



**TOWN OF SMOKY LAKE AND SMOKY LAKE COUNTY
JOINT COUNCIL COMMITTEE MEETING**



A G E N D A: Town of Smoky Lake and Smoky Lake County Joint Council Meeting
to be held on Friday, **June 26, 2020** at **10:00 a.m.** through Zoom:

<https://us02web.zoom.us/j/81480844770?pwd=ZINiTGZlbnRlUWJNVGdMUT09>

Or, by dialing in at 1-877-853-5257 (US Toll-free), Meeting ID: 814 8084 4770 Password: 028394

1. Meeting:

Call to Order.

2. Agenda:

Adoption of Agenda: as presented or subject to additions or deletions.

3. Minutes:

3.1 Minutes of the Joint Council Committee Meeting held on: May 29, 2020..... [Page 4](#)

3.2 Action List from the Joint Council Committee Meeting held on: May 29, 2020..... [Page 9](#)

Joint Public Hearing – County Bylaw 1372-20 and Town Bylaw 006-2020:

A G E N D A: Public Hearing to be held on
Friday, June 26, 2020 at 10:15 A.M.
through Zoom:

<https://us02web.zoom.us/j/81480844770?pwd=ZINiTGZlbnRlUWJNVGdMUT09>

Or, by dialing in at 1-877-853-5257 (US Toll-free), Meeting ID: 814 8084 4770 Password: 028394

1. Opening:

- Public Hearing is called to order.
- Public wishing to be heard sign in on the sign-in sheet.
- Confirmation is provided that the Public Hearing was advertised and notice was provided in accordance with the applicable legislation.
- Purpose of the hearing is summarized:
To obtain public input regarding County Bylaw No. 1372-20 and Town Bylaw 006-2020: being bylaws to adopt the Victoria District Economic Development Strategy.
- Ground rules of the hearing and order of speaking are reviewed.

2. Staff Presentation:

- Town/County Administrative Staff make their presentation(s).
Bylaws 1372-20 and 006-2020: were given First Reading on May 29, 2020.
- Council asks questions and/or request points of clarity.

3. Public Presentations via Written Submissions:

- Written submissions are read.

- Council asks questions and/or request points of clarity.

4. Delegations:

- Delegations make their presentation(s).

5. Public Presentations at the Public Hearing:

- Persons are signed in to speak to the proposed bylaw.
- Persons signed in are called upon to speak.
- Council asks questions and/or request points of clarity.
- Anyone else who has not spoken and wishes to speak is signed in and called upon to speak.
- Council asks questions and/or request points of clarity

6. Questions and Answers:

- Any Council member having any additional questions of any speaker or of the staff or those who have spoken may speak.

7. Closing Remarks:

- Declare the Public Hearing closed.

4. Issues for Discussion:

4.1 Victoria District Economic Development Strategy..... [Page 20](#)

- A. Proposed County Bylaw 1372-20, and Proposed Town Bylaw 006-2020
- B. Public Participation Plan
- C. What We Heard Report
- D. Public Hearing Package
- E. Vision XS Policy Discussion Package for Information

5. Other Business:

6. Correspondence:

7. Delegations:

1. Tony Sefton, CEO, Vision Experience Socialists (VSX) @ **10:00 a.m.** – Re : Victoria District Economic Development Strategy (*In reference to 4.1*)
2. Juanita Marois, Executive Director, Metis Crossing @ **10:00 a.m.** – Re : Victoria District Economic Development Strategy (*In reference to 4.1*)
3. James Leppan, Experience Development Manager, North, Travel Alberta, @ **10:00 a.m.** – Re : Victoria District Economic Development Strategy (*In reference to 4.1*)
4. Christopher Smith, Manager, Cooperative Marketing, Travel Alberta @ **10:00 a.m.** – Re : Victoria District Economic Development Strategy (*In reference to 4.1*)

5. James Tessier, Manager Northeastern Region, Regional Economic Development Services Alberta Economic Development, Trade & Tourism (EDTT) @ **10:00 a.m.** – Re : Victoria District Economic Development Strategy (*In reference to 4.1*)
6. Office of Shannon Stubbs, Member of Parliament for Lakeland @ **10:00 a.m.** – Re : Victoria District Economic Development Strategy (*In reference to 4.1*)
7. Nancy Broadbent, President & CEO, Portage College @ **10:00 a.m.** – Re : Victoria District Economic Development Strategy (*In reference to 4.1*)
8. Beverly Lockett, Dean of Business & Food Sciences, Portage College @ **10:00 a.m.** – Re : Victoria District Economic Development Strategy (*In reference to 4.1*)
9. Christina Pilarski, CEO, CIPR Communications @ **10:00 a.m.** – Re : Victoria District Economic Development Strategy (*In reference to 4.1*)
10. Brenda Holder, President, Indigenous Tourism Alberta (ITA) and Alberta Chair, Indigenous Tourism Association of Canada (ITAC) @ **10:00 a.m.** – Re : Victoria District Economic Development Strategy (*In reference to 4.1*)
11. Shae Bird, Executive Director, Indigenous Tourism Alberta (ITA) @ **10:00 a.m.** – Re : Victoria District Economic Development Strategy (*In reference to 4.1*)
12. Catherine Laquerre, Hospitality & Tourism Industry, Former Resident of St. Paul County, Current Resident of Île d'Orléans, Quebec @ **10:00 a.m.** – Re : Victoria District Economic Development Strategy (*In reference to 4.1*)

8. Executive Session:

9. Next Meeting:

Date and time of Next Meeting.

Adjournment.



**SMOKY LAKE COUNTY AND TOWN OF SMOKY LAKE
 JOINT COUNCIL MEETING**



Minutes of the **Smoky Lake County** and **Town of Smoky Lake** Joint Council Meeting held on Friday, **May 29, 2020** at 10:13 a.m. held virtually online through Electronic Communication Technology: Zoom Meeting.

The meeting was called to Order by the Smoky Lake County Reeve Craig Lukinuk in the presence of the following persons:

<u>Division</u>	<u>Name</u>	<u>ATTENDANCE</u> <u>Friday, May 29, 2020</u>
1	Dan Gawalko	Virtually Present
2	Johnny Cherniwchan	Virtually Present
3	Craig Lukinuk	Virtually Present
4	Lorne Halisky	Virtually Present
5	Randy Orichowski	Virtually Present
C.A.O.	Cory Ollikka	Virtually Present
Assistant C.A.O.	Lydia Cielin	Virtually Present
Finance Manager	Brenda Adamson	Virtually Present
Recording Secretary	Patti Priest	Virtually Present
P&D Manager	Jordan Ruegg	Virtually Present
P&D Assist. Manager	Kyle Schole	Virtually Present
CEDO	Michelle Wright	Virtually Present
Town of Smoky Lake	Hank Holowaychuk – Mayor	Virtually Present
Town of Smoky Lake	Melody Morton – Councillor	Absent
Town of Smoky Lake	Dan Kotylak – Councillor	Virtually Present
Town of Smoky Lake	Ross Whitelaw – Deputy Mayor	Virtually Present
Town of Smoky Lake	Terry Makowichuk – Councillor	Virtually Present
Town of Smoky Lake	Adam Kozakiewicz - C.A.O.	Virtually Present
Town of Smoky Lake	Crystal Letwin – Fin.Leg.Srv.	Absent
Vision XS Ltd.	Tony Sefton	Virtually Present

2. AGENDA:

J180-20: Orichowski That the **Smoky Lake County** and **Town of Smoky Lake** Joint Council Meeting Agenda for Friday, May 29, 2020 be adopted, as presented.

Town of Smoky Lake: motion moved by Whitelaw.

Carried Unanimously.

3. MINUTES:

Minutes – May 6, 2020

J181-20: Cherniwchan That the **Smoky Lake County** and **Town of Smoky Lake** Joint Council Meeting Minutes of **May 6, 2020** be adopted, as presented.

Town of Smoky Lake: motion moved by Kotylak.

Carried.

Action List – May 6, 2020

J182-20: Halisky

That the **Smoky Lake County** and **Town of Smoky Lake** Joint Council Meeting Action List from **May 6, 2020** be adopted, as presented.

Town of Smoky Lake: motion moved by Whitelaw.

Carried.

4. ISSUES FOR DISCUSSION:

Victoria District Economic Development Plan Strategy

J183-20: Halisky

That the **Smoky Lake County** and **Town of Smoky Lake** Joint Councils accept the March 2020 slide-deck presentation titled: Smoky Lake Region Tourism Economic Development Strategy, as prepared by Vision the Experience Specialists (VISION XS), for information and incorporate relevant portions of same into a proposed bylaw in regard to the Victoria District Economic Development Plan Strategy, for consideration in accordance with each respective municipalities Public Participation Policies.

Town of Smoky Lake: motion moved by Holowaychuk.

Carried.

Victoria District Economic Development Plan Strategy - Bylaws

J184-20: Halisky

That the **Smoky Lake County** and **Town of Smoky Lake** Joint Councils give **First Reading** to the proposed Victoria District Economic Development Strategy Bylaws: County's Bylaw No. 1372-20 and Town's Bylaw No. 006-2020.

Town of Smoky Lake: motion moved by Makowichuk.

Carried.

Victoria District Economic Development Plan Strategy - Joint Public Hearing

J185-20: Gawalko

That the **Smoky Lake County** and **Town of Smoky Lake** Joint Councils proceed with public engagement for the proposed Victoria District Economic Development Strategy Bylaws: County's Bylaw No. 1372-20 and Town's Bylaw No. 006-2020, and schedule a **Joint Public Hearing** to be held Friday, June 26, 2020 at 10:15 a.m., in accordance with each respective municipalities Public Participation Policies: County's Policy Statement No. 01-51-01 and Town's Policy Statement No. A18, as well as, in accordance with the Alberta Order-in-Council O.C. 99/2020: Meeting Procedures (COVID-19 Suppression) Regulation.

Town of Smoky Lake: motion moved by Kotylak.

Carried.

Victoria District Economic Development Plan Strategy
 J186-20: Halisky

That the **Smoky Lake County** and **Town of Smoky Lake** Joint Councils accept the proposed Victoria District Economic Development Strategy Pre-Financing Budget as follows and agree for the municipal funding contribution to be a 50/50 County/Town split:

Smoky Lake Economic Development Strategy - Pre-Financing Budget

Updated May 27, 2020

<u>Lawyer due diligence and Memorandum of Understanding Advice</u>	\$30,000.00	} PHASE 1
<ul style="list-style-type: none"> - Brownlee LLP to conduct due diligence on potential investor & Vision XS Ltd. - Brownlee LLP to provide advice and revision of proposed MOU 		
<u>Preparation of Public Consultation/Engagement Documents</u>	\$1,000.00	} PHASE 1
<ul style="list-style-type: none"> - Preparation of materials for mail-out/website/newsprint - Preparation of infographics 		
<u>Public Consultation</u>	\$5,000.00	} PHASE 2
<ul style="list-style-type: none"> - Various forms of public consultation/engagement are planned - Several audiences/stakeholder groups have been identified - Several levels of engagement (per Smoky Lake County policy) - Methods to include: <ul style="list-style-type: none"> o Tele-town halls o Surveys o One-on-one meetings o Polling o Advertising (web/print/Facebook/etc.) 		
<u>Analysis of Public Consultation</u>	\$1,000.00	
<ul style="list-style-type: none"> - Review of comments provided by audiences/stakeholders - Additional follow-up consultation & advertising 		
<u>Preliminary Infrastructure Review</u>	\$40,000.00	
<ul style="list-style-type: none"> - Conduct studies to determine the level of infrastructure required - Preparation of high-level cost estimates - Determine infrastructure phasing 		
<u>Creation of legal documents for setting up dev. Corp./Biz License Bylaw</u>	\$90,000.00	} PHASE 3
<ul style="list-style-type: none"> - Legal fees for documents to set up the SLTC - Legal fees for the development of a business license bylaw 		
<u>Pre-Financing Operations</u>	\$80,000.00	} PHASE 3
<ul style="list-style-type: none"> - Hiring of a consultant to: <ul style="list-style-type: none"> o Appoint temporary business development manager (fulltime) o Appoint office manager to support Strategy o Advertise/headhunt for key roles (i.e. biz dev manager) o Draft capex plan 		
Legal Fees Total	\$120,000.00	
Public Consultation Total	\$ 7,000.00	
Infrastructure Review Total	\$ 40,000.00	
Pre-Financing Ops Total	\$ 80,000.00	
TOTAL PRE-FINANCING BUDGET	\$247,000.00	

Town of Smoky Lake: motion moved by Holowaychuk.

Carried.

Victoria District Economic Development Plan Strategy – Appointment Solicitors

J187-20: Halisky

That the **Smoky Lake County** and **Town of Smoky Lake** Joint Councils agree and jointly approve to appoint **Brownlee LLP Barristers and Solicitors** as the municipal solicitors for all legal advice and/or issues associated with the Victoria District Economic Development Plan Strategy Project.

Town of Smoky Lake: motion moved by Holowaychuk.

Carried.

Victoria District Economic Development Plan Strategy – Appointment Engineers

J188-20: Orichowski

That the **Smoky Lake County** and **Town of Smoky Lake** Joint Councils agree and jointly approve to appoint **Associated Engineering Alberta Ltd.** as the municipal engineers for the Victoria District Economic Development Plan Strategy Project.

Town of Smoky Lake: motion moved by Whitelaw.

Carried.

Randy Orichowski, Deputy Reeve, Smoky Lake County, virtually left the meeting, time 12:40 p.m.

Cory Ollikka, Chief Administrative Officer, Smoky Lake County, virtually left the meeting, time 12:49 p.m.

5. OTHER BUSINESS:

Town of Smoky Lake CRTC Funding Application for the Fiber to Doorstep Project

SLC189-20: Cherniwchan

That **Smoky Lake County** contribute in the amount of \$1,000.00 to the Town of Smoky Lake, further to the May 28, 2020 Smoky Lake County Council Motion #815-20: That Smoky Lake County provide a letter of support to the Town of Smoky Lake in regard to their application for the Canadian Radio-television and Telecommunications Commission (CRTC) Broadband Fund towards the Town's fiber to doorstep project, in response to the letter received from Adam Kozakiewicz, Chief Administrative Officer, Town of Smoky Lake, dated May 12, 2020.

Carried.

Cory Ollikka, Chief Administrative Officer, Smoky Lake County, virtually re-joined the meeting, time 12:59 p.m.

7. DELEGATION:

Nil.

8. EXECUTIVE SESSION:

Nil.

Randy Orichowski, Deputy Reeve, Smoky Lake County, virtually re-joined the meeting, time 1:07 p.m.

6. CORRESPONDENCE:

New H. A. Kostash School Project – Stakeholder Investment

J190-20: Halisky

That the **Smoky Lake County** and **Town of Smoky Lake** Joint Councils acknowledge receipt of the email received from David Ponich, Executive Director, Capital Management - North Zone, dated May 26, 2020, in regard to the needs for community engagement in respect to municipal funding towards the New H. A. Kostash School Project in the approximate amount \$600,000.00 towards a Community Daycare, Community Library and possibly the old gym; and, the members appointed to the H. A. Kostash School Replacement Project Design Team (Town CAO and County CAO) thank Mr. Ponich for his interest and dedication to the community and provide him with as much information as possible once Aspen View Public Schools has made an official Press Release.

Town of Smoky Lake: motion moved by Holowaychuk.

Carried.

New H. A. Kostash School Project – Thank You to Gov

J191-20: Cherniwchan

That the **Smoky Lake County** and **Town of Smoky Lake** Joint Councils provide a joint letter of thanks signed by the Reeve and Mayor, to our local Member of Parliament, Member of the Legislative Assembly, Alberta Infrastructure Minister, and Alberta Education Minister, for their support in bringing the H. A. Kostash School replacement project to fruition and provide a carbon copy Aspen View Public Schools Superintendent Neil O’Shea.

Town of Smoky Lake: motion moved by Holowaychuk.

Carried.

New H. A. Kostash School Project – Public Consultation

J192-20: Halisky

That the **Smoky Lake County** and **Town of Smoky Lake** Joint Councils agree for the Town of Smoky Lake to host a Joint Town/County Public Consultation meeting through the County’s Zoom Meeting platform scheduled for June 23, 2020 from 5:00 p.m. to 8:00 p.m..

Town of Smoky Lake: motion moved by Kotylak.

Carried.

9. NEXT MEETING:

The next **Smoky Lake County** and **Town of Smoky Lake** Joint Council meeting will be scheduled at the call of the Chairperson.

ADJOURNMENT



J193-20: Lukinuk

That the Smoky Lake County and Town of Smoky Lake Joint Council meeting of May 29, 2020 be adjourned, time 1:35 p.m.

ACTION LIST:

May 29, 2020



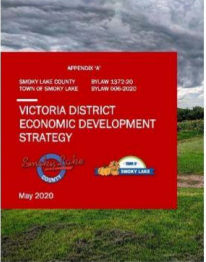
Joint Council Meeting: Smoky Lake County and Town of Smoky Lake

MOTION NO.	RESOLUTION	DEPARTMENT	ACTION
J183-20	That the Smoky Lake County and Town of Smoky Lake Joint Councils accept the March 2020 slide-deck presentation titled: Smoky Lake Region Tourism Economic Development Strategy, as prepared by Vision the Experience Specialists (VISION XS), for information and incorporate relevant portions of same into a proposed bylaw in regard to the Victoria District Economic Development Plan Strategy, for consideration in accordance with each respective municipalities Public Participation Policies.	County	  <p>The Smoky Lake County Planning and Development Department has filed a copy of the March 2020 slide deck presentation in the Victoria District Economic Development Strategy file and has email a copy to the Town of Smoky Lake for their records. County Municipal File: 61-8</p> <p>The County Planning and Development Department has distilled the main components of the slide deck presentation and incorporated the components into the Victoria District Economic Development Strategy Bylaws: County's Bylaw No. 1372-20 and Town's Bylaw No. 006-2020.</p>
J184-20	That the Smoky Lake County and Town of Smoky Lake Joint Councils give First Reading to the proposed Victoria District Economic Development Strategy Bylaws: County's Bylaw No. 1372-20 and Town's Bylaw No. 006-2020.	Both Municipalities	The Smoky Lake County Planning and Development Department created an advertisement for the Joint Public Hearing, to be held Friday, June 26, 2020 at 10:00am., in accordance with each respective municipalities Public Participation Policies: County's Policy Statement No. 01-51-01 and Town's Policy Statement No. A18, as well as, in accordance with the Alberta Order-in-Council O.C. 99/2020: Meeting Procedures (COVID-19 Suppression) Regulation, and has forwarded said advertisement to the Smoky Lake Signal and the Redwater Review on Tuesday, June 2, 2020, to be advertised in both newspapers during the weeks of June 8, 2020, and June 15, 2020, as per the requirements of Section 230 and Section 606 of the <i>Municipal Government Act</i> . The advertisement satisfies the advertising requirements for both municipalities.

ACTION LIST:

May 29, 2020

Joint Council Meeting: Smoky Lake County and Town of Smoky Lake

MOTION NO.	RESOLUTION	DEPARTMENT	ACTION
J185-20	<p>That the Smoky Lake County and Town of Smoky Lake Joint Councils proceed with public engagement for the proposed Victoria District Economic Development Strategy Bylaws: County's Bylaw No. 1372-20 and Town's Bylaw No. 006-2020, and schedule a Joint Public Hearing to be held Friday, June 26, 2020 at 10:00 a.m., in accordance with each respective municipalities Public Participation Policies: County's Policy Statement No. 01-51-01 and Town's Policy Statement No. A18, as well as, in accordance with the Alberta Order-in-Council O.C. 99/2020: Meeting Procedures (COVID-19 Suppression) Regulation.</p>	<p>Both Municipalities Communications</p>	<div style="display: flex; justify-content: space-between;">   </div> <p>The County Planning and Development Department, in conjunction with the Community Economic Development Officer, have prepared a public engagement and consultation strategy and have begun implementing the first steps. These include:</p> <ul style="list-style-type: none"> • Identification of audience/stakeholder groups & the level of engagement that will be undertaken with each group; • First contact with these audience/stakeholder groups includes: <ul style="list-style-type: none"> ○ District landowners sent notice by mail; ○ Emails sent to school divisions, Portage College, Alberta Snowmobile Association, CDEA, Go East, chamber of commerce, local businesses & local trades people; ○ In-person meetings were also conducted with a number of local businesses & tradespeople. <p>A Strategy-specific webpage has also been established on the Region's website (www.smokylakeregion.ca), which contains information on the Strategy and on how the public can share their feedback.</p> <p>Advertised on County's Social Media June 2, 2020. Advertised in the County's Grapevine June 2020 edition. Advertised on Town's Social Media _____, 2020.</p> <p style="text-align: center;">Invitation for Public Input:</p> <div style="display: flex; justify-content: space-between;"> <div data-bbox="1276 1177 1480 1437">  </div> <div data-bbox="1522 1177 1984 1437"> <p>Proposed Smoky Lake County Bylaw 1372-20 & Proposed Town of Smoky Lake 006-2020</p> <p>To review the Strategy, visit: https://www.smokylakeregion.ca/victoriadistrictstrategy</p> <p>Contact Kyle, Jordan, or Michelle at 780-656-3730 or feedback@smokylakeregion.ca</p> </div> </div>

ACTION LIST:

May 29, 2020



Joint Council Meeting: Smoky Lake County and Town of Smoky Lake

MOTION NO.	RESOLUTION	DEPARTMENT	ACTION
<p>J186-20</p>	<p>That the Smoky Lake County and Town of Smoky Lake Joint Councils accept the proposed Victoria District Economic Development Strategy Pre-Financing Budget as follows and agree for the municipal funding contribution to be a 50/50 County/Town split:</p> <p>Smoky Lake Economic Development Strategy - Pre-Financing Budget</p> <p>Updated May 27, 2020</p> <p><u>Lawyer due diligence and Memorandum of Understanding Advice</u> \$30,000.00</p> <ul style="list-style-type: none"> - Brownlee LLP to conduct due diligence on potential investor & Vision XS Ltd. - Brownlee LLP to provide advice and revision of proposed MOU <p><u>Preparation of Public Consultation/Engagement Documents</u> \$1,000.00</p> <ul style="list-style-type: none"> - Preparation of materials for mail-out/website/newsprint - Preparation of infographics <p><u>Public Consultation</u> \$5,000.00</p> <ul style="list-style-type: none"> - Various forms of public consultation/engagement are planned - Several audiences/stakeholder groups have been identified - Several levels of engagement (per Smoky Lake County policy) - Methods to include: <ul style="list-style-type: none"> o Tele-town halls o Surveys o One-on-one meetings o Polling o Advertising (web/print/Facebook/etc.) <p><u>Analysis of Public Consultation</u> \$1,000.00</p> <ul style="list-style-type: none"> - Review of comments provided by audiences/stakeholders - Additional follow-up consultation & advertising <p><u>Preliminary Infrastructure Review</u> \$40,000.00</p> <ul style="list-style-type: none"> - Conduct studies to determine the level of infrastructure required - Preparation of high-level cost estimates - Determine infrastructure phasing <p><u>Creation of legal documents for setting up dev. Corp./Biz License Bylaw</u> \$90,000.00</p> <ul style="list-style-type: none"> - Legal fees for documents to set up the SLTC - Legal fees for the development of a business license bylaw <p><u>Pre-Financing Operations</u> \$80,000.00</p> <ul style="list-style-type: none"> - Hiring of a consultant to: <ul style="list-style-type: none"> o Appoint temporary business development manager (fulltime) o Appoint office manager to support Strategy o Advertise/headhunt for key roles (i.e. biz dev manager) o Draft capex plan <p>Legal Fees Total \$120,000.00 Public Consultation Total \$ 7,000.00 Infrastructure Review Total \$ 40,000.00 Pre-Financing Ops Total \$ 80,000.00</p> <p>TOTAL PRE-FINANCING BUDGET \$247,000.00</p>	<p>Both Municipalities</p> <p>Finance Managers</p>	<p>Administration from both the County and the Town will meet in the near future to discuss how the Strategy's budget will be tracked and reported on.</p>

ACTION LIST:

May 29, 2020



Joint Council Meeting: Smoky Lake County and Town of Smoky Lake

MOTION NO.	RESOLUTION	DEPARTMENT	ACTION
J187-20	That the Smoky Lake County and Town of Smoky Lake Joint Councils agree and jointly approve to appoint Brownlee LLP Barristers and Solicitors as the municipal solicitors for all legal advice and/or issues associated with the Victoria District Economic Development Plan Strategy Project.	Both Municipalities	As per Motion #J187-20, Brownlee LLP Barristers and Solicitor will continue to be utilized for all legal matters in regard to the Victoria District Economic Development Plan Strategy Project and the costs will be shared as per Motion #J186-20 at 50/50 County/Town.
J188-20	That the Smoky Lake County and Town of Smoky Lake Joint Councils agree and jointly approve to appoint Associated Engineering Alberta Ltd. as the municipal engineers for the Victoria District Economic Development Plan Strategy Project.	Both Municipalities	As per Motion #J188-20, Associated Engineering Alberta Ltd. will be utilized for all Engineering matters relating to the Victoria District Economic Development Plan Strategy Project and the costs will be shared as per Motion #J186-20 at 50/50 County/Town.
SLC189-20	That Smoky Lake County contribute in the amount of \$1,000.00 to the Town of Smoky Lake, further to the May 28, 2020 Smoky Lake County Council Motion #815-20: That Smoky Lake County provide a letter of support to the Town of Smoky Lake in regard to their application for the Canadian Radio-television and Telecommunications Commission (CRTC) Broadband Fund towards the Town's fiber to doorstep project, in response to the letter received from Adam Kozakiewicz, Chief Administrative Officer, Town of Smoky Lake, dated May 12, 2020.	County	 <p>Smoky Lake County</p> <p>P.O. Box 310 4612 McDougall Drive Smoky Lake, Alberta T0A 3C0 Phone: 780-656-3730 1-888-656-3730 Fax: 780-656-3768 www.smokylakecounty.ab.ca</p> <p>Municipal File: 1-113</p> <p>Adam Kozakiewicz, CAO, Town of Smoky Lake Sent via Email: cao@smokylake.ca</p> <p>May 28, 2020</p> <p>Dear Mr. Kozakiewicz,</p> <p>Re: Letter of Support - CRTC Broadband Fund Application</p> <p>Smoky Lake County is in support of the Town of Smoky Lake's Broadband Funding application for the Canadian Radio-television and Telecommunications Commission (CRTC) Broadband Fund towards the Town's fiber to doorstep project.</p> <p>We see the need now and into the future for the fiber-optic cable extension outlined in the project. With our offices located within Town of Smoky Lake, this enhanced internet speed offering would meet our current and future needs. This project would not only benefit our administration, it would help our community thrive and attract additional businesses to the Smoky Lake Region.</p> <p>In support of this initiative, Smoky Lake County is pledging \$1,000.00 towards the successful completion of this project.</p> <p>Sincerely,  Cory Ollikka Chief Administrative Officer</p> <p><small>In reference to: Smoky Lake County Council Meeting held May 28, 2020, Motion # 815-20 Smoky Lake County and Town of Smoky Lake Joint Council Meeting held May 29, 2020, Motion # SLC189-20</small></p>

ACTION LIST:

May 29, 2020



Joint Council Meeting: Smoky Lake County and Town of Smoky Lake

MOTION NO.	RESOLUTION	DEPARTMENT	ACTION
J190-20	<p>That the Smoky Lake County and Town of Smoky Lake Joint Councils acknowledge receipt of the email received from David Ponich, Executive Director, Capital Management - North Zone, dated May 26, 2020, in regard to the needs for community engagement in respect to municipal funding towards the New H. A. Kostash School Project in the approximate amount \$600,000.00 towards a Community Daycare, Community Library and possibly the old gym; and, the members appointed to the H. A. Kostash School Replacement Project Design Team (Town CAO and County CAO) thank Mr. Ponich for his interest and dedication to the community and provide him with as much information as possible once Aspen View Public Schools has made an official Press Release.</p>	<p>CAO & CAO</p>	<div style="text-align: right;">   </div> <hr/> <p>Patti Priest</p> <p>From: Patti Priest Sent: June 2, 2020 1:07 PM To: CAO Smoky Lake; cory ollikka Cc: lydia cielin; Cory R. Ollikka (cory@smokylakecounty.ab.ca) Subject: Reply to David Ponich - HAK Attachments: 2019 06 12 HAK Stakeholders Meeting Notes.pdf; 6.2 - Estimate Per Square Meter.pdf; 20191101 Aspen View News Release HAK approval.pdf</p> <p>Hello Adam & Cory,</p> <p>Here's some information to form your reply to Mr. Ponich with regard to the motion below:</p> <p>May 29, 2020, Motion # J190-20: That the Smoky Lake County and Town of Smoky Lake Joint Councils acknowledge receipt of the email received from David Ponich, Executive Director, Capital Management - North Zone, dated May 26, 2020, in regard to the needs for community engagement in respect to municipal funding towards the New H. A. Kostash School Project in the approximate amount \$600,000.00 towards a Community Daycare, Community Library and possibly the old gym; and, the members appointed to the H. A. Kostash School Replacement Project Design Team (Town CAO and County CAO) thank Mr. Ponich for his interest and dedication to the community and provide him with as much information as possible once Aspen View Public Schools has made an official Press Release.</p> <p>FYI, I have forwarded the calendar invite to David for the Public Consultation meeting scheduled for June 23, 2020 from 5:00 p.m. to 8:00 pm.</p> <p>I've also attached some information that, Adam, you may wish to include as the host of the meeting.</p> <p>And as for the reply to David...here's a start...</p> <p>We appreciate your interest in the New H. A. Kostash School Project and your concerns with the municipal funding contribution towards a community component being incorporated into the project. As municipalities, we want to ensure appropriate mechanisms, processes and procedures enable the public and its community to participate in decision making.</p> <p>When the Aspen View Board of Trustees announced the approval of the project on November 1, 2019, there was no known date for construction to commence, only that it would start in the next few years and based on historical information, it was estimated that construction would start in 2-3 years. Then, on April 9, 2020 the Provincial government announced their efforts to get Albertans back to work during the COVID-19 pandemic, and as a result the New HAK School project had the potential to be fast-tracked. On April 16, 2020 we were notified by the Superintendent of Aspen View Schools that Alberta Infrastructure wanted information any enhancements to the project and for the commitment to be signed off by the end of May.</p> <p>On the Provincial Government's projects website (https://projects.alberta.ca/details/H-A-Kostash-Replacement) as of June 1, 2020, the project is in the Planning Stage and next will be the Design Stage.</p> <p>We will be hosting a virtual Public Consultation meeting for the New HAK School's community component, scheduled for June 23, 2020 from 5:00 p.m. to 8:00 p.m. through Zoom meeting at: https://us02web.zoom.us/j/89159537562?pwd=RnBvWlZyYTBvK0E0Zxo1OTVvMk43Zz09 we hope to see you there.</p> <p style="text-align: center;">1</p>

ACTION LIST:

May 29, 2020

Joint Council Meeting: Smoky Lake County and Town of Smoky Lake

MOTION NO.	RESOLUTION	DEPARTMENT	ACTION
J191-20	That the Smoky Lake County and Town of Smoky Lake Joint Councils provide a joint letter of thanks signed by the Reeve and Mayor, to our local Member of Parliament, Member of the Legislative Assembly, Alberta Infrastructure Minister, and Alberta Education Minister, for their support in bringing the H. A. Kostash School replacement project to fruition and provide a carbon copy Aspen View Public Schools Superintendent Neil O'Shea.	CAO & CAO	<p>Drafted by Patti:</p> <p>June 2, 2020</p> <p>Sent via Email to:</p> <p>Shannon Stubbs, Member of Parliament: Shannon.Stubbs@parl.gc.ca Glenn van Dijken, MLA, Athabasca-Barrhead-Westlock: Athabasca.Barrhead.Westlock@assembly.ab.ca LaGrange, Adriana, Honourable, Minister of Education: education.minister@gov.ab.ca Panda, Prasad, Honourable, Minister of Infrastructure: infrastructure.minister@gov.ab.ca Kenney, Jason, Honourable, Premier of Alberta: premier@gov.ab.ca</p> <p>Thank You All, for your collaboration and advocacy towards the new H.A. Kostash School Project in Smoky Lake!</p> <p>We were so pleased to hear the announcement from the Hon. Adriana LaGrange, Minister of Education that the replacement of H.A. Kostash School in Smoky Lake was approved as a capital project, and we are proud of our community in joining this group effort to bring attention to the matter through the impressive #newHAK letter writing campaign in 2018.</p> <p>H.A. Kostash School is an essential, multifunctional part of our rural community and it will truly benefit us in maintaining and promoting our area as an excellent place to live, work and raise families. This new school in Smoky Lake is essential to the region's vitality.</p> <p>Thank you!</p> <p>Sincerely,</p> <div style="display: flex; justify-content: space-between;"> <div data-bbox="1270 971 1501 1055"> <p>Craig Lukinuk, Reeve Smoky Lake County 4612 McDougall Drive Smoky Lake AB T0A 3C0</p> </div> <div data-bbox="1543 971 1774 1055"> <p>Hank Holowaychuk, Mayor Town of Smoky Lake 56 Wheatland Avenue Smoky Lake AB T0A 3C0</p> </div> </div> <div style="display: flex; justify-content: space-around; align-items: center;">   </div> <p>Cc. Neil O'Shea, Superintendent of Aspen View Public Schools, Sent via email: Neil.OShea@aspenview.org</p>
J192-20	That the Smoky Lake County and Town of Smoky Lake Joint Councils agree for the Town of Smoky Lake to host a Joint Town/County Public Consultation meeting through the County's Zoom Meeting platform scheduled for June 23, 2020 from 5:00 p.m. to 8:00 p.m..	Both Municipalities	<p>Advertised on County's Social Media June 10, 2020. Advertised in the County's Grapevine June 2020 edition. Advertised on Town's Social Media _____, 2020...</p>

<p style="text-align: center;">NUMBER: 4.1</p>	<p style="text-align: center;">DATE</p>	<p style="text-align: center;">Joint County and Town Meeting</p> <p style="text-align: center;">June 26, 2020</p>
<p style="text-align: center;">TOPIC</p>	<p style="text-align: center;">Victoria District Economic Development Strategy: Proposed County Bylaw 1372-20, and Proposed Town Bylaw 006-2020</p>	
<h1 style="writing-mode: vertical-rl; transform: rotate(180deg);">A g e n d a I t e m</h1>	<p>BACKGROUND</p> <ul style="list-style-type: none"> ○ October 25, 2018 – In its 2018 – 2020 Strategic Plan, Smoky Lake County Council identified a series of priorities, including an Economic Development Plan leveraging the Victoria District as a tourism asset, to be adopted by Q3 of 2020. ○ May 30, 2019 – As a side-trip from the Federation of Canadian Municipalities (FCM) conference, several members of County Council and administration toured Ile d'Orléans in Quebec, studying potential ways how heritage and historic assets can be leveraged to drive tourism and sustainable economic development. <ul style="list-style-type: none"> ▪ During the tour, participants visited several attractions: <ul style="list-style-type: none"> ▪ Chocolaterie de Ile d'Orléans ▪ St-Laurent Parc Maritime (maritime park – also spoke with a local operator who ran kayak and bike rental tours) ▪ Manoir Mauvide Genest (historic home) ▪ Cidery Steinbach (Cider/agro-tourism) ▪ Cassis Mona & Filles (blackcurrant/agro-tourism) ▪ Lunch meeting with Mrs. Debbie Deslauriers, Mayor of St-Laurent, Ile d'Orléans ○ Summer 2019 – During this time, Municipal Administration solicited a series of project proposals from a number of possible consulting agencies for consideration to partner for the completion of the Strategy. ○ August 26, 2019 – Committee of the Whole Meeting: In follow-up to the Ile d'Orléans tour, a 'project scoping' session was facilitated by Community Design Strategies Inc., to determine the purpose, extent, focus and content of the Strategy, and to identify stakeholders and determine how public consultation would take place. A Scoping Summary was developed from this meeting which was recommended for Council approval at the September 26, 2019 County Council Meeting. ○ September 18, 2019 – A scoping debrief, and next steps were discussed at an administrative level, yielding a recommendation that Smoky Lake County Council establish an ad hoc committee to guide the project. Several project proposals were also obtained from various consultants for consideration. ○ September 24, 2019 – Municipal Administration met with Suzanne Prevost, Director Rural Development & Entrepreneurship with the Conseil de développement économique de l'Alberta regarding the Économusée framework and its potential applicability to the Strategy. ○ September 26, 2019 – County Council Meeting: The Victoria District Economic Development Strategy Ad Hoc Committee was formed, comprised of representatives from: 	

- Smoky Lake County Regional Heritage Board (Noreen Easterbrook),
 - Metis Crossing (Juanita Marois),
 - Victoria Home Guard Historical Society (Elaine Breadon-Peiche),
 - Victoria Settlement (Suzanna Wagner),
 - Smoky Lake County Administration (Jordan Ruegg & Kyle Schole),
 - Community Economic Development Officer (Michelle Wright), and
 - County Council (Craig Lukinuk and Lorne Halisky, with Johnny Cherniwchan as alternate).
- **October 10, 2019** – Visioning Session: The Victoria District Economic Development Strategy Ad Hoc Committee conducted a visioning session. Committee members were encouraged to envision what the District might look like several years (i.e. 5 years, 10 years, 20 years, etc.) from now, in order to guide the development of the Strategy.
 - The Ad Hoc committee aligned on three values:
 - heritage integrity and ecological preservation,
 - desire to share our regional assets with others,
 - and maintaining our community.
 - **December 1-6, 2019:** The Smoky Lake County Planning and Development Services Department as well as other municipal managers and senior administration attended a series of meetings to discuss the next steps for the Strategy.
 - **December 12, 2019** – County Council Meeting: Smoky Lake County Council approved the selection of Vision XS Ltd., for project assistance towards the development of the Victoria District Economic Development Strategy, acknowledging the cost savings and synergies associated with the Métis Crossing development.
 - Over the remainder of the months of December and January, Vision XS CEO Tony Sefton worked with the County Planning & Development Services Department as well as other municipal departments to gather research, statistics, and background information/data to build modelling to form the foundation of the Strategy.
 - **The resulting modeling assists in determining what infrastructure is needed, as well as when, and what the estimated costs will be.**
 - **February 24-28, 2020:** Site Visits & Strategy Refinement
 - Morning of Feb 24th: Internal strategy discussion, feedback, & next steps for the week;
 - Evening of Feb 24th: Smoky Lake Chamber Panel with Tony Sefton (CEO, Vision XS), Juanita Marois (Executive Director, Métis Crossing), and Bill Alexander (acclaimed indigenous Executive Chef, Grey Eagle Casino).
 - Attended by residents, members of the Chamber of Commerce, local producers/agricultural growers, representatives from 'Go East of Edmonton' and Alberta HUB, the Victoria Home Guard Historical Society, among others;
 - February 25th - Committee of the Whole Meeting, at which the draft Strategy was discussed, in the morning with County Council, and in the afternoon with Town Council also in attendance. Furthermore, in the afternoon, representatives of:

- Municipal Planning Services (MPS);
 - Métis Crossing;
 - Alberta Economic Development, Trade & Tourism;
 - Travel Alberta;
 - Town/County Administration;
 - (Elected Officials/Administration from both Villages were invited, but did not attend).
- **February 26th:** Regional tour to identify existing and potential tourism attraction operators (sites located within the Villages of Vilna and Waskatenau; potential sites in the Hamlet of Bellis; Smoky Lake Forest Nursery);
 - Finance meeting: (Vision XS met with County Finance Manager to discuss potential aspects of funding implementation, ranging from Levies, Licensing, borrowing options, etc.);
 - Infrastructure review: (Consultant met with Municipal Engineer Gene Sobolewski of Associated Engineering (AE), as well as and the Planning and Development Services Department to discuss the infrastructure requirements/costs for various scenarios related to the Strategy);
- **February 27th:** Site visits, including for a potential wildlife attraction: re-wilding, park/bison paddock;
- **February 28th:** Meeting among the Consultant, the Métis Crossing Board of Directors, and some County Councilors for further discussion and Strategy refinement, as well as discussion of potential funding sources.
- **March 2020** – Refinements to the Strategy, including additional data collection, researching of the Provincial tourism levy, GDP and demographics, tourism profiles, and Northeast Alberta regional initiatives, funding scenarios & investment models.
 - A potential third-party Investor was identified during this period, and work commenced on investigating this as a possible vehicle for the Strategy.
 - In an absence of a third-party investor(s), a significant (and possibly unrealistic) municipal investment would be required to ensure the Strategy achieves maximum success.
 - In order for the Strategy to be effective and successful, sustained partnerships will be required among the Town, County, private businesses and other stakeholders.
- **April 29, 2020 Joint Council Meeting** - Both Councils adopted a Motion to proceed with adopting the Strategy on the basis of an Investor Partnership Model, subject to Public Participation.
- **May 29, 2020 Joint Council Meeting** - Town, and County Councils:
 - accepted the March 2020 Strategy Report prepared by Vision XS,
 - Gave First Reading to Proposed County Bylaw 1372-20 & Proposed Town Bylaw 006-2020: Victoria District Economic Development Strategy.
 - Accepted the Public Participation Plan and a Joint Virtual Public Hearing has also been scheduled for 10:15 a.m. on June 26, 2020 to obtain public input on the proposed Bylaws in accordance with Section 230 of the Municipal

Government Act.

- Public Notice has been advertised for two weeks consecutively on social media and in newsprint in the Smoky Lake Signal and the Redwater Review on June 16 and 23, 2020.
- Public Notice has also been posted on the Smoky Lake Regional website since June 9, 2020.

PROPOSAL

- That the Smoky Lake County Council and the Smoky Lake Town Council **ADOPT** the proposed Victoria District Economic Development Strategy (County Bylaw 1372-20 and proposed Town Bylaw 006-2020) **SEE ATTACHMENT A1** by giving SECOND and THIRD READINGS.

LEGISLATION:

- Smoky Lake County Policy Statement No. 01-51: Public Participation
- Town of Smoky Lake Policy A18: Public Participation
- Municipal Government Act R.S.A 2000, Ch. M-26
 - Municipally Controlled Corporations Regulation AR112/2018
 - Alberta Order-in-Council O.C. 99/2020: Meeting Procedures (COVID-19 Suppression) Regulation

REFERENCE INFORMATION:

- 4.1 A1** Victoria District Economic Development Strategy:
(Proposed County Bylaw 1372-20 and Proposed Town Bylaw 006-2020)
- 4.1 A2** Public Participation Plan
- 4.1 A3** What We Heard Report
- 4.1 A4** Public Hearing Package
- 4.1 A5** Vision XS Policy Discussion Package for Information

ACTIONS/RECCOMENDATIONS

NEXT STEPS:

1. That Smoky Lake County Council and Smoky Lake Town Council each **ACKNOWLEDGE** informational revising updates to the proposed Victoria District Economic Development Strategy (County Bylaw 1372-20 and proposed Town Bylaw 006-2020) (**ATTACHMENT A1**) which have been incorporated after First Reading.
2. That Smoky Lake County Council and Smoky Lake Town Council each **ACCEPT** the Victoria District Economic Development Strategy (County Bylaw 1372-20 and proposed Town Bylaw

006-2020) What We Heard Report. (ATTACHMENT A3)

3. That Smoky Lake County Council and Smoky Lake Town Council each give **SECOND and THIRD READINGS** to the proposed Victoria District Economic Development Strategy (County Bylaw 1372-20 and proposed Town Bylaw 006-2020) **(ATTACHMENT A1)**.
4. That Smoky Lake County Council **RESCIND** Motion 1135-19, effectively **DISSOLVING** the Victoria District Economic Development Strategy Ad hoc Committee, given the adoption of Joint Town/County Bylaw 006-2020/1372-20: Victoria District Economic Development Strategy.
5. That Smoky Lake County Council and Smoky Lake Town Council **ESTABLISH** a Victoria District Economic Development Strategy Implementation Working Group as an Ad hoc Committee, for the purposes of implementing the Joint Town/County Bylaw 006-2020/1372-20, to be composed of the following membership:
 - Tony Sefton, CEO Vision XS (**COMMITTEE CHAIR**)
 - Cory Ollikka, County CAO
 - Adam Kozakiewicz, Town CAO
 - Brenda Adamson, County Finance Manager
 - Jordan Ruegg, County Planning & Development Manager
 - Juanita Marois, Executive Director, Metis Crossing
 - Aaron Barner, Senior Executive Officer, Metis Nation of Alberta

And, the following elected/staff resources (ex-officio/non-voting):

- Craig Lukinuk, Reeve, Smoky Lake County
- Hank Holowaychuk, Mayor, Town of Smoky Lake
- Rodd C. Thorkelsson, Partner, Brownlee LLP
- Bob Black, Partner, MLT AIKINS LLP
- John McDonnell, Partner, Brownlee LLP
- Michelle Wright, Regional Community Economic Development Officer (CEDO)
- Kyle Schole, County Planning, Development, and Heritage Assistant
- Lydia Cielin, County Assistant CAO
- Patti Priest, County Legislative Services Coordinator (Recording Secretary)
- Any others as deemed necessary

And, that the Committee shall keep minutes, and regularly report as necessary to Joint Councils.

6. That in accordance with Section 75.1(2) of the *Municipal Government Act* and the Municipally Controlled Corporations Regulation AR112/2018, Smoky Lake County Council and Smoky Lake Town Council **DIRECT** administrations to begin work for the establishment of a Smoky Lake Economic Development Corporation as a Municipally Controlled entity, to be brought forward to a future Meeting of Joint Council for consideration.
7. That Smoky Lake County Council and Smoky Lake Town Council **SCHEDULE** a date and time for a future Meeting of Joint Council.

Smoky Lake County

Bylaw 1372-20: Victoria District Economic Development Strategy

SMOKY LAKE COUNTY
 IN THE PROVINCE OF ALBERTA
 BYLAW NO. 1372-20

BEING A BYLAW OF SMOKY LAKE COUNTY IN THE PROVINCE OF ALBERTA FOR THE PURPOSE OF ADOPTING THE VICTORIA DISTRICT ECONOMIC DEVELOPMENT STRATEGY.

SMOKY LAKE COUNTY - Bylaw No. 1372-20
 a Municipal Corporation, in the Province of Alberta
 4612 McDougall Drive, Box 310
 Smoky Lake, Alberta T0A 3C0

OF THE FIRST PART

AND

TOWN OF SMOKY LAKE - Bylaw 006-2020
 a Municipal Corporation, in the Province of Alberta
 56 Wheatland Avenue, Box 460
 Smoky Lake, Alberta T0A 3C0

OF THE SECOND PART

WHEREAS, the Victoria District National Historic Site of Canada was Designated by Order of the Canadian Minister of Heritage on October 17th, 2001, on the recommendation of the National Historic Sites and Monuments Board of Canada under the *Canada Historic Sites and Monuments Act* R.S.C., 1985, Ch. H-4, and thanks largely to the work and advocacy of the Victoria Home Guard Historical Society (VHGHS);

AND WHEREAS, the Victoria District National Historic Site Commemorative Statement of Integrity (2008) outlines the heritage values of the District, which under the Standards and Guidelines for the Conservation of Historic Places in Canada must be conserved and protected for the continued historical significance and integrity of the District;

AND WHEREAS, the Victoria District is unique and significant in Alberta and Western Canada, and has long been a focal point of Smoky Lake County, serving as a cultural gathering place for residents and visitors alike;

AND WHEREAS the *Municipal Government Act*, R.S.A. 2000, Ch. M-26 as amended ("the Act") provides that a Municipal Council may pass such bylaws to enter into an agreement as to the joint control and management of anything that concerns respective municipalities;

AND WHEREAS, pursuant to the *Municipal Government Act*, R.S.A. 2000, Ch. M-26, the purposes of a municipality are to provide good government, to foster the well-being of the environment, to provide services, facilities or other things that, in the opinion of Council, are necessary or desirable for all or a part of the municipality, to develop and maintain safe and viable communities, and, to work collaboratively with neighbouring municipalities;

AND WHEREAS, Smoky Lake County Council and the Smoky Lake Town Council have each respectively adopted Municipal Development Plan Bylaws 1249-12 and 012-12 as amended, both of which establish the objectives 'to support and promote cultural tourism initiatives' as well as 'to cooperate with regional partners to encourage local and regional tourism';

AND WHEREAS, the Municipal Corporations of **Smoky Lake County**, and the **Town of Smoky Lake**, (referred to hereinafter as "the Parties") are local authorities, in the Province of Alberta;

Town of Smoky Lake

Bylaw 006-2020: Victoria District Economic Development Strategy

TOWN OF SMOKY LAKE
 IN THE PROVINCE OF ALBERTA
 BYLAW NO. 006-2020

BEING A BYLAW OF THE TOWN OF SMOKY LAKE IN THE PROVINCE OF ALBERTA FOR THE PURPOSE OF ADOPTING THE VICTORIA DISTRICT ECONOMIC DEVELOPMENT STRATEGY.

SMOKY LAKE COUNTY - Bylaw No. 1372-20

a Municipal Corporation, in the Province of Alberta
 4612 McDougall Drive, Box 310
 Smoky Lake, Alberta T0A 3C0

OF THE FIRST PART

AND

TOWN OF SMOKY LAKE - Bylaw 006-2020
 a Municipal Corporation, in the Province of Alberta
 56 Wheatland Avenue, Box 460
 Smoky Lake, Alberta T0A 3C0

OF THE SECOND PART

WHEREAS, the Victoria District National Historic Site of Canada was Designated by Order of the Canadian Minister of Heritage on October 17th, 2001, on the recommendation of the National Historic Sites and Monuments Board of Canada under the *Canada Historic Sites and Monuments Act* R.S.C., 1985, Ch. H-4, and thanks largely to the work and advocacy of the Victoria Home Guard Historical Society (VHGHS);

AND WHEREAS, the Victoria District National Historic Site Commemorative Statement of Integrity (2008) outlines the heritage values of the District, which under the Standards and Guidelines for the Conservation of Historic Places in Canada must be conserved and protected for the continued historical significance and integrity of the District;

AND WHEREAS, the Victoria District is unique and significant in Alberta and Western Canada, and has long been a focal point of Smoky Lake, serving as a cultural gathering place for residents and visitors alike;

AND WHEREAS the *Municipal Government Act*, R.S.A. 2000, Ch. M-26 as amended ("the Act") provides that a Municipal Council may pass such bylaws to enter into an agreement as to the joint control and management of anything that concerns respective municipalities;

AND WHEREAS, pursuant to the *Municipal Government Act*, R.S.A. 2000, Ch. M-26, the purposes of a municipality are to provide good government, to foster the well-being of the environment, to provide services, facilities or other things that, in the opinion of Council, are necessary or desirable for all or a part of the municipality, to develop and maintain safe and viable communities, and, to work collaboratively with neighbouring municipalities;

AND WHEREAS, Smoky Lake County Council and the Smoky Lake Town Council have each respectively adopted Municipal Development Plan Bylaws 1249-12 and 012-12 as amended, both of which establish the objectives 'to support and promote cultural tourism initiatives' as well as 'to cooperate with regional partners to encourage local and regional tourism';

AND WHEREAS, the Municipal Corporations of **Smoky Lake County**, and the **Town of Smoky Lake**, (referred to hereinafter as "the Parties") are local authorities, in the Province of Alberta;

Bylaw 1372-20: Victoria District Economic Development Strategy

SMOKY LAKE COUNTY
IN THE PROVINCE OF ALBERTA
BYLAW NO. 1372-20

NOW THEREFORE, the Council of Smoky Lake County duly assembled hereby enacts as follows:

1. This Bylaw may be cited either as the
 - i. "Victoria District Economic Development Strategy" or,
 - ii. "Smoky Lake Tourism Economic Development Strategy"
2. The Victoria District Economic Development Strategy attached hereto as **"Appendix A"** of this Bylaw is hereby adopted.
3. This Bylaw shall come into force and effect on the final date of passing thereof.
4. This Bylaw may be amended by Bylaw in accordance with the Alberta *Municipal Government Act*, R.S.A. 2000, Ch. M-26, as amended.
5. Should any provision of this Bylaw be found invalid, the invalid provision shall be severed, and the remaining Bylaw shall be maintained.

READ A FIRST TIME IN COUNCIL THIS 29th day of May, AD 2020.

REEVE

seal

CHIEF ADMINISTRATIVE OFFICER

READ A SECOND TIME IN COUNCIL THIS ____ day of _____, AD 2020.

READ A THIRD AND FINAL TIME THIS ____ day of _____, AD 2020.

REEVE

seal

CHIEF ADMINISTRATIVE OFFICER

Bylaw 006-2020: Victoria District Economic Development Strategy

TOWN OF SMOKY LAKE
IN THE PROVINCE OF ALBERTA
BYLAW NO. 006-2020

NOW THEREFORE, the Council of the Town of Smoky Lake duly assembled hereby enacts as follows:

1. This Bylaw may be cited either as the
 - a. "Victoria District Economic Development Strategy" or,
 - b. "Smoky Lake Tourism Economic Development Strategy"
2. The Victoria District Economic Development Strategy attached hereto as **"Appendix A"** of this Bylaw is hereby adopted.
3. This Bylaw shall come into force and effect on the final date of passing thereof.
4. This Bylaw may be amended by Bylaw in accordance with the Alberta *Municipal Government Act*, R.S.A. 2000, Ch. M-26, as amended.
5. Should any provision of this Bylaw be found invalid, the invalid provision shall be severed, and the remaining Bylaw shall be maintained.

READ A FIRST TIME IN COUNCIL THIS 29th day of May, AD 2020.

MAYOR

seal

CHIEF ADMINISTRATIVE OFFICER

READ A SECOND TIME IN COUNCIL THIS ____ day of _____, AD 2020.

READ A THIRD AND FINAL TIME THIS ____ day of _____, AD 2020.

MAYOR

seal

CHIEF ADMINISTRATIVE OFFICER

Bylaw 1372-20: Victoria District Economic Development Strategy

SMOKY LAKE COUNTY
IN THE PROVINCE OF ALBERTA
BYLAW NO. 1372-20

IN WITNESS WHEREOF this bylaw is executed on behalf of the participating Municipalities, by the hands of their officers duly authorized in that behalf and under each municipal seal affixed:

SMOKY LAKE COUNTY

Craig Lukinuk
Reeve
Smoky Lake County

DATE: _____

Cory Ollikka
Chief Administrative Officer
Smoky Lake County

DATE: _____

TOWN OF SMOKY LAKE

Hank Holowaychuk
Mayor
Town of Smoky Lake

DATE: _____

Adam Kozakiewicz
Chief Administrative Officer
Town of Smoky Lake

DATE: _____

Bylaw 006-2020: Victoria District Economic Development Strategy

TOWN OF SMOKY LAKE
IN THE PROVINCE OF ALBERTA
BYLAW NO. 006-2020

IN WITNESS WHEREOF this bylaw is executed on behalf of the participating Municipalities, by the hands of their officers duly authorized in that behalf and under each municipal seal affixed:

SMOKY LAKE COUNTY

Craig Lukinuk
Reeve
Smoky Lake County

DATE: _____

Cory Ollikka
Chief Administrative Officer
Smoky Lake County

DATE: _____

TOWN OF SMOKY LAKE

Hank Holowaychuk
Mayor
Town of Smoky Lake

DATE: _____

Adam Kozakiewicz
Chief Administrative Officer
Town of Smoky Lake

DATE: _____

APPENDIX 'A'

SMOKY LAKE COUNTY
TOWN OF SMOKY LAKE

BYLAW 1372-20
BYLAW 006-2020

VICTORIA DISTRICT ECONOMIC DEVELOPMENT STRATEGY



May 2020



Smoky Lake Heritage Train Station as seen along the Iron Horse Trail



Vilna Pool Hall Provincial Historic Site



Victoria Trail Municipal Historic Area in autumn, by Steve Ricketts



Thanks to Tony Sefton and the team at Vision 'the Experience Specialists' (Vision XS) for assistance in the formulation of this Strategy.

For hundreds of years, people have traveled to visit, live, and play in the Smoky Lake region because of the culture, heritage, and natural beauty of this area. This place is special. Together, we will continue to conserve it for the enjoyment of future generations.



Victoria Settlement, by Linda Treleaven



Pumpkin Park in Smoky Lake, by Linda Treleaven



Threshing Demonstration at Smoky Lake Pumpkin Festival 2013, by Bill Trout



Man standing upside down on chair, Smoky Lake, Alberta. [c.1927], by Gavinchuk
Courtesy of the Provincial Archives of Alberta

*Appendix 'A' Cover/Rear Photos: River Views from Métis Crossing, within the Victoria District by Kyle Schole



Patio Sunrise at the Métis Crossing Cultural Gathering Center



'Jigging' Lessons



'Paddle into the Past' on the North Saskatchewan River



The Victoria District was Designated a National Historic Site of Canada by Order of the Minister of Canadian Heritage in 2001, thanks primarily to the hard work and advocacy of the Victoria Home Guard Historical Society (VHGH).



This Strategy owes a special thanks to the multitude of residents of the Smoky Lake region who continually cherish, and work/volunteer to improve their community.



Waskatenau Creek Train Trestle in winter, by Kyle Schole



Flag Raising Ceremony for Métis Week 2019



Russo-Greek Orthodox Church Provincial Historic Site



2019 Smoky Lake Stampede Rodeo

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1. Introduction

a. Executive Summary

The adopting of this Bylaw represents the Victoria District Economic Development Strategy as a concept, a vision, and a path forward. Moving beyond concept and into implementation may likely require additional bylaws, subject to continued public participation.

Project Brief

Aim of the tourism investment strategy:

To move the Smoky Lake Tourism economy from its current \$8 million to c\$70 million in ten years creating 700 new jobs and raising the county population from 4200 to 4800. The plan is to eventually grow to 1000 units of accommodation and attract 120,000 people a year staying 2-3 nights in the region. On a busy day in 5 years this equates to an additional 1500 people across the region and 5000 on a peak day of which there will 3 or 4 each year.

The Tourism Strategy - Based on Local:

Experiential Education + Heritage + Nature + Agriculture + Culture + Food & Drink

Involves starting in the Victoria Settlement area with Metis Cross and 2 new attractions and then spreading the tourists around the region by introducing the Smoky Lake Ring that utilize the historical Victoria Trail and Iron Horse Road with two new links to create 100 km circulation way for walkers, cyclists, horse and carts, e-bikes, skidoos, dog sleds and many more. Along this Ring will be 6-8 new attractions plus food and beverage, retail and accommodation. Events will be expanded and introduced to spread the tourist income around the year.

The Smoky Lake Tourism Company (SLTC)

A new company that brings investment

This will be a partnership between Smoky Lake County, Smoky Lake Town, operators, and investor(s). The new company will invest in infrastructure, attractions, and accommodation in order to make the whole system work. It will also take responsibility for the local marketing and partner with Travel Alberta to bring international visitors.

After a ten-year period, the company will operate around 20-30% of the tourist operations and work with many private companies to work as one to achieve success.

Infrastructure and a Tourism Levy

Making sure the numbers add up across the region

Around 50% of the total SLTC investment will be into infrastructure. The Town and County will explore paying for this over many years by introducing a 6% levy or business licence on tourism activities including food and beverage operations with residents of the Smoky Lake region obtaining an exception card. This 6% will also go on accommodation which already has a Provincial Tourism Levy of 4%.

b. Introduction of Councils



**Hank Holowaychuk,
Mayor**



**Daniel Kotylak, Town
Councillor**



**Terry Makowichuk,
Councillor**



**Melody Morton,
Councillor**



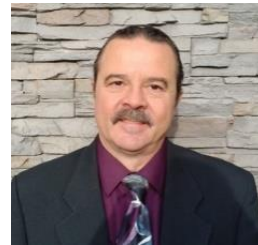
**Ross Whitelaw,
Deputy Mayor**



**Dan Gawalko,
Division 1 Councillor**



**Johnny Cherniwchan,
Division 2 Councillor**



**Craig Lukinuk,
Division 3 Councillor,
Reeve**



**Lorne Halisky,
Division 4 Councillor**



**Randy Orichowski,
Division 5 Councillor,
Deputy Reeve**



c. Ministerial Greetings



**Message from Honourable Leela Sharon Aheer
Minister of Culture, Multiculturalism and Status of Women**

Stretching back along the north bank of the North Saskatchewan River, the Victoria District National Historic Site captures the spirit of Alberta's settlement, mission, trade, and agricultural heritage.

Rich in history from First Nations, Metis, and Ukrainian-Canadians, the district has become a cornerstone of cultural and economic prosperity. It is full of amazing Alberta stories and is home to several of our treasured Provincial Historic Resources, including buildings at Victoria Settlement Historic Site and the Macdonald Stopping House. The area offers opportunities for people to connect with our past, and facilitates greater intercultural understanding and awareness.

Congratulations for embarking on an Economic Development Strategy for the Victoria District. I applaud the work embodied within this strategy and I look forward to witnessing the results.

A handwritten signature in black ink, appearing to be "LSA", written in a cursive style.

Leela Sharon Aheer
Minister

Room 227 Legislature Building, 10800-97 Avenue, Edmonton, Alberta T5K 2B6 Canada Telephone 780-422-3559

Printed on recycled paper

The Honorable Leela Sharon Aheer

Minister
of Canadian Heritage



Ministre
du Patrimoine canadien

Ottawa, Canada K1A 0M5



The Victoria District represents everything that is great about Canada. This National Historic Site on the North Saskatchewan River has welcomed people of all cultures for hundreds of years and continues to play an important role in the community's future. This area not only holds significance to various First Nations, Métis and Ukrainian Canadians, it also continues to drive the tourist and creative economy in Smoky Lake.


That is why I am encouraged by the development of the Victoria District Economic Development Strategy. This document will help ensure that this historic district will remain a compelling cultural destination to visitors and an important part of the economy for area residents. I look forward to seeing the results of this strategy, not to mention the opening of the Interpretive Center at Métis Crossing this coming spring.

As Minister of Canadian Heritage, I would like to thank everyone involved for their hard work in crafting this visionary strategy and their dedication to our country's culture and heritage.

La région de Victoria représente tout ce qu'il y a de merveilleux au Canada. Baigné par la rivière Saskatchewan Nord, ce lieu historique national accueille des gens de toutes les cultures depuis des centaines d'années et joue un rôle important dans l'avenir de la collectivité. Non seulement cette région est-elle importante pour des Premières Nations, des Métis et des Canadiens d'origine ukrainienne, mais elle stimule aussi l'économie touristique et créative dans le comté de Smoky Lake.

C'est pourquoi je suis ravi de l'élaboration de la stratégie de développement économique de la région de Victoria. Cette stratégie permettra à cette région historique de demeurer une destination culturelle attrayante pour les visiteurs et un élément important de l'économie pour les résidents. J'ai hâte de voir les résultats qui découleront de cette stratégie, sans oublier l'ouverture du Centre d'interprétation de Métis Crossing au printemps prochain.

À titre de ministre du Patrimoine canadien, je tiens à remercier tous ceux et celles qui ont contribué à l'élaboration de cette stratégie visionnaire. Merci de votre dévouement envers la culture et le patrimoine du pays.



The Honourable / L'honorable Steven Guilbeault

Canada

The Honourable / L'honorable Steven Guilbeault

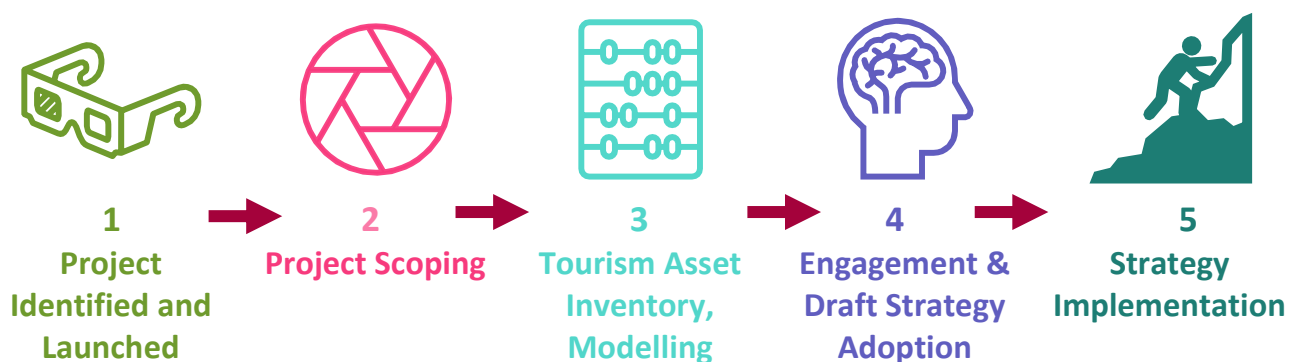
d. Project Purpose

Note: Strathcona County is presently considering a *Draft Tourism Strategy and Implementation Plan*, within which there is considerable alignment, especially of rational. As such, this Strategy borrows language and reasoning in its introduction.

This Strategy was originally initiated by Smoky Lake County to review the current state of tourism in the community and develop an approach for its future development. The purpose of the Strategy is to provide a shared vision for tourism in the region, a framework for stakeholders to collaborate, and a direction for tourism development over the next 10 years.

e. Process

The project has had five interconnected phases, as described below:



f. What Is Tourism?

Tourism itself as a concept is surprisingly challenging to articulate. This is in part because it is *so many* things at once! Indeed, tourism and the ‘visitor economy’ is a dynamic and competitive industry with no one single universally accepted definition.

For the purposes of this Strategy, tourism can be very broadly understood as:¹

“The activities of people travelling to places outside their usual environment for leisure, business or other purposes for not more than one consecutive year.”

Under the North American Industry Classification System, we can also further define tourism as an economic sector made up primarily of five industries: *Accommodations, Food & Beverage, Recreation & Entertainment, Transportation, and Travel Services.*

g. The Visitor Economy

The visitor economy refers to the widespread and often hidden benefits the Smoky Lake region receives from the dollars spent by travelers. However, tourism is more than just a business sector; it is an economic driver that crosses multiple industries and supports growth in multiple ways. For example:²

A family from California travels to an Alberta ranch to take part in a cattle drive. They take a flight, rent a car, stay in a local accommodation, and rent or buy equipment. This is the “direct” impact of the visitor economy: local businesses receive money from tourism spending.

As a result of this spending, the business offering the cattle drive experience is able to make a profit and hire more staff. This “indirect” impact of tourism spending produces a multiplying effect as an economic driver by increasing wages, salaries, profits and other business costs. Also, as more visitors come to the ranch, more work is generated in the supply chain, as wholesalers, food and beverage suppliers, tour planners, retailers, manufacturers, etc., are called upon to meet customers’ demands.

The new employees hired by the ranch now have money to spend on clothes, food, transportation, entertainment and to pay taxes. This is the “induced” impact of the visitor economy.

The ripple or spillover effects of this induced impact are felt as income, and taxes are spent throughout the province on housing, education, transportation, infrastructure, energy, communication, health care and other personal expenditures.

The end result is that tourism dollars circulate throughout the economy, amplifying their impact along the way, resulting in support for community building and economic well-being.



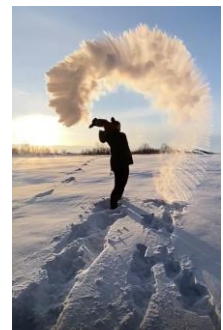
h. Alberta's Tourism Industry

Another way of understanding the positive ripple effect of tourism in Alberta is by viewing it through the characterizing lens of an “industry of industries,” being comprised of all businesses, organizations and individuals that provide services and experiences to travellers.³

Tourism's positive reach goes far beyond the direct front-line. It is inclusive of many other supporting industries.

Specifically, tourism has significant strategic value to the province and the Smoky Lake region for the following reasons:⁴

- **Tourism is an economic platform** - tourism crosses many sub sectors (transportation, food and beverage, recreation, culture) and has a broad and diversifying effect on the economic base of the province.
- **Tourism has growth potential** - research has demonstrated that both domestic and international visitors have an increasing, and strong interest in visiting Alberta destinations.
- **Tourism is part of the rural development agenda** - many communities see the potential to grow tourism as part of their plans to diversify their local economy. Festivals and events, agritourism and nature-based tourism offer great opportunities for the development of new products in rural areas, such as those in Smoky Lake region.
- **Tourism contributes to the awareness and positive image of communities in the global marketplace** - tourism can enhance the reputation and awareness of communities on a worldwide basis. Tourists are potential investors and can become valuable ambassadors for business development and talent attraction in Smoky Lake region.



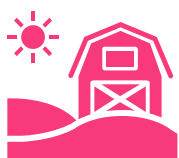
Scenes Across the Smoky Lake region

i. Community Benefits of Tourism

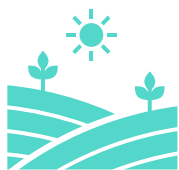
Tourism has the potential to provide compelling community benefits for the Smoky Lake region, as well:⁵



A source of community pride – Celebrating local culture and sharing it with the world can be a significant source of pride for communities, individuals, and cultures.



Capacity to encourage community engagement – Tourism can provide opportunities for individuals within the community to become engaged through business, volunteerism, event/activity execution and interpretation of local culture.



Enhancements to the quality of life for residents – Communities that embrace tourism can often justify enhancements to infrastructure, events and activities well beyond what could be achieved without a stable source of external revenue flowing into the community. Local community members benefit from enhanced amenities.



Preservation and Enhancement of Built and Natural Environments – The tourism industry can also contribute to the preservation and revitalization of built and natural environments in the Smoky Lake region.

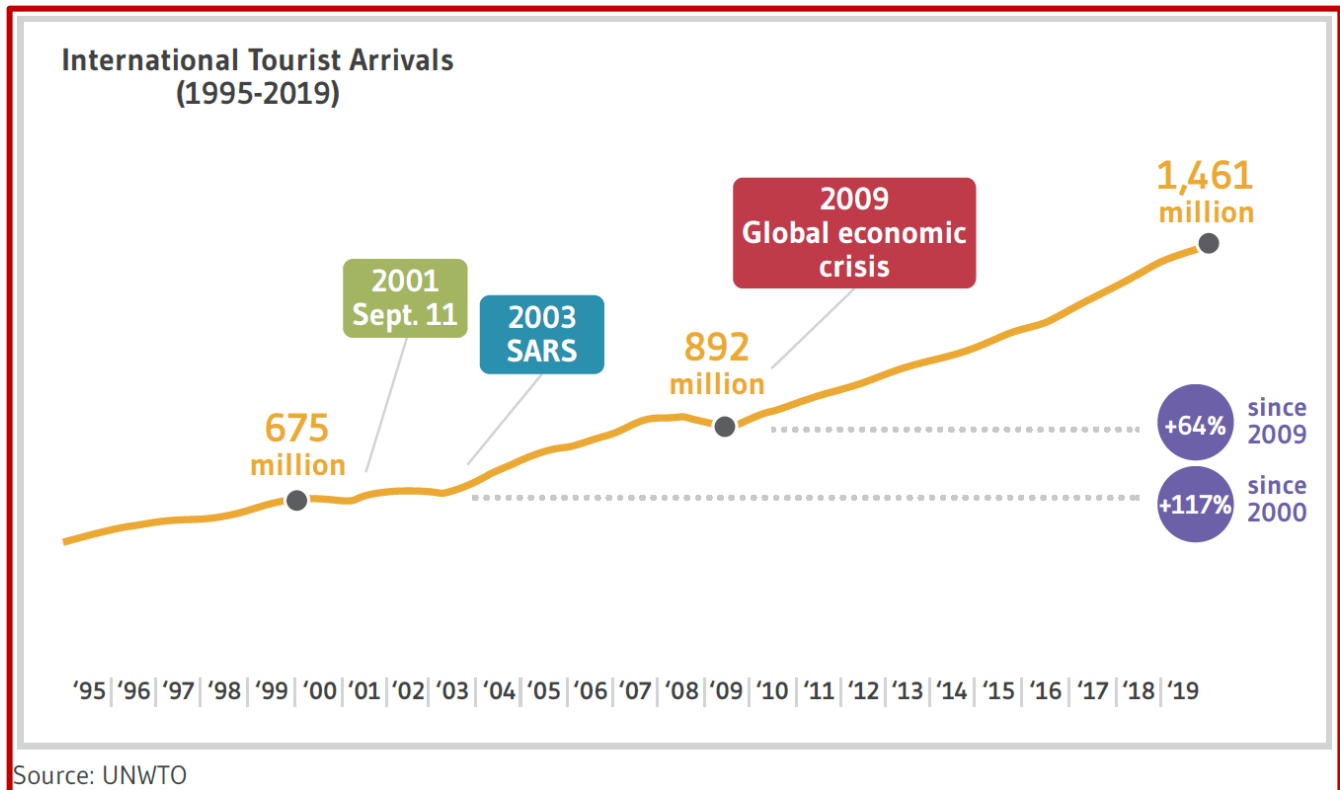
When a destination's unique characteristics (e.g. special landscapes, authentic culture, history, etc.) are leveraged as tourism products, they acquire an enhanced value that goes beyond the economic considerations. Travellers experience an emotional connection to the places they visit, while residents find a newfound significance for things that they may have taken for granted before. The addition of such values provides the motivation to further protect significant community assets and, in some cases, enhance them.

This Strategy has been conceived with two key concepts especially in mind:

- 1) When tourism works, Albertans work.
- 2) If tourism is not working for residents of the Smoky Lake region, then it isn't working.

j. Resilience of Tourism

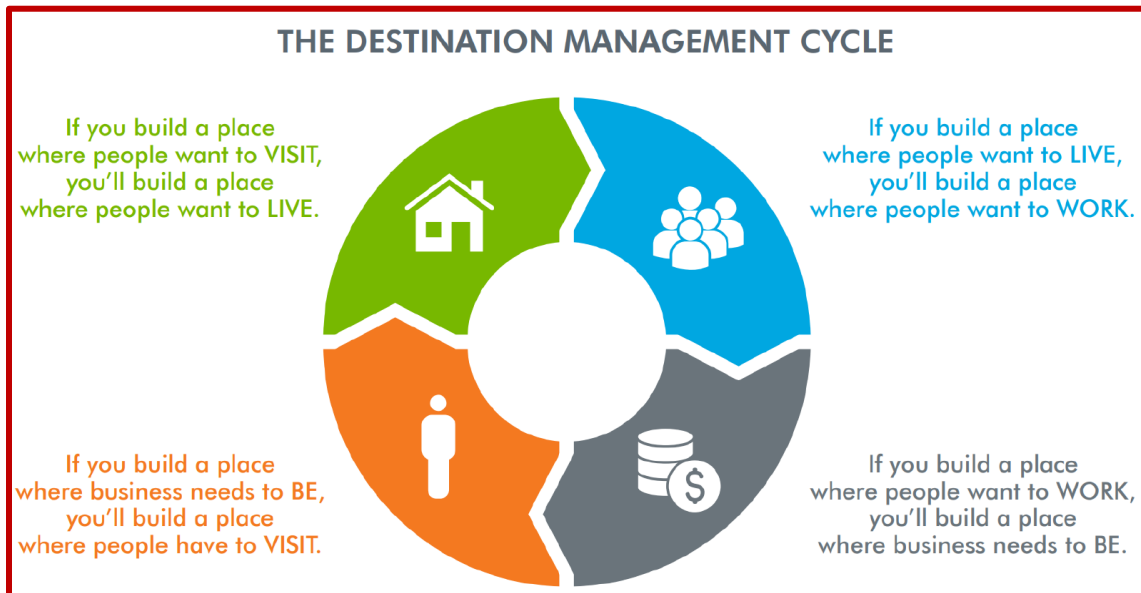
As a global industry, tourism has a strong history of growth and has been proven to be resilient through significant crises and events. International tourism has seen continued expansion over the past few decades, despite occasional shocks. In the past 20 years, international tourist arrivals have risen from 675 million in 2000 to 1.5 billion today. This dramatic growth demonstrates the sector's strength and resilience (see Figure below).⁶



k. Why Invest?

The Smoky Lake region already experiences benefits of the visitor economy. Given its strategic location, strong support from stakeholder groups, and a multitude of assets presents a significant opportunity for tourism development.

A strategic investment now will help tourism flourish and support other industries in the region for years to come. This will result in enhanced economic and social benefits for the community. A conceptual model of how these benefits come to be is provided in the Destination Management Cycle (see below).



Source: Travel Alberta. (2018).

A strategic investment now will help tourism flourish and support other industries in the region for years to come. This will result in enhanced economic and social benefits for the community.

I. PROVINCIAL TOURISM GOAL:

Double tourism spending in Alberta from 10 to \$20 billion by 2030

The Government of Alberta has set an ambitious goal to double tourism spending in Alberta to \$20 billion by 2030.⁷ To achieve this goal, new destinations will need to be developed to attract visitors and increase spending in the Province. The Smoky Lake region could be one of the destinations that will help achieve this broader goal.

Tourism can play a key role in talent attraction and the broader economic development goals of communities.



m. Trends in Tourism

GROWTH IN TOURISM WORLD-WIDE

- Tourism is one of the largest industries in the world, with Tourism equating to 10% of total Global GDP⁸



EXPERIENCES VS MATERIAL GOODS

- Today's visitors are seeking experiential tourism products that connect them to the people and places they visit.
- 78% of people ages 25 - 40 prefer to spend their money on experiences rather than on material goods.⁹



LOCALISM

- Consumers are embracing products that have local credentials or claims as they consider these products to be better quality, healthier, more sustainable, and more authentic.¹⁰
- Examples of these products include craft beer, farm-to-table offerings, and local festivals that highlight community values.



DESTINATION STEWARDSHIP

- *“Destination management addresses the interactions between visitors, the industry that serves them, the community that hosts them, and the environment (natural, built and cultural).”* - UNWTO, 2019



COMMUNITY ALIGNMENT

- The most effective destinations have the support of government and area residents who believe that the visitor economy positively impacts their community and elevates their overall quality of life.
- When government, businesses and residents agree on the value of the visitor economy, then it is much easier to build support for new initiatives that will grow tourism.



TOURISM GROWTH AND SUSTAINABILITY

- In this case, sustainability refers to the environmental, economic, and socio-cultural aspects of tourism development. A suitable balance must be established between these three dimensions to promote long-term sustainability.
- Increasingly, destinations are realizing that their efforts to grow tourism must be pursued within the wider context of the economic, social, and environmental needs of their communities. According to UNWTO, sustainable tourism should:¹¹



1. Make optimal use of environmental resources while maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.
2. Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to intercultural understanding and tolerance.
3. Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders, that are equitably distributed.

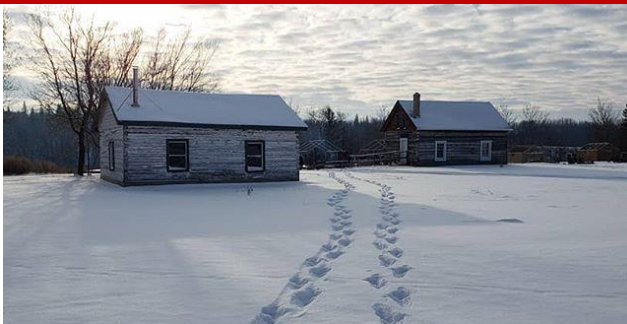


Sustainable tourism development requires the informed involvement of all relevant participants, as well as strong political leadership to ensure wide participation and consensus building.

n. THE IMPACT OF COVID-19



- The COVID-19 crisis is unprecedented, and tourism has been one of the most negatively affected sectors.¹²
- As the world responds to and recovers from this global health emergency, there is a good chance that the tourism sector will need to evolve. The full impacts of the crisis cannot be known at this time, although, at the time of writing this report, it appears clear that significant recovery efforts will be needed.
- The direction put forward in this document should be adjusted as necessary to respond to the most pressing future needs.
- Sound planning, preparation and strategic investment will put the region in a position to begin to rebound from this tremendous economic and social shock.



Heritage buildings at Métis Crossing



Smoky Lake Stampede Parade

o. Tourism Development

Ansoff's Product/Mission Mix is a tool which may be utilized to conceptualize the Strategy for tourism development (see Figure below).

This model helps to frame what direction tourism development should take. Ansoff's Matrix identifies four different strategies, which can be described as follows:

Market Penetration (existing products in existing markets)

- Expanded provision of existing product for existing markets.

Market Development (existing products in new markets)

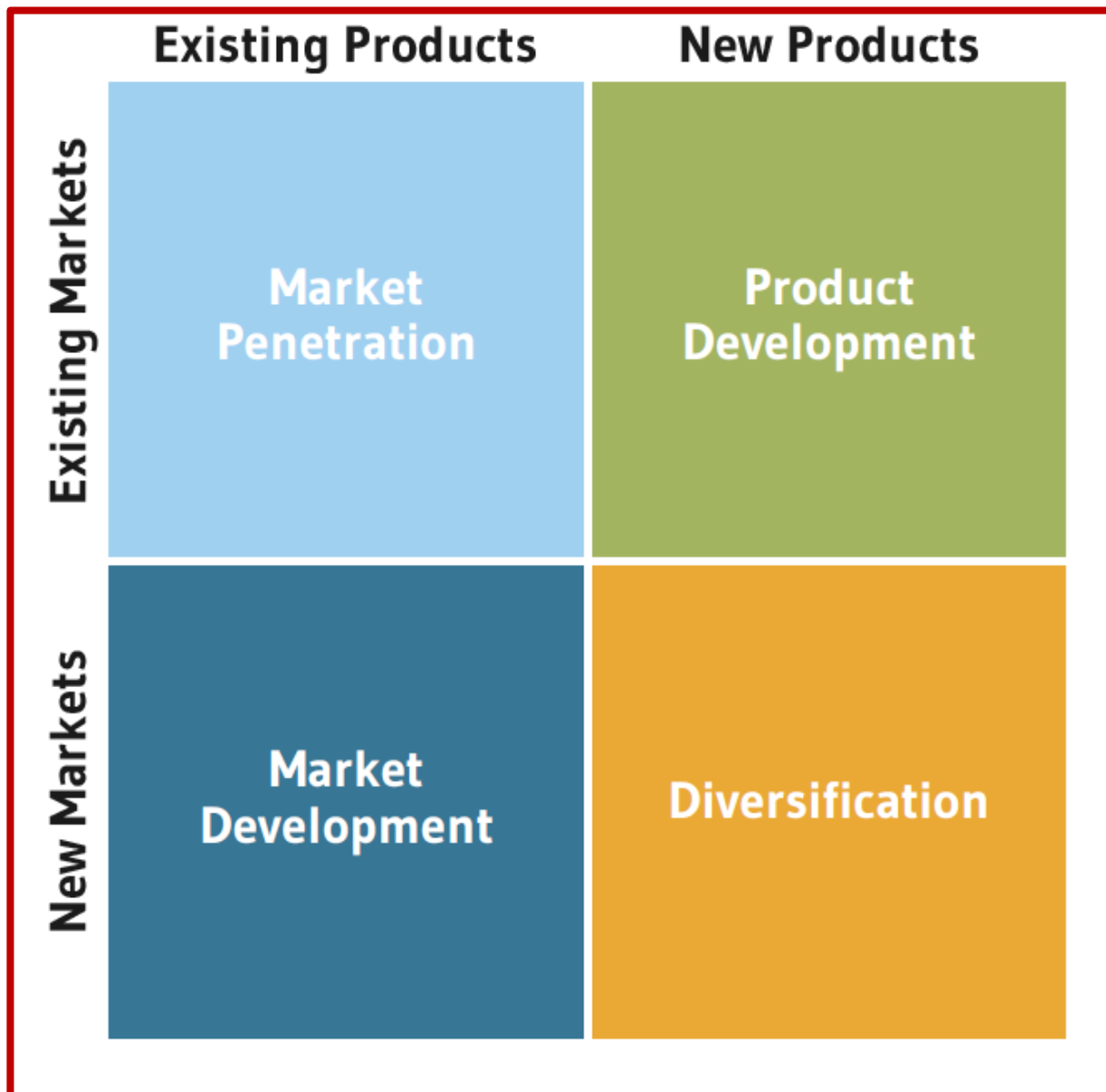
- Focus on existing products promoted to market segments currently not highly engaged.

Product Development (developing new products for existing markets)

- Expansion of current products or addition of new products for existing markets.

Diversification (developing new products for new markets)

- Develop new products specifically designed to attract and engage new markets.



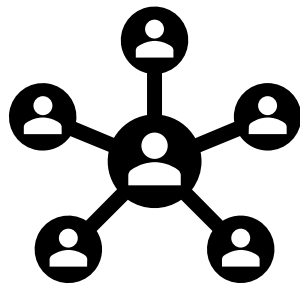
Ansoff's Product/Mission Mix

p. Opportunities for Regional Collaboration

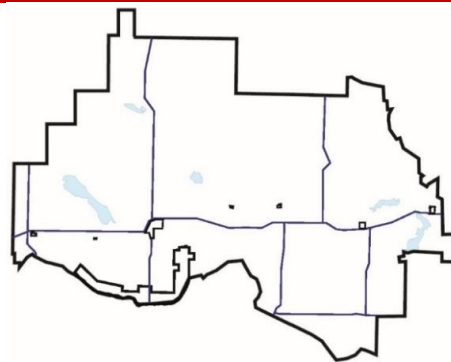
The Smoky Lake region stands to benefit from cooperating, both internally and externally.

This cooperation can and should take many forms, including collaboration at the policy and legislative level among municipalities, joint marketing initiatives, coordinated event attraction, as well as product development and packaging.

During the creation of this Strategy, numerous potential partners and supporting bodies have been identified and engaged with. The engagement process is to be continuing and ongoing into the future, as new or additional partnerships are identified, discovered, or created.



Connectivity & Collaboration



The Victoria District National Historic Site, within the Smoky Lake region

Smoky Lake County Regional Heritage Board (SLCRHB)

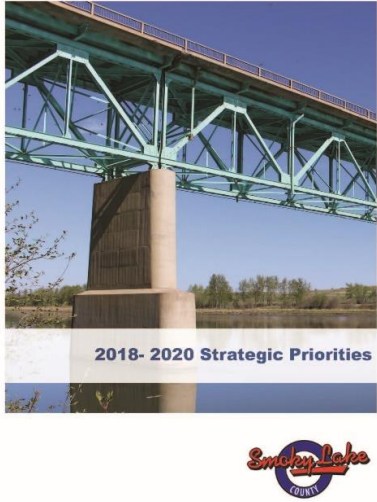
ESTABLISHED BY COUNTY BYLAW 1236-11, SLCRHB IS MANDATED TO:

- Manage aspects of the survey, identification, evaluation, designation, preservation, restoration, planning, financing and development of the heritage
- Advise Council on all policy and regulatory matters relating to heritage and heritage resources
- Stimulate in the general public an appreciation and knowledge of heritage and heritage activities, and encourage, promote and advocate for the preservation and safeguarding of the integrity of landscape heritage, ecological heritage, cultural heritage events and built heritage



2. Background & Project To-Date

In the 2018 - 2020 Smoky Lake County Strategic Plan,¹³ County Council identified a series of priorities, including an Economic Development Plan leveraging the Victoria District as a tourism asset. The Strategy is to be completed by Q3 of 2020.



2018-2020 Strategic Priorities

Smoky Lake County



Photo Courtesy of Tyler Riv

Values

Integrity
Sustainability/Stubility
Pride
Fairness
Freedom

Vision

Leading the way in positive growth with health, sustainable, rural living.

Mission

Smoky Lake County strives for collaboration and excellence in the provision of municipal and fiscally responsible government and services.

Strategic Priorities

Economic Development

Land Use Bylaw Changes Q4 2018 - Q4 2019
Victoria District Economic Development Plan Q4 2018 - Q3 2020
Wingspan Aerospace Trail RV Park Q1 2019 - Q3 2020
Industrial Park Q3 2019

Infrastructure

Expanded Public Works Yard Q1 2018 - Q3 2019
North Saskatchewan Emergency Response Plan Q4 2018 - Q4 2019

Governance

Develop Inter-Municipal Collaborative Frameworks Q4 2018 - Q2 2020
Develop High Priority HR Policy Q4 2018 - Q1 2019
Sustainable Planning Q1 2019 - Q3 2020

Reeve's Message

If you fail to plan, you plan to fail.


Everyone knows that plans must change as reality changes, so our new Council has, over the last year, pursued a new direction and a new Strategic Plan.

Council and Management conducted workshops, public surveys, and a public consultation in order to refine the new Strategic Plan. We sincerely appreciate all the input we received from County citizens.

Cathy Gosslet from Killick Leadership was a great asset to all of Council and Administration in helping achieve Smoky Lake County's new direction for the upcoming years. Several sessions were held and the leadership, style and professionalism of Kathy's leadership was much appreciated by all who attended. The refreshing collaborative style has given us a great new direction for our county.

On behalf of my Council colleagues, thank you very much to all who contributed to making our new Strategic Plan happen.

Sincerely,
Craig Lukinuk
Reeve




About Smoky Lake County

Smoky Lake County is in northwestern Alberta, along Highway 28 about 100 km from the provincial capital, Edmonton. Rural living, safety and open spaces are important to our 2,461 residents (2016).

Smoky Lake County features great opportunities for development, recreation, agriculture and affordable country living. While agriculture is our annual heritage, the County has large deposits of natural gas, extensive areas of peat and some forested areas available for logging.

We are home to many lakes and natural areas attractive to waterfowlers and wildlife enthusiasts, and a 50 mile stretch of the North Saskatchewan River north shore that is positioned for future development.

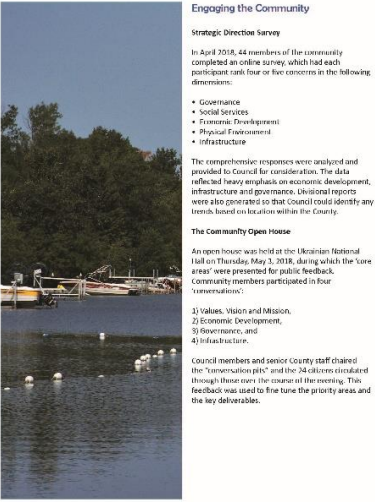
Smoky Lake County is very excited to welcome the upcoming historic Alberta Crossing cultural tourism site along the river, and look forward to emerging partnerships to diversify our economy while reflecting our pride.



Our Thinking Process

Smoky Lake County Council Retreat

Smoky Lake County Council and Management held a retreat April 9 and 10, 2018. The objective of the retreat was to determine the strategic direction and purpose of Smoky Lake County and to set short priorities that are achievable, tangible and agreeable, while providing clarity. Our deliverables were a statement of values, vision and mission statements, draft priorities and core areas of concern to present to the community. These core priority areas emerged: Economic Development, Infrastructure and Governance.



Engaging the Community

Strategic Direction Survey

In April 2018, 44 members of the community completed an online survey, which had each participant rank four or five concerns in the following dimensions:

- Governance
- Social Services
- Economic Development
- Physical Environment
- Infrastructure

The comprehensive responses were analyzed and provided to Council for consideration. The data reflected heavy emphasis on economic development, infrastructure and governance. Divisional reports were also generated so that Council could identify any trends based on locations within the County.

The Community Open House

An open house was held at the Ukrainian Festival Hall on Thursday, May 3, 2018, during which the "core areas" were presented for public feedback. Community members participated in four "conversations":

- Values, Vision and Mission
- Economic Development
- Governance, and
- Infrastructure

Council members and senior County staff chaired the "conversations" and the 34 citizens circulated through the areas the course of the evening. The feedback was used to fine tune the priority areas and the key deliverables.

Smoky Lake County 2018 - 2020 Strategic Plan



- **May 30, 2019** - As a side-trip from the Federation of Canadian Municipalities (FCM) conference, several members of County Council and administration toured Île d'Orléans in Quebec, studying potential ways how heritage and historic assets can be leveraged to drive tourism and sustainable economic development.



During the tour, attendees visited the following attractions:

- Chocolaterie de Île d'Orléans
- St-Laurent Parc Maritime (maritime park; spoke with a local operator who ran kayak and bike rental tours)
- Manoir Mauvide Genest (historic home)
- Cidery Steinbach (Cider/agro-tourism)
- Cassis Mona & Filles (blackcurrant/agro-tourism)
- Lunch meeting with Mrs. Debbie Deslauriers, Mayor of St-Laurent, Île d'Orléans

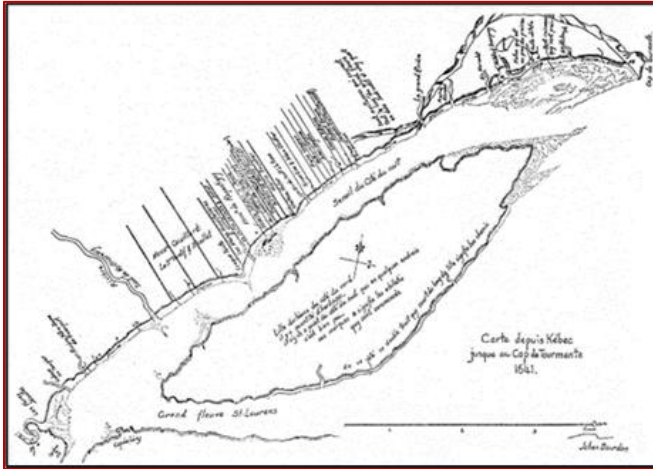
Île d'Orléans

(ENGLISH: ISLAND OF ORLEANS) IS LOCATED IN THE SAINT LAWRENCE RIVER ABOUT 5 KILOMETERS (3.1 MI) EAST OF DOWNTOWN QUEBEC CITY, QUEBEC, CANADA. THE ISLAND WAS ONE OF THE FIRST PARTS OF THE PROVINCE TO BE COLONIZED BY THE FRENCH, AND A LARGE PERCENTAGE OF FRENCH CANADIANS CAN TRACE ANCESTRY TO EARLY RESIDENTS OF THE ISLAND. THE ISLAND HAS BEEN DESCRIBED AS THE "MICROCOSM OF TRADITIONAL QUEBEC AND AS THE BIRTHPLACE OF FRANCOPHONES IN NORTH AMERICA." ...IT ATTRACTS MORE THAN 600,000 VISITORS EACH YEAR. NUMEROUS BED-AND-BREAKFAST INNS, REGIONAL CUISINE RESTAURANTS, ROADSIDE FRUIT STANDS, ART GALLERIES AND CRAFT SHOPS ALSO ATTRACT VISITORS.

- WWW.ILEDORLEANS.COM



Île d'Orléans Tours



Map of Beauport and Île d'Orléans, at east of Quebec City, made by Jean Bourdon in 1641

NOTE: Although the tour to Île d'Orléans highlighted some similarities between the Island and the Victoria District, as well as an inspiration for cultural and heritage focused tourism, it should be noted that the Victoria District Economic Development Strategy has been created primarily with a local focus in mind.

**Special Thanks to Alain Winter of
Tourisme Conseil Inc. for coordinating the
visit.**

- **Summer 2019** - During these months, Municipal Administration solicited a series of project proposals from a number of possible consulting agencies for consideration to partner for the completion of the Strategy.



**August 26, 2019
Project Scoping Workshop, led by CDS**

- **August 26, 2019** - Committee of the Whole Meeting: In follow-up to the Île d'Orléans tour, a 'project scoping' workshop was facilitated by Community Design Strategies Inc., to determine the purpose, extent, focus and content of the Strategy, and to identify stakeholders and determine how public consultation would take place. A Scoping Summary was developed from this meeting which was accepted by Council on September 26, 2019.



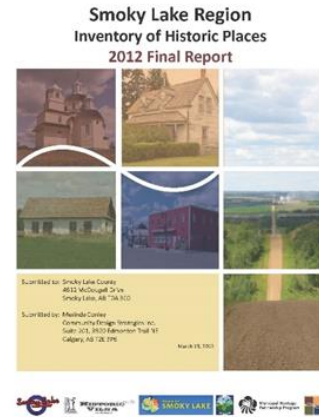
Community Design Strategies (CDS)

WITH FINANCIAL ASSISTANCE FROM THE PROVINCE OF ALBERTA, THE VILLAGES OF WASKATENAU AND VILNA, AS WELL THE TOWN AND COUNTY OF SMOKY LAKE PARTNERED WITH CDS IN 2012 TO ADOPT THE REGIONAL HERITAGE MANAGEMENT PLAN¹⁴, AND THE REGIONAL INVENTORY OF HISTORIC PLACES¹⁵. IN CONJUNCTION WITH OTHER RELEVANT BYLAWS AND POLICIES, THESE DOCUMENTS GUIDE THE HERITAGE MANAGEMENT PLANNING AND CONSERVATION OF NUMEROUS HISTORIC RESOURCES ACROSS THE REGION.

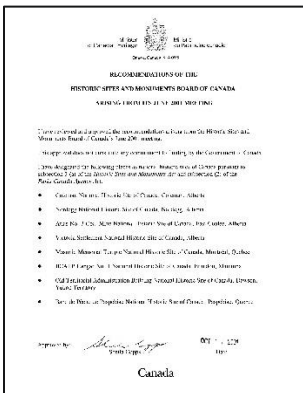
BOTH DOCUMENTS ALSO CONTRIBUTED TO THE VICTORIA DISTRICT AREA STRUCTURE PLAN (ASP) BYLAW 1302-17, WHICH PROVIDES FOR ADDITIONAL PLANNING, DESIGN STANDARDS, AND PROTECTIONS FOR THE DISTRICT.



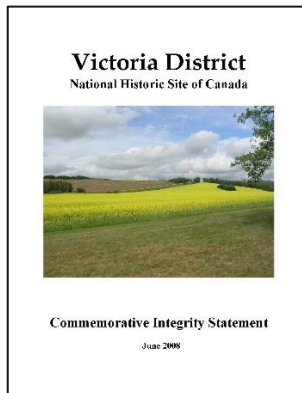
Smoky Lake Region Heritage Management Plan



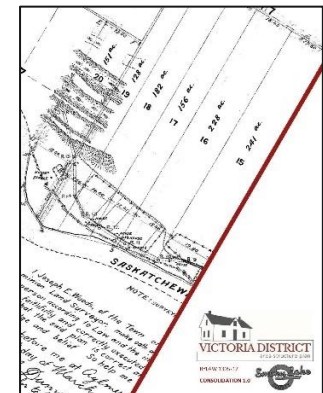
Smoky Lake Region Inventory of Historic Places



The Victoria District was Designated a National Historic Site of Canada by Ministerial Order¹⁶ in 2001



Smoky Lake County then worked with Parks Canada and local landowners to create a Cultural Landscape Inventory and Analysis¹⁷ (2007) followed by a Commemorative Statement of Integrity¹⁸ (2008), specifying the characteristics that make the District special and significant.



Aspects of the Commemorative Statement of Integrity were then integrated into the Victoria District Area Structure Plan Bylaw¹⁹ 1305-17 (2017), establishing various land use planning requirements to ensure ongoing historical integrity and proper management.



Bridge access across the St. Lawrence River from Quebec to Île d'Orléans, Site Visit May 29, 2019

- **September 24, 2019** - Municipal Administration met with Suzanne Prevost, Director Rural Development & Entrepreneurship with the Conseil de développement économique de l'Alberta regarding the Économusée framework and its potential applicability to the Strategy.



Économusée

VISITING AN ARTISAN'S WORKSHOP IS A SPECIAL OPPORTUNITY FOR DISCOVERING A TRADE AND CHATTING WITH A PERSON WHO LIVES AND WORKS IN THE AREA THAT YOU'RE EXPLORING. THIS IS A WINDOW ON THE COMMUNITY, ITS LIFESTYLE, ECONOMY, HISTORY, AND CULTURE - AN EXPERIENCE THAT ESSENTIALLY TAKES YOU DEEP TO ITS VERY SOUL.

THESE ARTISANS OPEN THE DOORS TO THEIR WORLD FOR YOU. ENJOY THE MOMENT IN THESE ENCHANTING PLACES. TAKE THE TIME TO APPRECIATE THE WORK THAT HAS BEEN ACCOMPLISHED. LEARN ABOUT THE MANUFACTURING PROCESS, FROM RAW MATERIAL TO THE FINAL PRODUCT OR ABOUT PRACTICES OF YESTERYEAR AND HOW THEY HAVE EVOLVED TODAY, WITH DUE RESPECT FOR THE HERITAGE THAT THEY HELP TO PRESERVE.

WE BELIEVE THAT CULTURAL TOURISM IS THE BEST WAY TO SHOWCASE ARTISANS

DEVELOPING A DIFFERENTIAL HERITAGE, OFFERING A DIFFERENT PATTERN OF CONSUMPTION AND INSPIRING ENTREPRENEURSHIP TAKE PLACE THROUGH DIRECT CONTACT BETWEEN THE POPULATION AND THE ARTISANS. THE ÉCONOMUSÉE® CONCEPT IS PART OF A DYNAMIC AGRO-TOURISM AND EXPERIENTIAL CULTURAL TOURISM APPROACH THAT ALLOWS PEOPLE TO:

- MEET ARTISAN ENTREPRENEURS WHO WELCOME VISITORS TO PREMISES WHERE ARTISTIC CREATION AND PRODUCTION TAKE PLACE
- GET TO KNOW, EXCHANGE AND SHARE WITH ARTISANS THE CRAFT THEY EXERCISE WITH PASSION
- DISCOVER PRODUCTION MODELS BASED ON TRADITION AND PRODUCTS CAREFULLY CRAFTED ON THE PREMISES
- ADMIRE EXCELLENCE, SAVOUR FOR THE PLEASURE OF THE SENSES AND LIVE MOMENTS OF EMOTION
- PARTICIPATE IN AN INTERACTIVE AND AUTHENTIC CULTURAL EXPERIENCE
- STAND OUT FROM THE COMPETITION

[HTTP://ECONOMUSEES.COM](http://economusees.com)

- **September 18, 2019** - A scoping debrief, and next steps were discussed, yielding a recommendation that Smoky Lake County Council establish an Ad hoc committee to move the project forward.



Project Scoping Workshop
Final Document²⁰

• **September 26, 2019** - County Council Meeting: The Victoria District Economic Development Strategy Ad hoc Committee was formed, comprised of representatives from:

- Smoky Lake County Regional Heritage Board (Noreen Easterbrook),
- Métis Crossing (Juanita Marois),
- Victoria Home Guard Historical Society (Elaine Breadon-Peiche),
- Victoria Settlement (Suzanna Wagner),
- Smoky Lake County Administration (Jordan Ruegg & Kyle Schole),
- Community Economic Development Officer (Michelle Wright), and
- County Council (Craig Lukinuk and Lorne Halisky, with Johnny Cherniwchan as alternate).



Welcome to the Victoria District!

- **October 10, 2019** - Visioning Session: The Victoria District Economic Development Strategy Ad Hoc Committee conducted a visioning session. Committee members were encouraged to envision what the District might look like several years (i.e. 5 years, 10 years, 20 years, etc.) from now, in order to guide the development of the Strategy.

The Ad Hoc committee aligned on three values:

- heritage integrity and ecological preservation,
- desire to share our regional assets with others,
- and maintaining our community.

- **December 1-6, 2019:** The Smoky Lake County Planning and Development Services Department as well as other municipal managers and senior administration attended a series of meetings to discuss the next steps for the Strategy.
- **December 12, 2019 - County Council Meeting:** Smoky Lake County Council approved the selection of Vision XS Ltd., for project assistance towards the development of the Victoria District Economic Development Strategy, acknowledging the cost savings and synergies associated with the Métis Crossing development. Over the remainder of the months of December and January, Vision XS CEO Tony Sefton worked with the County Planning & Development Services Department as well as other municipal departments to gather research, statistics, and background information/data to build modelling to form the foundation of the Strategy.

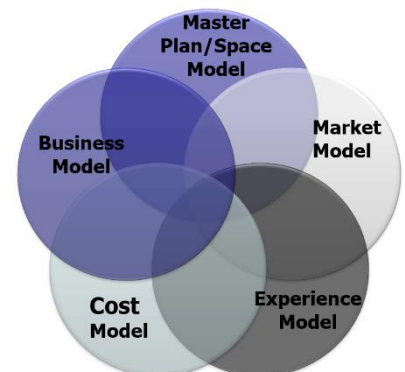
The resulting modeling assists in determining what infrastructure is needed, as well as when, and what the estimated costs will be.

Vision XS

VISION XS WAS FOUNDED IN 1996 AND HAS BEEN ASSOCIATED WITH REINVENTING TECHNICAL MODELLING OF THE LEISURE INDUSTRY. PROPRIETARY MODELS COMBINED WITH DATA COLLECTED FROM ATTRACTIONS AND TOURIST SYSTEMS OVER 20 YEARS MAKE VISION XS THE PARTNER OF CHOICE FOR GOVERNMENTS, DEVELOPERS AND EXISTING LEISURE OPERATORS WHEN CONSIDERING ANY FORM OF LEISURE OR TOURISM STRATEGIES. A CORE SKILL SET INCLUDES:

- BEING A STRATEGIC EXPERIENCE ADVISOR TO MAJOR PROJECTS
- SETTING UP MAJOR PROJECTS AND DELIVERING OPERATIONAL TEAMS
- STRATEGIC EXPERIENCE INVESTMENT ADVICE TO GOVERNMENTS, REGIONAL GOVERNMENTS AND INVESTORS
- VISITOR EXPERIENCE MODELLING
- VISITOR JOURNEY PREDICTIONS AND MONITORING
- EXPERIENCE ECONOMICS AND BUSINESS PLANNING
- BUSINESS RECOVERIES
- DUE DILIGENCE
- STRATEGIC LEISURE/EXPERIENCE PLANNING

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5 MODEL APPROACH

- **February 24 - 28, 2020: Site Visits & Strategy Refinement**
 - Internal strategy discussion, feedback, & next steps.
 - Smoky Lake Chamber Panel with Tony Sefton (CEO, Vision XS), Juanita Marois (Executive Director, Métis Crossing), and Bill Alexander (acclaimed Executive Chef, Grey Eagle Casino).
 - Attended by residents, members of the Chamber of Commerce, local producers/agricultural growers, representatives from 'Go East of Edmonton' and Alberta HUB, the Victoria Home Guard Historical Society, among others.



Chamber of Commerce Panel at the Smoky Lake Senior's Drop-in Center

- Committee of the Whole Meeting, at which the draft Strategy was discussed, in the morning with County Council, and in the afternoon with Town Council also in attendance. Furthermore, in the afternoon, representatives of:
 - Municipal Planning Services (MPS) Ltd.
 - Métis Crossing
 - Alberta Economic Development, Trade & Tourism
 - Travel Alberta
 - Town/County Council/Administration
 - (both Villages of Waskatenau and Vilna were invited but did not attend.)



Committee Meeting at the Smoky Lake Curling Rink

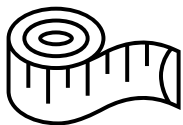
- Regional tour to identify existing and potential tourism attraction operators
 - sites located within the Villages of Vilna and Waskatenau
 - potential sites in the Hamlet of Bellis
 - Smoky Lake Forest Nursery



Smoky Lake Tree Nursery



- Finance: Discussion with County Finance Manager for aspects of finance and funding implementation, potentially ranging from Levies, Licensing, borrowing options, etc.



- Infrastructure review: Discussion with County Municipal Engineer (Associated Engineering), as well as and the Planning and Development Services Department to discuss the infrastructure requirements/costs for various scenarios



A Voyageur Brigade at Clerk's Quarters,
Victoria Settlement



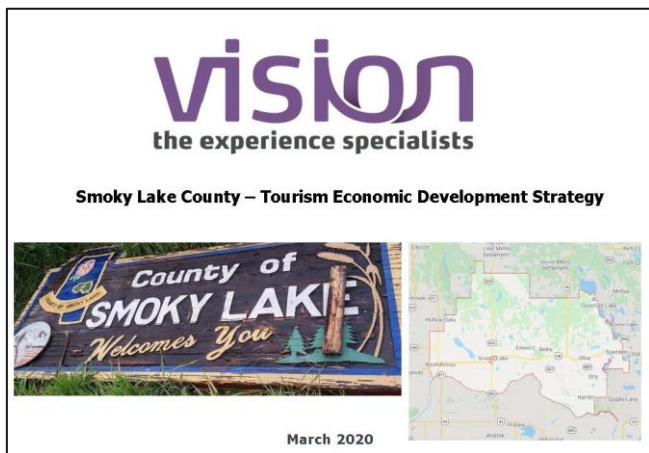
Clerk's Quarter's, Fort Victoria
Courtesy of the Provincial Archives

- Métis Crossing Board of Directors, for further discussion and Strategy refinement, as well as discussion into potential funding and financing sources.



Métis Crossing Board Meeting

- **March 2020** - Refinements to the Strategy, including additional data collection, information on the Provincial tourism levy, GDP and demographics, tourism profiles, and Northeast Alberta regional initiatives, funding scenarios & investment models.
 - It is abundantly clear that in order for *any* Strategy to be successful, partnerships and coordination should be sought where possible, especially between the Town and County.
 - Through the Province, a potential investor into a municipally controlled corporation was identified as being a potential vehicle for advancing and implementing the Strategy.
 - It is clear that in order for any Strategy to be successful, partnerships and coordination should be sought where possible, especially including between the Town and County.
 - Through the Province, a potential investor into a municipally controlled corporation (Investor Partnership Model) was identified as being a potential vehicle for advancing and implementing the Strategy.
 - The Vision XS (March 2020) Strategy Document²¹ was prepared.

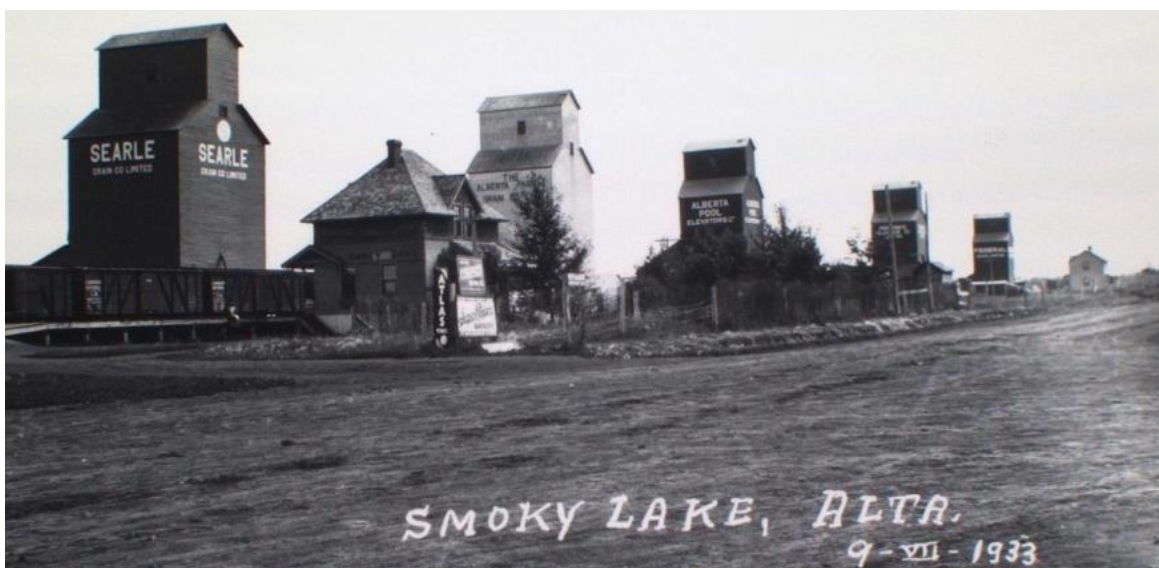


Vision XS (March 2020) Strategy Document

- **April 2020** - Both Councils (first the County, followed by the Town) were briefed individually, and at the April 29, 2020 Joint Council Meeting, County Council adopted a Motion to proceed with adopting the Strategy on the basis of an Investor Partnership Model, subject to Public Participation.
- **May 2020** - At the May 29 Meeting of Joint Town and County Councils:
 - The Vision XS (March 2020) Strategy Report Document was *accepted* for information

- First Reading was given to this Proposed County Bylaw 1372-20 and Proposed Town Bylaw 006-2020 to jointly *adopt* the Strategy, subject to the Public Participation Plan.
 - This joint Bylaw is an abridged adaptation of the Vision XS (March 2020) Strategy Report Document.
 - The Public Participation Plan was accepted, and a Joint Virtual Public Hearing scheduled for June 26, 2020 at 10:15 a.m.

Note: This Proposed Bylaw aims to jointly adopt the *concept* of the Victoria District Economic Development Strategy. This means that if adopted, future implementation bylaws may be separately brought forward for consideration by Councils, subject to additional public participation.



Smoky Lake, by Gavinchuk (1933)
Courtesy of the Provincial Archives of Alberta

a. SWOT Analysis – Where Are We Now?

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Smoky Lake Region Tourism – SWOT Analysis

The current system has many strong points and is perhaps only let down by not having enough signature attractions. In turn this does not bring enough people to require more accommodation and thus the system does not grow. As a result it is hard to market and gets little marketing budget devoted to promotion and is therefore overlooked by tourists. This needs to change in order to realise the strong potential.



<p>Strengths</p> <ul style="list-style-type: none"> • History • Natural beauty • Arts and culture • Food and drink • Historic transport routes • The Pumpkin Event 	<p>Weaknesses</p> <ul style="list-style-type: none"> • The current tourism offer is patchy • Distance to the tourists • Small population • Lack of tourism training courses
<p>Opportunities</p> <ul style="list-style-type: none"> • To make the tourism income for the Region be a significant driver for the local economy • Attractions, activities, accommodation, food and beverage, transport and retail 	<p>Threats</p> <ul style="list-style-type: none"> • Loss of fossil fuel income • Competition already established • Mismatch of public and private roles • Achieving the investment to prime the economic pump

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Smoky Lake Region Tourism – Great Ingredients

<p>HISTORY</p> <p>...in abundance from different groups of people covering thousands of years</p>		<p>NATURAL BEAUTY</p> <p>... in abundance with rivers, lakes, streams forests, creeks, valleys and planes</p>	
<p>CULTURE</p> <p>... as a result of the many different groups of people that have settled in the area the art, music, traditions and customs of the region are rich and varied</p>		<p>FOOD AND DRINK</p> <p>...Metis, Ukranian, Polish, French, Scottish and oh modern Canadian as well. This will underpin the success of the strategy</p>	

3. The Strategy

The Town of Smoky Lake and Smoky Lake County have opted to pursue a joint venture Tourism Corporation, which would, among other things, provide loans to tourism operators and manage a tourism strategy including marketing.

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Strategic Approach – Key Pointers

- Any strategy produced by Vision XS is a framework and not a manual. Changes on the way will be a necessity as other opportunities arise or certain aspects cannot be delivered. The general direction and economic KPI's in terms of GDP and jobs created should be maintained.
- The need to balance supply and demand is important in any system and is the basis of the numerical approach. In the case of Smoky Lake Region balancing the amount of tourism drivers in terms of attractions, events and activities with the amount of infrastructure and accommodation is key to the long term success of this strategy.
- Being local and authentic drives tourism not corporate identity so it is important that the welcoming character and nature of the people of the region comes through strongly. Attractions and activities should also have a strongly local and authentic feel along with the food and accommodation.
- Community is essential – must be a win-win. If not, it will not work.
- The Strategy builds on what you have. This is not a complete start up as the raw materials for an amazing tourist system is already here.



Plan Objectives:

1. Arrest the declining population to protect municipal core services including hospitals and schools
2. See property values gradually return to a positive-growth pattern
3. Reduce the unemployment
4. Facilitate career opportunities for young people so they do not have to leave the area
5. Ensure wealth generation is shared around the region
6. Contribute to the preservation of heritage values of both the Victoria District and the wider region

Smoky Lake Tourism Company will be a Limited Partnership Company with a remit for investing in, operating, and marketing the county as a tourism destination. The shareholders of the company will be diverse and may include:

- Smoky Lake County
- Smoky Lake Town
- Metis Nation of Alberta
- Institutional Investors
- Local Investors via a share scheme (crowd funding)

Further funds will be raised from Grants and business loans. The taxpayers of Smoky Lake County will not be asked for more taxation to fund this company as it will be a separate entity. The more money that SLTC is able to raise and invest into the system the more jobs that will be supported and created and the more the local economy will grow. The target range for total fundraising will be \$45-90 million. The company will invest and loan money into the following areas to help make the tourist system grow.

- **Attractions and premium activities**
- **Accommodation for tourists and staff**
- **Tourism infrastructure such as roads and paths**
- **Retail and catering**
- **Supporting services such as transportation and laundry**

SLTC will operate around 25-30% of the tourist attractions, accommodation and will invest in the infrastructure to make the system work. It will also reinvest in the system out of its cash flow along with paying back any loans and paying dividends to shareholders. It will be a profit-making company for the benefit of Smoky Lake region. A proportion of the annual profits will also go to the Advisory Board that will be responsible for issuing grants for heritage protection/maintenance along with a bursary system for young people wishing to further their careers in areas that will benefit the tourist economy.



Pakan/Victoria Ferry Crossing (1930)
by Mary Mansfield.

Courtesy of the Provincial Archives

The company will employ an executive director and a team of people to operate and market the counties tourism product which will be based in an office within Smoky Lake Town. The executive team will report to a board which will be made up of shareholder representatives.

The company will derive its income from its investments and loans into the tourist system along with receiving an annual income from a Differential Business Licence Fee 'DBLF' which will be a tourist only tax of 6.5% of all revenues on accommodation, eating out, attractions and tourist retail. This money will be charged at point of sale to tourists only and local residents of Smoky Lake region will have an exemption pass meaning that they will not pay any extra for the same services/goods/products as they do now. For the business operators and owners within the region they will pay their DBLF either monthly or quarterly. All 6.5% income from the DBLF will come into the region and Town and then used as follows;

- 1% stays within the Town and County to cover the extra costs of maintaining the counties infrastructure due to the extra footfall
- 0.5 % goes to SLTC to contribute to its marketing budget
- 4.5% goes to SLTC to repay infrastructure investments

SLTC will therefore be a stand-alone company, raising its own funding for the sole benefit of creating an amazing tourism system in Smoky Lake region which strongly include looking after the natural assets such as historic sites, natural beauty and culture which are the reasons why visitors will come in the first place.

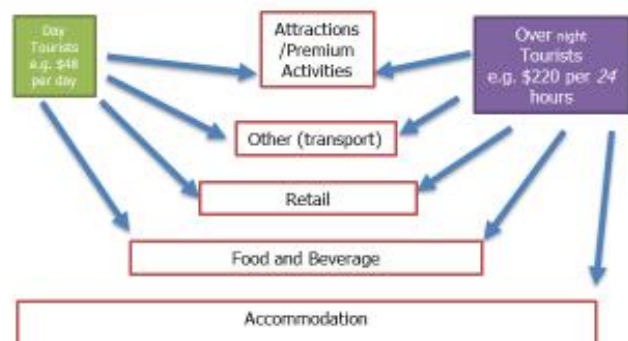
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All Models – Tourism Economics

The Smoky Lake Tourist Economy will be a combination of day tourists who typically spend \$40-60 a day and overnight tourists who typically spend \$200 – 300 a day. The spend distribution platform shown is representative of how the combined day and overnight tourists spend is placed. Attractions, events and natural beauty are often the drivers for tourist systems but get a disproportionately low amount of revenue whereas catering and food and beverage do much better. This strategy therefore invests in accommodation businesses to deliver returns.

The economic strategy will be to ensure that Metis Crossing in the Victoria Settlement Area is successful, and then spread the positive economic impact across the region.



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Outline of the Strategy

This system allows rapid investment into the tourist system in Smoky Lake Region. Initially the proportion of percentage ownership of SLTC of the various aspects tourist system contributors such as attractions and accommodation will be high (40% - 70%) but this will decline as a proportion to 15% - 30% over a 10 year period with the exception of hotel rooms which SLTC will have over 60%.

SLTC will also run the counties tourism website and linked booking system for events, attractions, accommodation, premium activities and restaurant bookings. SLTC will work in cooperation with Travel Alberta, Edmonton Tourism and various Indigenous Tourism groups to co promote the Smoky Lake Offer.

All participating companies within the system will receive a good volume of their annual bookings from SLTC who will take a small selling commission and receive an agreed amount of percentage of their revenue towards the marketing budget for the Region. This system also allows SLTC a degree of quality control over the offers within the Region as those businesses that do not adhere to standards already well defined by Travel Alberta will not have access to the booking system or be advertised on the website.

This particular model has been very successful in Whistler but has the advantage in the Smoky Lake Region of Region Government involvement to ensure balance.

The next page outlines a structure whereby the investment comes into a new trading entity of SLTC which operates a number of sub companies that distribute the investments into the tourist system either via equity or loans. SLTC would have its own board made up of investor and local representatives and employ a management team led by an experienced CEO to deliver the business plan.

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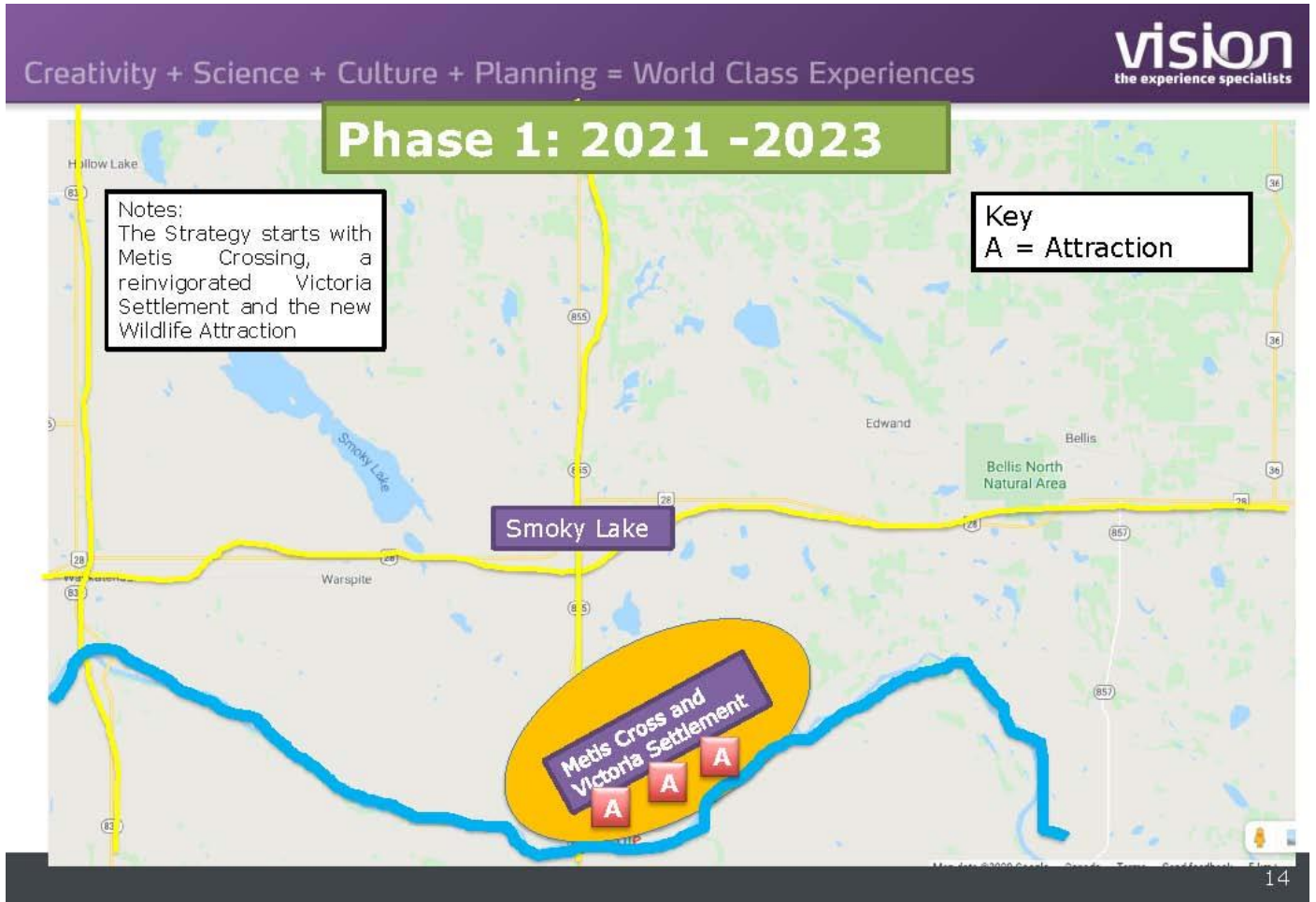


**Victoria District National Historic Site
Commemorative Plaque Site**



**Paddle into the Past on the North
Saskatchewan River, Métis Crossing**

a. The Strategic Vision



*Note: locations and timelines are for conceptual purposes only.



“Systems at work”

Courtesy of Gavinchuk, Images of our Past

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Phase 2: 2024 -2026

Notes
The Smoky Ring is added including new links either end along with signature new attractions at the nodes.

Key:
A = Attraction



* Note: locations and timelines are for conceptual purposes only.



Chopping firewood at Smoky Lake (1927), by Gavinchuk, Courtesy of the Provincial Archives



Smoky Lake hockey team (1948) by Gavinchuk, Courtesy of the Provincial Archives



*Note: locations and timelines are for conceptual purposes only.



Village of Smoky Lake
Courtesy of Gavinchuk, Images of our Past

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Transport Strategy for the Tourist System

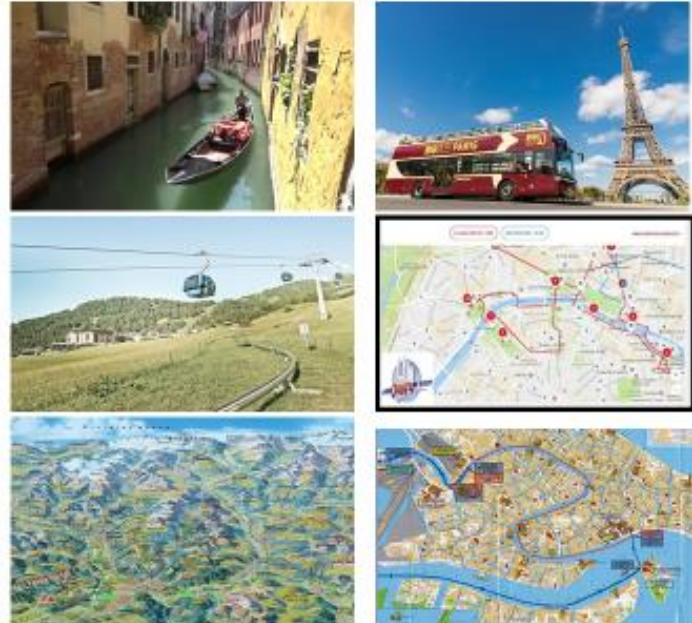
Great tourism systems make transport part of the experience, and the strategy for Smoky Lake Region is no different. Celebrating the historic and modern forms of transport associated with the region are key to achieving something tourists will flock too.

Effectively making the transport a central part of the experience as shown in the examples of Venice, Tirol and Paris to the right.

The plan is to link up the Victoria Trail with the Iron Horse road as shown on the next pages.



Red River Cart Monument, along Victoria Trail, within Victoria District National Historic Site



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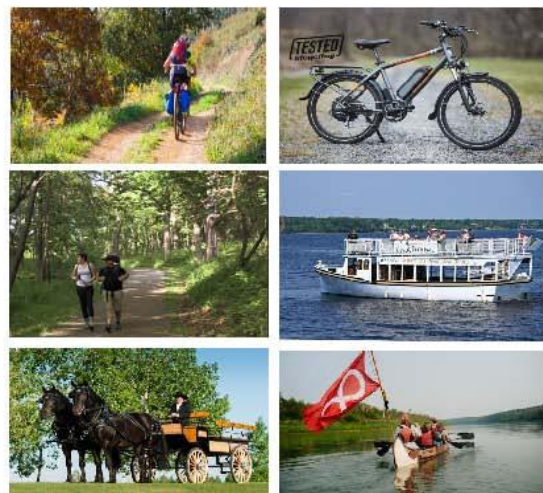
All Models – Opportunities for the Community: Transport

The Smoky Lake Ring... modes of transport.

In Summer with the exception of e-bikes it should be largely self powered on the Smoky Ring itself, with walking and cycling being the predominate modes of transport but supported by the more fun carts, traps, horse riding etc. It should be possible via boat operators to do the river section in lots of different ways.

Dog sledges, ATV's and Skidoo's and cross country skiing should be the winter modes delivering a completely different experience and another reason to come back especially when there are major events on.

The mix of transport modes will be highly appealing to visitors and make Smoky Lake Region Unique in Alberta.





Biking along Victoria Trail, past the House in the Middle of the Road Municipal Historic Resource



Pakan/Victoria Ferry, (1928) by Gavinchuk
Courtesy of the Provincial Archives

Modes of Transportation in the Victoria District

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All Models – Opportunities for the Community:

Accommodation

All types of quality accommodation is needed across the Region, starting initially at Metis Crossing and then all along the Smoky Ring and eventually out across the Region. A focus on all year round accommodation will be essential to support the seasonal events business and vice versa. Note whichever option is selected going forward there is not enough accommodation in any type to develop the all year round tourist system.

This strategy calls for the purchase several small local hotels and converts many residential houses that are currently for sale into B&B or self catering accommodation.

This is the least risk-intensive approach, and will prevent the system not having enough accommodation units to support the tourist system.



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Opportunities for the Community: **Retail, Catering and Supporting Sectors**

Local authentic retail and catering will be successful – tourist tat will not. This should be driven by local businesses, but we recommend that through the planning system and membership to a centralised marketing system that a degree of control to ensure the right type and mix of offers are available. Authentic and local product supply, especially food and drink, is essential and the tourist system will be supported by a wide range of products and services.



Catering

- Restaurants
- Cafés
- Pop up food offers
- 'Localised street food'
- Event catering
- Picnic and hampers
- Food storage and pre-processing
- Food transport

Product Supply

- Farming
- Meats and poultry
- Fish
- Vegetables
- Pickles and condiments
- Cakes and biscuits
- Deli products
- Breads and pastries
- Brewing, fermenting and distilling
-endless

Other Goods and Services

- Laundry
- Cleaning
- Maintenance
- Transport
- Training
- Marketing
- Utilities
- And many more.....



Farmers and hay wagon, Smoky Lake, Alberta, (c. 1925-1933) by Gavinchuk
Courtesy of the Provincial Archives

b. Risk Assessment





Northern Lights at Waskatenau


The following criteria have been developed to assist in conceptualizing various risk aspects of this Strategy:







- **Jobs:** Related to the anticipated number and quality of the jobs that will be created.
- **GDP:** Considers the anticipated Gross Domestic Product growth.
- **Municipal Investment:** Related to the anticipated municipal expenditures (i.e. infrastructure funding).
- **Legal Effort:** Related to the amount of legal work/expense that is anticipated to be required.
- **Organizational Effort:** Related to the amount of staff time/resources that is anticipated to be required.
- **Likelihood of Success:** Related to the risks/potential challenges and how well the we are prepared to deal with these risks/challenges.

Each criterion has been ranked on a scale, using three categories of risk/challenges anticipated:

 **RED** - Significant risks/challenges exist or are anticipated. These risks may include financial risks or other risks related to administrative capacity/knowledge. Risks of this nature are expected to require the municipalities to seek additional help outside of the organization.

 **YELLOW** - Moderate risks/challenges exist or are anticipated. These risks may include financial risks or other risks related to administrative capacity/knowledge. Risks of this nature may to require the municipalities to seek additional help outside of the organization.

 **GREEN** - Minor risks/challenges exist or are anticipated. These risks may include financial risks or other risks related to administrative capacity/knowledge. The municipalities anticipate being able to address the majority of these risks without additional assistance being required from outside of the organization.

Risks and Successes					
Jobs	GDP	Municipal \$ Investment	Legal Effort	Organizational Effort	Likelihood of Success
					

c. Advisory Board

In recognizing that in order to protect areas such as the Victoria District that a healthy balance between a tourism system generating income to provide maintenance costs/growing the local economy and protecting what the Smoky Lake region has is essential.

As such, the Parties may consider establishing an Advisory Board, which would have a two-fold responsibility within the Smoky Lake Tourism Company:

Role 1: To monitor tourism activity and its impact on Natural, Cultural and Historical sites of importance and advice on any negative impact along with remediation actions

Role 2: To receive an annual grant from SLTC towards Natural, Cultural, Historic and Social projects and distribute this via grants to organizations and people who require support or finance in these areas. The social aspect of the fund would be essentially for people who want to improve their skill set to be able to work and support the tourism system in the region.

It is anticipated that the Victoria Home Guard may receive an annual grant from the Advisory Board to ensure that it can maintain its vital work in looking after and documenting of many local historical sites.

The Advisory Board will be made up of appointed representatives from organizations, possibly such as the Victoria Home Guard and individuals that have a specific knowledge or expertise to be able to deliver its remit.

This will be an elected board separate to the SLTC with the exception of board positions for a member of the SLTC board and the SLTC Executive Director to ensure an ongoing link between the two organizations.

In setting up this Advisory Board through a bylaw with an active mandate, the aim will be to improve and protect the counties many natural and historical assets whilst also providing encouragement to those that will to further themselves in the tourism economy.

4. Public Engagement – What we Heard

Over the month of June 2020, the Town and County of Smoky Lake implemented a Public Participation Plan to hear from residents, stakeholders, agencies, partners, and other groups. This series of engagement opportunities (led by the Engagement Team) such as tele-town halls, phone-calls, and conversations, aimed to begin an ongoing dialogue.



**Kyle Schole, Planning,
Development, & Heritage
Assistant**

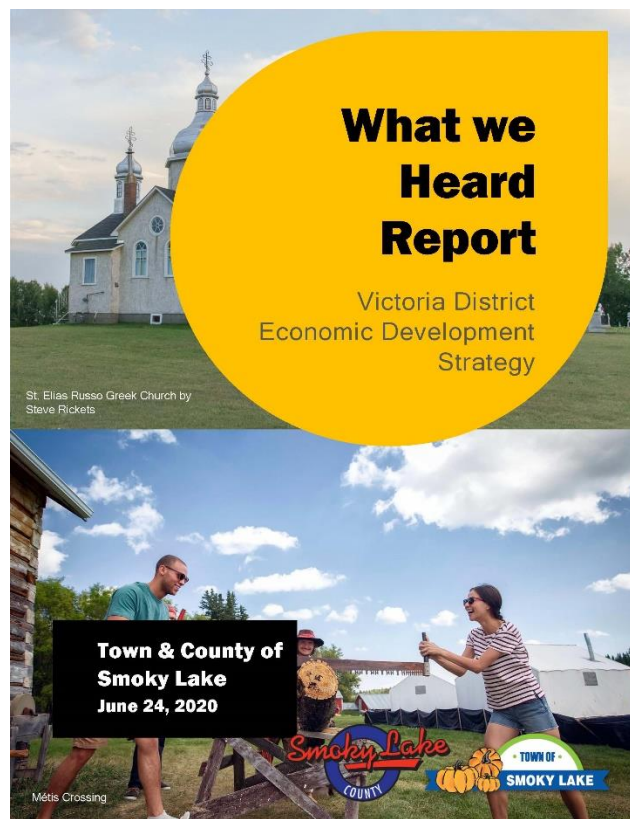


**Jordan Ruegg,
Planning & Development
Manager**



**Michelle Wright, Regional
Community Economic
Development Officer**

The findings of this Public Participation Plan were distilled into a What We Heard Report²¹ to Joint Town and County Councils ahead of a Joint Virtual Public Hearing scheduled for June 26, 2020.



5. Implementation & Conclusion

This Strategy is a concept or guide. It is not a prescriptive recipe. To implement the Strategy, there are to be future bylaws brought forward for consideration and refinement, subject to public engagement. Likewise, this Strategy represents a beginning, not an end to an ongoing process of public engagement & transparency, as well as the storytelling, protection, and preservation of the Victoria District, as well as heritage across the Smoky Lake region.



Reving up - Steam Engines in Smoky Lake
Courtesy of the Provincial Archives

This document lays out a high-level strategic direction that will advance the Smoky Lake region toward a vision. The region is in the early stages of development, but key indicators signal that the community is ready to capitalize on tourism growth.

The strategy will require collaboration between multiple stakeholders to be successful. By coming together as a team and committing to tourism development, the future will include a high quality of life for residents, strong income for businesses and a diversified economy.

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It takes a community - George McDougall Hospital being moved from Pakan to Smoky Lake (c. 1922)
Courtesy of the Provincial Archives

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Interpretation at Victoria Settlement Provincial Historic Site

Victoria District Economic Development Strategy

Bylaw 1372-20



Smoky Lake County
4612 McDougall Drive
Smoky Lake, AB T0A 3C0

Phone: 780-656-3730

Bylaw 006-2020



Town of Smoky Lake
56 Wheatland Ave.
Smoky Lake, Alberta T0A 3C0

Phone: 780-656-3674



Teepee and Red River Cart at Métis Crossing



View of the North Saskatchewan River from Highway 831 by Kyle Schole

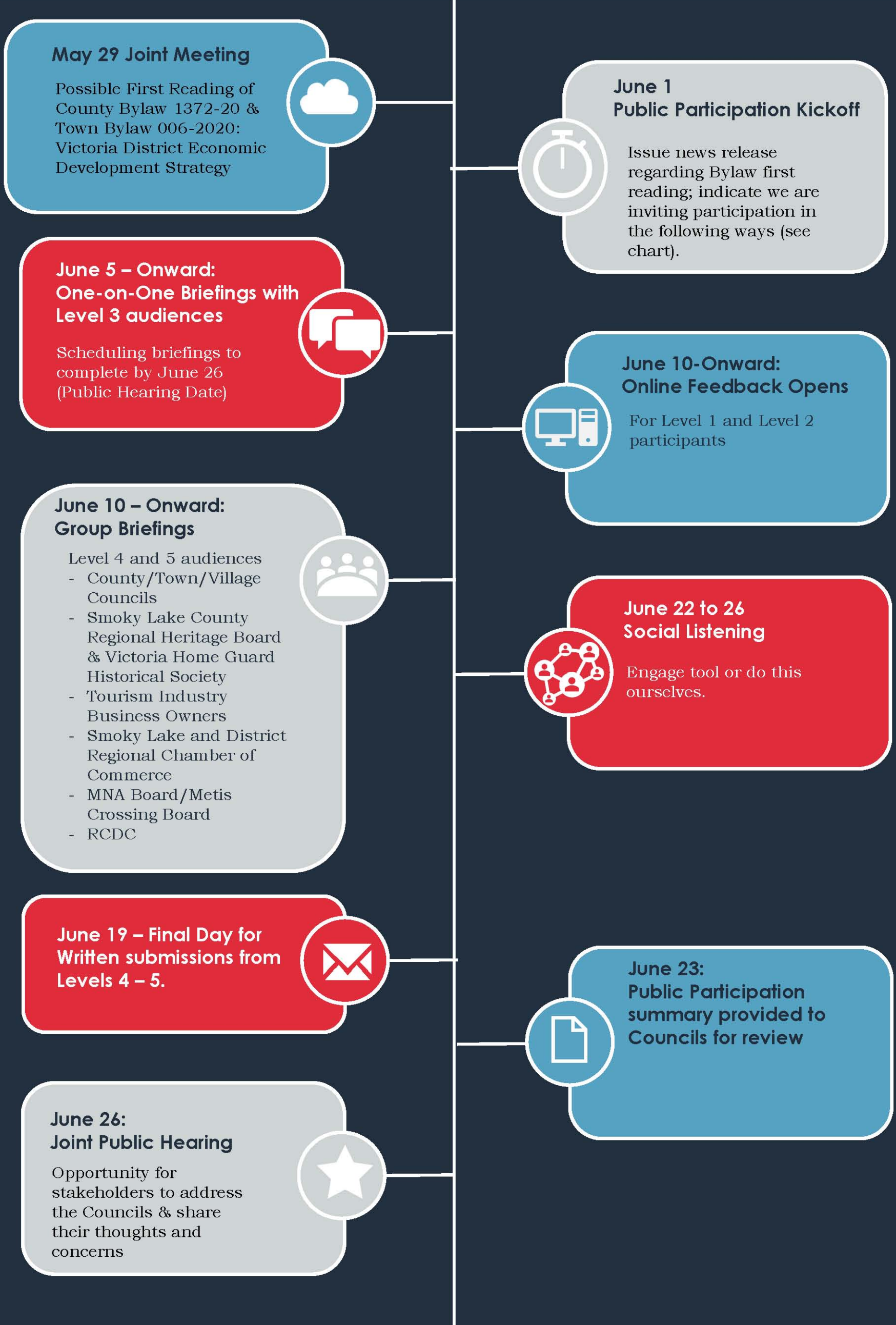




Victoria District Economic Development Strategy **PUBLIC PARTICIPATION PLAN**

Outcomes:

1. Compliance with County/Town Public Consultation Policies
2. Valuable Public Input to the Strategy



Want to learn more about the Victoria District Economic Development Strategy?
Visit our website:

<https://www.smokylakeregion.ca/victoriadistrictstrategy>

Join the conversation!!

facebook

<https://www.facebook.com/smokylakecountyAB/>
<https://www.facebook.com/Town-of-Smoky-Lake>



<https://twitter.com/SmokyLakeCounty>
<https://twitter.com/OfSmoky>



What we Heard Report

Victoria District
Economic Development
Strategy

St. Elias Russo Greek Church by
Steve Ricketts

**Town & County of
Smoky Lake
June 24, 2020**

Métis Crossing



• TOWN OF •

SMOKY LAKE

Public Participation Report

01 Our region already benefits from the visitor economy.

02 As a concept, the Strategy is a good move.

03 The details matter.

04 Money talks.

>83 Unique Engagements

Tourism is an Opportunity

Overwhelmingly, we heard that residents support smart and responsible tourism in our region. And, as one of the current top five economic drivers in this area, there is an opportunity to grow this sector.

The Strategy is a good start

Generally, the Strategy was well-received, and sets a positive direction for as to how the municipalities may proceed. However, if the Strategy is adopted and implemented, more details such as corporate structure, business planning, and financing, etc. is certainly required

Implementation will require ongoing engagement

Moving beyond this strategic concept and into implementation will require accountability, close cooperation, empowerment, and integration with community.

Any future implementation bylaws which are brought forward, will also need to be subject to meaningful public participation.

Concerns about Financing

Of any aspect of the Strategy, the question of how or if a Levy/Tax/License figures into the financing caused the most questions and concerns.

This report is intended to convey the findings of the many conversations, meetings, tele-town halls, which have taken place so far, so that in addition to the Joint Virtual Public Hearing of June 26, Town and County Councils are fully informed in their consideration of the Bylaw.

Table of Engagements

GROUP	FEEDBACK
Non-Profits	<ul style="list-style-type: none"> - Suggestions for strategy additions and how the trail contributes to the success of the tourism industry in our Region. - Strategy is a positive initiative for the community. - Desiring to assist with the educational/awareness components. - County/Town should be applauded for this initiative, however, they should not lose focus on other economic development opportunities. - Concerned about increased traffic along Victoria Trail. - How is "Region" defined? Would like to see more information provided regarding how the municipally controlled corporation would operate/what it would fund. - If a levy/business licence fee is instituted, who/what would it apply to? - Likes the idea of local artisans developing operations but would like to know who funds these (County or Corp?). - Would new accommodations be built or purchase of existing stock? - More detail on the risk analysis portion of the Strategy is required to better understand where the risk lies (County or Corp?). Strategy should undergo a socio-economic impact assessment (i.e. will policing/emergency services needs increase, etc.). - Suggested edits need to be made to the proposed Bylaw (i.e. typos, grammatical changes, too many pictures, too much colour). - Would like to see more of a focus on agritourism and promotion of Ukrainian culture/heritage in the Strategy. Wants to see an educational component to bring awareness to the history and heritage in the Region. Public engagement and consultation period was too short. - Objects to the title of the Strategy referencing the Victoria District as the Strategy contemplates a much larger geographical area and also objects to the comparison to Ille d'Orleans. - How does COVID affect the development and implementation of the Strategy? Concerned about the use of tax dollars being used to implement the Strategy. - Wanted to know if there were plans to develop a secondary trail system to accommodate the expected increases in various forms of transportation along the Victoria Trail. If so, would land and/or easements need to be acquired? - Asked what the specific role the municipally-controlled corporation would play. Asked how the \$90 million figure was arrived at and what the money would be spent on. - Signage/interpretive plaques along the Victoria Trail is a project that the Board would be interested in spearheading.

	<ul style="list-style-type: none"> - Asked about how the Strategy would be affected by COVID (fewer people travelling right now) and whether the Strategy contemplated this challenge.
Local Business	<ul style="list-style-type: none"> - Overall, very positive on having a Regional plan. - Positive content we are creating with the Strategy. - Keep it simple - support the strategy but not any tax on travellers or business to fund strategy implementation or maintenance. - Interested to know more about trade opportunities. - Levy issues, support for the strategy and what it will do for Vilna including maintaining main street improvements.
Tourism Partners	<ul style="list-style-type: none"> - Keen to discuss opportunities for their businesses "Tourism Works in Smoky Lake" - Positive response to the summary of the May 29th Joint Town and County Council - Excited to hear about the Strategy and offered potential support of Indigenous-run SMEs and experience development. - Travel Alberta was excited to hear about the Strategy and offered advice on who the County and Town should connect with and indicated they may be able to assist with marketing efforts. - Western Economic Diversification Canada, as well as Alberta Economic Development, Trade, and Tourism are interested in hearing about the Strategy and indicated that they may be able to support certain elements of the Strategy in the future, however, they will only provide funding assistance to specific, shovel-ready projects which need to be developed further before they would be able to get involved.
Community Influencers	<ul style="list-style-type: none"> - Overall supportive, ideas for engaging businesses and residents
Finance	<ul style="list-style-type: none"> - Positive on tourism plan and our approach. Seeking regional coordination with all our different groups. - Very interested and excited about the Strategy AND sees a need for some of the advisory services to engage to assist the County and Town in the financial due diligence and business planning.
Public	<ul style="list-style-type: none"> - Sent Public Engagement pamphlet to 1,100 mailing addresses - Recently moved to town; interested in investing in real estate; supportive of the Strategy in general and excited to hear more.
Metis Settlements + First Nations	<ul style="list-style-type: none"> - Councils to determine opportunities in the plan of mutual benefit.

Government	<ul style="list-style-type: none">- Representative from the Office of the Member of Parliament will be attending the Public Hearing
District Landowners	<ul style="list-style-type: none">- Many of the residents of the Victoria District are also members of the Smoky Lake County Regional Heritage Board and/or the Victoria Home Guard Historical Society, both of which have provided feedback.

Written Submissions

06/09/2020

Response to the Victoria District Economic Development Strategy

Appendix "A" to SMOKY LAKE COUNTY BYLAW 1372-20

TOWN OF SMOKY LAKE BYLAW 006-2020 (proposed)

Erya Inc. is a burgeoning development company, with a focus on creating combined commercial and residential spaces that are specific to the community. We are particularly concerned with our commercial properties in Waskatenau, as this Economic Development Strategy will have a direct impact on our plans with our current properties, as well as any others that we develop in the area.

Objectives of this plan are as follows, and are supported by Erya Inc.

1. Arrest the declining population to protect municipal core services including hospitals and schools
2. See property values gradually return to a positive-growth pattern
3. Reduce the unemployment in the area
4. Facilitate career opportunities for young people so they do not have to leave the area
5. Ensure wealth generation is shared around the region

Any reasonable resident or area business owner would wholeheartedly agree with these guiding principles.

Response:

This plan is focused heavily on attracting international and 'premium' style tourism in a new age when international travel is grounded, and even provincial tourism is likely to take several years to rebound. The future economic impacts of COVID-19 cannot be ignored, and I do not believe that such a singular focus on serving the tourism market will benefit Smoky Lake County or the communities within. I am convinced that the natural and cultural assets are an important part of what draws both residents and visitors to the area, and feel that drawing back this plan, and redirecting services, goods and marketing to appeal to local, provincial and national markets would have a greater impact, and serve to benefit the local community more effectively. Private investors in a p3 model will require that a current strategic plan include a COVID-19 response, and while it is apparent that there was much discussion and planning around the proposed ideas, it's also apparent that the discussion concluded before these new circumstances were in play and that no attention was given to the matter in the context of this strategy.

There does not seem to be much reference to staff accommodations, however the first guiding principle is to arrest declining populations... a plan as ambitious as this should also consider that hiring workers from outside the municipality will only drive revenue out of the municipal area. Serious consideration should be given to whether there is enough existing bed space to accommodate a growth in work force, not only in customer traffic. If there are not enough affordable staff accommodations, this will also drive business overhead higher, and lead to labour shortages. There must be an appropriate balance between ensuring affordable housing for workers vs. converting spaces for tourism. Smoky Lake County is relatively isolated from the larger cities, and it is less likely that workers will come from larger centres without available housing as well as community supports for workers and their families. Without healthy growth in that area, other industries cannot be sustained. I acknowledge the need to balance supply and demand, and request that this sector also be seriously considered as part of that planning process.

We are genuinely concerned with the intent to implement a 6% 'levy' on tourism related activities. There are numerous questions that this raises:

This planned surcharge would not be considered a levy but rather a sales tax in its current format.

- **How does Smoky Lake (or the Company) plan on implementing a local sales tax without collecting revenue and income tax information from either the province or the individual businesses?** This is considered private information, and it is irregular for a municipality to have access to it. There is no accommodation in the Municipal Government Act allowing municipalities to collect this information in order to implement local sales taxes, business taxes or special levies (that I am aware of.) These are all based on property values, square footage or other property-based assessment tools typically, which would be easier if all businesses in the municipality were serving a single industry and concentrated in a smaller district (such as Whistler - as per your comparable example.) As a developer, a property-based levy would induce Erya Inc. to develop so that it would not apply by ensuring that businesses on our properties would not be tourism oriented, to avoid reporting hassles and extra cost as a property owner.
- **How does this extra taxation incentivize entrepreneurs to establish tourism related businesses?** This would not be any easy sell to customers, especially since it is so irregular in the province. A large quantity of travellers use the area's highways, and this local taxation would drive that existing customer base to spend their money in neighboring municipalities, where they won't have to pay additional sales taxes on their truck-stop meal or campsite fees.
- **How will this levy be enforced, and who will enforce it?** There are also restrictions as per the FOIP Act regarding access to income tax/revenue information. Asking businesses to provide this excessive access to their private information comes with major ramifications: there will likely be numerous businesses that are unwilling to comply and would litigate the matter- a legal battle on privacy grounds would not be beneficial to the municipality or the taxpayers within.

- **How will exemptions be applied to rental tenants, temporary residents, younger family members or long-term (non-paying) guests of households?** Most of the data that municipalities work with concerns property owners, and not other types of residents such as those listed above. How will this plan ensure that all eligible members have quick, easy access to their exemptions without other tenant data? I feel that this will cause undue inconvenience for area residents, and result in higher costs for incoming temporary or seasonal workers.
- **How will participation for hotel/accommodations businesses be ensured in an era of online booking agencies, and how will reporting accuracy be ensured without accessing private information?** This is an issue province wide, and forcing providers to implement extra taxation for their accommodations (over and above the provincial 4% hotel tax) - as well as requiring additional commissions and a percentage of business revenue will only drive them further to other, cheaper booking and marketing options... which are plentiful, and harder to track and control. This extra taxation will also make it difficult for providers to compete with neighboring/competing markets, which customers can easily access (unlike Whistler.)
- **Where does the taxation end?** In the Project Brief portion of this plan, it is stated that around 50% of the SLTC investments will be made toward infrastructure – however, it is apparent in the Organisational and Investment Chart that numerous additional levies and fees are planned to raise those funds in addition to a 6% ‘Tourism Activity’ levy.
- **What infrastructure investments are planned for the funds raised specifically by a Tourism Levy?** This is not made clear in this plan; however, ‘infrastructure’ seems to be a major reason for raising this tax and should be substantiated.

Additionally, I have questions regarding the option of using private investment and a joint public/private corporation as a critical part of this plan – this is again, not a typical arrangement for municipal government. As I understand it, p3’s are used primarily for specific projects (usually infrastructure) rather than for this sort of ongoing corporate model. I have not been successful in finding any examples of any municipalities in Alberta that do so. If the municipality elects to go this route, they will be building a framework from scratch and would then assume a great deal of liability/risk – this would need to be handled very carefully to remain above reproach, avoid legal jeopardy and not put tax payers at risk.

- **How will this new corporation ensure full transparency and accountability, while continuing an ongoing business partnership with private investors?** This would be a publicly funded corporation regardless of any private investment and would be subject to that regulatory framework. Any publicly held asset is subject to public oversight, and no part of this corporation would be exempt.
- **How will FOIP access and other public rights be ensured?**

- **How will this new company ensure that there is ongoing public access, engagement and a voice on matters pertaining to economic development in the region, when the entire portfolio has moved to this new corporation?**
- **The Victoria District Economic Development Strategy is relying on an unnamed private investor – the public has the right to know and understand the entity that will control 49% of the corporation, as well as 49% of the entire economic development portfolio for the municipality. How and when will the public get this information, and will that specific aspect be subject to public input?**
- **The unnamed private investor will retain a 49% share in this corporation, while the three public entities each share 51%. This gives an effective majority to a single private entity regarding public moneys, expenditures and operations.**
- **What type of shares will these be?**
- **How much capital is this private investor putting into the corporation, and how much public funds will be invested in this scheme?**
- **What percentage of the Municipal Economic Development portfolio will be controlled by this corporation?** This is an important question to address, as there does not appear to be any other industries or markets addressed in this plan - which hinges wholly on an unreliable and severely depressed tourism industry. Are there other municipal resources being planned for or directed to non-tourism related businesses or industries?
- **What other options were presented to, researched or considered by Council?** Considering that this strategy was developed over the course of a year or more, were other fundraising or development strategies considered during this period? It concerns me that there are no other options presented – the public has been presented with this corporation/private investment as being the *only* feasible option.
- **What control/oversight will the public have over the ‘sub-companies’ within the corporation’s umbrella?**
- **What level of control will the corporation expect to have over the ‘sub-companies’ within the corporation, or in private businesses that public moneys have been invested into ?**
- **How does the ‘planning system’ intend to exercise a ‘degree of control’ over the types of businesses, goods and services offered in the area? Does the corporation plan to exercise this control, or demand that the municipality do so?** This part of the strategy is not clearly defined, and aside from usual restrictions a municipality will not be able to force specific types of businesses to form or operate under such extraordinary regulations/demands. There are several neighboring municipalities that would not do so, and they would become more attractive places to operate businesses from. Further, this ‘system’ would disincentivize tourism operators, as

their businesses would be targeted for extra permitting, regulatory and financial burdens over any other types of businesses.

- **How does the municipality/corporation intend to operate a central booking agency that will be competitive with online providers, and provide value to the businesses that are forced (or strongly required) to use/pay for it?** Whistler was given as an example of how this is done... additionally, there are central booking departments for most major hotel chains. These central booking agencies are becoming less useful as online booking is streamlined. As well, customers are still able to contact the individual hotels directly- this often results in lower pricing, upgrades and special requests being met. Additionally, Air BnB continues to offer lower pricing and a wider array of options, as well as being a simple and easy platform for marketing and booking.
- **This strategy states that the 'costs to create the Corporation are borne by the Corporation', but this corporation will use a great deal of public funds according to the rest of the strategy. How will this be reconciled?**
- **What other area historic sites/monuments will be included for refurbishment, restoration or improvements as part of this plan?** Considering the emphasis on the municipality's historic assets, I am interested to know of other sites that will be protected under this strategy. The Victoria Settlement and Metis Crossing sites are certainly a jewel in the crown, but the strategy should include other assets in the plan.
- **What improvements are planned for the Smoky Lake 'Ring'?** It seems to be (mostly) existing and/or on/near existing established road networks. What is the estimated cost of this project?
- **What natural assets are being promoted, improved, protected or designated in this strategy (aside from the river?)** The strategy is correct in identifying the municipality's natural beauty and outdoor recreation opportunities but has not specified plans to utilize or invest in those assets. Many of these assets are already existing and providing destinations for campers and day-trippers. If there is not a comprehensive plan to address these assets, the municipality is in danger of losing their existing tourism market while reaching for a 'premier' market that does not yet exist and cannot yet be accommodated.

In summary, I believe that this plan has successfully identified many of the strengths and opportunities within the region but has neglected entire sectors in having a singular focus on travel and tourism. I feel that the planned structure of the public/private corporation could be legally tenuous, as well as would be implementing a local sales tax.

One of the additional assets that is not being considered is the 'travel' portion of the travel and tourism markets. There are several major transportation routes funneling into the district, with large volumes of traffic flowing between Fort McMurray, Lac La Biche, Lloydminster and major centres. The

region is well-located between major centres along these transportation corridors and have many potential repeat customers passing through. One weakness is the lack of 'curb appeal' along the region's provincial and secondary highways – there is very little impactful promotion or advertising of area hot spots along these routes, and very little incentive for potential area providers to switch gears and operate a tourism based business in a region where there is still considerable risk and less reward in this type of business model. A focus on attracting those types of businesses will be key.

Another significant drawback to area businesses is that there is a limited labour pool, and staff shortages are common. In many parts of the region, there is little affordable accommodations for staff, forcing businesses to hire from outside the region at a higher rate to balance staff commuting costs. This is not feasible for many small business operators. Any increase in commercial activity will need to be balanced with a corresponding increase in affordable housing.

Main Points:

- I do not support the forming of a corporation, nor do I support a public-private partnership that would entail the ongoing management of public portfolios.
- I do not support an industry specific and area-wide local sales tax.
- I support the promotion of the region's historic, natural and tangible assets.
- I support the County's eagerness to improve the local economy and provide opportunities for the region's residents.

Suggestions:

- Form an industry specific, self supporting Co-Operative with voting shares for member business operators as well as public members. This would allow all stakeholders a democratic voice, as well as allow for more public oversight where public funds are contributed. It would also allow for private investment in the Co-Operative or individual businesses, and a local industry that is operating toward a common goal. It could benefit individual business by providing group insurance coverage (accessed via a Chamber Plan or similar) and provide cost effective, effective collective marketing power for that specific market. Other incentives can be co-ordinated within the Co-Op as well: in ski towns it is customary to give front-line workers (front desk, cashiers, servers, etc.) free tours, passes, rental equipment, etc. ... this incentivizes that worker to recommend your service to their customers. Within the local market, customers will always accept a word-of-mouth recommendation over the guidebooks, and that recommendation will be more likely if the worker has experienced the goods and services. This cross-promotion is much less costly than traditional marketing tools such as magazine, internet or television advertising, and has a much higher return for participating businesses.
- Raise *project-specific* revenue/funds using p3 agreements as an addition to local improvement levies, provincial/federal grants, property tax rate hikes, and other available resources. Utilize the existing/reinstated provincial framework as a guide.

- **Additional revenue could be generated from the formation of a municipal public utility company – there is a significant need for improved broadband networks, and the municipality could place themselves to meet that demand and generate revenue simultaneously. This could also be an effective use of the p3 model.**
- **Be proactive on requiring the province to maintain area provincial highways in order to effect safe and easy transportation on these routes – this benefits existing travel markets and is crucial to improvements in other areas of the local economy ... for example, even international travellers coming for a premium destination experience will expect to get from the airport to their hotel safely and comfortably. These routes are a major asset to the region and should be consistently maintained and under municipal review.**
- **Other additional revenue could be generated through effective taxation/public ownership/management of other non-tourism assets, such as aggregate operations, campgrounds, historic/sightseeing areas, recreation areas, highway accommodations, housing units, attractions and more.**
- **Incentivize small business start-ups in a variety of industries/markets to encourage a diverse population base, and an authentic community. This will also benefit other industries and help to provide a more diverse workforce in the region. It would also balance some of the risk of depending on a single industry/market and give added benefit to residents by allowing better access to goods and services.**
- **Encourage and support individual community efforts to create home-based markets using online social networking platforms, providing and improving public spaces for farmer's markets/artisanal markets, 'tool-kits' for home-based businesses to help them navigate the local market as well as local community regulations, and encouraging non-traditional business formats to thrive (such as young entrepreneurs, day-homes, home-based esthetics, artisans, home bakers/canners, direct sales, etc.)**
- **Encourage acreage/farm-based alternative businesses using tax incentives, effective P&D, and other regional and community-based grassroots support. -This could help business owners mitigate staffing issues, transportation/logistics and costs related to remote locations, and be an incentive for property investors/home buyers.**
- **Promote and encourage diverse attractions and activities – no tourism centre relies on a single or seasonal market. Get weird, crazy, artistic, musical and fun... allow and encourage vendors/operators to as well. People are looking for something 'new', and while many enjoying the traditional dogsledding and such, they would also enjoy coming for new and**

different experiences... not all need to be historical or culturally based as long as there is healthy participation from those sectors as well.

- Once public health concerns abate, host large festivals and events. Every theme may not be everyone's cup of tea, but many of these festivals command audiences in the thousands who would all need to camp or stay in hotels/hostels, eat local food and partake in local attractions. Permit fees and other additional revenue could also be generated, as well as additional markets for local artisans and vendors. These one-off events would also be an excellent marketing tool for area attractions, as they will encourage return visitors and sightseers.
- Utilize online platforms more effectively for outreach, marketing and communications, and ensure that current online pages and platforms are/continue to be user-friendly and contain plentiful accurate data. Establish and moderate community social network pages to encourage local markets/commerce and engagement.
- Streamline and modernize where possible and cost-effective.
- Encourage and create a framework for (reasonable) alternative land uses using ample community engagement and participation, considering local and regional interests, and with careful consideration to the core principles of the proposed strategy – this-* would encourage private investment in the area, and cause Smoky Lake region to stand out among competing municipalities. It would also encourage diversity in commercial and residential sectors.

From: Jason Boykiw [REDACTED]
Sent: June 22, 2020 8:15 AM
To: Kyle Schole
Subject: A written submission from Home Guard Board Member Don Klem.

Hi Kyle. Here is a written submission from Don. Also where does one find the dial in numbers for the June 26 meeting?

Jason

Sent from my iPhone

Begin forwarded message:

From: Noreen & Don [REDACTED]
Date: June 15, 2020 at 3:55:56 PM MDT
To: Jason Boykiw [REDACTED]
Subject: Summary

Hi Jason,

Hope the bee season is going well for you. I wasn't planning to be deeply involved with this, but did look at the documents briefly. So the following is very cursory and the comments are random. You can bring these up at the meeting if you'd like.

- We must applaud the County and Town for taking this initiative as it's been years of many attempts for economic stimuli and this holds some promise. But, we should not be distracted from other economic development opportunities, such as agri-business. Generally, the biggest challenge will be dealing with the "chicken/egg" dilemma – it takes considerable time to gain a reputation for tourism, so how much to invest before payback.
- The Trail as part of the Ring needs further consideration. Mix of regular traffic with off-highway transportation could be a challenge. The transportation part of the strategy talks about the river – is this an option to the Trail? It's been brought many times over the years that the Trail should be paved (to attract more tourism). Is this part of the infrastructure cost? Who pays?
- Is the "region" roughly defined? This could be important insofar as competing interests with other similar initiatives.
- What is the \$90 investment by the investor? A typo?
- I'm not clear on investment apportionment. The Corporation will invest 50% for infrastructure; what about the other 50% ? It states funding "attraction operators" on page 23 – is this it?
- To whom or what specifically does the levy apply?
- I'm not sure "arts and culture and food and drink" are strong strengths in the strategic analysis. We have Ukrainian and Metis culture predominantly and possibly waning (could be opportunity) and Ukrainian restaurants around Edmonton have never gained a significant market share (just my opinion).
- The idea of Artisans is great. But, they may need subsidy. Is this where the Corporation comes in? Or the County?

- Under the Accommodations discussion it states purchase of several small hotels – is this existing or building new ones?
- It's difficult to follow the Risk Assessment. After trying to understand the risks, I'm still not clear on if the County and taxpayers are on the hook. It states the Corporation will borne startup costs but yet a moderate risk to the County.
- Lastly, but not leastly, any such endeavor should undergo a socio-economic impact assessment, at least at a screening level. For example, will policing and emergency services needs increase? I'm sure there are other spinoff issues.

Thanks and good luck,
Don

June 21, 2020

Mayor and Town Council
Town of Smoky Lake
56 Wheatland Avenue, Smoky Lake
Alberta, T0A 3C0

RE: Victoria District Economic Development Plan Strategy – Your Local Tourism Conversation

Esteemed Council Members;

I was excited to learn about the work being done to further understand the importance and impact of tourism on your local community being completed. Tourism is an important industry for Alberta's future – and Smoky Lake can be an important player.

As a marketing and communications agency owner I am someone that is directly affected by a thriving tourism economy – though you would not immediately associate me with the tourism industry. My colleagues and I are not ticket-takers or groundskeepers, we do not own a tourism destination or provide accommodations, but we assist these businesses in getting the word out, providing strategic support, and building out innovative and dynamic campaigns to ensure tourism operators – and those ticket-takers – are busy.

As you move towards pursuing tourism planning in Smoky Lake and the Victoria District think about the spin off and the ripple effect of tourism. So many people benefit; your local tourism destinations and accommodators – but also your gas stations, your retailers, your courier, your event planners, your restaurants, your farmers, and your vendors at the farmers market ... the list goes on. A thriving tourism economy ensures more jobs in your region which gives opportunities to your current population to be successful and to make long term plans to stay and build a life in the region. Tourism gives those families options for careers and gives their children potential jobs as they grow up.

Travel Alberta has reported year after year that the full impact of the visitor economy is felt when the multiplier effect of tourist spending ripples throughout the whole economy. Investing in tourism supports job creation, infrastructure upgrades (and development), and plays a huge role in community building. When you support the tourism industry it ensures the community continues to benefit from a vibrant visitor economy well into the future.

Travel Alberta provides an [interesting summary](#) of statistics around the visitor economy; surprisingly the visitor economy in Alberta is largely based on attracting other Canadians to our destinations – “Canadians are Alberta's biggest fans”. Smoky Lake can provide a true Albertan experience and be an added destination on itineraries for those visiting Alberta.

CIPR Communications Inc.
8339 33 Avenue NW, Calgary, Alberta, T3B 1L5
Strategy-First – Marketing and Communications Solutions

The impact that tourism has in your region is already evident. Working towards a tourism plan, and dedicating resources towards telling your tourism story ensures Smoky Lake can thrive well into the future – not only because of the tourism destinations but because of the visitor economy’s ripple effects.

Sincerely,



Christina Pilarski
CEO, CIPR Communications
Agency on record for Métis Crossing



3 Deer by Bruce T. Smith



Farmstead by Bill Trout



NOTICE OF JOINT PUBLIC HEARING

VICTORIA DISTRICT ECONOMIC DEVELOPMENT STRATEGY

Pursuant to Sections 227, 230, and 606 of the *Municipal Government Act*, R.S.A. 2000, the Councils of Smoky Lake County and the Town of Smoky Lake hereby give notice of their intention to adopt:

Smoky Lake County Bylaw No. 1372-20 & Town of Smoky Lake Bylaw No. 006-2020

The purpose of this Bylaw is to jointly adopt the Victoria District Economic Development Strategy Bylaw 1372-20 and 006-2020. The purpose of the Strategy is to grow the Smoky Lake regional tourism economy over ten years.

THEREFORE, TAKE NOTICE THAT pursuant to Sections 606 of the *Municipal Government Act* a public hearing to consider the proposed Bylaw will be held:

Date: June 26, 2020

Time: 10:15 a.m.

Place (Virtually via Zoom):

<https://us02web.zoom.us/j/87095381041?pwd=Z0REckZiMGZL0NnUmZYVWJNTzi0UT09>

Or, Dial-in Toll-free: 877-853-5257 Meeting ID: 870 9538 1041

AND FURTHER TAKE NOTICE THAT anyone wishing to make a verbal or written representation may do so at the hearing, or by providing the representation to Jordan Ruegg or Kyle Schole before 4:00 p.m. on Wednesday, June 24, 2020. *It would be beneficial for individuals to provide advance notice of their intention to make a presentation at the hearing.*

AND FURTHER TAKE NOTICE THAT a copy of the proposed Bylaw may be inspected online at <https://www.smokylakeregion.ca/victoriadistrictstrategy>, or picked-up from the Town and County Offices.

To obtain more information regarding the proposed Bylaw, please contact:

Jordan Ruegg, Planning and Development Manager, Smoky Lake County, or
Kyle Schole, Planning and Development Assistant, Smoky Lake County
at (780) 656-3730 or feedback@smokylakeregion.ca



Public Hearing Date: June 26, 2020
Public Hearing Time: 10:15 a.m.

JOINT VIRTUAL PUBLIC HEARING BACKGROUND

PROPOSED BYLAW NAME & NO.: Proposed Smoky Lake County Bylaw 1372-20 & Proposed Town of Smoky Lake Bylaw 006-2020: Victoria District Economic Development Strategy

APPLICANTS: N/A

PROPOSAL: A Bylaw adopting the concept of the Victoria District Economic Development Strategy

BACKGROUND:

- In the 2018 – 2020 Smoky Lake County Strategic Plan, County Council identified a series of priorities, including an Economic Development Plan leveraging the Victoria District as a tourism asset. The Strategy is to be completed by Q3 of 2020.
 - As a side-trip from the Federation of Canadian Municipalities (FCM) conference in **May 2019**, several members of County Council and administration toured Île d'Orléans in Quebec, studying potential ways how heritage and historic assets can be leveraged to drive tourism and sustainable economic development.
 - **NOTE:** although this site-visit highlighted *some* similarities between Île d'Orléans and the Victoria District, and inspiration for cultural and heritage focused tourism, it should be noted that the Proposed Victoria District Economic Development Strategy has been created primarily with a local focus in mind.
- Following the visit to Île d'Orléans, attendees and County Council participated in a Scoping Workshop in **August 2019**, facilitated by Community Design Strategies (CDS) Inc. to begin the work of defining the project parameters.
 - CDS was also the consultant retained to complete both the Smoky Lake Regional Heritage Management Plan and Regional Heritage Inventory in 2012.
- An Ad hoc Committee was struck by County Council in **September 2019** to further refine the project scope and visioning, as well as to begin work on the Strategy in earnest.
 -
 - Said Committee was comprised of:
 - Smoky Lake County Regional Heritage Board (Noreen Easterbrook),
 - Métis Crossing (Juanita Marois),
 - Victoria Home Guard Historical Society (Elaine Breadon-Peiche),
 - Victoria Settlement (Suzanna Wagner),

- Smoky Lake County Administration (Jordan Ruegg & Kyle Schole),
 - Community Economic Development Officer (Michelle Wright), and
 - County Council (Craig Lukinuk and Lorne Halisky, with Johnny Cherniwchan as alternate).
- County Council approved the selection of Vision XS 'the experience specialists' Ltd. in **December 2019** as the project consultant to assist in the competition of the Strategy.
 - Vision XS Ltd. has also been retained by Metis Crossing for assistance in its business and strategic planning and was therefore already familiar with the Smoky Lake region.
 - During the months of December 2019 through **February 2020**, Administration conducted a thorough investigation and research into local economic, employment, demographic, and financial situation, as well as various tourism indicators across the region.
 - **Being data-driven, the proposed Victoria District Economic Development Strategy provides insight to what infrastructures are in under/over-supply, as well as identifies required strategic initiatives in order for the existing visitor economy to responsibly thrive and grow.**
 - **The proposed Strategy differs from other initiatives of this sort in that it provides for the support of product development rather than simply a marketing campaign of existing products.**
 - Tony Sefton, CEO and Founder of Vision XS Ltd., traveled to the Smoky Lake region in February to conduct site visits, gather additional information/research, and conduct preliminary consultation.
 - Consultation meetings occurred with potential developers/operators, engineering, Travel Alberta, Alberta Economic Development Trade and Tourism (EDTT), the Smoky Lake Chamber of Commerce, and Go East of Edmonton DMO, municipal departments, and Town/County Councils, among others.
 - Both the Villages of Waskatenau and Vilna were invited to participate but did not attend.
 - Vision XS Ltd. completed its initial detailed report for the Strategy in **March 2020**.
 - It is abundantly clear that in order for any Strategy to be successful, partnerships and coordination should be sought where possible, especially between the Town and County.
 - Through the Province, a potential investor into a municipally controlled corporation was identified as being a potential vehicle for advancing and implementing the Strategy.
 - Both Councils (first the County, followed by the Town) were briefed individually, and at the **April 29, 2020** Joint Council Meeting, County Council adopted a Motion to proceed with adopting the Strategy on the basis of an Investor Partnership Model, subject to Public Participation.
 - At the **May 29, 2020** Joint Council Meeting, Town, and County Councils:
 - accepted the March 2020 Strategy Report prepared by Vision XS,
 - gave First Reading to Proposed County Bylaw 1372-20 & Proposed Town Bylaw 006-2020: Victoria District Economic Development Strategy.

- A Public Participation Plan was also accepted at the May 29, 2020 Meeting of Joint Council, and a Joint Virtual Public Hearing has also been scheduled for 10:15 a.m. on June 26, 2020 to obtain public input on the proposed Bylaws in accordance with Section 230 of the Municipal Government Act.
 - Public Notice has been advertised for two weeks consecutively on social media and in newsprint in the Smoky Lake Signal and the Redwater Review on **June 16 and 23, 2020**.
 - Public Notice has also been posted on the Smoky Lake Regional website since **June 9, 2020**.

- **NOTE:** The Proposed Bylaws aim to jointly adopt the ***concept*** of the Victoria District Economic Development Strategy. This means that if the Strategy is adopted, future implementation bylaws may be separately brought forward for consideration and must be subject to public participation.

OTHER ATTACHMENTS:

1. Proposed Smoky Lake County Bylaw 1372-20 & Proposed Town of Smoky Lake Bylaw 006-2020: Victoria District Economic Development Strategy
2. Relevant Legislation
3. Public Participation Plan
4. What We Heard Report



Public Hearing Date: June 26, 2020
Public Hearing Time: 10:15 a.m.

JOINT VIRTUAL PUBLIC HEARING – RELEVANT LEGISLATION

PUBLIC HEARINGS

Municipal Government Act, R.S.A. 2000

- Section 230(1)** When this or another enactment requires council to hold a public hearing on a proposed bylaw or resolution, the public hearing must be held, unless another enactment specifies otherwise,
- (a) before second reading of the bylaw, or
 - (b) before council votes on the resolution.
- (2) If a public hearing is held on a proposed bylaw or resolution, council must conduct the hearing during a regular or special council meeting.
- (3) A council by bylaw establish procedures for public hearings.
- (4) In the public hearing, council
- (a) must hear any person, group of persons, or person representing them, who claims to be affected by the proposed bylaw or resolution and who has complied with the procedures outline by the council, and
 - (b) may hear any other person who wishes to make representations and whom the council agrees to hear.
- (5) After considering the representations made to it about a proposed bylaw or resolution at a public hearing and after considering any other matter it considers appropriate, council may
- (a) pass the bylaw or resolution,
 - (b) make any amendment to the bylaw or resolution it considers necessary and proceed to pass it without further advertisement or hearing, or
 - (c) defeat the bylaw or resolution.

- (6) The minutes of the council meeting during which a public hearing is held must record the public hearing to the extent directed by council.

REQUIREMENTS FOR ADVERTISING

Municipal Government Act, R.S.A. 2000

Section 606(1) The requirements of this section apply when this or another enactment requires a bylaw, resolution, meeting, public hearing or something else to be advertised by a municipality, unless this or another enactment specifies otherwise.

- (2) Notice of the bylaw, resolution, meeting, public hearing or other thing must be
- (a) published at least once a week for 2 consecutive weeks in at least one newspaper or other publication circulating in the area to which the proposed bylaw, resolution or other thing relates, or in which the meeting or hearing is to be held, or
 - (b) mailed or delivered to every residence in the area to which the proposed bylaw, resolution or other thing relates, or in which the meeting or hearing is to be held.
- (3) A notice of a proposed bylaw must be advertised under subsection (2) before second reading.
- (4) A notice of a proposed resolution must be advertised under subsection (2) before it is voted on by council.
- (5) A notice of a meeting, public hearing or other thing must be advertised under subsection (2) at least 5 days before the meeting, public hearing or thing occurs.
- (6) A notice must contain
- (a) a statement of the general purpose of the proposed bylaw, resolution, meeting, public hearing or other thing,
 - (b) the address where a copy of the proposed bylaw, resolution or other thing, and any document relating to it or to the meeting or public hearing may be inspected,
 - (c) in the case of a bylaw or resolution, an outline of the procedure to be followed by anyone wishing to file a petition in respect of it, and
 - (d) in the case of a meeting or public hearing, the date, time and place where it will be held.
- (7) A certificate of a designated officer certifying that something has been advertised in accordance with this section is proof, in the absence of evidence to the contrary, of the matters set out in the certificate.

- (8) The certificate is admissible in evidence without proof of the appointment or signature of the person who signed the certificate.

Advisory Board Structure and Remit

In recognizing that in order to protect areas such as the Victoria District that a healthy balance between a tourism system generating income to provide maintenance costs/growing the local economy and protecting what the Smoky Lake region has is essential.

As such, the Parties may consider establishing an Advisory Board, which would have a two-fold responsibility within the Smoky Lake Tourism Company:

Role 1: To monitor tourism activity and its impact on Natural, Cultural and Historical sites of importance and advice on any negative impact along with remediation actions

Role 2: To receive an annual grant from SLTC towards Natural, Cultural, Historic and Social projects and distribute this via grants to organizations and people who require support or finance in these areas. The social aspect of the fund would be essentially for people who want to improve their skill set to be able to work and support the tourism system in the region.

It is anticipated that the Victoria Home Guard may receive an annual grant from the Advisory Board to ensure that it can maintain its vital work in looking after and documenting of many local historical sites.

The Advisory Board will be made up of appointed representatives from organizations, possibly such as the Victoria Home Guard and individuals that have a specific knowledge or expertise to be able to deliver its remit.

This will be an elected board separate to the SLTC with the exception of board positions for a member of the SLTC board and the SLTC Executive Director to ensure an ongoing link between the two organizations.

In setting up this Advisory Board through a bylaw with an active mandate, the aim will be to improve and protect the counties many natural and historical assets whilst also providing encouragement to those that will to further themselves in the tourism economy.

Tourism Strategy – Funding Model p1 of 2

Smoky Lake Tourism Company will be a Limited Partnership Company with a remit for investing in, operating and marketing the county as a tourism destination. The shareholders of the company will diverse and include:

- Smoky Lake County
- Smoky Lake Town
- Metis Nation of Alberta
- Institutional Investors
- Local Investors via a share scheme (crowd funding)

Further funds will be raised from Grants and business loans. The taxpayers of Smoky Lake County will not be asked for more taxation to fund this company as it will be a separate entity. The more money that SLTC is able to raise and invest into the system the more jobs that will be supported and created and the more the local economy will grow. The target range for total fundraising will be in \$45-90 million. The company will invest and loan money into the following areas to help make the tourist system grow.

- Attractions and premium activities
- Accommodation for tourists and staff
- Tourism infrastructure such as roads and paths
- Retail and catering
- Supporting services such as transportation and laundry

SLTC will operate around 25-30% of the tourist attractions, accommodation and will invest in the infrastructure to make the system work. It will also reinvest in the system out of its cash flow along with paying back any loans and paying dividends to shareholders. It will be a profit making company for the benefit of Smoky Lake County. A proportion of the annual profits will also go to the Advisory Board that will be responsible for issuing grants for heritage protection/maintenance along with a bursary system for young people wishing to further their careers in areas that will benefit the tourist economy.

Tourism Strategy – Funding Model p2 of 2

The company will employ an executive director and a team of people to operate and market the counties tourism product which will be based in an office within Smoky Lake Town. The executive team will report to a board which will be made up of shareholder representatives.

The company will derive its income from its investments and loans into the tourist system along with receiving an annual income from a Differential Business Licence Fee 'DBLF' which will be a tourist only tax of 6.5% of all revenues on accommodation, eating out, attractions and tourist retail. This money will be charged at point of sale to tourists only and local residents of Smoky Lake County will have an exemption pass meaning that they will not pay any extra for the same services/goods/products as they do now. For the business operators and owners within the County they will pay their DBLF either monthly or quarterly. All 6.5% income from the DBLF will come into the County and Town and then used as follows;

- 1% stays within the Town and County to cover the extra costs of maintaining the counties infrastructure due to the extra footfall
- 0.5 % goes to SLTC to contribute to its marketing budget
- 4.5% goes to SLTC to repay infrastructure investments

SLTC will therefore be a stand alone company, raising its own funding for the sole benefit of creating an amazing tourism system in Smoky Lake County which strongly include looking after the natural assets such as historic sites, natural beauty and culture which are the reasons why visitors will come in the first place.

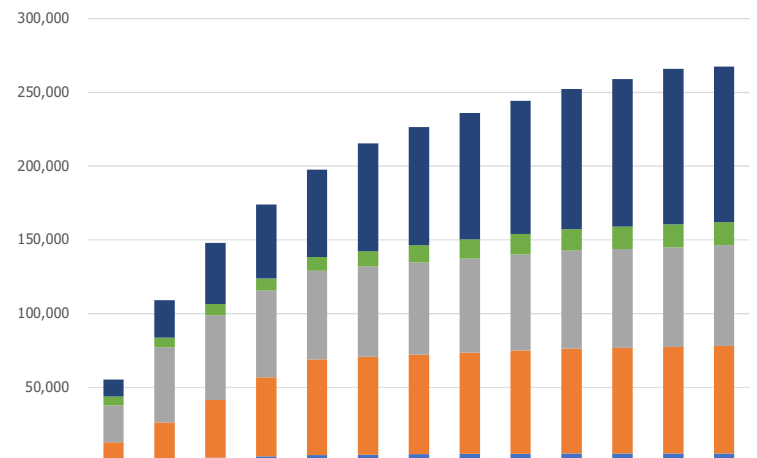
Smoky Lake Tourism Numbers and Impact on the Region

The aim of the Smoky Lake Tourism Company will be to grow the tourism economy within the county to achieve the following targets over the 10 years:

- Bring the local economy to the same level in terms of household GDP as the rest of Alberta
- Raise the population by 200-600 people and see average household occupancy rise from 1.7 people per household to 2.0
- See the tourism GDP rise from \$6-8 m to \$50-70 m
- See unemployment fall from its current pre Covid-19 level of 15% down to below 10%

In order to achieve this annual numbers of tourists are expected to increase from around its current level of 30,000-40,000 per year to a range of 150,000-250,000.

Maximum Tourist Attendance Forecast 2021 - 2033



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Day Visits by Overnight Tourists within SLC	11,630	25,426	41,404	50,024	59,303	73,165	80,190	85,662	90,209	94,933	100,009	105,473	105,473
VIP Attendance	5,897	6,610	7,408	8,302	9,305	10,428	11,687	13,099	14,013	14,706	15,133	15,419	15,710
tourist penetration day trips	24,967	50,932	57,723	58,877	60,055	61,256	62,481	63,731	65,005	66,306	66,955	67,612	68,274
1-2-hour penetration	12,114	24,663	38,916	53,483	65,048	66,219	67,411	68,625	69,860	71,117	71,673	72,234	72,799
0-1 hour penetration	760	1,539	2,416	3,304	4,017	4,476	4,761	4,967	5,132	5,199	5,214	5,229	5,244

0-1 hour penetration 1-2-hour penetration tourist penetration day trips VIP Attendance Day Visits by Overnight Tourists within SLC

Smoky Lake Tourism Numbers and Impact on the Region

The figures for how many tourists will be spread across the county are shown here. It should be noted that the people 'Out and About' will be spread across the 100 km of the Smoky Ring as they circulate and visit the attractions and other things to do and see. The difference between Out and About and Peak Tourist days is that day visitors will arrive and go at different times and overnight tourists will spend time within their accommodation so therefore not all tourists are out in public at any one time.

The Peak Day visitors on the highest attendance forecast grows to 4500 per day by 2030 but that is only for 7 days a year and will be for events.

Most visitors will come in the main season through April – September and within that the peak number of tourists Out and About by 2030 will be just less than 3000 whereas for the bulk of that season (175 days) the Design Days and Mid Days combined deliver a range of people Out and About of 698-1164.

This is low density, high end, authentic tourism and not mass market tourism such as experienced in Banff or Calgary Stampede.

Number of Days a Year	Type of Day	2021	2026	2030
7	Peak Day Out and About	639	2,486	2,909
95	Design Day Out and About	255	994	1,164
80	Mid Day Out and About	153	597	698
88	Low Day Out and About	102	398	465
95	Base Day Out and About	51	199	233

