



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 Thursday, **November 26, 2020** at **5:00 p.m.** through Zoom:

<https://us02web.zoom.us/j/82238041276?pwd=NGdUdUdBL0VoMStGdmdDWDFsamlDQT09>

Or, by dialing in at 1-877-853-5257, Meeting ID: 822 3804 1276 Passcode: 363505

1. Meeting:

Call to Order.

2. Agenda:

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

3. Minutes:

Nil.

Joint Public Hearing

Victoria District Economic Development Strategy: Proposed Business Plan

A G E N D A: Public Hearing to be held on

Thursday, November 26, 2020 at 5:15 P.M.

through Zoom:

<https://us02web.zoom.us/j/82238041276?pwd=NGdUdUdBL0VoMStGdmdDWDFsamlDQT09>

Or, by dialing in at 1-877-853-5257, Meeting ID: 822 3804 1276 Passcode: 363505

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 the proposed Victoria District Economic Development Strategy: Proposed Business Plan.

- Ground rules of the hearing and order of speaking are reviewed.

2. Staff Presentation:

- Town/County Administrative Staff make their presentation(s).
- 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. 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

5. Questions and Answers:

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

6. Closing Remarks:

- Declare the Public Hearing closed.

4. Issues for Discussion:

4.1 Victoria District Economic Development Strategy:

A1 Proposed Business Plan. ©

5. Other Business:

6. Correspondence:

6.1 Letter Dated October 23, 2020 from Alberta Minister for Environment and Parks Hon. Jason Nixon, Re: Canadian Heritage River System (CHRS) Nomination © [\(TOWN TO ACKNOWLEDGE\)](#)

6.2 Letter Dated November 9, 2020 from Alberta Professional Planners Institute (APPI), Re: APPI Planning Awards 'Victoria District Area Structure Plan' ©

6.3 Email Dated September 3, 2020 from Catherine Lepatski, Re: Tourism ©

7. Delegations:

8. Executive Session:

9. Next Meeting:

Date and time of Next Meeting.

Adjournment.



Public Hearing Date: November 26, 2020
Public Hearing Time: 5:15 p.m.

JOINT VIRTUAL PUBLIC HEARING BACKGROUND

PROPOSAL: Proposed Victoria District Economic Development Strategy:
Business Plan

BACKGROUND:

- **June 26, 2020 Joint Virtual Public Hearing & Joint Town/County Councils Meeting**

Both Town and County Councils:

- **Convened** a Joint Virtual Public Hearing for the Victoria District Economic Development Strategy (Town Bylaw 006-2020 and County Bylaw 1372-20), at which presentations and representations were made by delegations and residents, as well as a reading into the record of written submissions.
 - **Accepted** the 'What We Heard Report,' summarizing the public participation and feedback received per the Public Participation Plan
 - **Adopted** the Strategy via County Bylaw 1372-20 and Town Bylaw 006-2020
 - **Established** a Victoria District Economic Development Strategy Implementation Working Group Ad hoc Committee to prepare a Business Plan in accordance with legislation, to be brought forward to a future Meeting of Joint Town/County Councils for consideration.
- **September 16, 2020 Joint Town/County Councils Meeting @ National Hall**

Joint Town/County Councils were presented with the proposed Business Plan, with minor changes having been made at that time.

Joint Town/County Councils then agreed in principal for each respective municipality to invest Six Hundred Thousand Dollars (\$600,000.00), for a combined total of One Million Two Hundred Thousand Dollars (\$1,200,000.00), as majority shareholders of a municipally owned Joint Venture Tourism Corporation.

- **September 16, 2020 Joint Town/County Councils Meeting, Reconvened at Metis Crossing**

Convening alongside the Metis Crossing Board, the proposed Business Plan was further discussed among the three parties.

Joint Town/County Councils then adopted a motion to seek public participation in accordance with each municipality's respective Public Participation Policies: County's Policy Statement No. 01-51-01 and Town's Policy Statement No. A18, in order to provide the Public with sufficient access to information, allowing them to be informed, and provide opportunities to participate, be involved, and provide input into the decision-making process in respect to the Victoria District Economic Development Strategy Business Plan.

- **November 26, 2020 Joint Virtual Public Hearing & Joint Town/County Councils Meeting**

Five months to the day since adopting the Victoria District Economic Development Strategy itself, another Joint Virtual Public Hearing is scheduled to address the subsequent proposed Business Plan and may then consider its adoption.

ATTACHMENTS:

1. Public Hearing Notice
2. Relevant Legislation
3. Public Hearing Script
4. Written Submissions to be Read into the Record



Notice of Joint Public Hearing

Public Hearing Package - Page 3 of 27



Victoria District Economic Development Strategy Business Plan

Pursuant to Sections 227, 230, and 606 of the *Municipal Government Act*, R.S.A. 2000, Ch. M-26., and Section 3 of the Municipally Controlled Corporations Regulation 112/2018, the Councils of Smoky Lake County and the Town of Smoky Lake each hereby give notice of their intention to adopt the Business Plan for the Victoria District Economic Development Strategy.

The purpose of the Business Plan is to grow the Smoky Lake regional tourism economy over the next ten years.

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

Date: **November 26, 2020**

Time: **5:15 p.m.**

Where: (via Zoom): <https://us02web.zoom.us/j/82238041276?pwd=NGdUdUdBL0VoMStGdmdDWDFsamIDQT09>

Or, Dial-in Toll-free: 877-853-5257 Meeting ID: 822 3804 1276 Passcode: 363505

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 before 4:00 p.m. on Wednesday, November 18, 2020. It would also 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 Business Plan may be inspected online at <http://www.smokylakecounty.ab.ca>, or obtained in hard-copy from the Town or County Offices.

To obtain more information regarding the proposed Business Plan, please contact: Jordan Ruegg, Planning and Development Manager at (780) 656-3730 or jruegg@smokylakecounty.ab.ca.



Public Hearing Date: November 26, 2020
Public Hearing Time: 5:15 p.m.

JOINT VIRTUAL PUBLIC HEARING – RELEVANT LEGISLATION

Victoria District Economic Development Strategy: Proposed Business Plan

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.



**REEVE'S SCRIPT FOR JOINT VIRTUAL PUBLIC HEARING
NOVEMBER 26, 2020, AT 5:15 P.M.**

Proposal: Victoria District Economic Development Strategy: Proposed Business Plan

Action	✓	Statements
1.0 Opening		
Reeve:		<p>I, Craig Lukinuk, the Reeve for Smoky Lake County, will preside over this <u>Joint</u> Virtual Public Hearing regarding the Victoria District Economic Development Strategy Proposed Business Plan.</p> <p>I declare this Virtual Public Hearing open at _____ (any time after 5:15 p.m. <u>not</u> before).</p> <p>Municipal Administration advice will be provided by Jordan Ruegg, the Planning and Development Manager for Smoky Lake County, and Kyle Schole, the Planning, Development, and Heritage Assistant, Smoky Lake County.</p> <p>Until such a time as it is your turn to speak, please remain muted, or the Recording Secretary may mute your microphone so as to not disrupt whoever is speaking.</p>
Reeve:		<p>I would, at this time, ask the County CAO and the Town CAO to confirm whether or not this Public Hearing has been advertised, and Notice provided in accordance with the applicable legislation.</p>
County CAO:		<p>Yes, it has Mr. Chairman.</p>
Town CAO:		<p>Yes, it has Mr. Chairman.</p>
Reeve:		<p>I would ask the County CAO to summarize the purpose of the Hearing.</p>
County CAO:		<p>The purpose of this hearing is to consider the Victoria District Economic Development Strategy: Proposed Business Plan.</p> <p>Over the last year and some months, we have been working in partnership with our consultant Vision, the Experience Specialists (Vision XS) to develop this Strategy, which aims to leverage the Victoria District for cultural and heritage tourism, growing the Smoky Lake region's visitor economy, thereby contributing to creating jobs, stabilizing population and service levels, etc.</p>

Action	✓	Statements
		<p>In June of this year, the Town and County Councils jointly adopted parallel bylaws, approved the general concept of this Strategy, and which also gave direction to begin working towards implementation.</p> <p>Today, the Proposed Business Plan which is before the Councils represents the next step of that process.</p>
<i>Reeve:</i>		<p>Thank you.</p> <p>The ground rules of the Hearing and the order of speaking will be:</p> <ol style="list-style-type: none"> 1) First, municipal administration will speak first to outline facts and present their recommendation on the proposed Business Plan; 2) Second, members of the public will be given the opportunity to speak. 3) Third, Municipal Administration staff will be given the opportunity to present closing remarks or address any of the issues or concerns presented; 4) Fourth, Councillors will be given the opportunity to ask questions of Municipal Administration; <p>Only Councillors may ask questions of speakers during the Hearing. If any persons wish to ask questions of a speaker, they must ask Council to ask the question on their behalf during their presentation, and Council will only ask the question of a Councillor wishes to have an answer;</p> <ol style="list-style-type: none"> 5) Finally, Councils will then end the Hearing and consider the information received during the Hearing; <p>Councils will consider the representations made regarding the Proposed Business Plan, and any other matter Council considers appropriate.</p>
<p>2.0 Staff Presentation</p>		
<i>Reeve:</i>		<p>Before hearing from the public, I would ask Jordan Ruegg, from Planning and Development Manager, Smoky Lake County, to present a report on the Proposed Business Plan.</p> <p>(Pause to allow Municipal Administrative Staff Presentation to Read into the record the Public Hearing Background.)</p>

Action	✓	Statements
<i>Reeve:</i>		<p>Do Councils have any questions or points of clarification they wish to ask of the municipal staff?</p> <p>(Pause to allow questions for Municipal Administrative Staff.)</p>
<p>3.0 Public Presentations via Written Submissions</p>		
<i>Reeve:</i>		<p>Before hearing from the members of the public present today, I would ask Jordan Ruegg, Planning and Development Manager and Kyle Schole, Planning, Development, and Heritage Assistant to advise of any <u>written submissions</u> received.</p> <p>(Pause to allow Staff to read all written submissions into the record.)</p>
<p><i>After Municipal Staff is finished,</i></p> <p><i>Reeve:</i></p>		<p>Does Council have any questions or points of clarification they wish to ask of the planner and/or planning staff?</p> <p>(Pause to allow questions to Staff.)</p>
<p>4.0 Public Presentations at the Public Hearing</p>		
<i>Reeve:</i>		<p>We are now at the stage of receiving Presentations from the Public.</p> <p>All persons wishing to be heard at this Public Hearing <u>must</u>:</p> <ol style="list-style-type: none"> I. <u>Introduce</u> yourself, giving both first and last name, II. <u>Indicate</u> whether you are speaking as an individual, a group, as a business, an agency, or other, and III. <u>Indicate</u> whether you are speaking in Opposition or in Support. <p>Persons who do not properly introduce themselves, may be interrupted, and asked to do so.</p> <p>Again, until such a time as it is your turn to speak, please remain muted, or the Recording Secretary may mute your microphone so as to not disrupt whoever is speaking.</p> <p>In order to ensure that we hear from all parties, please limit your speaking time to no more than five (Reeve's choice) minutes per person. If someone goes beyond this time, I may ask you to allow opportunity for someone else to speak.</p>
<i>Reeve:</i>		<p>I will now call upon persons who are wishing to speak to the proposed Business Plan.</p>

Action	✓	Statements
		<p>Again, please remember to introduce yourself by stating:</p> <p>1) your <u>name</u>, and or who you are speaking on behalf of if a group, business, agency, etc., and</p> <p>3) confirm whether you are speaking in <u>OPPOSITION</u> or <u>SUPPORT</u>, for the record.</p> <p>Council members may ask presenters questions for the purpose of clarifying the speaker’s comments. Councils will not debate this matter during the Hearing.</p> <p>The decision regarding whether or not to accept the Proposed Business Plan will be dealt with later on in the Council meeting.</p>
Public		<p>Record names here:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p><i>After each speaker is finished,</i></p> <p><i>Reeve asks Councils:</i></p>		<p>Do Councils have any questions or points of clarification?</p> <p style="text-align: center;">(Pause to allow for questions.)</p>
<p><i>After all have spoken,</i></p> <p><i>Reeve:</i></p>		<p>Is there anyone else who has joined AND <u>has not spoken</u> and wishes to speak?</p> <p style="text-align: center;">(Pause to allow for reply. Yes/No.)</p> <p>The Recording Secretary will sign in any additional speakers.</p> <p style="text-align: center;">(Pause to allow for questions.)</p>
<p><i>Public – Additional Speakers who have not already spoken:</i></p>		<p>Record names here:</p> <hr/> <hr/> <hr/> <hr/>

Action	✓	Statements
		<hr/> <hr/> <hr/>
<p><i>After each speaker,</i></p> <p><i>Reeve asks Councils:</i></p>		<p>Do Councils have any questions or points of clarification?</p> <p style="text-align: center;">(Pause to allow for questions.)</p>
<p>5.0 Questions and Answers</p>		
<p><i>Following all comments from the public,</i></p> <p><i>Reeve asks Councils:</i></p>		<p>At this time, does any Council member have any additional questions of any speaker or of the Planning & Development Manager or staff?</p> <p style="text-align: center;">Pause to allow for questions.</p>
<p>6.0 Closing Remarks</p>		
<p><i>Reeve:</i></p>		<p>There being no further presentations, I would like to thank all of the presenters for their comments. Councils will take your comments into consideration when deciding upon this matter.</p> <p>I hereby declare the Joint Virtual Public Hearing regarding the Victoria District Economic Development Strategy: Proposed Business Plan, closed at _____p.m.</p>

Kyle Schole

Public Hearing - Written Comments Package - Page 1 of 15

From: Michelle Wright
Sent: November 18, 2020 1:48 PM
To: Kyle Schole; Jordan Ruegg
Subject: FW: Checking In

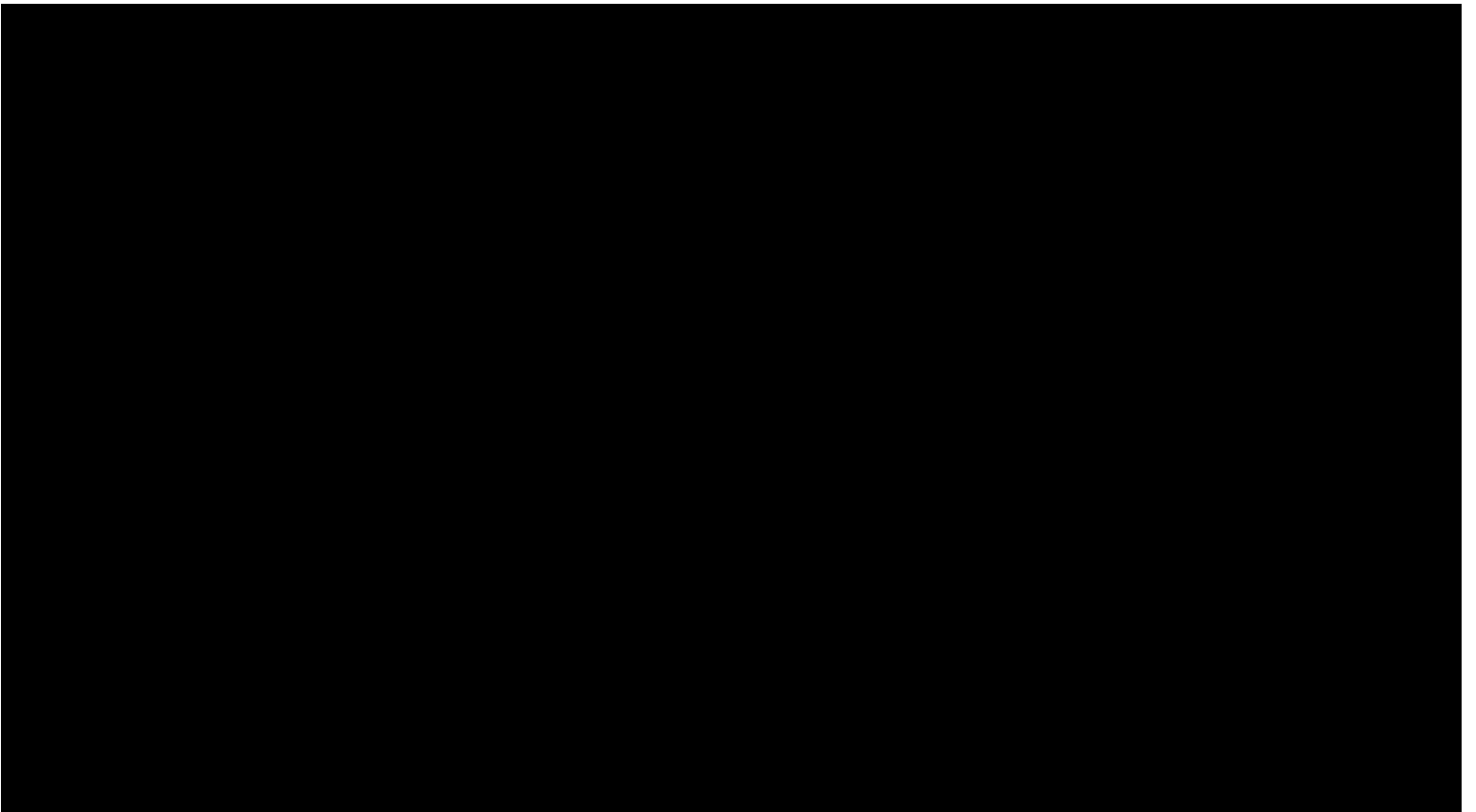
From: [REDACTED]
Sent: November 6, 2020 3:53 PM
To: Michelle Wright <cedo@smokylakeregion.ca>
Subject: RE: Checking In

Hi Michelle.,

I forwarded the information about the Business Plan and Public Hearing to the Kalyna President, Larry Tiedemann, who responded with great interest and is sharing everything with other board members. I hope they'll make a written submission.

In the meantime, I will have a closer look at the Business Plan and join the discussion on the 26th.

Jars



Kyle Schole

Public Hearing - Written Comments Package - Page 2 of 15

From: Michelle Wright
Sent: November 18, 2020 1:49 PM
To: Kyle Schole; Jordan Ruegg
Subject: FW: [Ext Sender] Public Engagement on Victoria District Economic Development Strategy Business Plan

From: Karen Schneberger [REDACTED]
Sent: October 28, 2020 9:17 AM
To: Michelle Wright <cedo@smokylakeregion.ca>
Subject: Re: [Ext Sender] Public Engagement on Victoria District Economic Development Strategy Business Plan

Good morning Michelle!
Thanks so much for forwarding this info! Looking forward to taking the time to read through it. Such a neat plan for promoting tourism and local businesses!

Karen Schneberger P.Ag.
Relationship Manager
ATB Business Solutions
Payments | Deposits | Trade Finance

Mobile [REDACTED]
Box 820
Redwater, AB.
ToA 2Wo
[REDACTED]

For administrative or other assistance, contact:

Debbie Kramer
Account Officer
ATB Business Solutions
Payments | Deposits | Trade Finance

Mobile [REDACTED]

Email [REDACTED]

atb.com



On Wed, 28 Oct 2020 at 09:15, Michelle Wright <cedo@smokylakeregion.ca> wrote:

Good morning!

Attached is our business plan for consideration by our Regional interested parties at long last!

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Note: this is not at the level of a business plan for financing application, it is the outline of the inputs and outputs and returns anticipated by the models of the business plan activities, a consideration of risks for the project and potential mitigations and a focus on the partnership between Metis Nation of Alberta, Smoky Lake County, and Town of Smoky Lake.

We'd appreciate any feedback on the plan to our team, and written submissions to the Public Hearing on Nov 26, 5:30pm are welcome. I've attached the hearing notice with details on submitting comments included therein.

Michelle Wright

Community Economic Development Officer (CEDO)

Smoky Lake Region

780 656 5398

cedo@smokylakeregion.ca

Facebook: @smokylakeregion

Twitter: @RCDCSmokyLake

If you have received this email in error, please let me know by return email so I can make sure it doesn't happen again. Because emails can contain confidential and privileged material, I'd ask for your help by deleting it and any attachments. Thanks!

We like to keep people up to date with information about new products and services at ATB or changes that could affect you. You can check out more about ATB and CASL at <http://www.atb.com/important-information/privacy-security/Pages/ATB-and-CASL.aspx>

If you would like to unsubscribe from our updates, please use this URL - <http://www.atb.com/important-information/privacy-security/Pages/unsubscribe.aspx>

P.O. Box 310
Smoky Lake, AB
T0A 3C0

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SMOKY LAKE COUNTY
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REGIONAL HERITAGE BOARD

November 19, 2020

Smoky Lake County Council and Planners
4612 McDougall Dr.
Smoky Lake, AB T0A 3C0

RE: Victoria District Economic Development Strategy Business Plan

To SLC Council

The Smoky Lake County Regional Heritage Board (SLCRHB) supports, in principle, this bold initiative to grow the Smoky Lake regional tourism economy over the next ten years. A great deal of time and effort has already been put into this project, and, for that, the people involved are to be commended.

A plan such as this, which relies on input from, and cooperation between, different levels of government, private enterprise and stakeholder organizations, will face a number of challenges. Compounding these challenges is the fact we are in the midst of an unprecedented global pandemic. Daily life, government, and all business and industry, including the tourism industry, are under incredible strain.

The Economic Development Strategy (EDS) is now at the earliest stage of a process that will take many years. The SLCRHB has a few questions, observations and suggestions now, but there will be many more as the initiative gathers speed. We would appreciate the opportunity to have more in-depth discussions as things evolve.

Crucial to the success of the EDS will be communication and public engagement. While there have been stories and advertisements in the local newspapers, and limited public participation in online presentations so far, we look forward to a much greater pitch of the initiative to a broader audience. We appreciate this may have to wait until it is safe to once again stage a large public meeting. In the meantime, it may be beneficial to consider a direct mail FAQ, initially to Victoria District residents and eventually all County residents. More support and local buy-in can be garnered by explaining how the benefits of increased tourism and the development of feature attractions will outweigh the negatives. It is worth noting that it is not a given right now that people who live in the District are all in favour of increased tourism traffic and development.

As the Victoria District Economic Development Strategy Business Plan moves forward, the SLCRHB will operate under its mandate from the SLCRHB Bylaw and the Heritage Management Plan. We will continue to ensure our unique heritage values are preserved for the

Public Hearing - Written Comments Package - Page 5 of 15

benefit of all. Our existing heritage assets will no doubt become better known and appreciated as the Economic Development Strategy (EDS) gains traction.

We support the Victoria District Economic Development Business Plan in principle and anticipate it coming to fruition as the plan is rolled out. We look forward to seeing local economies improved by utilizing heritage assets while ensuring long-term management of these resources.

Sincerely,

Noreen Easterbrook
Chairperson,
Smoky Lake County Regional Heritage Board (SLCRHB)

Kyle Schole

Public Hearing - Written Comments Package - Page 6 of 15

From: Michelle Wright
Sent: November 18, 2020 1:49 PM
To: Kyle Schole; Jordan Ruegg
Subject: FW: Public Engagement on Victoria District Economic Development Strategy Business Plan

-----Original Message-----


From: Lorne Taylor <lorne_taylor@sympatico.ca>
Sent: October 28, 2020 10:37 AM
To: Michelle Wright <cedo@smokylakeregion.ca>
Subject: Re: Public Engagement on Victoria District Economic Development Strategy Business Plan

Wow sure looks professional

Am I or you to do a story on it for this weeks paper, or even over a few weeks.

Lorne

--

Lorne Taylor
Smoky Lake Signal


Kyle Schole

Public Hearing - Written Comments Package - Page 7 of 15

From: Michelle Wright
Sent: November 18, 2020 1:48 PM
To: Kyle Schole; Jordan Ruegg
Subject: FW: FW: Public Engagement on Victoria District Economic Development Strategy Business Plan

From: Yuliia Marcinkoski <ab.coordinator@uccab.ca>
Sent: November 10, 2020 3:44 PM
To: Michelle Wright <cedo@smokylakeregion.ca>
Subject: Re: FW: Public Engagement on Victoria District Economic Development Strategy Business Plan

Hi Michelle,

Thank you for sharing your plans with us. It is very exciting and we are looking forward to working with you in the future. I will keep you posted about the 130th-anniversary celebration that will span across the province next year.

Sincerely,
Yuliia

On Tue, Nov 10, 2020 at 3:05 PM Michelle Wright <cedo@smokylakeregion.ca> wrote:

Great connecting today – here is our Business Plan as promised.

From: Michelle Wright
Sent: October 28, 2020 10:10 AM
To: Orysia Boychuk <president@uccab.ca>
Subject: Public Engagement on Victoria District Economic Development Strategy Business Plan

Good morning!

Attached is our business plan for consideration by our Regional interested parties at long last!

Note: this is not at the level of a business plan for financing application, it is the outline of the inputs and outputs and returns anticipated by the models of the business plan activities, a consideration of risks for the project and potential mitigations and a focus on the partnership between Metis Nation of Alberta, Smoky Lake County, and Town of Smoky Lake.

Public Hearing - Written Comments Package - Page 8 of 15

We'd appreciate any feedback on the plan to our team, and written submissions to the Public Hearing on Nov 26, 5:30pm are welcome. I've attached the hearing notice with details on submitting comments included therein.

Happy to discuss further and get your input/insights. Feel free to share with others.

Michelle Wright

Community Economic Development Officer (CEDO)

Smoky Lake Region

780 656 5398

cedo@smokylakeregion.ca

Facebook: @smokylakeregion

Twitter: @RCDCSmokyLake

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Yuliia Marcinkoski
Provincial Coordinator

Ukrainian Canadian Congress Alberta Provincial Council
#8, 8103 127 Avenue
Edmonton, AB T5C 1R9
T: 780.414.1624



Check out our [website](#) and [Facebook](#)

Erya Inc's Response to the Victoria District Economic Development Strategy (Oct 21,2020)

Upon review of this new version of the strategy, I am heartened to see that many of the issues that I had raised in the initial drafting of this strategy have been addressed.

I remain a supporter of the overall strategy, including many of the individual goals/endeavours that the partnership plans to implement, such as the cycling/walking trail, protecting and showcasing the many beautiful natural areas in the region, stewarding and promoting the unique historical and cultural assets, and ensuring economic and residential growth.

As I looked over the new proposal, I was mindful of the fact that municipalities are owned by, controlled by, and accountable to the public, and subject to the laws, rules and regulations governing public bodies. Whatever model is proposed, it must be one that ensures transparency in operations and finances and is still under public oversight- after all, the lion's share of the considerable investment and borrowing risk is being assumed by the public in this scheme.

I do not support the implementation of the proposed MCC in this capacity for numerous reasons, all which concern protecting public interest:

- It is highly unusual for an MCC to be for a purpose other than the provision of specific municipal services... this scheme would effectively divert public funds into a private for-profit investment fund that would have limited oversight or control by the public (who are the main contributors, after all.) It is contrary to the MGA and would need special approval by ministerial order... which given the nature of this proposed model would be precedent setting.
- The main 'benefit' that this MCC would contribute to the community (small business loans/grants) *already exists*... from the very same provincial, federal and private sources as the MCC would utilize, without having to meet any other municipal requirements as to type of business, etc., and without having to pay the additional borrowing costs to go through the MCC.
- The MCC could make it more difficult to access provincial/federal programs/grants that are available directly to municipalities, non-profits, etc.
- The borrowing risk for this proposal is substantial and is assumed almost solely by the taxpayers for the purpose of loaning the funds back to them, at a substantial profit to the MCC.
- This could also limit necessary borrowings that the municipalities may need to make in the future.
- The municipalities could accomplish most, or all of the goals listed in the proposal without implementing an MCC model using a variety of other organizational and funding/financing models, and without the necessity of using a 3rd party corporation to collect, distribute and administrate public funds.

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- Many of the goals would not likely fall under the jurisdiction of the corporation (such as environmental reviews/assessments, conservation, etc.). If an MCC model is utilized, I would support this model for individual projects, rather than used as an investment/borrowing scheme. Other goals and endeavours might be best organized and financed under a non-profit, community-based model (such as for building walking/cycling trails and maintaining historic places). Other goals like recreational centres, capital investments, etc. may be good candidates for fundraising through private investments, municipal bonds or a P3 model, municipal partnerships or a combination thereof. All of these can (and usually are) administered by the municipalities without using a publicly funded umbrella corporation – that is precisely what a municipality is intended to function as, with public oversight.
- The multi-tiered nature of the MCC organizational structure would create a shield from public oversight, while simultaneously using public money to fund and finance the scheme.
- A large portion of the proposal's funding sources do not seem to have available programs intended for this sort of scheme. Some do offer programs for non-profits, community development, and other capital projects, however an MCC may very well inhibit the municipality's ability to qualify for grants/public funding for individual projects.
- Although the proposal states that each stakeholder would only be putting in \$600,000, the actual public liability is around 24 million dollars (including community bonds, infrastructure loans, commercial loans, and asset financing at least, according to the proposal) ... possibly more than that if other borrowings are made by municipalities to benefit the MCC.
- An additional 6M is to be raised by a 'Regional Community Bond' – this (municipal bond scheme) is not a viable method of raising municipal revenue in Alberta at this time. It is also considered to be a difficult product to retail to potential investors and would be unlikely to raise that sort of capital. This will be an additional debt that the taxpayer is assuming on behalf of the MCC.

In summary, I feel that the partners should adopt the mandate, and pursue this strategy using a multi-pronged, more conventional approach to reach those goals that are ultimately agreed upon, without the implementation of an MCC. I am inspired by the 'outside the box' approach, however these goals can be accomplished without trying to rewrite the playbook. These goals can be accomplished through solid community organization by the municipalities... that sort of function is precisely what taxpayers expect their representatives and officials to perform. It is not necessary to (at a great additional cost) have an MCC do what we are already paying the municipalities to do. I look forward to the public hearing, and the input and ideas of other community stakeholders. Erya Inc. continues to enthusiastically support the core mission of this strategy.

Sincerely,

Erin Pearce – Erya Inc.

Victoria District Economic Development Strategy – Business Plan – October 21, 2020
Joint Public Hearing of Smoky Lake County and Town of Smoky Lake - November 26, 2020
Submission by Don Klym

Introduction

My name is Don Klym and would like to input to the above initiative. I have a stakeholder interest in the plan as I reside on the Victoria Trail near the Metis Crossing which is seen as the epicentre of the proposed economic development strategy. First and foremost, I am in support of tourism as a means of boosting the economy of the Town and County. In fact, this is an overdue, but exciting initiative. As a resident of the County my interests are the usual tax implications and other impacts such as security. In addition, my wife and I have interests and involvement in local heritage and history preservation and awareness. These have the potential to be complementary to the proposed tourism plan.

My review of the Business Plan is limited to points of clarification. It is my intent to bring these to the attention of the decision-makers, in hope of improvement to the overall plan, its saleability, and its eventual success.

Overall Process

It is my understanding that this Business Plan is not final and includes more than the hard financials. I assume the results of this hearing will be incorporated into the final document for approval by the Town and County Councils in December. My concern is that the document contains hard-core financials (as appropriate) which are difficult to understand for me and possibly other ratepayers. This coupled with the tight schedule could create some public discontent.

The hearing and initial consultation on the strategy occurred only a short while ago under Covid conditions. I'm uncertain as to general public awareness and understanding of the Strategy. I have not seen a summary of conclusions from that phase which should feed into the Business Plan. For example, is there a general acceptance of this initiative in the Town and County?

Because the Strategy and Business Plan involve many disciplines, I trust the team working on this has the necessary expertise. There is reference to the team (page 6) and Steering Committee (page 21). I assume this is one and the same group; the make-up of the team and authors of the documents should be identified with area of expertise.

The Business Plan Review

The remainder of my hearing presentation deals with the Business Plan document section by section.

I. Introduction

My comment above regarding team composition and expertise should be addressed in this section. The reason to include this information is to build trust with stakeholders.

II. Executive Summary

What is the source of the \$600K, each from the Town and County?

III. Business Description

On page 8, what is the source of the current \$7-8 million tourism economy? This is projected to increase to \$60+ million over the ten years. On Page 16, the graph shows that the \$60 million is the total of all economic impact; the tourism component is \$20+ million. This needs an explanation.

Also, the plan is projected to create 600 tourism jobs (page 8), with a population increase from 4200 to 4700. Does this mean that 100 employees will be residing elsewhere? What is the number of jobs and increased population in relation to the indirect economic impact as shown on the graph on page 18?

The funding sources identified have a range of probabilities for securing. It may be useful to provide some idea of likelihood of obtaining to raise confidence for the public and decision-makers. For example, is it possible to disclose more information on the Entertainment Complex valued at \$15 million? What is "patient" capital? When do the traveller spending projections in Page 8 kick-in in the 10 year plan?

Regarding other funding sources such as government grant programs, the federal government issued the Canadian Experiences Fund in 2019 in their quest to increase the tourism industry in Canada. Any prospects here?

In the Table 2 Budget, what is the \$900K for Victoria Settlement? Any idea what Attractions 1, 2, and 3 would be?

On page 11, the "Loan Fund" of \$10 million needs more elaboration on how to achieve. What does 0.5 FTE mean? What is the basis for the \$80 to \$150 million in capital investment for the Region?

IV. Corporate Financials

On page 12 and elsewhere there is reference to "the system". This should be defined.

In Sub-section (a) and Table 3 Income Statement, the Marketing Fund needs clarification. Is this a fund established by system members for the Partnership members? Is this over and above the \$600K commitment from the Town and County?

In Tables 3 and 4, how does the "Income Statement" differ from the "Total Trading Income"? What is EBITDA?

In Table 5, how is the “Bank Balance” calculated?

In Table 6, it states that the initial investment is recovered by year 5.5; on page 15, it states that by year 4 the cash flow is positive requiring no more support. Please explain the discrepancy.

V. Other Economic Benefits

See my previous comments in Section III, regarding jobs and indirect economic impact.

The Performance Measures on Page 18 might have to be revisited regarding graduating students. In my opinion, retention of 50% in the region is rather high. Also, for increased population, the Town and County will require creative ways to accelerate residential development.

VI. Corporate Structure

The Municipally Controlled Corporation and the Partnership requires critical re-thinking. I can see why the Town and County need a Corporation as directed under the Municipal Government Act. But its role and relationship to the Partnership must clear and understood by all. Most stakeholders, ratepayers, and public will see this organization as bureaucratic. My key concern is what authority the Corporation will have over the Partnership in day-to-day operations.

Another concern is human resources. There will be a requirement for Board membership on the Corporation and the Partnership, as well as membership on the Advisory Committee. Within our Town and County human resource pool, recruiting the required numbers with some level of qualification will be a challenge.

The list of roles for the Partnership appears to be complete. However, I would emphasize the priority be investor relations and marketing. That is, key to the success of this venture is acquiring money and selling our product.

VII. Demographic, Economic, Social and Cultural Factors

I’m pleased to see that our tourism reach goes beyond the boundaries of the County. The Smoky Lake Region seems to be defined with the North Saskatchewan River as a southern boundary. Many events and attractions are just across the river, already.

Marketing strategies will be the key to success. Even though the targeted traveller profiles have been identified, my concern is that there could be tourist bleed to other major attractions beyond the Region. For example, a Saskatchewan family on vacation travelling to Alberta might be drawn to West Edmonton Mall instead of spending time in our Region.

VIII. The Market

This appears to be well researched and analyzed in this section and the following 2 sections. As I previously mentioned, marketing will be key to success and therefore, the need for crackerjack experts, aggressively working for the Partnership.

IX. Risk Assessment and Contingencies

Regarding Revenue Risk, the discussion only addresses catastrophic events. I don't see any contingencies for declining revenues in normal times.

Regarding Market Risk, the mitigation is scale-ability of the Strategy. This needs further explanation, with some examples.

X. The Competition

There will be competition for the tourist dollar near the Region and Alberta. This analysis appears to be comprehensive and complete.

A concern I have is within the Region. To my understanding, there will be system operators as part of the Partnership and other operators attracted to the Region. Would pricing within the system need to be controlled? As well, there will be businesses already in place or established in the future which could be providing the same services as the Partnership, but not in the system. Is this an issue?

XI. Action Plan

See my comment in my Overall Process section of this submission regarding tight scheduling. Once the Councils approve the motion for the Corporation and Partnership Agreement, is the green light on? I don't see any plans for further stakeholder input. Mobilizing the strategy and plan will still be subject to administrative drag and Covid conditions – the schedule must be realistic.

Conclusion

I believe that a stimulus such as tourism in the Smoky Lake Region will diversify and boost a long stagnant economy. I commend the leadership of the Town and County and those involved in assembling the Strategy and Business Plan. This is a very ambitious and complex initiative with positive, and possibly, negative implications for the citizens of the Region. Therefore, diligent and transparent communications with meaningful consultation is a must. I hope my comments in this submission are helpful in ultimate execution. Thank you for the opportunity.

Respectfully submitted,

Don Klym

PO Box 1083

Smoky Lake AB T0A 3C0

[REDACTED]

NUMBER: 4.1	DATE	Joint Town and County Meeting November 26, 2020
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TOPIC	Victoria District Economic Development Strategy: Proposed Business Plan
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Agenda Item

PROPOSAL

That the Smoky Lake County Council and the Smoky Lake Town Council each respectively **ACCEPT** the Proposed Victoria District Economic Development Strategy: Business Plan.

BACKGROUND

- **June 26, 2020 Joint Virtual Public Hearing & Joint Town/County Councils Meeting**

Both Town and County Councils:

- **Convened** a Joint Virtual Public Hearing for the Victoria District Economic Development Strategy (Town Bylaw 006-2020 and County Bylaw 1372-20), at which presentations and representations were made by delegations and residents, as well as a reading into the record of written submissions.
- **Accepted** the ‘What We Heard Report,’ summarizing the public participation and feedback received per the Public Participation Plan
- **Adopted** the Strategy via County Bylaw 1372-20 and Town Bylaw 006-2020
- **Established a Victoria District Economic Development Strategy Implementation Working Group Ad hoc Committee to prepare a Business Plan** in accordance with legislation, to be brought forward to a future Meeting of Joint Town/County Councils for consideration.

- **September 16, 2020 Joint Town/County Councils Meeting @ National Hall**

Joint Town/County Councils were presented with the proposed Business Plan, with minor changes having been made at that time.

Joint Town/County Councils then agreed **in principal** for each respective municipality to invest Six Hundred Thousand Dollars (\$600,000.00), for a combined total of One Million Two Hundred Thousand Dollars (\$1,200,000.00), as majority shareholders of a municipally owned Joint Venture Tourism Corporation.

- **September 16, 2020 Joint Town/County Councils Meeting**

Convening alongside the Metis Crossing Board, the proposed Business Plan was further discussed among the three parties.

Joint Town/County Councils then adopted a motion to seek public participation in accordance with each municipality’s respective Public Participation Policies: County’s Policy Statement No. 01-51-01 and Town’s Policy Statement No. A18, in order to provide the Public with sufficient access to information, allowing them to be informed, and provide opportunities to participate, be involved, and provide input into the

decision-making process in respect to the Victoria District Economic Development Strategy Business Plan.

- **November 26, 2020 Joint Virtual Public Hearing & Joint Town/County Councils Meeting**

Five months to the day since adopting the Victoria District Economic Development Strategy itself, another Joint Virtual Public Hearing is scheduled to address the subsequent proposed Business Plan and may then consider its adoption.

LEGISLATION:

- **Municipal Government Act R.S.A 2000, Ch. M-26**
 - **Municipally Controlled Corporations Regulation AR112/2018**
- **Victoria District Economic Development Strategy, County Bylaw 1372-20 & Town Bylaw 006-2020**

REFERENCE INFORMATION:

- 4.1 A1** **Proposed Victoria District Economic Development Strategy: Business Plan**

ACTIONS/RECCOMENDATIONS

That the Smoky Lake County Council and the Smoky Lake Town Council each respectively ACCEPT the Proposed Victoria District Economic Development Strategy: Business Plan.

VICTORIA DISTRICT ECONOMIC DEVELOPMENT STRATEGY

Business Plan

October 21, 2020



The Victoria District Economic Development Strategy Business Plan aligns with our Values:

- We believe in the preservation and promotion of our cultural, heritage and ecological assets,
- We want to enhance the experiences of our visitors by sharing our assets in an authentic way,
- We want to maintain our community identity and lifestyle while sharing our assets.

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I. INTRODUCTION

Smoky Lake Region has been a hub for travellers for centuries. At the crossroads of river, trail and eventually rail and road networks, Indigenous and non-Indigenous peoples traded, welcomed and lived in the rich natural beauty of the area.

In recent times, Métis visionaries began to develop a gathering place for their citizens, on the banks of the North Saskatchewan on the original homesteads of their Métis ancestors. There, at the Métis Crossing, the Métis are sharing their culture, stories and experiences.

Métis Crossing anchors Smoky Lake Region's visitor economy aspirations in the National Historic Victoria District and for the rest of the Region. The Town of Smoky Lake is currently experiencing benefits as Métis Crossing develops, and the Region stands to benefit as both Metis Crossing and other visitor experiences are developed.

Many conversations with Métis Crossing, Métis Nation of Alberta, Smoky Lake County and Town of Smoky Lake, led to the creation of this plan. We appreciate all insights and input, and look forward to bringing the Business Plan to life, together.

All plans, actions and implementations of the Strategy align to our Values:

- We believe in the preservation and promotion of our cultural, heritage and ecological assets
- We want to enhance the experiences of our visitors by sharing our assets in an authentic way
- We want to maintain our community identity and lifestyle while sharing our assets.

A team was formed to develop the Business Plan, with expertise including legal, finance, economic development, planning and development, Council advisors, and Municipal administration, for consideration by Metis Nation of Alberta, Smoky Lake County and Town of Smoky Lake Councils, our Partners and our Public. Vision XS provided the financial models and methods¹ included herein.

The Strategy goal is to add to the visitor economy, increasing the visitor audience from Metis Crossing and other attractions, diversifying the Region's economy, and supporting Municipal sustainability.

¹ **Vision XS Modelling: Outcomes have been used to calculate the impact of the proposed tourism system on the income of Town of Smoky Lake and Smoky Lake County. For example there will be more residential taxation income due to the increased population and similarly there will be increased property tax paid by the new attractions, restaurants etc. Care has been taken not to double count the income and also to build in cautious growth figures for tourism income and flat or negative growth for non tourism income which might not be true but insures that the figures presented clearly show the impact of the tourism income across the entire region.**

II. EXECUTIVE SUMMARY

The Victoria District Economic Development Strategy Business Plan supports the Strategy's mandate to create and market tourism assets, support infrastructure development for tourism, and partner or lend to tourism developers, in the Smoky Lake Region.

Métis Nation of Alberta invested \$25 million in the Region's signature attraction: Métis Crossing, with plans for further investment in the next 20 years. The Victoria District Economic Development Strategy grows outward from this anchor site. The Strategy's implementation adds visitors throughout the Region, by partnering on the plan and its execution.

Métis Nation of Alberta, Smoky Lake County and Town of Smoky Lake, will form a Partnership with the mandate to execute the Strategy. The two municipal partners, Smoky Lake County and the Town of Smoky Lake will be joint shareholders in a municipally controlled corporation. The Municipally Controlled Corporation invests \$1.2 million in a Partnership with Métis Nation of Alberta, who invests \$600K.

The Partnership borrows against the \$1.8 million initial investments to execute the Strategy including marketing, attraction and accommodation acquisition, operations, and lending. Project specific investors support further revenues for the Partnership.

Based on the financial forecasts, all three initial investments are repaid within 5 years, with \$3.3 million paid to each investor within 10 years.

Beyond initial investment, no capital is required of the Municipalities or Métis Nation of Alberta.

Even more important than the solid financials, is the community investment and economic diversification opportunities realized by the Strategy, improving the Smoky Lake Region for years to come.

III. BUSINESS DESCRIPTION

The Smoky Lake Region tourism experience includes Métis Crossing, Victoria Settlement, 2-3 new signature attractions and a 100 km recreational travel circuit including roads, trails and waterways within the boundaries of Smoky Lake County. Along the circuit are 6-8 boutique attractions uniquely showcasing our history, nature, cultures and foods and beverages. Regional events during peak and off-season periods provide revenue stability.

The business aims to grow the Smoky Lake tourism economy from \$7-8 million annually to \$60+ million annually in ten years, creating 600 new jobs and increasing the Regional population from 4200 to 4700+. The Regional visitation targets for year 10 are 1200+ units of accommodation including hotel, bed and breakfast, self-catering, camping, premium RV and lodges, and 125,000 travellers spending \$200-\$300 per day and staying 3+ nights. In addition, the forecasts show the Region attracts 170,000 day trippers spending \$40-\$60 per day.

The growth in tourism Gross Domestic Product (GDP) expands from Métis Crossing outward, through excellent local food experiences, events and premium activities. Key to the success of the Strategy is the creation of a 100km circular trail system, connecting Victoria Trail to Iron Horse Trail, with walking, hiking and biking only sections as well as multi-use sections.

The three Strategy deliverables are:

1. a loan fund for tourism developers and operators;
2. direct accommodation and attraction acquisition either solely or in partnership with Regional or Corporate investors; and
3. Infrastructure investment including roads, trails and signage.

a. Project Financing

Smoky Lake County, Town of Smoky Lake, and Métis Nation of Alberta each contributes \$600,000 to the Partnership, establishing a \$1.8 million capital and operations fund to initiate the tourism system development.

An additional \$43 million is generated through community bonds, partnerships, commercial secured and unsecured loans, and grants. Our goal is to seek “patient” capital, to minimize organizational stress and ensure good decision making.

A potential resort development invests \$15 million for an entertainment complex outside of the Victoria District and complementary to our Region, which could include facilities for Regional residents to use (pool, waterslide, movie or live theatre, for example).

Table 1 Funding Sources		
Source	Funding Model	Notes
Smoky Lake County Equity	\$600k	
Town of Smoky Lake Equity	\$600k	
Métis Nation of Alberta Equity	\$600k	
Regional Community Bond	\$6 M	Regional Community 10 year Bonds with 5.5% return; available on open market
Entertainment Complex	\$15 M	Potential investment
Western Diversification Business Development Grants	\$6 M	Raise matching funding for projects and partner with operators, owners and other entities.
Destination Management Grants	\$1 M	Travel Alberta and Government of Alberta Tourism Marketing Grants
Infrastructure Loan		May be required pending funding model decisions
Commercial Loan (% of Total = Debt Ratio)	\$12 M	Partnership owned property secures commercial loan
Asset Finance	\$1 M	Unsecured loan for budget capital items (non real estate)
Other Grants	\$3 M	3 rd party and government grants for specific projects
Total	\$45.8 M	
Debt Ratio	28%	

b. Corporate Capital Budget

The budget is for the acquisition of tourism assets, development of the tourism system including a reservation system, marketing and promotion, operations, infrastructure and the loan fund (Table 2 Budget). Neither Municipality will exceed its borrowing capacity by investing in this project.

Table 2 Budget	
Experience Investments	
Victoria Settlement	\$900K
Signature Attraction 1	\$2 M
Signature Attraction 2	\$2 M
Signature Attraction 3	\$2 M
Sub total	\$6.9 M
Asset Acquisition	
Real Estate (houses)	\$10.2 M
Real Estate (accommodation)	\$6.9 M
Sub Total	\$17.1 M
Infrastructure Investments	
Regional Welcome Signs	\$400K
Circular Trail System	\$3 M
Cycleway	\$4 M
Trail and Cycleway Wayfinding	\$500K
Sub Total	\$7.9 M
TOTAL Capital Budget	\$31.9 M
Operating Budget Year 1	
Admin, staffing and operations - first 18 months	\$1.2 M
Loan Fund	\$10 M
Initial Marketing and Branding	\$300K
Contingency	\$2M
Sub Total	\$13.5 M
Total Strategy Investment	\$45.4 M

The Partnership purchases, improves and operates Regional real estate assets for staff and visitor accommodation until they are economically sustainable. These assets may be sold to private investors when interest in the Region increases however the Partnership maintains enough assets to be sustainable. Cost estimates for acquisition are subject to market conditions and asset availability. The Partnership intends to invest where no current investor exists, and support development in the Region which is not typically supported by traditional financing. Anticipated Signature attractions currently do not exist and will be new to market, not competing with private investments.

The tourism system needs \$80 to \$150 million in overall Regional investment. The Partnership invests \$33 million plus creates a loan fund of \$10 million, \$25 million is or has been invested by Métis Nation of Alberta, \$15 million by a third party complex developer, and \$10 million from private investors. The minimum investment by the Partnership is \$33 million, with accelerated growth occurring if \$10 million loan fund is established.

The investment needed from the Partnership is derived by leveraging the initial investment from the partners, Smoky Lake County, Town of Smoky Lake and Métis Nation of Alberta, with commercially secured loans on real estate and unsecured loans for non-real estate assets.

County contingency on projects is typically \$100K, however as this is a capital acquisition project subject to market fluctuations, a higher contingency is suggested. Any surplus from the acquisition activities transfers to the loan fund to assist more projects.

The Town of Smoky Lake, when Strategy is implemented, grows their existing economy whereas Smoky Lake County diversifies its economy, replacing a portion of lost energy industry revenues with tourism revenues.

c. Corporation Annual Operating Budget

The Municipally Controlled Corporation operating budget, pending final corporate structure, is limited to a 0.5 FTE for administrative support to the Board, meeting space and office supply costs.

Operating costs for the Partnership are included in Table 4 Profit and Loss.

IV. CORPORATE FINANCIALS

a. Income Statement

Partnership Income is from the following operations and activities (Table 3 Income Statement):

- Attraction Equity Investment Dividends
- Marketing Fund – contributed by system members to joint marketing
- Staff Accommodation Rentals
- Visitor Accommodation Rentals
- Small Business Loan Repayments

Grants are uncertain income sources and therefore are not included in Income Statement.

Table 3 Income Statement

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Attraction Equity Dividends	0	0	120,645	326,251	413,349	526,036	699,158	767,039	827,602	879,425
Marketing Fund for members	0	283,592	478,363	588,799	660,007	800,299	1,301,142	1,456,350	1,595,333	1,715,523
Staff Accommodation	35,100	71,386	132,875	182,447	214,107	225,015	232,891	241,042	248,273	255,721
Visitor Accommodation	795,795	1,861,848	3,256,503	3,790,013	4,407,430	4,811,825	5,158,715	5,365,063	5,579,666	5,802,853
Repayment Of Loans	360,000	1,216,800	1,452,384	1,479,698	1,503,734	1,503,734	1,503,734	1,396,911	1,323,734	1,323,734
Total Annual Income	1,190,895	3,433,626	5,440,770	6,367,208	7,198,627	7,866,909	8,895,640	9,226,405	9,574,608	9,977,256

Table 4 Profit and Loss

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Total Trading Income	956,936	2,482,582	4,362,225	5,376,403	6,287,707	7,326,985	8,470,683	9,011,222	9,521,632	10,013,486
Expenditure										
Staff Costs and training	1,100,000	1,155,000	1,212,750	1,273,388	1,337,057	1,403,910	1,474,105	1,547,810	1,625,201	1,706,461
Marketing Contribution	300,000	312,000	324,480	337,459	350,958	364,996	379,596	394,780	410,571	426,994
Travel and Transport	7,655	24,826	34,898	43,011	50,302	58,616	67,765	72,090	76,173	80,108
Maintenance										
Materials	57,416	148,955	218,111	268,820	251,508	293,079	254,121	270,337	238,041	250,337
Overheads	47,847	124,129	196,300	241,938	251,508	293,079	296,474	315,393	285,649	300,405
security	57,416	148,955	174,489	215,056	188,631	219,810	254,121	270,337	285,649	300,405
Professional Fees	9,569	24,826	43,622	53,764	62,877	73,270	84,707	90,112	95,216	100,135
Business Property Tax	19,139	49,652	87,245	107,528	125,754	146,540	169,414	180,224	190,433	200,270
Cleaning (External Costs and materials)	95,694	198,607	196,300	241,938	251,508	293,079	338,827	270,337	285,649	250,337
Insurance	19,139	37,239	43,622	48,388	56,589	65,943	76,236	81,101	85,695	90,121
Loan Interest	876,000	891,288	891,288	891,288	891,288	891,288	862,204	832,306	801,570	769,974
Other	95,694	372,387	436,223	376,348	377,262	366,349	423,534	450,561	476,082	500,674
Total	2,685,568	3,487,863	3,859,328	4,098,926	4,195,243	4,469,959	4,681,104	4,775,387	4,855,928	4,976,220
EBITDA(Trading Profit)	-1,728,633	-1,005,281	502,897	1,277,476	2,092,464	2,857,026	3,789,580	4,235,835	4,665,704	5,037,265
%EBITDA	-180.6%	-40.5%	11.5%	23.8%	33.3%	39.0%	44.7%	47.0%	49.0%	50.3%

Table 5 Annual Cash Flow

Annual Cash Flow	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Total Income – inc. reinvestment returns	2,192,936	4,590,670	6,705,897	7,760,097	8,713,273	9,776,446	10,911,212	11,341,740	11,776,656	12,267,705
Operational Expenditure	2,685,568	3,487,863	3,859,328	4,098,926	4,195,243	4,469,959	4,681,104	4,775,387	4,855,928	4,976,220
Tax	0	0	0	149,476	242,426	340,224	429,064	537,980	588,457	636,882
Sinking Fund	0	114,767	167,647	194,002	217,832	244,411	272,780	283,544	294,416	306,693
Reinvestment - existing stock	0	229,534	335,295	388,005	435,664	488,822	545,561	567,087	588,833	613,385
Commercial Loan Repayment	0	561,288	561,288	561,288	561,288	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
Bond Interest Repayment	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000
Bond Capital Repayment	0	0	0	0	0	0	0	0	0	6,000,000
Net Annual Profit	-822,633	-132,781	1,452,339	2,038,399	2,730,821	2,303,029	3,052,704	3,247,742	3,519,021	-2,195,475
Dividend Payment	0	0	580,936	815,359	1,092,328	921,212	1,221,082	1,299,097	1,407,608	0
Community Fund	0	0	363,085	509,600	682,705	575,757	763,176	811,936	879,755	0
New Projects reinvestment	0	0	363,085	509,600	682,705	575,757	763,176	811,936	879,755	0
Bank Balance	551,367	418,586	563,820	767,660	1,040,742	1,271,045	1,576,315	1,901,090	2,252,992	57,516

The partner contributions of \$1.8 million provides the cash flow for the Partnership's operations from year 1 to year 3. By year 4, cash flow is positive and covering the Partnership's operating expenses. The Partnership is self sufficient and no further operating support from the partners is necessary.

Bond capital payback by 2031 is supported by the cash flow projections. Commercial Loan payback is repaid in 20 years. Community Bonds paying 5.5% interest on \$6 million is repaid after 10 years, with gradual bond repayment in years 4 to 10, which is most attractive to bond investors as well.

In addition to Community Bonds, the Strategy strives to engage Regional residents. Community led funding such as a Regional Investment Co-operative, Project Co-operatives, Crowdfunding and Social Enterprise options. The Partnership Executive Director provides project management to these community initiatives.

New project reinvestment is included in cash flow projections, when funds are available.

The sinking fund for major repairs and an annual reinvestment into replacing accomodation assets maintain the cash flow and equity in the real estate holdings. These funds are held in a reserve account.

The Partnership retains 10% of the Net Profits to build a strong bank balance.

c. Profit Distribution

Partnership net profits are distributed annually (Table 6 Net Profit Distribution):

- 40% paid as dividends to the Corporate partners: Town of Smoky Lake, Smoky Lake County and Métis Nation of Alberta.
- 25% to community fund for heritage and social projects.
- 25% reinvested for business loans.
- 10% retained as reserves.

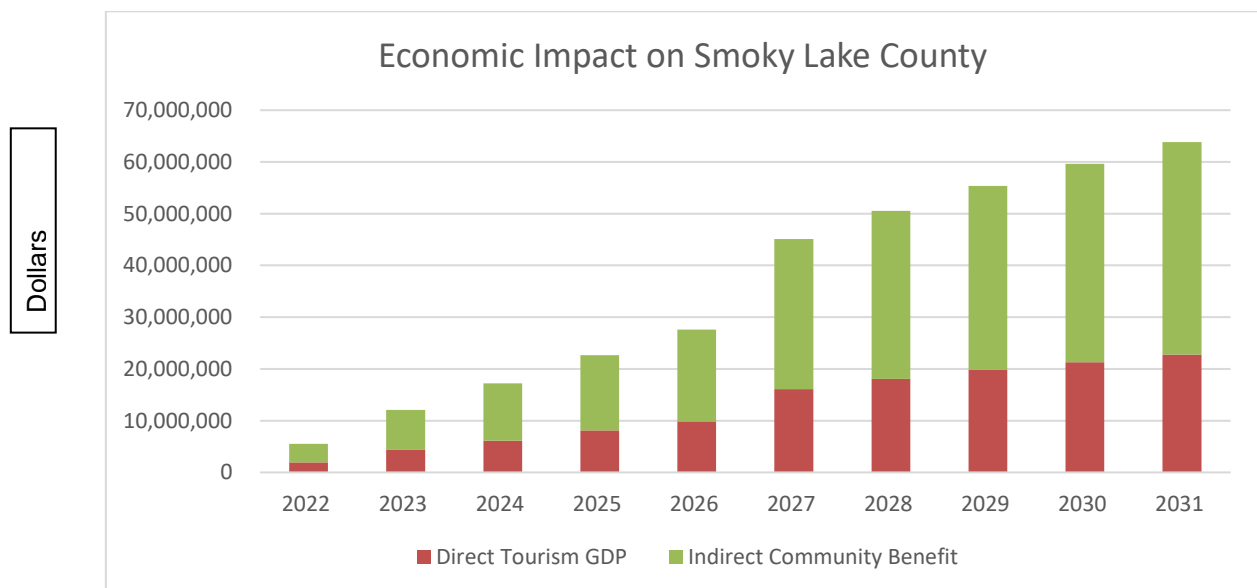
Table 6 Net Profit Distribution (based on Target Funding Model)

Receiving Entity	Total 10 Year Returns	Notes
Partners: Métis Nation of Alberta, Town of Smoky Lake and Smoky Lake County	\$9.9 M	Initial investment recovered by year 5.5 through dividend distribution to partners, year 6+ cash contributions for municipal services
Community Fund	\$6.2 M	See Community Advisory Committee section
New Projects Investment	\$6.2 M	To be determined in Corporate Strategic Plans Years 10 to 20
Reserves	\$2.5 M	Corporate sustainability

V. OTHER ECONOMIC BENEFITS

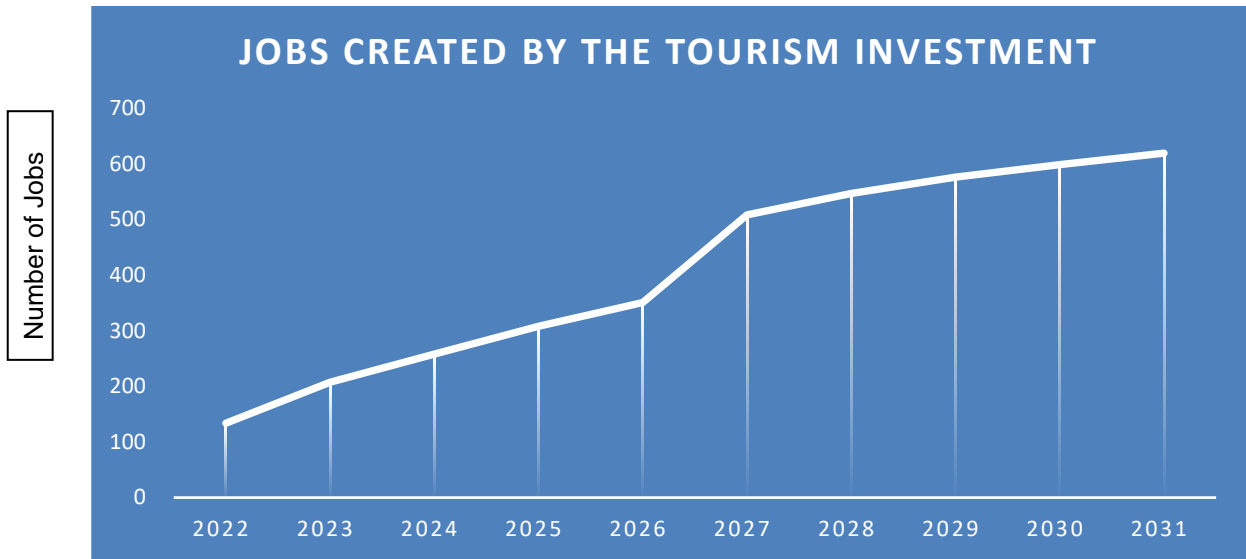
a. Indirect Benefits, Population and Employment

The overall tourism system adds \$60+ million a year to the local economy by 2031 as shown in the graph below. Indirect benefits to the community account for the greater percentage of economic impact.



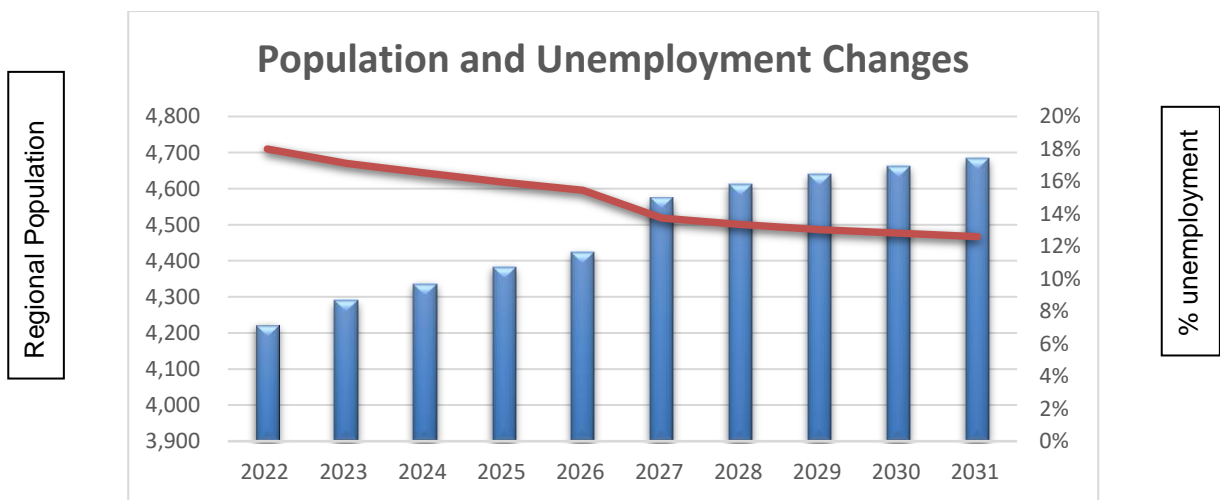
The Alberta government aspires to increase the Alberta tourism economy from \$10 billion to \$20 billion per year in the next decade. This Strategy contributes \$60 million per year at year 10, towards meeting this target.

Six hundred new jobs are created by 2031, making tourism one of the Region’s largest employment sectors.



Population in the Region is declining, and the Strategy reverses the resident losses and grows the population from 4200 residents to over 4700, improving the Region’s long term sustainability.

Unemployment is expected to rise in 2020 from March 2020 figures of 15% to 18-20%. The Strategy reduces unemployment to less than 12% by 2031, with other economic development activities also supporting employment creation.



b. Performance Measures 2021 - 2026

The Strategy's Municipal purpose, along with other Regional Economic Development, is to:

1. Arrest the declining population to protect the core services,
2. Improve property values,
3. Reduce unemployment and underemployment,
4. Create career opportunities for youth,
5. Retain residents,
6. Attract investors, entrepreneurs and residents, and
7. Distribute wealth to equalize services, infrastructure and opportunities.

For the Strategy to be successful beyond economics, the Region aspires to achieve:

- Youth employment and retention within the Region at 50% of graduation class per year,
- 15% Graduating class employed in tourism,
- Property value improvements exceed cost of living indices by 5%,
- Smoky Lake County Council is able to meet its operational requirements and does not have a budget deficit,
- Town of Smoky Lake Council is able to meet its operational requirements and does not have a budget deficit,
- Métis Crossing incremental revenue uplift achieved,
- Additional community arts, sports and leisure facilities are developed, and
- Provincial or Federal services are expanded or maintained (school, hospital, police, etc).

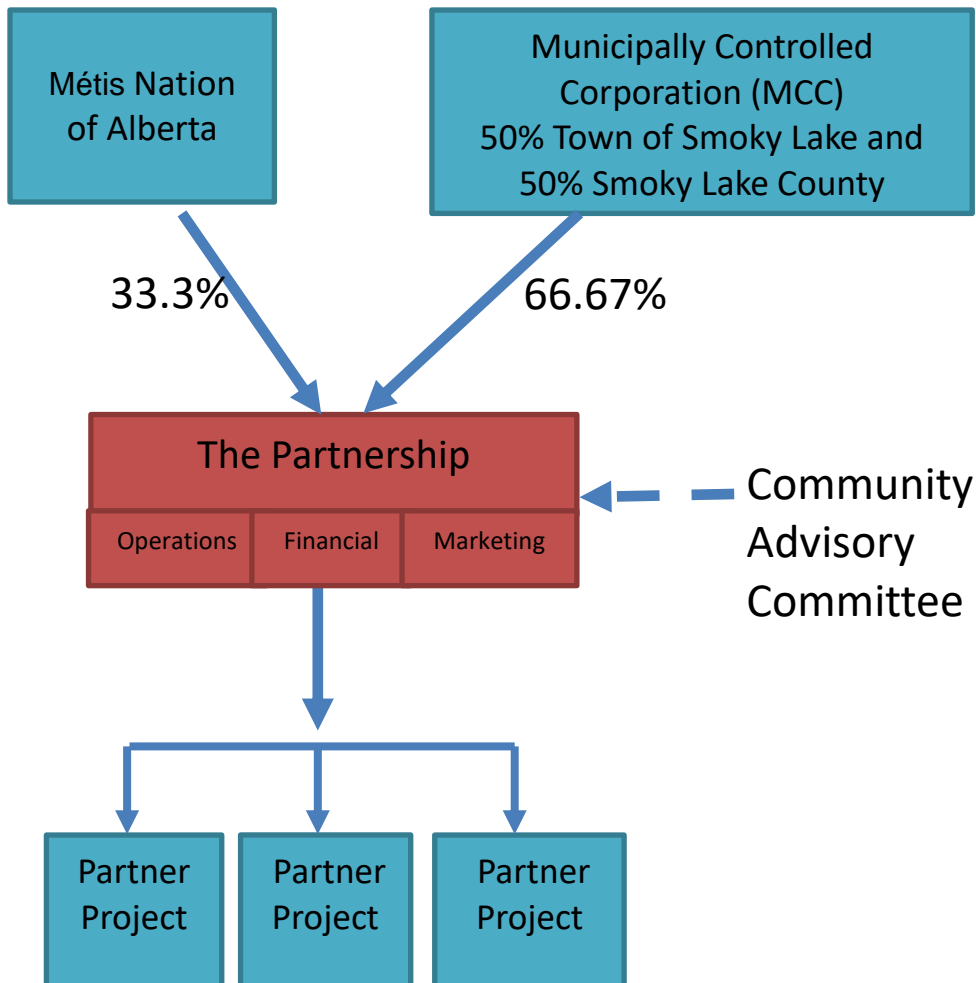
VI. CORPORATE STRUCTURE

The Partnership of Métis Nation of Alberta, Smoky Lake County and Town of Smoky Lake conducts the day-to-day operations to support the Strategy’s execution. The Partnership can raise funds, invest and loan in the interests of the tourism industry in the Region.

A Municipally Controlled Corporation (MCC) is a For-Profit Corporation established to provide services and benefits to residents of the municipality, where a municipality holds the majority control of the corporation, at a minimum 91%. The shareholders of this MCC would be Smoky Lake County and Town of Smoky Lake with 50% ownership each.

The structure below is conceptual, legal and partner input are required to define agreements and the final structures. In consideration an MCC may be one of the entities used to achieve the Strategy, it is presented to the Public for their review with the rest of the Business Plan.

a. The Municipally Controlled Corporation (MCC)



The Municipally Controlled Corporation Board of Directors is chosen by the Town of Smoky Lake and Smoky Lake County. There are Board governance operational costs for the MCC only, including a Board assistant, however no offices or other capital expenditures are anticipated.

b. The Partnership

The Partnership Board of Directors are chosen by the three partners, Métis Nation of Alberta and the Town of Smoky Lake and Smoky Lake County with 7 Directors selected for their expertise in legal, finance, tourism, marketing, public relations and any other discipline the Board requires to govern the Partnership.

The Partnership's Organization Chart roles:

1. Strategic planning, opportunity identification,
2. Finance – investment relations, reporting, budgets,
3. Operations – tourism operator relations, opportunity execution, quality management,
4. Accommodation – all accommodation operations,
5. Marketing – marketing and promotions,
6. Events – event management,
7. Facilities and Maintenance – maintenance of owned assets, and
8. Administration.

Roles in the organization may be within single or multiple full time equivalent positions depending on workload. Initially, the Partnership Executive Director is an employee, with other roles contracted until full time positions are justified.

Compensation and benefits at market levels within the Region include opportunities for employee share purchase or purchase matching programs. Employees may be eligible for the Local Authority Pension Plan. The Partnership commits to developing a Training centre for its employees and to encourage Regional graduates to seek tourism industry opportunities in the Region.

c. Community Advisory Committee

The three partners, Métis Nation of Alberta, Smoky Lake County and Town of Smoky Lake agree to create a Community Advisory Committee (CAC) in support of the Strategy to:

1. Monitor tourism impacts on Natural, Cultural and Historical sites of importance, identify concerns and recommend remedial actions.
2. Distribute the Partnership's annual Community Fund grant for Regional Natural, Cultural, Historic and Social projects. The Community Advisory Committee may distribute their funding via grants to organizations or individuals including tourism training.

The Community Advisory Committee members are nominated representatives of the Region supportive of the Strategy. The Partnership may assign up to two of their own Board members to the CAC. The Partnership's Executive Director is an ex-officio on the CAC, without voting privileges.

All plans, actions and implementations of the Strategy will align to our Values:

- We believe in the preservation and promotion of our cultural, heritage and ecological assets,
- We want to enhance the experiences of our visitors by sharing our assets in an authentic way, and
- We want to maintain our community identity and lifestyle while sharing our assets.

The CAC, and the Partnership, are to ensure the healthy balance between the tourism economy and the protection of the assets it is based on, is essential to successful Strategy execution.

d. Financial Institutions

The Steering Committee has engaged with Provincial and Federal ministries, Federally funded financial institutions including Business Development Canada (BDC), Western Diversification (WD) and Community Futures, private institutions, Provincially funded Agricultural Financial Services Corporation (AFSC), and private investors to develop funding sources for the Partnership.

A combination of borrowing, investment and grants fund the Partnership.

VII. DEMOGRAPHIC, ECONOMIC, SOCIAL AND CULTURAL FACTORS

The Strategy builds on existing assets of the Smoky Lake Region: our history, natural environment, cultures and food and beverage offerings. Our raw materials are amazing, and staying true to our local and authentic community best benefits our visitors.



Our area is home to many cultures, including Indigenous, Métis, and Europeans whose stories are shared to enhance the traveller experience. The Métis Crossing anchors the visitor economy sharing Métis culture past, present and future: their living culture.

The Region is within an hour of over a million people in the Edmonton area. Edmonton has an international airport which serves 8 million travellers per year, further expanding our potential visitor populations. Within 5 hours is another 1.2 million potential visitors with a second international airport.

Our targeted traveller profiles (from Travel Alberta's work on Alberta's Ultimate Travellers) are the Curious Adventurers and the Hotspot Hunters. These are the two defined types of

travellers who seek what Alberta has to offer, and what our Region excels in providing. Of these, 1 in 3 international visitors and 1 in 4 domestic visitors seek authentic Indigenous experiences and demand currently outstrips supply.

Regionally we are linked to neighbouring municipalities and align our tourism attraction and marketing activities with theirs, to extend our reach and traveller dwell time.

<p>HOTSPOT HUNTERS LIVE FOR TRAVEL – THESE EXCITED, PASSIONATE TRAVELLERS WANT TO SEE IT ALL, DO IT ALL AND COLLECT THE STORIES TO PROVE IT.</p> <p>For Hotspot Hunters, travel is about conquest and accomplishment. They want to visit the top attractions, take part in one-of-a-kind experiences and connect with local experts. They're driven to make the most of every minute, to fill their trips with as many stories and memories as possible – and they plan accordingly, leaving little to chance and deprioritizing sleep.</p> <p></p> <p>VERSION 2.0</p>	<p>CURIOS ADVENTURERS IMMERSE THEMSELVES IN THE PLACES THEY TRAVEL – LEAVING TIME FOR UNPLANNED ENCOUNTERS AND ACTIVITIES THAT ALLOW THEM TO TRULY KNOW A DESTINATION.</p> <p>For Curious Adventurers, travel is about getting a different perspective on the world. They're energized by exploring new places and inspired to learn all they can about a destination through its landscapes, authentic culture and the people they meet. Spontaneous and open-minded, they're fuelled by a sense of adventure and discovery, knowing that organic moments can provide their best experiences. They are thoughtful planners, investing time before their trip to help forge deeper connections with a place.</p> <p></p> <p>VERSION 2.0</p>
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a. Major Players

The major contributors to the Partnership are Smoky Lake County, Town of Smoky Lake and Métis Nation of Alberta, our tourism operators, our customers (visitors) and our local public. As well, all of our businesses outside direct tourism offerings and our core services contribute to the growth and expansion of the tourism industry in the Region.

The Department of Jobs, Economy and Innovation provides advisory services, including statistics and research information as well as regulatory process advice.

Travel Alberta is a Provincial Crown corporation that markets Alberta regionally, nationally and internationally. It also assists tourism operators and regional collaborations to market their brand and services to the world. The Partnership works closely with Travel Alberta, Edmonton Tourism and Indigenous Tourism Alberta.

Other government supports are available through Alberta Small Business Strategy and Rural Alberta Economic Development Action Plan.

For staff skill development, operators and tourism workforce, the Region partners with Aspen View School Division and Portage College (one of the top 10 educational institutions in Canada for 2020). Portage's St. Paul campus is home to the Hospitality and Culinary arts centre and their offerings align directly with the Strategy. Portage is ready to engage in staff training for the Regional workforce.

b. Nature of the Industry

Tourism is different, it markets experiences, not products. This central concept includes these unique aspects of tourism:

- Typically there is a seasonal demand wave of highs and lows which we plan to attenuate by adding 20+ annual events including food and arts festivals celebrating local culture.
- The weather is always unpredictable, and indoor facilities development is included to balance indoor and outdoor events throughout the year.
- Market trends do change but authenticity and excellent delivery are timeless
- Traveller expectations change and new product ensures they return frequently
- High fixed costs and upfront capital investment is required to create signature experiences, hence our plan to lend and grant funds from the Partnership to operators.
- It's a long but highly predictable game, few tourism operations sell to capacity in their first few years of operating, and we plan to go slow to grow well.
- It's not competitive, it's cooperative: with businesses working collaboratively to promote their destination as well as their own operations, we will see success for all.
- Experience based operations are usually low on collateral for loans such as land or assets and need unconventional financing, which the Partnership can provide.
- Tourism businesses can be both large scale and corporate or lifestyle or growth focussed, which has influence on their revenue growth and balancing all types moderates the Partnership's risk exposure.

Tourism continues to grow worldwide at 5%, despite setback years due to global events and the growth is all happening in leisure travel. During the years when global travel is reduced, local travel increases to fill the gaps in the industry. Tourism is one of the fastest growing industries worldwide, equalling or surpassing oil exports, food products and automobiles.

The Government of Alberta has set a goal of doubling the tourism industry in 10 years, from \$10 Billion to \$20 Billion and our project aligns with their goals by providing additional tourism dollars.

Tourism opportunities in the Region include events with arts, sports, crafts, food and drink, and culture and heritage themes. Activities delivering unique transportation especially those celebrating historic modes, are key to attracting travellers. Accommodation opportunities exist

in expanding and enhancing current accommodation and adding experiential spaces such as eco pods, cabins, backwoods camping and self-catering. Authentic retail and catering lead the industry expansion, especially local products and goods and services owned and operated by Regional businesses.

c. Trends in the Industry

Travellers are seeking real connections, experiences and stories and local sells, which is exactly what Smoky Lake Region offers and is our pathway to tourism industry growth.

Traveling closer to home, even before COVID19, was a strong travel trend due to our current Provincial and National economy, changing demographics and a growth in excellent local experiences.

China leads the travel growth, and European travel rebounds are being led by the United Kingdom and Germany. This is forecast to bounce back to 60% of 2019 levels by 2023.

Travel promotion is driven by user-generated content (UGC) as these influencers can reach large audiences quickly and are considered most credible by those audiences. Word of mouth, even over the internet, remains a trusted source of information for travellers. Our unique project is already generating interest by social media influencers.

d. Government Regulation Municipally Controlled Corporations

Subject to further legal and Partner reviews, a Municipally Controlled Corporation may form a segment of the structures required to execute the Strategy.

A Municipally Controlled Corporation (MCC) is regulated by the *Municipal Government Act* (MGA). An MCC is a For-Profit Corporation established to provide services and benefits to residents of the municipality, where a municipality holds the majority control of appointing directors. As a separate legal entity, an MCC can pursue its goals from a perspective not always available to a municipality, including profit considerations. The MGA requires that the profits of an MCC are either reinvested in the MCC or used to the benefit of the residents of the municipality(ies) which control it. The Strategy provides dividends from the Partnership to the MCC for use by the Municipalities for services for their residents.

e. Key requirements from MGA for Municipalities to establish an MCC:

Before council passes a resolution to establish an MCC, the council must consider a business plan and hold a public hearing. **MGA s.75.1(3)(4)**

A municipality, by itself or with other municipalities, may establish an MCC provided Council is satisfied that:

- 1) the MCC will carry on business for one of the municipal purposes set out in Section 3 of the MGA (provide good government, provide services, develop and maintain safe and viable communities.);
- 2) the MCC will provide a service or benefit to residents of the municipality; and
- 3) the profits and dividends of the MCC will provide a direct benefit to the residents of the municipality. **MGA s.75.1(2)**

The business plan must address the following matters as shown in Table 7, Column 1 (**MGA s.75.1(4) Alberta Regulation AR 112/2018 MCCR s.4**)

Table 7 Matching Subsection requirements to Business Plan Sections/Page Numbers:

4(a) the services the corporation intends to provide;	Executive Summary – page 7
4(b) the names of the shareholders of the corporation;	Corporate Organization - page 19
4(c) the geographic locations in and outside Alberta in which the corporation intends to provide services	The Market – page 27
4(d) any potential environment, financial, labour or other liability risk in controlling the corporation	Risk Assessment and Contingency Plans – pages 28 to 33
4 (e) information demonstrating that the corporation will not be dependent on the shareholders for its ongoing operations	Corporate Financials – pages 12 to 16
4(f) the impact of controlling the corporation on each municipality’s financial viability	Municipalities to provide initial \$600,000 each and no further funding of MCC or Partnership, and providing \$600,000 each will not exceed either municipalities borrowing capacities – page 10

4(g) in the case of a corporation that intends to provide utility services, a project rate structure	N/A
4(h) a market impact analysis if municipal control of the corporation would result in competitions with similar services provided by the private sector	The MCC through its ownership in the Partnership offers unique supports to the tourism industry in the Region including partnering on projects, unconventional lending, and unique attractions and accommodations – page 28

Public Hearing

For the purpose of a public hearing, the municipality must disclose:

- the services the MCC intends to provide;
- the names of the shareholders;
- the geographic locations in and outside Alberta the MCC intends to provide services;
- a projected rate structure if the MCC intends to provide utility services; and
- the market impact analysis, if any, contained in the business plan.

This information must be made available to the public no less than 30 days prior to the public hearing. The public hearing must be held, and notice given of it, as per **Sections 230 and 606 of the MGA. MGA s.75.1(3) MCCR s.3**

Unanimous Shareholder Agreement: The council of the municipality must adopt, by resolution, a unanimous shareholder agreement. **MGA s.75.1(2) MCCR s.5**

Financial Statement and Other Reports

The shareholder municipal council must ensure the MCC prepares annual financial statements (**according to section 279 of the MGA**) including a supplementary disclosure of the nature and

amount of financial assistance (including transfers of money or other assets, loans and loan guarantees) provided to the MCC by any shareholder, the province, or the federal government. The annual financial statements and other reports must be made available for public inspection.

MGA s.75.2(1) MCCR s.6

VIII. THE MARKET

a. Market Segment

The MCC operates within and is controlled by Smoky Lake County and Town of Smoky Lake municipalities.

b. Products & Services

The Partnership is partially owned (66.67%) by the MCC, and it invests in attractions and accommodations and manages the tourism system in the Smoky Lake Region.

The Partnership is responsible for tourism marketing and promotion, and partners with Alberta's Jobs, Economy and Innovation ministry, Travel Alberta, Edmonton Tourism, Lakeland Destination Marketing Organization, Go East of Edmonton promotions, and Indigenous Travel Alberta.

The Partnership, through its marketing division, operates a Regional booking system for events, attractions, accommodation, premium activities and restaurant reservations.

Each tourism opportunity is considered using the Business Model Canvas to assess potential profitability and suitability to the Strategy:

1. **Visitor Segment**
2. **Value Proposition (the experience, product or service)**
3. **Marketing Plan**
4. **Key Partnerships**
5. **Visitor Relations**
6. **Revenue Streams**
7. **Cost Structure**
8. **Key Resources and Activities**

The Partnership only invests in opportunities which align with our Strategy, Vision, Mission and Values and deliver exceptional visitor experiences.

c. Pricing and Distribution

The Partnership experiences are moderately to premium priced offerings. Unique and rare experiences command premium pricing, while standard accommodation and food and beverage are more moderately priced.

d. Market Impact Analysis

The Partnership intends to initially acquire tourism assets to improve the tourism system in the Region. The percentage of assets owned by the Partnership declines as private investors enter the growing market and operate the assets independently. For larger assets unlikely to attract private owner/operators, the Partnership retains an equity position.

Current accommodation offerings are mid range in the area, and fairly consistent with the exception of one Bed and Breakfast which includes themed rooms.

Name	# of Rooms	Highest Room Price	Occupancy Rate	Room Rating
Super 8 by Wyndham	29	\$135.00/night	60	3 star
Smoky Lake Inn	8	\$149.00/night	40	3 star
Country Garden	45	\$90.00/night	40	3 star
Pine Creek Motel	15	\$150.00/night	25	2 star
Bonne Nuit Bed & Breakfast	4	\$200/night	35	4 star

IX. RISK ASSESSMENT AND CONTINGENCY PLANS

a. Strategy Risk

The Strategy is successful with adequate investment in infrastructure and tourism assets and access to credit to deliver the tourism industry economic benefits to the community.

Insufficient infrastructure investment by the MCC prevents growth and fails to deliver growth, jobs and private investment in the Region's tourism industry.

With the Partnership investment in assets and then the leveraging of the assets to access additional financing, the tourism industry can grow and develop. A lack of access to credit by the Partnership or its partner projects inhibits the rate and potential of growth.

In addition to the Partnership's investment, private investment is required to support the partner projects capitalizing on tourism opportunities in the Region. Insufficient private

investment, grants, community crowd funding, investment cooperatives and private asset development will delay and limit the tourism industry growth potential of the Strategy.

The Strategy is based on Partnership investment first in asset acquisition and expansion, followed closely by an attractive investment environment for private entities to create the growth anticipated in the plan. Regional infrastructure needs are also contemplated in the early stages of the Strategy.

The creation of the MCC may concern residents and private operators who see the MCC as competing with private markets, however the overall structure is designed to create unique assets or purchase assets where the market is depressed.

b. Political Risk

The Partnership and the Strategy rely on community support and engagement for entrepreneurship, investment and Regional promotion. As the Partnership improves profitability, the residents may desire more of the profits to be distributed to infrastructure or even non-essential services outside of the Municipalities mandate to provide. This risk can be managed by delivering value to residents through partnerships, lending, and investment opportunities aligned with their needs.

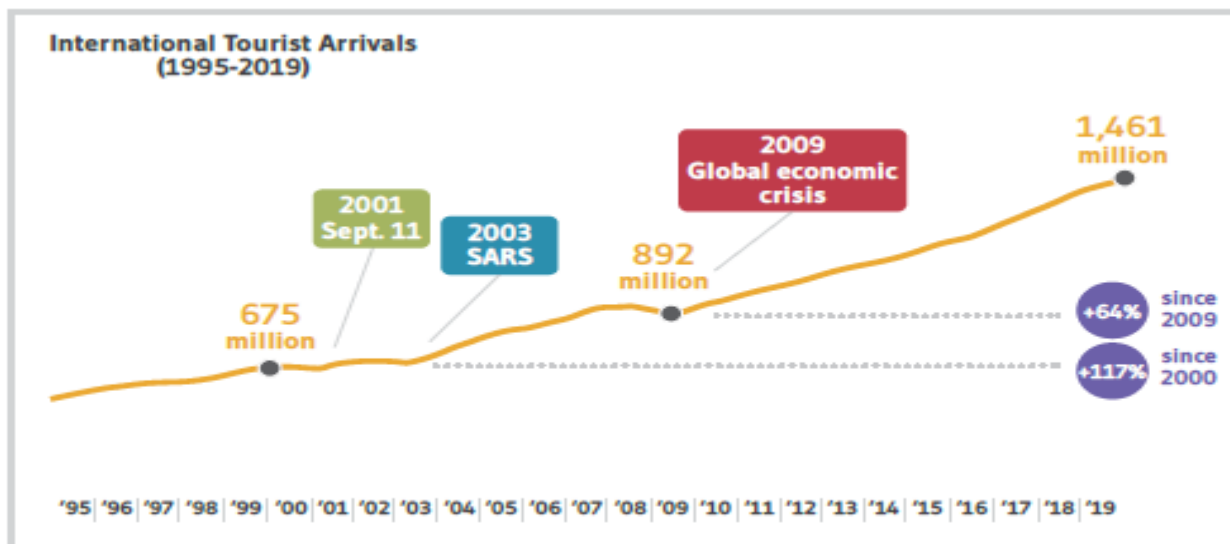
c. Revenue Risk

The Partnership is dependant on visitor spending to achieve profitability. Pandemics, terrorist attacks, economic recessions would all reduce travelling in the short term.

The investment in tourism is the risk management tactic, as tourism always responds after these events, stronger than ever.

Corporate revenues include interest on lending, asset profits, and tourism services, as shown in the financial sections. Booking commission revenue is contemplated for the next phase as income levels justify implementing. Lending interest would be moderately at risk when tourism industry is flat, however the latter three revenue sources would be greatly at risk when the tourism industry has receded. Managing the risk is inherent in the historic performance of tourism, when after each setback the industry comes back and returns more strongly than prior levels after each affecting event.

Global Tourism Growth and Resiliency through Economic Shocks



By committing to the Strategy through economic highs and lows, the expected outcomes are realized.

d. Staffing Risk

The Partnership operates with a small, Regionally committed staff. The experience of the team is a major contributor to the Strategy's success. Attracting and retaining well-suited personnel and contractors requires the provisions of adequate services within the Region, including recreation, broadband, roads and local businesses. These services are the same as what attract and retain other professions in the Region.

The Management team must have the right temperament and attitude to ensure quality and consistency of experience, and stay aligned to the Mission, Vision and Values of the Strategy and Partnership. Continually checking alignment of actions to the Strategy and the direction set by the Partnership's Board of Directors is required of the Management team to ensure profitability and goal achievement.

e. Market Risk

The tourism economy and overall economy in Alberta is currently slow and stagnant in several industries. Launching the Strategy with a flexible yet conservative approach allows the activities to be positioned in response to the economic environment, and not over reach economic projections.

The market demand for the experiences and products we offer must be sufficient at the prices we set, to generate our revenues and support our lending and infrastructure needs. Through

marketing and promotion of our Regional assets to the right traveller profile, the market demand should be adequate to deliver our results.

There is a risk the market may not grow to cover costs, which is mitigated by the scalability of the Strategy.

Alternatively, over-tourism could impact or outgrow our infrastructure and jeopardize the Region's ability to accommodate the increased traffic or people. Infrastructure project execution may not allow for immediate response to infrastructure constraints, however the system should balance itself within a short period.

f. Quality of Experience Risk

Tourism is a competitive market where great service is the minimum requirement for entry, and we must exceed our travellers' expectations. Through alignment with the Partnership's Quality System, based on the existing Travel Alberta models, our tourism operators deliver exceptional service.

g. Channel to Visitor Risk

Our travellers choose our Region when we align our communication style to theirs. Multiple partnerships and networks are connected to achieve maximum reach. The Working group has been developing these networks in anticipation of the Strategy execution.

h. Financial Risk

The startup and initial working capital is provided by the Métis Nation of Alberta, Town of Smoky Lake and Smoky Lake County. Our citizens have the right to discourage or encourage this investment, and may choose not to direct the funds to this Strategy. Sustaining the operations in off peak periods requires fortitude of the Board, Municipal leadership and our public.

If the Partnership were to fail, the Municipalities could lose their initial investment. Corporate governance, regular reporting, and transparency allows for early intervention and changes if the Partnership appears to be struggling or losing ground.

Partner funding of \$600,000 each is the only funding required to drive the Strategy execution. The only need for additional funds from the Municipalities occurs if there is a change in ownership of the Partnership (buying out one of the partners as per shareholder agreement). The Partnership's sustainability is driven by its investments and management. The MCC, is a low-cost, regulated entity which can be suspended if financial challenges arise. Both are reliant on the Municipalities to pay for the services they deliver, which should be sustainable based on increased tax revenue from additional businesses and residents.

The funding strategy includes grants and private investment. If grants or private investments are not secured, the strategy would slow its delivery to manage the lack of funds.

i. Regulatory Risk

The creation of the MCC requires public engagement and municipal review, to meet the regulatory requirements. A comprehensive consultation process with our public and well informed municipal leadership mitigates this risk.

Also in regulatory risk, is the requirement for specialized know-how, licenses, permits, property or locations to develop the tourism assets. A well-rounded, skilled Board of Directors and Management team provides risk management in this area, as does access to the expertise of the Town, County, and Métis Nation of Alberta. Additional regulatory process advice is available through Alberta's Jobs, Economy and Innovation ministry.

X. THE COMPETITION

a. Competitors

Alberta tourism offerings are dominated by the Rocky Mountain National Parks, with second place to the Badlands near Drumheller. Our Strategy is to attract travellers seeking our wide open spaces, natural environments, cultural experiences and food and beverage offerings. Our offerings differ from, yet complement the experiences of the major Alberta tourist destinations.

The Partnership does not compete for assets with private investors, but leverages investment to create unique quality experiences for travellers to the Region. Our accommodation, food and beverage and attractions are unique and therefore non-competitive with private operators in the Region. Any potential competition with private investors is short-term in the overall Strategy. Since the Partnership is working with, lending to and supporting non-owned operations, the perception of public monies competing with private investors should be minimized.

b. Competitors' Strengths and Weaknesses

The unique environment of the Rocky Mountain National Parks and Drumheller Badlands are the competitions' greatest strength. Over tourism in those Regions is their greatest challenge.

c. Competitive Advantage

We have what our competitors have: natural spaces and stunning landscapes for recreation. Our advantage is our cultural and historical story, told in food, beverage, interpretation and accommodations.

The Strategy's timing is also an advantage. We are investing and building during the COVID19 pandemic for future generations in the Region, while acquisition costs are reasonable. The Alberta Government is strategizing to increase annual tourism spending in the province from \$10 billion to \$20 billion in 10 years and we are ready to capitalize on any programs the Government offers in support of that goal.

Only during major events in the Region would congestion or crowding be apparent, as expected. The Regional system encourages active engagement over large areas, and potentially, capacity controlled offerings allow our travellers to mostly experience our Region free of overcrowding.

The Region is within an hour of over a million people in the Edmonton area. Edmonton has an international airport, furthering expanding our potential visitor populations. Within 5 hours is another 1.2 million potential visitors with a second international airport. In addition the Region is centrally located between the Edmonton area and major industrial and urban centres of Cold Lake/Bonnyville and Fort McMurray.

The industry is struggling and creating safe experiences to gain market share now and then expanding that market share in alignment with industry re-opening, is a strategic action which creates strong results. We are going *with* the trend of visitors re-entering the environment.

Another competitive advantage is our systemized approach to tourism. By communicating all Regional events and offers to all operators, businesses and visitor contact sites, we ensure our visitors are aware and engaged in all we have to see and do when they are here. We intend to exemplify the systems in place in Whistler, the National Parks and more recently Kamloops BC's "Lovin' the Loops" program.

We intend to host a Regional booking system for events, activities, accommodation and dining, to support the tourism ecosystem, and gain Regional market share. Being small, nimble and locally managed, we are able to adapt to industry changes more quickly than the larger booking systems, creating exceptional customer loyalty.

Finally, our Regional players are our best advantage. The cooperation and collaboration in the Region, between Town and County and Métis Nation of Alberta and with our neighbours in NE Alberta including Buffalo Lake Métis Settlement, Kikino Métis Settlement, Saddle Lake Cree Nation and Whitefish (Goodfish) First Nation, Regional municipalities and the Province means we have an infinite number of itineraries available for our visitors. We are also adjacent to significant Alberta tourism assets: Elk Island National Park and the Ukrainian Cultural Heritage Village both of which attract our type of traveller and would be partnered with for events, itineraries and programs.

d. Marketing and Promotion

Initially the marketing resources deliver campaigns to engage our local publics, stakeholders and shareholders. In parallel, they begin work on developing the Smoky Lake Region brand and marketing strategies for early customer engagement and influencer developing.

The Partnership centrally manages Regional marketing and promotion taking advantage of pricing benefits of larger campaigns, and keeping brand recognition consistent. The basis of the marketing is positioning Smoky Lake Region as a place of significant culture and nature. Active attraction of Hotspot Hunters and Curious Adventurers is the core deliverable of the marketing and promotion plan.

The annual marketing budget is set at around \$3-4 per visitor in 2022, and a first year budget of \$300,000 to develop our Regional brand. This rate comes down to \$2-3 per visitor after 6-7 years and the marketing budget is indexed at 4% per year from 2022.

Our primary reach are potential visitors within 2 hours or those who are already here. During COVID early re-opening, Edmonton, Fort McMurray and Cold Lake residents as well as our Regional summer residents are target audiences.

As schools reopen more fully, our secondary focus for educational events and programs with Regional itineraries are activated to bring school age groups to the Region.

e. Customer Service Standards

The Partnership Customer Service and Quality Standards are created based on existing Travel Alberta guidance. These Standards are monitored and managed by Partnership staff and private operators who review Regional assets for alignment and support and coach operators who require assistance to deliver on Standards.

Monitoring of online reviews, polling and surveys are used to gauge the response to the Standards and how they positively impacted the visitors' experiences.

f. Environmental Compliance

The tourism system is based on values of ecological and heritage preservation and promotion and therefore, each aspect of our operations incorporates environmental stewardship and monitoring.

Capacity studies, ecological inventories, heritage and environmental assessments are required prior to attraction or accommodation developments. The County and Town Planning and Development department ensures developers are directed to complete the required studies. The Partnership is subject to these same processes and requirements for its developments.

XI. ACTION PLAN

Table 8 Key Activities

<i>Key Activities</i>	<i>Required Completion Date</i>
Victoria District Economic Development Smoky Lake County Bylaw 1372-20	Completed June 26, 2020
Victoria District Economic Development Town of Smoky Lake Bylaw 006-2020	Completed June 26, 2020
Business Plan reviewed and approved by Steering Committee.	September 11, 2020
Presentation of Business Plan to Métis Nation of Alberta, Town of Smoky Lake and Smoky Lake County	September 21, 2020
Municipal approval of Business Plan (County and Town)	September 21, 2020
Disclosure of Public Hearing Documents	October 22, 2020
Public Engagement	October 22 to November 22, 2020
Public Hearing	November 26, 2020
Partners deliberate on Final Business Plan with Public Hearing feedback	December 10, 2020
If approved, Notice of Resolution to Municipal Affairs Minister for striking of Municipally Controlled Corporation	December 11, 2020
If approved, Municipally Controlled Corporation Launches	January 1, 2021
Metis Nation of Alberta, Town of Smoky Lake and Smoky Lake County Partnership agreement executed	February 1, 2021

a. Public Hearing

The Public Hearing, where individuals or groups may present comments to partner municipalities on the establishment of the MCC and on the Business Plan, is scheduled for **November 23, 2020 at 5:00 pm.**

b. Approval

Following the conclusion of the Public Hearing on November 26, 2020, it is anticipated the County and Town Councils vote on a resolution to: establish the Municipally Controlled Corporation and approve developing Partnership agreements with Métis Nation of Alberta. The MCC resolutions would then be forwarded to the Municipal Affairs Minister as required by the MGA.

XII. APPENDICES

a. Business Action Plan – for information only

2020 - 2021

- Pre-Launch Marketing Activities
- Interim Management Team for Partnership
- Funding Agreements with 3rd parties

Phase 1 2021 – 2022

- Booking system acquisition
- Marketing Strategy
- Human Resources Skills and Values Alignment
- Human Resources Supports including housing
- Salaries and Benefits
- Hotel/Motels – acquisition and renovations
- Self catering – acquisition and renovations
- Lending to others
- Signage and Wayfinding (I)
- Regional Gateways – all Provincial and Secondary highways and municipal entrances
- Signature Experience 1 – Western Diversification Project
- Victoria Settlement upgrades
- Event Strategy
- Trail N/S Bellis to Victoria Trail Link

Phase 2 2023-2025

- Signature Experience 2 – Western Diversification Project
- Cabins, Campgrounds, Rustic accomodations
- Signage and Wayfinding (II)
- Smoky Lake Museum expansion – Ukrainian and other cultural settlement stories including language conservation projects – Alberta Culture grants, Ukrainian Congress and Ukraine Twinning project. Networked to Métis Crossing, Saddle Lake Cree Nation Museum, Portage College Museum of Aboriginal Peoples' Art and Artifacts.
- N/S Waskatenau to Victoria Trail Link

Phase 3 2025-2026:

- Major RV and Event Centre
- Agri Tourism centre

b. Letters of Support



August 6, 2020

AR 79297

Mr. Kyle Schole
kschole@smokylakecounty.ab.ca

Dear Mr. Schole,

Thank you for sharing the news about the collaborative work of Smoky Lake County and the Town of Smoky Lake. The intersection of Métis and Ukrainian-Canadian culture and history in the Smoky Lake region is evidence of the rich multicultural nature of our country and our province. Métis Crossing and the Victoria Settlement Provincial Historic Site are significant pieces of the cultural heritage of Alberta.

The stories, education and experiences that visitors will immerse themselves in as they explore the Smoky Lake region will deepen cultural awareness, create lasting memories and encourage return visits from many adventurers. In alignment with Alberta's 10-Year Tourism Strategy, the jobs and new business opportunities this venture will foster promise to be an economic catalyst for Smoky Lake and northeast tourism.

Congratulations on developing an Economic Development Strategy for the Victoria District, your road map for the future. I also wish to extend my congratulations to Smoky Lake County, the Town of Smoky Lake, and all who have contributed to this initiative. With foresight and vision, you have breathed new life into our past.

I look forward to following the growth and success of Victoria District and the Smoky Lake region.

Thank you for taking time to write.

Sincerely,

A handwritten signature in dark ink, appearing to read "Tanya Fir".

Tanya Fir
Minister of Economic Development, Trade and Tourism



ALBERTA

CULTURE, MULTICULTURALISM AND STATUS OF WOMEN

Office of the Minister



**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, Métis, and Ukrainian-Canadians, the district has become a cornerstone of cultural and economic prosperity within Smoky Lake County. 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 to Smoky Lake County 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 read 'Leela Sharon Aheer'.

Leela Sharon Aheer
Minister

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 County.

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



Travel Alberta
400-1601 9 Avenue SE
Calgary, Alberta
Canada T2G 0H4

☎ 403-648-1000
☎ 403-648-1111
🌐 travelalberta.com
🌐 industry.travelalberta.com

June 29, 2020

Mr. Kyle Schole
Planning, Development & Heritage Assistant
Smoky Lake County

VIA E-MAIL

RE: Letter of Support

Dear Mr. Schole,

On behalf of Travel Alberta, I am pleased to offer our support for the Victoria District Economic Development Strategy.

As the destination promotion organization of the Government of Alberta, we promote Alberta tourism experiences to potential travellers across Canada and internationally and provide marketing expertise and destination development support to our Alberta stakeholders. Working with businesses and regions throughout the province, we develop memorable experiences for visitors to enjoy year-round.

Tourism directly and indirectly benefits Alberta, driving visitation and revenue, diversifying the economy, encouraging economic investment, and enhancing quality of life for Albertans and our communities. Prior to the COVID-19 pandemic, Alberta tourism was an \$8.9 billion a year growth industry, supporting nearly 73,000 jobs in every corner of the province. Working with our partners in government and industry, our 2020-22 Alberta (re)Bound Strategy aims to rebuild the province's visitor economy to 2019 levels by 2023.

The Victoria District Economic Development Strategy will play an important role in our efforts to further enhance and develop authentic, experiential tourism offerings in the northern region of the province. For many years, people have been drawn to the rich culture, heritage, and natural beauty of the Smoky Lake region. Métis Crossing has emerged as a year-round destination centered on the distinct Métis Indigenous story and culture.

Travel Alberta fully supports the Victoria District strategy as it cultivates a captivating cultural destination, further diversifies the local economy, and promotes intercultural appreciation and understanding.

Sincerely,

Chris Heseltine
Acting Chief Executive Officer



ALBERTA
ENVIRONMENT AND PARKS

107863

OCT 23 2020

*Office of the Minister
Government House Leader
MLA, Rimbey-Rocky Mountain House-Sundre*

Reeve Craig Lukinuk
Smoky Lake County
PO Box 310
4612 McDougall Driver
Smoky Lake AB T0A 3C0
craiglukinuk@smokylakecounty.ab.ca

Dear Reeve Lukinuk:

Thank you for your letter regarding the nomination of a portion of the North Saskatchewan River under the Canadian Heritage Rivers System.

Alberta Environment and Parks supports your group's effort to nominate this river and, as the jurisdictional representative, we will make the formal nomination on your behalf. A heritage river designation would reflect the care and stewardship that local governments and stakeholders have undertaken along the river corridor, and help local municipalities and businesses promote the natural beauty, rich cultural history, and myriad recreation and tourism opportunities in your region.

Once the nomination is endorsed by the Canadian Heritage Rivers System Board of Directors, the next step is for Smoky Lake County to prepare a nomination document with relevant information and background studies. The Canadian Heritage Rivers System is a grassroots, locally driven program in Alberta. Alberta Environment and Parks will support your efforts where possible, and share available data about natural, cultural and recreation/tourism values pertinent to the river.

I applaud your efforts in pursuing this nomination, and for assembling substantial local and regional support in this regard.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Jason Nixon'.

Jason Nixon
Minister

cc: Tracy Draper, Alberta Environment and Parks
Brian Joubert, Alberta Environment and Parks



Via email November 9, 2020

To:
Jane Dauphine, RPP, MCIP
Municipal Planning Services
Edmonton
j.dauphinee@munplan.ab.ca

Dear Jane:

Re: APPI Planning Awards Submission 'Victoria District Area Structure Plan'

I am very pleased to advise you that the '**Victoria District Area Structure Plan** in the Comprehensive Policy Plan category; has been selected by the Awards Committee to receive a **2020 Award of Merit**. On behalf of the Awards Committee I congratulate you and your colleagues, on a project that advances the field and profile of community planning in Alberta, the Northwest Territories and Nunavut.

The award will be announced and awarded at the **APPI 2020 Virtual Volunteer Celebration on Thursday, November 26, 12:00 – 1:00 PM**. The Awards Committee and APPI Council appreciate you keeping this award confidential until it is officially announced at the ceremony.

Additional materials/information are required for the award ceremony, to be received at the APPI office by **Thursday, November 19, 2020**.

- A ninety (90) second power point/video presentation that introduces and highlights the Plan and must contain sound. (email to the APPI office office@albertaplanners.com via a drop box or other FTP to accommodate for file size)
- The APPI office will contact you to confirm spellings of the project and firm(s) to be recognized on the award certificate;
- An invite to the virtual celebration will be emailed to the contact person on the submission form. Please forward that invite to others on your teams as required.

<https://attendee.gotowebinar.com/register/7861603107240364044>

Congratulations again, should you have any questions please feel free to contact the APPI Office.

Sincerely,

Chris Dulaba RPP, MCIP
Chair, Awards

Sent: Thursday, September 3, 2020 7:09 PM
To: Adam Kozakiewicz <cao@smokylake.ca>
Subject: Tourism

I love this little town nestled in a valley that is so very pretty. The town has grown with the times. I first came to Smoky Lake in 1948 and stayed until I finished high school in 1963. Growing up with my brothers and sisters in this community enriched our lives. We still have friends there and come to visit frequently over the years.

We will continue to visit for as long as we are able.

God bless everybody there!

Cheers

Catherine Lepatski (nee Woytkiw)

Sent from my iPad