

The background of the cover is a photograph of a football field at dusk. The sky is filled with dramatic, dark clouds with some light breaking through. In the foreground, the green artificial turf of the field is visible, with white yard lines and a blue line. A group of football players in white jerseys and helmets are huddled in the middle of the field. In the background, there are bleachers filled with spectators and a large stadium building with a red roof. A tall stadium light pole is visible on the left side of the field.

2020

ANNUAL REPORT

CITY OF COLD LAKE

WELCOME

The City of Cold Lake publishes an annual report to reflect on what has happened in the community over the past year. It is also a chance to give residents the final numbers on expenditures and to look at where we were, and where we wanted to go, when 2020 drew to a close.

In this case, because of the COVID-19 pandemic and the uncertainties it created, the city did not publish an annual report for 2019. This report will cover highlights from 2019 while looking at 2020 and the road ahead in greater depth.

With exciting new facilities being built, major infrastructure projects on the go, and popular community events and programming, the city is excited to share all it has to offer with its residents and visitors.

The City of Cold Lake is proud to take an open and transparent approach to customer service, not only in this annual report, but year-round. If you have questions, you can always call or drop by City Hall, contact an elected official, or send us an email at city@coldlake.com.

Detailed contact information is available on page 47 of the annual report and online at coldlake.com.

3 CITY HALL

- Mayor's Message
- City Manager's Message
- City Council
- Strategic Priorities

8 TAXES AND FINANCE

- Distribution of Expenses
- Operational Funding
- How Taxes are Calculated
- Statement of Operations
- Statement of Financial Position
- Accumulated Surplus
- Cold Lake Air Weapons Range/I.D. 349

16 CITY SERVICES

- Cold Lake Transit
- Planning and Development
- Infrastructure Services
- Emergency Services

36 RECREATION & SOCIAL SERVICES

- Cold Lake and District FCSS
- Cold Lake Energy Centre
- Cold Lake Marina
- Cold Lake Golf & Winter Club
- Cold Lake Public Library
- Parks and Green Spaces



Mayor's Message

After a hiatus in 2019 due to the global COVID-19 pandemic, we have completed another annual report to let you know about what has guided the efforts of your elected officials and administration over the past two years.

This annual report focuses on 2020, but also contains information about the city's operations in 2019. It compares operations to past years, and takes a look at what might be in store in the future. This is a chance for us to look back on what we had hoped to accomplish, what we did accomplish, and what priorities guided our efforts.

Of course, COVID-19 was a main focus over the past year or more. While much of the decision making happened at the federal and provincial levels of government, we worked hard to ensure the directives put in place by these governments were followed.

The pandemic severely altered our lives, and we are certainly not yet back to normal. Our hearts go out to everyone who lost loved ones, had their dreams put on hold, or had their employment affected by the COVID-19 pandemic.

Children could not play freely with their friends and had their school year disrupted, many businesses had to curtail or close operations, and many people's jobs were affected, which can impact the trajectory of a career, or bring financial hardship during a time of great uncertainty.

Our council ensured that we diligently followed the health directives in place

...
... "OUR HEARTS GO OUT TO EVERYONE WHO
... LOST LOVED ONES, HAD THEIR DREAMS
... PUT ON HOLD, OR HAD THEIR EMPLOYMENT
... AFFECTED BY THE COVID-19 PANDEMIC."
...

while also helping residents and businesses where we could. Some needed municipal invoices deferred, had to make quick changes to business operations, or had to incur unforeseen costs to buy protective equipment for their staff and customers.

On the positive side of 2020, the city was able to arrive at a permanent solution for I.D. 349 revenue, complete an Intermunicipal Collaboration Framework with our neighbours in the M.D. of Bonnyville, and we passed one of the most exciting capital budgets I've seen in the City of Cold Lake, while also keeping a near-zero municipal tax increase for 2021. The details you will find in the pages that follow.

Municipal budgets are about more than simply balancing revenue and expenditures. We also try to balance our present needs with our future needs for growth. We balance assistance for existing businesses to flourish with work that lays the foundation for new businesses to get a start. And we balance core municipal infrastructure such as sidewalks, roads, and sewers, with cultural and recreation infrastructure that uplifts our quality of life, encourages tourism, and provides a strong sense of community.

I trust that you'll find that we've struck that balance.

Craig Copeland
Mayor, City of Cold Lake



City Manager's Message

We've seen our share of challenges the past several years. But I'm happy to report that we've seen an equal number of triumphs.

We faced a slumping economy and protracted negotiations for a permanent I.D. 349 agreement, which caused a great deal of financial uncertainty for the city. Then we faced the COVID-19 pandemic and its associated restrictions. The COVID-19 pandemic has affected everyone, and certainly has had a profound effect on municipalities and their operations.

Thanks to our Council's vision, and the strong foundation they have laid for the City of Cold Lake, we were able to respond to these challenges efficiently, while continuing to work towards our ultimate goals for the community at large. Council has passed successive budgets with exciting capital projects that promise to bring work to local firms while fixing old infrastructure and building new infrastructure that will provide for growth, encourage investment, and foster tourism.

We have brought the I.D. 349 discussion to a close with a permanent solution that will provide our municipality predictable funding while also passing an Intermunicipal Collaboration Framework with the M.D. of Bonnyville. The ICF required a cooperative effort on the part of the elected officials and administrations from both municipalities. In the case of the I.D. 349 agreement, discussions were a regional undertaking that arrived at a consensus between four municipalities.

When it came to our response to the global COVID-19 pandemic, our council's direction was clear: Follow the health authorities, and provide them with all assistance possible.

We closely followed the health restrictions as the federal government and province prescribed, and worked to ensure that space was secured for a local testing facility.

Council passed measures to assist restaurants with patio operations by cutting through red tape, and provided rebate and deferral programs where they saw they could make a difference for businesses and households.

Our community came together during these challenges – proof that we will continue to build on our progress as a city. For 2021, Council has passed an ambitious capital budget that will see Cold Lake continue to make progress fixing old infrastructure while bringing exciting upgrades to well-used amenities such as the skateboard park, mountain bike trails, and Kinosoo Beach.

Our annual report is a great place to start learning about what we've achieved as a municipality, and it will give you insight into where we are headed.

If there are any questions, please know that we are always happy to assist at City Hall. Feel free to drop us a line, send us an email, or stop by in person.

Kevin Nagoya
CAO, City of Cold Lake



CRAIG COPELAND,
MAYOR



BOB BUCKLE,
COUNCILLOR



JÜRGEN GRAU,
COUNCILLOR



DUANE LAY,
COUNCILLOR



VICKY LEFEBVRE,
COUNCILLOR



KIRK SOROKA,
COUNCILLOR



CHRIS VINING,
COUNCILLOR

CITY COUNCIL

Cold Lake City Council holds its regular meetings at City Hall on the second and fourth Tuesday of each month. On the third Tuesday of each month, council holds its Corporate Priorities Committee meetings. Meetings start at 6 p.m., are open to the public, and are streamed online. Agendas and meeting minutes are available online at www.coldlake.com.

In addition to regular and Corporate Priorities Committee meetings, elected officials also attend a number of committee and board meetings. Some committees are established by council to assist with city business or special projects.

COVID-19

RELIEF

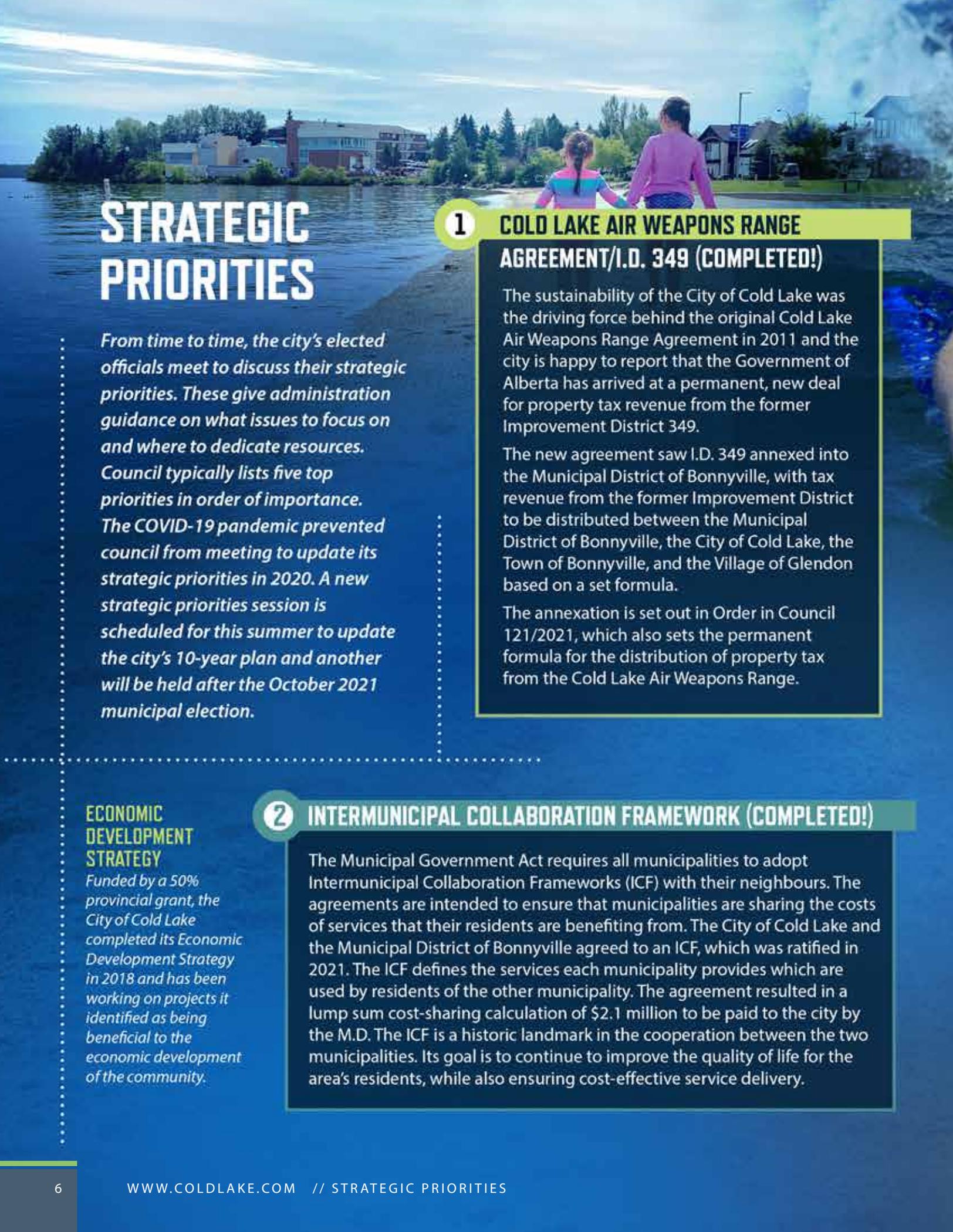
In order to assist the public and local businesses with the challenges posed by the COVID-19 pandemic, council passed several initiatives. Council passed motions to allow for penalty-free deferrals of payments for utility bills and payments made under the City's Tax Installment Payment Plan (TIPPs) for the months of April, May, and June of 2020. These deferrals were renewed for February, March, and April of 2021.

Council also established a \$50,000 fund to assist local businesses offset the cost of personal protective equipment, increased sanitization, and other measures associated with staying open under the COVID-19 restrictions. The program offered \$100 grants for home-based businesses and \$500 grants for storefront businesses. Finally, a program to cut red tape and quickly establish outdoor dining areas was passed.

2020 COMMITTEES

AND BOARD MEETINGS

- Age Friendly Cold Lake Committee
- Alberta HUB
- Beaver River Regional Waste Management Commission
- Cold Lake Community Grant Advisory Committee
- Cold Lake Economic Development Advisory Committee
- Cold Lake and District Family & Community Support Services
- Composite Assessment Review Board
- Corporate Priorities Committee
- Hearts for Healthcare Society
- Integrated Watershed Management Plan Committee
- Inter-City Forum on Social Policy
- Inter-Municipal Collaboration Framework Committee
- Inter-Municipal Development Plan Committee
- Lakeland Industry & Community Association
- Lakeland Lodge & Housing Foundation
- Local Assessment Review Board
- Library Board
- Medley CFB Society
- Municipal Disaster Services Agency
- Municipal Planning Commission
- Muni-Corr
- Northern Lights Library System
- Recreation & Culture Advisory Committee
- Regional Partnership Committee
- Regional Partnership Opportunities Committee
- Regional Recreation Committee
- Regional (CLFN) Tourism Working Group Committee
- Regional Utility Services Commission
- Unightly Premise Appeal Committee
- Water North Coalition



STRATEGIC PRIORITIES

From time to time, the city's elected officials meet to discuss their strategic priorities. These give administration guidance on what issues to focus on and where to dedicate resources. Council typically lists five top priorities in order of importance. The COVID-19 pandemic prevented council from meeting to update its strategic priorities in 2020. A new strategic priorities session is scheduled for this summer to update the city's 10-year plan and another will be held after the October 2021 municipal election.

1

COLD LAKE AIR WEAPONS RANGE

AGREEMENT/I.D. 349 (COMPLETED!)

The sustainability of the City of Cold Lake was the driving force behind the original Cold Lake Air Weapons Range Agreement in 2011 and the city is happy to report that the Government of Alberta has arrived at a permanent, new deal for property tax revenue from the former Improvement District 349.

The new agreement saw I.D. 349 annexed into the Municipal District of Bonnyville, with tax revenue from the former Improvement District to be distributed between the Municipal District of Bonnyville, the City of Cold Lake, the Town of Bonnyville, and the Village of Glendon based on a set formula.

The annexation is set out in Order in Council 121/2021, which also sets the permanent formula for the distribution of property tax from the Cold Lake Air Weapons Range.

2

INTERMUNICIPAL COLLABORATION FRAMEWORK (COMPLETED!)

The Municipal Government Act requires all municipalities to adopt Intermunicipal Collaboration Frameworks (ICF) with their neighbours. The agreements are intended to ensure that municipalities are sharing the costs of services that their residents are benefiting from. The City of Cold Lake and the Municipal District of Bonnyville agreed to an ICF, which was ratified in 2021. The ICF defines the services each municipality provides which are used by residents of the other municipality. The agreement resulted in a lump sum cost-sharing calculation of \$2.1 million to be paid to the city by the M.D. The ICF is a historic landmark in the cooperation between the two municipalities. Its goal is to continue to improve the quality of life for the area's residents, while also ensuring cost-effective service delivery.

ECONOMIC DEVELOPMENT STRATEGY

Funded by a 50% provincial grant, the City of Cold Lake completed its Economic Development Strategy in 2018 and has been working on projects it identified as being beneficial to the economic development of the community.



3

CRIME PREVENTION

Council has been focused on crime prevention for its past term, securing a major win in 2018 with the addition of the Police Dog Service. In 2020, council funded an additional RCMP member to assist at the RCMP detachment. Administration also continues to work with the RCMP on the replacement of its detachment building and, in 2021, allocated money in its budget to ensure the roughly \$11.7 million project is fully funded once it is shovel-ready. In consultation with the downtown business community and the Cold Lake Regional Chamber of Commerce, council funded a pilot project that saw a night security watch program established. The security patrols liaise with and contact the RCMP or City Peace Officers as required, but otherwise serve as a deterrent and a night watch. Results from the program will be shared with the public.

MUNICIPAL DEVELOPMENT PLAN (MDP) AND INTERMUNICIPAL DEVELOPMENT PLAN (IDP)

With the annexation having taken effect in 2019, council saw a clear need to update the city's high-level planning and development documents. The MDP provides a "large picture" vision for development in the city while the IDP provides a vision for development between neighbouring communities. Grant funding for these projects was secured in 2018. The updated MDP and IDP are expected to be adopted by City Council in the late summer or fall of 2021.

4

ANNEXATION AND INTEGRATION OF ANNEXED PROPERTIES (COMPLETED!)

The city's annexation took effect on January 1, 2019, and administration worked with the affected property owners on a smooth transition by implementing the annexation agreement, which was established between the Municipal District of Bonnyville and the City of Cold Lake.

5

COMMERCIAL AIR SERVICE

The City of Cold Lake continues to work with the federal government and 4 Wing Cold Lake to establish a CATSA-screened, commercial air service. Although the COVID-19 pandemic led to delays in work being done to establish an agreement between the Department of National Defence and the City of Cold Lake, the work has resumed. CATSA screening will allow for seamless connections to domestic and international flights though a major hub such as Edmonton or Calgary.

INFRASTRUCTURE: PRIORITIES AND CAPITAL PLAN UPDATE

With the Cold Lake Air Weapons Range Agreement completed, and the ICF having been ratified, administration has a clear picture of the city's long-term finances. Strategic Priorities sessions are being scheduled to update the plan.

FINANCE

The City of Cold Lake's Finance Department is responsible for customer service, property taxes, utility billing, accounts payable, accounts receivable, the city's financial statements, and the budget process.

The following pages outline the City of Cold Lake's financial position, and how revenue from municipal taxes is spent to provide municipal services.

You can find additional budget information, including capital project summaries and operational budget summaries, online at www.coldlake.com.

OPERATIONAL FUNDING FROM TAXES (BUDGETED)

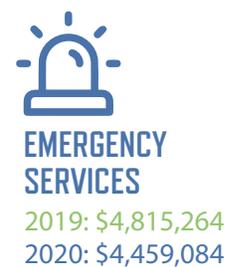
2020



* Environmental Services operates on a cost-recovery basis.

DISTRIBUTION OF EXPENSES

(ACTUAL)



PER \$100 OF MUNICIPAL TAXES

This chart shows the city's spending on various service categories, per \$100 of municipal taxes in the 2020 budget.

In 2020, for every \$100 of municipal taxes collected, \$74.77 was used in the operational budget while \$25.23 was used to fund capital projects.

Operational Spending	\$ 74.77
Transferred to Capital	\$ 25.23
	\$100.00

HOW TAXES ARE CALCULATED

PROCESS



BUDGET DECISIONS

Council approves services and programs and administration calculates the revenue needed to pay for the desired services. (Roads, Waste Management, Policing, Social Programs, etc.)



PROVINCIAL GOVERNMENT

Determines how much each community needs to pay to cover its share of the Education Tax and the Seniors Requisition.



PROPERTY ASSESSMENTS

The assessor prepares assessments for the municipality and assessment notices are sent to each property owner. Owners have 60 days to appeal the assessed value of their property.



TAX RATES SET

Rates are set so that enough revenue is raised to balance the budget. Rates can vary for residential properties, multi-family properties, and commercial properties. Tax notices are then sent to property owners.

The chart below depicts several scenarios and what they would mean for a residential property's tax bill. The assessed values used to calculate 2021 property taxes in Cold Lake fell, on average, by six per cent throughout the community. Council also passed a near-zero average tax increase of 0.1 per cent. The average effect on tax bills in the City of Cold Lake was a decrease of 0.6 per cent when compared to the year before, however. That is because Cold Lake's share of the Provincial Education Tax and Seniors Requisition fell in relation to the rest of the province, due to the decline in assessment. The actual changes seen on a tax bill for a given property, however, will depend on the change in its value in relation to the rest of the properties in the community.

VALUE: \$300,000
MUNICIPAL TAX PAID: \$2,494.47
2020 TAX RATE: 8.3149



2020



PROPERTY VALUE INCREASE BY 6%

VALUE: \$318,000 MUNICIPAL TAX PAID: \$2,816.05 TAX RATE: 8.8555
In this scenario, the property bucks the overall trend in the community, and increases in value by 6%, while the average property decreases in value by 6%. The end result is that the property owner's municipal taxes will increase by about 13% compared to the previous year.



PROPERTY VALUE SAME AS PREVIOUS YEAR

VALUE: \$300,000 MUNICIPAL TAX PAID: \$2,656.65 TAX RATE: 8.8555
In this scenario, the property maintains its value while the average property in the community decreases in value by 6%. The end result is that the property owner's municipal taxes will increase by 6.5% compared to the previous year.



PROPERTY VALUE DECREASE BY 6%

VALUE: \$282,000 MUNICIPAL TAX PAID: \$2,497.25 TAX RATE: 8.8555
In this scenario, the property follows the community trend and decreases in value by 6%. The end result is that the property owner's municipal taxes will remain virtually unchanged compared to the previous year. When the provincial requisitions are factored in for 2021, the owner would see a slight decrease in the overall tax bill.

2021

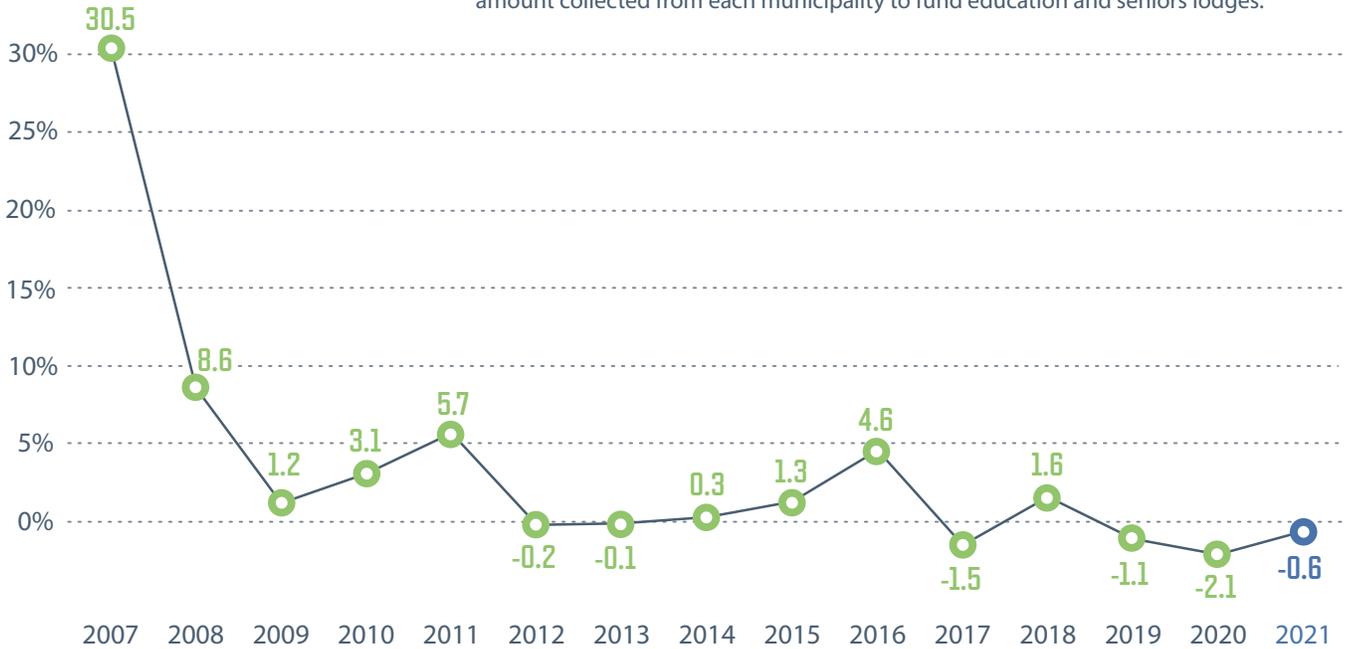
RESIDENTIAL PROPERTY VALUE

MUNICIPAL TAX EXAMPLES

8.8555 Tax rate required to raise the municipal portion of the tax bill
+ 2.8639 Tax rate required to raise the provincial portion of the tax bill
11.7194 Total tax rate in Cold Lake for both municipal and provincial property taxes

AVERAGE RESIDENTIAL TAX INCREASE OR DECREASE

The total amount of property tax paid can vary depending on the municipal tax rate, developments in the community, the province's education property tax, and the province's seniors property tax. Property taxes are based on market value, including land and improvements. This graph shows the average residential tax increase or decrease over the years, **inclusive of municipal property tax, the provincial education property tax, and the provincial seniors property tax.** The Government of Alberta sets the amount collected from each municipality to fund education and seniors lodges.

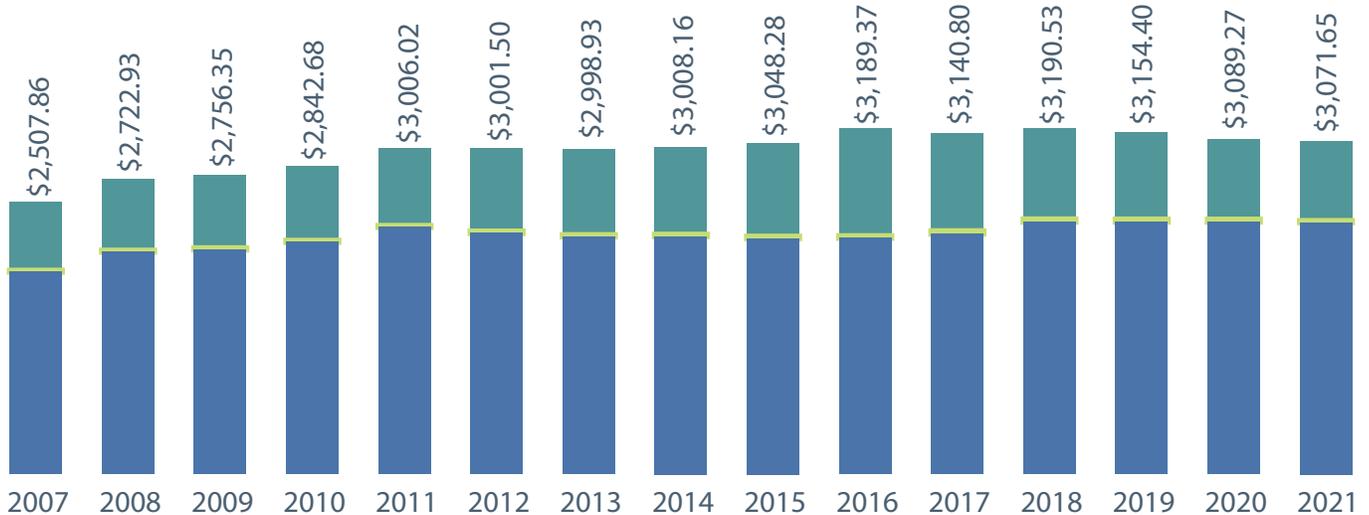


Council passed a near-zero-per-cent tax increase for 2021. This means that, on average, properties will pay virtually the same municipal taxes in 2020 as 2019. Overall, the city's residents will receive an average tax decrease of 0.6 per cent in 2021. This is due to a decrease in Cold Lake's share of the provincial education property tax for the second year in a row.

BREAKDOWN OF PROPERTY TAXES COLLECTED

This chart provides a breakdown of the average property taxes paid per household between municipal tax and the two provincial property tax levies.

- **MUNICIPAL TAX (City of Cold Lake)**
 This includes infrastructure, recreation and culture, administration, planning and economic development, emergency services, and public health and welfare at the city level.
- **LAKELAND SENIORS FOUNDATION REQUISITION (Government of Alberta)**
 This funds improvements to seniors' lodge accommodations in the Cold Lake-Bonnyville area and is collected by the City of Cold Lake on behalf of the province.
- **EDUCATION TAX (Government of Alberta)**
 This tax is levied by the provincial government to fund education across Alberta and is collected by the City of Cold Lake on behalf of the province.



RESIDENTIAL VS. COMMERCIAL PROPERTY TAXES COLLECTED

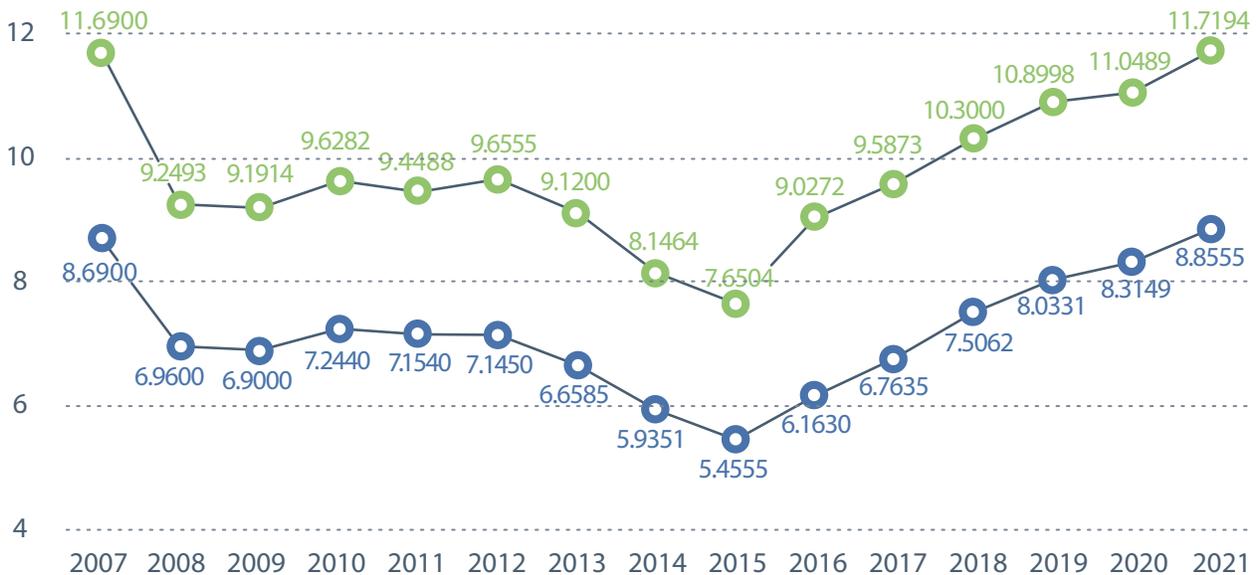
This chart outlines the total municipal property taxes paid, and includes a breakdown comparing the total amount of taxes paid by residential and commercial properties.

- RESIDENTIAL PROPERTIES
- COMMERCIAL PROPERTIES



RESIDENTIAL PROPERTY TAXES PER HOUSEHOLD

- TOTAL TAX RATE
This includes municipal property tax, the provincial education property tax, and the provincial seniors property tax.
- MUNICIPAL PROPERTY TAX
This is the portion of the tax rate levied by the City of Cold Lake



STATEMENT OF OPERATIONS

2019/2020

REVENUES	BUDGET	2020	2019
Net municipal taxes	\$ 20,619,022	\$ 20,936,195	\$ 20,941,184
Sales and user charges	\$ 10,201,751	\$ 9,681,202	\$ 9,508,254
Government transfers	\$ 11,222,354	\$ 13,383,711	\$ 10,145,545
Rentals	\$ 325,000	\$ 2,783,891	\$ 2,450,624
Franchise and concession contracts	\$ 255,900	\$ 225,605	\$ 288,591
Licenses and permits	\$ 145,000	\$ 65,080	\$ 118,511
Other	\$ 1,011,317	\$ 983,756	\$ 990,577
Investment income	\$ 300,000	\$ 1,866,052	\$ 626,653
Penalties and costs on taxes	\$ 1,115,538	\$ 927,581	\$ 1,165,243
Fines	-	\$ 98,755	\$ 174,635
Development levies	\$ 332,750	\$ 532,363	\$ 676,988
Total Revenues	\$ 45,528,632	\$ 51,484,191	\$ 47,086,805

EXPENSES			
Administration	\$ 6,841,843	\$ 8,534,064	\$ 8,488,519
Fire and emergency services	\$ 1,402,351	\$ 1,211,890	\$ 1,350,246
Legislative	\$ 617,755	\$ 350,382	\$ 487,560
Other	\$ 4,125,435	-	-
Planning and development	\$ 1,542,665	\$ 1,489,786	\$ 1,459,250
Police and bylaw enforcement	\$ 4,052,908	\$ 3,247,194	\$ 3,446,584
Public health and welfare	\$ 1,498,844	\$ 1,199,392	\$ 1,294,206
Recreation and culture	\$ 9,777,594	\$ 8,453,533	\$ 9,668,827
Transportation systems	\$ 7,643,275	\$ 7,152,514	\$ 7,865,505
Utility systems	\$ 8,025,962	\$ 8,178,366	\$ 7,889,155
Amortization of tangible capital assets	-	\$ 10,970,093	\$ 9,683,268
Loss on disposal of assets	-	\$ 43,254	\$ 545,323
Total Expenses	\$ 45,528,632	\$ 50,830,468	\$ 52,178,443
Deficiency of revenues over expenses before other	-	- \$ 653,723	- \$ 5,091,638

OTHER			
Contributed assets	-	-	\$ 1,218,102
Government transfers for capital	\$ 15,236,788	\$ 11,340,061	\$ 13,012,658
Excess of revenues over expenses	\$ 15,236,788	\$ 11,993,784	\$ 9,139,122
Accumulated surplus, beginning of year	\$ 346,361,309	\$ 346,361,309	\$ 337,222,187
Accumulated surplus, end of year	\$ 361,598,097	\$ 358,355,093	\$ 346,361,309
Acquisition of tangible capital assets		\$ 10,350,805	\$ 14,627,563

STATEMENT OF FINANCIAL POSITION

2019/2020

FINANCIAL ASSETS	2020	2019
Cash and short-term deposits	\$ 16,084,269	\$ 13,515,068
Taxes and grants in place of taxes	\$ 1,019,158	\$ 1,225,700
Other accounts receivable	\$ 5,009,238	\$ 19,828,492
Land held for resale	\$ 1,141,500	\$ 1,233,400
Long-term investments	\$ 73,809,237	\$ 46,219,185
Total	\$ 97,063,402	\$ 82,021,845

LIABILITIES		
Accounts payable and accrued liabilities	\$ 7,691,872	\$ 6,196,669
Deposit liabilities	\$ 1,475,577	\$ 1,474,696
Deferred revenue	\$ 6,964,578	\$ 3,409,090
Employee benefit obligations	\$ 1,089,695	\$ 1,061,522
Long-term debt	\$ 48,303,662	\$ 50,854,094
Total	\$ 65,526,384	\$ 62,996,071
Net financial assets (debt)	\$ 31,537,018	\$ 19,025,774

NON-FICTIONAL ASSETS		
Tangible capital assets	\$ 326,071,989	\$ 326,838,072
Inventory of supplies and materials	\$ 417,836	\$ 413,343
Prepaid expenses	\$ 328,250	\$ 84,120
Total	\$ 326,818,075	\$ 327,335,535
Accumulated surplus	\$ 358,355,093	\$ 346,361,309

DEBT LIMIT PROJECTIONS	
Debt limit December 31, 2020	\$ 84,535,407
Total debt December 31, 2020	- \$ 48,303,662
Unused portion of debt limit December 31, 2020	\$ 36,231,745
Debentures to be paid in 2021	\$ 2,650,758
New debentures to be paid in 2021	-
Overdraft – Line of credit	- \$ 1,000,000
Projected unused debt limit December 31, 2021	\$ 37,882,503



THE CITY OF COLD LAKE'S AUDITED
FINANCIAL STATEMENTS ARE AVAILABLE AT
WWW.COLDLAKE.COM AND AT CITY HALL.

BREAKDOWN OF ACCUMULATED SURPLUS

AS AT DECEMBER 31, 2020	
Accumulated surplus December 31, 2020	\$ 358,355,093
Equity in tangible capital asset	\$ 277,768,327
Balance of accumulated surplus December 31, 2020	\$ 80,586,766
Surplus restricted internally for projects	
General government	\$ 4,493,845
Public works & infrastructure	\$ 40,158,480
Community services	\$ 9,332,624
Offsites – Committed and uncommitted	\$ 4,479,643
Other	\$ 1,460,465
Total internally restricted surplus December 31, 2020	- \$ 59,925,057
Non-cash items	- \$ 7,915,982
Unrestricted surplus December 31, 2020	\$ 12,745,727



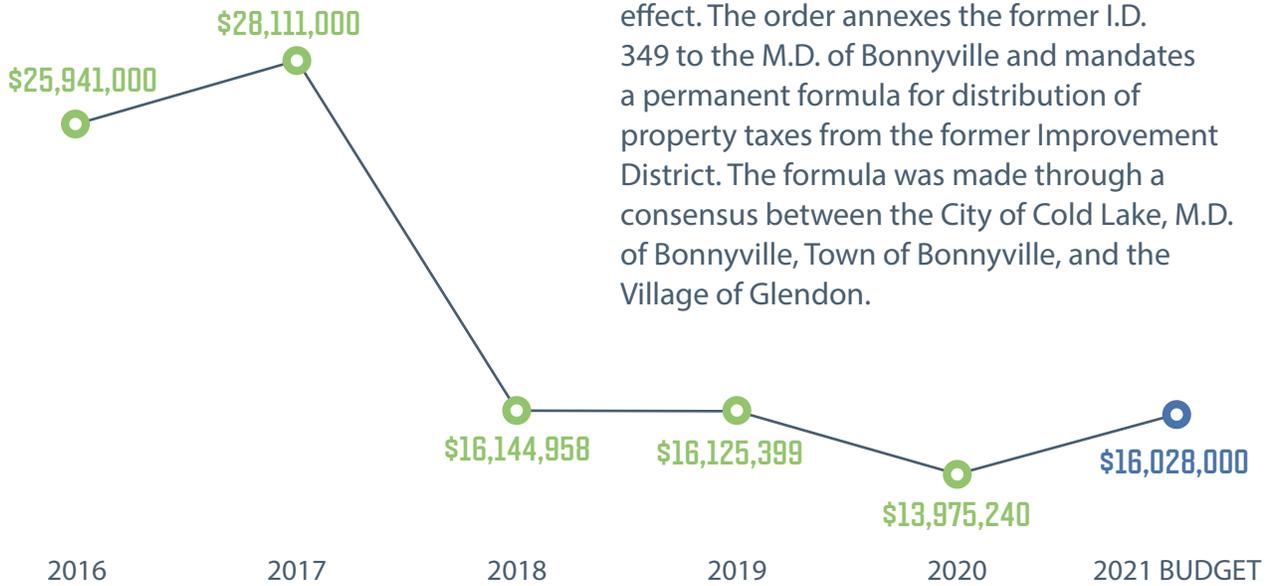
• EACH YEAR, COLD LAKE COUNCIL
• BUDGETS TO HELP GROUPS,
• PROGRAMS, AND EVENTS IN
• THE COMMUNITY. AMONG THOSE
• PROUDLY SUPPORTED IN 2020 ARE:

2020 SUPPORT GROUPS, PROGRAMS & EVENTS

784 Wing Air Force Association	Grand Centre Lions Club
Bonnyville & District Chamber of Commerce	Hearts for Healthcare
Cherry Grove Recreation & Agricultural Society	Kids Time Out Play Program
Cold Lake Curling Club	Lakeland Bantam AA Panthers
Cold Lake District Fish and Game Association	Lakeland Centre for FASD
Cold Lake Museum Society	Lakeland Credit Union
Cold Lake Outreach	Lakeland Humane Society
Cold Lake Regional Chamber of Commerce	Lakeland Lodge & Housing Foundation
Cold Lake Sailing Association	N.E. Muni-Corr Ltd.
Cold Lake Seniors' Society	Pirouette School of Dance Society
	Riverland Recreational Trail Society
	Ronald McDonald House Charities Alberta

REVENUE (ACTUAL)

COLD LAKE AIR WEAPONS RANGE

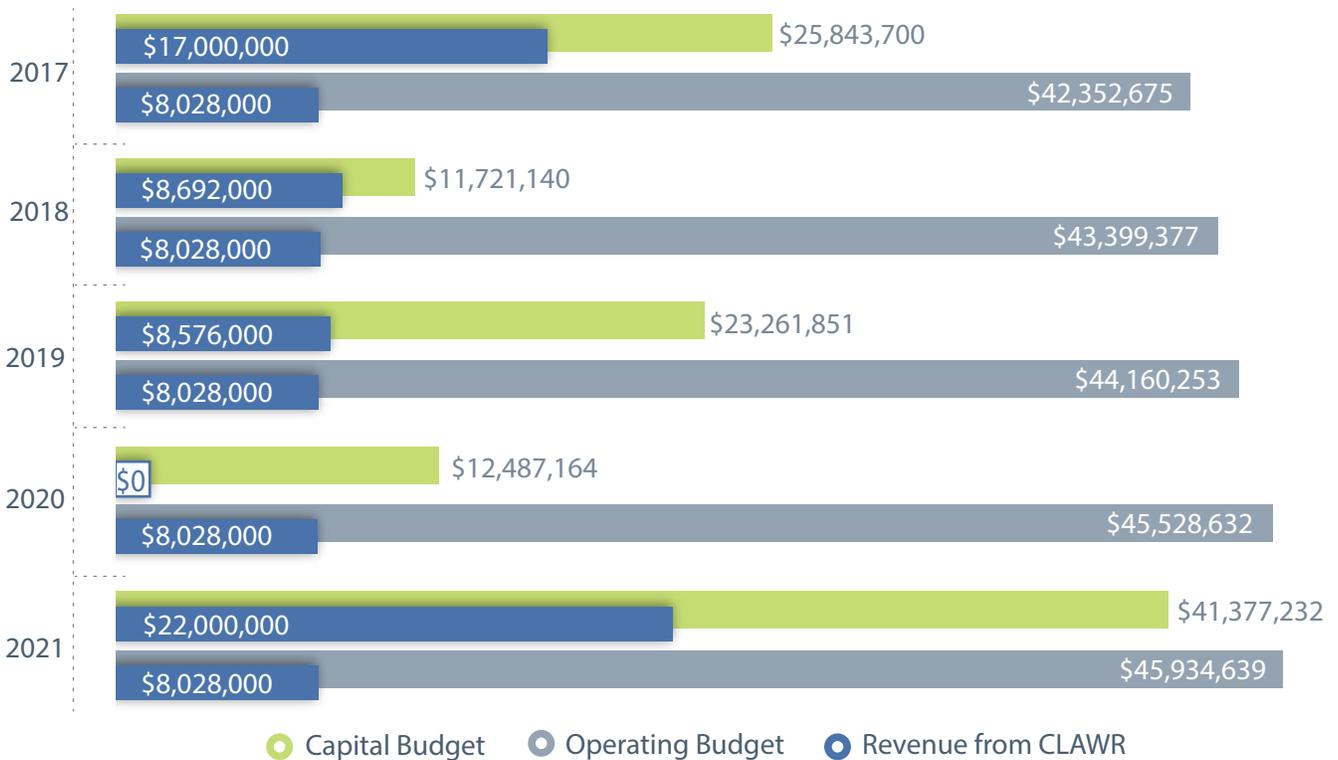


The City of Cold Lake achieved its goal of permanent, stable funding through I.D. 349 when Order In Council 121/2020 came into effect. The order annexes the former I.D. 349 to the M.D. of Bonnyville and mandates a permanent formula for distribution of property taxes from the former Improvement District. The formula was made through a consensus between the City of Cold Lake, M.D. of Bonnyville, Town of Bonnyville, and the Village of Glendon.

CAPITAL & OPERATING BUDGETS

COLD LAKE AIR WEAPONS RANGE

The above chart, unless otherwise stated, reflects the actual revenue received from the Cold Lake Air Weapons Range agreement. The chart below, however, reflects how the funds were allocated to both the capital and operating budgets based on an estimate of how much the city expected to receive. Any overages between what the city receives and budgets for are adjusted in subsequent years. These overages, as well as remaining funding from completed projects that come in under budget, are forwarded to subsequent years' budget deliberations for allocation to future capital projects.



COLD LAKE TRANSIT

The restrictions in response to the global COVID-19 pandemic, which came into effect mid-March of 2020, had a marked impact on ridership for Cold Lake Transit.

From April through July, ridership dropped by nearly 78 per cent in 2020, compared to the same period in 2019, although one should note that service hours were also reduced at the height of the pandemic.

Ridership through the pandemic consisted mainly of local essential service workers in our community, or those traveling to stops close to essential services.

The total decrease in ridership from 2019 to 2020 was 49 per cent, attributable largely to the COVID-19 pandemic and the associated restrictions.



WEDNESDAYS WERE THE BUSIEST DAY OF THE WEEK FROM 2017-2019, WHILE TUESDAYS WERE THE BUSIEST IN 2020.

Cold Lake was approved under the Investing in Canada Infrastructure Program for the purchase of a new low-floor bus.

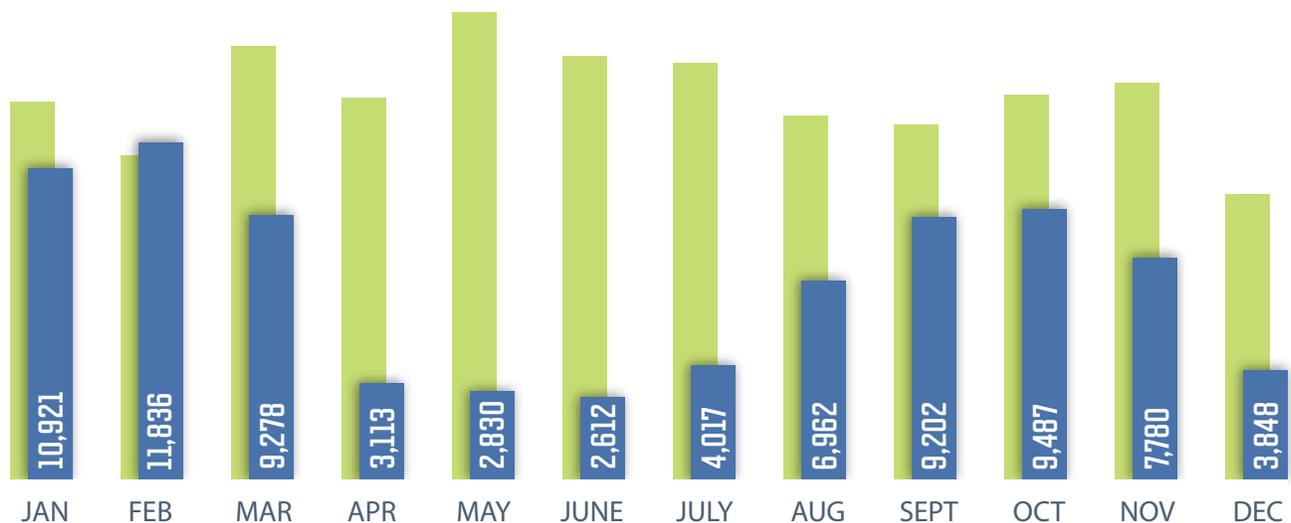
This Cold Lake Transit Fleet Enhancement Project will ensure that accessible, low-floor bus service can be more consistently deployed across the schedule for those with mobility issues, as the transit service's current back-up units are not low-floor models. The new low-floor model is set to deploy in the fall 2021.

Over the last five years, the 3-4 p.m. service hour has consistently proven to be the busiest, with the Energy Centre and the hospital being the two most popular stops for service.

RIDERSHIP TOTALS PER MONTH

This chart represents the total number of transit rides per month for both bus routes.

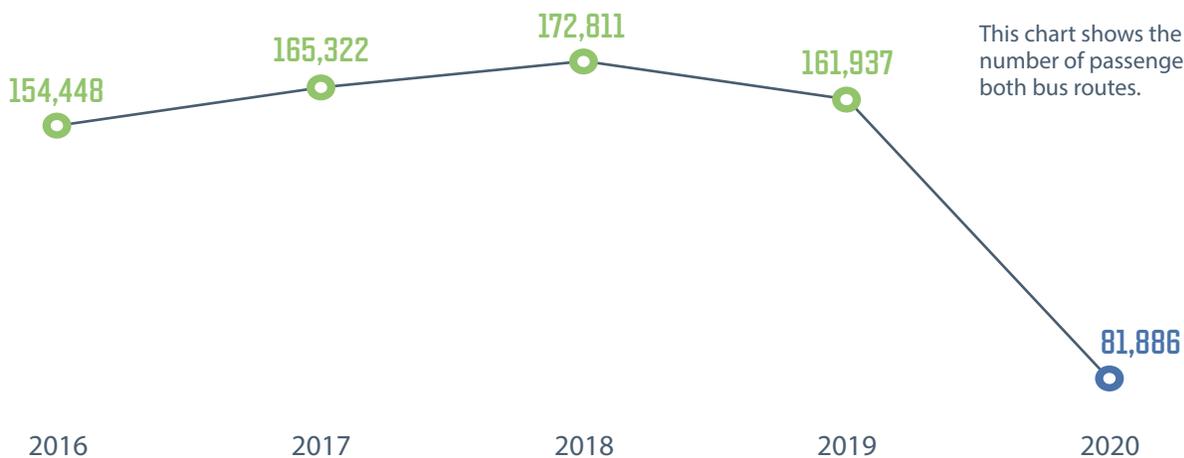
● 2019 ● 2020



SAFETY MEASURES

COVID-19

Through the pandemic, Cold Lake Transit has taken steps to ensure the safety of its drivers and the commuting public.



FUEL USAGE

LITRES PER YEAR

As the City of Cold Lake has made changes to Cold Lake Transit's hours of operation, and continues to bring new, fuel-efficient buses online as both front-line fleet vehicles and back-up vehicles, the total fuel usage has dropped. This results in significant operational savings and lowers the environmental footprint of the service.

YEAR	LITRES
2017	115,618
2018	116,753
2019	85,063
2020	82,331

ANNUAL

RIDERSHIP

This chart shows the total number of passengers for both bus routes.

PLANNING AND DEVELOPMENT



DEVELOPMENT PERMITS

IN 2020, THE CITY ISSUED 145 DEVELOPMENT PERMITS, UP SLIGHTLY FROM THE 141 ISSUED IN 2019. THE TOTAL NUMBER OF DEVELOPMENT PERMITS ISSUED IN 2018 STOOD AT 114.

January 1, 2019, marked the effective date of the city’s annexation of 11 quarters of land from the M.D. of Bonnyville. This adjustment to the city’s jurisdictional boundary triggered the need to update the Municipal Development Plan and Intermunicipal Development Plan.

The city retained ISL Engineering and Land Services to assist with reviewing and updating these important documents. Several “pop-up” public engagement events were held during the summer and fall of 2019, along with an online survey to gather residents’ input for incorporation into the plan. These are high-level documents that provide an overarching vision for development in the city and surrounding community.

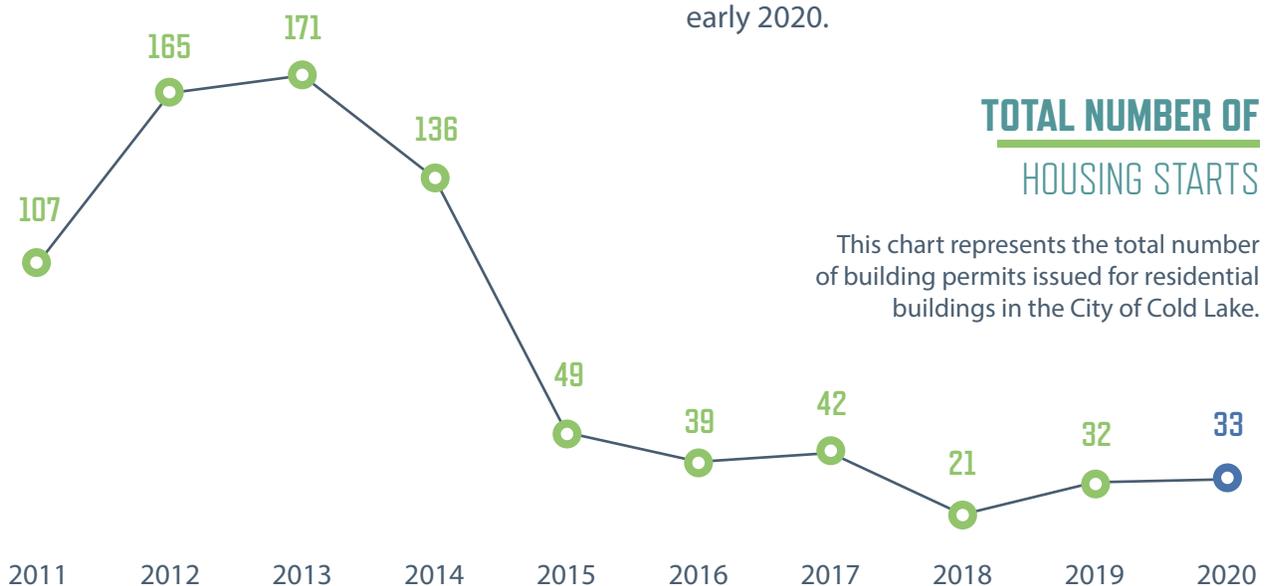
Work continued through 2020 to refine

the policy language included in each of the plans, with additional public engagement opportunities in early 2021.

In 2020, the city became one of the first municipalities in Alberta to adopt regulations for businesses involved in micro cannabis processing.

The city adopted another Land Use Bylaw amendment in 2020 to encourage the development of smaller, more affordable housing within its R2-Residential district.

Significant permits issued during 2019 and 2020 included several new commercial buildings, an expansion of the M.D. of Bonnyville Campground, and the Material Recovery Facility located at the waste transfer station to support the city’s recycling program. The city also approved the development permit to rebuild the Kokum’s House Men’s Shelter, which was lost to a fire in early 2020.





OFF-STREET PARKING

The city also adopted a significant amendment to its Land Use Bylaw, eliminating mandatory off-street parking requirements for most businesses within the Downtown and Lakeshore commercial districts. This eliminates a significant regulatory barrier required for new businesses to open, or for existing businesses to expanded in these areas.

INFRASTRUCTURE SERVICES

The City of Cold Lake's Infrastructure Services department encompasses many different areas including Engineering, GIS (mapping), Water and Wastewater Treatment and Distribution, Waste and Recycling, Fleet Maintenance, Roads, the Cold Lake Regional Aerodrome, and Transit.

ROAD MAINTENANCE PROGRAM HIGHLIGHTS

2019/2020



MICRO-SURFACING

2019: 29,140 sq. m
2020: 30,677 sq. m



SIDEWALK REPAIRS

2019: 142.85 sq. m
2020: 93 sq. m



CURB REPLACEMENT

2019: 122.5 m
2020: 202.7 m



SIDEWALK/ROLLED CURB REPAIR

2019: 220.8 m
2020: 172.6 m



POTHOLE REPAIRS

2019: 79
2020: 84



- **\$1,778,401 GRANT RECEIVED**
- THE MUNICIPAL STIMULUS PROGRAM WAS LAUNCHED BY THE GOVERNMENT OF ALBERTA
- IN 2020. THE CITY RECEIVED A GRANT WHICH COUNCIL DEDICATED TO MORE STREET IMPROVEMENTS IN 2021.

Through the Municipal Stimulus Program, the Government of Alberta provided additional capital infrastructure funding to municipalities with the primary objective of sustaining and creating local jobs, enhancing provincial competitiveness and productivity, positioning communities to participate in future economic growth, and reducing municipal red tape to promote job-creating, private-sector investment.

As a result, the city received \$1,778,401 in grant funding and the municipality provided top-up funding in the amount of \$446,373 for a total of \$2,224,774. With this funding, the street improvements listed below were awarded in 2020 and are scheduled for completion in 2021.

MUNICIPAL STIMULUS STREET IMPROVEMENTS

COMING IN 2021

- 52 Ave. (40 St. to 39 St.)
- 3 Ave. (21 St. to 22 St.)
- 12 St. (11 Ave. to 16 Ave.)
- 43 St. (50 A Ave. to 51 Ave.)
- 50 A Ave. (42 St. to 43 St.)
- 42 St. (50A Ave. to 51 Ave.)
- 43 St. (51 Ave. to the bulb)
- 1 Ave. (Spruce St. to Tamarak St.)
- 54 Ave. (54 St. to 51 St.)
- 50 Ave. (57 St. to 58 St.)

INFRASTRUCTURE PROJECT LOCATIONS

2019/2020

2019 STREET IMPROVEMENTS

- 1 BIRCH AVE. FROM TAMARAK ST. TO 23 ST. (2020 COMPLETION)
- 2 TAMARAK ST. FROM 1 AVE. TO BIRCH AVE. (2020 COMPLETION)
- 3 20 ST. FROM 7 AVE. TO PTARMIGAN CRESCENT
- 4 52 AVE. FROM 49 ST. TO 50 ST.
- 5 50 AVE. FROM 38 ST. TO CITY LIMITS
- 6 MUSEUM ROAD UPPER SECTION OVERLAY
- 7 ENERGY CENTRE REAR ACCESS PAVING

2019 LANE IMPROVEMENTS

- 8 59 ST. (50 AVE. TO LIONS PARK) INCLUDED TRAIL CONNECTION
- 9 50 AVE. (45 ST. WEST TO T-INTERSECTION IN ALLEY)

2019 STREET LIGHTING ENHANCEMENTS

- 10 HWY 55 / 28 ST. INTERSECTION
- 11 ENGLISH BAY ROAD (HORSESHOE BAY ESTATES NORTH TO CITY LIMIT)
- 12 ENGLISH BAY ROAD (1 AVE. TO 25 ST.)
- 13 16 AVE. (HWY 28 TO 12 ST.)
- 14 50 AVE. (41 ST. TO CITY LIMITS)
- 15 25 ST. (HOSPITAL TO GLACIER WAY)
- 16 1 AVE. (25 ST. TO ENGLISH BAY ROAD)

2019 IMPERIAL PARK/ENERGY CENTRE ACCESS ENHANCEMENTS

- 17 SOUTH ACCESS ENHANCEMENTS

2019 RECYCLING ENHANCEMENTS

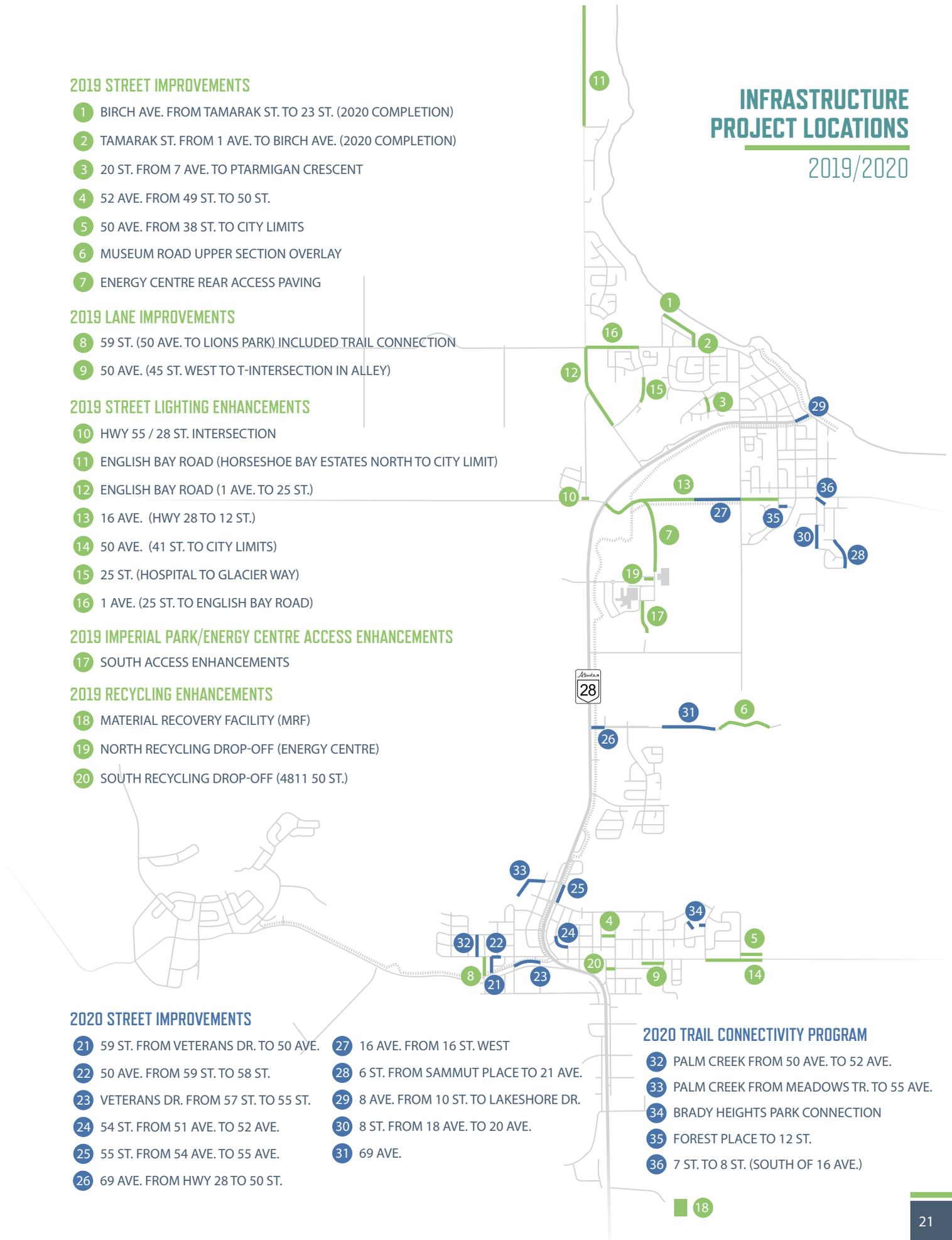
- 18 MATERIAL RECOVERY FACILITY (MRF)
- 19 NORTH RECYCLING DROP-OFF (ENERGY CENTRE)
- 20 SOUTH RECYCLING DROP-OFF (4811 50 ST.)

2020 STREET IMPROVEMENTS

- 21 59 ST. FROM VETERANS DR. TO 50 AVE.
- 22 50 AVE. FROM 59 ST. TO 58 ST.
- 23 VETERANS DR. FROM 57 ST. TO 55 ST.
- 24 54 ST. FROM 51 AVE. TO 52 AVE.
- 25 55 ST. FROM 54 AVE. TO 55 AVE.
- 26 69 AVE. FROM HWY 28 TO 50 ST.
- 27 16 AVE. FROM 16 ST. WEST
- 28 6 ST. FROM SAMMUT PLACE TO 21 AVE.
- 29 8 AVE. FROM 10 ST. TO LAKESHORE DR.
- 30 8 ST. FROM 18 AVE. TO 20 AVE.
- 31 69 AVE.

2020 TRAIL CONNECTIVITY PROGRAM

- 32 PALM CREEK FROM 50 AVE. TO 52 AVE.
- 33 PALM CREEK FROM MEADOWS TR. TO 55 AVE.
- 34 BRADY HEIGHTS PARK CONNECTION
- 35 FOREST PLACE TO 12 ST.
- 36 7 ST. TO 8 ST. (SOUTH OF 16 AVE.)



INFRASTRUCTURE PROJECTS

2019/2020

PROJECT NAME	APPROX. VALUE (ENGINEERING AND CONSTRUCTION)	START DATE	COMPLETION DATE
2018 Annual Street Improvement Program	\$1,750,000	July 2018	Oct 2019
2018 Annual Lane Improvement Program	\$315,000	July 2018	July 2019
2016/2017 Residential Lane Construction Program	\$200,000 (2016) \$200,000 (2017) \$70,000 (2018)	July 2017	Oct 2019
Meadows Storm Water Trunk Extension	\$2,500,000 (2015) \$3,000,000 (2016) \$500,000 (2017) \$500,000 (2018)	July 2015	Nov 2019
Downtown Entry Feature	\$275,000 (2016)	Feb 2018	Aug 2019
Eagle Ridge Estates Storm System Realignment	\$1,750,000	March 2019	Oct 2019
Cold Lake First Nations I.R. 149A Storm Water Outfall Review	\$25,000 (2018) \$800,000 (2019)	Jan 2018	Nov 2019
Imperial Park/Energy Centre South Access Enhancements and Parking Lot Improvements	\$1,050,000 (2018) \$350,000 (2019)	May 2019	Sept 2019
Lakeview Cemetery Improvement Program	\$600,000	May 2018	July 2020
Grand Centre Cemetery Improvement Program	\$800,000 (2019) \$575,000 (2020)	Sept 2020	Oct 2021
2019 Street Improvement Program	\$1,776,640	July 2019	June 2020
2019 Annual Lane Construction Program	\$200,000	July 2019	Oct 2019
Street Lighting Enhancement Program	\$250,000	Aug 2019	Feb 2020
Traffic Safety Program Fund	\$124,183	Aug 2019	Nov 2019
Material Recovery Facility	\$1,500,000	May 2019	Sept 2019
Lakeshore Drive Infrastructure Improvements	\$500,000 (2019) \$6,000,000 (2021)	July 2019	WIP*
SCADA Upgrades (Phase 1)	\$500,000	Feb 2019	Aug 2021
Shallow Sewers (55 St) and 2020 Service Roads	\$250,000 (2019) \$250,000 (2020 Service Rd) \$250,000 (2021)	May 2020	July 2021



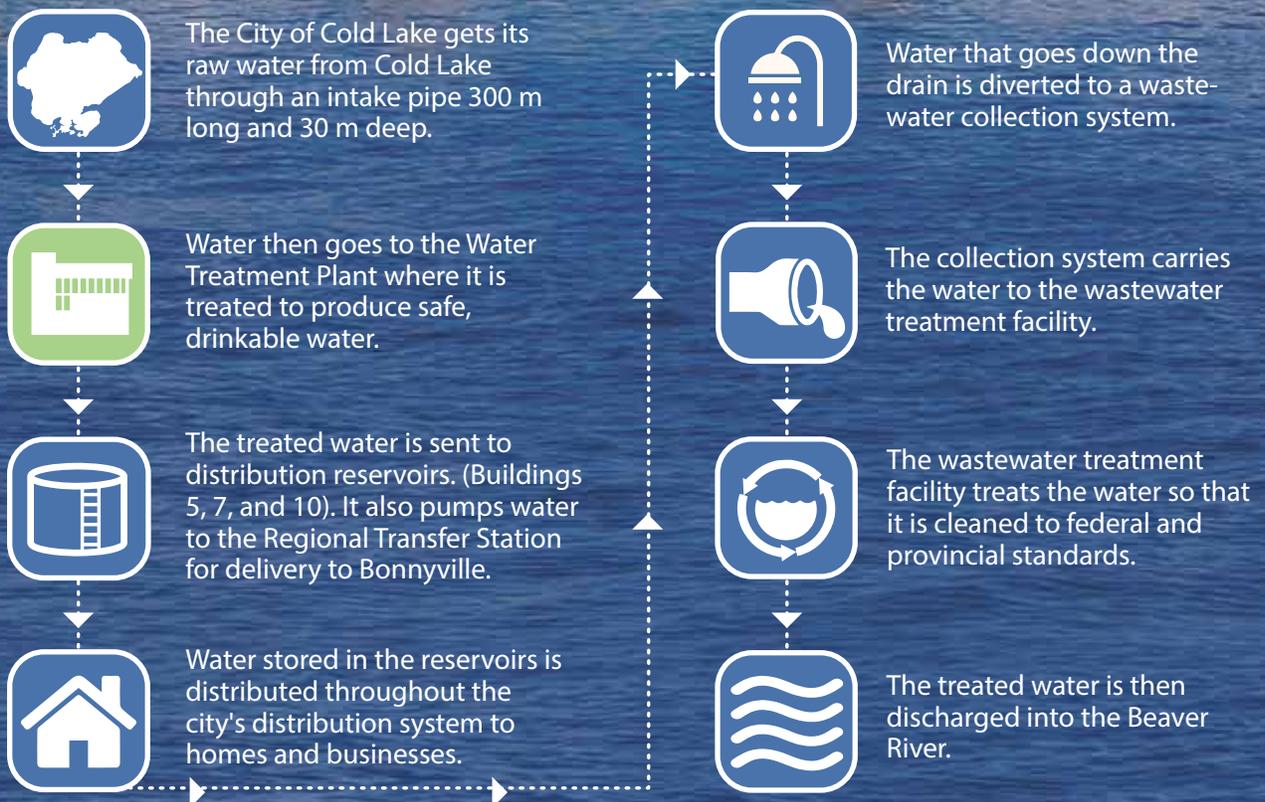
EACH YEAR, A NUMBER OF CAPITAL PROJECTS ARE COMPLETED TO ENHANCE THE COMMUNITY. DETAILS CAN BE FOUND IN THE APPROVED CAPITAL BUDGET, AVAILABLE ONLINE AT WWW.COLDLAKE.COM

PROJECT NAME	APPROX. VALUE (ENGINEERING AND CONSTRUCTION)	START DATE	COMPLETION DATE
Animal Intake Facility	\$500,000 (2019) \$700,000 (2020) \$800,000 (2021)	July 2019	April 2022
Advanced Metering Infrastructure (AMI)	\$325,000	July 2019	March 2020
Landfill Scale	\$150,000	May 2019	July 2019
43 Avenue Traffic Signalization Improvements	\$50,000	June 2019	June 2019
Lakeshore Drive Street Light Replacement	\$30,000	May 2019	July 2019
Kids Time Out/Daycare Facility and Parking Lot Improvements	\$280,000	June 2019	Sept 2019
Cold Lake Museum-Access Road Improvement	\$250,000 (2019) \$50,000 (2019 for utilities) \$300,000 (2020) \$200,000 (2020-RUSC)	Sept 2019	Oct 2019 (upper section) Oct 2020 (lower section)
CEN5 Taxiway Enhancement	\$500,000 (2018) \$700,000 (2019) \$500,000 (2020)	May 2019	Oct 2019
2020 Street Improvement Program	\$1,741,640	July 2020	Oct 2020
2020 Trail and Sidewalk Connectivity	\$200,000	July 2020	Sept 2020
8 Street Roadway Extension	\$1,080,000	May 2020	July 2021
Building 9 Force Main Phase 4	\$2,427,101	Nov 2020	Mar 2021
Highway 28 Street Lighting Upgrade	\$275,000	Dec 2020	Feb 2021
Highway 28 Traffic Light Synchronization	\$30,000	Aug 2020	2021*
Building 4 Force Main Replacement - Feasibility Study	\$65,000	Aug 2020	May 2021
Downtown Street Lighting Enhancement	\$190,000	Sept 2020	Oct 2021
53 Avenue Improvements	\$1,370,000	Aug 2020	June 2021
2020 Street Improvements Stimulus	\$2,224,774	Oct 2020	June 2021

* Work in Progress

WATER TREATMENT PLANT UPGRADE

The water treatment plant upgrade was completed in 2020. Designed for existing and projected water demands for the next 15-plus years, the plant now services the City of Cold Lake, 4 Wing Cold Lake, Cold Lake First Nations, the M.D. of Bonnyville (with connections in Ardmore and Fort Kent), the Town of Bonnyville, and the truck fill station at Building #5.



ENVIRONMENTAL SERVICES



58 KM OF PIPELINE
 INSTALLED THROUGH VARIOUS RIVER, STREAM, AND WETLAND CROSSINGS TO TIE INTO THE TOWN OF BONNYVILLE RESERVOIR.

The Cold Lake Water Treatment Plant received upgrades associated with the Bonnyville Water Pipeline project, increasing its treatment capacity by 40 per cent. Also completed was Building #14, known as the Transfer Station Reservoir. This reservoir stores water before adding chloramine for the water’s journey to the Town of Bonnyville.

The water treatment process for all other customers, including the City of Cold Lake, remains unchanged.

Water and wastewater treatment are handled by the Cold Lake Regional Utility Services Commission (RUSC), which, in turn, contracts the City of Cold Lake to run the treatment plant and the lagoon system.

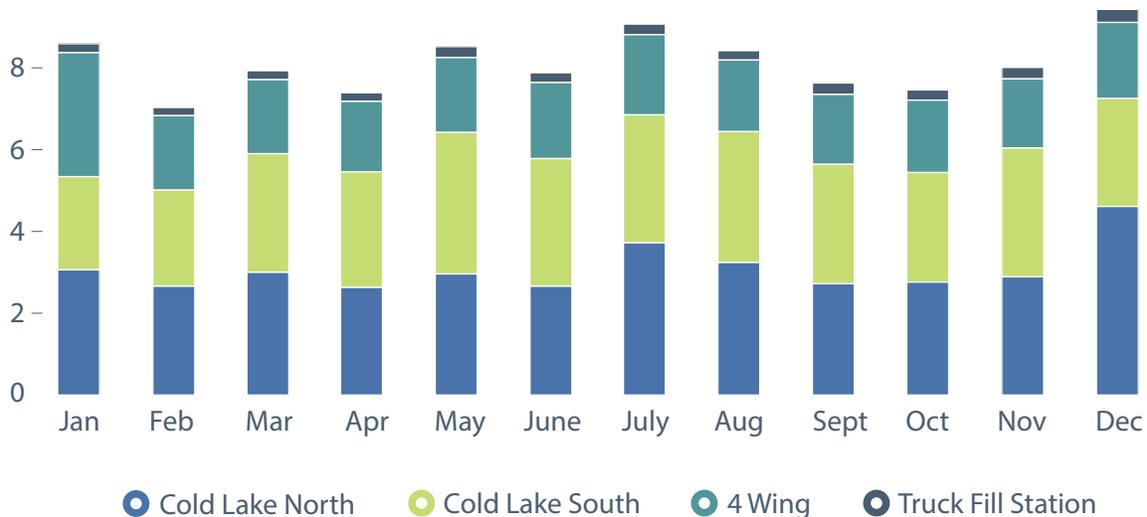
The City of Cold Lake collects and treats wastewater through a series of lift stations and its lagoon system. Due to increasing federal and provincial regulations, the lagoon that treats the city’s wastewater must be upgraded. RUSC and the city completed a pilot project which studied a technology known as a Moving Bed Bio Reactor (MBBR). The study showed that the technology will be able to operate in northern Alberta’s climate. Treatment plants using more traditional treatment technologies in the region can cost \$50 to \$80 million to build.

The MBBR system can be created for roughly \$20 million, saving Cold Lake taxpayers \$30 to \$60 million in capital project costs.

In 2020, the city’s utility department completed 34 repairs as part of its emergency maintenance program to ensure continuous water supply.

2020 WATER DISTRIBUTION

MILLION LITRES/DAY



WASTE MANAGEMENT

In 2019, the City of Cold Lake completed its new recycling Material Recovery Facility (MRF) at the Waste Management Facility, with 2020 being the facility's first complete year of operations. The city also added two more recycling drop-off depots, one located at the Energy Centre and the other at 4811 50 Street, to increase access to the recycling program.

Efficiencies in the city's recycling program through the MRF and associated programming allowed council to decrease the monthly recycling fee on utility bills from \$9.25 to \$6.50 for residential properties and from \$5 to \$4 for multi-family properties. These reductions took effect in 2021.

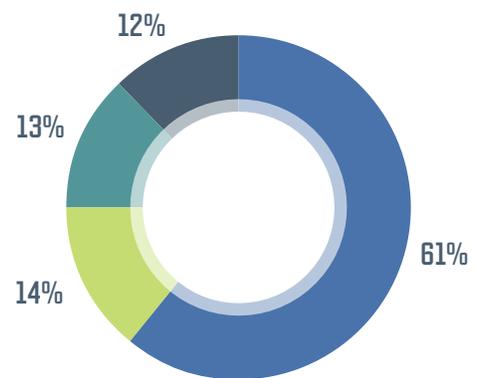
The MRF receives recyclables from the curbside program, the drop-off depots, and from commercial haulers visiting the MRF directly. The facility separates recyclables and packs them into bales for further off-site recycling.



1,763,300 CUBIC METRES.
TREATED WASTEWATER
AT THE WASTEWATER
TREATMENT FACILITY IN 2020.

WASTE DIVERSION

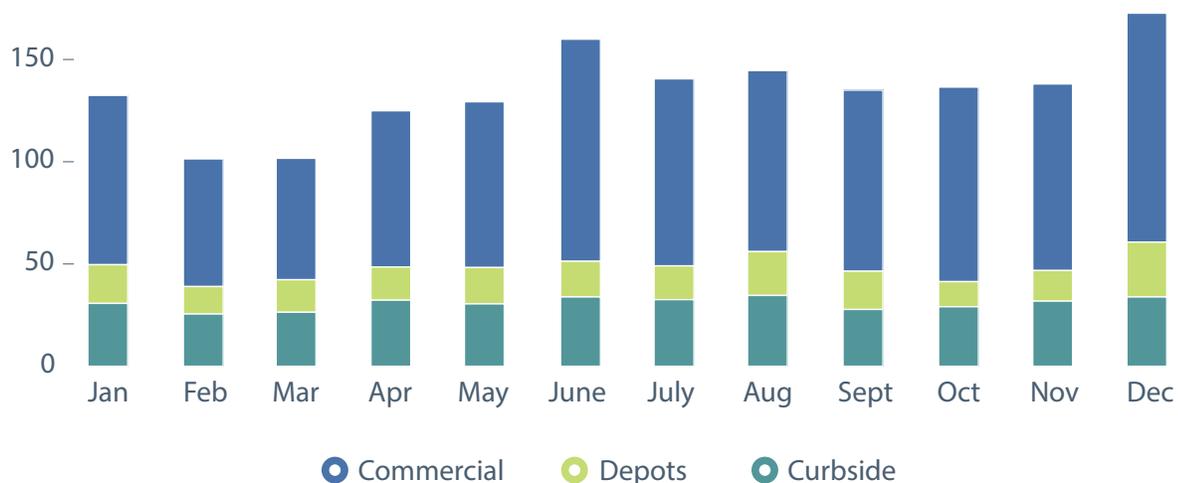
2020



- Waste to Landfill
- Other Recyclables
- Blue Bag Recycling
- Organics

2020 RECYCLING MATERIAL RECOVERY FACILITY

VOLUME IN TONNES



COLD LAKE FIRE-RESCUE

In 2021, Cold Lake Fire-Rescue is working towards implementing the Alberta First Responder Radio Communication System, an updated communication system being implemented Alberta-wide.



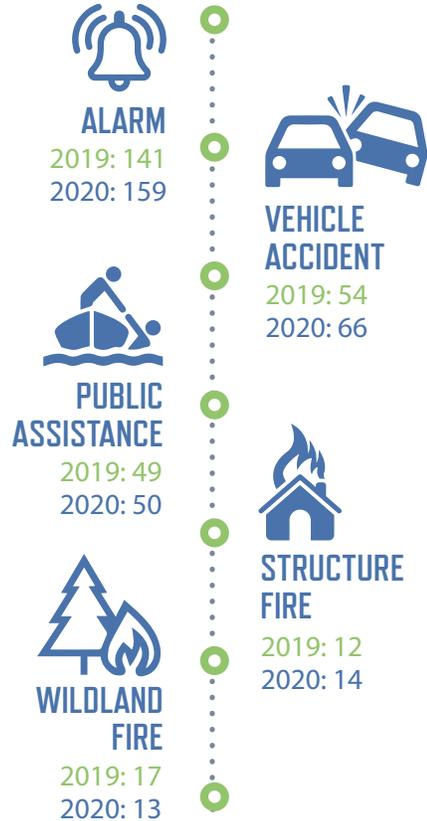
COLD LAKE FIRE-RESCUE

Cold Lake Fire-Rescue is responsible for ensuring that its people and equipment are ready to respond safely and effectively to emergency incidents. Its capabilities are maintained by about 70 “paid-on-call” firefighters, and three headquarters staff who are on duty around the clock.

The team’s dedication has fostered deep connections between the community and the Fire-Rescue service. Cold Lake Fire-Rescue boasts three husband-and-wife teams in the department, four father-and-son teams, a total of 13 second-generation firefighters, and nine members who also work for the Cold Lake Ambulance Society.

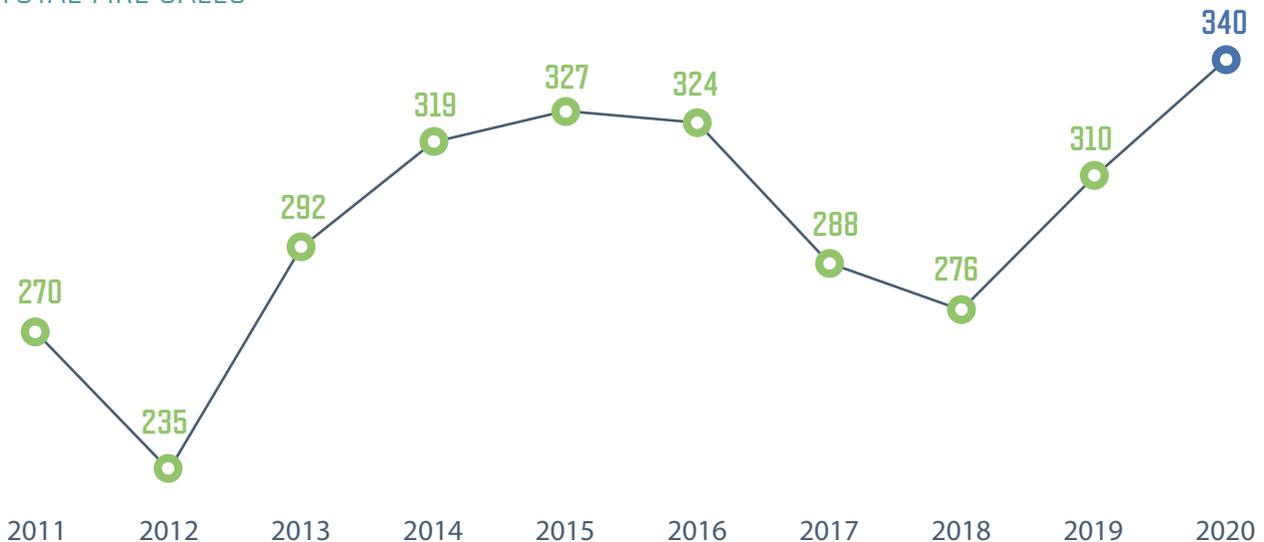
COLD LAKE FIRE-RESCUE

INCIDENTS BY TYPE



COLD LAKE FIRE-RESCUE

TOTAL FIRE CALLS





NEW PUMPER TRUCK

AN ORDER PLACED FOR A NEW PUMPER TRUCK IS EXPECTED TO BE FILLED IN EARLY 2022, KEEPING THE FIRE-RESCUE SERVICE'S EQUIPMENT UP TO DATE.

Service to the community runs deep at Cold Lake Fire-Rescue: In 2020, 340 calls resulted in firefighters spending a total of over 6,750 hours in response. And, for every hour spent responding to calls, nearly another full hour is spent training, maintaining equipment and the fire stations, and volunteering in the community. Cold Lake Fire-Rescue firefighters spent more than 12,370 hours in service of their community in 2020.

Its members fill many roles. While firefighters are trained in fire control and suppression, they also maintain currency with the skills needed for auto extraction, a variety of rescue disciplines, safe responses to hazardous material spills, water rescues, and other disciplines to meet the needs of the community.

Cold Lake Fire-Rescue serves the City of Cold Lake, a large portion of the M.D. of Bonnyville, Cold Lake First Nations, the Elizabeth Métis Settlement, and a portion of the Rural Municipality of Beaver River in Saskatchewan. The total area served covers approximately 2,500 square kilometres.

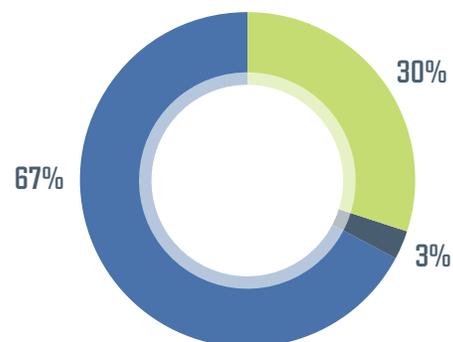
Regular firefighter training is delivered through weekly skills maintenance training, supplemented by local and regional courses throughout the year. Over 3,425 hours were spent by the membership in training in 2020.

The call volume has increased as the city and region have grown. From 2000 to 2005, Cold Lake Fire-Rescue responded to an average of 155 calls per year. The 340 calls the service saw in 2020 was an all-time high, up from the previous high of 310 calls in 2019.

Cold Lake Fire-Rescue regularly recognizes its members for their years of service. The dedication the team has shown means Fire-Rescue can call upon a deep well of experience. This year, Cold Lake Fire-Rescue is preparing to recognize one member for 40 years of service, while in 2020 another six members reached 30 years of service, three members reached 25 years or more, and five have attained 20 or more years of service.

LOCATION OCCURENCE

2020



- City of Cold Lake
- M.D. of Bonnyville
- Saskatchewan

COLD LAKE MUNICIPAL ENFORCEMENT

Cold Lake Municipal Enforcement operated in 2020 with a full complement of one Senior Peace Officer, five Peace Officers, and one seasonal Bylaw Officer. The department offers services during, but not limited to 7-1 a.m., seven days a week.

To assist with challenges posed by an extensive operational schedule and unforeseen vacancies, the department visioned a Bylaw Services Team service delivery model, which came into effect in 2021. This model keeps the Senior Peace Officer and Peace Officer contingent, while adding three part-time bylaw positions and two casual bylaw positions. These will help to cover weekend shifts and assist to fill

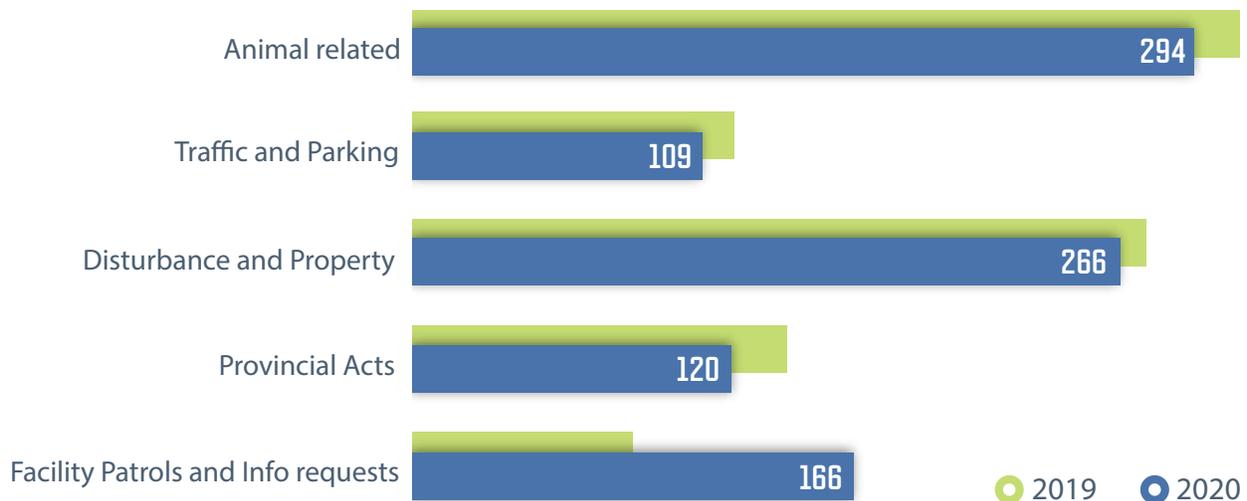
unforeseen vacancies as needed, ensuring each service shift is continuously staffed.

Cold Lake Municipal Enforcement’s jurisdiction extends to the City of Cold Lake’s corporate boundaries, including Highway 28 within the city, and to 4 Wing Cold Lake for the purposes of animal control concerns as per a memorandum of understanding with 4 Wing Cold Lake.

Municipal Enforcement works closely with fellow emergency services, community agency partners, and the business community to educate the public about safety concerns and provide safe and effective enforcement across a variety of provincial and municipal acts and bylaws.

MUNICIPAL ENFORCEMENT

OCCURRENCE BY TYPE





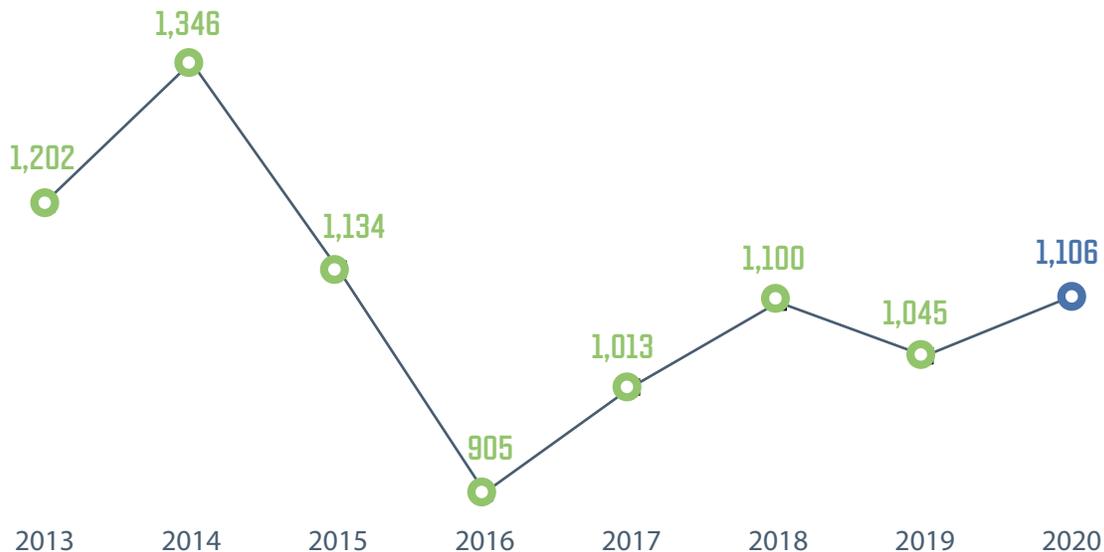
ANIMAL CONCERNS WERE THE TOP CALL FOR SERVICE IN 2020, REPRESENTING 294 OUT OF A TOTAL OF 1,106 CALLS.

In 2020, Cold Lake Peace Officers responded to a total of 1,106 calls for service. Twenty-one of these resulted in RCMP intervention due to Criminal Code concerns, while in 32 instances, the city’s peace officers were called upon to help partner emergency services with traffic control and other forms of assistance.

Calls for animal concerns (294), property standards calls (222), and traffic, trailer, and parking control calls (109), demanded a significant portion of officers’ time while requests for information, COVID-19 related calls, and requests for patrols also served to keep officers busy with a total of 166 such requests in 2020.

MUNICIPAL ENFORCEMENT

TOTAL CALLS



MUNICIPAL ENFORCEMENT

2020

EVENTS/INITIATIVES

- Cold Lake Ice Hockey Games
- Cold Lake High School Graduation
- Positive Ticketing Program
- Bike Rodeo
- Economic Development Advisory Committee Crime Prevention
- School Zone Safety
- Halloween Patrols and Safety
- Cold Lake Legion Remembrance Day
- Winter Safety

COLD LAKE RCMP

The Royal Canadian Mounted Police in Cold Lake currently has a detachment strength of 36 personnel. The detachment operates with one staff sergeant, two sergeants, five corporals, 24 constables, three public servants, and seven municipal employees. The detachment area is geographically large and diverse, with policing responsibilities for the City of Cold Lake, the eastern portion of the M.D. of Bonnyville, Cold Lake First Nations, and the Elizabeth Métis Settlement. The Cold Lake RCMP detachment provides policing services 24 hours a day, 365 days a year.

Members and staff at the Cold Lake RCMP Detachment had another busy year in 2020. The service call count for 2019 was 9,654, whereas 2020 saw an increase to 9,873 calls for service. In the 2020 calendar year, the

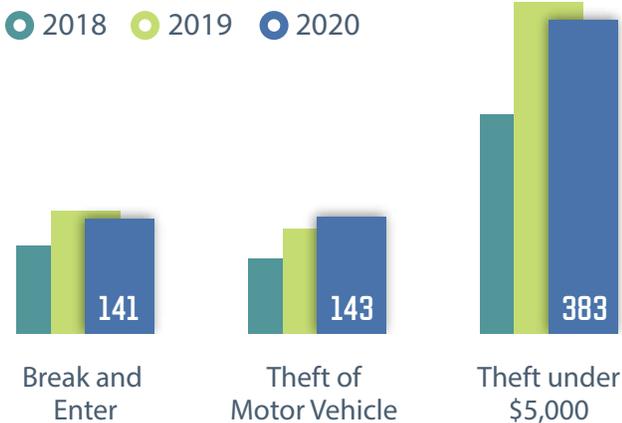
DESPITE ALL THE CHALLENGES IN 2020, THE COMMUNITY SAW A SLIGHT REDUCTION IN BREAK AND ENTERS AND THEFTS UNDER \$5,000.

General Investigative Section, or GIS, focused its efforts on investigating organized crime and the trafficking of illegal drugs. The GIS unit also assisted with targeting known prolific offenders heavily involved in drugs, stolen property, violent crimes, and firearms related offences.

A Police Dog Service (PDS) has been stationed at the detachment since mid-2018, funded by the City of Cold Lake with help from the M.D. of Bonnyville through the recently signed ICF. PDS units are not restricted to a certain detachment's area of operations, but respond to calls as required.

In 2020, a regional Crime Reduction Unit based out of the Cold Lake Detachment was established. See page 34 for more details.

CRIME STATISTICS IN CITY OF COLD LAKE



MISCHIEF TO PROPERTY
2018: 584
2019: 1,169
2020: 1,288



TOTAL PERSONS CRIMES
2018: 448
2019: 562
2020: 629



CRIMINAL CODE TRAFFIC
2018: 125
2019: 198
2020: 151



BREAK AND ENTER (BUSINESSES)
2018: 38
2019: 60
2020: 68

POSITIVE TICKET PROGRAM

In July 2020, the positive ticket program was launched. More than 350 tickets were given to youths caught making positive choices. This initiative was a partnership between Cold Lake Victim Services, Cold Lake RCMP, Cold Lake Municipal Enforcement and the Military Police. It was renewed for 2021, when the program saw over 800 positive tickets written.



POLICE UNITS



13 KM - HARP'S LONGEST TRACK

COLD LAKE POLICE DOG HARP'S LONGEST TRACK WAS 13 KM! THIS LED TO A SUCCESSFUL CAPTURE OF A SUSPECT ACCUSED OF FLIGHT FROM POLICE AND POSSESSION OF STOLEN PROPERTY.

CRIME REDUCTION UNIT

Receiving initial funding from the M.D. of Bonnyville through the 2019 Cold Lake Air Weapons Range Agreement, the Lakeland Crime Reduction Unit (CRU) targets the enforcement of local prolific offenders and property-related crime. Based out of the Cold Lake Detachment, the unit started on July 1, 2020, with three members.

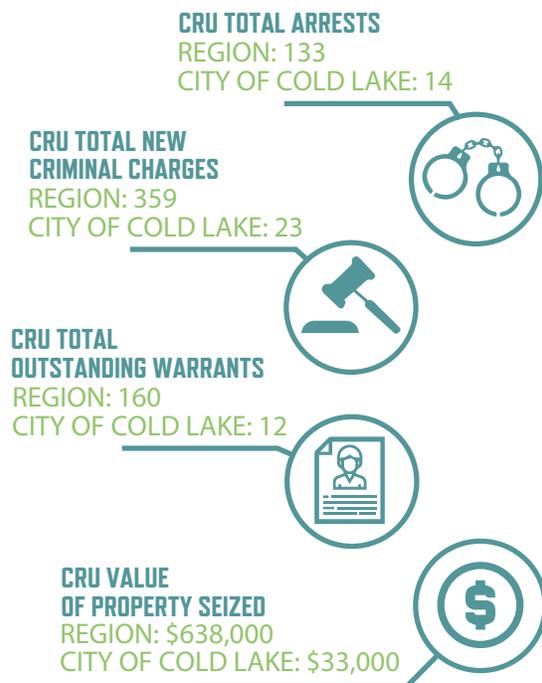
The unit covers the City of Cold Lake, the Town of Bonnyville, the M.D. of Bonnyville, Elizabeth Métis Settlement, Fishing Lake Métis Settlement, and the Village of Glendon, as well as the communities' surrounding areas. From its start to the end of 2020, the unit made 133 arrests resulting in 359 charges and executed 160 warrants.

POLICE DOG SERVICE

The Police Dog Service started with the Cold Lake Detachment on May 17, 2018. The unit has been instrumental in apprehending more than 140 suspects in 2019 and 2020 alone. By the end of 2020, the handler and his dog Harp were directly involved in 838 files throughout numerous detachment areas. This includes the City of Cold Lake, Cold Lake First Nations, Elizabeth Métis Settlement, and the rural area surrounding Cold Lake, as well as communities such as Lac La Biche, Bonnyville, Pierceland, and more.

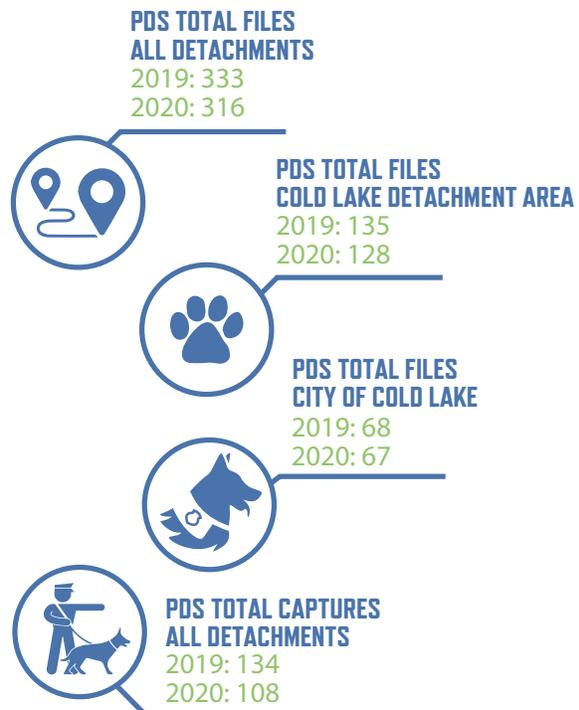
CRU

JULY 1, 2020-JAN. 31, 2021



PDS

2019-2020



COLD LAKE VICTIM SERVICES

Cold Lake Victim Services is a not-for-profit organization that has served the community of Cold Lake and the surrounding region for 29 years. Its mission is to help clients work towards a state of well-being after experiencing a crime or tragedy.

Available on a 24-hour basis, Cold Lake Victim Services works with the support of the RCMP to provide support, information, and referral services to victims of a crime or tragedy.

The COVID-19 pandemic and its associated restrictions proved to be a challenge for Cold

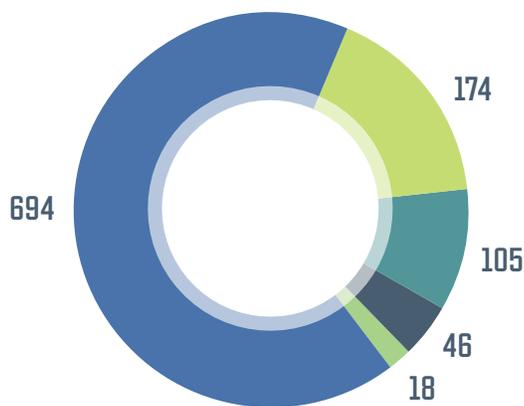
2020 PROVED CHALLENGING FOR COLD LAKE VICTIM SERVICES, WHICH SAW 1,037 FILES OVER THE YEAR.

Lake Victim Services, limiting contact with people at the detachment and temporarily curtailing outreach programming.

Its case load has remained stable, seeing 1,078 cases in 2018; 1,100 in 2019; and a total of 1,037 in 2020. Its members and volunteers also participate in community events whenever possible, including the annual Festival of Words and the multi-agency Positive Ticketing Program.

More information can be found at: www.coldlakevictimservices.com.

2020 LOCATION OCCURENCES



- City of Cold Lake
- Cold Lake First Nations
- Municipal District of Bonnyville
- Elizabeth Métis Settlement
- Other

2020 TYPES OF OCCURENCES IN COLD LAKE

Domestic & Family Violence	378
Robbery	56
Assault	53
Theft/Fraud	40
Threats/Harrassment	33
Sexual Assault	25
Break & Enter	23
Sudden Death	22
Mischief/Vandalism	16
Non-criminal assistance	15
Mental Health Act	6
Motor Vehicle Related	6
Abduction/Forcible Confinement	5
Online related	5
Suicide/Threats of	4
Attempted or homicide related	1
TOTAL	694

COLD LAKE AND DISTRICT FCSS

FCSS assists the community through preventative programming and services, including the delivery of information and referral services.

Cold Lake and District FCSS had a challenging year in 2020. Not only did the staff have to contend with shifting regulations and restrictions as the federal and provincial governments responded to the COVID-19 pandemic, but they also had the monumental task of restructuring to stand up the municipally-funded Cold Lake Family Connections, as the Parent Link program was discontinued by the province.

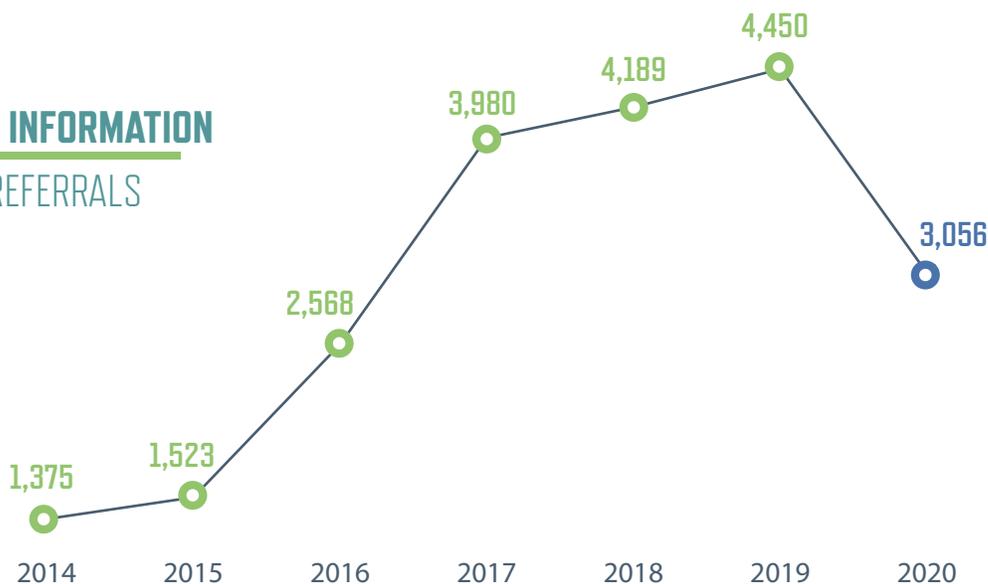
The effects of the pandemic on FCSS were pronounced. While the demand for information and referrals had been steadily growing over the years, 2020 saw its first drop in demand.

From 2016 to 2019, FCSS saw a 73-per-cent increase in the demand for such services. Over this period, the number of people served through information and referrals grew from 2,568 in 2016 to 4,450 in 2019.

In 2020, however, the restricted access to the Cold Lake and District FCSS building meant that FCSS recorded its first drop in the provision of these services, with 3,056 people served.

Information and referrals are an important part of assisting all residents to become self-reliant and resilient: Clients may access information and referrals for low-cost housing, justice, financial supports, health care, mental health care, and counselling services.

FCSS INFORMATION AND REFERRALS





COUNSELLING SERVICES

165 HOURS OF COUNSELLING WERE PROVIDED IN 2020 THROUGH THE COUNSELLING SERVICES WHICH RECEIVED FUNDING FROM IMPERIAL.

Early in the summer of 2020, Cold Lake and District FCSS began to focus on ways to support families through the pandemic. With a long list of traditional programs cancelled, and the fledgling Cold Lake Family Connections put on hold, FCSS created family “busy bags” to support families remaining at home during lockdowns and closures. About 350 bags were distributed while another 117 resources were provided to schools between April and September to assist with uncertain and changing conditions, as governments responded to the pandemic and health measures were fluid.

On April 14, 2020, the Alberta Government issued Ministerial Order No. 2020-15 that gave FCSS the ability to provide direct assistance for food.

FCSS partnered with the Lakeland Centre for FASD to provide direct assistance to those struggling with supplying themselves food during the pandemic. Meaningful Meals provided healthy lunches that were offered as a curbside pick-up. Deliveries were also arranged to those who found themselves isolated due to restrictions or concerns about the pandemic. Between April and August, 5,831 Meaningful Meals were either delivered or picked-up.

Through the Alberta Government COVID-19 Social Services Funding, the Age Friendly Cold Lake Society was granted \$106,832 and partnered with Cold Lake and District FCSS to discount Meals on Wheels and also

to offer Meals on Wheels to the Municipal District of Bonnyville Wards 5 and 6. This grant was extended until March 31, 2021.

The Meals on Wheels program saw steadily increasing demand since April, when 90 meals were delivered, to almost 450 meals delivered in December.

FCSS also allots some municipal grants, funded by the City of Cold Lake, to organizations that have initiatives focused on enhancing the social well-being of individuals and families through prevention or intervention strategies. The Cold Lake and District Advisory Committee approved the following grants in 2020:

COMMUNITY STRATEGY GRANT PROGRAM

2020 GRANTS

PROGRAMS
Women of Influence Committee
Cold Lake Outreach School
Cherry Grove Ag and Rec Society
Cold Lake Awards Night
Student Leadership and Counselling Support
Makerspace
Community Development



2020 NATIONAL FAMILY WEEK

Early in the summer of 2020, Cold Lake and District FCSS began to focus on ways to support families through the pandemic. National Family Week was celebrated with kits that included activities for families to spend time together.

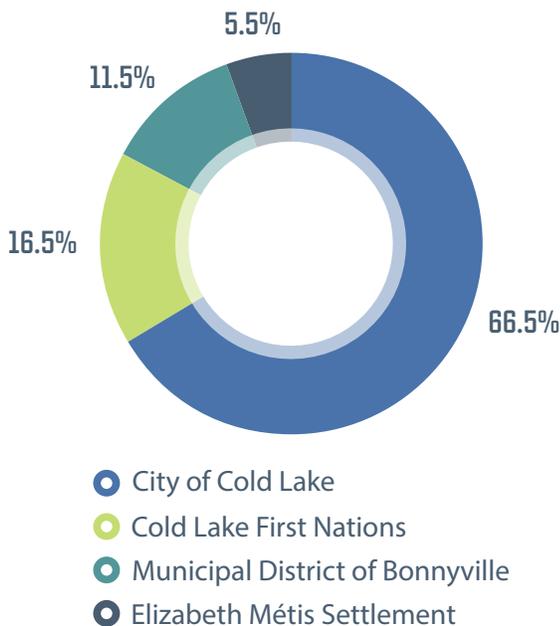
IN 2020, THE GREAT COLD LAKE TURKEY RACE WAS LAUNCHED. 500 TURKEYS WERE COLLECTED FOR LOCAL FAMILIES.

The Community Volunteer Income Tax Program (CVITP) had a very successful year in 2020, despite the pandemic. Although volunteers did not assist with the program as they would have traditionally, the program itself ran smoothly during the pandemic when FCSS provided more telephone service, reducing the need for contact.

The result was that the number of CVITP files processed saw a negligible drop – down to 397 files in 2020 from 406 in 2019. Overall, the program has seen more than a 270-per-cent increase over the last five years. In 2020, the program’s volunteers helped clients receive more than \$2 million in benefits.

COMMUNITY VOLUNTEER INCOME TAX PROGRAM

2020 PARTICIPANTS



COLD LAKE FAMILY CONNECTIONS

2020

PROGRAMS
Agnes and Stages Developmental Screening
Baby Blues
Baby Connections
Bike Safety Kits
Busy Bags
Busy Builders
Car Seat Checks
Easel Does it
Emotion Coaching
Grief and Loss for Youth
Growing Up Wild
Healthy Relationships Discussions
Home Alone
Kids have Stress too
Literacy Exploration
Mad Science
National Child’s Day
National Family Week Kickoff Event
Nature Play
One-on-one parenting support
Ooey Gooey
Sensory Exploration
Triple P
Youth Empowerment and Engagement Team
Youth Council

COLD LAKE ENERGY CENTRE

Included in its plans for 2020 were bold steps to increase programming, however, with the restrictions due to the COVID-19 pandemic, many of the Energy Centre's plans were temporarily shelved. In response to the health directives from the provincial government, the facility was closed to the public from March 18 to June 16, 2020.

It reopened with restrictions in place that did not allow for events or special programming. The downtime, however, did allow for staff to address a number of outstanding maintenance issues, and give some of the facility a fresh coat of paint on the interior.

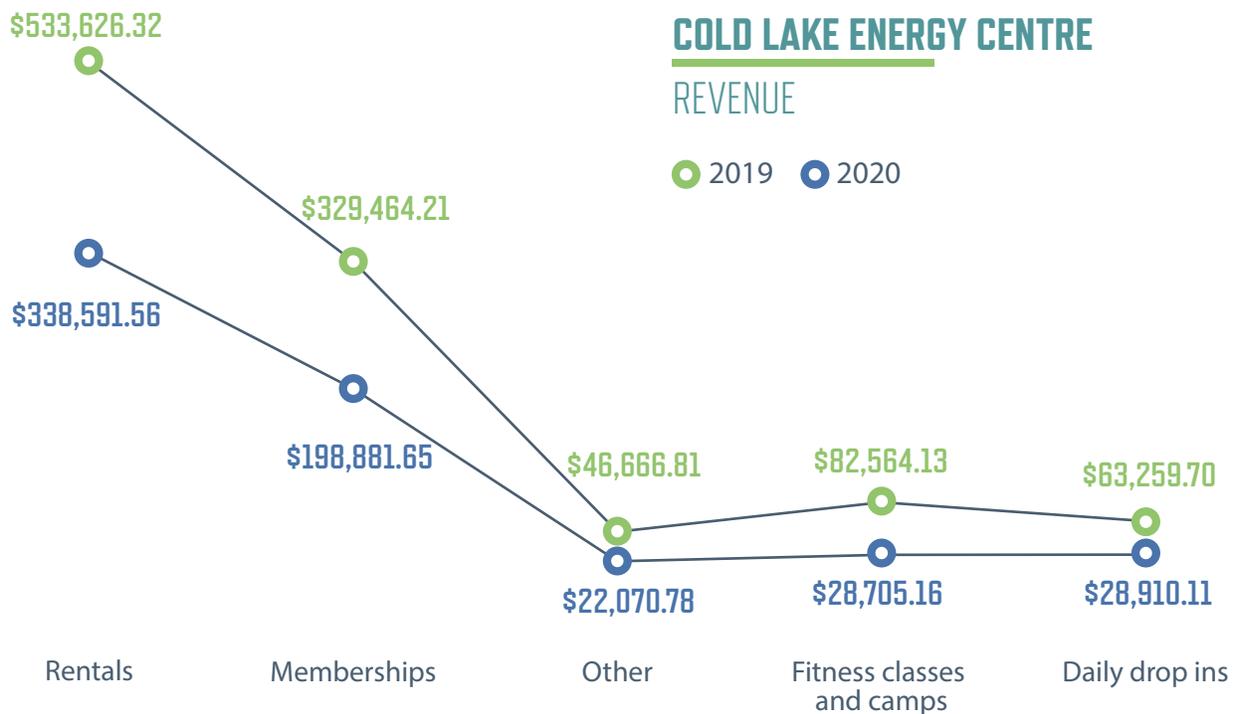
The facility was able to open to the public in early August, with staff closely following all provincial and federal health guidelines.

While the restrictions limited attendance and the scope of programming, a safe and successful limited reopening was achieved for as long as the restrictions allowed.

Memberships for the facility were frozen during closures and times of restrictions so that members would not experience a loss of value, as many amenities were unavailable due to the restrictions in place.

The climbing wall was closed from March 18 through the end of the year due to difficulties in running the amenity safely under the COVID-19 health restrictions.

The facility ended 2020 closed once again, as provincial restrictions shuttered the recreation facility's doors on December 13, 2020.



- LIGHTING RETROFIT WAS COMPLETED FOR THE REID FIELD HOUSE IN 2020.
- FLUORESCENT FIXTURES WERE REPLACED WITH LED LIGHTS. THIS WILL RESULT IN
- AN ANNUAL REDUCTION OF 76,647 KWH, AND SAVE \$4,600 IN UTILITY COSTS.

Annual events that were cancelled in 2020 included the Energy Centre’s Easter party, Canada Day, Full Throttle, Aqua Days, the Terry Fox Run, and Remembrance Day.

The event team was able to closely follow restrictions to bring a few events to the public, including a drive-in movie and fireworks for the Labour Day weekend, with 177 cars in attendance for the movie and additional attendees for the fireworks.

The 6th annual Snow Fever also went ahead on February 16, 2020 with 1,500 people in attendance for both indoor and outdoor activities, with many participants reporting that they favoured the Energy Centre over the Marina as a venue for the event.

Money allocated to the cancelled 2020 Aqua Days was reallocated to enhance the festival for 2021.

COLD LAKE ENERGY CENTRE

2020 EVENTS

EVENTS / PROGRAMS

- Kids Zone
- Bouncy House Days
- Mascot Skate Day
- Nerf War Days
- Child Mind
- Friday Night Fun
- Snow Fever
- Kids Night Out
- Drive-in Movie and Fireworks

COLD LAKE ENERGY CENTRE

2019 EVENTS

EVENTS / PROGRAMS

- Kids Zone Days
- Mascot Skate Day
- Friday Night Fun
- Nerf War Days
- Bouncy House Days
- Snow Fever
- Movie Nights
- Easter Party
- Fred Penner
- Senior’s Day
- Canada Day
- The Washboard Union
- Thomas Varughese Memorial Field Grand Opening
- Bubble Chase 5k
- Aqua Days
- Community Registration Day
- Terry Fox Run
- Yuk Yuk’s on Tour
- Remembrance Day Ceremony
- Santa Claus Parade/Family Fun Night
- Skate with Santa
- Dueling Pianos
- Family New Year’s Eve Party

NORTH ARENA

While COVID-19 and the associated health directives also affected the operations of the North Arena, City Council had heard from a variety of user groups that demand for ice time was significant enough that they felt the facility should continue to operate. The facility had been slated to be re-purposed or torn down.

In order to maintain the facility, many elements of which were beyond their useful life, council began to debate a major renovation and modernization project for the North Arena during its budget deliberations for the 2021 Capital Budget, which took place in November 2020.

The City of Cold Lake had previously commissioned an engineering study of the North Arena to examine what options existed

to repurpose the facility through renovations, and what the cost would be to renovate the arena for its intended use.

Council allocated \$3 million to replace the facility’s ice plant, concrete floor slab, and puck boards, as well as to modernize and update the facility’s interior amenities. The project was started in 2021 with an expected completion date in time for the 2021/22 season.

Prior to the renovation and modernization work starting, the facility was converted to a COVID-19 testing facility to assist AHS with its local response to the global pandemic. When work began to modernize the North Arena, the City of Cold Lake worked with AHS and local community groups to re-establish an appropriate testing facility with the same capacity at another location.



THE NORTH ARENA RECEIVED A NEW FLOOR SLAB, DASHER BOARD SYSTEM, AND ICE PLANT AS PART OF A MAJOR FACILITY IMPROVEMENT PROJECT APPROVED BY COUNCIL.

COLD LAKE

ENERGY CENTRE



MEMBERSHIPS

2019: 3,841
2020: 2,731



PROGRAM DROP INS

2019: 229
2020: 122



FACILITY DROP-INS

2019: 6,353
2020: 3,282



FITNESS PROGRAM REGISTRATIONS

2019: 241
2020: 105

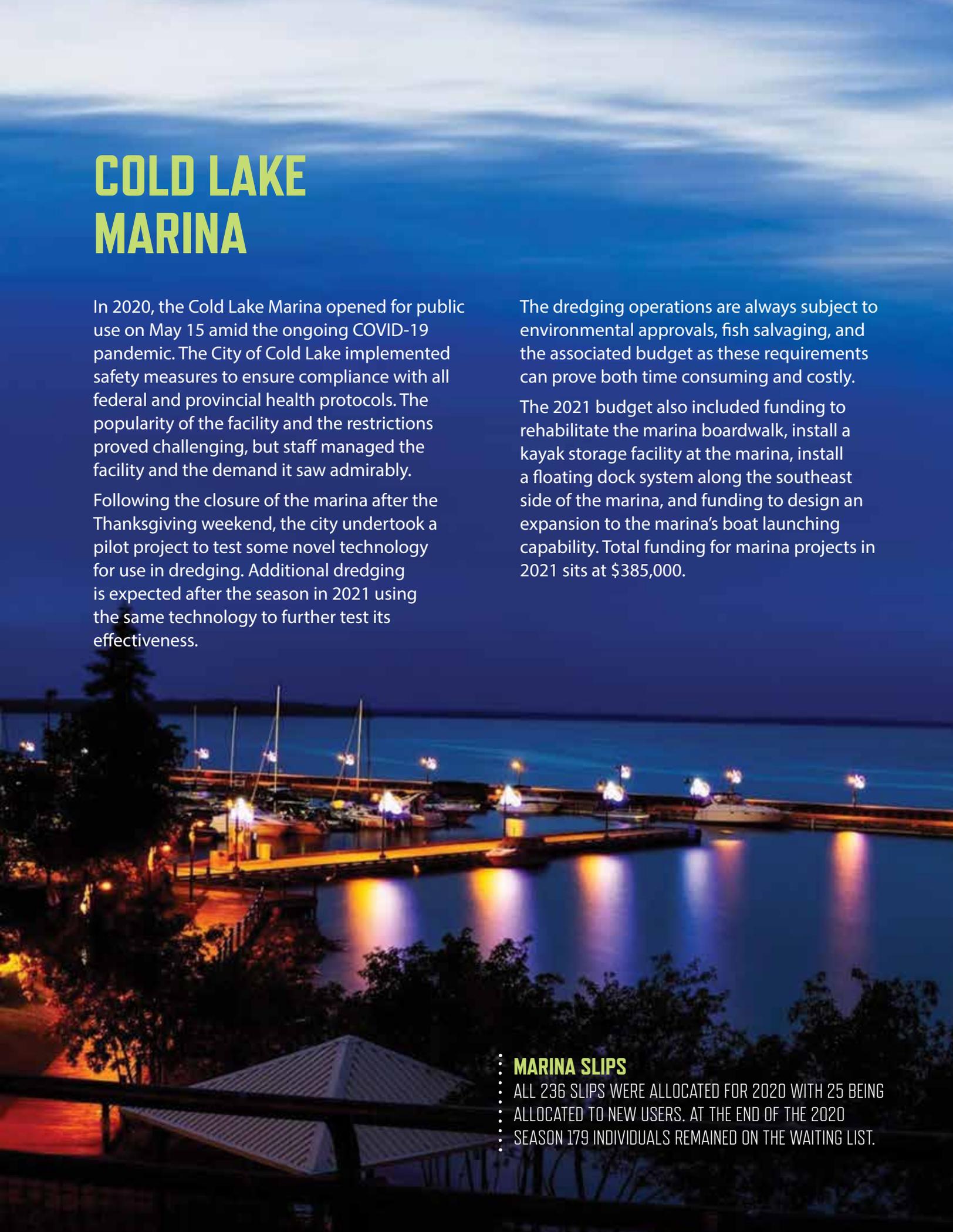
COLD LAKE MARINA

In 2020, the Cold Lake Marina opened for public use on May 15 amid the ongoing COVID-19 pandemic. The City of Cold Lake implemented safety measures to ensure compliance with all federal and provincial health protocols. The popularity of the facility and the restrictions proved challenging, but staff managed the facility and the demand it saw admirably.

Following the closure of the marina after the Thanksgiving weekend, the city undertook a pilot project to test some novel technology for use in dredging. Additional dredging is expected after the season in 2021 using the same technology to further test its effectiveness.

The dredging operations are always subject to environmental approvals, fish salvaging, and the associated budget as these requirements can prove both time consuming and costly.

The 2021 budget also included funding to rehabilitate the marina boardwalk, install a kayak storage facility at the marina, install a floating dock system along the southeast side of the marina, and funding to design an expansion to the marina's boat launching capability. Total funding for marina projects in 2021 sits at \$385,000.



MARINA SLIPS

- ALL 236 SLIPS WERE ALLOCATED FOR 2020 WITH 25 BEING
- ALLOCATED TO NEW USERS. AT THE END OF THE 2020
- SEASON 179 INDIVIDUALS REMAINED ON THE WAITING LIST.

COLD LAKE GOLF & WINTER CLUB

Despite the challenges posed by the COVID-19 pandemic, over 11,700 rounds of golf were played in 2020. This performance means the course has seen an average increase in use of roughly 10-per-cent per season since 2017. And this despite a shorter-than-usual season for 2020: The course opened late due to the COVID-19 pandemic, with the season starting in May.

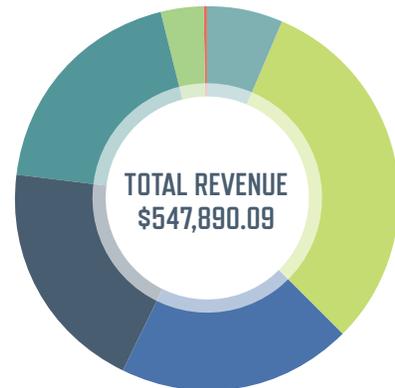
As of 2020, the City of Cold Lake had been running the golf course for a total of eight seasons, with four seasons of complete turf maintenance responsibilities.

Membership on the golf side of the house increased 25 per cent, up to 161 from 129.

The course has plans to continue to improve its conditions, with the focus for 2021 being on the bunkers, with work to start in the late summer or early fall.

COLD LAKE GOLF & WINTER CLUB

2020 REVENUE

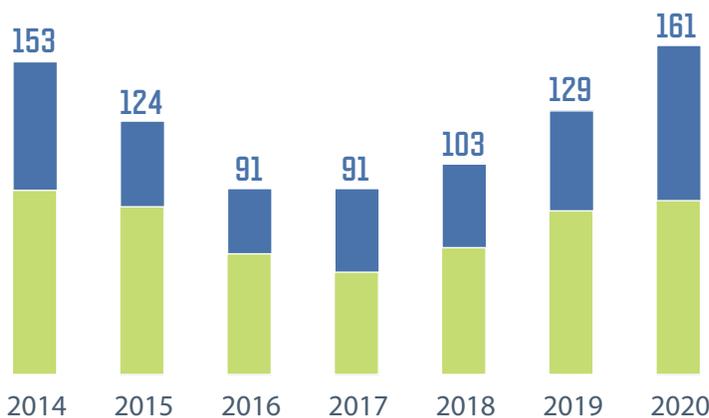


- \$169,909.71 ● Green Fees
- \$108,651.93 ● Memberships
- \$108,426.74 ● Cart & Club Rentals
- \$105,288.30 ● Pro Shop Sales
- \$35,634.81 ● Curling Ice
- \$19,655.00 ● Advertising
- \$323.60 ● Other

COLD LAKE GOLF & WINTER CLUB

2020 MEMBERSHIPS

- Total Memberships
- Military Memberships



COLD LAKE GOLF & WINTER CLUB

ROUNDS PLAYED

YEAR	ROUNDS
2020	11,752
2019	10,409
2018	9,214
2017	8,126
2016	10,098

COLD LAKE PUBLIC LIBRARY



THE COLD LAKE PUBLIC LIBRARY LENT 17,973 ITEMS TO OTHER LIBRARIES AND BROUGHT IN 25,040 ITEMS UPON REQUEST.

The Cold Lake Public Library operates separately from the City of Cold Lake. The information presented has been included in the city's annual report for the public's information.

Cold Lake City Council continues to fund library memberships through 2021. Since 2016, the city initiated a program so that Cold Lake Library memberships can be offered free of charge. In 2020, the City of Cold Lake budgeted \$3,000 to continue this program. The M.D. of Bonnyville also assisted, budgeting \$2,000 to help cover the cost of memberships for the year.

The Cold Lake Public Library continued on a path of growth and improvement in 2019-2020: The North Branch received new security cameras and the Reading Garden at the South Branch was recognized by Communities in Bloom.



PROGRAMS

8,109 participants attended programs in 2020



NEW ITEMS

3,650 new items were added



COMPUTERS

24 public computers were available



WIFI

12,922 wifi connections were made



OPEN HOURS

4,000 open hours in 2020

COLD LAKE PUBLIC LIBRARY

MEMBERSHIPS



PARK SIGNAGE ENHANCEMENT

Installation of updated signage in 19 city parks was completed in 2020. The new signage is inspired by the view of First Point while standing on the boardwalk at the Marina. The signs will provide a consistent design and theme that will be continued in the city's wayfinding signage.



