



CITY OF COLD LAKE

Annual Report

2013-2014



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About the Annual Report

Each year, the City of Cold Lake publishes an annual report to reflect on what has happened in the community. The annual report is a chance for the City to present residents the final numbers on expenditures, and to look at where we were - and where we wanted to go - when the year 2013 drew to a close.

This book will give residents a picture of what their elected officials and the City's administration were up to throughout 2013 and some information about the priorities they had set for 2014.

With a growing population, major infrastructure projects, new facilities being built and an increase in community events and programs, the City is excited to share all it has to offer with its residents and visitors.

If you have any concerns or questions, you can contact City Hall at 780-594-4494 or through e-mail at city@coldlake.com.

The City also strives to ensure its residents are kept up to date with information on the web at www.coldlake.com and on its Facebook page.

Message from the Mayor

After years of fighting for the money to fix Cold Lake, 2013 was the first look we had at a City being rebuilt.

With the money from the Cold Lake Air Weapons Range, Council made its first priority to fix the City's infrastructure. Work on the City's roads - and the water and waste water systems underneath them - quickly started throughout our community. In 2013, we saw that work in full swing. This work is crucial to delivering our residents the service they deserve. It is also crucial for the future of our City.

Cold Lake is undoubtedly the community of choice for a large number of people working in the surrounding oil patch, and it's not hard to see why. With a beautiful lake, beach, marina, a new hockey arena, expanding recreational facilities, and the Provincial Park a stone's throw away, our City offers residents an exceptional quality of life.

When you couple the City's natural setting with the opportunity the oil patch offers and our proud relationship with 4 Wing Cold Lake, it's no wonder we're one of Canada's fastest growing communities. Last year, we set yet another record for the number of housing starts in the City. And, with the community growing at the pace it is, the 2013 record will not likely stand for long.

Our commitment is to continue our work to deliver our residents quality service while keeping an eye on the City's future to ensure our growth is well planned. In addition to a busy construction season, 2013 also saw Council pass the Multi Unit Rental Housing Incentive Program and start an annexation process with the MD of Bonnyville.

The rental incentive program is already paying dividends, with hundreds of new apartments expected over the next couple of years. We hope this supply of housing helps bring the cost of rent down, as we know high rents have been a challenge for many families. It's a challenge that Council takes seriously and we trust that news from the rental market will get better as builders respond to residents' needs by providing a variety of housing options.

Annexation is another journey that we've started with our City's future in mind – from allowing for utility corridors, to providing the space for orderly growth and the chance to form a cohesive community, the land in question fulfills a variety of Cold Lake's needs. It's a process we've just started with our neighbors in the MD of Bonnyville. Residents from the MD and the City can learn more about the annexation proposal, and the latest developments, on our website: www.coldlake.com.

Yours,



City Council

Cold Lake City Council had another busy year in 2013. The year saw the first applications for the Multi Unit Rental Incentive Program come before Council, as well as the start of an annexation proposal.

Ground broke on the new FCSS Facility - which is expected to open by the fall of 2014, Canadian rock band The Tragically Hip played the official grand opening of Imperial Oil Place, and changes were made to the development process in an effort to extend local builders' construction seasons.

To provide clear direction to administration, and to manage resources, Council sets a list of its top priorities, revisiting the list periodically.

Council's top 5 Priorities currently are:

- Cold Lake Air Weapons Range Transition
- MD Recreation Agreement
- Beach Area Plan
- Annexation: Consultation and Negotiations
- Imperial Park Plan Review

City of Cold Lake Council:

(Back row, left to right) Councillor Duane Lay, Councillor Chris Vining, Councillor Darrell MacDonald, Councillor Vicky Lefebvre

(Front row, left to right) Councillor Bob Buckle, Mayor Craig Copeland, Councillor Kelvin Plain



Message from the City Manager

Two years ago the City's ongoing capital investment program became a reality as major infrastructure projects started up across Cold Lake. The capital investments Council took on were chosen to help current residents with infrastructure-related challenges and prepare Cold Lake for future growth while providing residents with a high quality of life.

In 2013 that work continued - and the growth we expected arrived. Applications for new residential dwellings are busier than ever and the City set its second straight record year for residential building permits. We see no signs that the pace of building will slow in the near future: Council's Multi-Unit Rental Housing Incentive Program led to the announcement of hundreds of new apartments planned for construction in 2014 and 2015.

Council's 10-year capital plan has been instrumental in helping administration ensure growth is managed as best it can be. Any community experiencing record growth is bound to face challenges along the way, but the plans we have in place give us the tools we need to meet those challenges head on. Our 10-year, \$270-million capital investment plan was drafted with the needs of both our current residents, and the people who want to call Cold Lake home, in mind.



This is not to say our residents haven't felt their fair share of growing pains, but it does mean the work we are undertaking as a community is focused on ensuring Cold Lake emerges from this period of growth a healthy, vibrant City with an even brighter future still ahead of it.

Whether it is the road work we've started, the new facilities that are being built or the Annexation Proposal the City is working on with its neighbour, the MD of Bonnyville, we have strived to ensure the City's immediate needs are addressed while never losing sight of our long-term vision for the community.

It is my hope that this annual report gives you a look into where we've been on our journey, where we expect to go, and how we expect to get there.

As always, the doors of City Hall are open for anyone with questions about the City's plans and projects, and we will continue to work to keep the public informed through social media, the local newspapers, radio stations and the open houses we schedule throughout the year.

Yours,
Kevin Nagoya
CAO, City of Cold Lake

City Administration



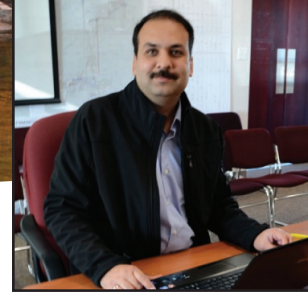
HOWARD PINNOCK
General Manager of
Planning and Development

- Growth Management
- Community & Neighborhood Planning
- Strategic Land Planning
- Development & Building
- Land Proposal Reviews
- Alberta Building Code Compliance
- Business Licensing
- Building & Development Permits



LINDA MORTENSON
General Manager of
Corporate Services

- Budget
- Customer Service
- Human Resources
- Information Technology
- Legal Services
- Property Assessment
- Insurance & Risk Management
- Record Management & Retention
- Census & Elections
- Cemetery & Library
- Taxation & Utilities
- Freedom of Information & Privacy
- Occupational Health & Safety
- Bylaws & Policies
- Investments



AZAM KHAN
General Manager of
Infrastructure Services

- Water & Waste Water Treatment
- Fleet Maintenance
- Roadway Maintenance
- Airport Operations
- Water Distribution & Sewer Collection
- Integrated Waste Management
- Engineering Reviews
- Capital Infrastructure Upgrades
- Development of Engineering Standards
- Federal & Provincial Environmental Compliance
- Geographical Information Systems
- Asset Management



CHRISTINE MCWILLIS
General Manager of
Community Services

- Family & Community Support Services
- Seniors
- Museum
- Marina
- Arenas & Sports Field Programming
- Information Centre/RV Park
- Cold Lake Energy Centre
- Emergency & Protective Services
- Parks & Open Space
- Facility Maintenance

Where Your Tax Dollars Go

If your home is assessed at \$300,000, your approximate tax bill in 2013 was \$2,736.

73% of this is municipal tax, which covers administration, emergency services, infrastructure, public health and welfare, planning and economic development and recreation and culture at the City level.

26% of this is education tax, which is levied by the provincial government and provides the province with a stable source of revenue to fund education province wide.

1% of this is the Lakeland Seniors Foundation requisition. The money collected through this requisition is used to fund improvements to seniors' lodge accommodations in the Cold Lake - Bonnyville area.



Infrastructure:
38 cents



Recreation &
Culture:
24 cents



Administration:
18 cents



Emergency
Services:
10 cents



Planning & Economic
Development:
6 cents



Public Health
& Welfare:
3 cents

The stacks of pennies illustrate the municipal services provided per dollar of expenditure by the City. It includes principal repayment on debt, but does not include amortization expenses, as these were not funded.

Statement of Operations

REVENUES	BUDGET	2013	2012
Development Levies	---	739,893	841,593
Fines	175,000	129,553	200,037
Franchise and Concession Contracts	765,715	718,295	702,554
Government Transfers	1,177,756	2,554,900	1,335,807
Licenses and Permits	498,500	764,068	518,921
Net Taxes Available for Municipal Purposes	29,242,232	31,998,972	25,956,675
Other	409,700	672,942	354,150
Penalties and Cost on Taxes	185,000	581,122	254,346
Rentals	813,036	867,410	721,733
Return on Investments	100,000	414,518	875,771
Sales and User Charges	7,417,436	8,424,078	6,635,224
Total Revenues	40,784,375	47,865,751	38,396,811
EXPENSES			
Administration	4,002,251	5,528,251	3,325,345
Amortization of Tangible Capital Assets	---	4,685,858	4,531,662
Fire and Emergency Services	782,798	709,018	671,114
Legislative	364,000	354,718	358,899
Other	2,795,578	8,000	690,000
Planning and Development	1,474,179	1,882,585	1,409,777
Police and By-law Enforcement	2,477,719	2,589,431	2,242,097
Public Health and Welfare	894,960	1,012,457	881,156
Recreation and Culture	6,653,506	6,926,750	5,007,651
Transportation Systems	5,218,346	5,375,533	4,088,502
Utility Systems	6,065,162	6,305,810	5,475,956
Loss on disposal of assets	---	1,111,936	5,359
Transfer to Capital	10,055,876	10,055,876	---
Total Expenses	40,784,375	46,546,223	28,687,518
Deficiency of Revenues Over Expenses before Other	---	11,375,404	9,709,293
Other	---	---	---
Government Transfers for Capital	---	7,284,491	11,402,964
Public Contributions for Capital	---	3,733,417	1,332,802
Excess of Revenues Over Expenses	---	12,337,436	22,445,059
Accumulated Surplus, Beginning of Year, as Previously Stated	---	196,106,479	172,823,940
Prior Period Adjustment	---	---	837,480
Accumulated Surplus, Beginning of Year, Restated	---	196,106,479	173,661,420
ACCUMULATED SURPLUS, END OF YEAR	---	208,443,915	196,106,479
Acquisition of Tangible Capital Asset		24,850,398	

Statement of Financial Position

FINANCIAL ASSETS

	<u>2013</u>	<u>2012</u>
Cash and Short-term Deposits	10,344,440	7,606,697
Taxes and Grants in Place of Taxes and Other Receivables	1,245,282	822,146
Other Accounts Receivable	5,409,338	4,473,875
Land Held for Resale	1,356,100	1,433,200
Long-term Investments	20,059,744	25,216,018
Total Financial Assets	38,414,954	39,551,936

LIABILITIES

Accounts Payable and Accrued Liabilities	6,844,637	9,058,709
Deposit Liabilities	1,844,950	888,952
Deferred Revenue	2,259,976	4,846,672
Employee Benefit Obligations	682,700	586,244
Long-term Debt	27,803,511	29,108,115
Total Liabilities	39,453,774	44,488,692

NET FINANCIAL ASSETS (DEBT)

- 1,020,820 - 4,936,756

NON-FINANCIAL ASSETS

Tangible Capital Assets	219,257,158	200,729,336
Inventory of Supplies and Materials	203,801	302,934
Prepaid Expenses	59,652	10,965
Total Non-Financial Assets	219,520,611	201,043,235

ACCUMULATED SURPLUS (see breakdown on next page)

218,499,791 196,106,479

DEBT LIMIT PROJECTIONS

Debt Limit, Dec. 31, 2013	67,966,277
Total Debt, Dec. 31, 2013	- 27,803,511
Unused portion of debt limit, Dec. 31, 2013	40,162,766
Debentures to be paid in 2014	1,289,592
New debentures to be taken in 2014	- 11,370,000
Overdraft - Line of Credit	- 1,000,000
Projected Debt Limit, Dec. 31, 2014	29,082,358

Statement of Financial Position

BREAKDOWN OF ACCUMULATED SURPLUS AS OF DECEMBER 31, 2013

Accumulated Surplus, Dec. 31, 2013		218,499,791
Equity in Tangible Capital Assets		191,453,647
Balance of Accumulated Surplus, Dec. 31, 2013		27,046,144
Surplus restricted by legislation or binding agreement		- 4,055,686
Surplus restricted internally for projects		
Administration	290,274	
Planning & Development	75,000	
Non-profit groups	408,000	
Parks, Sports Fields and Green Spaces	964,121	
Snow Removal	214,000	
Roads	911,119	
Infrastructure	7,959,293	
Vehicles and Equipment	483,897	
Facilities	2,676,561	
Total Internally restricted surplus, Dec. 31, 2013		- 13,982,265
Non-cash Item		- 8,274,223
Unrestricted Surplus, Dec. 31, 2013		733,970

Finance Department

The City of Cold Lake's Finance Department consists of the Finance Manager, a receptionist and five finance clerks. The finance department is responsible for property taxes, utility billing, accounts payable, accounts receivable, the City's budget process and the City's financial statements.

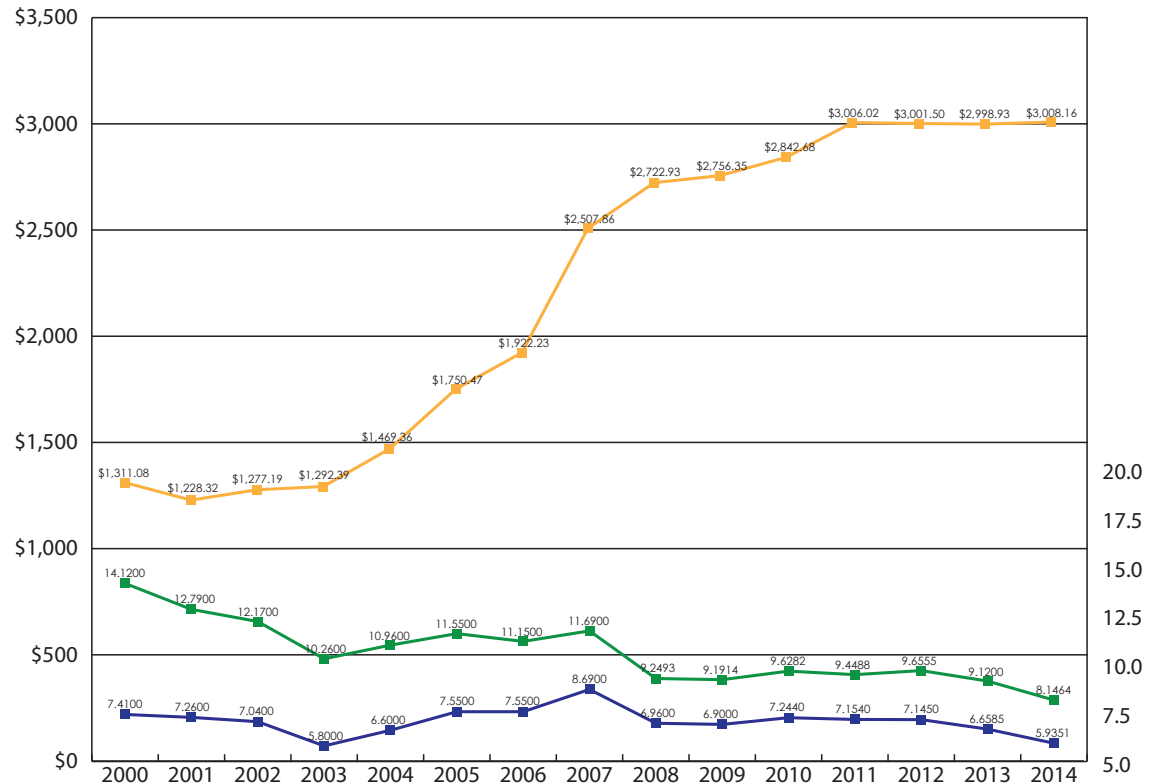
A Few Points On Property Tax

The average residential property tax paid per household from 2000 to 2014 is shown by the orange line in the chart to the right. The figure includes Municipal Property Tax, Provincial School Requisitions and Provincial Seniors' Requisitions.

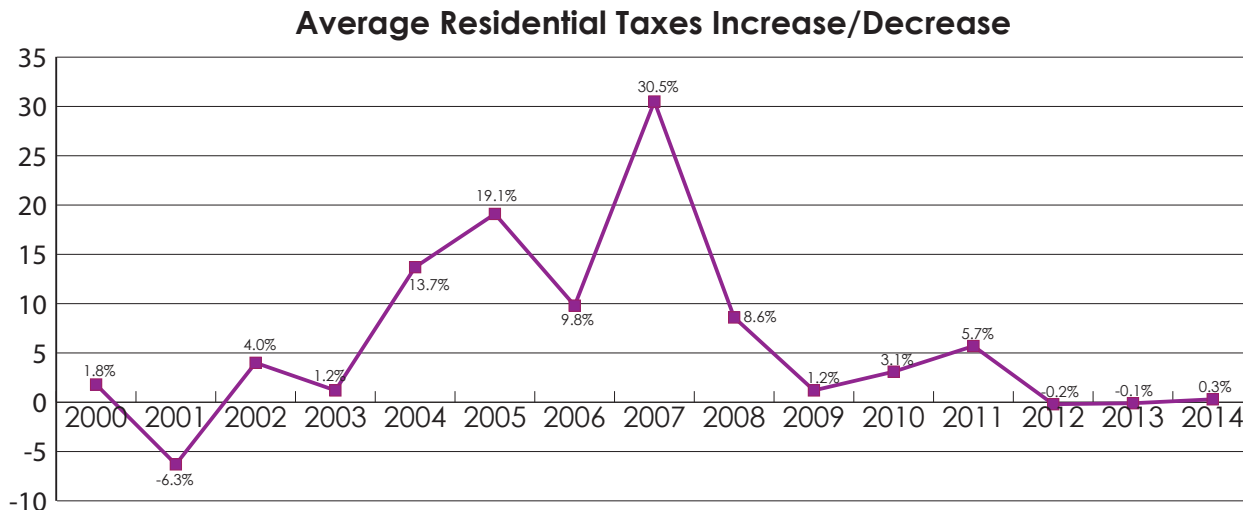
The green line depicts the total millrate, inclusive of the Municipal Property Tax, Provincial School Requisitions and Provincial Seniors' Requisitions.

The blue line depicts only the Municipal Property Tax portion of the total millrate.

Average Residential Property Taxes per Household



The amount of property tax paid can vary depending on the tax rate and developments in the community, including both residential and commercial properties. The philosophy on which types of property should either benefit from a tax decrease or bear a tax increase also has a significant impact. Property taxes are based on market value, including land and improvements. This graph shows the average residential tax increase or decrease over the years.



- Municipal Property Tax
- Seniors' Foundation
- Alberta School Foundation

This graph provides a further understanding of the average taxes paid per household, as it depicts a breakdown of the three property taxes collected. Municipal Property tax is levied and collected by the City of Cold Lake to run City services and programs. Taxes for the Seniors' Foundation and Alberta School foundation are collected by the City on behalf of the Province.



Planning & Development

The City of Cold Lake had its second straight record year for housing starts in 2013, issuing building permits for the construction of 171 new homes, up from the previous record of 163, set the year before.

Residential growth in the City does not show any sign of stopping for 2014.

The City's Multi Unit Rental Housing Incentive Program had its first trickle of applications throughout 2013, culminating in a large influx of applications in early 2014. By the end of February 2014, applications for buildings with a total of over 250 rental units had been accepted by Council under the incentive policy.

City Council also made significant changes to the subdivision development process designed to allow builders to extend their construction season into the winter.

Before the changes were made, the City required all municipal infrastructure – including asphalt roads and storm retention ponds – to be in place before any houses could be built in a subdivision.

Council's changes, which came in November 2013, were intended to allow builders to start homes before asphalt roads and the storm water ponds are in - which means developers do not have to try to beat the winter crunch for paving.

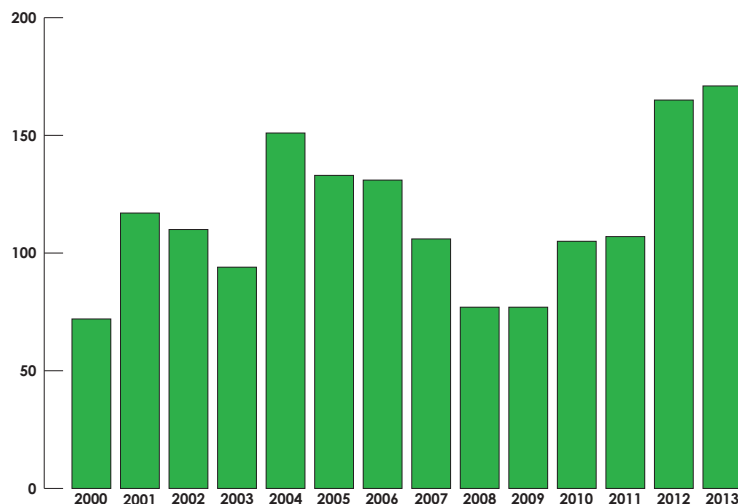
The City secures a deposit to help ensure the work will be completed before any homes are occupied by buyers.

The changes came as a result of discussions between City Administration, local builders and the Cold Lake branch of the Urban Development Institute and are expected to have a positive impact towards meeting the demand for housing in the community by effectively extending the construction season.

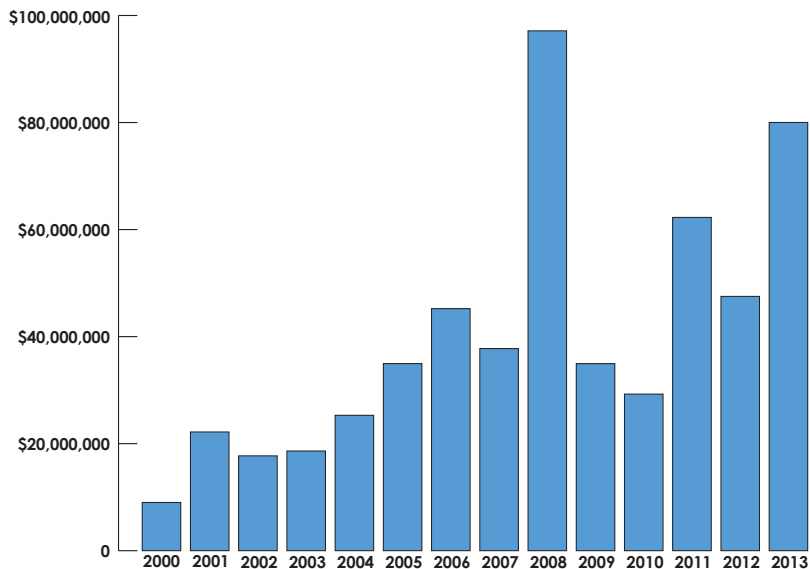
The chart to the right represents the total number of building permits issued for residential buildings: Both single and multi-family dwellings in the City of Cold Lake.

2013 was the City of Cold Lake's second straight record year of residential growth.

Total Number of Housing Starts: 2000-2013



Total Value of Building Permits: 2000-2013



The chart to the left represents the assessed value of all the buildings for which permits were issued. Residential, commercial and industrial properties are included in the totals.



Infrastructure Services

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

Infrastructure Services oversaw the following projects in 2013:

PROJECT NAME	APPROXIMATE VALUE (ENGINEERING & CONSTRUCTION)	START DATE	COMPLETION DATE
Building 8 Force Main Improvement Project	\$1.43 million	February 1, 2013	August 30, 2013
Building 8 Upstream Sewer Improvement Project	\$775,985	May 3, 2014	August 30, 2013
Transfer Station/Landfill Intersection Improvements	\$350,000	May 21, 2013	August 31, 2013
Compost Pad Expansion	\$100,000	October 19, 2013	November 1, 2013
Annual Street Improvement Program	\$1,113,915	May 21, 2013	October 31, 2013
Miscellaneous Road Improvements	\$1.4 million	July 17, 2013	October 31, 2013
Annual Commercial Lane Improvement Program	\$300,000	June, 2013	October 31, 2013
Walking Trail	\$77,504	August 22, 2013	November 30, 2013
Building 5 Truck Fill Station Upgrades	\$65,267	August 22, 2013	October 31, 2013
47th Avenue Storm Sewer Improvement	\$570,000	August 21, 2013	October 31, 2013



PROJECT NAME	APPROXIMATE VALUE (ENGINEERING & CONSTRUCTION)	START DATE	COMPLETION DATE
1st Avenue Water Main and Street Improvement and Kinosoo Beach Enhancement Project	\$6.2 million	April 23, 2014	October 31, 2014
10 Street (9-16 Ave) Rehabilitation Project	\$3.7 million	June 2012	October 31, 2013
12 Avenue Sanitary Sewer Extension (10-7 Street)	\$1 million	These projects were extensions of the 10 Street Sanitary Sewer project, which began in June 2012.	October 31, 2013
12 Avenue Sanitary Sewer Extension (10-12 Street)	\$1 million		October 31, 2013

The following are details from some of the major projects undertaken in the Infrastructure Services department in 2013:

1st Avenue Water Main and Street Improvement and Kinosoo Beach Enhancement Project

To increase the feed volume and pressure to the English Bay subdivisions and Horseshoe Bay subdivision an existing 200mm trunk water line will be upgraded to a 300mm trunk water line. This infrastructure will also facilitate future expansion and development of the City water distribution system along English Bay Road.

When the underground upgrades are complete the roadway will also see major upgrades. In addition, some beautification to the Kinosoo Beach area will be completed, including a promenade style walkway in place of the existing sidewalk.

Annual Commercial Lane Improvement Program

This program was initiated by the City of Cold Lake in 2012. A minimum of two lanes in commercial districts will be upgraded to an asphalt standard annually.

To date, the following commercial lanes have been completed:

- 50 Avenue – north side (53 Street to 50 Street)
- 55/56 Street (54 Ave to 55 Ave)
- Lane North of 8th Avenue (13th Street to 16th Street)

Annual Street Improvement Program

This program is also referred to as the road analytics program. It is a software-based program that utilizes the surface distress index (SDI) of roadways and degradation curves to assist in making decisions on pavement overlays.

The following overlays were completed in 2013:

- 23 Street (Between 1 Ave & Pine Ave)
- 12 Street (Off of 5th Ave)
- 44th Street & part of 53rd Ave (Between 54th Street & 45th Street)
- 50th Avenue (from 55th Street to 51st Street)
- 51st Ave (Between 57th Street & 59th Street)
- 50th Ave (From 60th Street to 61st Street)



Miscellaneous Road Improvements

In 2013 additional roadway improvements were completed. They include:

- 50th Street Service Road West 42 Ave to 34 Ave
- 50th Street Service Road East 36th Avenue to 40th Avenue
- 16 Street Rehabilitation Forest Heights Drive to 16th Avenue
- English Bay Road Rehabilitation (Horseshoe Bay Estates to North City Limits)

Water Meter Replacement Program (Wireless System)

In 2012, the City began a process to convert its water meters to a wireless system. At the current funding level, the implementation will take five (5) to six (6) years.

Automated Pick-up of Refuse (Waste) Bins

This is a pilot project that will be initiated in 2014. This initiative is to test and receive feedback for implementing an automated refuse pick-up system in the City of Cold Lake. This initiative will allow the City to review the opportunities to fade out the manual pick-up system that is currently in place.

Compost Pad Expansion

The composting program has turned out to be very successful in the community. In fact, the volumes being experienced at the transfer station are beyond the original intended design. Therefore, expansion of the composting area was required. The estimated cost to fully expand the composting area is \$500,000. The City took a phased approach by funding only \$200,000 in 2013.

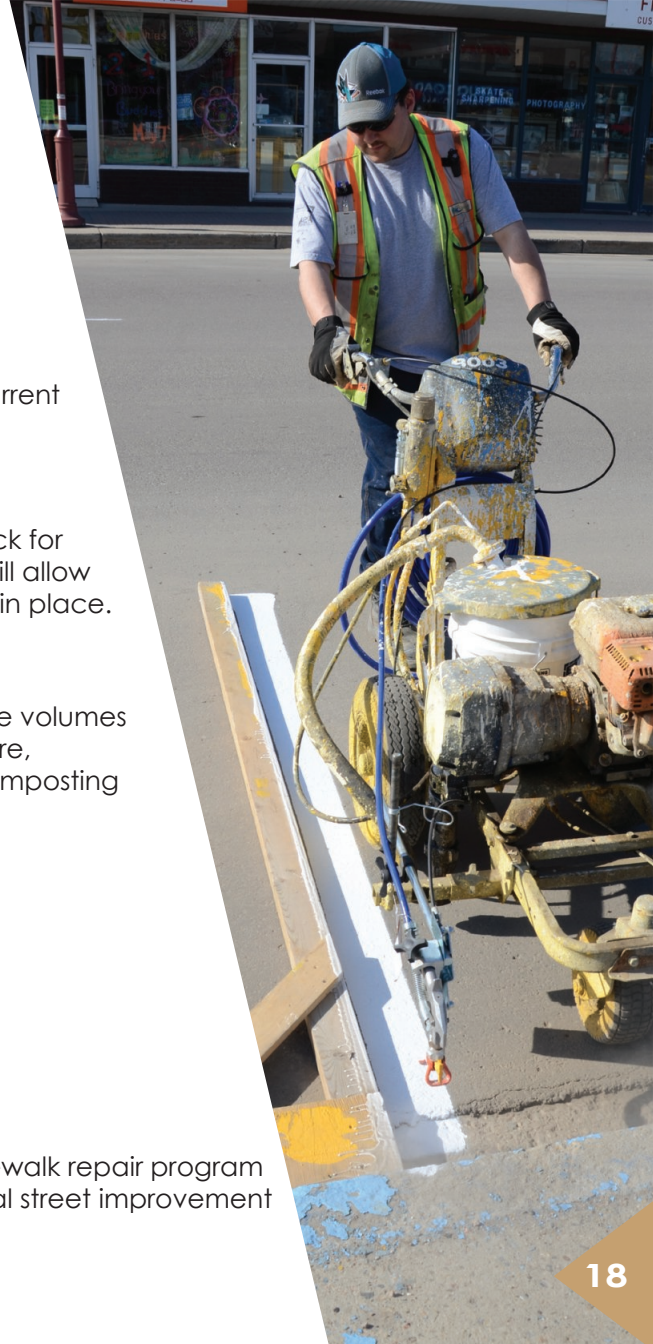
Report a Pothole

An online application was launched on the City's website www.coldlake.com

- 123 Potholes reported in 2013
- 97 requests were completed
- 26 were related to capital work happening in the area.

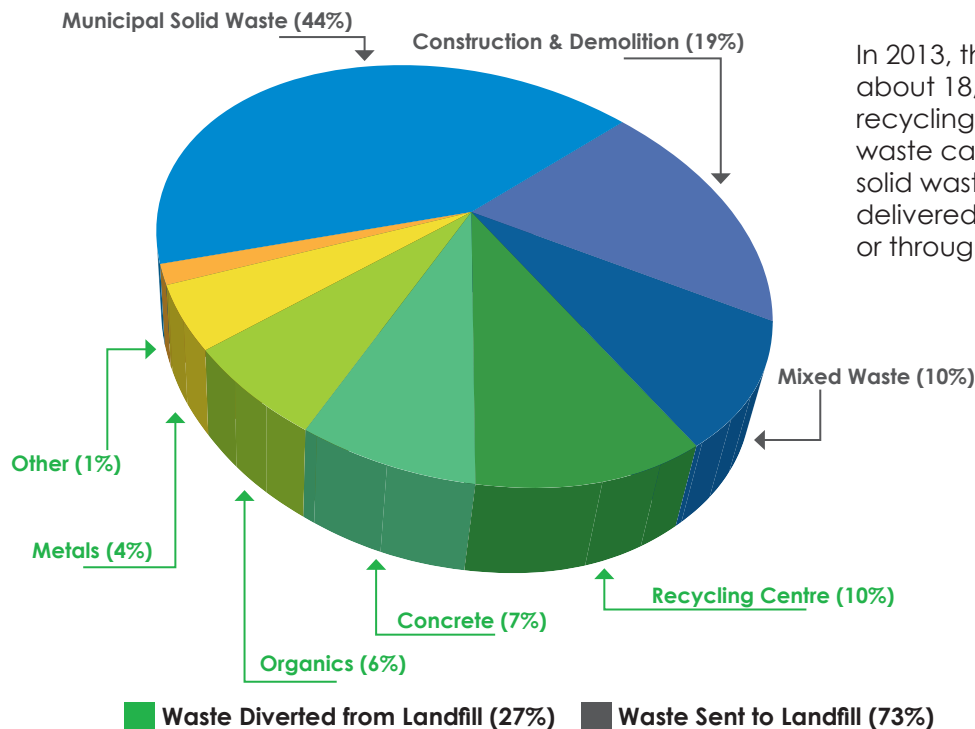
2013 Maintenance Program details:

- 8,000 meters of Spray Patching completed in 2013
- 6,000 meters of crack sealing completed in 2013
- Sidewalk Repairs:
- 787 meters repaired under the sidewalk repair program
- 2,582 meters repaired under annual street improvement program or other capital projects



Integrated Solid Waste Management

Waste Collected by Type

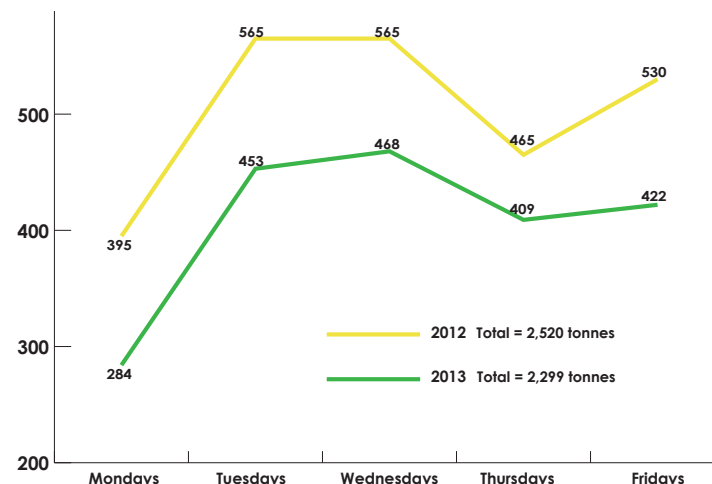


In 2013, the City collected a total of about 18,950 tonnes of waste and recycling. About 13 per cent of the waste came from curbside pickup of solid waste, while the remainder was delivered directly to the transfer station or through the recycling centre.

2013 Revenue from Recycling

MATERIAL	REVENUE
Metal	\$13,055
Battery	\$1,207
Used Oil	\$1,797
Electronics	\$11,798
Paint	\$3,313
Cold Lake Recycling Centre	\$57,989
Total	\$89,159

Curbside Solid Waste Pickup Per Year - Tonnes



Of the total 18,950 tonnes of waste collected, about 5,100 tonnes was kept from the landfill through the City's waste diversion program. The category "other" in the chart above includes some significant waste diversions, despite its relatively low weight. It includes over 0.4 tonnes of fluorescent lights, just under 40 tonnes of tires, about 23 tonnes of asphalt, over 94 tonnes of electronics, 44 tonnes of paint and about 14 tonnes of oil.



Information Systems Technology

Information Systems Technology Policy

The City of Cold Lake provides computer devices, networks, and other electronic information systems to meet missions, goals, and initiatives and manages them in a manner that maintains the confidentiality, integrity, and availability of its information assets. The IST department, in collaboration with all City departments, is working to add functionality, security and reliability to the City's Information Systems and Communications.

Role of the Information Systems Technology Department

The Information System Technology staff works closely with all City Departments to implement, protect, and manage, the effectiveness and security of City information repositories. The IST Department is currently responsible for the City's data and voice communications networks, and electronic Security systems; dealing with items such as Internet/Intranet securities, software and server applications as well as maintenance of all computer systems used by City facilities and its work locations. The goal of the IST department is to work with all City departments in order to streamline, improve security, and identify current and future opportunities that may be available for maximizing City resources and enhancing inter-departmental operations.

The 2014 Information Systems Technology Strategy

The focus of 2014 will be to continue implementation of the transition from a paper-style network to a paperless electronic document and information storage and retrieval system. This type of system would be designed to improve our capabilities in terms of internal and external communications, mobile computing and asset management, as well as the ability to maximize the delivery of business strategies with both our consumer and customer base clients.

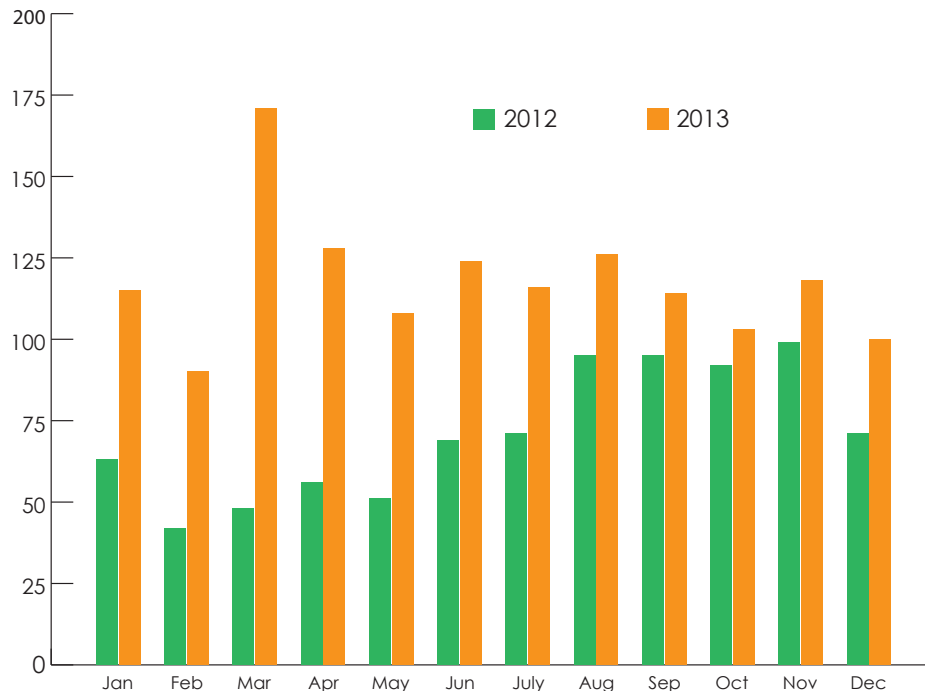
The IST department has also formulated and implemented a strategy to create a wholly owned Intranet Network; providing reduced costs, improved data and personnel security, and enhanced communication efficiencies between the many City locations and personnel. This integrated Network will also provide the opportunity for an efficient real-time, disaster data recovery functionality for the City of Cold Lake.

Cold Lake & District FCSS



FCSS remains a community resource and referral agent to other community services. In 2013, FCSS responded to almost 1,500 requests for information and/or referrals. FCSS is known throughout the community as a trusted source of assistance and compassionate support. Our staff are seeing a consistent increase in the need for information, assistance and direction.

2012-2013 Referrals and Requests for Information



Family Enrichment Program: 2013

PROGRAM	NUMBER OF PARTICIPANTS
Parenting Skills	81
Youth - Personal and Relationship Management	305
Relationship Education	41
Virtues Training	678

Coaching: 2013

ISSUES	NUMBER OF PARTICIPANTS
Parenting/Co-parenting	89
Relationship/Parent and Teen	241
Self Esteem	40
Goal Setting	22
Anger/Conflict	14

The FCSS Board is committed to providing grants to the community that fit within the FCSS funding regulations and that demonstrate the enhancement of community partnerships and organizations working together to enhance service delivery. Community Development Grants are reviewed once a year and the 2013-2014 recipients were as follows:

2013-2014 Community Development Grants

COMMUNITY GROUP	PROGRAM NAME	GRANT AMOUNT
Habitat for Humanity	Cold Lake Project	\$2,500
Cold Lake Seniors' Society	Program Coordination	\$14,000
Cold Lake Bully Free	Building Community Resiliency through Bully Prevention Activities	\$6,000
Kids Time Out Society	Play Program	\$5,350
Dr. Margaret Savage Crisis Centre	Healthy Babies	\$5,000
North Star Elementary	Lakeland Region Early Childhood Coalition - Cold Lake Sub-Committee	\$2,100
4 Wing MFRC	Shifting Gears	\$11,900
4 Wing MFRC	Family Fridays	\$1,475
4 Wing MFRC	Leaders of Tomorrow	\$475
TOTAL COMMUNITY DEVELOPMENT GRANTS		\$48,325



Special Project Grants are reviewed throughout the year and were distributed as follows:

2013 Special Project Grants

COMMUNITY GROUP	PROGRAM NAME	GRANT AMOUNT
North Star Elementary	Early Childhood Screening	\$2,000
Cold Lake Parent Link	Rainbows Program	\$2,000
Cold Lake Middle School	Service Learning - Alberta Highway Cleanup	\$480
Cold Lake Middle School	Leadership	\$600
Art Smith Aviation Academy	Anti-Bullying Speaker	\$2,000
Dr. Margaret Savage Crisis Centre	Outreach	\$272.27
Victim Services - A Better Way Committee	Skype Sessions	\$2,000
Cold Lake Middle School	Leadership/Service Learning	\$2,000
4 Wing MFRC	"Be the Change" Anti-Bullying Conference	\$1,800
St. John Evangelist Church	Dinners	\$1,943
Cold Lake Victim Services	Operation Red Nose	\$1,000
TOTAL SPECIAL PROJECT GRANTS		\$16,096.01

INVOLVEMENT IN COMMUNITY COMMITTEES & WORKSHOPS

FCSS Staff provide support to a number of community committees and working groups. FCSS is represented in the community as a member of:

- Cold Lake Interagency Group
- East Zone Interagency Partnership Group
- Cold Lake Disaster Services/Disaster Social Services
- Lakeland Parent Link Network (Management Representative)
- Cold Lake Bully Free Committee
- Cold Lake Welcoming Communities Initiative
- A Better Way, Men's and Women's Group Steering Committee
- EC Mapping Coalition
- Men in Crisis Focus Group

COLD LAKE SENIORS

In 2013, Cold Lake and District FCSS was the lead in a number of initiatives and activities, or supported and was present at a number of events for local seniors including:

- Snow Angels
- Seniors' Week
- Seniors' Advocacy
- Volunteer Appreciation
- Intergenerational Ice Cream Social
- Annual Seniors Celebration Dinner
- Super Seniors Nominations and Event

CHILD & YOUTH

Child and youth programming includes assistance with the journey into independence, healthy eating and lifestyle choices, cooperation, peer engagement, an introduction to money. We were able to reach 580 youth through these programs.

ADULT

Adult programming includes financial assistance for future planning, a support group for separation and divorce, communications workshops and our well respected "Living through Grief" program to assist with the emotions and stresses that happen after the loss of a loved one.

FAMILY

Providing events for families to attend to promote family communication and bonding is an important part of our services. In 2013, we were able to welcome approximately 300 family members to our annual National Family Week Kick-off Celebration.

COMMUNITY

The Parent Link Centre was fortunate to have been selected to participate in Alberta Environment and Sustainable Resource Development's Fish in Schools program. The FinS program allows community partners to raise Rainbow Trout from egg to fry stage. The fry will be released into the wild at the end of the program. Watching the fish change through their various developmental stages has provided many teachable moments for patrons. In response to the need for Cold Lake's youngest citizens to have age appropriate activities for them at Aqua Days, FCSS and PLC staff organized and staffed a Toddler Play Area enjoyed by more than 200 community members.

Community Partnerships In 2013 Cold Lake and District FCSS worked with the following agencies:

4 Wing MFRC
Alberta FIRST
Alberta Health Services Addictions
Alberta Health Services Mental Health
AHS-Community Services
Big Brothers/Big Sisters
Bonnyville FCSS
Canada Revenue Agency
Lakeland Catholic School Division
Cold Lake Bully Free Committee
Cold Lake Community Learning Council
Cold Lake Elementary School
Cold Lake Fire-Rescue
Portage College
Cold Lake First Nations Health Centre
Cold Lake High School
Cold Lake Lodge
Cold Lake Public Library
Community Baptist Church
Community Options
Dr. Margaret Savage Crisis Centre
East Zone Interagency Group
Elizabeth Metis Settlement FCSS
Aboriginal Head Start Program
EmployAbilities
FCSS Alberta Association
Government of Canada
Healthy Babies
Lac La Biche FCSS
Lakeland Centre for FASD
Lakeland Parent Link Network
North Central Region 7 CFSA
Northern Lights School Division
St. Paul FCSS
Victim Services/RCMP Detachment
AND MORE...

PARENT LINK CENTRE

Parent Link Centre reported the following attendance at regular programs in 2013:

PROGRAM TIME	2014 ATTENDANCE
Monday AM	1,425
Monday PM	631
Tuesday AM	1,535
Tuesday PM	434
Wednesday AM	1,641
Wednesday PM	623
Thursday AM	1,729
Thursday PM	775
Friday AM: Energy Centre	1,030
Friday PM: Post Partum Depression Drop-In	638
TOTAL	10,461

In addition to regular programs, the Parent Link Centre delivers a number of events for target audiences and for special occasions. Some of these events included Car Seat Safety, Infant Massage, Parent and Child Yoga, The Child Find Program and Christmas, Easter, Halloween and Valentine Parties

In addition, the program Daddy and Me which promotes father-child interaction through song, craft and play is a monthly drop-in and had a total of 162 in attendance. Family Fun Nights continue to grow in popularity. Attendance to the Family Adventure Program skyrocketed this year with visits to the local gymnastics centre, bowling alley, skating rink, and cinema, to name a few.



LOOKING FORWARD TO 2014

Some key highlights to look for in 2014 will include:

- The completion of the construction of the new FCSS Facility.
- Launch of a new FCSS mascot to aid in the promotion of character development/ education.
- The continued development of the Regional Welcoming and Inclusive Communities
- Continued work on community priorities and action plans set during the “Cold Lake Community Summit” and resulting from the Social Needs Assessment.
- A focus on the prevention of bullying within various organizations in the Cold Lake area with a focus on the onlooker
- Development and implementation of a Volunteer Corporate Council to promote volunteerism as a company policy and encourage participation by large and small business in community engagement initiatives.
- Enhanced engagement of parents to lead activities and provide supervision during PLC programs and special events.
- Innovative strategies to get parenting information into the hands of parents who require it.
- Ongoing promotion and facilitation of community partnerships between organizations.





Cold Lake Fire-Rescue

The Cold Lake Fire-Rescue service continues to provide a well-trained, highly motivated and professional staff of firefighters to meet the needs of the community. With the support of Senior Administration and Mayor and Council, the department is able to continue to lead the way in the province.

Cold Lake Fire-Rescue serves the City of Cold Lake, a large portion of the Municipal District of Bonnyville, Cold Lake First Nations, Elizabeth Métis Settlement, and a portion of the Rural Municipality of Beaver River, Saskatchewan. This coverage totals about 2,500 square kilometers.

The Service has three full-time personnel and approximately 60 paid-on-call firefighters. The firefighters continue to put the time and training into ensuring they are ready to handle the wide variety of situations they are called to.



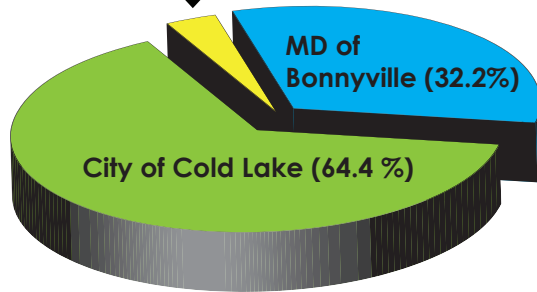
FIRE-RESCUE INCIDENTS: 2013

MONTH	TOTAL	SF Structure Fire	VF Vehicle Fire	VA Vehicle Accident	AL Alarm	WF Wildland Fire	MF Misc. Fire	Pub Assist	Hazmat	OTH Other	CITY	MD	SASK
Jan	12	3	0	4	4	0	0	1	0	0	7	5	0
Feb	10	0	0	1	5	0	1	3	0	0	7	3	0
Mar	14	3	1	1	8	0	0	1	0	0	8	6	0
Apr	19	0	2	1	12	1	1	2	0	0	14	5	0
May	42	4	5	2	9	13	1	6	0	2	18	21	3
Jun	21	1	2	5	7	0	3	3	0	0	14	6	1
Jul	23	0	1	6	13	0	1	1	0	1	16	7	0
Aug	29	0	0	5	18	2	2	1	0	1	19	10	0
Sep	30	3	0	8	6	2	3	5	0	3	22	5	3
Oct	32	2	0	5	16	2	1	6	0	0	22	9	1
Nov	20	2	0	4	9	0	0	5	0	0	16	4	0
Dec	40	3	3	14	15	0	1	4	0	0	25	13	2
TTL YEAR	292	21	14	56	122	20	14	38	0	7	188	94	10
	100.0%	7.2%	4.8%	19.2%	41.8%	6.8%	4.8%	13.0%	0.0%	2.4%	64.4%	32.2%	3.4%

Total Incidents = 292

FIRE-RESCUE: INCIDENTS BY LOCATION

Saskatchewan (3.4%)



By the Clock: Total Firefighter Hours in 2013

In 2013, the men and women of Cold Lake Fire-Rescue continued to give their time in support of making the City of Cold Lake a safer community.

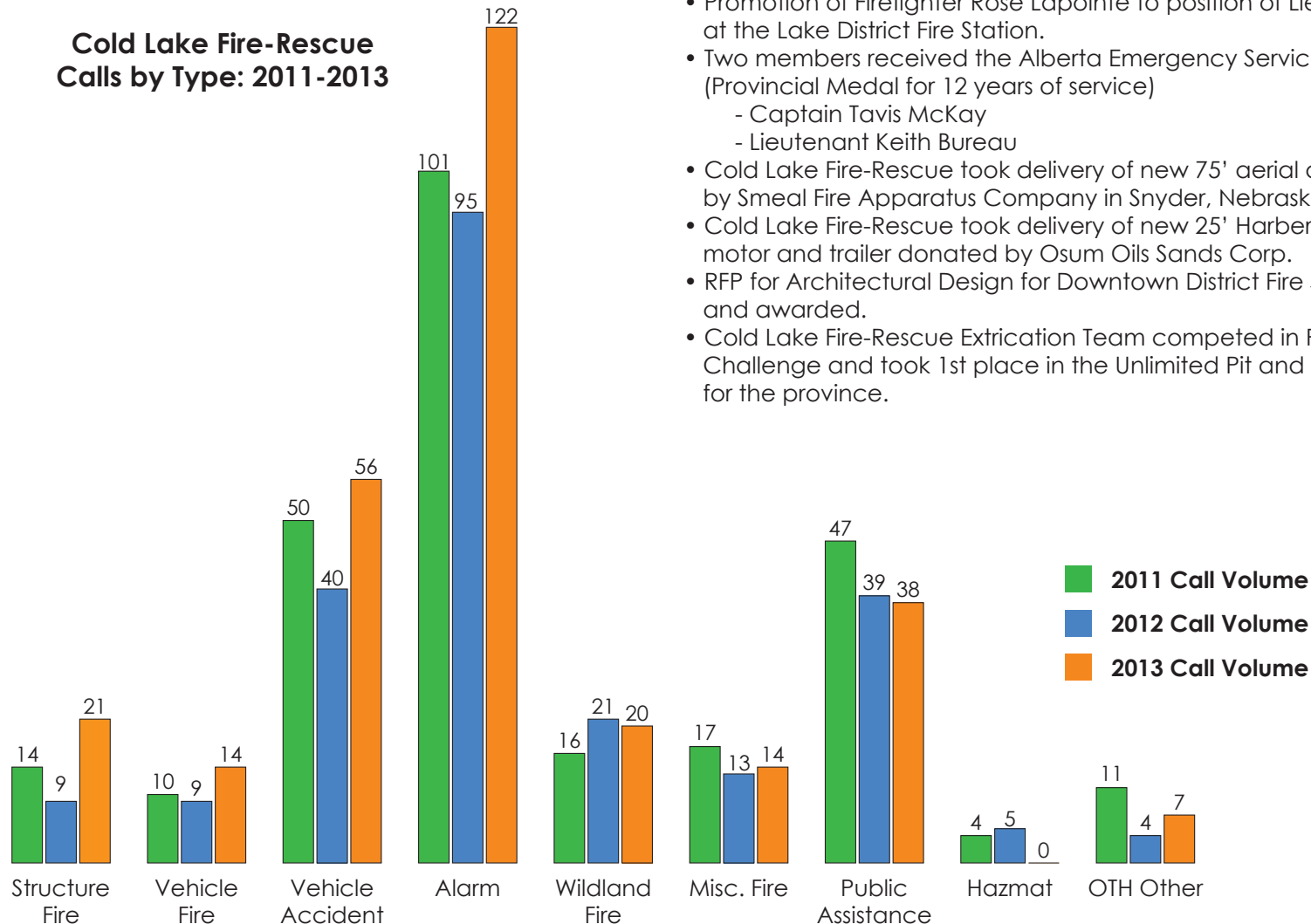
- 3,014 hours: Weekly skills maintenance and training hours.
- 4,150 hours: Volunteer Hours (This includes attending additional training courses, work around the fire stations, fire prevention activities and supporting local charities and organizations, parades, etc.)
- 5,191 hours: Incident hours.
- 702 hours: Extra duty hours. This includes Duty Crews scheduled every two weeks to keep the stations in order, instructional, local and regional training courses.
- 13,057 hours: Total for 2013 for all Cold Lake Fire-Rescue firefighters



Cold Lake Fire-Rescue Calls by Type: 2011-2013

Cold Lake Fire-Rescue Honourable Mentions:

- Promotion of Firefighter Rose Lapointe to position of Lieutenant at the Lake District Fire Station.
- Two members received the Alberta Emergency Services Medal (Provincial Medal for 12 years of service)
 - Captain Tavis McKay
 - Lieutenant Keith Bureau
- Cold Lake Fire-Rescue took delivery of new 75' aerial apparatus built by Smeal Fire Apparatus Company in Snyder, Nebraska.
- Cold Lake Fire-Rescue took delivery of new 25' Harbercraft rescue boat, motor and trailer donated by Osum Oils Sands Corp.
- RFP for Architectural Design for Downtown District Fire Station posted and awarded.
- Cold Lake Fire-Rescue Extrication Team competed in Provincial Challenge and took 1st place in the Unlimited Pit and 2nd place Overall for the province.



Community Peace Officers

In 2013, Cold Lake Municipal Enforcement made changes to their hours of service, Council increased peace officers' scope of authority, staff levels fluctuated and the call volume increased. The department successfully replaced its Senior Community Peace Officer after a resignation. Throughout the year, three other frontline positions were filled due to staff turnover.



The fully-staffed department provides the City of Cold Lake with service seven days a week along a rotating schedule.

- Monday to Thursday: 6:00 am to 12:00 am
- Friday to Saturday: 6:00 am to 2:00 am
- Sunday: 8:00 am to 12:00 am

Peace Officers perform a variety of tasks that cover both the enforcement and education of Municipal Bylaws and Provincial Acts. The City of Cold Lake's Peace Officers take pride in their efforts to ensure public safety and to provide the City and its residents with prompt, professional customer service.

A Peace Officer's daily tasks include responding to public complaints, responding to animal control concerns, traffic control and enforcement and assisting other public safety agencies such as Cold Lake Fire-Rescue and the local RCMP members.

Municipal Enforcement Statistics (Highlights) from 2013:

- Total call volume: 1,202
- Citations written: 255
- Animal-related calls: ~285
- Traffic related concerns: 343
- Assisting outside agencies and special events: 81
- Facility Patrols and Information Requests: 379
- Noise, Disturbance and Property Standards calls: 114





Cold Lake RCMP Detachment

In 2013, the Royal Canadian Mounted Police at Cold Lake had a detachment strength of 34 personnel. The unit is comprised of 1 Staff Sergeant, 1 Sergeant, 4 Corporals, 22 Constables, 3 volunteer Auxiliary Constables, 6 Detachment Clerks (4 Municipal Employees and 2 Public Servants), and 8 Guardroom Staff.

The Detachment area is geographically large and diverse with policing responsibilities for the City of Cold Lake, the eastern portion of the MD of Bonnyville, Cold Lake First Nations and the Elizabeth Métis Settlement.

The Members of Cold Lake Detachment have been and continue to be visible in the Community working with our various partner agencies. Our involvement includes, but is not limited to, school visits and presentations, Joint Patrols with City and MD Peace Officers, Community Group presentations, Mothers Against Drunk Driving, Cold Lake Search and Rescue Society and the Party Program.

Cold Lake RCMP and Victim Services in partnership with Cold Lake Addiction's, Dr. Margaret Savage Crisis Centre, Elizabeth Métis Settlement, Cold Lake Children Services', Cold Lake Probation and Cold Lake and District FCSS continue to promote and facilitate the 'A Better Way' men's and women's group.

In 2013 there were 20 men and 16 women who participated in 'A Better Way' program with a view to prevent family violence.

City of Cold Lake RCMP Detachment - Incidents within the City of Cold Lake	2012 Total	2013 Total
Traffic Offences (Criminal Code)	316	252
Other Traffic Offences	2,618	1,993
Provincial Statutes	487	594
Other Criminal Code	645	591
Drug Enforcement	93	87
Crimes Against Persons	641	553
Crimes Against Property	1,587	1,503



Cold Lake Victim Services Society

When a crime has been committed or a tragic accident has occurred in the Cold Lake Community, first responders to the scene might include the police, firefighters or paramedics to assist the victims of crime or tragedy. There is another group that may be involved to assist these individuals; they are the staff and volunteers of the Cold Lake Victim Services Unit. Cold Lake Victim Services provides the first response to the emotional side of an incident, to victims and their families. Cold Lake Victim Services refer people to appropriate services, and explain the procedures that follow a crime or a serious incident. It is important to reinforce that Victim Service programs do so much more than after-the-fact intervention and assistance. Other programs that are offered by the Alberta Government which are supported by victim services advocates include Court Support/Orientation, Request for Restitution forms, The Victim Impact Statement and the Financial Benefit program.

In 2013, Cold Lake Victim Services opened 562 files and assisted 975 people, which was an all-time high. In addition to the City of Cold Lake, we serve the MD of Bonnyville, Cold Lake First Nation and Elizabeth Métis Settlement.

Cold Lake Victim Services: Files by Location	2012	2013
City of Cold Lake	303	326
MD of Bonnyville	94	64
Cold Lake First Nations	103	117
Elizabeth Métis Settlement	31	24
Outside Referrals	21	31
Total	552	562

The Cold Lake RCMP, in partnership with Cold Lake Victim Services, is pleased to present an annual report to the Communities we serve to help facilitate a greater awareness of the services and programs that are available to all citizens of the Cold Lake Region.

Should you have a question or concern regarding this report, or would like the complete RCMP and Victim Services report, please contact the Cold Lake RCMP at (780) 594-3302 extension "0" or Cold Lake Victim Services at (780) 594-3302 extension "3".

Cold Lake Ambulance Society

MISSION STATEMENT

At Cold Lake Ambulance Society, our mission is to provide the highest level of Emergency Medical services to the City of Cold Lake and surrounding regions through our core values of expert patient Care, Innovation, Quality and Teamwork.

ORGANIZATION

The Cold Lake Ambulance is operated by a non-profit Society consisting of volunteer members from the community.



Cold Lake Ambulance Calls 2009 - 2013 (Source: Cold Lake Ambulance Society)

	2009	2010	2011	2012	2013
CL North	161	182	231	207	278
CL South	274	260	283	277	365
4 wing	55	69	46	69	51
Sask Reserves	82	86	140	128	199
CLFN	149	194	176	188	216
Elizabeth	38	28	45	48	69
Frog Lake	3	2	7	2	5
Sask Rural	79	67	69	62	56
Edmonton	0	0	0	0	12
Rural	122	133	169	157	286
Points West	0	0	0	0	41
Total Emergency Calls	963	1,021(+6%)	1,166(+14%)	1,138(-2%)	1,587(+39%)
Air Support	118	101(-14%)	128 (+27%)	111 (-13%)	184 (+66%)
Transfers	294	381 (+30%)	412 (+18%)	383 (-7%)	473 (+23%)
Total Calls	1,375	1,503 (+9%)	1,706 (+13%)	1,632 (-4%)	2,235(+37%)

HISTORY

Cold Lake Ambulance Society has been providing ambulance service to our community since 1976. It started with volunteers in 1976 and operated until 1980 when the first full-time EMT was hired to co-ordinate EMS in our area. Over the years, as our call volume increased, so has our staffing levels. At present we employ 20 full-time employees and approximately 15-20 casual staff. This includes five paramedics, 12 EMT's and two EMR's.

We operate two full-time cars 24 hours a day. One of which is based out of the Hospital in Cold Lake north and the other that is based in Cold Lake south for optimal coverage of the City of Cold Lake and surrounding communities. Our third car is operated 24 hours a day with the staff being on call 20 hours of each day and working at base for 4 hours.

CALL VOLUMES

In 2007 we had a call volume of 1,258 calls. In 2013 our call volume was up to 2,235 calls. Our average increase is between 50 and 100 calls per year but in 2013, with all the increase in activity, our call volume in the region increased by about 500 calls from 2012.

COVERAGE AREA

We have a coverage area of approximately 4,300 square kilometers. Which includes the City of Cold Lake, MD of Bonnyville, Cold Lake First Nations, Elizabeth Settlement, and 3 Oil Companies in Alberta. We also cover a comparative area in Saskatchewan that includes 3 First Nations and Beaver River county.





Cold Lake Energy Centre

2013 was a productive year for the Parks and Recreation Department. Ongoing improvements to facilities, parks, and sports fields throughout the year helped with service levels for the community. The Event Centre opened for its first year and added many opportunities for events and user groups, which has a positive impact in the community.

ENERGY CENTRE

2013 was an incredibly busy year at the Energy Centre. Significant increases to special events, programming, and usage throughout the building was evident year-round. In addition, the Imperial Oil Place Event Centre was fully open and operational.

CENOVUS WELLNESS CENTRE: MEMBERSHIPS & USAGE

	NUMBER OF PARTICIPANTS	TOTAL REVENUE
Facility Drop-Ins	4,831	\$31,586
Program Drop-Ins	876	\$10,135
Program Registrations	1,789	\$78,000

	2012	2013
New Members	660	1,071
Renewed Members	1,985	816
Expired Members	1,077	742

EVENTS

Along with many other smaller rentals and bookings, The Reid Field House was again the venue sponsor for the Hearts for Healthcare Gala and the Chamber of Commerce Home and Leisure Trade Show.

With the opening of the Imperial Oil Place Event Centre we had the opportunity to host big names for concerts including the grand opening concert: The Tragically Hip. Followed months later by Alice Cooper, staff realized the City has a great venue to work with which will open doors and possibilities for acts in the future. We doubled our space and it reflected in our ticket and bar revenue.

Facility bookings at Imperial Oil Place included a variety of meetings and special events such as:

- Chamber of Commerce Business of the Year
- FASD Fundraiser
- Skate with Santa
- Cold Lake Entertainment Society's Lobstar Bash
- Easter Sunday Fun Day
- Relay for Life
- Remembrance Day
- King of the Cage - Out Cold
- ATCO Showcase
- Imperial Oil Neighbor Night
- Holiday Parties
- NLSD General Assembly
- Assumption High School Graduation



COMMUNITY CELEBRATIONS

The City of Cold Lake also presented numerous community celebrations including Family Day, Canada Day, Aqua Days, Community Registration Day, and the Terry Fox Run. Family Day and Community Registration were sponsored and planned in collaboration with Personnel Support Programs at 4 Wing, and each earned attendance from more than 1,500 community members.

The Terry Fox Run continues to grow since the City has taken over the organizing and running of the one in town. Held at Kinosoo Beach with the route along the water and a barbeque for all participants, it continues to grow each year.

Canada Day saw more than 5,000 community members, who enjoyed family activities throughout the day, followed by fireworks at dusk. In addition, the tradition of Aqua Days continued in August, with water-themed activities and brand new water inflatables.

For the second year in a row the community was given the opportunity to celebrate Easter together at Easter Sunday Fun Day. A scavenger hunt, inflatables, face painting, crafts and a petting zoo entertained approximately 1,500 attendees.

Santa Claus Parade - the 2013 parade had around 40 participants in the Santa Claus parade. The weather turned out nice and not too cold, everyone who registered showed up and participated. The streets were filled with spectators.

RECREATION PROGRAMMING

Recreational bookings throughout City facilities, sports fields, and parks continue to be strong with increases each year with the following highlights in 2013:

- Summer Day Camp: Summer Day Camp was held at the Cold Lake Energy Centre. The kids participated in field trips, swimming, outdoor activities, played sports and made crafts every week. The summer staff also helped us at Canada Day and Aqua Days. A total of 70 children registered with total revenue of \$19,902.50.
- North Arena: the North Arena opened on September 16th this year. Bookings were very constant in this arena on both week days and weekends. The schools book quite frequently, as well as long-time users who enjoy the atmosphere and tradition of this building.
- Imperial Oil Place Arena: the arena opened August 9 due to a hockey camp booking this year. Staff hosted a number of concerts in the arena, one being our grand opening- The Tragically Hip. We used an insulated floor to protect the ice from any damage for one and the cement floor (before the ice was in) for the other. Schools continue to book this arena for gym classes as well.** Total revenue for the arenas in 2013 was \$282,099.00



- Energy Centre Field House Sports: This year staff saw a number of organizations book the field house, including Cold Lake Minor Soccer, Men's Soccer, Ladies Soccer, Lakeland Lacrosse and the Cold Lake High School.
- Field Usage: The baseball fields at Imperial Park were used to their full potential this year. Constant bookings by user groups and school classes while school was still in. The summer staff had their hands full maintaining the fields and performing general upkeep. The soccer fields are being worked on currently. The Imperial Park Irrigation plan has begun with work on the rugby field as well as the soccer fields.

FITNESS PROGRAMMING

In 2013, programs ended with sales of more than \$78,000.00 and consisted of over 70 different types of fitness programs being offered throughout the year with everything from Kinesis, Boot Camp, Yoga, Easy line, Zumba, Mega Moms, Body Sculpt, Kettle bell Class, Spin, Kickboxing and MMA programming.

MMA youth programming was offered again in 2013 and Zumba sampler classes, which were run for schools to encourage Zumbatomic and Zumba registrants, occurred at Ecole Voyageur, Cold Lake Elementary, and St Dominic's Schools.

Some of the new specialty programs available this year were Zumba at the FASD Centre and Zumba at the Elizabeth Métis Settlement. The Elizabeth Métis program was run to encourage future participation at the Energy Centre in Zumba Fitness Programming.

All FASD Programming were 30-minute sampler classes offered in the FASD's space. This program took our staff out of the Energy Centre to engage with the community.

PARKS, FACILITIES & GREENSPACE

The Greenspace Coordinator along with a crew of Summer Staff was busy making the City a more pleasurable place to look at while living in. They were busy from dawn until dusk maintaining existing areas as well as creating new ones. The Lakeshore Drive and Beach parking really felt the benefits from this beautification process. The Parks and Facilities staff also provided key support for a number of events, including Canada Day, Aqua Days, the Grand Opening Concert as well as smaller bookings at the Energy Centre.

A few of the highlights are:

- Adding new flower beds to the Millennium Trail and Energy Centre.
- Aerating, topdressing, and fertilizing all sports fields. Able to screen topsoil from the Event Centre expansion for use at sports fields.
- Assisted with marina projects including the Pier Replacement Project.
- Completed the parks replacement project including play structures at Forest Heights, Lefebvre Heights, Bibeau Park, Hilltop Park, Lions Park, as well as three locations at 4 Wing Cold Lake - two in the Martineau PMQ area, and one in the Athabasca PMQ area.





Cold Lake Golf & Winter Club

EVENT NAME	NUMBER OF PLAYERS
Men's Open	75
Ladies Open	60
Swing & Sweep	64
Club Championships	68
Junior Program	Approx. 100
Ladies Night (Tuesdays)	35-40 (each Tues.)
Men's Night (Wednesdays)	20-25 (each Wed.)
Total Members	157

TOTAL ROUNDS PLAYED	14,644
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2013 was the first year that the City of Cold Lake operated the Golf & Winter Club under a memorandum of understanding with 4 Wing Cold Lake.

It was a learning process, but was quickly picked up by the existing Recreation Staff under the leadership of a new Golf Foreman/Golf Professional. A Golf Course Grand Opening was held on June 8, 2013 with free family activities, inflatables, golf vendors, and a free BBQ. There was also a special guest, Long Drive Champion Jamie Sadlowski, who put on a show for about 70 attendees. The event finished off with a live band in the club house. The City took over operations on February 1, 2013, the Golf and Winter Club Foreman started his position February 20, 2013. Staff from the Energy Centre filled in until his arrival.

For curling, Ladies', Men's, and Mixed Bonspiels were well attended.

With the ice out, local roller derby club, The Lakeland Lady Killers, also started using the curling rink for practices, and hosted two bouts in the space. Both were very successful with high attendance numbers. The partnership benefited the City as the high attendance brought many first-time users to the facility.

The Golf Course opened for play May 8, 2013 and closed for play October 15, 2013. It was a successful first year of golf while the City created new relationships in the community.



Cold Lake Marina

2013 continued to be a year of transition at the Cold Lake Marina. For the second year in a row, the philosophy on how slips are allocated was implemented at the facility. The new philosophy focuses on maximizing the usable width of the pier channels by relocating larger vessels. These changes helped to improve safe navigation of the marina channels and placed boats appropriately in each slip.

2013 updates included:

- **Marina Pier Replacement Project:** Phase 2 of the Pier Replacement Project occurred with no issues. The lake had a later than usual ice break up which resulted in the facility opening 2 days after the usual May 15 start. Staff began removing existing piers as soon as the ice broke and completed Piers 4 and 6 within 8 days.
- **Marina slip allocations:** The Marina was at 100% capacity on rentals for the season. The Pier Replacement Project reduced the number of slips by 12 and resulted in a slight reduction in revenues from 2012 as a result. However, significant increases to fuel revenue, daily and yearly launch passes and seasonal slip rentals were also experienced.
- **Marina security:** Overnight security at the Marina was maintained and cameras were installed on each pier and in major traffic areas. Staff noted a reduction in incidents at the facility.
- **Weed Cutting:** In early August, aquatic vegetation was cut in the Marina Basin. The City's Water Act permit allows for one cutting per year to a depth of one meter. This was completed. The City will continue to work towards reducing the amount of weeds floating in the basin following cutting.
- **Minor projects:** Summer staff were active on the marina grounds with painting, minor repairs, maintenance projects, and cleaning.



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- ◆ Flexible work schedule
- ◆ Competitive wages



- ◆ Safe working environment
- ◆ Advancement opportunities
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Human Resources

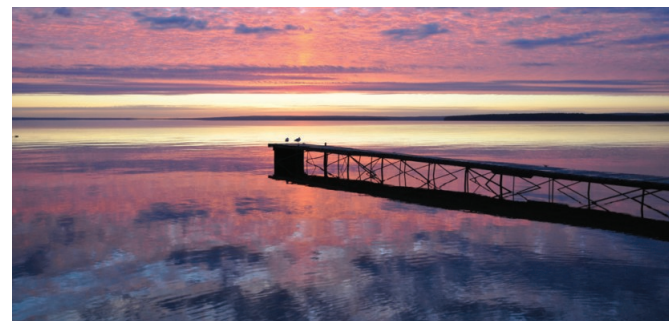
The City of Cold Lake Human Resources Department consists of four staff: the HR Manager; HR Assistant; Payroll and Benefits Administrator and the Safety Advisor. The entire department is dedicated to assisting staff members with issues related to Human Resources, Pay & Benefits and Health & Safety.

The Human Resources department provides services to all employees within the City of Cold Lake by fostering a culture built on corporate values, promoting employee well-being and continually striving to be a competitive employer that attracts and retains qualified staff for the City.

The City of Cold Lake also offers a competitive wage and compensation and benefits packages. One major benefit of working with the City of Cold Lake is our belief in promoting within the organization, where able, through education and on the job training.

Those wanting to become part of the City's team are encouraged to apply to open positions by mail, e-mail, fax or by dropping off their resume and application at City Hall. All job openings are available to view online at www.coldlake.com and also weekly in the Cold Lake Sun.

Human Resources contact information:
City of Cold Lake
5513-48 Avenue
Phone: 780-594-4494
Fax: 780-594-4041
Email: humanresources@coldlake.com



The City Invests In You

City of Cold Lake Council allocates funding in each budget to support the groups and events in the community. Each request is considered and the City strives to make fair contributions that make a difference in Cold Lake and to the individuals who dedicate their time to these deserving causes.

Some funding is also distributed after recommendations are made by organizations such as the Cold Lake and District Family and Community Support Services and the Recreation and Culture Advisory Committee.

In 2013, the City of Cold Lake proudly supported many local events and organizations on behalf of our residents with a total of more than \$1,000,000.

Here are some them...

Assumption Parish
Assumption Jr/Sr. High School
Cold Lake High School
St. John the Evangelist Anglican Church
4 Wing Cold Lake
4 Wing MFRC
Cold Lake Middle School
Cold Lake Victim Services
Cold Lake Agricultural Society
Cold Lake Public Library
Lakeland Humane Society
Cold Lake Senior's Society
Lakeland Gymnastics Club
Cold Lake Minor Hockey
Hearts for Healthcare

Kinosoo Performing Arts
Métis Nation of Alberta
Stollery Children's Hospital
Lakeland United Way
Cold Lake Figure Skating Club
Lakeland Relay for Life
Grand Centre Lions Club
Sailing Association
Royal Canadian Legion
Native Friendship Centre
RCMP
Chamber of Commerce
Portage College
Cold Lake Entertainment Society



City Facilities

CITY HALL

5513 - 48th Avenue
Cold Lake, Alberta T9M 1A1
Phone (780) 594-4494
Fax (780) 594-3480
Open Monday to Friday
8:30 am to 4:30 pm



Cold Lake Energy Centre

102 7825 - 51 Street
780-639-6400

Public Works Shop

1515 -16 Street
780-594-4496

Water Treatment Plant

102 - 10 Street
780-594-4498

Cold Lake Marina

802 Lakeshore Drive
780-639-3316

North Arena

1730 - 6 Street
780-639-2936

Special Transportation

5220 - 54 Street
For bookings: 780-207-2568
For inquiries: 780-594-4495

Cold Lake & District FCSS

5220 - 54 Street
780-594-4495

Cold Lake Transfer Station

780-812-9198

Cold Lake Golf & Winter Club

780-594-5341

Cold Lake Fire Rescue

718 - 10 Street
5201-55 Street
780-594-4494

Cold Lake Peace Officers

718 - 10 Street
780-594-1345

Cold Lake RCMP

4710 - 55 Street
780-594-3302