. During the Community Engagement and Visioning Project, Council supported a new vision and outlined a number of corporate strategies to achieve their goal. Our vision is:

"A Lakeside Community providing services that is valued by its citizens."

This business plan will provide you with an opportunity to see Council's vision for the future and understand how planned activities over the next 5 years will work toward achieving that long-range vision. While this vision and business plan is ambitious, it is realistic and can be achieved with the support of city staff and the people of Cold Lake.

Managing the expectations of the community is a delicate balancing act when considering the need for improved infrastructure such as roads, water and sewer; the need for upgraded recreational facilities, parks and open space; the need for effective community programs; well-equipped emergency services and effective growth management. City Council will make a concerted effort to balance the identified

priorities, community expectations and available funds through the adoption and annual review of this business plan and subsequent annual budgets.

The City of Cold Lake will continue to make every effort to understand the expectations of the people of Cold Lake. With equity and fairness in mind, the City will identify the needs of the community; and design and implement, effective programs and policies. The various programs either under development or planned and identified within this business plan will guide the City of Cold Lake into the future. Please consider that this business plan, reviewed annually and complemented with annual budgets, is an incremental step toward achieving a vision that reaches 10 to 20 years into the future.

This business plan is a policy document, therefore, it must be stated that this plan and financial forecasting incorporates the agreement between the Government of Alberta and City of Cold Lake to transition the tax revenue of the I.D. 349 (CLRAWR) to the City of Cold Lake over a five (5) year period. Any changes to the intent of the sustainability agreement will have tremendous impacts to the financing of current operations, proposed operational strategies and capital investments.

2.0   *Purposes of a Municipality*

The primary purposes of a municipality in Alberta are:
- to provide good government;
- to provide services, facilities or other things that in the opinion of Council, are necessary or desirable for all or part of the municipality; and
- to develop and maintain safe and viable communities.

3.0   *Governance*

The City of Cold Lake is governed by a Mayor and six (6) Councillors, often referred to as Members of Council, Council or City Council. All Members of Council are elected from the community at large. Generally, Members of Council have a duty to:

- Consider the welfare and interests of the municipality as a whole and to bring to Council's attention anything that would promote the welfare or interests of the City of Cold Lake;
- Participate generally in developing and evaluating the policies and programs of the City of Cold Lake;
- Participate in Council meetings, Council committee meetings, and meetings of other bodies to which they are appointed by Council;
- Obtain information about the operation or administration of the City of Cold Lake from the Chief Administrative Officer (CAO) or a person designated by the CAO; and

- Keep in confidence, matters discussed in private, at a Council or Council committee meeting until discussed at a meeting held in public.

Pursuant to the Municipal Government Act (MGA), Council is responsible for:

- Developing and evaluating the policies and programs of the City of Cold Lake.
- Making sure that the powers, duties and functions of the City of Cold Lake are appropriately carried out.
- Carry out the powers, duties and functions expressly given under the Municipal Government Act or any other enactment.

It should be noted that the Government of Alberta (GOA) is currently undergoing a substantive review of the MGA. The Government has passed Bill 20 which is the initial amendments to the MGA. These amendments and resulting regulations will have impacts to the operations of municipalities. It will be important that Council keeps informed of the discussion and subsequent amendments to the MGA.

4.0   *Vision Statements*

Our Economy

We support the development of our current economic base; are open to and seek new opportunities to grow our community; have a stable regional partnership receiving support and recognition from the provincial and federal governments; and are financially viable and politically stable.

Our People

Our people have all their basic needs met with access to excellent health care, formal education including post secondary, transit and emergency services; and we work together to find solutions to our challenges encouraging and supporting our cultural diversity.

Our Recreation

We seek to satisfy the diverse recreational interests of our people by enhancement of current and development of new programs, parks and facilities; and we support the development of literacy, arts and culture paying tribute to our history.

Our Beauty

We live in a City that is well-planned and maintained, supporting and encouraging aesthetic development while recognizing the natural beauty of our surroundings that is enjoyed by our citizens and visitors.

Our Environment

We consider ourselves stewards of a rich environment, planning for the future and acting in the present in ways that will minimize negative impact; and we encourage our people to act the same by offering good environmental options, incentives and effective bylaws.

Our Infrastructure

We have an infrastructure system that supports our citizens in their daily lives.

Our Vision: *Cold Lake – A Lakeside Community providing services that is valued by its citizens.*

5.0   Organizational Values

In the process of implementing Council's long-range vision for the City of Cold Lake, Council expects some basic ground rules to be adhered to, more commonly referred to as organizational values. In making the following value statements, Council expects all staff of the City of Cold Lake to abide by these values; and Council understands that they (Council) are responsible to hold themselves accountable to these value statements. Of course, tax-paying citizens will hold everyone accountable.

- Effective programs and policies will be developed and implemented with fairness and equity to citizens of the City of Cold Lake;
- Creativity, innovation, assertiveness and flexibility are encouraged in the development and implementation of programs and policies;
- Commitment to continuous learning is encouraged to achieve professionalism and excellence in efficient service delivery;
- Honesty and integrity is required in the open and proactive interaction with citizens of the City of Cold Lake;
- The City of Cold Lake is accountable and responsive to the people of the community;
- Commitment to enhancing regional cooperation and intergovernmental partnership; and
- Mutual respect and trust is a key to developing and maintaining successful relationships with people.

6.0   Organizational Objectives and Strategies

The City of Cold Lake has established some long-term objectives that align with Council's Vision and Vision Statements: These long-term objectives include:

- Enable the concept of having a complete community with flexible land supply;
- Delivery of services that citizens are willing to pay for;
- Improving efficiency and reducing costs where possible;
- Raising additional revenue through a mix of user fees, property taxes, and other sources as necessary;
- Promoting economic development and tourism;
- Enhancing the management of the infrastructure inventory and developing enhanced tools to address the deficit;
- Protecting the natural environment within and around Cold Lake;
- Ensuring the safety of the community;
- Assisting the most vulnerable;
- Promoting healthy active living;
- Recruiting and retaining municipal employees; and
- Improving accountability to electors.

To accomplish the long-term objectives, the following strategies were formulated:

- Conducting regular citizen satisfaction surveys;
- Re-engage the Government of Alberta to finalize the transition of the CLAWR to Cold Lake;
- Continue with the annexation negotiations with the M.D. and make the final application to the Municipal Government Board (MGB);
- Implement a software supported asset management program;
- Examining the opportunities for improving employee productivity through information technology;
- Facilitate discussions with various community groups and business to garner support for a men's shelter program.
- Designing user fees to cover the operating and capital costs of utilities as well as externalities;
- Lobbying the provincial government for funding for the shadow population;
- Evaluate the opportunities of having an economic development officer to implement the economic strategy and partner with HUB;
- Developing capacity for sustainable municipal planning;
- Evaluating opportunities for new programs/services to generate additional revenues at the Energy Centre; and
- Adopting employee development, rewards, and succession planning to retain employees;

7.0   Mayor and Council

Mayor and Council of the City of Cold Lake have undertaken a long-range visioning process to the year 2015 and beyond. The purpose of the exercise was to envision what the City of Cold Lake will look like in 10 to 20 years. The results are described in succinct statements under **4.0 Vision**. A further exercise undertaken was a declaration of ground rules or values that Council expects themselves and staff to adhere to on a daily basis. The resulting value statements are described under **5.0 Organizational Values**. Mayor and Council have identified a long-range vision for the future and the CAO, together with all staff of the City of Cold Lake are responsible to implement Council approved policies and programs to help Council achieve this long-range vision. Simply put, we believe that Cold Lake is a lakeside community providing services that is valued by its citizens.

In order to achieve this long-range vision for the City of Cold Lake, Mayor and Council will undertake:
- Continuous commitment to the development and maintenance of effective programs and policies for the citizens of the City of Cold Lake;
- Continuous support of the CAO and staff to efficiently deliver the effective programs and policies approved by Council;
- Continuous adherence to the organizational values, striving for excellence in all aspects of civic affairs; and
- Continuous focus on proactive interaction with the people of the City of Cold Lake.

More specific details of planned actions over the next five years include the following:

Council	2015	2016	2017	2018	2019
Customer Service	Develop and maintain effective programs and policies for the citizens of Cold Lake Ensure adherence to values supporting CAO and Staff with implementation of Council approved programs and policies				
Annexation	Continue with negotiations with the M.D. of Bonnyville seeking agreement for annexing 21 quarter sections of land.	Make final application to the MGB and attend hearing (as required and if necessary).	Implementation strategies of the annexed area into the City of Cold Lake (update MDP, IDP, Land-Use Bylaw, etc).		
I.D. 349	Build new relationships with the MLA and the Government of Alberta	Negotiate final transition requirements and process with the Government of Alberta			

CLRUSC	Review the opportunity to dissolve the CLRUSC into the operations of the City of Cold Lake	Garner support from adjacent municipality to submit application to dissolve.	
Relationships	Re-Establish Joint meetings with the M.D. of Bonnyville seeking regional cooperation and partnerships		Maintain and continue to grow the inter-municipal relationships
	Establish Joint meetings with Cold Lake First Nations		
	Re-Establish Joint meetings with Elizabeth Métis Settlement		
	Meet with the all Cold Lake Doctors to understand their perspective of community concerns	Develop a strategy to address mutual concerns or lobby for change.	
Revenue Sharing/Cost Sharing	Negotiate revenue and cost sharing from the M.D. of Bonnyville that recognizes both urban services provided to MD residents and rural industrial impact on urban communities.	Update and maintain inter-municipal agreements	
Lobbying	Monitor the MGA review process and potential amendments to the Municipal Government Act.		
	Develop intergovernmental relationships and lobbying the Provincial Government in making change to the Municipal Government Act as it relates to equitable tax regimes and a sustainable provincial grant funding formula.		
	Lobby the provincial government in making changes police funding between urban and rural municipalities and ambulance service level concerns.		
	Monitor potential amendments to the linear assessments (per capita) and lobby (if necessary) that linear assessment should be disbursed on a regional basis (not provincially).		
	Lobby Provincial and Federal Governments for financial support for infrastructure and other opportunities.		
Fiscal Accountability	Review Effectiveness of Annual Report	Annual review of service levels, business plans, budget, fiscal impact models and audited financial statements.	

8.0   *Chief Administrative Officer*

Summary and Commitment:
The CAO provides professional leadership and direction to the management team of the City of Cold Lake. Responsibilities include general supervision of five (5) functional areas, as well as providing assistance in the development of policies and programs for the approval of Council. As the administrative head of the City, the CAO is responsible for the overall operation of the City and is responsible to ensure that the policies and programs of the Council are implemented; advise and inform Council on the operation and affairs of the City of Cold Lake; and perform the duties, functions and exercises delegated by the Municipal Government Act, other enactments and by Council.

To assist Council in achieving its long-range vision for the City of Cold Lake, the Chief Administrative Officer will undertake:

- Continuous commitment to the efficient delivery of Council approved programs and policies, achieving quality, customer oriented service.
- Continuous commitment of providing professional advice and information to Council on the operation and affairs of the City of Cold Lake.
- Continuous commitment to leadership by example, service with integrity, prudent use of resources and people.
- Continuous commitment to improvement, striving for professionalism and excellence.
- Continuous focus on proactive interaction with the Council, Staff and Citizens of the City of Cold Lake.
- Continuous effort to recruit and retain qualified personnel and acquire the necessary tools and resources to meet the needs of the operations of the City of Cold Lake.

More specific details of planned actions over the next five years include the following:

CAO	2015	2016	2017	2015	2019
Programs and Policies Implementation	Provide professional assistance, recommending new initiatives, programs, policies and plans for Council discussion and approval Develop annual long range plans through a business planning process for the operation and continued success of the City Support City of Cold Lake staff in their endeavors to implement Council approved policies and programs Measure program effectiveness and operational efficiency through public feedback and service standards for each City department Oversee process for preparation of annual capital and operating budgets Monitor, control and authorize spending within the limits of the approved budget				
Communication	Provide professional reports and recommendations that contain accurate and up to date information; Provide quarterly "report card" communicating progress toward annual and long-term goals; and Respond to public enquiries, media requests for information or complaints with regard to City operations.				

City of Cold Lake

Human Resource Management	Ensure that the City has a comprehensive human resource management plan to attract, develop and retain qualified staff; Annual review of the City of Cold Lake Human Recourse Policy and Managerial Guidelines ensuring effective human resource management; and Annual review of the City of Cold Lake compensation grid and benefits to remain competitive in the labour market.
Relationships	Chair of monthly Management Team Meetings; Commitment to maintain positive and effective Council/CAO and Council/Staff relationship; Commitment to open and proactive citizen engagement and consultation; Commitment to maintain an effective working relationship with all agencies, boards and commissions that inter-relate with the City; Co-Chair of the City of Cold Lake/4 Wing Steering Committee; Regular meetings and proactive interaction with the MD and Town of Bonnyville CAOs; and Commitment to maintain positive and proactive relationships with Federal and Provincial Government departments.
Performance of Duties	Fulfill all obligations of the Municipal Government Act and other relevant legislation; Continuous learning to maintain awareness of current developments in the fields of public administration, legislation and best practices; and Adherence to organizational values and support of staff in their endeavors to implement Council approved policies and programs.

Strategic Initiatives	Initiate a Community Engagement process for the 5 year business plan and capital reinvestment plan		Conduct community visioning project to update community priorities	Update business plan with new corporate new objectives.	
	Annually update Counicl's strategic priorities lists Annual updates to business plan as required.		Conduct and new strategic priorities list with new Council.		Implement to business plan

Corporate Communications / Corporate Marketing	Develop a Corporate Social Media Plan and Strategy in consultation with Department Heads	Implement Strategies
	Develop a Tourism Marketing Strategy	Implement Strategy
	Production and distribution of Annual Report. Continue Maintenance of Website Maintain corporate standards for email, graphics and communications including building positive media relations, good news stories, greetings, media releases and up to date information on the City of Cold Lake website. Develop and maintain City of Cold Lake staff training and education on proper email, graphics and communications standards and role of Communications Coordinator. Enhance and maintain relationship with all media outlets and 4 Wing PAFO (Public Affairs Officer). Maintain an adequate inventory of City of Cold Lake promotional items.	

9.0   Management Team and City Staff

While the CAO is responsible for the overall operation of the City and is responsible to ensure that the policies and programs of Council are implemented efficiently, this would be impossible without the assistance of a dedicated management team and staff. The Executive Management Team is comprised of the CAO, General Manager Corporate Services, General Manager of Public Services, General Manager of Infrastructure Services, Communications Coordinator. The operational management team comprises of the Finance Manager, ITS Manager, Human Resource Manager, Operations Manager, Engineering Manager, Recreation Manager, FCSS Manager, and Fire Chief. The commitment and dedication of this Staff enables the Executive Management Team to help Council achieve their long-range vision for the City of Cold Lake.

Keys to successful results are:
- Understanding what is expected in the performance of duties;
- Proper training to perform the duties;
- Proper tools and resources necessary to perform the duties;
- Coaching, mentoring, encouragement and discipline;
- Cooperation, understanding and teamwork; and
- Accountability for actions.

This approach leads to a motivated staff that efficiently delivers quality programs and services to the benefit of Cold Lake Citizens. Organizational behavior has dramatically improved over the last 3 years and we will strive for more positive change in the future by continuous focus on our keys to success. We desire that the City of Cold Lake is an employer of choice.

10.0   Recent Achievements

City Council is excited and proud of a number of recent achievements and initiatives implemented in 2013 and 2014 as well as planned for 2015, including:

- Kinosoo Beach Splash Park
- 4 Wing Splash Park
- Skate Board Park at the Energy Centre
- New Family and Community Support Services and Parent Link Centre
- Cold Lake South Fire, Headquarters, and Emergency Operation Centre
- Community Event Arena
- 1st Avenue Watermain and Roadway Replacement Program
- 10 Street Utility Replacement and Roadway Improvement Program
- Kinosoo Beach Master Plan and Implementation of Phase 1 and Phase 2
- New Standard Development Agreement w/ UDI
- Pot Hole Patrol Program
- Enhanced Sidewalk Repair Program
- Energy Center Phase 2 – Community Event Arena, Opening
- Energy Center Phase 3 - Initiated
- Tangible Capital Assets – MDW Implementation
- Automated Curbside Refuse Bin Implementation
- Class "A" Composting
- Replacement of community parks
- Replacement of Nelson Heights outdoor rink
- New outdoor in Cold Lake South
- Successful transition of Golf and Winter Club
- Enhancement to the Community Peace Officer Program
- Building #9 Liftstation Overhaul
- Commercial Lane Improvement Program
- Commercial Service Road Improvement program
- Sidewalk repair program

11.0   *Corporate Services*

Summary and Commitment:

The Corporate Services Division is responsible for all financial management that ensures accuracy and integrity of financial transactions and reporting systems; and optimizes the use of financial resources through effective financial planning. Corporate Services provides equitable assessment and tax rates that will result in each property contributing a fair share to the tax revenue base. This department also is responsible for procurement, revenue streams and accountability for all finance functions which leads to strong financial planning. The Human Resources Department assists all municipal departments in achieving their business goals.   Human Resources provides services to all employees by fostering a culture built on corporate values, promotes employee well-being and safety, and continually strives to be a competitive employer that attracts and retains qualified staff for the City of Cold Lake. The biggest challenges include recruitment, retention and succession planning. The Information Technology Department strives to enable the municipality with the most effective and efficient technological and business solutions in order to provide outstanding delivery of services to our residents, service users and business partners. This is achieved through focusing on business processes and the management of the organization's hardware, software, and physical communications, maintaining security of information, compliance to regulations, reliability, availability and integrity. Corporate Services through the legislative department provides advice and assistance in the areas of legislation, bylaws and policies, legal, insurance, risk management and oversees the record management and retention strategies including the coordination of the Freedom of Information and Protection of Privacy (FOIPP) Act. The City of Cold Lake provides service that is customer-driven in order to ensure that administration is striving to meet the needs and expectations of their customers whether internal or external; and that resources are being used in the most effective and efficient manner possible. Corporate Services is first a "service to itself" and must ensure accuracy, integrity, transparency and accountability; and always strive to establish a positive working environment within the City of Cold Lake in order to offer exemplary customer service to anyone outside the organization.

In its mission to meet Council's long-range vision for the City of Cold Lake, the Corporate Services Division will undertake:

- To provide core services to the City of Cold Lake to allow for the most effective and efficient services to the residents of the municipality;
- Continuous search for opportunities and best practices to maintain and improve financial stability and long-term sustainability;
- To ensure accurate and timely financial reporting;
- To ensure a comprehensive records management program is in place to allow for effective and efficient access to corporate records and information;
- To ensure fair and equitable policies and procedures;
- Continuous searching for revenue and income sources that will help provide services to the community;

- Continuous commitment to the efficient delivery of quality, customer friendly service;
- To minimize the City's exposure with respect to insurance, legal and risk management issues;
- Continuously focusing on finding efficiencies in order to manage increased volumes with increasing resources;
- Continuously focusing on proactive interaction with the Council, staff and citizens of the City of Cold Lake; and
- Continuous effort to recruit and retain qualified personnel; provide succession planning and acquire the necessary tools to meet the needs of the organization

11.1 Financial Services

Summary of Services:
Financial Services ensures accuracy and integrity of financial transactions and reporting systems to be used both by internal and external customers. It coordinates the budget process and provides support for the financial applications. Financial Services ensures financial stewardship of municipal funds and provides municipal procurement management and support. This department prepares and maintains a fair, equitable and defensible assessment for taxation and maintains an accurate assessment roll which is critical to the residents, businesses, industry and the operation of the City of Cold Lake. It administers and regulates all revenue streams for the municipality. It ensures compliance with regulatory bodies in the provision of financial information to the general public, internal service providers and legislative bodies. This department strives to provide exemplary customer service by offering professional, efficient, front-line telephone and personal service to our internal and external customer base through the following services:

- Assessment and Taxation,
- Utility and Waste Billing and Administration,
- Accounts Receivable
- Procurement Services and Accounts Payable,
- Customer Service,
- Insurance administration,
- Investment, debt and reserve, and cash management
- Financial Reporting and support,
- Administration and development of Finance Policies and Procedures, and
- Provide financial accounting services to related organizations.

Target Clients
Internally, Financial Services provides financial information that helps with sustainable corporate planning and business analysis. It ensures reporting systems to safeguard the assets of the City of Cold Lake. All financial transactions for the organization are processed through this department. The finance department will continue to improve the management of financial information to support departments in their decision making processes by identifying and implementing solutions for gathering and analyzing financial information.

External customers include all stakeholders of the City of Cold Lake, which include ratepayers, service users and business partners. Information given to these stakeholders must be accurate, timely and transparent in order to establish trust in the organization and collaborative relationships with external partners. Other external customers include government agencies, other agencies and businesses,

auditors, and visitors to the community. The Finance department will continue to promote open and accountable communication by enhancing public access the municipality's financial information.

Opportunities/Challenges

The continual search for grants and other revenue sources to supplement taxation and to relieve the pressure of increased tax rates is always challenging. Searching for a fair and equitable mix between taxes and user fees is always ongoing. Cold Lake continually deals with the fact that it has virtually no industrial tax base, which burdens the residential and commercial tax base to fully fund the costs associated with delivering the services required by the residents of the City. The City needs to ensure a stable assessment base and provide fair and equitable property assessments to all citizens of the Municipality.   The City has entered into an agreement to receive the taxation revenue from the ID349 (Cold Lake Air weapons Range) to lessen the taxation burden of the residents and businesses within its jurisdiction. This revenue has been instrumental in repairing and replacing aging infrastructure and tackling new infrastructure needs to sustain development in the area. Cold Lake continues to supply services to a transient and shadow population. The City must solidify this agreement in order for the City to be sustainable in the future. The completion of the inventory of Tangible Capital Assets (TCA), and compliance to the new Public Sector Accounting legislation has provided the City with invaluable information when going forward to becoming a sustainable community. The City is able to forecast and plan for annual increases in restricted surplus to be used for non-debt financed capital projects in future years.

Other Opportunities include:
- Investigate, develop and promote the benefits and capabilities of the available software programs to enhance and streamline financial processes
- Streamlining the provision of financial information to department managers to enable more efficient and effective decision making through web reporting
- Providing financial information to Council that is more representative of operations, and link this to the new formal financial statements of the City;(new software Caseware and Caseview)
- Strengthen, develop and update financial policies, work flow processes and operating procedures
- Implementation of Customer Self Serve (CSS) applications will allow for further evaluation of how services are being delivered,
- With the assistance of the Records and Retention and IT groups move to a more paperless office;
- Cross Training within the Finance Department and with other departments. Having at least a high level of understanding of the operations, administration, and challenges of other departments will aid in not only serving them but also in communicating between departments;
- Evaluating banking, investment, auditor and assessment services

- Undertake initiative aimed at facilitating citizen access to the Municipalities financial information ie) fast fact sheets on web page or inserted in water bills
- Streamline the procurement process introducing a Stores and commitment accounting
- Developing and implementing a formal customer service response.

Other Challenges include:
- Communicating between departments due to numerous locations spread throughout the community;
- Staff turnover due and ever changing environment; recruiting and training staff
- Succession planning
- Ownership of tasks and full understanding of how one area or department affects the other; and the role a certain area plays within the bigger picture, the whole organization; and
- Analyzing real long term needs especially during fast growth times, dealing with being a smaller city growing at a fast rate.

Weaknesses/Strengths
The Finance Department has been unfortunate to have had a large turnover in staff over the last few years but however have been able to recruit qualified, knowledgeable staff. The department has continued to deliver core services but there has been some disruption in services as the department has continually been short staffed and has been training and cross training. The department remains very organized and has not missed any legislated deadlines. Staff in the department work together and help each other when there is a task that needs to be done. The department has changed from having long term very knowledgeable staff that needed to be cognizant of silo building and complacency to change to a team oriented approach where staff work together and help each other when there is a task to be completed which has in turn created a positive atmosphere and culture within the department. The department needs to take time to develop performance indicators, which will enable them to celebrate successes.

Reports, Studies, Standards, Plans, and Legislation
The Finance Department is governed by the Municipal Government Act, Government Legislation, Generally Accepted Accounting Principles, Public Sector Accounting regulations, and the policies and bylaws of the City of Cold Lake. This area as well as all areas of the organization is governed under the Freedom of Information and Protection of Privacy (FOIPP) Act.

Key Emerging Trends
The main emerging trends that will impact Financial Services will be technology, legislation and increase economic development attraction and retention. Technology and the way we deliver services have made vast changes in the last 10 years, and will certainly continue to change rapidly in the future. Many efficiencies will have to be researched and implemented that will involve a change in

technology, and the way we do business today. New banking processes and electronic funds transfer programs will play a major role as well as the continual push from the public and vendors to accept and implement other forms of payment.

The adoption of recording for Tangible Capital Assets as per Public Sector accounting standards PSAB 150 and the new financial statement presentation legislated for 2009 has huge impacts on the way financial information is collected and presented to the public and Municipal Affairs. This legislation is continually being updated and changed. The volume of acquired tangible capital assets and the growth rate has far exceeded the expectations of the municipality. Finance will become dependent on the capital asset management and GIS systems implemented by Infrastructure for the financial information on the financial statements. All input will have to be timely and correct. Municipalities currently provide audited financial statements that prove accountability, accuracy and that internal controls are in place to protect the public funds, however there has been a big push for government to be more accountable and transparent which may result in Performance audits being implemented in the near future. This is a "Value for Money" audit which would evaluate the value being received for the funds being spent. It evaluates whether the organization achieves its objectives effectively, economically and efficiently.

General Philosophy to achieve Corporate Strategies
Financial Services play a huge part in achieving the strategic priority of becoming sustainable and offering services to the Cold Lake residents that are needed and desired. It promotes performance management which requires the right and accurate data, measurable outcomes and forward thinking leadership.   Financial Services part includes:
- Streamlining information processes and delivering the data that is vital for decision making;
- Setting performance indicators and monitoring achievements;
- Sound investment decisions;
- Searching for methods to be thrifty and economically removing waste;
- Identifying change and implementing new strategies to meet goals;
- Managing and communicating changes effectively;
- Creating policies and procedures necessary to implementing organizational objectives; and
- Listening and responding to the residents and people of the community and the organization.

More specific details of planned actions over the next five years include the following:

Financial Services	2015	2016	2017	2018	2019
	Phase I CSS implementation	Phase II Implementation of CSS	Evaluation of CSS services		

Customer Service		Evaluation of CSS service			
	Implement automated cash receipts for online payments	Evaluation of automated cash receipting system for online payments	Evaluation of accepting credit card payments with possible policy development		
	Evaluation of EFT for deposits	Implementation of EFT deposits			
	Develop and Implement Formal customer service response				
Risk Management	Ensure all inventories, assets and events of the Municipality are properly insured.				
	Ensure contracts carry the right insurance clause to mitigate the city's liability				
			Move insurance, risk management and claims to Legislative		
Financial	Preparation of budget documentation by October 31 to seek Council approval by Dec 15 annually				
	Prepare 1 year operating budget. Review and update Capital Budget	Implement and pass three year operating budgeting program. Review and update Capital Budget	Review and allocate operating budget contingency. Prepare 3 year capital budget.	Review and allocate operating budget contingency. Review and update Capital budget	Develop and pass 3 year operating budget. Review and update capital budget
	Review and update Finance Policies and processes				
	Financial statements completed by May 1 of each year.				
	Evaluating banking, investment, auditor and assessment services				
	Enhance accurate financial reporting to departments (Web reporting)		Consider and investigate budget software versus excel		
	Introduce quarterly statements from new software for the preparation of the financial statements			RFP Auditor	
	Develop and promote the benefits and financial capabilities of financial software		Evaluate current financial software system with outside vendors and possibly consider other options		

	Create and publish quick fact sheets on financial information			
	Conduct mini internal audits for policies and procedures			
Accounts Receivable	Streamlining grant applications and compliances		Dedicated Accounts Receivable Staff	
	Develop Accounts Receivable Policy			
	Develop and maintain assertive collection procedures for Accounts Receivable			
Procurement and Accounts Payable	Organizing and clean up of all Vendors	Centralizing Purchasing Opening a "Stores" Central Inventory	Commitment Accounting	Evaluate Procurement Process
	Evaluation of Credit Card Procurement	Evaluate EFT payments		
Assessment and Taxation	Continue to search for alternate revenue sources to keep tax increases to a minimum			
	Monitor changes in Municipal Government Act and other Legislation			
	Hold tax sale auction if required			
	Train and appoint Assessment Review Board Members Revisit CARB and LARB bylaws			
	Resolve P.I.L.T dispute with the Government of Canada			
	Taxation payments received at financial institutions		RFP Assessor	
Utility Billing	Implement new waste receptacle policy	Continue with new waste receptacle implementation		

City of Cold Lake Business Plan – 2015 to 2020

	Continue ongoing implementation of radio read water meters

Marketing and Communication

- In collaboration with Communications and Information Technology Departments enhance public access to the Municipality's financial information and updates
- Continue to build and enhance relationships to instill a sense of heightened accountability.
- Ensure fair and equitable tax assessments to ensure accurate and reliable information to the public
- Develop and Implement Formal customer service response
- Communicating new policies and procedures to other departments
- Developing new reporting tools to assist with departmental decision making

Performance Indicators and Measures
The following are general performance indicators and measurements that assist in evaluating the department:
- Management Letter from Auditors- number of audit findings and adjustments,
- Pass the Alberta Assessment and Taxation Audit
- Formal Customer Responses
- Collection Rates on taxes, Accounts Receivable and Utilities,
- Assessment Appeal ratios,
- Meeting all timelines and standards,
- Number of employees per population served,
- Number of purchase orders and cheques processed,
- Amount of penalties paid,
- Number of new and changed tax and utility accounts
- Increase in number of properties, title changes, tax certificates and property searches,
- Grant dollars utilized, and
- Percentage of tax revenue in relation to total revenue.
- New or enhanced policies and procedures
- Minimize write offs

- Training and Mentoring Program for new staff

11.2   Legislative/Records Management

Summary of Services:
Legislative Services guides and supports Council and the organization by giving assistance and advice on matters relating to legislative, policy. They work together for the organization to create an atmosphere of trust, cooperation and respect. As individuals they adhere to the highest standards of professional and ethical behavior with the organizational needs always in mind.   Our strategy is to enhance legislative services through the use of resources and information technology which will promote effectiveness and efficiency in delivery services to and for the organization. The vision is to guide and support Council and the organization through expert advice on legislation, policy and records matters. Legislative Services primarily functions in the following core areas:

Bylaws, Policy and Procedures
- Supporting internal staff, the Legislative Department is an advisory role that gives assistance and direction on legislative and legal matters.
- Serves as a key resource and provides support and guidance in policy, bylaw and procedure development
- Maintain and enhance electronic and paper City Forms library and adopt an electronic fillable form application.
- Administratively responsible to ensure that all Amendments, Resolutions, Bylaws, Policies and Corporate Services Procedures that are passed by Council and Management are current and in force. Management of the Bylaw, Policy and Procedure registries is ongoing.

FOIPP
- Administer the Freedom of Information and Protection of Privacy (FOIP) Act developing a process for access to information.
- Centralization of all information requests and the processing of these requests
- Provide advice and training to staff on information access, privacy and records issues. The aim of the City of Cold Lake is to provide, to all staff, the level of education required to deliver that service and remain updated on federal and provincial legislation.

Record Management
- Responsible for developing and enhancing Record Collection, Retention, Storage, Disposal , Archival and retrieval systems.
- Development and annual review of Records' Retention and destruction Bylaw. Continued upkeep of the applicable legislation with each city department. Ensuring a comprehensive records' management program is in place to allow for effective and efficient access to corporate records and information.
- Continual archival of records from the town of Cold Lake and Grand Centre as well as RUSC

- In conjunction with IT implement and manage of an Electronic Information Management System
- Maintenance and enhancement of the Electronic Document Library(includes studies, plans, manual etc)

Contract Management (Agreements in Force, Leases, Memorandum of Understanding)
- Responsible for overall management and day to day maintenance of the Agreement in Force (AIF) files which encompasses all memoranda of understanding, contracts, leases, development agreements, etc.; and the day to day retrieval, archival, retention and destruction of these files.
- Auto notification of expired documents, due dates and schedule or addendum updates

Special Projects
- Conducting a Census to obtain a current population and gather statistical information desired by Council. City has used a software program that allows for electronic collection and tabulation as well as online enumeration.
- Conduction a Municipal Election every 4 years as well as any by-elections that may be required. Evaluating and continuing with the electronic voting and counting system. Explore and enhance ways to increase voter participation.

<u>*Target Clients*</u>
- Stakeholders and citizens of the City of Cold Lake and the general public;
- Contracted individuals, companies and municipal, provincial and federal government; and
- Our internal clients are comprised of all City of Cold Lake staff.

<u>*Opportunities/Challenges*</u>
As the city grows there continues to be a huge demand for centralization and consistency in procedures and practices amongst the organization as a whole. There is a large demand for legal assistance as the organization continues to be faced with new challenges and at the forefront of unprecedented issues and legal cases. Management and retention of the organizations records is becoming impossible under the current system therefore the City is transitioning to a new software referred to as Collabware. As new technology/software continues to be developed, the department will always be challenged by when to adopt a new and better method. Resources are required to stay in pace with the growth and changes in our environment and the organization.   Developing and enhancing corporate policies and procedures which will include researching and adopting best practices and providing support to departments. Research and consideration for what will best suit the demands of the job and City employees must be realized. Policy and procedure as to how, what, and when must be developed and adopted by all those concerned. Moreover for the project's success, all required communication with regard to the delivery, must be instituted well in advance so ownership is realized by all involved. Engaging all departments will identify specific challenges, weaknesses,

opportunities, and strengths. Implementing an organized process to records' management, bylaws and policies will result in a more efficient, and effective methods of delivery services required by the organization.

Opportunities
- There is an opportunity to provide enhance legislative and Council support for all meetings of Mayor and Council, providing procedural advice and information.
- Opportunity for all quasi-judicial boards and committees to be run by Legislative to instill a confidence of a fair and unbiased hearing. Legislative to provide clerks of the Assessment Review Board and Subdivision and Development Appeal Board; recruitment, training, advise and support to the Board members
- Take on the responsibility for risk management, insurance, and claims.
- Opportunity to decrease legal costs and efficiencies by providing in house resources.
- Develop and enhance the Municipality's records retention, storage, retrieval and disposition systems to enhance municipal records and transparency which will facilitate citizen access to municipal information and improve the municipality's compliance with the Freedom of Information and Privacy Act.
- Enhance the forms document library to become electronic fillable forms for the organization as well as the public.
- There is an opportunity to standardize and centralize all records. Making electronic and hard files into one system that mirrors each other.
- The opportunity to establish new standard operating procedures with respect to identifying all original documents that flow through the entire city resulting in the decrease of the amount of documents currently held. Opportunity to move forward and obtain a system that works for the organization today and start implementation of today's records with the focus on records of the past being a secondary priority.
- Opportunity to design standardized templates for leases, contracts and other agreements in force.
- To enhance the standardization of bylaws, policies and procedures by using a template to design the documents they require that meet the needs of the organization and legislation and to provide good risk management to the organization as a whole.
- Opportunity to work with marketing a brand all forms and contracts utilized by the City to provide a uniform and professional presentation.
- Opportunity to archive historical data.
- Enhance the municipal election process by designing initiatives to increase candidate interest, voter participation and enhance voting experience.
- Continue with electronic Census and implement ways to enhance participation and the quality information received from the process.

Challenges

- Legislative Services is challenged daily with having to compete with current daily job task while trying to clean up the past. The magnitude of the clean up requires dedicated resources and concentration without interruptions. Each year we have been hiring dedicated staff for term positions to help finish this project with follow through from permanent staff over the balance of the year.
- High staff turnover, constant training and understanding and commitment to the project have not been a priority due to volume and resources of the organization as a whole. The challenges lie in the expectations of the organization and prioritizing of the projects. Communication of Standard Operating Procedures must be upwards, downwards and across the organization to obtain "buy in" and ownership of all City departments.
- There are challenges to develop an electronic and hard file standardized system that will meet the needs and deliver the expectations of every department now and in the future.
- The largest challenge of this department is evaluating the priorities of the organization as it relates to this department and being able to meet legislative requirements as well as organizational needs within the allocated resources and budget allotments.

Strengths and Weaknesses

As the Legislative Department is fairly new to the organization, we are experiencing the growing pains and the challenges of change management trying to move to a centralized legislative department within the organization. We are currently evaluating expectations of the organization, compared to the resources we have available, to deliver the best service, and come to a feasible solution that moves the organization forward to provide a centralized service for the organization. Term resources are available to manage and organize specific projects. This department has completed a massive cleanup of historical records with efforts still ongoing in some departments but we are now in a position to be able to evaluate the volume of records, the demands of the organization, and the permanent staff requirements to move forward. The groundwork has been put in place to file all the records electronically which helps the organization retrieve any data easily and efficiently. The Development files, Utility and Taxation files have been amalgamated into one land file for easier access to all information relating to a single piece of land. By the end of the summer all these files will scanned and ready to input in the electronic data system. Time, resources and collaboration of all department s will be required in order to move the records into a Share Point environment. The department has been working in a reactive environment and the centralization of records, and utilizing standard forms and procedures will allow a more proactive approach to records management and legislative requirements of the organization. Security access will be instrumental in management of the electronic files of the organization. This, however, has put a strain on the Department, as it is very time consuming to file and retrieve records for the organization. The increase in legislation in regards to the access and privacy of documents requires constant training and updating of the personnel of the department. As requests for information increase there will be a need for further permanent staff to meet this requirement.

*Legislation includes***:**
- City Bylaws and Policies
- Municipal Government Act
- Our Records Management services are impacted by all Legislation (i.e.) Water, Environment, Transportation, Cemetery, Revenue Canada, Municipal, Provincial and Federal, Government, NWPTA, FOIPP, PIPA, ARDA
- Acts, Standards, Codes of Practice, Regulations

Key Emerging Trends
- The rapid changing Information Systems and Technology for records management;
- Constant changes in legislation from other government bodies;
- Elections and Census legislation and technology changes;
- Systematic and automatic electronic archival of records;
- Rapid growth and needs of the organization; and
- Green Environment which promotes moving to a paperless environment.

General Philosophy to achieve Corporate Strategies
- Enhance and improve corporate responsibility and governance
- Due to increased Legislation and the growth of the organization we anticipate a need to grow and reorganize this department to be prepared for tomorrow's challenges.
- In order to strive to achieve the common goal for the organization, all staff must taking ownership and responsibility for their work with regard to inventory, use of their files as well as how the role of each individual affects the organization as a whole.
- The importance of a detailed plan of all projects including communicating change management, and having success indicators prior to moving forward.
- Understanding the flow of information through the organization, and how it affects, and interfaces with other departments.
- Streamline tasks that are being done in duplication to provide a more effective and efficient process.
- Leadership support critical to successful implementation.
- Promote effective service provision through the use of information technology and initiate support from the organization.
- Researching and adopting best practices and providing policy and procedures support to departments.
- Enhance municipal transparency which will facilitate citizen access to municipal information.

More specific details of planned actions over the next five years include the following:

Legislative/ FOIPP Services	2015	2016	2017	2018	2019
Policies Bylaws and Forms	Continue to review Bylaws, Policy and forms template, update policies and ensure all City of Cold Lake Policies are on Intranet.				
	Auto notification of expiration or need of bylaw, policy or form update				
	Confirm City has all bylaws, policies and forms written that are required by Municipal Affairs and legislation.				
	Match related form to Bylaw or Policy				
	Review of bylaw and policy registry to assist with any repeals or updated that may be needed				
	Insert all bylaws and policies in the electronic data software		Implement fillable forms process internal and external		
Risk Management			Develop and implement a centralized insurance, risk management and claims system		
	Maintain registry of all legal claims				
		Evaluate Opportunity to of a dedicated resource to manage all quasi judicial boards including the administration; and procedure and protocol advice to Council	Evaluate the opportunity of hiring a city solicitor	Evaluate and consider the opportunity of moving OH&S under Legislative and possible restructure of Corporate Services	
Electronic Document Library	Continually working and communicating with departments to ensure updating of the electronic document library of all studies, plans and manuals prepared by the City.				
FOIPP	Review of FOIPP training continual upkeep of current legislation for new and current employees				

City of Cold Lake Business Plan – 2015 to 2020

	Review and evaluate and update FOIPP procedures				
	Enhance municipal transparency by implementing electronic record system which will facilitate citizen access to municipal information.				
Records Management	Review and update the records and retention bylaw	Review and amend Bylaw, Policy and procedures of all records management on a yearly basis			
	Finalize input of all Land files into the Electronic Records Management system, including Taxes, Utilities and Engineering				
	Implement and finalize process for all Bylaw, policies, agreements in force and forms to be moved to electronic records system	Implement other department records on an individual basis into the electronic library system including scanning and records retention policies			
		Evaluate the electronic records system and possible corporate need for a dedicated resource			
	Archival and Destruction of Payroll and RUSC records				
	Landfile sign out and retrieval process for accountability	Continual evaluation and assessment of organizations needs and expectations regarding records.			
Census	Census as per Council motion dependent on growth and budget allocation				
		Federal Census			
Election		Advocate for online voting	Municipal Election Enhance awareness of election and increase candidate interest and voter participation		

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City of Cold Lake Business Plan – 2015 to 2020

Resources	Review opportunity to operate Council meetings and quasi-judicial board hearing with legislative services	Implement outcomes of the review as required			
	Continual budgeting for staff resources for special projects required by the organization				

Marketing and Communication

- In collaboration with Communications and Information Technology Departments enhance public access to Information
- Communicating new policies and procedures to other departments
- Continual updates on Intranet and Internet sites and portals for internal and external use
- Working collaboratively with other departments to understand and develop processes and procedure that will enhance and deliver a more effective and efficient service.

Performance Indicators and Measures
Legislative Services offers diverse services that are primarily internal, but also responds to information requests from external sources. Measures are indicative of whether the organization is moving forward and finding efficiencies, many through technology, in order to manage increased volumes without increasing resources. An analysis of how time is spent in the Department has be conducted. The information is valuable in identifying trends and areas for process improvements. Growth within the filing system and movement towards a paperless environment will assist in both space and staff planning. This department needs to benchmark with other municipalities of similar size to assist with plans needed for future improvements.

Measures to be conducted include:
- A customer satisfaction survey which would measure quality information being actioned in a timely matter;
- A annual survey to explore ever changing demands and expectations of the organization;
- Increase in candidate interest and voter participation in the election
- Increase in Census participation
- Employee satisfaction with respect to corporate bylaws, policies and administrative procedures
- Implementation of electronic records systems and employee satisfaction with the system as well as ability to improve to compliance with the Freedom of information and Privacy Act.
- Number of hardcopy records classified and put into the Electronic Records management system

- Number of information and FOIPP requests as well as number of hours dedicated to the request process;
- Number of records retrieved, archived and destroyed as well as the number of hours dedication to the process;
- Number of policies and bylaws;
- Number of agreements; and
- Amount of paper being purchased.

11.3   *Human Resource Services*

Summary of Services:
The Human Resources Department assists all municipal departments in achieving their operational goals. It provides services to the municipality by fostering a culture built on organizational values, promoting employee well–being and continually striving to be an employer of choice. Human Resources is accountable for facilitating the selection, recruitment and retention of personnel with the necessary skills to meet the organization's needs.   Human Resources is committed to being an employer of choice that values training and development of skills in personnel, with an emphasis on safety and wellness in the workplace. This department contributes to the effective and progressive management of human resources by working with the organization to deliver human resources services and develop programs structured to support both managers and employees at all levels to achieve their goals. The HR Department also provides advice and delivers services in such areas as:

HR Services
- **Recruitment & Selection**
  - ➢ Development & Implementation of Job Descriptions
  - ➢ Resume Review & Interview Processes
  - ➢ New Employee Orientation

- **Payroll, Benefits and Health Services**
  - ➢ Payroll Legislation Compliance
  - ➢ Pension (LAPP)
  - ➢ Health, Dental, Life
  - ➢ Accidental Death & Disability (AD&D,
  - ➢ Short-Term Disability & Long-Term Disability
  - ➢ Employee Assistance Program
  - ➢ Worker's Compensation
  - ➢ Health & Wellness Program

- **Occupational Health & Safety**
  - ➢ Worksite Inspections & Job Hazard Analysis
  - ➢ Accident/Incident Investigations
  - ➢ Policies & Processes Review

➤ Injury Tracking and Suggested corrective actions
➤ Safety Legislation Compliance
➤ Management & Staff Training Opportunities
➤ Ergonomic Evaluations
➤ Co-Chair the OH&S Committee
➤ Administration of Personal Protective Equipment
➤ Safety Audits and Certificate of Recognition

- **Employee Relations**
  ➤ Performance Management & Reporting (KPI's)
  ➤ Equal Opportunity and work/life balance
  ➤ Policy Development & Implementation
  ➤ Job Descriptions & Classifications
  ➤ Merit Increases & Salary Reviews
  ➤ Resignations, Terminations & Exit Interviews
  ➤ Succession Planning
  ➤ Training & Development Strategies
  ➤ Professional Development Techniques
  ➤ Advice to management team
  ➤ Management & Development of organizational change initiatives and projects
  ➤ Conflict Resolution Strategies

- **Labour Relations**
  ➤ Compliance with the Collective Bargaining Agreement
  ➤ Equality and Fairness
  ➤ Advice Related to HR Issues
  ➤ Progressive Discipline Procedures
  ➤ Grievances & Arbitrations
  ➤ Union/Management Relations
  ➤ Organizational Structure Revisions
  ➤ Job Classifications
  ➤ Letters of Understanding (LOU's)

➢ Collective Bargaining Negotiations

- **Research**
  - ➢ Staff Retention Initiatives,
  - ➢ Salary & Wage Comparisons,
  - ➢ Surrounding Area Survey(s) Participation

- **FOIPP Compliance**
  - ➢ Freedom Of Information and Protection of Privacy Act),
  - ➢ Employee File Compliance

- **HR Systems**
  - ➢ HRIS (Human Resources Information Systems),
  - ➢ System Reports,
  - ➢ HR Intranet,
  - ➢ On-Line Recruitment (City Website),
  - ➢ Employee Evaluations (PER's),
  - ➢ Employee Self-Serve,
  - ➢ Management Reporting (Key Performance Indicators)

Target Clients
- **Internal**
  - ➢ City of Cold Lake Employees
  - ➢ CAO & Management Teams

- **External**
  - ➢ Government & Municipal Agencies
  - ➢ AUPE (Alberta Union of Provincial Employees)
  - ➢ Service Providers (Contracted services)

Opportunities/Challenges

Given the rapid growth and turnover the organization has experienced the Human Resources Department has put most of it efforts and emphasis on recruitment. When and if this pace normalizes the department will be able to assume a more strategic position and undertake initiatives that will serve as a proactive foundation for future activities. The department is cognizant of the critical roles it must play in helping build a highly skilled workforce that will be charged with implementing the organizations services. Further emphasis could be placed on supporting organizational development plans that will support succession planning. The ability to provide informed skill gap assessments will in turn help targeted recruitment and development strategies meet the identified organizational needs. An effort must be focused on this department's capacity to deliver what is expected of them if the pace does not normalize.

Human Resources is a full service, centralized function that operates within a simplistic; however, dynamic framework where a range of both internal and external challenges intersect with our role. Its role is to provide advice and support to front-line management on human resource issues. Within this framework effective human resource management processes are required that facilitates continual staff development (creating a learning organization[1]), improve leadership capacity, and encourage consultation and collaboration with members of the Management team and broader community. Our organization needs to be prepared to handle changes that embrace the Municipal structure and enhances equity and diversity, high morale, commitment, trust, and high productivity. There are challenges within the City itself regarding a high turnover rate due to the nature of the community. It can be challenging at times to locate and hire qualified staff for open positions due to the high cost of living and the location of the City of Cold Lake itself.

Strategic human resource management recognizes the economic, social and political factors that create the external context in which the City of Cold Lake operates. Factors with significant implications for effective human resource management relate to the changing composition of the Alberta workforce, in terms of age, gender and ethnic distribution. The City of Cold seeks to ensure that its workforce, to the greatest extent possible, is a reflection of the community. The current challenges for the City of Cold Lake include items such as Rental & Housing costs, Health Care, Location of the City itself and the absence of both air and transit systems. Although there are challenges in staff retention and maintaining high level productivity, the City has been successful in recruiting and retaining high quality staff at a time of competition. Surrounding competitors include companies within the oil sands areas and Canada's largest Air Force base. The issue of work-life balance continues to be a high priority that requires a comprehensive approach to personal and professional development that creates career opportunities and reward structures that contribute to ongoing job satisfaction, resulting in retention. The City of Cold Lake operates within a complex legal framework and a number of items of legislation are directly relevant to day-to-day human resource management.

Weaknesses/Strengths

With the formal creation of a Human Resources Department mid-2009 and unionization in 2008, organizational expectations of Human Resources has been evolving.

The plans that the City makes are influenced by a range of non-static forces in the external environment. The primary external environmental influences on the organization are politics, economics, social trends, technology and the law.

Strengths	Weakness
• Ensure accurate and timely processing of payroll as our employees are our most important assets • Existence of previous and existing HR processes provides framework, • Completion of Safety Manual and Implementation • Experienced professional in place within the department • Successful negotiation of 3rd Collective Bargaining Agreement (4 year term) • Implementation of 4 year compensation package • Implementation of recruitment strategies and assistance • Resources and expertise to develop and improve HR activities exists, • Experienced workface poised to meet future challenges, and • Network of service providers.	• Consistency of application of processes and policies across organization, • Communication and consistency of information conveyed, • Performance Management, • Succession Planning, • Sense of entitlement, • Integration of social community with corporate programs • Need to create an enabling culture, and • Retention strategy for our existing skilled manpower • Alignment of personal goals and corporate purpose
Opportunities	Challenges
• Increased proactive safety and influencing and changing the health and safety culture with "bottom –up" driven programs (Certificate of Recognition) • Implement costs to incident tacking system • Use of networking and social media tools to maintain a significant presence	• Budget constraints, • Outsourcing of services and availability of application software, • Labour market competition, • Location, • Choices relative to flexibility and work-life balance, • Generational differences,

• Advanced technologies are available to be utilized for more effective human resources activities, • Enhance the use of statistical data and trending • Availability of information to source best practices in Human Resources, • Expectations of HR is evolving, • Creation of a harmonious, engaged workforce.	• Changing and evolving needs, interests, motivators, commitment and expectation of work experience, and • Multiple locations, varied work schedules and diversity of workforce. • New millennium workforce desire to be innovative and work for innovative employer

Reports, Studies, Standards, and Legislation
The Human Resources Management function has been modeled according to specific policies, legislations or documents related to Human Resources Management within the City of Cold Lake, in addition to a number of common laws:

- *Common legislation*:   Personal Information Protection and Electronic Documents Act ; Access to Information Act ; Freedom of Information and Protection Act (Alberta) ; Canada Revenue Agency Act ; Canadian Bill of Rights ; Criminal Code of Canada ; Oaths of Office Act of Alberta ;
- *Legislation related specifically to Human Resources and Payroll*: Canada Labour Code ; Employment Equity Act ; Official Languages Act ; Canadian Human Rights Act ; Alberta Human Rights Act ; Alberta Employment Standards Code ; Alberta Employment Standards Regulation ; Canada Pension Plan Act; Employment Insurance Act ; Family Orders and Agreements Enforcement Assistance Act of Canada ; Garnishee, Attachment and Pension Diversion Act ; Income Tax Act of Canada ; Tobacco Reduction Act ; Canada Pension Act ; Workers' Compensation Act of Alberta;
- *Legislation related specifically to Health & Safety*: Alberta Health and Safety Act ; Alberta Health and Safety Regulations ; The National Institute of Occupational Health and Safety ; Workplace Hazardous Materials Information System ; Alberta Vehicle Safety Regulation ; Motor Vehicle Transport Act ; Emergency Management Act ; Public Health Act ;

Key Emerging Trends
- Increasing concern is the rising cost of providing health care coverage for employees and lack of health care professionals in the Cold Lake area;
- Technology utilization –Improving HR communications with employees and advancement of utilization in transactional HR functions;
- Utilization of networking and social media tools to maintain a significant presence
- New Millennium generation searching to be innovative

- Retention and engagement strategies
- Development of market branding of the city
- Providing development and growth
- Balancing Personal and Professional lives
- Integrate Social Community and Corporate Programs
- Electronic E-Learning for specific on-line courses
- Safety and security issues;
- Economy; Housing and rental costs constantly increasing causing concern that many may not be able to afford to live in Cold Lake
- With the increase of global job mobility, recruiting competent people is also increasingly becoming difficult; and
- HR role change - HR emerging as a strategic partner as a HR change agent.

General Philosophy to achieve Corporate Strategies

The City of Cold Lake respects legislation, laws and regulations applicable to human resources. The City of Cold Lake regards its employees as its most valuable asset and strives to be the employer of choice for the area. The key to achieving our Corporate Strategies is through our delivery of exceptional customer service delivered by exceptional employees. This goal will be obtained by engaging all levels of the organization by encouraging open authentic communication with employees.

The City of Cold Lake's practices are designed to establish staff relationships based on trust, integrity and honesty, and respecting our employees' privacy. We exist in an environment of changing and evolving expectations; and will aim to continuously improve our employees with training and professional skills at each level of the organization. Human Resources must be positioned as a change agent that has a firm grasp of the evolving needs and be in a position to provide considered and thoughtful support to the organization and meet the challenge of having the right people in the right places across the organization.

More specific details of planned actions over the next five years include the following:

Human Resources Services	2015	2016	2017	2018	2019
Recruitment					
	Employee Self Serve	Evaluate job Classifications	Fillable online application form		

		Fillable exit interview process		
	- Promotion of Cold Lake as Employer of Choice. - Participate in local Job Fair initiatives to attract people resources. - Develop a workforce that is reflect of, and responsible to, the community. - Develop retention strategy, focusing on returning term positions and positions with market stressors.			
Policies and Procedures	Develop, implement, revise and evaluate HR Policies ensuring compliance with Legislation and CBA.			
	- Develop disciplinary strategy. - Develop attendance management policies and processes. - Retention strategy for employees - Update job descriptions	Develop file retention strategy and policy		
HR Services & Systems	- Create brand and vision for Human Resources. - Performance Management Techniques - Employee satisfaction survey. - Job description updates	Conduct compensation research and develop effective job rating system		
	- Develop intranet site to best serve the needs of the employees - Learn and develop full capabilities of current system	Review of software systems	Possible advancement or change software systems	
	- Strategize ways to develop a culture that employees respect and want to come to work (TGIM- thank god it's Monday) - Integrate social with corporate			
	Organizational development plan for succession planning	Statistical Data Trending	Develop and maintain key performance indicators	
	Market on-line exit interview program to capture information regarding employment experiences and communicate to Senior Management.	Networking and Social Media		

City of Cold Lake

	Reorganization of positions resulting in one additional staff – administrative assistant				
Training & Development	Complete education and development profile for each employee	Develop a training & development strategic plan and budget to deliver both effective and cost-effective training solutions.			
	Develop & enhance the capability of our employees to deliver on the City of Cold Lake's strategic direction.				
	Provide management systems, guidelines, information and policies that support effective management. Train and nurture future leaders to provide a talent pool				
	Evaluate training procedures and needs	Skill gap assessment			
Safety	Maintain a safe and healthy working environment.				
	Develop health and wellness resources and become a center of resources to assist our employees in achieving a healthy and fit lifestyle.				
	OH&S committee reform to achieve culture bottom up driven policies				
	Conduct work inspections	Develop, measure and report activities and the impact on lost time incidents			
	Obtain Certificate of Recognition	Safety Incentive Program			
	Implement Tapp Root software for incident investigations	Incident Cost Tracking			

Labour Relations	Labour Relations Committee			Negotiate Collective Bargaining Agreement	
	Administer consistent, fair labour relations practices across the organization.				
Payroll and Benefits	Extend Online payroll information to all staff	Electronic time card entry and approval system			
	Implement and evaluate Health and Wellness Benefit	Research and develop strategies that encourage health and wellness			
	Continue timely accurate payroll and benefit administration				

Marketing and Communication

The focus of marketing and communications for Human Resources services is to promote the City of Cold Lake as an employer of choice and build knowledge, and awareness of policies and procedures through improved internal communication. Over the next five years, marketing efforts will continue to be adaptive to changes and growth within the organization. Human resources service two main audiences; current employees and potential employees. Internal communication vehicles include a variety of electronic and physical message posting systems. Externally, networking, Job Fairs and social media tools, websites, job postings specifically developed promotional material such as pull up banners, business cards, etc. Special events in this department may include but not be limited to participation in the Lakeland Job and Career Fair, Health Wellness and Safety Fair, recruiting drives at nearby post-secondary institutions, as well as the launch of the Employee Self Serve (ESS) and intranet sites.

Performance Indicators and Measures
- Human Capital - Turnover Rates, Age Profile, Headcount
- HR Function KPI's – Recruitment Activity, Grievances, Absenteeism, Training, Safety Training, Performance Appraisals & Pay Premiums
- Successful Collective Bargaining Negotiations and Union relationships
- Job descriptions
- Performance Management
- Education, training and development files on employees
- Certificate of Recognition

11.4 *Information Technology Services*

Summary of Services:

Services provided by the IST (Information Systems & Technology) department under the umbrella of Corporate Services are as follows:

- Provide design, implementation, maintenance, support and management of:
  - ➢ Network infrastructure for LAN and WAN,
  - ➢ Servers, Virtual, Hardware and Appliance
  - ➢ Desktop, Laptops and mobile Workstations,
  - ➢ Peripherals such as Scanners, Plotters, Printers and multi-function units,
  - ➢ Internet and Intranet sites and services, and Broadband Cellular
  - ➢ Radio microwave City wide Network (MAN)
  - ➢ Telephony infrastructure, telephone systems, desk phone, Landlines, Cell phones, PDA's,
  - ➢ Video conferencing installation and management
  - ➢ Video design, installation, management, surveillance and security
  - ➢ Staff and Building Security; design, installation, access and tracking for all City facilities
- Provide data and disaster recovery which includes relocation of services within hours (all essentials services would be recovered within 4 to 8 hours) of a disaster happening. Also provide archival systems for all corporate data.
- Provide acquisition and management of all software licensing, both common and specialized.
- Provide software development life cycle for any required software not obtainable off the shelf, may also include off the shelf software that must be modified to provide the right service.
- Provide maintenance and support of all general office electronic assets such as photocopiers, point-of-sale, postal machine, and all other electronic equipment.
- Ensure security, management, and protection for both physical and virtual environments including provision of all threat protection of the organization's electronic data.
- Provide Project initiation and support for Construction projects, both new and renovation based, within the City prevue
- Develop short- and long-term strategies and standards which enable optimal use of technology and information.
- Research, develop, and implement new technology that enhances the delivery of municipal services.
- Upgrade and replace existing information and telecommunication systems to meet current technology standards.
- Provide a workable, maintainable, and manageable Helpdesk to answer all problems related to any of the above services.
- Continue to reduce risk with the implementation and support of offsite data center and a redundant Server environment.

- Provide support and training to meet customer needs.

Target Clients
- Internal Clients are City staff from all Departments, including those who do not have a desk with computer, through strategic location of multi-use computers as well as staff Hardware, Software and building access
- External clients are some of the affiliated user groups who need some assistance. All citizens of the City of Cold Lake are also supported for the usage of our website as well as the Community Self-Serve (CSS) service. The CSS also serves businesses outside of the city.

Opportunities/Challenges

Opportunities
The IST department has gone through many changes over the past three years; resources have been allocated to redesign and improve the Network infrastructure and Disaster Recovery capabilities for the future. A full analysis of what IST resources the organization has, and the expected need of the future, will be completed. There are opportunities that could be exploited in the future, if we have the right resources to achieve them. Some examples include:
- Increasing services to all departments and striving for minimal downtime and interruptions;
- Shorten the turnaround time on requests for service;
- Development and implementation of software to minimize the administrative processes of the organization;
- Software development within the organization and possibly venture with other municipalities or with businesses;
- Joint research with other municipalities on best practices; and
- Development of software that could be marketed or provided to other municipalities.
- Expansion of citizen self-serve interactions, reducing staff and paper duplications in areas such as Web based interactive programs.
- Further integrate and expand the use of Geospatial Business solutions for internal management and for citizen interfaces
- The use of Software and Hardware to create efficiencies in Document management.

Challenges
Some of the challenges of successfully taking advantage of the opportunities and meeting the organizational needs surround the continual changes in IST technology and the expectations of the Organization, with limited resources to provide them. The department has increased its resources but has challenges meeting the dramatic rate of change in the IST industry, legislated requirements, City staff demands, and Citizen expectations of immediate responses on informational inquiries. While there have been major improvements in data backup and redundancies, as well as possessing 99% disaster recovery capabilities, the Department is still spending excessive time being

reactive versus having the time to take advantage of current technology to initiate a more proactive environment. Communication with other departments needs to be enhanced in order to mitigate issues of software being researched that is not compatible or does not interface with other informational sub-systems. Examples of Challenges include:

- Growth in the number of City facilities and the distance between locations;
- Growth in the number of employees, hardware and software that needs to be supported;
- New software applications and business processes being introduced by departments that require IT assistance and set up.
- Increase in customers' requests and expectations;
- Increase in number of mobile workers, and support for wireless and mobile coverage devices;
- Increased use of specialized hardware and software for asset management (GPS equipment tracking, fuel management software, etc.)
- Legislative requirements to manage risk of wireless environment with security, encryption, authentication standards and procedures

Weaknesses/Strengths
The main weaknesses of the IST Department can be summed up as a lack or delay of communications with other departments, the number of facilities to support, the sprawled location of the facilities, and the shortage of operational resources to provide the increased expectation of services.

The main strengths of the IST Department include:
- Being able to achieve a downtime free environment of 99.90 % on the critical Services.
- 95% virtualization of the servers;
- The amount of knowledge within the department;
- From Zero (0) IST documentation to 90% documentation of all Applications and Network
- The energetic and dedicated attitude of the current personnel;
- The management support at the GM level;
- The support of other staff throughout the organization.

Reports, Studies, Standards, and Legislation
The IST Department is impacted by more than 400 standards, regulations, best practices reports, etc. The following is a short list of the most important documents that are affecting the IST Department:

- ISO/IEC 17799 (BS 7799),
- ISO/IEC 15408 from NIST (National Institute of Standard and Technology),

- ISO/IEC 27002:2005,
- ISO/IEC 9001:2008,
- 1024 Bit RSA standard for public key encryption,
- INCITS (International Committee for IT Standards),
- Canada Personal Information Protection Electronic Documents Act,
- Canada Privacy Policy Principles,
- Smith Guidance,
- Turnbull,
- CMA Code of Ethics Standards,
- BS ISO/IEC 20000-1:2005,
- BS ISO/IEC 20000-2:2008, and
- UK Data Protection Act 1998.
- Standard for Electronic Documents and Records Management Solutions (EDRMS)
- International Standards Organization Records Management Standard (ISO 15489);
- Canadian General Standards Board standards for documentary evidence; and
- ARMA International's standards and guides (see www.arma.org).
- Records Management Regulation (AR 224/2001)
  - *Information Assets in the Government of Alberta: A Management Framework*
  - *Information Management Planning*
  - *Information Security Classification*
  - *Official and Transitory Records: A Guide for Government of Alberta Employees*
  - *Developing Records Retention and Disposition Schedules*
  - *Managing Electronic Mail in the Government of Alberta*
  - *Managing Instant Messages in the Government of Alberta*

Key Emerging Trends
By far the largest trend is the expectation of online, instantaneous access to integrated Data. This requires the electronic conversion of data from paper to electronic, the integration of the Data through shared Databases and Applications, and easily accessible, understandable online interfaces for citizens and staff.

Another trend right now is the move of all businesses and public sector to the support of the Green Environment. The move is fuelled by a need to reduce the footprint of the data Centre storage as well as reducing the amount of resources required (such as electricity). In order to achieve that everyone is now moving to virtualization of servers and followed by virtualization of desktop.

The influence of technology on administrative processes is increasing dramatically. Customer Self-Serve and Employee Self-Serve are just a few to mention. The implementation and security required to run these types of services are very demanding and challenging on the IST department.

Another emerging trend is the government regulatory requirements for minimum standards to be met in the realm of Email/Data archiving and Data management, privacy and security. It is now expected that data will be as secure on a mobile laptop as it is on your corporate Network. Any archived data must be quickly accessible and new legislation is now going to address what, where, when and how data will be archived.

Finally, the increased use of social networking for business as well as the increased use of multi-media on the internet is causing huge problems for the IST department. Firstly, the enormous increase in bandwidth demand to support this new trend is very costly and the security nightmare is greatly increased. Monitoring the dilemma of what is for business versus personal use is very demanding. A definite review of work environment policy will have to be reviewed in the near future.

General Philosophy to Achieve Corporate Strategies
The IST department will be undergoing a critical analysis of the principles, concepts and delivery of service to obtain a systemic approach to improving and reconstructing the operations of the department today, and what is expected in the future. The focus will be to deliver exemplary customer service with an environment that is dramatically changing, evolving and meeting legislated requirements, industry standards and customer expectations. Some ways to attain this goal include:

- Streamline communication with other departments and managing change effectively;
- Set performance indicators and monitor achievements;
- Create policies and procedures necessary to implement organizational objectives;
- Listen and respond to customer base and provide media for feedback; and
- Increase number of support requests resolves at first point of contact.

More specific details of planned actions over the next five years include the following:

Information Technology Services	2015	2016	2017	2018	2019
Network Infrastructure	Complete move to City owned MAN/WAN 85%/15% Radio/Fibre (Municipal Area Network/Wide Area Network)			Begin move to Fibre based City Network.	Move to MAN/WAN Fibre 100% Application and Server design changes , in order to advantage Network improvements
		Expanded Network capacity to meet Intranet and Internet load demands			
	Library integration and support: Network, Computer and Phones.	Building Projects: New FireHall: Network design build and integration.	Building Projects: New Arena: Network design build and integration. Public accessible Mobile Hotspots	Building Projects: New RCMP Bldg.: Network design build and integration.	Building Projects: New City Hall: Network design build and integration. Review DR Network Plan
	Build out of Event Mobile Hotspots				
Servers	95% virtualization Additional Server build and support for expanded infrastructure and Software requirements	Additional Server build and support for expanded infrastructure and Functional Software requirements	Additional Server build and support for expanded infrastructure and Functional Software requirements	Additional Host Server acquisition and build for expanded infrastructure and Functional Software requirements. Review Design	Review DR Network/ Host Server Plan
	Upgrades to software				

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Information Technology Services	2015	2016	2017	2018	2019
Security	Continue improvements in Firewall, Server, Software and Email security.	Building Projects: New FireHall	Building Projects: New Arena	Building Projects: New RCMP Bldg.	Building Projects: New City Hall
	Design, build, integration and expansion of Facility Security as well Personal and Access Control				
	Develop security strategy for use of social media				
Data and Disaster Recovery	Upgrade, redesign as necessary to meet Regulatory requirements		Upgrade, redesign as necessary to meet Regulatory requirements		
	Review DR Plan, Test DR				
Desktop and laptop Workstations		Design and test virtual Desktop integration and costs	Begin replacement of Desktop Hardware (4yr cycle)	Complete replacement of Desktop Hardware (4yr cycle)	
	Upgrade all software and implementation of any new or enhanced software applications				
		Recruit a dedicated software and applications resource		Recruit dedicated IST resource for the Energy Centre	
Software	SharePoint upgrade 2012 SQL Upgrade to 2013.	Upgrade all Microsoft Software and SA warranty	In conjunction with Finance evaluate financial software system	Upgrade Financial Software and Hardware SharePoint upgrade 2017 SQL Upgrade to 2017	Upgrade Financial Software and Hardware SharePoint upgrade 2017 SQL Upgrade to 2017
	Records Management implementation				

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Information Technology Services	2015	2016	2017	2018	2019
Internet / Intranet	Review current reliability/ risk and redesign as required" HR self-serve interfacing.	Review current reliability/ risk and redesign as required" HR self-serve interfacing. GIS web integration and Citizen self-serve access to GIS enable interfaces			
Telephony	Reconciliation of Telephony Servers (2 locations) for full redundancy of the Landline Phones. Design, Integrate and Support Library Telephony system . Mobile Cellular review. Review integration of other cellular devices as managed devices	Investigate alternate VoIP systems, Unified communication systems (chat, video, landline, mobile, etc.) Propose alternate Cellular design.	Propose, Pilot test alternate Telephony VoIP Systems. Begin Mobile cellular solutions installation integration	Install updated Telephony system Mobile cellular solutions installation integration	Review Integrated Unified Communication System
Electronic Equipment	Support and review of all peripheral devices: Printers, POS banking, Photo Radar, Fuel Management solutions, GPS, Access control devices, Video, etc.				
HelpDesk	Review current HelpDesk Solution, look for efficiencies and roadblocks	Review current HelpDesk Solution, possible alternatives?	Propose alternate solution to current HelpDesk Solution,	Configure, install HelpDesk Solution	Review HelpDesk Solution,

Performance Indicators and Measures

The following are general performance indicators and measurements that assist in evaluating the department:

The best performance indicators for IT have always been measured by the length of unplanned downtime. The IST department wants to achieve 99.99 % downtime free, not including the planned maintenance downtime that is required to be pro-active.

- The numbers of IT support requests and turnover rate for successful completion.
- Number of IT support requests resolved at first point of contact.
- Number of application enhancements or process improvements implemented.
- Survey of customer expectations and satisfaction.
- The number of projects man-hours being completed in a year.

12.0   Infrastructure Services

The Infrastructure Services Division is responsible for the management of municipal infrastructure to ensure all the infrastructure is built to and maintained at safe and serviceable conditions to meet the needs of the community and comply with applicable regulations and standards. This infrastructure includes the transportation network (roadways, sidewalks, pathways, street lighting, signage, traffic signals, traffic calming, parking), solid waste management, water treatment plant, water distribution and reservoirs, waste water collection (sewers, wet wells and force mains), waste water treatment facility, storm water collection and disposal, facilities maintenance including arenas, fleet maintenance, and aerodrome operations. The Division is also responsible for planning, execution and management of Capital infrastructure projects and facilitating the design and construction process of new development.

In its mission to meet Community's long-range vision for the City of Cold Lake, the Infrastructure Services Division will undertake:

- Develop and maintain an effective customer service response system with methods to measure customer satisfaction and increase citizens' understanding of the Infrastructure Services Department functions, goals, practices and procedures
- Continuous search for opportunities and best practices in infrastructure design, management and maintenance to provide efficient and sustainable infrastructure;
- Continuous efforts to ensure that infrastructure is maintained in a safe and serviceable condition in balance with public needs and available funds;
- Continuous improvement, striving for excellence in all aspects of the division;
- Continuous efforts to protect environment and preserve natural resources;
- Continuous focus on proactive interaction with the Council, Staff, the citizens of the City of Cold Lake and government regulatory bodies;
- Succession planning to develop, retain and when necessary recruit qualified personnel to create a diverse quality workforce that will meet the long-term needs of the division; and
- Implement programs and technologies to develop a highly productive department with staff taking pride in work and services being provided

12.1   ***Engineering Services***

Summary of Services:
The Engineering Services Department of the Infrastructure Services Division:
- Sets engineering standards, provides review comments and observations for new development infrastructure;

- Coordinates the design, tender and construction of new infrastructure within City of Cold Lake rights of way and easements;
- Issue Construction Completion Certificates and Final Acceptance Certificates for contracted work;
- Maintains the asset inventory of existing infrastructure;
- Monitors the condition and serviceability of these assets;
- Mapping of infrastructure assets to GIS repositories;
- Maintains GIS applications and related database repositories; and
- Coordinates the repairs and upgrades of these assets to ensure that infrastructure functions are at required service levels to meet public needs and is maintained in as safe a condition as allowed with available funds.

Target Clients
External
- The citizens, businesses, developers and tourists to Cold Lake are the major external clients;
- Federal, Provincial and Municipal Government agencies include Transportation Canada, Environment Canada, Alberta Transportation, Alberta Environment and Sustainable Resource Development, Regional Municipality of Bonnyville, adjacent towns and villages; and
- The Regional Utility Services Commission (RUSC).

Internal
- The Engineering Services Department works closely with Public Works Operation Department within the Infrastructure Services Division and with Planning and Development Department.

Opportunities
- Opportunities exist to provide infrastructure that will support growth in employment, tourism, business opportunities and improves lifestyle for the citizens of Cold Lake.
- Some of these opportunities include:
  - ➢ Upgrades to the plans, designs, line assignments and as-built information flow for subdivision development;
  - ➢ Upgrades to the transportation system, water, waste water systems;
  - ➢ Online GIS Applications;
  - ➢ Drainage improvements;
  - ➢ Introduction of new bylaws to control excavations within the right of ways
  - ➢ Traffic calming;
  - ➢ Improved parking facilities and control;
  - ➢ Business Zone redevelopment;

➢ Lifecycle asset management; and
➢ Facilities upgrades to provide greater and more accessible service to the citizens.

Challenges
The major challenges for the Infrastructure and Public Works Department constitute the infrastructure needs for the present population of 15,700 as well as for growth related needs for the projected population of 22,000 by the year 2037.

In 2012 City implemented 10 year capital plan and the capital funding for infrastructure projects was expanded from $2 million to $18 million. The staging and prioritization of the infrastructure upgrade is since becoming increasingly critical and for the purpose Engineering services is constantly researching and working to procure design and construction services. The City's annexation plan has also initiated a need to update the Infrastructure Master Plans/studies to reflect the future growth and expansion.

Alberta Environment has indicated a desire to upgrade the wastewater facilities to include nutrient removal. Alberta Environment has also indicated a desire to provide water from the Cold Lake facility to the Town of Bonnyville. These requests fall under the prevue of the RUSC; however, funding to these projects would require input from the City of Cold Lake. The plant will require an upgrade in 2015/2016 to cater for the need of the population. This upgrade is above and beyond what will be required to supply water to Bonnyville.

For the Growth Related projects to be cost-effective, the following points were considered in the sizing and timing of the identified works:
• Future urban development pressures,
• Address an aging infrastructure,
• Address the increasing public demands,
• Water and wastewater plants upgrading to meet growth & higher provincial standards,
• The lifecycle of pipes and other materials used in the construction of municipal services (typically 25 to 30 years),
• The extent and effect of disruptions caused by staged and sectional improvement works, and
• The strategy of interim upgrading of roads to reach full urban standards over or even beyond the life of the plan.

Weaknesses/Strengths
Strengths: Qualified staff has been found for all positions. These staff, in conjunction with consultants, has provided studies and plans that have identified existing inventory, areas requiring upgrades and repairs.

Weaknesses: An ongoing and in house innovative asset management program is required to maintain the existing inventory and to identify timely scheduling of repairs/upgrades to provide optimum lifecycle costing for the maintenance of the infrastructure.

Reports, Studies, Standards, and Legislation
Legislation governing Engineering Services includes the Municipal Government Act, environmental acts and licensing requirements, legislation governing snow and ice control materials amongst others.
Studies are in progress or have been completed in the following areas:

Transportation Study
Cold Lake's new Transportation Strategy as per the Transportation Study completed in 2011, has set a vision and established principles aimed at developing a balanced transportation system which enables sustainable mobility choices that integrates with other City plans for the environment, health and safety, economic development, and land development. Many new suburban communities are currently under development, and more are being planned. It is crucial to adopt measures that will encourage sustainable transportation modes and will reduce car dependency. In general, now-a-days people are more conscious and interested in cycling, walking, ride-sharing, and carpooling. These alternatives will not be sustainable unless they become attractive as compared to non-sustainable modes of transportation. Development of our road system remains a significant component of the Transportation Strategy, including completion of key missing links; however, providing greater travel choice for improved access to jobs, education, health and recreation for all, will play an increasingly important role. The serviceability of Cold Lake's road and pathway networks are fundamental to the viability of modern living in this community. The goal of the works outlined in this Business Plan is to maintain and improve the transportation network such that it meets the mobility needs of our communities and businesses safely and efficiently.
With current economic activity and proposed annexation plan the study will need an update in 2016 to verify the key parameter assumed for future growth and realign the plan with growth principles of the time.

Storm Water Management Plan
The Storm Water Management Plan was updated in 2014 and it not only provided update to the previous plan but also covered the future annexation areas. It also provides drainage options to the Meadows and Creek Side development areas which are faced with some unique drainage challenges. The drainage comprises various programs of work to meet the needs of the existing residents, new growth, and/or a combination of both. Programs dealing with existing residents are focused on infrastructure to address the following items:
- public safety,
- preserving aquatic habitat,
- avoiding property damage from flooding and erosion, and
- reducing inconvenience to the public from problems like localized ponding.
The growth related programs of works identified are intended to meet the drainage servicing needs for new growth, and to manage the downstream impacts associated with growth. The works reflect the current design criteria and policies to promote orderly development,

and protection of natural water sources, including the more holistic approaches proposed in recently completed Storm Water Management Plan. According to the Storm Water Management Plan, drainage improvements within the City of Cold Lake are believed to resolve documented flooding or potential public health concerns, which have affected or have the potential to impact, private property. Improving the drainage systems in older neighbourhoods has been an ongoing issue and will likely continue beyond the current extent of this Business Plan. In this Storm Water Management Plan, relief and trunk storm systems were proposed for future planning which consist of storm sewers, overland flow paths, ditches and other conveyance systems will serve areas of urban development. Storm Water Management Plan also includes provisions for land acquisition, construction of storm water detention ponds and drainage parkways. These ponds and drainage parkway are planned and designed to reduce peak flows to natural streams and in some cases improve water quality. The Ten year capital plan will require an amendment to incorporate the upgrade identified in the Storm Water Management Plan.

Water Distribution System Modelling and Assessment
The primary objective of the water utility is to provide sufficient, safe and clean drinking water to the residents of the City of Cold Lake. This includes operation and maintenance of the existing system, and planning the design and construction of new facilities to allow for growth and development. City of Cold receives its water supply primarily from the system of transmission mains and Cold Lake membrane filtration plant. City of Cold operates a system of pump stations to provide adequate pressure under peak demand conditions and for firefighting purposes. The demands on the water system increase with the residential, commercial and industrial developments that are taking place. To meet these increased demands, water system improvement studies were completed in 2009 through AECOM. A major asset management program was developed which identified replacing all cast iron and asbestos cement pipes in a phased manner, on a priority basis in the next thirty years. Since 2009 through Capital funding many of the water mains got replaced initiating the need to update the modelling and assessment study. The update to the study is planned for the fall of 2014 and will provide an updated prioritized inventory of water mains required to be replaced/upgraded based on their age, condition of pipe, replacement costs versus maintenance cost, risk/frequency of breakage, hydraulic capacity, fire flow availability, criticality, and impact to environment and property. The replacement of these mains is a mainly non-growth component, unless upsizing is required.

Waste Water System Modelling and Assessment
The City strives to build and maintain a robust sanitary sewer system that is cost effective, scalable, lasting and environmentally responsible. A robust system also increases the level of service. For a robust sanitary sewer system, the City must:
- replace systems that have a high operation and maintenance cost;
- build a scalable system that accommodates future growth and additional sewer;
- maintain catchments by incorporating upsizing to sewers whenever opportunities arise; and
- build an environmentally friendly system to minimize or eliminate sanitary sewer overflows.

A major asset management program has been established for the sewer system. Through this program the gravity sewer system is systematically video inspected to identify its condition. Until this process is completed, it is not possible to fully quantify the rehabilitation needs for structural deficiencies within the gravity sewer system. Replacement of the existing system needed to provide capacity to meet current demand or due to structural failure of the existing sewer is considered to be non-growth costs. An update to 2009 waste water modeling study is planned for fall of 2014 which will identify key areas for improvements.

Key Emerging Trends
City of Cold Lake achieved City status in the year 2000 when Town of Grand Centre, Town of Cold Lake and Town of Medley were amalgamated. With the expansion of City limits, demand for development in new areas in the last decade has increased. This has put a huge burden on the water supply lines, waste water lines, and transportation infrastructure. Old utility lines were sufficient for the small towns, but growing population of the amalgamated City has necessitated model studies for these utility lines as well as for the transportation infrastructure. City of Cold Lake has already conducted model studies for water, waste water, storm water and transportation system. All of these studies need to be update on a regular basis to verify the key growth assumptions and correct them for future needs.

Due to higher water table and aging infrastructure, there is a high inflow and infiltration in the pipe system which requires detail investigation. The Inflow and Infiltration (I&I) Study is required to identify the source of I&I and advise a strategy to prepare a plan to address the issue.

General Philosophy to achieve Corporate Strategies
Commitment from the City of Cold Lake is to ensure the existing facilities are maintained to the industry standards:
- Source of funding are secured,
- Ensure that new development is self-sustainable through development contributions,
- Treatment facilities comply with provincial standards and regulations, and
- Knowledgeable, well-trained and motivated staff.

More specific details of planned actions over the next five years include the following:

Engineering Services	2015	2016	2017	2018	2019
Growth, Funding and Grants	Investigate relationship between population and infrastructure growth. Propose system -linking growth in operating budgets to growth in population / infrastructure as well as increases in inflation.				
	In conjunction with Financial Services, establish procedures to obtain maximum number and value of grants.				
Capital Projects and New Development	Annual Review and update the Municipal Engineering Design Manual.				
	Provide planning and development detail design review, inspection services and development agreement enforcement for new subdivision development. Ensure all new development is constructed to City of Cold Lake's standards. Update as-built plans of the completed projects into the City of Cold Lake's GIS database and asset inventory.				
	Provide project management and coordination services for all capital and special projects. Issue CCC's and FAC's.				
	Review and update of the Offsite Levy Model in coordination with Planning and Development Department.	Review and update of the Offsite Levy Model in coordination with Planning and Development Department.	Review and update of the Offsite Levy Model in coordination with Planning and Development Department.	Review and update of the Offsite Levy Model in coordination with Planning and Development Department.	Review and update of the Offsite Levy Model in coordination with Planning and Development Department.
		Update Transportation Study and update Bylaws as required			
	Implement/update 10 Year Capital Plan				
	Maintain annual street improvement program (Road Analytics Program)				

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Transportation (roadways, sidewalks, pathways, street lighting, signage, traffic signals, traffic calming, parking)	Ensure all development is designed and constructed to reflect recommendation of the Transportation Study.				
	Traffic Calming – To the extent of available funds, implement traffic calming procedures as outlined in Transportation Study and other sources.				
	Parking – To the extent of available funds, investigate and implement parking procedures in accordance with Transportation Study, area development plans, policies and good engineering practices.				
	Pavement Management – complete roadway inventory, measure conditions of roads (structural, ride ability, rutting, condition) update policy integrating pavement conditions and underground utility conditions, Resurface / rebuild roads as per policy to the extent of available funds.				
	Sidewalks, Curb & Gutter - complete inventory, upgrade measurements of condition of concrete surfaces (cracks, vertical & horizontal displacements, deterioration) update policy as required integrating conditions and underground utility conditions. Repair / replace as per policy to the extent of available funds.				
	Pathways - complete inventory of existing pathways. Upgrade measurements of condition of concrete surface pathways. Update/Establish policy integrating conditions of pathways and underground utility conditions, Integrate existing pathway systems with recommendations from Transportation Study. Construct, repair / replace pathways as per policy and recommendations to the extent of available funds.				
	Street Lighting – work with ATCO Electric to get reports on inventory, conditions of poles, bases and luminaries. Review/set standard for illumination standards /pole spacing for the City. Request upgrades and retrofit lighting to meet these standards. Establish policy for City Owned assets for replacement and luminaire types. Train staff on how to use ROAM system.				
	Traffic Signs / Street Name signs - Update inventory. Measure conditions. Establish replacement policy based on sign condition and reflectivity.	Construct, repair / replace signs and supports as per policy to the extent of available funds.			
	Traffic Signals – Subject to availability of funds, install Management Information System for Transportation, traffic cameras and signal controllers to coordinate signal timing and provide optimum service to the motoring public. Provide web service for the cameras to allow public to view the roadways.				
	Continue annual traffic counts, classification counts, and speed counts throughout the city.				
Water treatment	Upgrade WTP to 33000 m3 per day capacity by utilizing existing trains. Est. cost $2.0 Million.	Investigate requirement for Clear water reservoir			

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plant (In conjunction with RUSC)	Monitor population growth and water usage; request funds and implement additional treatment cell when timely.			
	Review requests from Public Works Operations for major repairs and/or upgrades. Arrange for studies, tenders and contracts subject to availability of funds and approval from RUSC.			
	Work with 4Wing to prepare a plan for using both supply lines to south and also check on system loss			
	Investigate possible improvements in reliability and potential costs savings through increased use of SCADA devices.			
Water distribution and reservoirs within Cold Lake	Establish/update policy on distribution of water from City distribution system to locations beyond City boundaries.			
	Review all reservoirs and pumping systems. Identify required upgrades to ensure backup and redundancy.	Implement upgrades subject to availability of funds.		
	Subject to availability of funds, upgrade all restrictions in distribution network to ensure required water supply is available for all growth areas. Refer to updated AECOM report.			
	Find all areas where water comes from single source. Find and establish required action at all locations and services where water might stagnate or where single source supply limits reliability. Establish design to ensure circular supply sources.	Construct water main feeds to provide circular supply sources to the extent allowed by available funds.		
	Identify areas where frequent pipe failures are noted.	To the extent of available funds, replace mains at locations of frequent failures. Coordinate this replacement with upgrades /replacements of road surfaces and associated concrete work.		
Waste Water Collection	Meet with Alberta Environment; refine	Renew Alberta Environment License as required		

(Sanitary Sewers And Force Mains)	requirements of existing license.			
	Lift Station and Force main Upgrades at Building #9.			
Storm Water Collection And Disposal	Review all lift stations and the force main system: • Investigate possible improvements in reliability and potential costs savings through increased use of SCADA devices. • Subject to availability of funds, upgrade Westlawn Lift Pump to provide increased reliability and reduced maintenance costs. (Services approx. 28 houses) • Subject to availability of funds, upgrade Meadowview Lift Pump to provide increased reliability and reduced maintenance costs. (Services 2 condo buildings)			
	Work with AESRD to develop guidelines and secure funding for the upgrade to Waste Water Treatment Facility.	Implement expansion to the Waste Water Treatment Facility if necessary. Start work on implementation of pilot plant to prepare for the ultimate upgrade.		
	Develop and implement policy for removal of eaves trough downspouts from sanitary sewers.	Develop and implement a policy for inspection of residential sumps discharging ground water into sanitary system.		
	Implement Improvements to Building #4			
	Subject to availability of funds and approval by Alberta Environment, upgrade sanitary sewer system to remove bottlenecks, constrictions and "hot spots". Refer to AECOM report.			
	Meet with Alberta Environment; refine requirements of existing license.	Renew Alberta Environment License as required		
	Implement Capital plan to replace/upgrade Storm sewer as per 2014 Storm Water Study.			

Airport	Develop manuals and procedures to define an Airport Maintenance / Inspection program that is as per Transport Canada Regulations.	Review and update manuals on an annual basis to ensure continued compliance with Transport Canada Regulations.			
	Implement any necessary changes or improvements to comply with Transport Canada Regulations.				
	With recent upgrade at the Aerodrome (LED lights, PAPI's, GPS approaches, resurfacing of runway and expansion of lease area) there is an increased interest to lease hangar space. Necessary revision to policies as required.				
	Provide more training to staff to provide enhanced services at the Aerodrome.				
GIS and Asset Management	Expand GIS services to include integrated Work Order Management System. e.g. City Works	Continuously work to improve the GIS applications and enhance online customer applications			
	Implementation of NASSCO certified Pipe assessment inspection system, camera inspection of sewers and integration into GIS system	camera inspection of sewers and integration into GIS system	camera inspection of sewers and integration into GIS system	camera inspection of sewers and integration into GIS system	camera inspection of sewers and integration into GIS system
	Enhance capabilities of Tangible Capital Asset database repositories within MDW software to use it for Capital Planning and integration into GIS		Re-evaluate the needs of the division and research if alternate software is required.		
	Develop, maintain and update Asset Management Program				

Marketing and Communication Tactics
The focus of marketing and communications within the City's engineering department is to provide clear, effective information about engineering and construction projects occurring in the community. Over the next five years, efforts will continue to be adaptive to changes and growth within the City of Cold Lake. Engineering services communicates with the general public, primarily impacted by construction of road projects by newspaper, radio, Facebook and City website advertising as well as public open houses. Another target

audience is the local and provincial contractors who may bid and work on engineering projects. Communication with this group would use more of a direct contact approach supplemented by newspaper ads and open houses. Promotional items would include maps and other project specific information materials.

Performance Indicators and Measures:
- Turnaround time in providing service,
- Cost of service,
- Ability to keep inventory database up to date,
- Increase or decrease in quantity of assets requiring repair or upgrade, and
- Ability to meet licensing and regulatory requirements.

12.2   Public Works Operations

Summary of Services:

The Public Works Operations Department of the Infrastructure Services Division provides:

- Information regarding the condition of the infrastructure assets.
- Services for infrastructure within City of Cold Lake.   This includes:
  - ➢ Transportation Infrastructure
    - Snow and ice control in the winter,
    - Street Sweeping,
    - Road maintenance and repairs through various programs like: spray patching, crack sealing, pot hole patching,
    - Pathway, sidewalk, curb and gutter repairs,
    - Maintenance of street lights, traffic lights, traffic signs, pavement markings, and
    - Installation and maintenance of select detours, temporary road closures and other temporary traffic accommodation strategies.
  - ➢ Solid Waste Management
    - Curb side pickup,
    - Recycling initiatives
    - Transfer station,
    - Class 3 Landfill management, and
    - Litter control and public waste receptacles.
  - ➢ Clean Water
    - Provide service at the water treatment plant under contract to the RUSC,
    - Maintain the water distribution network, reservoirs and pumps.
  - ➢ Waste Water
    - Maintain the gravity feed sanitary sewer system;
    - Maintain the network of sanitary lift stations and force mains throughout the city;
    - Under contract to the RUSC, maintain Lift Stations and force main from the City of Cold Lake to the sewage lagoon and provide services at the sewage lagoon; and
    - Provide service for the transfer of wastewater from trucks to the sewage lagoon.
  - ➢ Storm water Collection
    - Maintain the gravity feed sewers that transfer rainwater and melting snow to waterways and Cold Lake; and
    - Maintain retaining ponds that are used to control the flow of storm water.

> ➢ Aerodrome
> - Provide inspections and maintain reports as required by Transportation Canada.
> - Maintain Fuel tanks at the Aerodrome
> - Calibrate PAPI lights as required
> - Maintain runway lights
> - Manage Hangar/tie down space and
> ➢ Fleet and Equipment
> - Purchase and maintain fleet of vehicles, trucks and equipment used by City of Cold Lake staff;
> - Provide inspections and maintain reports as required as per applicable regulations;
> - Develop and maintain Vehicle Management Reporting System
> - Conduct and coordinate vehicle inspection for the purpose of preventive maintenance

Target Clients

External
- The citizens, businesses, developers, and tourists to Cold Lake are the major external clients,
- Federal, Provincial and Municipal Government agencies include Transportation Canada, Environment Canada, Alberta Transportation, Alberta Environment, Regional Municipality of Bonnyville, adjacent towns and villages; and
- The Regional Utility Services Commission (RUSC).

Internal
- The Public Works Operations Department works closely with Engineering Services within the Infrastructure Services Division and with Recreation, Emergency Services, Planning and Development.

Opportunities/Challenges

The Public Works Operations Department's (of the Infrastructure Services Division) mission is to provide services and perform repairs to infrastructure within City of Cold Lake.   This provides both opportunities and challenges in the ongoing effort to balance public expectations within the context of available funds. The greatest challenge is to provide services at the desired level within the constraints of funding, equipment resources and poor retention of new staff. The opportunities and challenges can be tabulated as below:

1. Changing traditional daily operations, Communicating the reasons and potential benefits of changes
2. Overcoming the fear of performance monitoring and accountability
3. Committing time and resources to enhance productivity and manage changes
4. Developing employees and managers through training

5.   Competing priorities among work units and individuals
6.   Developing effective production measures and workable performance system
7.   Instilling a sense of professionalism and professional image

Weaknesses/Strengths
The greatest strength of the Department is a core of long-term employees with in-depth knowledge, who are dedicated to the provision of service and the preservation of the City of Cold Lake's infrastructure.

The greatest weakness is the highly variable nature of the service demands that change with the seasons, uncontrolled events and the daily fluctuations of the weather. This coupled with the limited resources available, places considerable strain on the staff. Staff retention is a significant issue, with frequent turnover at the entry and lower level positions. Many of our senior staff is approaching retirement age; and succession planning is an issue.

Reports, Studies, Standards, and Legislation
Legislation
OH&S legislation, Transportation Canada legislation, Alberta Environment licenses for water treatment, waste water treatment and for sewer distribution and discharge. Note: several of these licenses are held by the RUSC.

Key Emerging Trends
 With increase in population and subsequent development there is an increased demand of service level delivery and commitment. The service levels and resource allocations for the delivery of these service levels needs to be re-evaluated and new ways/methods/technology need to be explored to deliver the service levels as committed. Also methods need to be developed to not only measure customer satisfaction but also increase citizen understanding of the Public Works Operations functions, goals, practices and procedures.
General Philosophy to achieve Corporate Strategies
Commitment from the City of Cold Lake is to ensure the existing facilities is maintained to the industry standards:
- Source of funding are secured;
- Services are provided that meet the expectations of the public and the requirements of governing bodies (, Fleet reporting requirements, Working alone legislations, Certificate of recognition retention, Fatigue Management Program, etc.); and
- Treatment facilities meet with provincial standards and comply with provincial regulations.

More specific details of planned actions over the next five years include the following:

	2015	2016	2017	2018	2019
Operational Services	Review / amend safety procedures / documentation and perform safety trainings as required per OH &S to maintain COR certification.				
Capital Projects and New Development	Review City of Cold Lake's GIS database and asset inventory to ensure required service is extended as required to include the new assets.				
Transportation	SNIC –Review / modify plowing and sanding routes as deemed necessary	Upgrade SNIC routes to reflect changes in infrastructure.			
	Review status of snow storage maintenance facilities. Ensure compliance with Snow Disposal Guidelines for the Province of Alberta.	Perform annual review and update of plan as required to ensure compliance.			
	SNIC – Review environmental plan and reporting procedures related to use of SNIC materials.	Report SNIC material usages as per environmental plan.			
	Subject to availability of funds, match SNIC equipment levels to requirements of infrastructure and service levels identified in the SNIC plan.				
	Pothole Patching – Train new staff on the use of online pothole application. Research new equipment and techniques to provide year round repairs.	Pothole Patching – Train new staff on the use of online pothole application. Research new equipment and techniques to provide year round repairs.	Pothole Patching – Train new staff on the use of online pothole application. Research new equipment and techniques to provide year round repairs.	Pothole Patching – Train new staff on the use of online pothole application. Research new equipment and techniques to provide year round repairs.	Pothole Patching – Train new staff on the use of online pothole application. Research new equipment and techniques to provide year round repairs.
	Review polices and future relationship with	Subject to availability of resources, increase recycling initiatives.			

Solid Waste Management	Beaver River Solid Waste Commission.				
	Review Integrated Solid Waste Management Program, customer satisfaction, Expand automated cart collection program	Expand automated cart collection program	Expand automated cart collection program		
	Research alternate to Class 3 Landfill as it is nearing its life.	Implement alternate for C&D disposal			
	Research options for Recycling as the current contract will be expiring	Implement new recycling contract	Research options for automated carts for curb side collection		
	Research and implement new collections schedule for curb side service				
Water treatment plant (In conjunction with RUSC)	Provide service under contract to the RUSC for the production of safe drinking water.				
	Ensure compliance with terms and conditions of license provided by Alberta Environment.				
	Provide continuous inspections and review of facility and equipment; perform minor repairs; identify major repairs and/or upgrades to Engineering Services.				
Utilities	Meter Reading, expansion of Automatic Meter Reading Program	Meter Reading, expansion of Automatic Meter Reading Program	Meter Reading, expansion of Automatic Meter Reading Program	Meter Reading, expansion of Automatic Meter Reading Program	
	Implement GIS based valve exercise program				
Water distribution and reservoirs	Develop and implement standard operating procedure for operations of backup systems, including test procedures to ensure	Test backup systems as prescribed in the SOP's.			

within Cold Lake	reliability of backup system, fuel, etc.			
	Review the condition of all valves. Ensure all valves will operate for flow adjustment and closure. Repair / replace valves as required subject to availability of funds. In 2010, specifically test altitude valve at Building #7 (est. repair cost $7,000).			
Waste Water Collection (Sanitary Sewers And Force Mains)	Ongoing annual flushing program and lift station cleaning.			
	Provide monitoring, testing and reports as required under license from Alberta Environment.			
	Provide inspection services and review of sewers, manholes and outfalls; perform cleaning and minor repairs to ensure continuous service; identify major repairs and/or upgrades to Engineering Services.			
	Find cross connections of storm drains to sanitary sewers. Work with homeowners and Bylaw to separate storm water from sanitary system.			
	Implement NASSCO standards for pipeline assessment.			
Waste Water Treatment Facility	Provide monitoring, testing and reports as required under license from Alberta Environment.			
	Provide inspection services and review of sewers, manholes and outfalls; perform cleaning and minor repairs to ensure continuous service; identify major repairs and/or upgrades to Engineering Services.			
Storm Water Collection And Disposal	Provide monitoring, testing and reports as required under license from Alberta Environment.			
	Ongoing annual flushing program.			
	Provide inspection services and review of sewers, manholes and outfalls; perform cleaning and minor repairs to ensure continuous service; identify major repairs and/or upgrades to Engineering Services.			
	Implement NASSCO standards for pipeline assessments.			
Fleet Services	Implement and maintain Vehicle Maintenance Reporting Standards (VMRS) and Establish procedures for drivers and operators in compliance with requirements of applicable regulations and standards	Subject to availability of funding, Expand GPS vehicle monitoring systems for fleet vehicles.		

	Perform annual review and replace vehicles and equipment on a lifecycle basis to meet the needs of the City of Cold Lake.				

Performance Indicators and Measures
- Safety and Wellness of workforce,
- Time to provide service,
- Customer satisfaction,
- Cost of service, and
- Ability to meet licensing and regulatory requirements, Council approved policies.

13.0 Community Services

The Community Services Division is responsible for the management of the City of Cold Lake Protective Services (including a composite fire-rescue department, contracted RCMP services, and Community Peace Officers and Municipal Bylaw enforcement), Family and Community Support Services (FCSS) and Special Transportation Services, and Parks and Recreational Services. The division also has the responsibility for developing, maintaining and implementing the Municipal Emergency Plan (MEP). The primary goal of the Division is to ensure the protection and enhancement of the quality of life within the City of Cold Lake, through active programs relating to: recreation, arts and culture, social welfare, law enforcement, fire protection and emergency preparedness.

In its mission to meet Council's long range vision for the City of Cold Lake, the Community Services Division will undertake:

- Continuous search for opportunities and best practices in recreation, arts and culture, social welfare, law enforcement and fire protection in order to maintain, protect and enhance the quality of life for the citizens of the City of Cold Lake and achieve orderly and well-planned, people-oriented development;
- Continuous review and practice of emergency measures planning to mitigate the risks of a major disaster;
- Continuous commitment to public safety to ensure a safe community for residents and visitors alike.
- Continuous focus on proactive interaction with the Council, staff and citizens of the City of Cold Lake;
- Continuous commitment to quality customer service and customer oriented programs and services;
- Continuous commitment to ensure community access to high quality programs, services, and resources that address community needs;
- Continuous maintenance, enhancement and where appropriate construction of community services facilities/ infrastructure;
- Continuous improvement, striving for excellence in all aspects of the Division; and
  - Continuous effort to recruit and retain qualified personnel and acquire the necessary tools to meet the needs of the Division.

13.1   *Fire-Rescue Services*

Summary of Services:

Cold Lake Fire-Rescue (CLFR) operates in five core service areas:

- *Fire Service Administration* – delivers leadership, management, and direction to the fire service, coordinates operational activities, and provides essential support to the fire service: budgeting, equipment, firefighter recruitment, firefighter retention, infrastructure (apparatus and stations), planning, public information, reporting, and general support services.
- *Fire Prevention and Risk Reduction*
  - ➢ *Educational* – delivers quality educational opportunities and interactions to residents. Encourages positive public fire and life safety attitudes, and behaviors to reduce injury, life and property loss, from fire and other hazards.
  - ➢ *Regulatory* – delivers safety code enforcement and compliance through: fire inspections, fire investigations to determine cause and origin of fires, engineering plan reviews, municipal planning input, and fire safety consultations.
- *Training & Occupational Safety* – provides qualified instructors and delivers certified fire-fighting courses, and skills maintenance training; to meet CLFR's level of service in co-operation with regional partners and provides a training center for the fire service, municipal, community, and related protective services.
- *Emergency Operations* – delivers prompt and competent emergency services; extrication, fire suppression, dangerous goods, medical first responder, rescue, and special operations, while providing a safe and efficient work environment.
- *Emergency Management* – provides preparedness, education, and expertise to the City of Cold Lake, our regional partners, and our citizens, to lessen the effects of emergency or disastrous events.

Target Clients
CLFR has a wide range of external and internal clients that have an investment in the fire service. Each of these clients approaches the fire service from a unique perspective encompassing diverse expectations and needs.

External
- The general public of Cold Lake, neighboring municipalities, and visitors are CLFR's largest external clients for fire prevention, risk reduction, emergency operations, and emergency management.
- Alberta Health Services (AHS), Royal Canadian Mounted Police (RCMP) and other emergency agencies are external clients and partners in emergency operations/response, emergency management, and special event planning.
- Business owners, property developers, and property owners are external clients through inspections, code enforcement, plan reviews, and safety recommendations.

Internal
- Firefighters are the largest internal client through supporting fire service training, certification, recruitment, retention, succession planning, and health and safety.
- The CAO/City Administration provides the framework through which the fire service accesses the financial, human resources, infrastructure, and planning and development systems/procedures, to support its level of service.
- Our elected officials are internal clients since they determine the "levels of service" to protect life and property in the community and approve the supporting financial and infrastructure requirements.

Opportunities/Challenges (External)
CLFR's mission is to protect life and reduce property damage from fire and other emergencies. Accordingly, the characteristics of fire and emergencies influence virtually all aspects of the fire service: location and size of fire stations, required training, required apparatus and equipment, and staffing practices.

Opportunities
- Opportunities exist to expand services to local and surrounding communities in a variety of areas (fire inspection, fire prevention and safety, fire service training, and the provision of emergency services).
- Opportunities exist to expand services to local and surrounding industry in a variety of areas (fire safety consultation, fire inspection, fire prevention, safety training, and the provision of emergency services) as industry appreciation of risk management, financial climate and executive accountability/liability is growing.

- Opportunities exist to further integrate consultation and legislated requirements (fire service related), into the City of Cold Lake's development process that improves safety and streamlines fire operations.
- Opportunities exist to improve our Quality Management Plan and thereby expand the delivery of Safety Code services (Fire Discipline) to the City of Cold Lake and surrounding communities.
- Opportunities exist to explore alternate staffing models to provide increased and balanced emergency coverage to prepare for the best solution as the community grows. The collection of historical availability data is required.

Challenges
- Firefighter Recruitment and Retention – many communities in the province struggle with attracting enough firefighters. Although present fire service staffing levels are excellent, there is a recurrent risk of not recruiting and retaining qualified/trained personnel due to attrition and turnover based on community demographics and the economic cycle.
- Daytime response staffing – many volunteers do not work in the municipality or near their response station during the daytime. Although contingencies are made, there is a risk that daytime staffing is not sufficient.
- Financial Allocation - achieving awareness and balanced priority with our elected officials and the public, regarding the perceived levels of service, fire service roles, infrastructure requirements, and staffing requirements, within the current financial situation is critical.
- Community growth and development may out-pace fire service capacity before capital projects and infrastructure investment expenditures can occur.

Reports, Studies, Standards, and Legislation
The fire services needs to apply industry best practices and the following documents provide information, insight and direction on the requirements for fire services.

- *A Code of Practice for Firefighters* – Application of Alberta's Occupational Health and Safety Code 2006 to Emergency Operations of the Fire Service in Alberta, May 2007;
- *A Guide to Public Fire Protection* – Fire Underwriters Survey (FUS), 1995;
- *NFPA 1001*: Standard for Fire Fighter Professional Qualifications, 2008 Edition;

- *NFPA 1500:* Fire Department Occupational Safety and Health Program, 2010 Edition;
- *NFPA 1720*: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Volunteer Fire Departments, 2010 Edition;
- *Alberta Fire Code*, 2006 Edition; and
- *Alberta Building Code*, 2006 Edition

Weaknesses/Strengths

Strengths
- Firefighters - our volunteer team is committed, dedicated, skilled, and willing to embrace opportunities that surround the fire service. Expertise, experience, education, and professionalism are excellent and continuously improving (one of the keys to recruitment and retention strategy).
- Five (5) Chief Officers (fire Chief, 2-Deputy Fire Chiefs and 2-Station Chiefs) have combined firefighting experience of 128 years, mostly serving the City of Cold Lake. Six (6) Captains have 15 years combined.
- Chief Officers – are committed, flexible, and demonstrate positive attitudes toward opportunities and appreciate the situation of the City of Cold Lake. They are forward looking and visionary.
- Excellent core resources are in place. There is a capable professional organization and great equipment available.
- Local, Regional, and Provincial Agencies – CLFR has an exceptional working relationship with local (AHS, FCSS, RCMP, etc), and regional partners (BRFA, SPFD), and provincial agencies (OFC, AEMA, Lakeland College (ETC).
- Regional cooperation – the fire service has a good working relationship with surrounding departments and participates in a regional training initiative and provides services (under contract) to the surrounding area.
- Elected officials and City Administration are supportive of the way the fire service is conducting its business. They are also supportive of the required infrastructure; and we maintain the visibility of those requirements in the overall requirements of the municipality.
- Positive image - the department enjoys a positive image within the community, region, and province - a good base to build on.

Weaknesses
- Firefighter staffing level of fifty is satisfactory; however, daytime response numbers are critical (as with most POC [Paid on Call] volunteer systems). Current training and emergency response workload is high and can place stress on the member's work and family; new opportunities and initiatives need to be explored.
- Our Public Fire Protection classification (dictates insurance rates) requires review and maintenance. A large proportion of that rating relies on the water distribution system infrastructure, hydrant flow testing, equipment, firefighter training, and reporting.
- Training, skill, and experience levels may become a concern due to the inherent attrition and retirement of volunteers.

- In general, Fire Station infrastructure is old and does not meet current requirements. The downtown station is in the process of being replaced. The Lake District station needs to be relocated or refurbished and expanded, with augmentation by a satellite station.
- Fire Service written documentation is weak. This must be brought into line with best practices and occupational health and safety obligations.
- Community Risk Assessment is emerging. This must be brought into line with the industry's best practices.

Key Emerging Trends

The fire services needs to apply industry best practices and the following provide information, insight and direction on the emerging trends for fire services:

- Social networking as a basis of communication and recruitment,
- New Fire Service Training Delivery Models,
- New Building Standards HIRF (High-Intensity Residential Fires),
- Increased oil and gas activity generating increased risks/DG routes, and
- Alberta Health Services changes may indicate increased support to Ambulance.

General Philosophy to Achieve Corporate Strategies

- Pride in the service and of the team: a commitment to volunteer staff support, to professionalism, to volunteer fitness and well-being, to excellence in all activities.
- Our priority is placed on fundamentals of providing professional emergency response; other public safety services are provided on a corresponding basis.
- Our commitment to safety, professional development, and exemplary maintenance of equipment is essential to proper performance when it matters, in light of the budgetary constraints of the municipality.
- Fire prevention, early intervention, and pre-planning to avoid and/or minimize loss.
- Strive to be the best partner's possible; working towards seamless operations with other protective services and regions.

City

More specific details of planned actions over the next five years include the following:

Fire-Rescue Services	2015	2016	2017	2018	2019
Fire Service Administration	Document procedures and develop admin guidelines Explore other dispatch providers Collect increased attendance and availability data Assess daytime requirements	Fire Services Master Plan Get Fire Underwriter Survey (FUS) reported completed. Perform a gap analysis with FUS apparatus requirements Revise Capital Replacement Plan and apply for funding	Aerial Apparatus Addition Related Station Modifications	New Lake District Fire Station	
Fire Prevention and Risk Reduction	Review, Amend and update Regional QMP Review FUS guidelines with Infrastructure Services and establish necessary service levels Review planning requirements (fire) and improve Fire Service input	Staff approved half time position for Fire Prevention duties Risk assessment of all tall and large buildings Risk assessment of lodging residential all and large buildings	Integrate preplans with GIS data and get on apparatus	Inspection program for room and lodging structures Inspection program for restaurants	
Training & Occupational Safety	Local Training Facility Development Access regional training grant CLFR Training Web Site	Local Training Facility Development Access regional training grant Introduce training matrix for recruits and	Local Training Facility Development Access regional training grant Rope rescue program	Local Training Facility Development Access regional training grant	Local Training Facility Development Access regional training grant

		firefighters supported through a progressive training plan			
Emergency Response Operations	Document procedures and develop admin guidelines Harmonize SOG' with Alberta OH+S guidelines Review the mandate of responding to ambulance related call during code red conditions.	Perform a gap analysis with NFPA 1720 as a benchmark Assess those priorities and generate an action plan			
Emergency Management	Train all Firefighters to BEM level	Full Scale Regional Disaster Exercise Train all Firefighters to BEM level	Emergency Operation Center (EOC) drill		

Marketing and Communication Tactics

The focus of marketing and communications for Cold Lake Fire-Rescue (CLFR) is to promote fire safe living in the community, recruit new members, and build awareness of the services offered by the Department. Over the next five years, efforts will continue to be adaptive to changes and growth within the Department and the community. CLFR's main audience is the entire community although specifically targeted groups include youth, potential volunteers, current membership as well as other emergency response agencies. Communication vehicles include a general information brochure, use of the website, print, radio and television advertising as well as mass produced material pertaining to national fire prevention events. Special events in this Department will have a local flair but usually correspond with other widely recognized events across the country or province. These may include fire prevention week, emergency preparedness week, international fire fighter day, skills competitions and recruitment campaigns.

- Fire Prevention Week – Grades K-3, Fire Prevention Material;
- Emergency Preparedness Week – Adults, Shopping spree, Emergency Management Canada);
- Firefighter Recruitment Campaigns; and
- Alberta VX, Firefighter conference.

Performance Indicators and Measures

The performance indicators provide a foundation for CLFR's ongoing organizational performance management efforts. They will be incorporated, along with performance measures related to other aspects of service operations that are reviewed at least quarterly by CLFR's senior administrative team.

- Fire Incident Statistics,
- Fire Inspection Inquiries and Statistics,
- Incident Response Time Benchmarks,
- Staffing Levels and Training Certification Achievement, and
- Member Availability Benchmark.

Measure	Benchmark	Initiatives
% calls - Automated False Alarms	5 %	Public Education and use of bylaw fee charges
% increase of fire safety & prevention activities	15%	Fill Part Time position and encourage more FF assistance
Average Response Time – City *(emergency calls)*	8:00	Improve volunteer FF turn-out
% response time (City) < 8 minutes *(critical time period)*	70 %	
Average FF's turnout per incident – daytime/weekday hours	7	Improve volunteer FF turn-out
Average FF's turnout per incident – other time periods	13	Improve volunteer FF turn-out
% incidents with less than 8 Firefighters	5 %	Improve volunteer FF turn-out
% FF's attending 66% of practices	80 %	Increase training opportunities and requirements

13.2   Policing Services- RCMP

Summary of Services:

The City of Cold Lake Police Services is provided through a contract with the Royal Canadian Mounted Police (RCMP). The RCMP is responsible primarily for the enforcement of Federal and Provincial laws and regulations. The RCMP also assists in dealing with local municipal bylaws.

The Cold Lake RCMP's detachment currently consists of six support staff (4 Municipal; 2 Federal Public Service Employees) and a total of 28 Regular members. There are 22 constables: 4 corporals, 1 sergeant, and 1 staff sergeant. 16 members are funded by the City of Cold Lake. Of the 16 urban assigned members 14 are assigned to general duties, and 2 provide general investigative services (GIS- is a plain clothes unit of investigators).

The other 12 detachment members are linked to the rural jurisdiction surrounding the City of Cold Lake. 8 are on general duty, 3 are dedicated to First Nations/Metis policing and 1 works in GIS. The detachment operates on a "post" system. This allows member assignments to be reallocated from rural to urban or urban to rural depending on circumstances.

There are 3 "watches" comprised of 1 corporal supervisor and 4-6 constable investigators. The watches respond to calls for service and are expected to participate in proactive enforcement and education duties, such as traffic and involvement with schools. Annually there are approximately 9,500 calls for service and 1,300 prisoners held in the detachment cells.

Victim Services is an integral partner of the RCMP and occupy offices in the detachment. The Unit is comprised of 3 paid positions and 8 volunteer advocates (+/-).

Cold Lake RCMP Detachment operates in each of the following five core service areas:
1. *Police Services Administration* – delivers leadership, management, and direction to subordinates, coordinates operational activities, and provides essential support to the operational officers: budgeting, equipment, liaising with the City of Cold Lake and service planning;
2. *Crime Prevention and Risk Reduction* through education and enforcement;

3. *Training & Occupational Safety* – provides qualified instructors and delivers certified courses, and skills maintenance training, to meet the RCMP's level of service in coordination with RCMP Training Branch;
4. *Emergency Operations* – delivers prompt and competent police services; and
5. *Emergency Management* – works with the City of Cold Lake and other emergency services to provide the necessary preparedness, education, and expertise.

Target Clients

The RCMP provides services that impact everyone that resides in, operates a business or otherwise visits the City of Cold Lake. On a more routine basis, the RCMP serve:

External

- Cold Lake residents and visitors to the community
- Schools and Youth
- Industry and Local Businesses
- First Nations
- Metis Settlement
- M.D. of Bonnyville
- The Federal and Provincial Governments

Internal

- The City of Cold Lake

Stakeholders

External

- First Nations and Metis
- 4 Wing, including Military Police
- MD of Bonnyville Peace Officers
- All of our partners within the City of Cold Lake who depend on our services to assist them (i.e. Alberta Health Services, Social Services, Victim Services, AADAC).

Internal:

- Cold Lake Community Peace Officers, Fire and Rescue, EMS.

- The City of Cold Lake Mayor and Council/Administration

Opportunities and Challenges (External)

The RCMP's goal is to provide excellence in policing services. Success is dependent upon both the capacity to react to calls for service as well as establishing proactive measures to prevent harm in the community.

Opportunities
- Opportunity exists to expand services within the City of Cold Lake by increasing the number of police officers providing specific services in areas like education, enforcement and investigation;
- Opportunity for alternate working models exists, including the implementation of "watch clerks" who would aid in operational paperwork/tasks and hasten the return of uniformed members back to service. These positions would be significantly different from the existing "detachment clerks" who are strictly administrative in nature;
- Interaction in the community and increased visibility will improve confidence in the police service, an overall safer community, as well as the citizens and visitors feeling safe in Cold Lake;
- An opportunity exists to enhance the existing partnership with the City Community Peace Officers Program.;
- Upon completion of the anticipated detachment expansion the CPOs and corresponding administrative support could have office space within the police services building. This would be a good fit for promoting the already solid partnership. Planning ahead for this allocation of space would be required in 2015/16; and
- Funding for specific or special projects can enhance the police service. For example, supplementing patrols with additional members from outside the detachment for the busy summer months would improve the service to clients.

Challenges
- The continuous growth of the City of Cold Lake as well as the impact of increased activity in the oil and gas industry results in increased demand for police service. The continued growth will require additional members at the RCMP detachment resulting in additional costs to the City of Cold Lake (currently at approximately $180,000 per member);
- When the City of Cold Lake reaches a population of 15,000, the municipality will be responsible for paying 90% of the cost of the detachment personnel and other associated expenses (versus the current 70% responsibility for <15,000 population- in 2014); and
- The detachment is currently too small for efficient operations. It requires an expansion of the facility or relocation to a larger facility and perhaps a store front facility. (The store front could be in the Energy Centre or an appropriate location in Cold Lake North).

Weaknesses and Strengths (Internal)

Strengths
- Members are professional, resilient, and committed to upholding the mission, vision, and values of the RCMP.
- The "post" system of operations allows the rural assigned members to attend/assist urban assigned members during emergencies and high call volumes. A high level of flexibility is critical in the dynamic environment of policing.
- Once a member is posted to Cold Lake there is continuity in that position for 3-5 years.
- When required there are many specialized units available to assist the Cold Lake detachment members. For example, Major Crimes Unit, Air Services (planes and helicopter) for searches or surveillance, Forensic Investigation Services for processing crime scenes, Police Dog Service for tracking or search warrant execution, and several others.
- Oversight and leadership from within the detachment, district (St. Paul) and division (Edmonton) is well established. There are checks and balances to ensure quality of police service.
- Working with partners and community stakeholders is an area of strength for the detachment.

Weaknesses
- Managing member work load and stretching of member capacity results in day to day risk. Thus far the risk has been manageable.
- Continuous human resource transfers challenge the effectiveness of policing in terms of community knowledge and integration.
- The cost of housing and distance from a major urban centre limits the detachment's attraction to senior RCMP members.

Reports, Studies, Standards, and Legislation

Reports/Studies
- The Police Retrieval Occurrence System is utilized to extract statistical data and compile applicable reports.
- RCMP "K" Division Operational Strategy Branch monitors human resource needs as well as trends which may effect the level of service provided.
- Policing Resource Methodology and Division ranking of calls for service based on Criminal Code cases per member are taken into consideration for staffing decisions.

Standards/Legislation
The RCMP are governed by and bound to uphold laws on a municipal, provincial, and federal basis. The members are responsible for enforcement and crime prevention associated to many Acts including, but not limited to:
- The Criminal Code of Canada,

- Provincial Law/Regulations,
- The Animal Protection Act,
- The Dangerous Dog Act,
- The Environmental Protection and Enhancement Act,
- The Fuel Tax Act,
- The Gaming and Liquor Act,
- The Petty Trespass Act,
- The Provincial Offences Procedures Act,
- The Stray Animal Act,
- The Traffic Act,
- The Consolidated Municipal Code for the City of Cold Lake, and
- The RCMP Act

Key Emerging Trends
- The growth of the City of Cold Lake and surrounding area will create a need for more RCMP members in order to maintain the existing level of service, and address increasing activity within the community (i.e. Criminal Code matters, traffic complaints, etc.);
- Increased activity in the oil and gas industry in the area surrounding the City, including the temporary workforce (shadow population), will place additional demands on the local RCMP detachment; and
- Focusing on drugs and serious crime involved in drug activities as well as traffic enforcement.
- Domestic related violence accounts for a large volume of the investigations in the City of Cold Lake.
- An emerging trend currently is an increase in drug trafficking and suspected prostitution by ethnic groups.
- A continuing trend is the need for education in schools and youth groups with a view toward prevention and risk mitigation.

General Philosophy to Achieve Corporate Strategies
Local RCMP detachment planning is based on consultation with government officials and client groups within the detachment area. Results from the consultation process are considered in relationship to the RCMP's National and Divisional Priorities and the framework for local strategies are set. Priorities, Initiatives, Work Plans, and Measures are laid out in the detachment's Annual Performance Plan. Flexibility to adapt to emerging issues is required.

More specific details of proposed actions over the next five years include the following:

Policing Services	2015	2016	2017	2018	2019

| Staffing | Determine ways to facilitate timely return of uniformed members to service (get them back on the street). | Propose case to add one new regular member to maintain service level in light of community growth.

Determine the feasibility of a Community Safety Officer to focus on prevention of harm due to criminal activity. | Evaluate the administrative requirements of the detachment and the use of municipal clerks to meet workload. | Ongoing evaluation of human resource needs including the possible requirement to add a General Duty Member. | Ongoing evaluation of human resource needs including the possible requirement to add a GIS member. |
|---|---|---|---|---|---|
| | Evaluate the potential of utilizing RCMP Reserve Members during peak summer months. | Consider feasibility of Community Peace Officers working within RCMP Detachment. | | | |
| **Infrastructure** | Complete planning phase and begin detachment renovation/expansion.

Develop plan for enhanced storage within the detachment including storage for Cold Lake Victim Services. | Opening of renovated detachment facility.

Review options to utilize back of garage currently occupied by Cold Lake Special Transportation Service.

Determine options for shelter of police boat. | Determine need to replace police mountain bikes

Evaluate IT needs of RCMP detachment including possible: Evergreen GIS stand-alone computer and Upgrade the radio system within the detachment. | Evaluate the need for a storefront office in Cold Lake north or at the Cold Lake Energy Centre. | |
| **Community Priorities** | Determined through consultation with governments, stakeholders and partners:
- Traffic safety
- Youth safety
- Crime reduction (focused intervention on Organized Crime)
- Aboriginal Policing Services | | | | |
| | Community priorities are subject to change. Flexibility to adapt to emerging issues that may not be known at current time. | | | | |

Marketing and Communication Tactics

The focus of marketing and communications within the City's policing unit is twofold. Externally, the focus is to disseminate newsworthy information to citizens and to promote safety and crime prevention within the community. Internally, the focus is to ensure effective and open lines of communication are maintained with the City Administration. It is important that leadership is kept apprised of current events and policing matters. At the same time, open lines ensure detachment leadership is aware of City concerns and can be in a better position to deal with these issues. Reporting to a single point of contact or their designate is most effective.

Over the next five years, efforts will continue to be adaptive to changes in marketing mediums and growth trends within the community. Communication vehicles include use of social media (eg. Facebook, Twitter, Infomall), RCMP website, print, roadside signage, and radio advertising. Cold Lake Victim Services Unit plays an important part in the communication and special events that involve the detachment. Some of the messaging that is important to disseminate runs in correlation to special "weeks". Some of areas are as follows:

- Family Violence Prevention Week – February
- Victim of Crime Awareness Week – April
- Missing Persons Week - May
- Crime Prevention Week – May
- National Police Week – May
- National School Safety Week - October
- Bullying Awareness Week – November

Performance Indicators and Measures

Policing in Cold Lake is primarily response driven; however, proactive measures are vital to promoting safer homes and a safer community. Crime statistics are captured and retrievable via RCMP databases and are presented monthly to the City by way of written report. Yearly strategic planning, which is done to ensure a proactive policing approach is maintained, includes performance indicators and measures which are evaluated on a quarterly basis within the Annual Performance Plan. Data is extracted from the following sources:

- Detachment Annual Performance Plan Priorities/Initiatives/Work Plans/Measures/Quarterly Reports.
- Police Reporting Occurrence System (PROS).
- Administrative Tracking Files for proactive activities:
  - Police-Community Relations forms (such as school talk, detachment visits , etc.)
  - Enhanced Patrol logs (such as foot, bicycle, boat, ATV patrols)
  - Integrated Operations Log (such as joint check stops or projects with City or MD CPOs)

13.3 Policing Services: Community Peace Officers

Summary of Services
Community Peace Officers work within the Cold Lake Protective Services Department. They provide education, redirection and enforcement of Municipal Bylaws and Provincial Acts within the City of Cold Lake. Peace Officers provide the highest level of service to the residents of Cold Lake by performing duties in a professional, compassionate, transparent, and efficient manner while ensuring the community served remains a safe and enjoyable place to live, work and do business.

Municipal enforcement provides the City of Cold Lake several essential services required of a city. Community Peace Officers provide Animal Control services, which range from animal retrieval, nuisance animal concerns, to animal welfare concerns. The department investigates complaints pertaining to property standards, illegal dumping, noise concerns and traffic safety.   Municipal Enforcement utilizes methods such as education, redirection and enforcement through the applicable Municipal Bylaws and Provincial Statute Acts and legislation.

Cold Lake Municipal Enforcement achieves the goal of providing quality customer service to residents through various functions.

- *Supervision and Administration* involves providing continuous training and education to front line officers, coordination of fleet and officer functions, action and planning of community initiatives, budgeting and review of department direction which focuses on the needs of the community, the City of Cold Lake and council.

- *Proactive Community Policing* by planned initiatives which focus on areas of concern within the community through means of education, redirection and enforcement methods.

- *Liaison with Community Partnerships* includes education provided through community presentations and participation in events.

- *Emergency Response Assistance and Officer Safety* include continuous training on emergency response and officer safety through provincially recognized instructors and educational sources.

- *Compliance and Education Methods* through utilization of Municipal Bylaws and Provincial Acts for gained compliance in the reduction of violations within the community.

Target Clients

Municipal Enforcement is dedicated and committed to providing professional customer service to residents within the City of Cold Lake. Peace Officers also assist many partnering community groups and organizations. Peace Officers help with street closures, parades, and other special events such as concerts held within the Cold Lake Energy Centre. Peace Officers regularly assist the RCMP, Cold Lake Fire Rescue, and Cold Lake Ambulance with emergency situations such as motor vehicle collisions, fire scenes, and traffic control.

Cold Lake Municipal Enforcement has a large scope of clients which are invested in the services provided by the department that include both internal and external.

External
- General Public;
- Business owners;
- RCMP and other emergency services; and
- Community organizations conducting special events.

Internal
- Community Peace Officers work directly with those City Departments involved in recreation, social services, emergency services, transportation, public works and finance.

Opportunities/Challenges

Opportunities
- The potential for an increase in visibility and interaction with members of the public and local business owners.
- Partnerships with external agencies will be maintained and there is a possibility to form new relationships to assist in the goal of maintaining public safety and ensuring a safer community. (i.e. MADD , Candy Cane Checkstop, food drives)
- Community Peace Officers will provide further assistance to community partnerships by strengthening relationships with schools in the City of Cold Lake corporate limits.
- Community Peace Officers have been able to spend time working alongside Cold Lake RCMP and other external agencies during enforcement operations as well as community driven initiatives. (i.e. traffic enforcement, Checkstops, joint patrols)
- Opportunity to expand and grow working relationships and information sharing protocols with external agencies throughout the province.

Challenges
- The City of Cold Lake will increase in population over the next several years. This is expected to result in increased call volumes and caseloads. With a continuing trend of upwards growth, additional time will focused on investigations therefore limiting visibility and proactive response times.
- The City of Cold Lake has seen an increase in the residential development area which will result in the increase of calls pertaining to property standards.
- Greater presence of off highway vehicles, related public concerns and the introduction of more robust Bylaws has posed a challenge to Community Peace Officers, who have limited resources to meet enforcement expectations.
- The recent influx in population of the area has created a demand for extended hours of operation.

Reports, Studies, Standards, and Legislation
Community Peace Officers are sworn in by the Solicitor General and the Province of Alberta and regulated by the Peace Officer Act, Peace Officer Ministerial Regulation and Provincial Offences Procedures Act.

Municipal Bylaws

- Ambulance Bylaw 084-PL-00, A Bylaw of the City of Cold Lake for the purpose of prohibiting Ambulance service other than approved by council.
- Animal Control Bylaw 535-PL-14, Bylaw For the Purpose of Regulating Animal Care and Control within the City
- Activities and Behaviors in Public Facilities 539-PL-14, A Bylaw to Regulate Activities and Behavior in Public Facilities
- Burning and Fire Pit Bylaw 331-PL-08, A Bylaw of The City of Cold Lake, In the Province of Alberta, For the Purpose of reducing the risk fire from recreational fires and regulating open burning with in the corporate limits of the City of Cold Lake.
- Business Bylaw 196-PL-05, A Bylaw of the City of Cold Lake , For the Purpose of Providing for the licensing and regulation of certain businesses ,occupations ,and properties within the City of Cold Lake , in the province of Alberta.
- Corridor Regulation Bylaw 262-PL-06, Bylaw of the City of Cold Lake for the purposes of regulating use of corridors owned by North East MUNI-CORR LTD.
- Landfill Bylaw 209-UT-05, A Bylaw of the City of Cold Lake, in the province of Alberta, to provide for sanitary Landfill access and tipping fees.
- Off Highway Vehicle Bylaw 540-PL-14, A Bylaw to regulate Off Highway Vehicles within the City.
- Parks and Recreational Areas Bylaw 543-PL-14, A Bylaw of the City of Cold Lake Providing for the Regulation of Parks and Recreational Areas.

- Properties Tree Protection Bylaw 222-PL-05, A Bylaw of Cold Lake, in the province of Alberta, to protect, preserve and retain trees in Public Spaces that are owned or controlled by the City.
- Smoking Bylaw 050-PL-98, A Bylaw of the City of Cold Lake, In the Province of Alberta, to establish the Municipal Smoking Bylaw.
- Taxi Bylaw 062-PL-99, Regulate Operation of Taxi Cabs, Consolidated

Provincial Acts
- Animal Protection Act A-41 RSA 2000
- Dangerous Dogs Act D-3 RSA 2000
- Environmental Protection and Enhancement Act RSA 2000 cE-12
- Fuel Tax Act RSA 2000 cF-28
- Gaming and Liquor Act RSA 2000 cG-1
- Petty Trespass Act RSA 2000 cP-11
- Provincial Offences and Procedures Act P-34 RSA 2000
- Trespass to Premises Act RSA 2000 cT-7
- Traffic Safety Act RSA 2000 cT-6
- Prevention of Youth Tobacco Use Act RSA 2000 cP-22
- Tobacco Reduction Act SA 2005 cT-3.8

Weaknesses/Strengths

Weaknesses
- The Municipal Enforcement Department faces a challenge in the recruiting and retention of officers, as a result of competitive agencies and its northern geographical location. The department has faced this challenge in the past and identified that many potential candidates are unaware of the benefits of policing a smaller, yet growing community.
- As a result of increased call volume Community Peace Officers are unable to reduce the administrative tasks required for file and data entry.
- Delays in response to calls for service and officer response, as Community Peace Officers are tasked to manually dispatch themselves upon checking calls taken by the call center.

Strengths

- Community Peace Officers are being more proactive within the community by conducting several enhanced operations. These include focused traffic enforcement in school zones, residential neighborhoods and areas which are prone to violations. At present Community Peace Officers have the opportunity to provide prompt customer service and response to calls placed by members of the public as the department and city grows.
- The department is expected to continue to provide services from well trained and dedicated Community Peace Officers.
- The department will continue operations on a rotating schedule. The schedule not only provides expanded coverage to the community, but is a unique feature for officers allowing them to balance a healthy work and home life.
- Community Peace Officers have implemented several seasonal community events, which provide education pertaining to community safety and information on Municipal and Provincial Acts.

Key Emerging Trends
- Increased activity in the oil and gas industry in the area surrounding the City of Cold Lake is placing additional demands on Community Peace Officers, with regards to more traffic and bylaw related complaints.
- An increased number of animal related complaints make up a large portion of Community Peace Officers call volume and investigations.
- Increased use of public facilities along with parks and recreational areas has required a focus on proactive enforcement in targeted areas.

General Philosophy to Achieve Corporate Strategies
Community Peace Officers are committed to providing quality customer service to the citizens of Cold Lake, and with the department's partnerships with outside agencies. Community Peace Officers achieve the corporate goals set out by the City, council and members of the public by having the ability to enforce appointed Provincial Acts and Cold Lake Municipal Bylaws. Community Peace Officers work in partnership with the Cold Lake RCMP in several different functions to provide a welcoming, livable and safe community with an invested interest for public safety.

More specific details of planned actions over the next five years include the following:

Municipal Enforcement Services	2015	2016	2017	2018	2019

Departmental	Develop a solution to assist the department's needs for call taking, dispatching services, file generation and data entry.	Assistance in addressing increased calls for service; focus directly on violations pertaining to Municipal Bylaw matters.	Department review of IT requirements.	Consideration of an additional Peace Officer position which will target school liaison opportunities.	Review administrative functions, focused on assisting officer's workload.
Equipment	Initiation of fleet replacement program: Public Works Department.	Review facility options and considerations that would meet the requirements of providing in house training to Community Peace Officers.	Review and assess vehicles within the fleet.	Seek resources for expanded enforcement options: Specialized vehicles and equipment.	
Community Priorities	Enhanced Bylaw enforcement. Apply education and redirection by way of new Bylaw acts.	Initiate traffic safety education plan focused on Commercial Vehicle Enforcement, Dangerous Goods, and Traffic Safety Act violations.	Expand community educational events relating to public safety	Evaluate traffic safety plan, focused on the review of high violation areas: school zones, residential areas and playground zones.	Review Bylaw infraction framework. Reassess Bylaws through transitional learning.

Marketing and Communication Tactics
Community Peace Officers will research the avenues of public service announcements via radio commercials, the City of Cold Lake website, newspaper articles, use of electronic billboard and community events which provide education and awareness to members of the community. The department would be seeking the means of advertisement for hours of operation and complaints line by way of vehicle decaling.

Performance Indicators and Measures

The Cold Lake Community Peace Officers are driven by calls for service from the public at large and proactive initiatives. The department recognizes its goals through tracking events and occurrences via an internal reporting system. This includes feedback on enforcement measures such as citations, warnings and contacts, as well as an overview of case files which report on municipal issues and public education campaigns. Officers are expected to engage in a set standard of proactive initiatives which target priority zones and address seasonal issues.

- Report Exec data entry system
    - Track the number of tickets issued.
    - Number of warnings and vehicle contacts.
    - Call volume.
    - Enhanced patrols: foot patrols, joint patrols, facility patrols.
    - School presentations, community events etc.

- Monthly reports include statistical information which will outline call volume and other priorities for the month.
- Administrative Tracking Forms
    - Traffic Stop Control Form (high priority zones and proactive traffic initiatives)
    - RV Enforcement Form (target and track recreational vehicle parking, long weekend blitz enforcement)

13.4   Family and Community Support Services (including Special Transportation Services)

Summary of Services:
Family and Community Support Services (FCSS) envisions an engaged and empowered community of caring and compassionate people. In partnership with the community, Cold Lake and District FCSS provides locally driven preventative social initiatives, based on current issues, which aim to improve quality of life of individuals and families. FCSS provides both direct service delivery and financial support to agencies providing social services in our community.

Target Clients
FCSS services the agencies and residents of the City of Cold Lake and Municipal District of Bonnyville, Wards Five and Six. We target five key client areas: children/youth, families, adults, seniors and community development (agencies).

Opportunities/Challenges (External)

Opportunities
- Provincial political focus on poverty reduction for children.
- Provincial initiative in the development and establishment of the Social Policy Framework.
- Provincial focus to end homelessness in Alberta within 10 years.
- Updated Community Social Needs Assessment completed in 2012.
- Active participation by a variety of Community Members in working groups created through the Community Needs Assessment process.
- An active Cold Lake Interagency group that links social service agencies operating in the City of Cold Lake together to avoid duplication of service and ensure appropriate wrap around services.
- Willingness of the surrounding area FCSS programs to work collaboratively on regional projects that span a variety of social issues..

Challenges
- Provincial portion of funding for FCSS programs has remained stagnate for the previous 5 years with no increase expected in coming budget years.
- The FCSS Act and Regulation can be limiting on the way FCSS dollars can be spent in the community as compared to others who serve same types of clientele and have much more flexibility.
- A rapidly growing community of primarily transient individuals creates a new and unique set of social problems that are evolving. The impact of the boom and bust cycle will become evident through the next 5-year cycle.

Reports, Studies, Standards, and Legislation

- Imagine Cold Lake Community Summit Report, December 2012 (Community Social Needs Assessment)
- Cold Lake 2010: Developing Assets in Youth Survey Results.
- Family and Community Support Services Act Revised Statutes of Alberta 2000Chapter F-3
- Family and Community Support Services Regulation, Alberta Regulation 218/1994
- Family and Community Support Services Program Handbook, September 2010
- Alberta's Social Policy Framework, February 2013
- 2012 Municipal Census: City of Cold Lake Census

Weaknesses/Strengths (Internal)

Weaknesses
- Ability to connect directly with those who are "hard to reach" and "most in need of service" continues to be a challenge.
- Duplication of services with other family/individual serving agencies is repeatedly a consideration, when other organizations create programs almost identical to those offered by Cold Lake and District FCSS for a number of years.
- A lack of use of social media to connect with youth and families, where they are.

Strengths
- Strong inter-municipal partnership with the M.D. Bonnyville to provide support financially, as well as, ongoing input by way of participation on the FCSS Advisory Committee to the operations of Cold Lake and District FCSS.
- Newly built Cold Lake and District FCSS and Parent Link Centre Facility which creates additional programming space as well as a community resource for other not for profit organizations.
- Well established and long standing FCSS Advisory Committee
- Established as a trusted resource for the community by other referring agencies
- A strong network/ administration through connection with City of Cold Lake

Key Emerging Trends

The provincial Social Policy Framework outlines strategies to end child poverty. These strategies can be incorporated into community group work as well as programming at a local level. It is believed that incentives from the provincial government will be forthcoming that support such work in Cold Lake.

General Philosophy to Achieve Corporate Strategies

Cold Lake and District FCSS, as a member of the Community Services division, is committed to exploring new opportunities for program growth and revenue generation; creating solutions to long standing community social concerns and enhancement of social infrastructure, and to providing quality services to individuals, families and agencies of our community. It is believed that this can be achieved through on-going staff development, community engagement process, seeking partnerships (local and regional) with other service agencies, and understanding resources available to reduce growing social concerns.

More specific details of planned actions over the next five years include the following:

FCSS Services	2015	2016	2017	2018	2019
Children/ Youth	Programming will focus on development of leadership skills in children and youth	Programming will focus on development of social competency skill building in children and youth	Programming will focus on the renewal of commitment to learning regarding social justice. Review of progress and areas of improvement	Programming will focus on development of emotional maturity in children and youth Moving forward with recognized trends.	Programming will focus on development of moral intelligence in children and youth.
Family Services	Development of web based learning system for parenting education and personal development programs which users may access at their convenience from their home	Ongoing development for web based learning including self-paced learning Review of successes and current trends in parenting and family enrichment services to ensure validity to needs expressed by individuals as well as	Review of culturally relevant parenting education and character development resources and programs.	Focus on enhancement of development of men/ families in crisis	Focus on enhanced character development initiatives for families.

		by community organizations.			
Community Development/ Partnerships	Work with Cold Lake Interagency group as they revise goals and adopt a new leadership style.	Maintain a strong role in Interagency administration/ promotion.	Maintain active engagement in Interagency group		
	Review of the ongoing viability of Community Strategy Grant Program	Education for Not-for-Profit Organizations on the procurement of sponsorship, grant and alternative funding	Ongoing support provided to new and existing not-for-profit organizations for the procurement of grant, sponsorship and alternative funding		
Volunteer Services	Focus is on bridging a connection with youth and seniors through volunteerism.	Focus on Volunteerism within current operations (internally) including Volunteer Policy and Procedure	Focus on Family/ Group Volunteerism	Focus on the enhancement of Corporate Volunteerism	Focus on everyday volunteerism as a way of life for everyone
Parent Link Centre	Development of procedures and process for the administrative support provided by Cold Lake to the Lakeland Parent Link Network Regionally. Programming focus on children and family mental health	Programming to focus on Parenting Education and Stages of Development/ Developmental Screening	Programming focus on Early Childhood Development and Care	Programming focus on Family Support	Programming focus on Information and Referral
General Administration	Development of appropriate policies and procedures for the community use space available within the FCSS Facility	Promotion of community use space available at FCSS Facility	Enhancement of internal coordination between FCSS and other Community Services Division programming to the community		

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Cold Lake Bully Free Committee	Cold Lake and District FCSS to maintain administration of funds, application for grant funding and distribution of minutes to participating agencies.			
	Continued support to community residents regarding current resources and strategies related to bullying and abuse.			
	Focus is on mentorship and sharing of skills and knowledge, in an effort to increase a sense of purpose and feelings of being valued; thereby diminishing low self-esteem and the frequency and likelihood of isolation whereby an individual is more likely to be bullied.	Determination by committee members as to which facet of community they will place focus on in the upcoming year		
Seniors	Three year regional project to tackle Elder Abuse		Program Review	
	Active engagement of community agencies across the region for work within the Provincial Grant to develop a coordinated response to Elder Abuse. Maintain active involvement in seniors group which developed out of the community summit, and its determined priorities which include housing and transportation.			
Special Transportation	Assess needs/requests of clients for weekday, evening, and weekend service.	Periodic review to ascertain effectiveness of current schedule vs. clients' needs/requests.	Fee Review of Special Transportation Services including multiple municipality comparison.		Client Handbook and Policy Review
	Review of current scheduling of drivers.	Adjust accordingly to clients' needs/requests.		
	Alter schedules as necessary or make budget adjustments/requests.	Adjust accordingly to clients' needs/requests.		

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Marketing and Communication Tactics

The focus of marketing and communications for Cold Lake and District Family and Community Support Services is to promote the programs and development opportunities run by the organization and its partners. Over the next five years, efforts will continue to be adaptive to changes and growth within the City of Cold Lake and strive to increase public participation and awareness levels. FCSS targets the agencies and residents of the City of Cold Lake and Municipal District of Bonnyville Ward 5 and 6 in five key client areas; children/youth, families, adults, seniors and community development(agencies). Advertising and communication is often tailored to specific groups at specific times throughout the year. Communication mediums include several informational brochures, event posters and use of the website

The following are general performance indicators and measurements that assist in evaluating the department:

Performance Indicators and Measures

FCSS will have established its role and place in the community as a hub for family and children related services as evidenced by:
- an increased number of information and supported referrals to other agencies;
- an increased drop in visits to FCSS office; and
- an increased number of referrals to FCSS as a service centre.

FCSS will be positioned as a key community partner and advocate in working toward solutions on social issues at the local, regional, and provincial level as evidenced by:
- creation and maintenance of partnerships with social service and business sector participants;
- its familiarity as a community resource among social service agencies and residents of the area; and
- creation, expansion and participation in local, regional and provincial projects and committees.

FCSS will have established a volunteer program that aids in service delivery and expands community services as evidenced by:
- number and scope of opportunities for volunteerism within FCSS;
- increase in number of programs and services being offered;
- number of volunteer hours provided by community members in family and community related services; and
- partnerships established with educational institutions and other community agencies for enhancement of volunteer skills.

FCSS, as the leader of the Disaster Social Services team, will be prepared to respond to a community disaster as evidenced by:
- an up to date Disaster Social Services plan;
- successful training exercises; and

- ongoing staff and agency involvement in planning for a disaster.

13.5   Parks and Recreation Services

Summary of Services:
The City of Cold Lake offers a number of recreational facilities, programs and services to local user groups and the broader community. The City strives to create opportunities that enhance individual well-being, contribute to a healthy lifestyle, and allow residents to be active. Department facilities include:

- The Cold Lake Energy Centre
  The Energy Centre consists of:
    - Cenovus Energy Wellness Centre
      The fitness/wellness centre is equipped with a large amount of state-of-the-art weight, fitness, and cardio equipment.
    - Reid Field House
      The field house is an adaptable 15,725 sq. ft. space which accommodates the Lakeland Lacrosse Association, Cold Lake Minor Soccer, and a number of drop-in sports such as volleyball, badminton, tennis, etc. With a capacity of 1400, the Field House is also able to host a variety of special events from birthday parties to trade shows and small concerts.
    - Canadian Natural Resources Ltd. Walking/Running Track
      The 3 lane track and adjacent stretching area offer year-round opportunities to walk or run at no charge.
    - Husky Energy Children's Play Room
      Catering to children between the ages of three and eight, the play room offers indoor play structures as well as mats, toys, and other amenities.
- Imperial Park
  Imperial Park currently includes the following amenities:
    - Four softball diamonds
    - Four baseball diamonds
    - Six soccer pitches

- One rugby pitch

Future additions include:
- Skateboard Park
- Community Gardens
- BMX track
- Football field with running track
- RV park
- Additional trail systems
- Outdoor exercise equipment
- Interpretive Centre

- Arenas
  - Imperial Oil Place
    The NHL-sized ice surface provides space for the Cold Lake Minor Hockey Association, Junior B Cold Lake Ice, recreational hockey, hockey camps, Cold Lake Figure Skating Club, and other skating programs. With regular seating of 1800, the arena can also hold up to 3500 guests for trade shows, conventions, exhibitions and concerts.
  - North Arena
  - Nelson Heights and Holy Cross Outdoor Rinks
- Kinosoo Beach
    Currently includes beach area, beach volleyball court, kids play area, gazebo, concession, forest, and parking areas. A Master Plan exists for the enhancement of this area to include items such as a splash park, zip line, amphitheater, path-ways etc.
- Cold Lake Marina
  Offers permanent, seasonal, and casual slip rentals.
- Cold Lake Museums
  Four museums located on the old facility of 42 Radar Squadron.
- Cold Lake Golf and Winter Club
  Includes an 18-hole golf course, six sheets of curling ice, food and beverage service, pro shop, and various meeting rooms.
- Community Sports Fields, Parks, and Cemeteries
  - Ball Diamonds (City owned & school owned)
  - Soccer pitches (City owned & school owned)

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- Playgrounds
- Greenspaces (e.g. boulevards, roadside ditches)
- Grand Centre Memorial and Lakeview cemeteries

In addition to facilities, the department provides programs and services including:

- Programming
  - Fitness programming
  - Recreation programs (Summer Day Camp)
  - Activities for children are offered and can be registered for online.
- Event Planning

  Key civic events include:
  - Canada Day/ Parade/ Fireworks
  - Family Day
  - Aqua Daze/ Fire Works
  - Community Easter Egg Hunt/ Celebration
  - Santa Claus Parade
  - Skate with Santa
  - Community Registration Day
  - Periodic special events such as Air Shows, Alberta Winter Games, and Olympic Torch Relay

Target Clients

Recreation is a universal pursuit and as such the City of Cold Lake aims to provide opportunities for every demographic. Currently, our main focus is to serve local not-for-profit organizations (who in turn serve the wider population) and provide space for these groups to engage in their targeted activities.

In addition to this, fitness programming for adults is delivered through a number of cardio, strength, and conditioning programs. This is particularly popular for women between the ages of 18-35. Meanwhile, males between the ages of 18-30 are mainly interested in the use of free weights in the Wellness Centre. Currently, the Energy Centre delivers some programming to youth, however this is an area that will be expanded upon in the future.

Opportunities/Challenges

Opportunities
- An increase in population brings with it greater opportunity for sufficient numbers of participants to compose leagues and teams in a variety of existing and new sports and activities.
- The diversity of individuals relocating to Cold Lake bring experience in sports and activities that previously may have not been popular locally.
- The relatively young demographic within the City will contribute to well-used and busy parks and facilities.
- As the population ages, the youth soccer players of today are creating an increased demand in adult soccer tomorrow.
- Extreme sports such as skateboarding and BMX/trick cycling are some of the fastest growing in Canada.
- Although still modest, immigration has resulted in increased interest in sports such as rugby and cricket.
- Swimming remains a favored activity for people of all ages with access to swimming lessons for children considered vital by most parents.
- Onsite college and high school provides opportunity to attract this segment due to easy access and exposure to marketing
- The Energy Centre is currently a drop-off point for local oil field workers.
- High-income households possess the disposable income to participate in higher cost activities.

Challenges
- Lack of free time is the main barrier to participation in recreation.
- The World Health Organization estimates that obesity rates worldwide will increase by 50% over the next 6-7 years.
- Women, low-income adults, and older adults are less likely to be physically active than other demographic groups.
- Participation in organized sports is declining.
- Sport participation levels decline with age, beginning at the age of 12 and dropping off considerably beyond the age of 20.
- High expectations exist from community regarding quality of infrastructure and services.

Reports, Studies, Standards, and Legislation

- Kinosoo Beach Master Plan
- Marina Master Plan
- Imperial Park Master Plan
- Alberta Fire Code
- Canadian Marina Act
- Canada Shipping Act
- Fisheries Act
- Canadian Environmental Protection Act
- Alberta Safety Codes Act
- Traffic Safety Act – commercial Vehicle Safety Regulation
- Gaming and Liquor Act

Weaknesses/Strengths

Weaknesses
- High demand placed on current facilities makes maintenance difficult due to increased cost.
- Female membership has decreased in the Wellness Centre.
- Overflow of high school students loitering in Energy Centre intimidates other users.
- High staff turnover is a barrier to consistency in service levels.
- Staff not comprehensively trained in CLASS and Glitnir software results in service and consistency issues.
- Turf equipment becoming outdated.
- Operators require further Recreation Facility Personnel (RFP) training in order to maintain existing and new infrastructure in accordance with best practices.

Strengths
- A number of recent and ongoing capital builds in the City has set the stage for rejuvenated interest in leisure, recreation, and sport
- The novelty of new infrastructure and/or activities creates opportunity to attract new users.
- High quality facilities and sport fields allows the City to play host to major competitions, tournaments, and events.
- The concept of a recreational hub allows the Energy Centre and Imperial Park to draw larger numbers in a single location resulting in patrons being exposed to additional opportunities.
- Strong teamwork demonstrated by staff to accomplish large-scale events.

Key Emerging Trends
Due to the oil industry, the increased transiency of clientele could affect the type and duration of programs offered at the Energy Centre. The propensity of those in the oil industry to work shiftwork could create demand for more varied operating hours at the Energy Centre. The relative large number of children within the city will create further demand for increased program offerings for this age group. Youth sports teams will increase in size and number with the potential of putting further strain on facility bookings and furthering the need for priority policies.

General Philosophy to Achieve Corporate Strategies
The key to achieving our recreation corporate strategies is to develop safe recreational experiences through consultation with the public and researching industry standards and trends. Strong customer service is essential to create a satisfying experience for users. Consistent evaluation is necessary to modify offerings and keep on top of the public's needs.

More specific details of planned actions over the next five years include the following:

Recreation Services	2015	2016	2017	2018	2019
Energy Centre	Develop and implement a Customer Service Improvement Strategy	Develop a system to measure the achievement of recreation program standards	Examine usage of facilities focusing on goal of maximization		
	Review Energy Centre Staff job descriptions and department structure	Review staffing requirements for addition to Energy Centre	Train staff for expansion of Energy Centre	Review Wellness Centre equipment offerings vs new trends	Fitness program review
	Design Development of Phase 3 of the Energy Centre	Construction, Commissioning, and takeover of the expanded facility by 2018			
Imperial Park	Minimum of 60% of operators with Parks & Sports Fields Operators I training Minimum of 30% of operators with Parks & Sports Fields Operators II training		Minimum of 80% of operators with Parks & Sports Fields Operators I training Minimum of 60% of operators with Parks & Sports Fields Operators II training		

	Develop field repair and maintenance plan	Reevaluate security of grounds and compound	Evaluate equipment requirements and best practices		
Arenas	Minimum of 60% of operators with Arena Operators I training Minimum of 30% of operators with Arena Operators II training		Minimum of 80% of operators with Arena Operators I training Minimum of 60% of operators with Arena Operators II training		
		Develop facility lifecycle maintenance program	Implement maintenance standards		
Programming	Develop structured programming focusing on children and youth Conduct a programming survey	Develop structured programming focusing on young adults	Develop structured programming focusing on seniors	Expand programs to special populations focusing first on inclusion	Evaluate programming portfolio and conduct a programming survey
	Train staff working with children in HIGH FIVE PHCD	Partner with schools and other organizations to offer Kids at Hope training to staff	Examine the interest in offering further HIGH FIVE and Kids at Hope trainings	Host a Recreation Symposium	
Events	Develop and refine marketing package	Evaluate staff's abilities working with event software and train or retrain if necessary	Review fee structure	Evaluate state of event equipment (staging, pipe & drape, etc)	
Marina	Initiate sub-leasing option of slips	Performance review of contractor	Review security measures		
Golf & Winter Club	Review course maintenance contract	Focus on lessons and recruiting members new to the sports	Focus on league play and attracting new participants	Review hosted tournaments/bonspiels and the feasibility of adding additional tournaments/bonspiels to schedule	

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Marketing and Communication Tactics

The marketing and communication tactics will revolve around keeping the public well informed of the facilities and programs that the City of Cold Lake has to offer. Informational brochures such as the programming guide can be expanded upon to create more awareness of all available opportunities. CLASS software and the Glitnir ticketing system can be taken better advantage of to increase communication with the general public. The City website, Facebook, and other social media are important areas to develop to inform potential users in a timely fashion. The department makes use of other advertising vehicles such as posters, signage, print, radio and TV advertising, promotional passes, gift certificates, and giveaways to further reach the public.

Performance Indicators and Measures

The following are general performance indicators and measurements that assist in evaluating the department:

• Recorded usage rates are examined on a monthly basis.

• Monitoring the booking of facilities with the goal of maximizing the use of facilities during prime-time hours. This includes both external and internal programming of relevant recreational spaces.

• Questionnaires and public surveys

• Monthly reporting to Council.

14.0   Planning & Development Services

Summary of Services:

Planning and Development is responsible for all planning and development activities for the City of Cold Lake including coordination of the development and implementation of a long-range Strategic Plan and Municipal Development Plan. Primary goals of the Department include:

- the orderly development of the City of Cold Lake; and
- ensuring buildings and structures are constructed in accordance with the Alberta Safety Codes Act.

Target Clients

- General public;
- Developers;
- Department of National Defense; and
- Provincial agencies.

Internal

- Those City departments involved in recreation, social services, transportation, water and sanitary sewer installation, storm water management, transportation, finance and land management.

Opportunities/Challenges

Opportunities

- Some land management functions such as leases and sales; and
- 3P - Public-Private-Partnership (PPP) in the area of affordable and innovative housing.

Challenges

- Balancing a need to fund public services and the supply of services for reasonable cost with minimum public funds expenditures;
- Creating and attracting businesses; and
- Innovative sustainable development projects.

Reports, Studies, Standards, and Legislation

The department draws its regulatory provisions from all levels of federal, provincial, municipal legislation, and policies and standards.

- Aeronautics Act,
- Municipal Government Act,
- Freedom of Information and Protection of Privacy Act,
- Safety Codes Act,
- Inter-Municipal Development Plan,
- Municipal Development Plan,
- Localized Area Redevelopment Plans,
- Area Structure Plans,
- Land Use Bylaw,
- Cold Lake Airport Zoning Regulations,
- Subdivision and Development Regulations,
- Alberta Fire Code, 2006 Edition,
- Alberta Building Code, 2006 Edition, and
- City's Engineering Standards.

Weaknesses/Strengths

Weaknesses

- Resolution of problematic approved applications from previous decade;
- Outstanding liabilities (i.e. lack of appropriate documentation); and
- Lack of inter-municipal co-operation on land use planning and development issues.

Strengths

- The department is working on developing seasoned and experienced staff; and
- A positive relationship with the Urban Development Institute, the development industry, Council and the general public.

Key Emerging Trends
The department is utilizing many tools to meet sustainable, green, and environmental goals. The department also ensures that the climate change and regional growth aspects are addressed. Emerging trends include:
- Changing demographic trends are monitored and balanced with the characteristics of the community due to military relocations, oil and gas development resulting in a younger age community profile compared to other communities;
- Vehicle reliance is noted and walk-ability measures need to be studied in order to develop an implementation strategy;
- Costs of development continue to influence and affect the market in smaller lots and higher density;
- Effective Land Use Bylaw provisions;
- Effective and extensive development approval conditions;
- The implications of the Provincial Land Use Framework, the Land Stewardship Act and the Lower Athabasca Regional Plan;
- The level and pace of oil and gas activity in the area; and
- Effective enforcement and decision-making.
- Emerging trends in enforcement include:
  - Delayed action,
  - Choice of security,
  - Use of security, and
  - Effect of bankruptcy or insolvency.

General Philosophy to Achieve Corporate Strategies
To address the needs of the City, the department will:
- Place an emphasis on financial, economic and environmental sustainability in the development of the City;
- Place an emphasis on quality of life in the development of the City;
- Work towards an improved balance between commercial/industrial and residential land within the community;
- Work towards an improved supply of affordable housing; and
- Identify land surplus to its needs and dispose of property for the benefit of its residents.

More specific details of planned actions over the next five years include the following:

Planning and Development Services	2015	2016	2017	2018	2019
Long Range Planning and Growth Management	"Quick" cleanup of Municipal Development Plan	South Area Redevelopment Plan			
	Conclude Annexation		Update the Municipal Development Plan (inclusive of annexed area)	Environmentally sensitive area study	
	Offsite Levy Bylaw Overhaul		Growth Management Plan	Offsite Levy Bylaw Review and Update	
Economic Development and Tourism		Develop an Economic Development Framework	Grow community involvement in research and strategy implementation		
	EDAC reviewing Business Retention and Attraction Program	Implement revamped Business Retention and Attraction program	EDAC to assess Business Retention and Attraction program	EDAC to assess Business Retention and Attraction program benefits	
	Update Community Profile and Evaluate the opportunity of having an EDO	Inter-municipal Gateways			

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		Review the feasibility of developing a tourist center	Action the results of the review inclusive of design development and construction		
Current Planning	Initiate process to review and update Land Use Bylaw	Housing Assessment	IDP Review and Update		
Land Management	Disposal of Surplus Lands (ongoing)	Disposal of Surplus Lands (ongoing)	Disposal of Surplus Lands (ongoing)	Disposal of Surplus Lands (ongoing)	Disposal of Surplus Lands (ongoing)
Permitting and Applications Processing	Annual Review of Quality Management Plan (QMP)	Safety Codes Contract Review / Annual Review of QMP	Annual Review of QMP	Annual Review of QMP	Safety Codes Contract Review / Annual Review of QMP

Marketing and Communication Tactics
The focus of marketing and communications within the City's Planning and Economic Development Department is to provide clear, effective information in response to questions and requests of the Planning Department and inform taxpayers about new or amended bylaws. Over the next five years, efforts will continue to be adaptive to changes and growth within the City of Cold Lake. Currently planning services communicates with a small number of particular audiences on specific issues of interest. These target audiences include, but are not limited to, developers, local residents, and contractors. Communication vehicles include a series of informational brochures, use of portions of the municipal website as well as local print and radio advertising when required. Events would be primarily held in an open house style to encourage open feedback.

Economic development aims to reach a broader audience and encompass current and potential business as well as enhance local tourism. Working closely with the marketing and communications department on this initiative to develop required promotional materials; economic development will collect relevant information for use and distribution.

Performance Indicators and Measures

The following are general performance indicators and measurements that assist in evaluating the department:

Concerns of the strategies and implementation of policies will be measured:

- By conducting regular citizen satisfaction surveys;
- At the conclusion of projects; and
- By regularly monitoring of the units' performance.

To ensure objectives of the Municipal Development Plan are met:

- Statistical reports on a variety of housing and market vacancies will be undertaken and analyzed on a continual basis; and
- The balance between commercial/industrial and residential development will be monitored regularly through development/building permit activity.

The implementation of the Economic Development Advisory Committee will continue to assist in the:

- Measurement of the new businesses and diversification to ensure a healthy commercial/industrial economy will be checked against economic leakage reports; and
- Reporting on more development, increased activity and the tie-back or related results to efficiencies developed for the business community.

15.0   *Financial*

15.1   *Annual Budgets*

The annual budget process allows an opportunity for City Council and staff to formally review programs and services provided to the community. All City departments are expected to prepare budget information and recommendations that include a rational decision making process. City Council and staff have been, and will continue to be, diligent during future reviews to ensure that the right questions are being asked such as:

- Are the programs delivered by the City effective? Are they meeting the needs of the public? Is the program under evaluation a program that the City should continue to provide? Should the program under evaluation be maintained (status quo), expanded, reduced, or eliminated?
- If the program is to be expanded, reduced or eliminated, ensure that there is a change management plan developed with sufficient time and resources allocated to effectively implement the change, and ensure that the change in program is effectively communicated with the citizens.
- What is the most efficient delivery method of the program? Are there alternative methods of delivery? Which method best suits the needs of the public and the City of Cold Lake which serves the public?

In order to be satisfied that the City of Cold Lake is efficiently delivering effective policies and programs, City Council need to continue asking the right questions. This provides City Council an opportunity to truly evaluate program effectiveness and service delivery efficiency.

In efforts to have annual budgets completed on-time the following depicts the scheduling framework to achieve an approved budget by December 31 of each year.

January	February	March	April	June	September	October	November	December
Implement Budget	Business Plan Review	Financial Statement Review	Financial Statement Approval & Annual Report issued	Mid year Review & Taxes due	Budget input from Council & Staff	Budget Preparation	Budget Review by Council	Budget approval by Council

Annual budget documents include the following elements:

- Operational Budget Summary

- Corporate Services – Service Levels

- Community Services – Service Levels

- Planning and Development – Service Levels

- Infrastructure Services – Service Levels

- Capital Budget Summary

- Current Business Plan

- Financial Impact Model

- Organizational Alignments (CAO's Organizational Structure)

- Community Related Organization Budget Requests

- Budget Meeting Minutes

15.2   *Revenue Sources*

The 2015 operating budget for the City of Cold Lake totals approximately $51,534,227 million and the following table shows a breakdown of revenues estimated in the 2015 budget:

Table 14.1: City of Cold Lake 2015 Revenue Sources[2]

Revenue Source	Value ($)	Percentage (%)	Per Capita ($)
Property & Related Taxes	18,780,935	37	1,193.50
CLAWR	19,100,000	37	1,123.78
Transfer Payments	1,090,256	2	69.28
User Charges & Fees	11,440,818	22	727.05
Other Income (L.I. and Franchise)	1,122,218	2	71.32
Total Revenue	**51,534,227**	**100.0**	**3274.93**

Note: For the purpose of calculating per capita values in Table 14.1, a current population from the 2014 Municipal Census of 15,736 for the City of Cold Lake has been used.

Utilizing information supplied by Alberta Municipal Affairs (2013), municipalities of comparison to Cold Lake have a Net Municipal Property Tax Revenue (per capita) ranging from approx., $700 to $1,400with a mean average of $887. The comparison of Cold Lake, and in comparison to other municipalities, should by itself not be reason to increase taxes or user charges and fees. However, these comparisons do provide the City of Cold Lake an opportunity to benchmark its revenue source strategies with the average of other municipalities in the Province.

Another perspective on municipal property taxes can be achieved by creating a municipal residential tax ratio. The follow table depicts the average residential equalized assessment for a community over the community's tax rate. The higher the value, the higher residential property tax are relative to other community's.

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[2] City of Cold Lake 2015 Operating Budget approved by Council December 9, 2014

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Table 14.2: Residential Property Tax Ratios

Municipality	Municipal Residential Tax Ratio	Municipality	Municipal Residential Tax Ratio
Medicine Hat	11.19	Spruce Grove	15.87
Brooks	12.06	Okotoks	16.27
Wetaskiwin	12.43	Camrose	16.79
Airdrie	13.03	Lacombe	17.59
Calgary	13.31	Leduc	17.88
Fort Saskatchewan	13.48	Grande Prairie	19.93
Red Deer	14.83	Chestermere	23.75
Edmonton	14.86	St. Alberta	26.75
Town of Cochrane	15.53	Town of Bonnyville	14.95
Cold Lake	15.61	M.D. of Bonnyville	7.56
Lethbridge	15.73		

Note: For the purpose of calculating values in Table 14.2, information was gathered from the Municipal Affairs, Community Profiles for 2013

It should be noted that bases on the City of Cold Lake's financial modelling, the financial viability is dependent on the continued transition of the Cold Lake Air Weapons Range (CLAWR), also referred to as the Improvement District (I.D.) #349.

Revenue source strategies to improve the City's financial viability include:

- Seeking an equitable value in tax revenue sharing and operational agreements from the MD of Bonnyville, due to City benefits spill over to MD residents industrial impacts on urban infrastructure, programs and services (and vis versa).
- Annual evaluation of municipal tax revenue taking into account inflation, new growth in assessment, market value assessment changes, program and service delivery and affordability.
- Annual evaluation of user charges and fees ensuring proper pricing while considering affordability.
- Ongoing lobby of the Provincial Government to vacate the property tax base as a source of Provincial revenue, increasing local capacity for municipal property tax revenue.
- Through effective growth management, facilitate an environment conducive to sustainable residential growth and new business development resulting in new property assessment.

City Council and Staff will diligently pursue these opportunities in a bid to keep future tax increases to an inflationary level. Municipal tax revenue increases over the next 10 years is forecast at 5.0% per annum. These projected tax rate increases are achievable, if the revenue source strategies are achieved. This commitment is also subject to making significant changes in programs and services.

User charges and fees will be reviewed on an annual basis with 100% cost recovery where it makes sense, such as water, sewer, solid waste and recycling. Further consideration will be made on adding a capital component to the user utility user fees. Total leisure services cost recovery is currently approximately 30%. Review of user charges and fees will require an analysis of local philosophy together with a careful balance between City (local government) needs, private market needs and consumer ability to pay.

The City of Cold Lake can either tax all residents of the City whether they use a particular service equally or not or the City can impose targeted user fees, thereby creating more transparency in usage and cost. In any event, Citizens must pay, and if given the choice, many would probably opt to control their expenditures through user fees rather than a more hidden structure embedded in property taxes. Our goal is to provide the levels of services that citizens have come to expect at a reasonable tax rate.

The tax revenue of the I.D. 349 (CLRAWR) has been integrated into the operations, proposed operational strategies and the capital re-investments model. As articulated by the Government of Alberta, the intent of the agreement is to transition the tax revenue of the CLAWR to the City of Cold Lake over a five (5) year period. Any changes to the intent of the sustainability agreement will have tremendous impacts to the City's revenue stream which will impact the financing of current operations, proposed operational strategies and capital investments.

15.3   Expenditures

The 2015 operating budget for the City of Cold Lake totals approximately $51.5 million and the following table shows a breakdown of expenditures estimated in the 2015 budget:

Table 14.3: City of Cold Lake 2015 Expenditures[3]

Revenue Source	Value ($)	Percentage (%)	Per Capita ($)
Mayor and Council	385,300	1%	24.49
Corporate and Legislative Services	7,426,960	14%	471.97
Planning and Development Services	1,338,580	3%	85.06
Recreation and Community Services	10,288,580	20%	653.83
Environmental Services	7,841,312	15%	498.30
Public Works and Engineering Services	5,857,683	11%	372.25
Emergency and Protective Services	4,170,702	8%	265.04
Capital Budget Contribution	13,925,000	27%	884.91
Reserves and Contingency	300,000	1%	19.06
Total Expenditures	**51,534,227**	**100.0**	**3274.93**

Note: For the purpose of calculating per capita values in Table 14.3, a current population from the 2014 Municipal Census of 15,736 for the City of Cold Lake has been used.

Further to this, on a monthly basis Council review a recap of accounts payable, budget/actual variance report and bank statement. The preparation of this information for Council by Staff undergoes extensive scrutiny including various levels of testing to ensure that the expenditures are proper and legitimate. Auditors review all financial detail of the City annually to provide an annual financial statement

[3] City of Cold Lake 2015 Operating Budget approved by Council December 9, 2014

for Council approval and a financial information return for Alberta Municipal Affairs, pursuant to the Municipal Government Act (MGA) of Alberta.

15.4   *Five (5) Year Capital Plan and 10-Year Outlook*

The annual budget process includes the development of longer range capital investment plans. The City of Cold Lake currently estimates its infrastructure deficit to approximately $155 million. The infrastructure deficit continues to grow as assets age to their life expectancy or capacities begin to exceed design requirements.

City Council remains committed to asset renewal and will continue to invest in the necessary infrastructure to deliver programs and services for the community. The following table depicts a five year capital investment of $128,171,000 infrastructure and equipment assets throughout the organization. With the City of Cold Lake receiving CLAWR revenue, this capital investment model is achievable. Prior the City of Cold Lake and the Government of Alberta reaching a sustainability agreement, the City was only able to achieve a 5 year capital investment program of approx. $8 million ($3.5 million annually) .

Table 14.4: Five (5) Year Capital Investment Projections

	2015	2016	2017	2018	2019	Total
Roads	$7,600,000	$4,950,000	$3,950,000	$6,325,000	$3,950,000	$26,775,000
Utilities	$7,260,000	$7,000,000	$4,500,000	$11,800,000	$8,750,000	$39,310,000
Facilities	$5,680,000	19,425,000	$11,000,000	5,500,000	$7,500,000	$49,105,000
Parks and Sport Fields	$1,725,000	$3,220,000	$470,000	$1,120,000	$1,120,000	$7,655,000
Machinery and Equipment	$1,275,000	$1,626,000	$990,000	$710,000	$725,000	$5,326,000
Total	**$23,540,000**	**$36,221,000**	**$20,910,000**	**$25,455,000**	**$22,045,000**	**$128,171,000**

It should be noted that the above table is based on the successful funding raising of approximately $10 million. If this goals in not achieved the financial investment will be reduced proportionately.

Furthermore, Council is expecting to spend an additional $134 million between the years 2020 and 2024. The total investment in infrastructure renewal over the next ten years is approximately $262 million.

15.5 **Asset Management**

Many people are not aware that the City of Cold Lake manages over $330 million worth of assets throughout the community excluding assets owned by the Cold Lake Regional Utility Services Commission (CLRUSC). The CLRUSC itself also has approximately $40 million worth of infrastructure being managed by the City of Cold Lake. The asset inventory is currently managed by various software such as spreadsheets (equipment and facilities) and Municipal Data Works (utility, sidewalks and roadways).

The City's infrastructure gap is estimated at $400 million of needed (deficit) and desired infrastructure including infrastructure related to growth management. An infrastructure gap simply means that there is more work needed to be done than there is money available to do the work. It only estimates the cost of replacing portions of existing deteriorated infrastructure. This estimate does not include the capital cost of infrastructure necessary to support continued growth in the community. The infrastructure deficit is estimated at $169 million while infrastructure related to growth in estimated at further $130 million.

Based on the City's 2014 financial statements the annual depreciation of assets is approximately $6.4 million. This figure does not reflect current capital projects that has not begun to depreciate nor does it reflect assets that have already been written off. In 2015, it is estimated that the annual depreciation of assets will be approximately $8 million dollars.

The following table summarizes the City's cost of assets, annual depreciation of those assets and estimated annual investment into the replacement and new assets.

	Asset Costs	Annual Depreciation	Estimated Annual Investment
Land	38,000,000	-	-
Roadways	140,000,000	3,000,000	5,025,000
Utilities	74,000,000	1,600,000	7,880,000
Facilities	58,000,000	600,000	9,830,000
Parks and Sport Fields	7,000,000	200,000	1,550,000
Machinery and Equipment	14,000,000	1,000,000	1,100,000

	334,000,000	6,400,000	25,385,000

It is important to note that annual depreciation value or an accumulated depreciation does not reflect the replacement cost of an asset. The replacement cost is much greater and is dependent on market, inflation, and technology.

The City of Cold Lake has made tremendous strides in achieving a reinvestment strategy that is greater than to the annual write down of assets.

15.6   *Reserves*

In prior years leading up to 2004, the City of Cold Lake had been utilizing operating reserves to balance the budgets in order to avoid tax increases. Subsequent to 2004, the organization made a significant shift in policy which resulted in commitments to infrastructure renew, operational resources and overall financial situation. Although the major increases in tax were implemented, the increase could did not and could solve the community viability challenges which lead to negotiations with the Government of Alberta and resulted in the CLWAR agreement.

The City has grown its general reserves (also known as unrestricted surplus) from approximately $700,000 (2007) to approximately $4,349,500 (2009). Since 2010, the unrestricted surplus has hovered in same order and magnitude, neither increasing nor decreasing of any significance.

Why bother with financial surplus? Some might suggest that the City does not need surpluses, while others argue that the City should be saving money for all planned projects. Essentially, financial surpluses are savings accounts, which some are dedicated to specific purposes while others are for general purposes and uncommitted. Should there be some kind of emergency or need for emergency spending, the City is still limited in available uncommitted funds. It will be important for the City of Cold Lake to continue its priority to build unrestricted surplus to an acceptable level, which is being fiscally responsible and in fact prudent.

When reviewing the audited financial statements for the City of Cold Lake for years ending December 31, 2013 and 2014, you will note that the reported value of reserves (surplus) is substantially higher than discussed in this section. This is a direct result of major capital project financing that has carried forward from one year to the next due to incompletion of the projects in the year that they were planned. In other words, the funds carried forward are committed toward completion of those unfinished projects and are not available for other spending. The value of tangible capital assets are also included in the surplus figures. For the purpose of the following table, we've extrapolated the value for the unrestricted surplus:

	2015	**2016**	**2017**	**2018**	**2019**
Opening Balance	3,200,000	3,626,000	4,037,000	4,644,000	5,306,000
Contributions	1,619,000	1,519,000	1,634,000	1,689,000	1,519,000
Withdrawals	1,193,000	1,108,000	1,027,000	1,027,000	1,177,000
Closing Balance	**3,626,000**	**4,037,000**	**4,644,000**	**5,306,000**	**5,648,000**

It should be noted that projections of the reserves can only be estimated and is highly variable based surplus/deficits, emergency situations and projects that may be approved during budget deliberations.

15.7   *Debt*

Some people may ask – Why do we need to borrow? Or is it smart to borrow rather than pay as we go or should we save money in reserves to pay for projects rather than borrow? Obviously and if we were in a perfect world, we would like to do things without having to borrow money. However, the need to borrow money in the urban municipal government world is a fact of life and probably will not disappear any time soon. In fact most people need a mortgage these days to buy a house and most private companies need to borrow in one form or another to manage their business enterprise. Having said that, borrowing strategies must be smart and in this respect, the City of Cold Lake will strive to borrow funds for only those projects that have a lifespan of 20 years or greater. Using debt is also way to have certain long term capital project expended over generations.

Total debentures or debt load of the City of Cold Lake at December 31, 2014 was $32.0 million. The 2015 budget did not propose to borrow any funding for the purpose of capital projects however the City has yet to withdraw $8,000,000 resulting from the 2014 capital budget (Horseshoe Bay Landslide Remediation Project and Cold Lake South Fire Hall, Headquarters, and Emergency Operations Centre). This will bring the City's total debt load to approximately $40.0 million as at December 31, 2015. Through regulation, the Government of Alberta establishes the debt limit that a municipality may have. Based on projected results of the 2014 financial statements, the 2015 debt limit will be approximately $78.4 million, which is the maximum debt that the City can incur in 2015 unless Ministerial approval is obtained. As municipal revenues continue to increase in the future, the debt limit will continue to increase providing additional capacity to borrow funds when required. Any revenue changes associated with the CLAWR will also have impact on the debt limit and the servicing thereof.

Debenture Activity	2015	2016	2017	2018	2019
Opening Balance	32,038,919	38,606,398	52,987,991	50,746,564	53,920,099
New Debentures	8,000,000	16,100,000		5,500,000	
Principle Repayment	1,432,521	1,718,407	2,241,427	2,326,465	2,569,866
Total Debt	**38,606,398**	**52,987,991**	**50,746,564**	**53,920,099**	**51,350,233**
Regulated Debt Limit	**78,435,000**	**81,194,291**	**83,953,582**	**86,851,512**	**89,377,233**

15.8   *10-Year Financial Forecast*

It is prudent and fiscally responsible to look further to future to understand how decisions of today impact tomorrow. The City generated a financial impact model to forecast impacts operational budgets, capital commitments, and taxation levels. The impact model looks at the 10-Year forecast. While the following data provides some framework for understanding future impacts we also need to be cognizant that there are several variables the influences the information. Variables such as but not limited to:

- Changes to Programs and Services levels;
- Additional and Deletions to Programs and Services;
- Population Growth;
- Municipal Assessment Growth and Inflation.

As financial forecasts are estimated, assumptions are made with regard to anticipated budget variations. The following table depicts future operation budgets and impacts to the municipal taxes that need to be generate to offset the budget.

Year	Population	Operating Budget	Operating Budget (Per Capita)	Estimated Increase in Per Capita Spending	Municipal Taxes	Estimated Increase in Municipal Property Taxes
2015	15,736	$54,792,228	$3,482		$18,780,935	
2016	16,051	$56,678,488	$3,531	1.4%	$19,755,010	5.2%
2017	16,372	$58,645,139	$3,582	1.4%	$21,071,661	6.7%
2018	16,699	$60,350,752	$3,614	0.9%	$22,127,273	5.0%
2019	17,033	$62,245,383	$3,654	1.1%	$23,371,904	5.6%
2020	17,374	$64,015,799	$3,685	0.8%	$24,492,321	4.8%
2021	17,721	$66,229,579	$3,737	1.4%	$26,056,100	6.4%
2022	18,076	$68,071,711	$3,766	0.8%	$27,248,233	4.6%

2023	18,437	$70,119,591	$3,803	1.0%	$28,646,113	5.1%
2024	18,806	$71,961,723	$3,827	0.6%	$29,838,245	4.2%

It should be noted that the per capita estimates are subject to a census being conducted annually. If no census is conduct then population is based on the most current data. It should also be noted that the percentages of tax increase does not have a direct relationship with the increase in taxes as the percentage takes into account estimated growth in assessments such as new residential housing and new businesses.

The following depicts a capital investment model outlining an estimated commitment $260 million of infrastructure renewal over the next ten years.

Year	Roads	Utilities	Facilities	Parks	Equipment	Total
2015	$4,950,000	$8,360,000	$5,930,000	$1,725,000	$1,335,000	**$22,300,000**
2016	$5,950,000	$6,000,000	$19,425,000	$3,220,000	$1,626,000	**$36,221,000**
2017	$3,950,000	$4,500,000	$11,000,000	$470,000	$1,040,000	**$20,960,000**
2018	$6,325,000	$11,800,000	$5,500,000	$1,120,000	$710,000	**$25,455,000**
2019	$3,950,000	$8,750,000	$7,500,000	$1,220,000	$775,000	**$22,195,000**
2020	$8,250,000	$11,700,000	$7,000,000	$220,000	$1,145,000	**$28,315,000**
2021	$10,250,000	$10,500,000	-	$470,000	$960,000	**$22,180,000**
2022	$12,500,000	$10,850,000	$2,000,000	$220,000	$885,000	**$26,455,000**
2023	$12,750,000	$850,000	$9,000,000	$470,000	$790,000	**$23,860,000**
2024	$2,750,000	$850,000	$29,000,000	$220,000	$1,035,000	**$33,855,000**
	$71,625,000	**$74,160,000**	**$96,355,000**	**$9,355,000**	**$10,301,000**	**$261,796,000**

Capital investments may vary based on provincial and federal grants and commitments to expend reserves and/or incurring debt. The following table outlines the anticipated debt load, borrowing capacities and reserve status over next ten years.

Year	Estimated Maximum Borrowing Capacity	Committed and Estimated Borrowing	Estimated Available Borrowing Capacity	Debt Load	General Surplus Status
2015	78,435,000	38,606,398	39,828,602	49%	$3,626,000
2016	81,194,291	52,987,991	28,206,300	65%	$4,037,000
2017	83,953,582	50,746,564	33,207,018	60%	$4,644,000
2018	86,851,512	53,920,099	32,931,413	62%	$5,306,000
2019	89,377,233	51,350,233	38,027,000	57%	$5,648,000
2020	$92,374,022	$55,596,595	36,777,427	60%	$6,140,000
2021	$95,029,648	$52,683,635	42,346,013	55%	$6,632,000
2022	$98,350,317	$53,156,125	45,194,192	54%	$7,124,000
2023	$101,113,515	$49,916,941	51,196,574	49%	$7,616,000
2024	$104,185,335	$56,550,655	47,634,680	54%	$8,108,000