



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 Wednesday, **December 16, 2020** at **5:30 p.m.** through Zoom:

<https://us02web.zoom.us/j/83676270395?pwd=bDhMcHdaQXpVZmpyaFZPWkpFNFlhUT09>

Or, by dialing in at 1-877-853-5257, Meeting ID: 836 7627 0395 Passcode: 838197

1. Meeting:

Call to Order.

2. Agenda:

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

3. Minutes:

- 3.1 Minutes of the Joint Council Meeting held on: November 18, 2020. ©..... Page 2-8
- 3.2 Action List of the Joint Council Meeting held on: November 18, 2020. ©..... Page 9-11
- 3.3 Victoria District Economic Development Strategy Implementation Working Group:
 - ✓ Meeting Notes from November 27, 2020. ©..... Page 12-14
 - ✓ Meeting Notes from December 11, 2020. ©..... Page 15-17

4. Issues for Discussion:

- 4.1 Victoria District Economic Development Strategy: Business Plan. ©..... Page 17-20
Attachments Page 21-69
- 4.2 Vision XS Ltd. Scope of Work – Draft Memorandum of Understanding. ©..... Page 70-73
Attachments Page 74-117
- 4.3 Smoky Lake Harvest Gold Drive Reclamation Project. ©..... Page 118-125
- 4.4 Smoky Lake Fire Department Storage Building Options. ©..... Page 126-144

5. Other Business:

6. Correspondence:

7. Delegations:

8. Executive Session:

9. Next Meeting:

Date and time of Next Meeting: *Suggested Tuesday, January 5th or Wednesday January 6th, 2021.*

Adjournment.



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



Minutes of the **Smoky Lake County** and **Town of Smoky Lake** Joint Council Meeting held on Wednesday, **November 18, 2020** at 2:09 p.m., held virtually online through Electronic Communication Technology: Zoom Meeting.

The meeting was called to Order by the Smoky Lake County Reeve, Craig Lukinuk with the following attendance:

| | <u>Position</u> | <u>Name</u> | <u>ATTENDANCE</u> <u>Wednesday, Nov.18, 2020</u> |
|------------------------|-----------------------------|--------------------|---|
| Smoky Lake County: | Div.1 Councillor | Dan Gawalko | Present in SLC Chambers |
| | Div.2 Councillor | Johnny Cherniwchan | Present in SLC Chambers |
| | Div.3 Councillor | Craig Lukinuk | Present in SLC Chambers |
| | Div.4 Councillor | Lorne Halisky | Present in SLC Chambers |
| | Div.5 Councillor | Randy Orichowski | Present in SLC Chambers |
| | C.A.O. | Gene Sobolewski | Present Virtually @2:50pm |
| | C.A.O. | Lydia Cielin | Present in SLC Chambers |
| | Finance Manager | Brenda Adamson | Present Virtually |
| | Recording Secretary | Patti Priest | Present Virtually |
| | Fire Chief | Scott Franchuk | Present in SLC Chambers |
| | Deputy Fire Chief | Spencer Kotylak | Present in SLC Chambers |
| | P&D Manager | Jordan Ruegg | Present in SLC Chambers |
| | P&D Assist. Manager | Kyle Schole | Present Virtually |
| | Smoky Lake FD Fire Chief | Juanita Cozicar | Present Virtually |
| Town of Smoky Lake: | Mayor | Hank Holowaychuk | Present Virtually |
| | Councillor | Melody Morton | Absent |
| | Councillor | Dan Kotylak | Present Virtually |
| | Deputy Mayor | Ross Whitelaw | Absent |
| | Councillor | Terry Makowichuk | Present Virtually |
| | C.A.O. | Adam Kozakiewicz | Present Virtually |
| | Fin/Legislative Srv. | Crystal Letwin | Present Virtually |
| Members of the Public: | None | N/A | |
| Members of the Media: | Smoky Lake Signal | Present Virtually | |

2. AGENDA:

Agenda – November 18, 2020

J228-20: Gawalko

That the **Smoky Lake County** and **Town of Smoky Lake** Joint Council Meeting Agenda for Wednesday, November 18, 2020 be adopted, as amended:

1. National Holodomor Awareness Week: November 23-29, 2020 the 87th Anniversary of the “Holodomor”, the Soviet Communist regime's genocide against the Ukrainian People.
2. Smoky Lake Knette Angel Tree & Smoky Lake Hamper Fundraiser.

Town of Smoky Lake: motion moved by Kotylak

Carried Unanimously.

3. MINUTES:

Minutes – September 16, 2020

J229-20: Cherniwchan That the **Smoky Lake County** and **Town of Smoky Lake** Joint Council Meeting Minutes of **September 16, 2020** be adopted, as presented.

Town of Smoky Lake: motion moved by Holowaychuk

Carried.

Action List – September 16, 2020

J230-20: Halisky That the **Smoky Lake County** and **Town of Smoky Lake** Joint Council Meeting Action List from **September 16, 2020** be adopted, as presented.

Town of Smoky Lake: motion moved by Kotylak

Carried.

Minutes – September 21, 2020

J231-20: Orichowski That the **Smoky Lake County** and **Town of Smoky Lake** Joint Council Meeting Minutes of **September 21, 2020** be adopted, as presented.

Town of Smoky Lake: motion moved by Holowaychuk

Carried.

Action List – September 21, 2020

J232-20: Halisky That the **Smoky Lake County** and **Town of Smoky Lake** Joint Council Meeting Action List from **September 21, 2020** be adopted, as presented.

Town of Smoky Lake: motion moved by Makowichuk

Carried.

Victoria District Economic Development Strategy Implementation Working Group Meeting Notes

J233-20: Orichowski That the **Smoky Lake County** and **Town of Smoky Lake** Joint Councils accept the Victoria District Economic Development Strategy Implementation Working Group Meeting Notes of October 2, 9, and 30, 2020 and November 13, 2020, for information.

Town of Smoky Lake: motion moved by Holowaychuk

Carried.

4. ISSUES FOR DISCUSSION:

Vision XS Ltd. Scope of Work – Draft Memorandum of Understanding

J234-20: Halisky

That the **Smoky Lake County** and **Town of Smoky Lake** Joint Councils defer formalizing the Vision XS Ltd. Scope of Work Memorandum of Understanding (MOU), until language can be incorporated to address the proposed “success fee of 1%” in respect to:

- where the said fee would be funded from,
- what the maximum cap would be, and
- if the said fee could be negotiated prior to, and based on specific work, as well as, address where the \$5,000.00 per month retainer would be funded from should the Municipally Controlled Corporation be formed, and confirm the term of the MOU to be retroactive to July 2020 for eighteen months.

Town of Smoky Lake: motion moved by Kotylak

Carried.

Gene Sobolewski, Smoky Lake County Chief Administrative Officer, virtually joined the meeting, time 2:50 p.m.

Victoria District Economic Development Plan Actual to Budget Update

J235-20: Orichowski

That the **Smoky Lake County** and **Town of Smoky Lake** Joint Councils acknowledge receipt of the Victoria District Economic Development Plan Actual to Budget update as of November 13, 2020:

| | Budget | Actual Costs To Date |
|------------------|----------------------|---------------------------------|
| Advertising | | \$ 729.56 |
| Printing/Binding | | \$ - |
| Consulting | | \$ 15,000.00 |
| Legal | | \$ 32,705.65 |
| Supplies | <u>\$ 247,000.00</u> | <u>\$ 48,435.21</u> |

Town of Smoky Lake: motion moved by Makowichuk

Carried.

Jordan Ruegg, Planning and Development Manager, left the meeting, time 2:51 p.m.

**Smoky Lake County Bylaw No. 1311-18 and Town of Smoky Lake Bylaw No. 001-18:
Joint Operation Agreement for the provision of Fire Protection Services**

Smoky Lake County Council and Town of Smoky Lake Council held discussion to review the content of the Joint Operation Agreement for the provision of Fire Protection Services as outline in **Smoky Lake County Bylaw No. 1311-18 and Town of Smoky Lake Bylaw No. 001-18** respectively as attached as "Schedule A", and agreed to the changes as listed below:

SECTION 5:

CAPITAL ASSETS

Remove

5.1.1 Unit 320: 1979 GMC Crew Bus

Add:

5.1.8 Unit 421 Polaris repaid attack 6x6 2010 with firefighting skid

Add:

5.3.6 Fire Fighter Rehab Unit 2008 ford E550

Add:

5.3.7 Alberta First Responder Radio Communication System (AFRRCS)

SECTION 6:

OPERATIONAL COST SHARING ALLOCATION

Further Review

6.1 All Supplies, Training and Meetings will be cost shared between the County at Sixty (60%) Percent and the Town at Forty (40%) Percent.

Remove:

6.4.1 County is responsible for the cell phones issued to Unit 407; Unit 459, as well, the back-up phone line for dispatching; and phone line at the tower.

Add:

6.4.# Alberta First Responder Radio Communication System (AFRRCS) will be paid by the County (add list of radios including serial numbers)

Further Review

6.6 The County agrees to pay to Town \$900.00 per month towards utility costs (gas, heat and power) for the Fire Hall operations.

Add:

6.7.# NEW Radio Tower

Further Review

6.11.6 The conditions imposed by VFIS have granted preferential status to RMA Insurance (the County's insurer), therefore the Town of Smoky Lake would not be authorized to write this coverage. The policy would be written by the County on exactly the same basis.
6.11.6.1 Smoky Lake County will be the Policy Holder.

SECTION 7:

FIRE DEPARTEMNT

Further Review

7.1 The Fire Department shall deliver an adequate level of service as established by each Party through the Standard Operations Guidelines.

Remove:

~~7.4 Training and Meeting:~~

~~The County will compensate the Fire Department Members for Informal Training and Meeting at the rate of \$15.00 per hour and Formal Training (includes professional instructor) at the rate of \$15.00 per hour. The Training and Meeting rates will be paid by the County One Hundred (100%) Percent.~~

Change: 7.5 Formal and Informal Training and Meetings:
The County and Town will compensate the Fire Department members for Informal and Formal Training (Certified instructor and Certificate) as well as meetings at the rate of \$20.00 per hour. ~~The Formal Training be~~ paid by the county One Hundred (100%) Percent.

Change: 7.6.2 Years of Service Recognition: As Per Policy will be cost-shared by the Town and County at Fifty (50%) Percent each.

Further Review 7.9 The County will provide their Safety Officer to the Fire Department and invoice the Town for Forty (40%) Percent of the cost.

Further Review 7.10 County will provide the Dress Uniform for the Fire Chief and Deputy Fire Chief at One Hundred (100%) Percent cost and the Station Gear Uniform for the Firefighter members (one-time only) on a cost-shared basis of 50/50 as part of the Department's Uniform Incentive Program.

**Smoky Lake County Bylaw No. 1311-18 and Town of Smoky Lake Bylaw No. 001-18:
Joint Operation Agreement for the provision of Fire Protection Services**

J236-20: Cherniwchan That the **Smoky Lake County and Town of Smoky Lake** Joint Councils defer further discussion in regard to the Joint Operation Agreement for the provision of Fire Protection Services as set out in Smoky Lake County Bylaw No. 1311-18 and Town of Smoky Lake Bylaw No. 001-18, to allow for further review by each respective Council.

Town of Smoky Lake: motion moved by Holowaychuk

Carried.

2021 Operating Training & Supplies Budget for the Smoky Lake Fire Department

J237-20: Gawalko That the **Smoky Lake County and Town of Smoky Lake** Joint Councils defer the Year-2021 proposed budget for Personal Protective Equipment, Equipment and Supplies and OH&S Requirements for the Smoky Lake Fire Department, in the proposed amount not to exceed \$27,000.00, and defer the Year-2021 proposed budget for Training for the Smoky Lake Fire Department, in the proposed amount not to exceed \$60,000.00, to allow further review by each respective Council.

Town of Smoky Lake: motion moved by Makowichuk

Carried.

Gene Sobolewski, Smoky Lake County Chief Administrative Officer left the meeting, time 3:57 p.m.

Kyle Schole, Smoky Lake County Planning and Development Assistant left the meeting, time 4:06 p.m.

Smoky Lake Fire Department Storage Building Update

J238-20: Cherniwchan

That the **Smoky Lake County** and **Town of Smoky Lake** Joint Councils review the following options in respect to a Fire Department Storage Building, to provide direction at the next scheduled joint Smoky Lake County and Town of Smoky Lake Joint Council meeting:

Option 1

- The new storage building is to be located adjacent to the current fire hall on the south west side.
- The building size is 50' x 100' due to the lot size (only 70' wide) allowing space for the apparatus to park in front of the doors and not be on the street.
- Currently there is 2 satellite dishes, 1 – 50' tower, 1 Telus pedestal and spruce trees that would need to be removed and the Smoky Lake potable water truck fill needs be extended.
- The building blueprint need to be determined.

Option 2

- Smoky Lake Fire Department build a new fire hall.
- Joint Council would have to decide on a location and concept before determining an accurate cost for the project.

Option 3

- Smoky Lake Fire Department take over the current fire hall and public works department side of the building would allow enough space to park all fire apparatus inside.
- Smoky Lake County Emergency Services completed research in the past for living accommodations and office space which can be added on as a second level on the current building.
- The Town of Smoky Lake Public Works Department would have to relocate and a design and costs for the new building to be discussed jointly.

Option 4

- The Region Municipalities review the status of the Fire and Rescue Services for a regional concept which would allow Municipalities to save money in the future as this fire hall would respond to every call supporting the volunteers remaining in the district fire halls.
- Regionalization would identify 1 one fire hall as the primary engine to all scene in the region therefore only one engine would have to be replaced instead of three.
- Addition costs would come from staffing the regional fire hall.

Town of Smoky Lake: motion moved by Makowichuk

Carried.

ADDITIONS TO THE AGENDA:

National Holodomor Awareness Week - November 23-29, 2020 the 87th Anniversary of the "Holodomor", the Soviet Communist regime's genocide against the Ukrainian People

J239-20: Halisky

That the **Smoky Lake County** and **Town of Smoky Lake** Joint Councils respectively declare November 23-29, 2020 as National Holodomor Awareness Week, to bring awareness to the 87th anniversary of the "Holodomor" which was the Soviet Communist regime's genocide against the Ukrainian people.

Town of Smoky Lake: motion moved by Holowaychuk

Carried.

Smoky Lake Kinette Angel Tree & Smoky Lake Hamper Fundraiser

J240-20: Orichowski

That the information received by **Smoky Lake County** and **Town of Smoky Lake** Joint Council in regard to the Smoky Lake Kinette Club fundraising campaign to raise \$1,000.00 by November 27, 2020 for the Town of Smoky Lake Mayor Hank Holowaychuk to shave his beard, with all proceeds going towards the local Angel Tree and Smoky Lake Hamper, be accepted for information.

Town of Smoky Lake: motion moved by Makowichuk

Carried.

6. CORRESPONDENCE:

No Correspondence.

7. DELEGATIONS:

No Delegations.

Next Meeting

The next **Smoky Lake County** and **Town of Smoky Lake** Joint Council Meeting will be scheduled at the call of the Reeve or Mayor.



Adjournment

J241-20: Lukinuk

That the **Smoky Lake County** and **Town of Smoky Lake** Joint Council Meeting of November 18, 2020 adjourn, time 4:37 p.m.



ACTION LIST:

November 18, 2020 Joint Council Meeting: Smoky Lake County and Town of Smoky Lake

| MOTION NO. | RESOLUTION | ACTION   | | | | | | | | | | | | | | | | | | |
|------------------|--|--|--------|----------------------|-------------|--|-----------|------------------|--|------|------------|--|--------------|-------|--|--------------|--|---------------|--------------|---|
| J233-20 | That the Smoky Lake County and Town of Smoky Lake Joint Councils accept the Victoria District Economic Development Strategy Implementation Working Group Meeting Notes of October 2, 9, and 30, 2020 and November 13, 2020, for information. | Motion #J233-20 is listed on the Action List for transparency purposes as a reminder to Elected that the information was officially acknowledged and shared. SLC's Municipal File: 61-8 | | | | | | | | | | | | | | | | | | |
| J234-20 | That the Smoky Lake County and Town of Smoky Lake Joint Councils defer formalizing the Vision XS Ltd. Scope of Work Memorandum of Understanding (MOU), until language can be incorporated to address the proposed "success fee of 1%" in respect to: <ul style="list-style-type: none"> - where the said fee would be funded from, - what the maximum cap would be, and - if the said fee could be negotiated prior to, and based on specific work, as well as, address where the \$5,000.00 per month retainer would be funded from should the Municipally Controlled Corporation be formed, and confirm the term of the MOU to be retroactive to July 2020 for eighteen months. | The Vision XS Ltd. Scope of Work Memorandum of Understanding (MOU) is on the Smoky Lake County and Town of Smoky Lake Joint Council meeting scheduled for December 16, 2020 meeting agenda. | | | | | | | | | | | | | | | | | | |
| J235-20 | That the Smoky Lake County and Town of Smoky Lake Joint Councils acknowledge receipt of the Victoria District Economic Development Plan Actual to Budget update as of November 13, 2020: <table border="0" style="margin-left: auto; margin-right: auto; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"></th> <th style="text-align: right;">Budget</th> <th style="text-align: right;">Actual Costs To Date</th> </tr> </thead> <tbody> <tr> <td>Advertising</td> <td></td> <td style="text-align: right;">\$ 729.56</td> </tr> <tr> <td>Printing/Binding</td> <td></td> <td style="text-align: right;">\$ -</td> </tr> <tr> <td>Consulting</td> <td></td> <td style="text-align: right;">\$ 15,000.00</td> </tr> <tr> <td>Legal</td> <td></td> <td style="text-align: right;">\$ 32,705.65</td> </tr> <tr> <td></td> <td style="text-align: right; border-top: 1px solid black;">\$ 247,000.00</td> <td style="text-align: right; border-top: 1px solid black;">\$ 48,435.21</td> </tr> </tbody> </table> | | Budget | Actual Costs To Date | Advertising | | \$ 729.56 | Printing/Binding | | \$ - | Consulting | | \$ 15,000.00 | Legal | | \$ 32,705.65 | | \$ 247,000.00 | \$ 48,435.21 | The Budget to Actual report was prepared as per the Joint Town/County's July 22, 2020, Motion #J211-20. Motion #J235-20 is listed on the Action List for transparency purposes as a reminder to Elected that the information was officially acknowledged and shared. SLC's Municipal File: 61-8 |
| | Budget | Actual Costs To Date | | | | | | | | | | | | | | | | | | |
| Advertising | | \$ 729.56 | | | | | | | | | | | | | | | | | | |
| Printing/Binding | | \$ - | | | | | | | | | | | | | | | | | | |
| Consulting | | \$ 15,000.00 | | | | | | | | | | | | | | | | | | |
| Legal | | \$ 32,705.65 | | | | | | | | | | | | | | | | | | |
| | \$ 247,000.00 | \$ 48,435.21 | | | | | | | | | | | | | | | | | | |

ACTION LIST:

November 18, 2020 Joint Council Meeting: Smoky Lake County and Town of Smoky Lake

| MOTION NO. | RESOLUTION | ACTION   |
|------------|---|--|
| J236-20 | That the Smoky Lake County and Town of Smoky Lake Joint Councils defer further discussion in regard to the Joint Operation Agreement for the provision of Fire Protection Services as set out in Smoky Lake County Bylaw No. 1311-18 and Town of Smoky Lake Bylaw No. 001-18, to allow for further review by each respective Council. | The County Fire Chief emailed the Town CAO and Assistant CAO on December 11, 2020 to offer possible meeting dates of January 5 or 6, 2021 to further discuss the Joint Operation Agreement for the provision of Fire Protection Services Further January 5 or 6, 2021. |
| J237-20 | That the Smoky Lake County and Town of Smoky Lake Joint Councils defer the Year-2021 proposed budget for Personal Protective Equipment, Equipment and Supplies and OH&S Requirements for the Smoky Lake Fire Department, in the proposed amount not to exceed \$27,000.00, and defer the Year-2021 proposed budget for Training for the Smoky Lake Fire Department, in the proposed amount not to exceed \$60,000.00, to allow further review by each respective Council. | <p>Town of Smoky Lake December 1 ,2020 Motions passed:</p> <p>MOTION: 891-2020 MOVED by Deputy Mayor Makowichuk that Town of Smoky Lake acknowledge the increase in the Smoky Lake Fire Department's 2021 Supplies Budget from \$25,000.00 to \$27,000.00; and adopt the Smoky Lake Fire Department's 2021 Operational Budget in the amount totaling \$27,000.00 for Personal Protective Equipment, Equipment and Supplies and Occupational Health & Safety (OH&S) Requirements for the Smoky Lake Fire Department, not to exceed the Town's portion of Forty percent in the amount of \$10,800.00; in reference to Agenda item No. 4.4 presented at the Joint County and Town Meeting on November 18, 2020.</p> <p>MOTION: 892-2020 MOVED by Councillor Morton that Town of Smoky Lake acknowledge the increase in the Smoky Lake Fire Department's 2021 Training Budget from \$47,000.00 to \$60,000.00; and adopt the Smoky Lake Fire Department's 2021 Training Budget totaling \$60,000.00, not to exceed the Town's portion of Forty percent in the amount of \$24,000.00; in reference to Agenda item No. 4.4 presented at the Joint County and Town Meeting on November 18, 2020.</p> <p>Smoky Lake County will be in February 2021.</p> |

ACTION LIST:

November 18, 2020

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

| MOTION NO. | RESOLUTION | ACTION |
|-----------------------|---|--|
| <p>J238-20</p> | <p>That the Smoky Lake County and Town of Smoky Lake Joint Councils review the following options in respect to a Fire Department Storage Building, to provide direction at the next scheduled joint Smoky Lake County and Town of Smoky Lake Joint Council meeting:</p> <p>Option 1</p> <ul style="list-style-type: none"> - The new storage building is to be located adjacent to the current fire hall on the south west side. - The building size is 50' x 100' due to the lot size (only 70' wide) allowing space for the apparatus to park in front of the doors and not be on the street. - Currently there is 2 satellite dishes, 1 – 50' tower, 1 Telus pedestal and spruce trees that would need to be removed and the Smoky Lake potable water truck fill needs be extended. -The building blueprint need to be determined. <p>Option 2</p> <ul style="list-style-type: none"> - Smoky Lake Fire Department build a new fire hall. - Joint Council would have to decide on a location and concept before determining an accurate cost for the project. <p>Option 3</p> <ul style="list-style-type: none"> -Smoky Lake Fire Department take over the current fire hall and public works department side of the building would allow enough space to park all fire apparatus inside. -Smoky Lake County Emergency Services completed research in the past for living accommodations and office space which can be added on as a second level on the current building. -The Town of Smoky Lake Public Works Department would have to relocate and a design and costs for the new building to be discussed jointly. <p>Option 4</p> <ul style="list-style-type: none"> -The Region Municipalities review the status of the Fire and Rescue Services for a regional concept which would allow Municipalities to save money in the future as this fire hall would respond to every call supporting the volunteers remaining in the district fire halls. -Regionalization would identify 1 one fire hall as the primary engine to all scene in the region therefore only one engine would have to be replaced instead of three. -Addition costs would come from staffing the regional fire hall. | <p>The Fire Department Storage Building is on the Joint Town and County Council Agenda scheduled for December 16, 2020.</p> |
| <p>J239-20</p> | <p>That the Smoky Lake County and Town of Smoky Lake Joint Councils respectively declare November 23-29, 2020 as National Holodomor Awareness Week, to bring awareness to the 87th anniversary of the “Holodomor” which was the Soviet Communist regime's genocide against the Ukrainian people.</p> | <p>Smoky Lake County advertised the declaration in the December 2020 addition of the Grapevine.</p> <p>The Town of Smoky Lake also declared November 23-29, 2020 as National Holodomor Awareness Week.</p> |

SMOKY LAKE REGION

Meeting Notes of the **Victoria District Economic Development Strategy Implementation Working Group** meeting held virtually on **Friday, November 27, 2020** at **9:02 A.M.** through Electronic Communication Technology: Zoom Meeting.

The meeting commenced with the virtual attendance as follows:

Members:

| | | |
|------------------|---|-----------------|
| Tony Sefton | Vision XS CEO & Chairperson of this Working Group | Present |
| Gene Sobolewski | Smoky Lake County CAO | Present @9:08am |
| Adam Kozakiewicz | Town of Smoky Lake CAO | Present |
| Jordan Ruegg | Smoky Lake County Planning & Development Manager | Present |
| Juanita Marois | Métis Crossing Executive Director | Present |
| Aaron Barner | Métis Nation of Alberta Senior Executive Officer | Absent |

Ex-officio Resources

| | | |
|--------------------|--|---------------|
| Craig Lukinuk | Smoky Lake County Reeve | Present |
| Hank Holowaychuk | Town of Smoky Lake Mayor | Present |
| Rodd C Thorkelsson | Brownlee LLP Partner | Absent |
| John McDonnell | Brownlee LLP Partner | Absent |
| Lydia Cielin | Smoky Lake County Assistant CAO | Present |
| Brenda Adamson | Smoky Lake County Finance Manager | Present |
| Michelle Wright | Smoky Lake Region Community Economic Development Officer | Present |
| Kyle Schole | Smoky Lake County Planning Development & Heritage Assistant | Present |
| Patti Priest | Smoky Lake County Legislative Services – Recording Secretary | Present |

Discussion:

Métis Crossing Update

Métis Crossing’s Winter Experience Package includes the following fun:

- Capote Making Workshop
- Winter Fun Day Hivernants Style
- Outdoor Skating Rink
- Snowshoe Rentals to walk a short or long loop
- Museum Exhibit Display called Hidden in Plain Sight
- Beading Course
- Finger Weaving
- Ribbon Skirt Course
- Silverberry Seed Workshop
- Tales of the Trapline Program
- Wall Pocket Program
- Twine Woven Bags Workshop

Also, an Administrative Coordinator has been hired and a Marketing & Sales Coordinator is in place.

Entertainment Complex update

Deloitte has requested another week to prepare findings to present. Findings will be made available following a meeting scheduled for November 30, 2020.

Business Plan Public Consultation progress/feedback

The Public Hearing was successful:

- 20 pages of written feedback received.
- Questions from the public will be diligently answered prior to moving forward and may require some one on one consultation to ensure an understanding financial documents and the plan itself.
- Feedback has been positive.
- The public consultation process has been more extensive than anything we have ever done before, with numerous avenues to engage.
- Next steps will be to decide what specifically we should be doing in consideration of the feedback received.

Legal Feedback on Business License Fee and Company Structure

The solicitors are preparing documents in terms of the structure of Municipally Control Corporation and once the first draft is available, there will be several detail items that will need to be discussed such as:

- Bonds and issuance of securities options may need to be reconsidered due to restrictions relating to regulation.
- Loans may be considered eligible or RSPs.
- Tourism levy considered at a maximum of 2%.
- Rental agreements considered.
- An LLP may be considered as well.

ACTION Juanita Marois to set up a meeting for Tony Sefton and appropriate members to meet with her associate with experience successfully implementing a Community Bond program in Saskatchewan.

Review Draft Funding Program

With the go ahead from the public and following answering all of their questions - we now need to know what we are funding.

Proposed Signature Attractions and Progress

- Hutterite Colony – possibility of an amazing tour of the Hutterite Colony to see how they run their businesses and get a fascinating window into their fantastic culture and way of life. The tour could include a guided bus ride to and from Smoky Lake. The whole experience from start to finish would be around 2 hours and would be a must for international tourists and Canadians alike.
- Tree Nursery – possibility of a guided tour of one of the world's largest tree nursery, including the high-tech seed fertilization unit. A one-hour tour would take in the vast glass houses, packing plants and visitor could get to learn how trees are looked after and nurtured to the point of being sent off around the world.
- Fish Farm – possibility for visitors to enjoy a tour of the fish farm and see the local fish aquarium. A typical 1-hour visit would involve seeing the working fish farm in action along with a regional aquarium showing the fish and wildlife of the lakes and rivers of the region. Several premium activities could be also

- offered including feeding the fish and cooking classes. This would become a hub for fishing activity in the county, selling and delivering fishing tours.
- Smoky Lake Museum – possibility of a unique museum tour that will form the basis for visitors understanding the wonderful fusion of cultures and customs that make up the region. Tour guides would engage visitors on their one-hour tour around the museum using some high tech and some low-tech features.
 - Farm Park (Agri Tourism) – possibility of an attraction for visitors to enjoy which would be focused on farm to fork. A mix of activities for children and adults with supporting food and beverage, retail, and additional activities. Accommodation may also be considered. The ideal location is a working farm in or around the transport ring.

Marketing Discussion

- ACTION** Tony Sefton and Juanita Marois will prepare a proposal to consider combining and expanding Métis Crossing's booking system to for consideration of becoming a county wide booking system for tourism activities.

Staff and Recruitment for SLTC

- ACTION** A subcommittee will be created consisting of Tony Sefton, Jordan Ruegg, Kyle Schole, Michelle Wright and Juanita Marois, to identify the recruiting process and management (Executive Director and a Support) of the Municipally Controlled Corporation who will move the vision forward and provide budgetary information.

Universal Broadband Fund - Update

The Universal Broadband Fund is geared more towards connecting rural residences as opposed to businesses. CCI is applying, and MCSNet and VM Systems may be able to apply as well.

Other Business – Infrastructure Master Plan

An Infrastructure Master Plan identifying water, sewer, roads, and broadband should be prepared which may take up to a year to fully complete and may cost up to \$250,000 which could possibly be funded through the Alberta Community Partnership (ACP) funding program.

- ACTION** The Alberta Community Partnership (ACP) funding program will be discussed at the Town and County Administrator's Meeting scheduled for December 2, 2020, to determine whether to proceed with making an application for funding towards creating an Infrastructure Master Plan.

Next Meeting:

Next Victoria District Economic Development Strategy Implementation Working Group meeting is to be held virtually on **Friday, December 11, 2020 at 8:00 a.m.**

Adjournment:

The Victoria District Economic Development Strategy Implementation Working Group virtual meeting of Friday, November 27, 2020, adjourned at 10:14 a.m.

SMOKY LAKE REGION

Meeting Notes of the **Victoria District Economic Development Strategy Implementation Working Group** meeting held virtually on **Friday, December 11, 2020** at **8:00 A.M.** through Electronic Communication Technology: Zoom Meeting.

The meeting commenced with the virtual attendance as follows:

Members:

| | | |
|------------------|---|---------|
| Tony Sefton | Vision XS CEO & Chairperson of this Working Group | Present |
| Gene Sobolewski | Smoky Lake County CAO | Present |
| Adam Kozakiewicz | Town of Smoky Lake CAO | Present |
| Jordan Ruegg | Smoky Lake County Planning & Development Manager | Present |
| Juanita Marois | Métis Crossing Executive Director | Present |
| Aaron Barner | Métis Nation of Alberta Senior Executive Officer | Present |

Ex-officio Resources

| | | |
|--------------------|--|---------------|
| Craig Lukinuk | Smoky Lake County Reeve | Present |
| Hank Holowaychuk | Town of Smoky Lake Mayor | Present |
| Rodd C Thorkelsson | Brownlee LLP Partner | Absent |
| John McDonnell | Brownlee LLP Partner | Absent |
| Lydia Cielin | Smoky Lake County Assistant CAO | Present |
| Brenda Adamson | Smoky Lake County Finance Manager | Present |
| Michelle Wright | Smoky Lake Region Community Economic Development Officer | Present |
| Kyle Schole | Smoky Lake County Planning Development & Heritage Assistant | Present |
| Patti Priest | Smoky Lake County Legislative Services – Recording Secretary | Present |

Discussion:

Métis Crossing Update

- Due to the COVID-19 and state of public health emergency and mandatory measures and restrictions in effect provincially, Métis Crossing is shut down until January 12, 2021 and are using the time to prepare for opening.
- The skating rink, tobogganing tubes, and art exhibit: “Hidden in Plain Site”, have all been received.

Infrastructure Planning

Métis Crossing

- Have sourced two successful water wells and are applying for commercial licenses, the infrastructure planning is ongoing, and the water infrastructure is estimated to approximately be one million dollars.
- In the process of determining the best septic system, which will likely be a lagoon system.
- Will be following up with AXIA for a fiber network estimated at a cost of \$300,000.
- We can solve our infrastructure problems and it is the same problem that everyone will be solving.

Town of Smoky Lake

- This item is on the Town Council Agenda for Tuesday, December 15, 2020.
- May also be discussed at the December 16, Joint Town and County Council meeting.

Smoky Lake County

- The County's priority for an intermunicipal collaboration projects through the Alberta Community Partnership (ACP) program grant funding is:
 1. Regionalization of Fire Department,
 2. Vilna/Waskatenau – Regional Assistance,
 3. Tourism Infrastructure Concept report.

Jobs, Economy, and Innovation – Minister Schweitzer Tourism Town Hall Summary

The Minister Schweitzer Tourism Town Hall Summary held on December 10, 2020 was attended by Michelle, Jordan, Kyle and Adam.

- A summary of our project has been submitted to the Minister's office and cc'd James Tessier, Manager, North East Region, Regional Economic Development Services, Government of Alberta.
- It was not the appropriate platform to brag about things we are doing because others are really struggling.
- We heard a lot of frustration from business owners and concerns were expressed regarding the delay in taking the steps to bend the curve COVID-19.
- There is a gap for businesses that have commenced in 2020 and a tourism recovery plan is critical moving forward.
- The Minister does not appear to be in a place where he has a recovery plan and is willing to consider ideas.
- The international investment attractions need to be accelerated and amplified.
- We have been in conversations with Member of Parliament, Shannon Stubbs regarding community bonds and are looking for support from the government to endorse the Community Bond as an innovation in social finance that allows a nonprofit or charity to leverage its community of supporters to pursue its mission, build its resiliency, and create more vibrant communities.

Next Steps Document

Key considerations are which partner will be employing the SLTC staff in the interim prior to the corporation being formed, and when will the municipalities be ready to issue the \$600,000.

ACTION Members are to review the "SLTC Phases and Budgets for 2021-2022" document and provide feedback at the next meeting.

ACTION Michelle and Tony are to prepare an interim plan on how resources will be used to create some capacity and bring it forward to the next meeting.

Entertainment Complex Update

After the team is appointed, and once we can evidence the success of what we have done, we should explore the Entertainment Complex so that it is engaged at the right time, possibly in 2022.

- It could be classed as a charity, so the money goes back into the community.
- May include the infrastructure prework in our planning for an Entertainment Complex which could possibly include a 200-bed hotel, swimming pool theatre, gym, and gaming.
- The number of ALGC licenses is not supposed to increase Alberta, but there are existing licenses that can be purchased and relocated.

Business Plan Public Consultation progress/feedback

There will be a summary prepared and presented at the December 16, 2020 Joint Town and County Council meeting and will be requesting a firm motion to formally ADOPT the Victoria District Economic Development Strategy: Business Plan.

We have responded in writing to the Public's written submission to address the concerns and have handed off the legal questions for the legal team to respond.

Other Business**Next Meeting:**

Next Victoria District Economic Development Strategy Implementation Working Group meeting is to be held virtually on **Friday, December 18, 2020 at 9:00 a.m.**

Adjournment:

The Victoria District Economic Development Strategy Implementation Working Group virtual meeting of Friday, December 11, 2020, adjourned at 8:57 a.m.

| | | | |
|---|---|------|--|
| NUMBER: 4.1 | | DATE | Joint Town and County Meeting December 16, 2020 |
| TOPIC | Victoria District Economic Development Strategy: Business Plan | | |
| A g e n d a I t e m | PROPOSAL | | |
| | <p>That the Smoky Lake County Council give proposed Bylaw 1390-20: Victoria District Economic Development Strategy Business Plan and the Smoky Lake Town Council give Bylaw 026-2020: Victoria District Economic Development Strategy Business Plan FIRST, SECOND, PERMISSION FOR THIRD, and THIRD AND FINAL READINGS.</p> <p style="text-align: center;">AND</p> <p>That the Smoky Lake County Council and the Smoky Lake Town Council each respectively DIRECT administrations to prepare the necessary documents associated with establishing a Municipally Controlled Corporation (MCC) to be brought forward to a future meeting of the Joint Town and County Councils.</p> <p style="text-align: center;">AND</p> <p>That Smoky Lake Town Council prepare a Borrowing Bylaw further to its proposed fifty percent (50%) contribution totaling Six Hundred Thousand Dollars (\$600,000.00) to be brought forward to a future Town Council Meeting for consideration of First Reading and to Schedule a Public Hearing.</p> | | |
| | BACKGROUND | | |
| | <ul style="list-style-type: none"> ○ June 26, 2020 Joint Virtual Public Hearing & Joint Town/County Councils Meeting <p>Both Town and County Councils:</p> <ul style="list-style-type: none"> ▪ 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 <p>Joint Town/County Councils were presented with the proposed Business Plan, with minor changes having been made at that time.</p> | | |

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 was held to address the proposed Business Plan.

○ **December 16, 2020 Joint Town/County Councils Meeting**

Responses having been sent to the written respondents with questions as a component of the public participation on the Business Plan.

NOTE: The Business Plan further refines and details the *'what'* contemplated in the Victoria District Economic Development Strategy. The next step is to refine the *'how'* such as whether to proceed to establish a Municipally Controlled Corporation (MCC).

...A future Public Participation and Public Hearings will be required:

- 1) Separately, for the Town's Borrowing Bylaw if they opt to pursue that route. (Adopting a Borrowing Bylaw does not **COMMIT** the Town to proceeding unless further direction is given.)
- 2) Jointly, for the proposed structure, etc. of a Municipally Controlled Corporation (MCC).

LEGISLATION:

- **Municipal Government Act R.S.A 2000, Ch. M-26**
- **Victoria District Economic Development Strategy
County Bylaw 1372-20 & Town Bylaw 006-2020**

REFERENCE INFORMATION:

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

ACTIONS/RECCOMENDATIONS

That the Smoky Lake County Council give proposed Bylaw 1390-20: Victoria District Economic Development Strategy Business Plan and the Smoky Lake Town Council give Bylaw 026-2020: Victoria District Economic Development Strategy Business Plan FIRST, SECOND, PERMISSION FOR THIRD, and THIRD AND FINAL READINGS.

AND

That the Smoky Lake County Council and the Smoky Lake Town Council each respectively DIRECT administrations to prepare the necessary documents associated with establishing a Municipally Controlled Corporation (MCC) to be brought forward to a future meeting of the Joint Town and County Councils.

AND

That Smoky Lake Town Council prepare a Borrowing Bylaw further to its proposed fifty percent (50%) contribution totaling Six Hundred Thousand Dollars (\$600,000.00) to be brought forward to a future Town Council Meeting for consideration of First Reading and to Schedule a Public Hearing.

SMOKY LAKE COUNTY
IN THE PROVINCE OF ALBERTA
BYLAW NO. 1390-20

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

SMOKY LAKE COUNTY - Bylaw No. 1390-20
a Municipal Corporation, in the Province of Alberta
4612 McDougall Drive, Box 310
Smoky Lake, Alberta T0A 3C0

OF THE FIRST PART

AND

TOWN OF SMOKY LAKE - Bylaw 026-2020
a Municipal Corporation, in the Province of Alberta
56 Wheatland Avenue, Box 460
Smoky Lake, Alberta T0A 3C0

OF THE SECOND PART

WHEREAS, Smoky Lake County Council and the Smoky Lake Town Council have each respectively adopted the Victoria District Economic Development Strategy Bylaws 1372-20 and 006-2020;

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

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

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

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

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

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

1. Title:
 - i. This Bylaw may be cited as the "Victoria District Economic Development Strategy Business Plan."
2. Adoption:

**SMOKY LAKE COUNTY
IN THE PROVINCE OF ALBERTA
BYLAW NO. 1390-20**

- i. The Victoria District Economic Development Strategy Business Plan attached hereto as "**Appendix A**" forms a part of this Bylaw is hereby adopted.
- ii. This Bylaw shall come into force and effect on the final date of passing thereof.
- iii. This Bylaw may be amended by Bylaw in accordance with the Alberta *Municipal Government Act*, R.S.A. 2000, Ch. M-26, as amended.

3. Severability:

- i. Should any portion or provision of this Bylaw be found invalid, the invalid provision shall be severed, and the remaining Bylaw shall be maintained.

READ A **FIRST TIME** IN COUNCIL THIS ____th day of _____, **AD 2020.**

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

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

REEVE

seal

CHIEF ADMINISTRATIVE OFFICER

**SMOKY LAKE COUNTY
IN THE PROVINCE OF ALBERTA
BYLAW NO. 1390-20**

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

SMOKY LAKE COUNTY

Reeve
Smoky Lake County

Chief Administrative Officer
Smoky Lake County

DATE: _____

DATE: _____

TOWN OF SMOKY LAKE

Mayor
Town of Smoky Lake

Chief Administrative Officer
Town of Smoky Lake

DATE: _____

DATE: _____

TOWN OF SMOKY LAKE
IN THE PROVINCE OF ALBERTA
BYLAW NO. 026-2020

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

SMOKY LAKE COUNTY - Bylaw No. 1390-20
a Municipal Corporation, in the Province of Alberta
4612 McDougall Drive, Box 310
Smoky Lake, Alberta T0A 3C0

OF THE FIRST PART

AND

TOWN OF SMOKY LAKE - Bylaw 026-2020
a Municipal Corporation, in the Province of Alberta
56 Wheatland Avenue, Box 460
Smoky Lake, Alberta T0A 3C0

OF THE SECOND PART

WHEREAS, Smoky Lake County Council and the Smoky Lake Town Council have each respectively adopted the Victoria District Economic Development Strategy Bylaws 1372-20 and 006-2020;

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

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

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

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

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

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

1. Title:
 - i. This Bylaw may be cited as the "Victoria District Economic Development Strategy Business Plan."
2. Adoption:

**TOWN OF SMOKY LAKE
IN THE PROVINCE OF ALBERTA
BYLAW NO. 026-2020**

- i. The Victoria District Economic Development Strategy Business Plan attached hereto as "**Appendix A**" forms a part of this Bylaw is hereby adopted.
- ii. This Bylaw shall come into force and effect on the final date of passing thereof.
- iii. This Bylaw may be amended by Bylaw in accordance with the Alberta *Municipal Government Act*, R.S.A. 2000, Ch. M-26, as amended.

3. Severability:

- i. Should any portion or provision of this Bylaw be found invalid, the invalid provision shall be severed, and the remaining Bylaw shall be maintained.

READ A **FIRST TIME** IN COUNCIL THIS ____th day of _____, **AD 2020.**

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

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

MAYOR

seal

CHIEF ADMINISTRATIVE OFFICER

**TOWN OF SMOKY LAKE
IN THE PROVINCE OF ALBERTA
BYLAW NO. 026-2020**

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

SMOKY LAKE COUNTY

Reeve
Smoky Lake County

Chief Administrative Officer
Smoky Lake County

DATE: _____

DATE: _____

TOWN OF SMOKY LAKE

Mayor
Town of Smoky Lake

Chief Administrative Officer
Town of Smoky Lake

DATE: _____

DATE: _____

VICTORIA DISTRICT ECONOMIC DEVELOPMENT STRATEGY

Business Plan

December 16, 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.

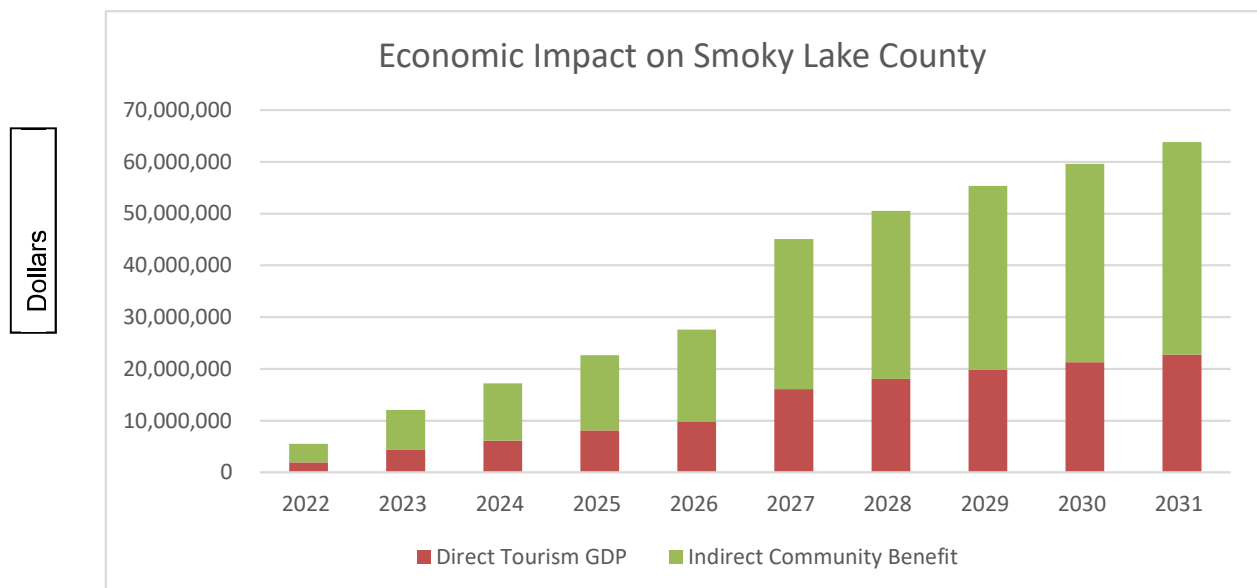
Table 6 Net Profit Distribution (based on Target Funding Model)

| 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

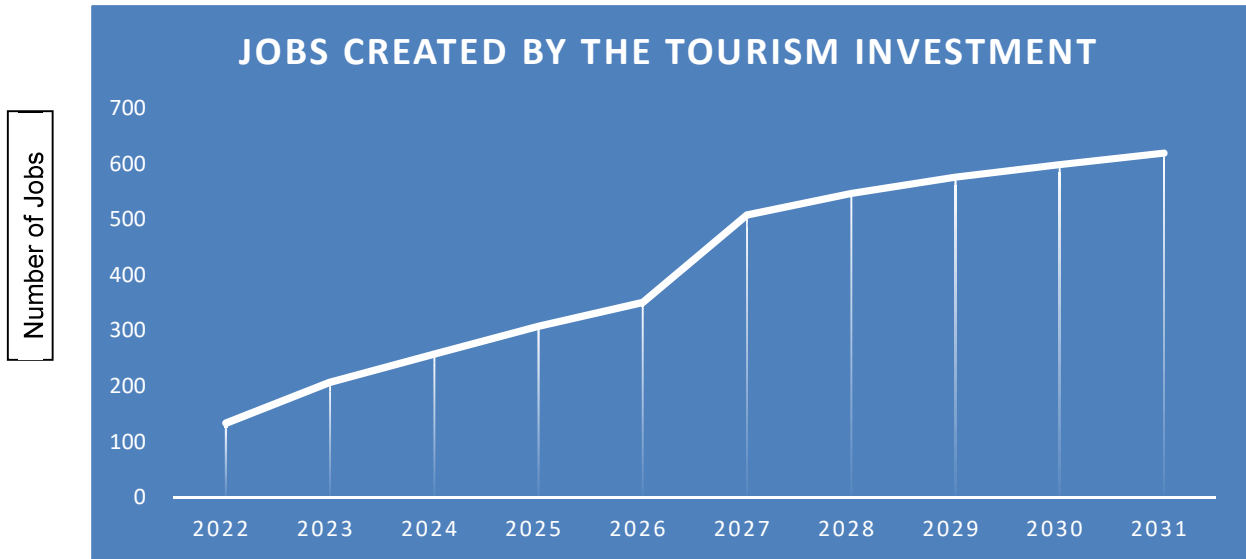
a. Indirect Benefits, Population and Employment

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.



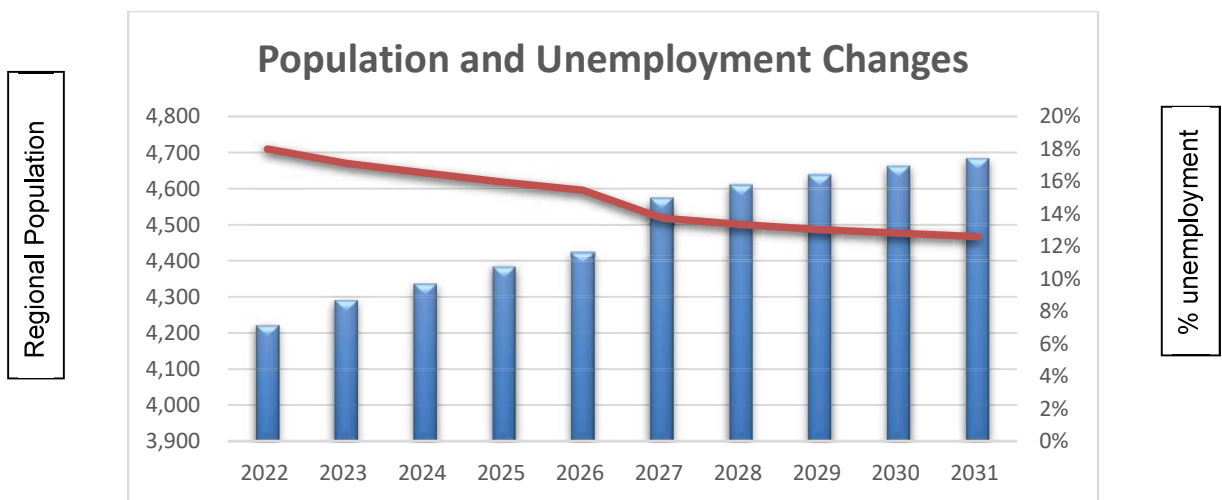
The Alberta government aspires to increase the Alberta tourism economy from \$10 billion to \$20 billion per year in the next decade. This Strategy contributes \$60 million per year at year 10, towards meeting this target.

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).

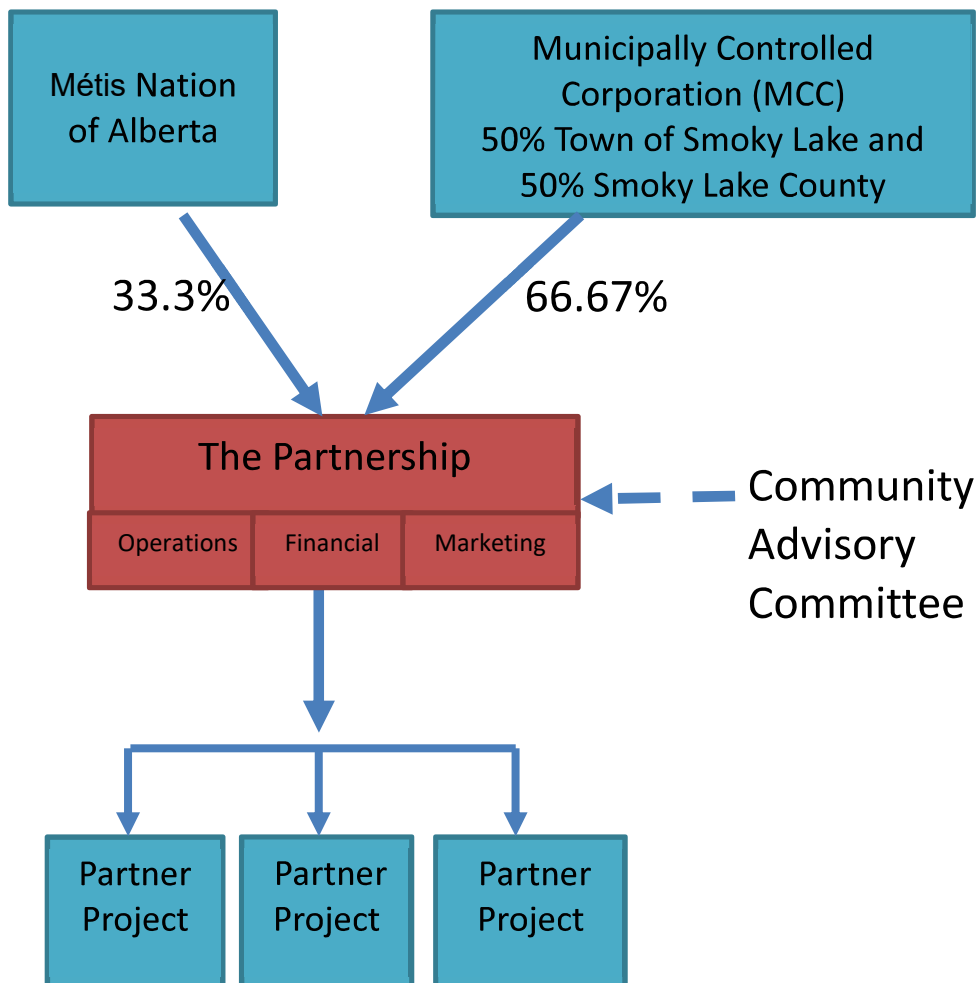
VI. CORPORATE STRUCTURE

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>CURIOUS 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> |
|--|--|

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.

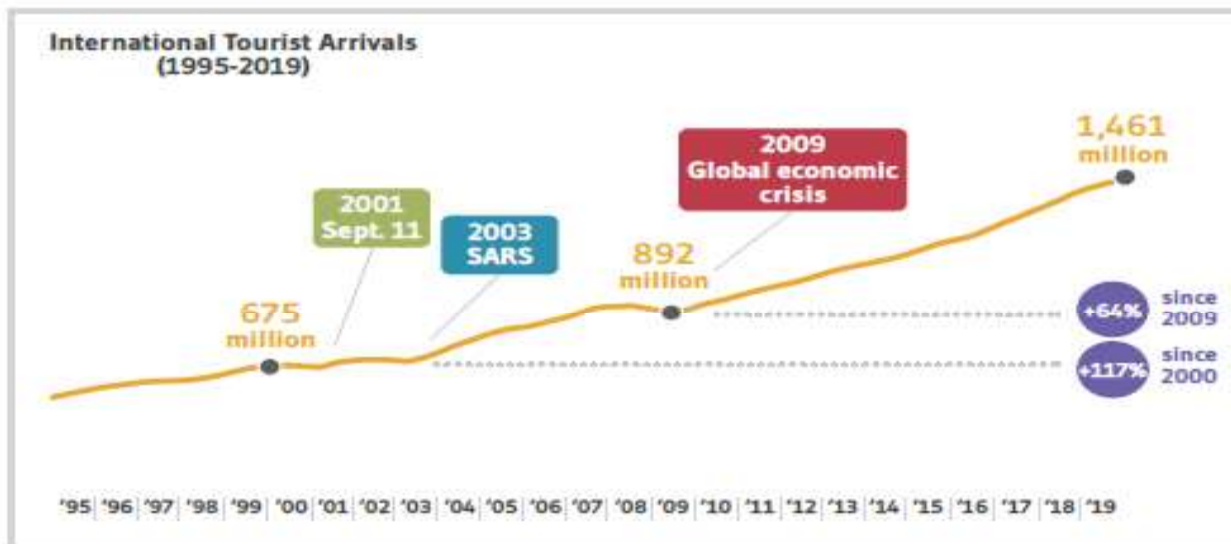
c. Revenue Risk

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



Source: UNWTO

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 accommodations
- 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 black 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.

Leela Sharon Aheer
Minister

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

Printed on recycled paper

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



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1-888-632-8755

November 24, 2020

Michelle Wright,
Community Economic Development Officer (CEDO)
Smoky Lake Region and Partners
Smoky Lake County, Alberta

RE: Letter of Support for Victoria District Economic Development Strategy Plan

We are pleased to offer this letter of support towards your Victoria District Economic Development Strategy Business Plan. We are excited to see the possibilities for job creation and tourism growth for the Smoky Lake region including its partners of the Town of Smoky Lake, Métis Nation of Alberta, and Smoky Lake County. We have supported the development at Métis Crossing from the beginning and are proud that it is a pillar of Indigenous tourism experiences in Alberta.

As the Leading DMO- Destination Marketing Organization in the region, Go East of Edmonton Regional Tourism is committed to helping be a resource to help achieve your goals. With our extensive experience in Tourism in the region combined with our proven successful marketing and development programs, we are in an excellent position to help your strategic partnership.

We see your plan as a beneficial way to grow tourism and overall economic development. As your project progresses we foresee that this can strengthen not just Smoky Lake County region, but the whole region East of Edmonton will benefit over the long term from the assets and activities that improve tourism product development, and experiences for the traveller as a whole.

As a major player in regional tourism, we are interested to participate and be involved by sharing our knowledge, experience and Award Winning Marketing abilities. We wish you every success in this endeavour.

On behalf of the Board of Directors and staff,

Kevin D. Kisilevich

A handwritten signature in black ink that reads "Kevin D. Kisilevich".

Destination Marketing and Development

Go East of Edmonton Regional Tourism



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

Travel Alberta is the destination promotion organization of the Government of Alberta



Shannon Stubbs, MP
Lakeland

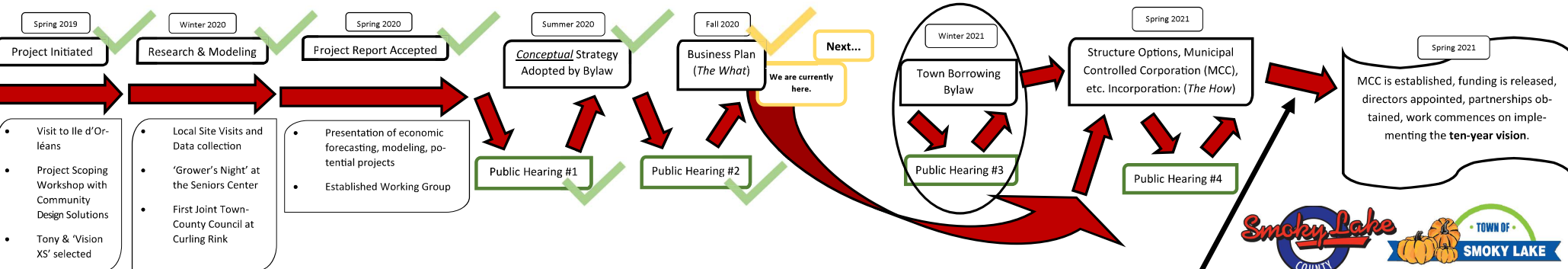


As Member of Parliament for Lakeland I want to commend and thank everyone involved with the creation and development of the *Victoria District Economic Development Strategy*. Your hard work will guarantee the continuance and preservation of this important cultural destination which represents Alberta's history of first settlements, trade, and agriculture and plays a key role in your communities' economy and tourist sector.

The Victoria District is a true representation of Canada with its National Historic Site on the North Saskatchewan River, bringing people together for hundreds of years. This site holds significance to various First Nations, Metis and Ukrainian Canadians and is a beacon of pride for Smoky Lake County. I look forward to seeing the results of this strategy and visiting the new Interpretive Center at Metis Crossing. I encourage support for the continuation of this strategy as it truly allows us to celebrate the past, present and future.

Shannon Stubbs, MP Lakeland
Shadow Minister of Public Safety and Emergency Preparedness

Shannon.Stubbs@parl.gc.ca
5009 50th Street, P.O. Box 599, Two Hills, Alberta, T0B 4K0 659 Wellington Building, Ottawa, Ontario, K1A 0A6
Tel.: 780-657-7075 Fax: 780-657-7079  Tel.: 613-992-4171 Fax: 613-996-9011



Project Timeline To-Date, and Future

It is at this point that final financial commitments are made.

| | | | |
|---|---|------|--|
| NUMBER: 4.2 | | DATE | Joint Town and County Meeting December 16, 2020 |
| TOPIC | Standard Form of Agreement – Smoky Lake County/Town of Smoky Lake & Vision XS Ltd. | | |
| A g e n d a r i t e m | PROPOSAL | | |
| | <p>That the Smoky Lake County Council and the Smoky Lake Town Council jointly enter into a Standard Form of Agreement with Vision XS Ltd., pursuant to the terms and conditions of said Agreement, for services provided by Vision XS Ltd., with respect to the Victoria District Economic Development Strategy.</p> | | |
| | BACKGROUND | | |
| | <p><u>September 26, 2019 – Smoky Lake County Council Meeting</u></p> <ul style="list-style-type: none"> • Motion 1135-19: <i>“That Smoky Lake County Council establish an Ad Hoc Committee to guide the development of the Victoria District Economic Development Strategy consisting of the following representatives:</i> <ul style="list-style-type: none"> • Noreen Easterbrook - Smoky Lake Heritage Board, • Juanita Marois - Métis Crossing, • Elaine Breadon-Peiche - Victoria Home Guard, • Suzanna Wagner - Victoria Settlement, • Michelle Wright - Community Economic Development Officer, • Kyle Schole - Smoky Lake County Planning & Development • Jordan Ruegg - Smoky Lake County Planning & Development, and • Two Smoky Lake County Elected Officials; • and, appoint Councillors: Craig Lukinuk and Lorne Halisky as the representatives to the said committee, and appoint Johnny Cherniwchan as an alternate representative.” • Motion 1135-19: <i>“That Smoky Lake County approve the Victoria District Economic Development Strategy Scoping Meeting Summary, dated August, 2019, as prepared by Community Design Strategies Inc., which provides an overview of the Victoria District Economic Development Strategy project area, scoping process, meeting materials distributed at the scoping meeting, and a verbatim record of all comments received during the scoping meeting held as a Committee of the Whole meeting, on August 26, 2019.”</i> <p><u>October 4, 2019 – Administration Meeting with Tony Sefton, CEO, Vision XS Ltd.</u></p> <ul style="list-style-type: none"> • The CAO, Planning & Development, and CEDO had a telephone conversation with Tony Sefton of Vision XS to discuss potential for partnering for the Strategy. <p><u>October 10, 2019 – Ad Hoc Committee Meeting – Visioning Session</u></p> <ul style="list-style-type: none"> • Discussion as to what consultant(s) would be best suited to provide project assistance going forward. It was determined to seek a proposal from the ‘Vision XS’ group, which has been assisting Metis Crossing in their Management Plan and could therefor provide synergies across the two projects. <p><u>October 25, 2019 – Vision XS Ltd. Proposal</u></p> <ul style="list-style-type: none"> • Administration received a proposal from Vision XS detailing the work of the Strategy for consideration. • As outlined on page 14 of the proposal, the timeline includes: | | |

| | | |
|--|---------------|---------|
| Initiation meeting, data collection & validation phase | December 2019 | 1 month |
| Modelling phase | January 2020 | 1 month |
| Tourism investment planning workshops | March 2020 | 3 days |
| Write up phase | April 2020 | 1 month |
| Adoption by Council | May 2020 | |

May 29, 2020 – Joint County-Town Council Meeting

- **Motion J183-20:** *“That the Smoky Lake County and Town of Smoky Lake Joint Councils accept the March 2020 slide-deck presentation titled: Smoky Lake Region Tourism Economic Development Strategy, as prepared by Vision the Experience Specialists (VISION XS), for information and incorporate relevant portions of same into a proposed bylaw in regard to the Victoria District Economic Development Plan Strategy, for consideration in accordance with each respective municipalities Public Participation Policies.”*
- **Motion J184-20:** *“That the Smoky Lake County and Town of Smoky Lake Joint Councils give First Reading to the proposed Victoria District Economic Development Strategy Bylaws: County’s Bylaw No. 1372-20 and Town’s Bylaw No. 006-2020.”*
- **Motion J185-20:** *“That the Smoky Lake County and Town of Smoky Lake Joint Councils proceed with public engagement for the proposed Victoria District Economic Development Strategy Bylaws: County’s Bylaw No. 1372-20 and Town’s Bylaw No. 006-2020, and schedule a Joint Public Hearing to be held Friday, June 26, 2020 at 10:15 a.m., in accordance with each respective municipalities Public Participation Policies: County’s Policy Statement No. 01-51-01 and Town’s Policy Statement No. A18, as well as, in accordance with the Alberta Order-in-Council O.C. 99/2020: Meeting Procedures (COVID-19 Suppression) Regulation.”*
- **Motion J186-20:** *“That the Smoky Lake County and Town of Smoky Lake Joint Councils accept the proposed Victoria District Economic Development Strategy Pre-Financing Budget as follows and agree for the municipal funding contribution to be a 50/50 County/Town split.”*
- **Motion J187-20:** *“That the Smoky Lake County and Town of Smoky Lake Joint Councils agree and jointly approve to appoint Brownlee LLP Barristers and Solicitors as the municipal solicitors for all legal advice and/or issues associated with the Victoria District Economic Development Plan Strategy Project.”*
- **Motion J188-20:** *“That the Smoky Lake County and Town of Smoky Lake Joint Councils agree and jointly approve to appoint Associated Engineering Alberta Ltd. as the municipal engineers for the Victoria District Economic Development Plan Strategy Project.”*

June 26, 2020 – Joint County-Town Council Meeting

- **Motion J197-20:** *“That Smoky Lake County Council and Town of Smoky Lake Council give SECOND READING to Smoky Lake County Bylaw No. 1372-20 & Town of Smoky Lake Bylaw No. 006-2020: Victoria District Economic Development Strategy respectively.”*
- **Motion J198-20:** *“That Smoky Lake County Council and Town of Smoky Lake Council each give THIRD AND FINAL READING to Smoky Lake County Bylaw No. 1372-20 & Town of Smoky Lake Bylaw No. 006-2020: Victoria District Economic Development Strategy respectively, and that the Reeve/Mayor and the Chief Administrative Officer respectively are hereby authorized to fix their signatures to all necessary documents and that the corporate seal also be fastened where it is deemed to be necessary.”*
- **Motion J199-20:** *“That Smoky Lake County Council RESCIND Motion 1135-19, effectively DISSOLVING the Victoria District Economic Development Strategy Ad Hoc Committee, given the adoption of Joint Town/County Victoria District Economic Development Strategy Bylaw Numbers 006-2020 and 1372-20 respectively.”*
- **Motion J200-20:** *“That Smoky Lake County Council and Town of Smoky Lake Council jointly ESTABLISH a Victoria District Economic Development Strategy Implementation Working Group as an ad hoc committee, for the purposes of implementing the Joint Town/County Bylaw Numbers 006-2020 and 1372-20 respectively, to be composed of the following membership:*

- Tony Sefton, CEO Vision XS (COMMITTEE CHAIR)
- Cory Ollikka, County Chief Administrative Officer
- Adam Kozakiewicz, Town Chief Administrative Officer
- Brenda Adamson, County Finance Manager
- Jordan Ruegg, County Planning & Development Manager
- Juanita Marois, Executive Director, Metis Crossing
- Aaron Barner, Senior Executive Officer, Metis Nation of Alberta
- and, the following elected and staff resources as ex-officio/non-voting:
 - Craig Lukinuk, Reeve, Smoky Lake County
 - Hank Holowaychuk, Mayor, Town of Smoky Lake
 - Rodd C. Thorkelsson, Partner, Brownlee LLP
 - Bob Black, Partner, MLT AIKINS LLP
 - John McDonnell, Partner, Brownlee LLP
 - Michelle Wright, Regional Community Economic Development Officer
 - Kyle Schole, County Planning, Development, and Heritage Assistant
 - Lydia Cielin, County Assistant Chief Administrative Officer
 - Patti Priest, County Legislative Services Clerk (Recording Secretary)
 - Any others as deemed necessary
- and, that the Committee shall keep minutes, and regularly report as necessary to Joint Councils.
- **Motion J201-20:** *“That Smoky Lake County Council and the Town of Smoky Lake Council DIRECT administrations to begin work for the establishment of a Smoky Lake Economic Development Corporation as a Municipally Controlled entity in accordance with Section 75.1(2) of the Municipal Government Act and the Municipally Controlled Corporations Regulation AR112/2018; and to be brought forward to a future Meeting of Joint Council for consideration.”*
- **NOTE:** **Following the joint adoption of the Victoria District Economic Development Strategy by the respective Councils’ Bylaws, the scope of work agreed to between Smoky Lake County and Vision XS Ltd. was complete. However, following adoption of the Strategy, additional work is required to advance the Strategy’s objectives and to draft a business plan and to establish the proposed Smoky Lake Economic Development Corporation.**

September 16, 2020 – Joint County-Town Council Meeting

- **Motion J217-20:** *“That the Smoky Lake County and Town of Smoky Lake Joint Councils recommend the Victoria District Economic Development Strategy Implementation Working Group formalize the scope of work beyond the work already done by Tony Sefton, CEO of Vision XS Ltd. of gathering research, statistics, and background information/data in conjunction with the Town, County, and other Community Stakeholders resulting in a model forming the foundation of the Victoria District Economic Development Strategy, for the purpose of the said Strategy’s implementation, by drafting a Memorandum of Understanding agreement to be executed by Mr. Sefton who was originally engaged by the County for project assistance towards the development of the said Strategy on December 12, 2019, as Mr. Sefton was already engaged by Métis Crossing and the Métis Nation of Alberta and therefore engaging Mr. Sefton was an opportunity to take advantage of the synergies associated with the Métis Crossing development, and the cost savings of work already completed within the district.”*

November 18, 2020 – Joint County-Town Council Meeting

- **Motion J234-20:** *“That the Smoky Lake County and Town of Smoky Lake Joint Councils defer formalizing the Vision XS Ltd. Scope of Work Memorandum of Understanding (MOU), until language can be incorporated to address the proposed “success fee of 1%” in respect to:*
 - *where the said fee would be funded from,*

- *what the maximum cap would be, and*
 - *if the said fee could be negotiated prior to, and based on specific work,*
- as well as, address where the \$5000.00 per month retainer would be funded from should the Municipally Controlled Corporation be formed, and confirm the term of the MOU to be retroactive to July 2020 for eighteen months.*

LEGISLATION:

- **Municipal Government Act R.S.A 2000, Ch. M-26**
- **Victoria District Economic Development Strategy
County Bylaw 1372-20 & Town Bylaw 006-2020**

REFERENCE INFORMATION:

- 4.1 A1** **Vision XS Ltd. Proposal – October, 2019**
- 4.1 A2** **Email Chain from Cory Ollikka and Tony Sefton - June 22-23, 2020**
- 4.1 A3** **Standard Form of Agreement – Smoky Lake County/Town of Smoky Lake
and Vision XS Ltd. – December, 2020**

ACTIONS/RECCOMENDATIONS

RECOMMENDATION:

That the Smoky Lake County Council and the Smoky Lake Town Council each respectively sign and execute the Standard Form of Agreement with Vision XS Ltd. for services related to the implementation of the Victoria District Economic Development Strategy.



October 2019

Tourism Economic Development
Strategy for Smoky Lake County

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VXS "5 Models" Regional Investment Process - introduction

Achieving a balanced tourist system through encouraging the correct investment

My little town has a population of 8000 and a catchment of 14000 plus around 6000 annual tourists. The town centre shops struggle but if the balance is right then they shop keepers can make a reasonable living. About 5 years ago two new flower shops opened much to the surprise of the two flower shops that were already open. Needless to say after a further 2 years two flower shops ceased to trade due to lack of funds. Here was a system that was in balance and yet just adding additional flower shops caused the system to go out of balance. It is possible to work out how many flower shops are needed and this is the sort of thing a strategy that can help. Whilst the role of government is not to activate systems it can be to provide analysis and strategy so that big or small business can make informed decisions. This is how investment happens.

On a different scale we found a gap in the London theme park market that would stand another 8 million visits a year. This was the basis for setting up the CAD 7 billion London Resort Project at Ebbsfleet which opens in 2024.

The maths bit..... It is possible to calculate for tourist systems the amount and type of attractions needed along with the supporting retail and catering needed and finally the amount of accommodation needed. Then follows parking, transport.....

Getting investment in the core product will drive your tourist system which we call 'induced demand'. Often this is accompanied by the mis-quote – "build it and they will come" which can be true if the numbers and thinking behind what investments are needed in the system is carried out properly.

The 5 Models Regional Strategy Process and Workshop is aimed at providing the correct numbers behind the tourist systems so that communities/region/town/city can encourage SME's, Corporations and government projects by providing informed accurate data.

Tony Sefton
Founder Vision XS in 1997

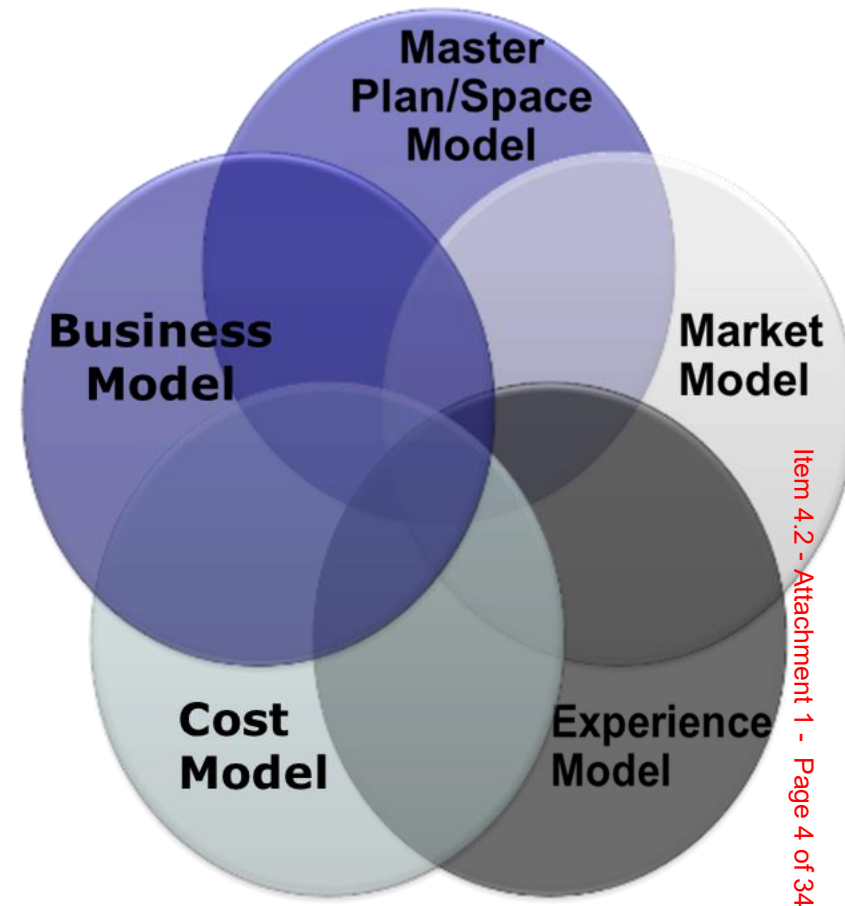
Vision XS (VXS) Background

'5 Models' that bring success

The Vision XS unique approach to planning any region, destination, tourist attraction, heritage site, nature site, zoo/aquarium, theme park or retail environment is unique in the leisure sector. Our approach developed over 20 years uses the worlds most celebrated and technical models driven by science and data to inform the creative process behind engaging people in amazing destinations, attractions, theme parks, zoos, museums, science centres resorts, malls and many more.

The Vision XS team have learnt over many years that the ultimate success of any leisure operation or new project relies on the integration of five key models which are explained on the next page. Certain parameters are pertinent to all models whereas others are vital for two or three models. As a company we now undertake training courses for many organisations and governments around the world. These courses are resulting in growth and investment in the tourist sector. We also act as appointed strategists for various government bodies to Develop Economic Development Strategies and the resulting likely Economic Impact.

We have worked with over 300 clients worldwide and as a result we are widely regarded as the go-to strategists for a wide range of leisure operations, councils, banks, investor and governments.



VXS "5 Models" Regional Destination Approach

The Aim

Aim of the work: To Develop a Tourism Development Strategy for Smoky Lake County along with an Economic Impact to deliver the value to the Counties Economy and the number of jobs that will be created.

End Outcomes: Providing the support for Metis Crossing, facilitating other investments across the sector and developing a tourism system that drives economic growth. A key part of this will be an action list for Smoky Lake Government, Alberta Government, SME's, travel companies, infrastructure providers, tourism bodies such as Alberta Tourism and supporting organisations.

Where have we done this before.....

We have used these techniques many times to help governments, corporations and individual operators including;

- Island Project: Sentosa Island – Singapore
- City Project: Dubai- UAE
- Regional Project: Cornwall- UK, Cairngorms - UK
- Small Town Project: Wallingford UK, Auckland Project (UK)

Ongoing Support

We can assist in running seminars and investment workshops for identified gaps in the Smoky Lake tourism system along with introducing possible investors and operators. If significant gaps are identified for major new attractions or re-vamping of existing facilities we can work with those operators to ensure that the tourist system has a strong set of signature attractions. Effectively we have already begun this process with Metis Crossing to facilitate a further \$10 in the project.

VXS "5 Models" Regional Destination Approach

Vision XS has applied its successful '5 Models' approach to Destinations to help develop investment strategies for towns, cities, islands or regions. It is usual to use the 5 models to establish the starting base and then progress to identifying gaps and then looking at the impact if those gaps are filled. A summary of the regional 5 model KPI's follows:

Market Model – We use our data and models to identify gaps in the market for attractions, retail, food and beverage and accommodation:

- Gap Model – which type of attractions are missing from the current mix e.g. is there capacity for another museum?
- Penetration Model – to establish the headroom in individual attractions to encourage inward investment
- Prediction of annual footfall by new investments
- Prediction of annual accommodation occupancy and rack rates
- Prediction of footfall by the destination and individual attraction marketing budgets

Space Model – how much infrastructure and space is needed to deliver what the market model says

- Transportation and parking
- Attractions, food and beverage and accommodation space currently used and what is needed in future

Tourist System Macro Business Model :

- Macro tourist system tourist revenue generated
- Economic impact – jobs plus local, regional and national economic benefits
- Return on investment in infrastructure
- Headline business case for new attractions and accommodation

Regional Cost Model

- Investment needed to deliver the infrastructure, attractions , retail, food and beverage to optimise the destination

Regional Experience Model – outlines many key performance indicators of the visitor experience including:

- Predicted dwell time for different target markets
- Psychological experience analysis leading to product gaps in the market
- The systems ability to deliver the correct content for the desired or forecast attendance

VXS "5 Models" Regional Destination Approach

Key Benefits: What should Smoky Lake get from this process?

- A gap analysis of what is missing in their area such as new museums/attractions/hotels/camping/retail and food and beverage
- An appraisal of the macro visitor experience based on the visitor attraction and natural attractions of the area

The output is a 10 Year Investment Strategy that includes:

- How many more/less new attractions are needed
- How much more/less Food and Beverage is needed
- A strategy for how much more or less accommodation is needed to support the rest of the tourist system
- How much more/less retail is needed
- Space Requirement for all new additions
- Infrastructure requirements such as parking or public transportation

Key to the above are the following which will be predicted:

- How many people annually will come
- What is the value of the tourist system year by year
- How many jobs will be created
- What total investment in the private sector is needed
- What investment in public owned attractions is needed

Practical Outputs solving tourist system challenges

How many more/less new attractions are needed

These are the drivers of the system and include the natural attractions of lakes, forests, rivers etc. Our models will calculate how much capacity in the system there is spare for all types of attractions.

Key outputs here for Smoky Lake County will be a phased and planned approach over 10 years to the following;

- Paid attractions such as museums, science centres, heritage sites, wild life centres, theme parks, commercial mid way attractions etc
- Adventure Activities
- Natural activities

Technical outputs will be:

1. A Gap model showing what is over supplied or under supplied in the system
2. Space needed for new attractions
3. Investment needed and potential funding options
4. How many people will be employed
5. What the value of the attractions economy is worth to the area
6. How stay length and dwell time will change due to any new additions

Example of the Gap Analysis

Outcome for strategy

| Gap in Visits by Type of Attraction / Facility | 2019 GAP | |
|--|----------------------|----------------------------------|
| Museum or Science Centre | 1,214,556 | → New Museum |
| Water Park | (594,901) | |
| Theme Park or Amusement Park | Not appropriate here | |
| FEC | (233,401) | |
| Zoo/Aquarium/Nature | 2,289,262 | → Nature Park |
| Exteme Park | 271,659 | → Action Park |
| Adventure Tourism | 238,655 | |
| Theatre or paid show | 748,099 | → |
| Music Venue over 2000 people | 664,599 | → The Venue + New Theatre |

Practical Outputs solving tourist system challenges

A strategy for how much more or less accommodation is needed for the needed

Does the amount of accommodation a system has reflect the need of the tourist/business/other needs of the county. It is certainly true that if not enough hotels exist then the rack rate and occupancy levels will be high perhaps in peak seasons but also if there are too many hotels then the quality of the system drops as owners cannot afford to reinvest. It is rare that the system is perfectly balanced. The same is true for self catering, RV's, AIR B&B, camping, cabins etc.

Key outputs here for the county will be a phased and planned approach over 10 years to the following;

- Hotel rooms
- Self catering
- Camping, glamping
- Guest houses

Technical outputs will be:

1. Number of units needed for each type
2. Investment needed
3. What the value of the accommodation is to the local economy
4. How many people will be employed
5. How stay length will change according to how much activity is within the system

Practical Outputs solving tourist system challenges

How much more/less Food and Beverage is needed

The models will output how many people will come and how long they will stay which leads to how much they need to eat and how many eating places/covers are needed in the tourist system along with the appropriate mix for the target market.

Key outputs here for the county will be a phased and planned approach over 10 years to the following;

- Mix of restaurants, cafés, food outlets needed
- Where they should be located

Technical outputs will be:

1. Number of covers and space needed for each group of food offers
2. Investment needed
3. What the value of the F&B is to the local economy
4. How many people will be employed

Practical Outputs solving tourist system challenges

How much more/less Retail is needed

The retail system tends to respond quicker in positive and negative ways to the volume and type of footfall it receives.

Key outputs here for the county will be a phased and planned approach over 10 years to the following;

- Total retail required and a indication on the mix
- Where they should be located

Technical outputs will be:

1. Amount of retail space required
2. Investment needed
3. What the value of the retail is to the local economy
4. How many people will be employed

Practical Outputs solving tourist system challenges

Infrastructure requirements

Whilst people do not desire to come to destination because of the infrastructure with a few notable exceptions eg dams they will certainly not become because of bad reviews of lack of transport, poor parking arrangements, sewage smells etc. Increasing wifi becomes as important issue with visitors if it is not provided at the right level.

Key outputs here for the county will be a phased and planned approach over 10 years to the following;

- Identify what infrastructure is needed

Technical outputs will be soft recommendations on the following:

1. Amount of parking spaces
2. Recommendations for additional power, water and waste water requirements for the system
3. Wi-Fi coverage needed and supporting infrastructure
4. Transport
5. A consideration for green infrastructure
6. Energy production possibilities
7. How many people will be employed within the proposed transport system for the county

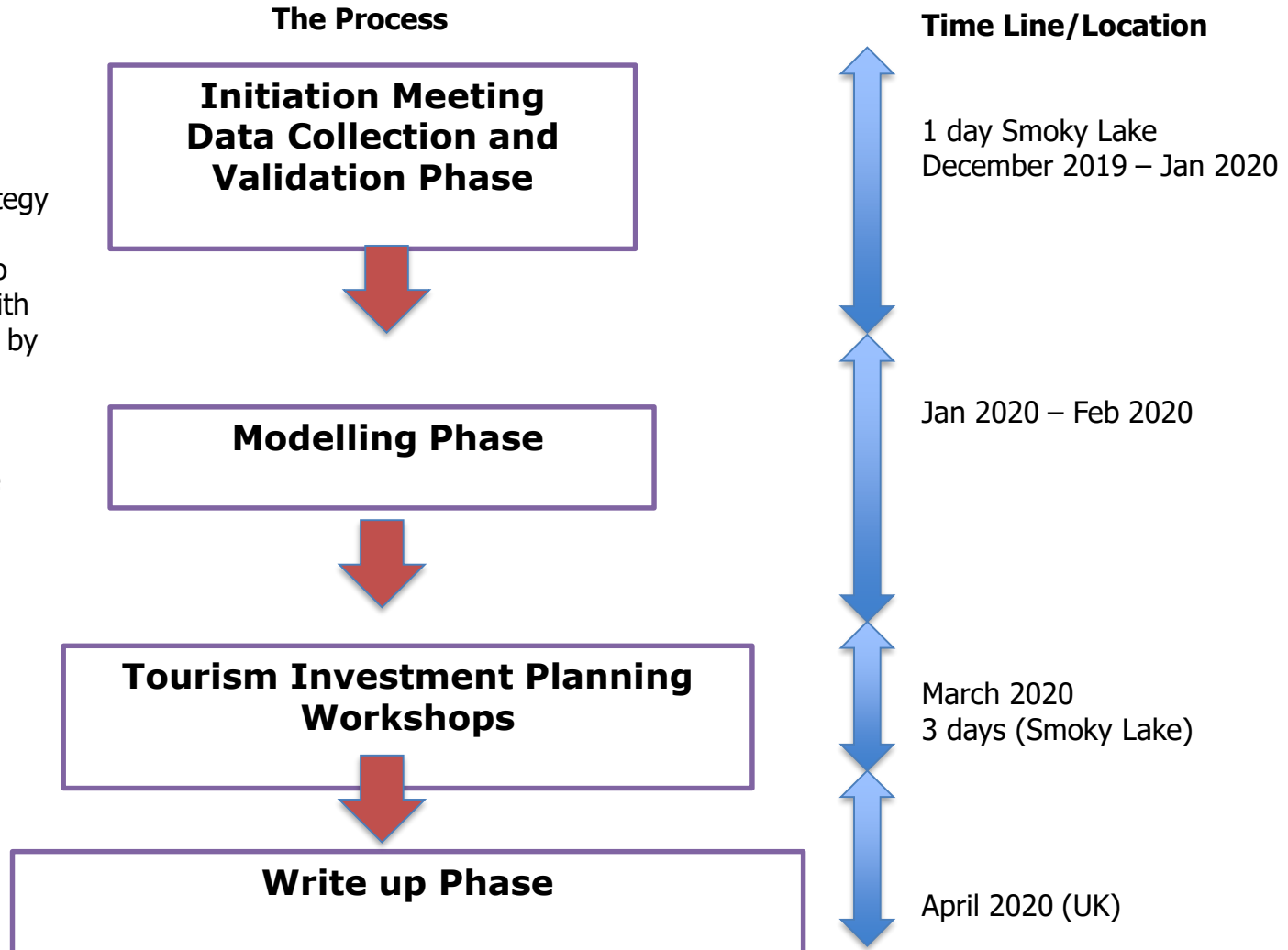
Note we are happy to work with the county engineers to add the infrastructure costs based on the recommendation.

Project - Process

The Process

To produce a full Tourist Economic Development Strategy will take between December 2019 to the Mid April 2020 to produce a draft. A version with revisions should be available by Mid April 2020 at the latest.

We would then suggest launching the strategy in the summer with an Investment Forum.



VXS "5 Models" Regional Destination Approach

The Process

Data Collection (Dec 2019 – Feb 2020)

- Formation of a small Smoky Lake Team to collect the data and input into the Vision XS worksheets from the county which will include the following;
 - Attractions
 - Accommodation
 - Natural Attractions
 - Signature Events
 - Restaurants
 - Retail units
- Infrastructure Survey – the SLT will issue an infrastructure survey report to all the attractions and major accommodation providers in the county and input the results into a results sheet.
- We will require 7-14 days of help from a member of the Smoky Lake team to help with the data collection.

Tourist Investment Planning Workshop (March 2020)

Workshop Itinerary

- Day 1: Smoky Lake Economic Development Team + Political Update (if needed)
- Day 2: Operator Workshops
- Day 3: Infrastructure Planning Meetings (invited specialists to help with high level infrastructure planning)

Our Commercial Proposal to Deliver the Scope

Cost Summary Table

The project summary for all the costs and travel are shown below.

| | | CAD | Invoice Issued |
|----------|--|--------------------|-----------------------|
| 1 | Initiation Meeting – project deposit | 15,000 | Nov 2019 |
| 2 | Travel for first meeting | 3,600** | Dec 2019 |
| 3 | Data Validation | 6,000 | Jan or Feb 2020 |
| 4 | Model Building | 15,000 | Feb 2020 |
| 5 | Investment Workshops | 15,000 | March 2020 |
| 6 | Travel for Workshops | 4,000** | March 2020 |
| 7 | Final Report | 15,000 | April 2020 |
| | Grand Total | 73,600 | |
| | | | |
| | | | |
| | Additional Work – agreed in writing first | CAD per day | |
| | Senior Consultant | 3000 | |
| | Leisure Psychologist | 1500 | |
| | Technician | 800 | |
| | Researcher | 500 | |

** May be reduced due to shared project travel costs

Invoices to be paid 30 days from receipt.

Tony Sefton – CEO and Founder of VXS

Analyst, Creator and Designer of many new experiences for wildlife attractions, museums, heritage attractions and theme parks around the world, designer of several new heritage tours including the Gold Mine tours in Gold Reef City, International Speaker and Senior Advisor to UKTI for exporting UK Creative and Heritage Expertise, Tony has 26-years' experience in the visitor attraction industry and is an inspirational leader.

Tony has developed and licensed experience software to USA, Europe, South Africa, UAE and China whilst also developing an international psychographic data base. Having worked for most major leisure groups including Disney, The National Trust, RSPB, Imperial War Museum, Six Flags, Dubailand and Sentosa and having managed more than 15 successful business recoveries; Tony has become a world-renowned expert speaker in the field of visitor attraction science. He is supported by an excellent team he built up with the consulting arm of Vision XS, and has completed over 150 strategic leisure projects world-wide using analytical software owned by Vision XS.

Relevant Employment History:

1991–1992 - ARM UK Ltd - Design of large travelling amusement ride; "Superbowl" - Designer and TV work with BBC schools dept.

1992-1993 - Freelance Design of 'Crazy shake' a large travelling ride - Design, patent and marketing of new play equipment

1993-1996 - MSI PLC - Concept design and Product Development

Business Development - Alton Towers - Tractor, Doodledoo and Storybook land

1996 – present Founder and Director of Vision XS

Formal qualifications:

BTEC Diploma in Engineering Technology (85%) - Worcester Technical College

2/1 BEng (Hons) Engineering Science - University of Exeter



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Career highlights are:

- Founder of Vision VXs Ltd since 1997
- First in the world to use finite element stress analysis on amusement rides
- Creator and designer of many new experiences in zoo, museums, theme parks around the world
- Creator of X-Mod the only science based analytical tool for understanding visitor experience
- Designer of several new heritage tours including the Gold Mine tours in Gold Reef City
- Several high profile business recoveries including Blackpool Pleasure Beach
- Strategic Plan for London Paramount (£2.2 bn) opens 2023
- International Speaker
- Senior Advisor to UKTI for exporting UK Creative and Heritage Expertise
- Founder and Visionary of the London Paramount Project – 2009 – 2014
- London 2012 Olympic: 3 Legacy business plans
- The London Paramount Vision and leading the briefing and concept teams
- Universal Studios (UAE)
- Gold Reef City, Johannesburg (South Africa)
- Taronga Zoo (Australia)
- Natural History Museum, London
- Natural History Museum, New York (USA)
- National Aquarium Baltimore, (USA)
- 2 Oceans Aquarium, Cape Town, (South Africa)
- Founder of the Operators Conference now in its 9th year
- 2010 FIFA World Cup – Soccer City Entertainment Plan
- FIFA World Cup 2022 Qatar: Celebration Park business plan
- Meraasland Dubai: Business Plan and strategic advisor
- Magic Planet FEC: Middle East roll out plan
- Founder of RP Vision Racing Team – cycling team for talented youth cyclists
- Co Founder of the Wallingford Festival of Cycling
- Co-Founder of The Old Counting House – small business centre

Diana Margarido, BSc (Hons) Psych

Diana Margarido is a Visitor Experience Analyst with a background in psychology and administration. Diana joined Vision XS in 2014 to support Tony in technical modelling and all aspects of research including market, leisure trends and population demographics. Experienced in Visitor journey reports and visitor tracking studies, predictive tracking studies, X-mod calibrations, Gap analysis and project support, Diana is now a vital link in the team as one of the key psychologists.

Diana has completed the visitor experience modelling for 40+ projects national and international including the following:

- Royal Museums Greenwich, London
- Port Lympne Resort, Kent
- Dinosaur Adventure, Norwich
- Two new start up farm parks
- A €100 million brand-land attraction in Porto, Portugal
- SS Great Britain, Bristol
- Tapnell Farm Park, Isle of Wight
- RSPB reserves: 20+
- Sefton Borough Council
- St Michaels Mount
- National Trust for Scotland sites
- Lee Valley Parks Authority
- Metis Crossing, Canada
- Calloway Park, Canada
- KidZania London (Tracking Studies)
- Floriade, Holland (predictive Tracking)
- Mead Open Farm (Tracking Studies)
- Imperial War Museum Duxford (Gap Analysis)



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Natalie Jones, BSc (Hons) Psych

Natalie Jones is a Visitor Experience Analyst with a background in Psychology and Marketing and she joined Vision XS in 2019 to support in the modelling of visitor experience. Natalie brings essential commercial experience to the team and is one of the key Psychologists at Vision XS.

Natalie has recently worked on Visitor Experience modelling for the following clients:

- Longleat Safari Park,
- Cheddar Gorge Caves,
- Avon Valley Adventure Farm,
- Imperial Warm Museum Duxford,
- Metis Crossing (Canada)
- Floriade (Predictive tracking)
- Flaxmill Museum



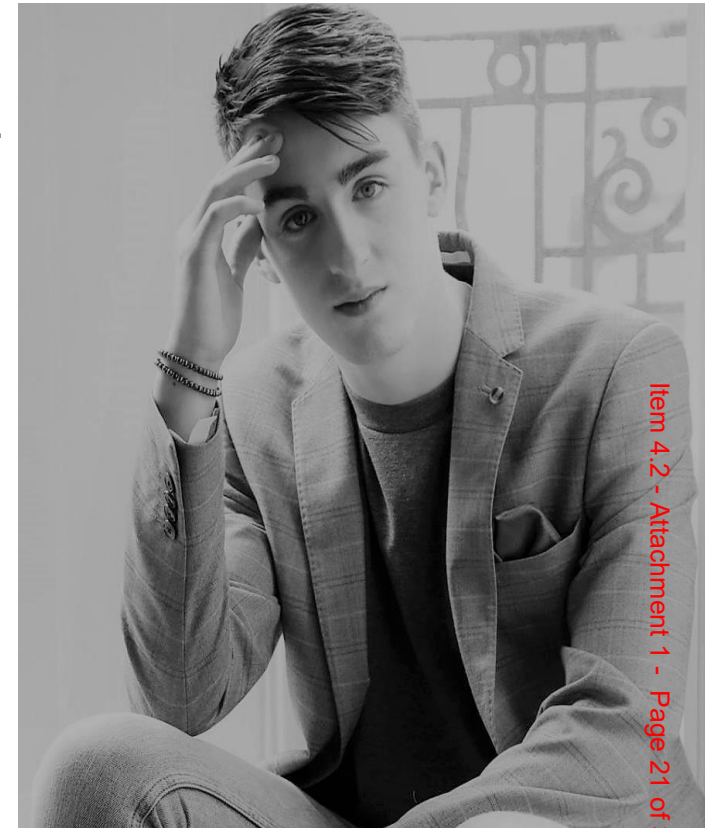
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Thomas Franklin, BA (Hons)

Thomas Franklin is a researcher with a background in live events, leisure industries, private security and traffic management. Thomas is the newest member of the Vision XS consulting team. Thomas joined Vision XS in 2019 to support the business in all aspects of research including market, leisure trends and population demographics. Thomas is now a vital link in the team and provides essential knowledge and skills for our high-level thinking.

Thomas has recently conducted extensive research for the following clients:

- Longleat Safari Park,
- Cheddar Gorge Caves



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Case Studies

Imperial War Museum - Duxford



- **Contact:** Jo Saunders - Head of Masterplan
- JSaunders@iwm.org.uk

- **The project:**

- The Imperial War Museum in Duxford were looking at a new master plan and how to implement the context of a business model driven by visitor experience. The museum is conscious that a balance between investment in infrastructure projects, improved visitor experience, commercial enhancements and curatorial responsibilities needs to be found. The Imperial War Museum is aiming to grow their visitor attendance to over 500,00 which is easily achieved.

- **How Vision XS added value:**

- Vision XS completed an initial site appraisal of the museum and built into those key outputs a series of new components to test the financial benefit of these. Vision XS worked with the management to develop a 5+ year business development strategy which included improving the catering and retails offer, visitors experience flow and increasing VIP experiences.



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Sentosa Island - Singapore

The project: Sentosa is a 500 hectare resort island separated from Singapore by a short bridge. It offers a unique blend of leisure and recreational experiences including family attractions, heritage sites, cultural attractions, sandy beaches, rainforest, water sports, golf courses, resort hotels and residential areas.

In 2011, following ten years of mixed results, a new master plan review was initiated for Sentosa Island Developments. The project enabled a more accurate assessment of the island and its potential and work is continuing to develop Sentosa into a successful and profitable tourist attraction.

How Vision XS added value: Vision XS was appointed to evaluate the current operations from a customer point of view, carrying out market and psychographic analysis of what will become a major tourist destination in the Asia-Pacific Region.

Impact: Working alongside the Master Planner, Vision XS fed the outcomes of our research into the design process which has ensured a fit for purpose development programme and master plan. X-Mod helped improve the mix on site and guide the master planners in terms of visitor flow.



London Paramount Resort

Market Study, X-mod and Preliminary Master Plan

The project: London Resort Company Holdings (LRCH) has the vision to create a world class entertainment destination, the first of its kind in the UK. London Company Resort Holdings 'LRCH' holds a license with Paramount Pictures for the UK rights to use its movies in a resort consisting of a theme park, water park, hotel district and entertainment street.

How Vision XS adds value: Vision XS has been the leading consultancy in the project. It was our Vision and Business planning that started the project.

Impact: In December 2012, Vision XS completed the Market Stage by: identifying the site, leading concept development, finalising the market viability study, reaching agreement with Paramount Pictures Licensing. This included undertaking a high level master planning exercise and achieving local political support. Vision XS has been retained by LRCH to be the strategic leading consultancy in the next stages of the development from Business Plan Optimisation to Master Planning, Build and Operations.



- Entertainment Resort**
- Resort area is c.40 hectares (c. 111 acres)
 - Multiple Zones: Adventure Isle, Land of Legends, Cartoon Circus, Starline Command, Action Square, Post Paramount, Entertainment City
 - State of the art technology maintaining visitor experience shortening queues and increasing per hour activity
 - A 2000 seat theatre with regular West End Quality shows
 - 11,000 sqm of exhibition space showcasing the very best of British inventors and brands
 - Over 11,000 restaurant covers in a variety of food outlets
 - 15,000 sqm of retail space
 - A leisure area with regular live entertainment
 - A cinema and comedy venue
- Events Space**
- Circa 20,000 sqm of indoor event space to host conferences, musical and sporting events
 - The site offers an amazing venue to launch a new blockbuster movie showing the new film to over 30,000 on its release night
 - State of the art exhibition and conference facilities
- Water Park**
- The largest indoor water park in Europe
 - Indoors to allow visitors to enjoy it all year round
- River Access**
- River access for the whole community through the Swanscombe Peninsula
- Hotels**
- A range of hotels with a combined total of circa 5,000 on-site bedrooms
- Creative Industry Hub**
- Creative business space to provide a central hub for the UK creative industry
 - This could include studio space, workshops etc.
- Other**
- Staff training academy providing on the job experience and understanding offering new generations a wide range of opportunities
- LRCH has appointed Formis to design the residential and hotel London Paramount project, with a focus upon the close integration with a surrounding new as well as existing communities.**
- The new Formis brand of the UK's leading masterplanners and has been well received. Formis is pleased to be working in this area, in particular they are pleased to be working in partnership with the UK government for their long history of outstanding work in Kent and London.**



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Magic Planet - Dubai

What the project was:

In 2010, MAF had asked Vision XS to use its knowledge of the Middle East market, data base and expertise to help develop a Five Year Roadmap for expanding its operations in the region. This required Vision XS to formulate a set of bespoke market and product evaluation tools for MAF in order to base the expansion strategy on solid research techniques.

What Vision did?

Our approach was to establish a simple region wide market assessment model that has identify city's whereby expansion or acquisition would be appropriate through looking at a number of business and experience parameters to evaluate potential headroom via a scoring system which is what we call The Matrix Process.

Impact

The Matrix Process enabled VXS and MAF management team to establish if a facility is worth looking at to purchase or whether a major city has room for a MAF product to prosper. Following the selection a 5 years Strategic Development Recommendations report was produced to help the roll out of the Magic Planet product throughout the region.



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Royal Museums Greenwich

Contact: Eleanor Harris, Director of visitor experience and enterprises

EHarris@rmg.co.uk



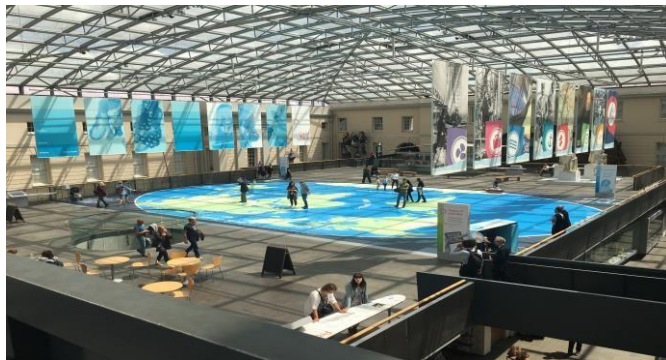
The project:

The Royal Museums Greenwich were looking to improve their pricing strategy, basing it on a more scientific approach formulated around the latest trends in visitor behaviour. The Museum wanted to understand the optimum price point for various paid attractions at Royal Museums Greenwich – which is comprised of Cutty Sark, Royal Observatory, National Maritime Museum and the Queen’s House - and the impact that pricing may have on the visitor numbers and the overall income levels.

How Vision XS added value:

Vision XS completed an initial site appraisal of the three attractions within the group and built into those key outputs a series of new attractions and components to test the business impact of potential new paid for attractions and the financial benefit of these. At the same time the impact of the additional paid for attractions was monitored in terms of visitor numbers, experience quality and overall site-wide strategy for ticketing and marketing.

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Royal Society for the Protection of Birds



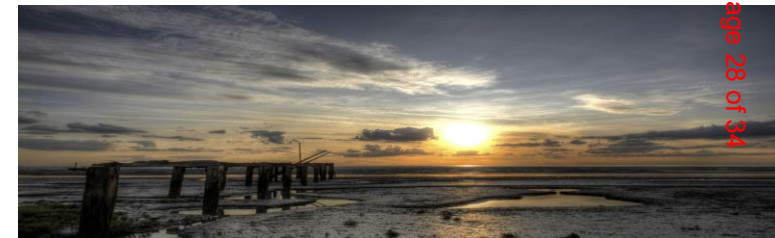
Contact: Melanie Owen Jones, Visitor Operations Development Manager
Melanie.OwenJones@rspb.org.uk

RSPB is well-known national nature charity with over 150 reserves throughout the British Isles. On hearing of Vision XS' work with National Trust, RSPB requested assistance with the assessment of 55 of their UK reserves to analyse market potential and opportunity for growth in visitor numbers, and income.

The Vision XS team worked with the Head Office team and individual sites to produce:

- Market model – resident and tourist, many of these based within national parks
- Investment Appraisal
- Visitor experience assessment
- Business modelling (multi-site)
- Development planning
- Visitor attraction surveying, data collection & experience evaluations

Vision XS completed the national business and experience strategy for all the sites which is now being implemented.



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World of Wine, Porto, Portugal

Contact: Paulo Guerra, Project manager, Fladgate group
paulo@worldofwine.pt

Value: Euro 100 million

The project:

The Fladgate Partnership group, which owns some of Porto's biggest wine brands such as Taylor's, Croft, Fonseca and Krohn, will invest 100 million euros in creating the World of Wine (WoW), which will occupy 30,000 square meters in the historic centre of Gaia, in the old port warehouses in Vila Nova de Gaia. The World of Wine is due to open in June 2020 and will include 5 interactive museums (experiences), 10 F&B outlets, a series of retail shops, a wine school, a space for temporary exhibitions and events and a car park with a capacity for 150 cars. It also envisages the creation of 350 permanent jobs, which will be in addition to the 150 planned during the construction phase.

How Vision XS added value: Vision XS was employed by the World of Wine team to offer specialist business planning support and visitor experience modelling to ensure there is connectivity between the business plan, its projected visitor numbers, the revenue streams and the quality and level of experience offered by the World of Wine.

Vision XS has used its industry expertise and employed its own methodology to verify and benchmark attendance forecast assumptions, visitor revenue assumptions and to check the overall capacity of the experiences and visitor flow incorporated in the architectural and exhibition design plans submitted by the World of Wine team.



Item 4.2 - Attachment 1 - Page 29 of 34

SS Great Britain



The project:

Brunel's SS Great Britain is one of the most important historic ships in the world. In 1970, SS Great Britain was returned to the Bristol dry dock where she was built.

Now listed as part of the National Historic Fleet, she is an award-winning visitor attraction and museum ship, based in Bristol Harbour and receiving around 200,000 visitors annually.

How Vision XS added value:

In 2017, Vision XS was appointed to evaluate the current operations from a customer point of view that included carrying out market and psychographic analysis of the visitor experience as well as developing a headline business development strategy. The research included - market analysis, market model, visitor experience development through testing new ideas, and a headline business plan.

As part of the Business Plan and Visitor Experience development process, Vision XS has used a scientific approach and its bespoke Visitor Experience Model (X-Mod) to test the perceived values of the experience and recommend a new income model and pricing strategy.



KidZania London



The project:

KidZania London is an experience for children aged between 4-14 years old, where they can choose from more than 60 real-life role-play adventures, teaching them essential life skills in a fun and safe environment.

How Vision XS added value:

In 2016, Vision XS was appointed by the CEO to evaluate the current operations and visitor experience using the Visitor Experience Model (X-Mod), to review the existing pricing strategy and seasons passes and to carry out tracking studies to understand visitors' behaviour and visitor journeys within the attraction.

As part of the assessment, Vision XS used a scientific approach and its bespoke Visitor Experience Model (X-Mod) to test the perceived values of the experience and recommend a new pricing strategy. The insight from the tracking studies helped the management to understand how different age group customers orientate on site, engage with the experiences, the activities and the amenities. Recommendations from the research have been used to improve visitor flow, engage parents more, organise staff operations and outline the pricing strategy for 2017.



Port Lympne Zoo

The project:

Tony and Vision XS were asked by the new CEO Bob O'Connor in 2008 to help out develop a plan for this zoo that was losing 1 million pounds a year. A strategic development plan and a business plan were developed with the management and the attendance tripled in the next five years to over 250,000. In the same time other income streams of accommodation including lodges, glamping and tree houses were developed which today account for around two thirds of profit and revenue. It is now one of the most profitable zoo per head of customer in the World.

FAQ'S

- Q: What is a Passport?
 - A: It's your annual ticket to a world of conservation, giving you unlimited entry to Port Lympne Reserve and access to exclusive benefits. Competitively priced, it's cheaper than any other wild animal park in Kent.
- Q: Do I have to pay extra for the safari?
 - A: For Passport, day entry ticket holders and groups, there is no additional charge.
- Q: Will I have to get on the safari truck?
 - A: No, you can do the walking route before boarding the safari truck at Basecamp. You can also get on a truck at Carnivore Territory.
- Q: Can I take a wheelchair on the track?
 - A: Yes, we have trucks that are able to accommodate a wheelchair. Please contact Gatehouse staff on arrival.
- Q: What is the feeding time at the Basecamp?
 - A: Please check the boards around the park for the feeding times and talk times.
- Q: Is there accommodation at the park?
 - A: There are lots of ways to stay, including a 4* hotel, glamping, pods, treehouses and a luxury cottage. Ring 0333 655 8876 for more information or download a copy of our brochure from the website.

Item 4.2 - Attachment 1 - Page 32 of 34



National Trust

A multi-site organisation with over 150 visitor attractions throughout the British Isles

How Vision XS added value:

- Market model
- Visitor experience staff training
- Business modelling (multi-site)
- Development planning
- Business streamlining
- Visitor attraction surveying, data collection and experience evaluations
- Visitor journey modelling





vision

the experience specialists

Vision XS Ltd
The Old Counting House
82E High street,
Wallingford,
OX10 0BS
United Kingdom

Key Contact

Tony Sefton
tony@visionxs.co.uk
07798650161

Diana Margarido
diana@visionxs.co.uk
01491 528900



IAAPA
MEMBER

Jordan Ruegg

From: cory ollikka
Sent: June 23, 2020 8:27 PM
To: Tony Sefton
Cc: jordan ruegg; Kyle Schole; Diana Margarido; brenda adamson
Subject: RE: Ongoing Involvement and Fees

Hi Tony,
Thanks for this.
It sounds reasonable to me.
I will run it past our internal committee (not the one with the politicians as yet...).
Hope to have direction by the next meeting.... But we are playing a lot of triage in the last weeks...
Hope you are well!
CRO

Cory Ollikka

B.Ed., GCPM

Chief Administrative Officer

Smoky Lake County

780-656-3730 W.

780-650-5005 C.

From: Tony Sefton <tony@visionxs.co.uk>
Sent: Monday, June 22, 2020 4:44 AM
To: cory ollikka <collikka@smokylakecounty.ab.ca>
Cc: jordan ruegg <jruegg@smokylakecounty.ab.ca>; Kyle Schole <kschole@smokylakecounty.ab.ca>; Diana Margarido <Diana@visionxs.co.uk>
Subject: Ongoing Involvement and Fees

Hi Cory,

As discussed here are my thoughts on how I can continue to support getting the strategy up and running. I have split this into short term and long term.

Short Term – up to Jan 2021

I can continue to chair the steering group meetings and a couple of meetings each week along with updating models. I would like to propose a split of time on this to be more reward related which would be:

\$5000 per month retainer + travel costs when needed

Plus 1% of what is raised from external funders to cover engagement time

Mid Term

I would like to be considered for a role on the board of the SLTC. This would \$60,000 a year plus any travel costs needed and would be paid from out of SLTC's budget.

Please let me know if this is agreeable and I will instruct our finance team accordingly.

Kind regards,
Tony Sefton
CEO



The Old Counting House
82E High Street
Wallingford
OX10 0BS

T: 01491 528900
M: 07798650161

Website: www.visionxs.co.uk
Twitter: @visionxsLtd

Proud Members of:



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STANDARD FORM OF AGREEMENT

BETWEEN
CLIENT AND CONSULTANT

THIS AGREEMENT made in duplicate the _____ day of _____ in the
year _____

by and between the Parties:

Smoky Lake County
P.O. Box 310
Smoky Lake, AB
T0A 3C0
Email: cao@smokylakecounty.ab.ca

and

The Town of Smoky Lake
56 Wheatland Avenue
Smoky Lake, AB
T0A 3C0
Email: cao@smokylake.ca

collectively hereinafter called the "Client"

and

Vision XS Ltd.
The Old Counting House
82E High Street
Wallingford
OX10 0BS
Email: tony@visionxs.co.uk

hereinafter called the "Consultant"

WHEREAS the Client desires that consulting services be rendered by the Consultant for the following project (the "Project"):

VICTORIA DISTRICT ECONOMIC DEVELOPMENT STRATEGY IMPLEMENTATION & LAUNCH

and as detailed in Schedule B - Project Description, annexed hereto.

NOW THEREFORE, the Client and the Consultant, for the consideration and upon the terms and conditions hereinafter named, **agree as follows**:

ARTICLE I. GENERAL CONDITIONS OF AGREEMENT

The General Conditions of Agreement, annexed hereto in Schedule A, form a part of this Agreement.

ARTICLE II. CONSULTING SERVICES

The Consultant will perform the services (the "Services") described in Schedule C - Scope of Services, annexed hereto.

ARTICLE III. FEE

The Client agrees to pay the Consultant the fees and charges as detailed in Schedule D - Fee Basis, annexed hereto, for furnishing the Services described in Article II.

ARTICLE IV. TERM OF AGREEMENT

This Agreement shall be in effect from July 1, 2020 to December 31, 2021. This Agreement may be amended and reviewed from time to time, as mutually agreed upon by the Client and the Consultant.

ARTICLE V. ENTIRE AGREEMENT

This Agreement, including Schedules A, B, C and D annexed hereto, constitutes the sole and entire agreement between the Client and Consultant relating to the Project. This Agreement may be amended only by written instrument signed by both the Client and the Consultant. This Agreement is for the exclusive benefit of the Parties signatory thereto. It does not create a contractual relationship with or exist for the benefit of any third party, including contractors, subcontractors and their sureties.

IN WITNESS WHEREOF the Parties hereto have duly executed this Agreement.

Smoky Lake County

Authorized Signatory: _____ Title: _____

Witness: _____ Title: _____

Town of Smoky Lake

Authorized Signatory: _____ Title: _____

Witness: _____ Title: _____

Vision XS Ltd.

Authorized Signatory: _____ Title: _____

Witness: _____ Title: _____

**SCHEDULE A
GENERAL CONDITIONS OF AGREEMENT**

The following provisions, terms and conditions shall apply hereto:

1.0 DEFINITIONS

- 1.1 Agreement:** This form; the Standard Form of Agreement between Client and Consultant, including any and all Schedules annexed hereto.
- 1.2 Additional Services:** Services required of the Consultant, which are outside the scope of Services defined in this Agreement and for which the Consultant will be additionally compensated by the Client.
- 1.3 Contract Term:** The period from the execution of this Agreement to the projected completion date of the Work as agreed to between the Client and the Consultant.
- 1.4 Project:** The Project described in the recitals to the Agreement.
- 1.5 Services:** The Consultant's Services as set forth in this Agreement, and the attached Schedules, including the totality of all the labour used or incorporated into the Project.
- 1.6 Subconsultant:** Any other technical specialist engaged directly by the Consultant in connection with the Project.

2.0 CLIENT'S RESPONSIBILITIES

- 2.1** The Client shall give due consideration to all charts, drawings, reports, and other information provided to the Client by the Consultant and shall render decisions in a timely manner so as not to delay the work of the Consultant.
- 2.2** The Client shall make available to the Consultant all relevant information or data pertinent to the Project which is required by the Consultant. The Consultant shall be entitled to rely upon the accuracy and completeness of all information and data furnished by the Client, including information and data originating with the Client's Consultants, whether such Consultants are engaged at the request of the

Consultant or otherwise. Where such information or data originates either with the Client or with the Client's Consultants, then the Consultant shall not be responsible to the Client for any consequences of any error or omission contained therein.

- 2.3** The Client shall designate in writing an individual to act as the Client's representative, such person to have complete and exclusive authority to transmit instructions to and receive information from the Consultant.

3.0 PAYMENT OF CONSULTANT'S FEE

- 3.1** The Client shall pay the Consultant as provided for in Schedule D of this Agreement. The Consultant's invoices are due and payable when presented. No deduction, holdback or set-off shall be made by the Client from the fee payable to the Consultant.

4.0 ADDITIONAL SERVICES

- 4.1** Should additional services not contemplated by this Agreement be necessary to complete the Project, a scope change must be proposed and mutually agreed upon by the Client and the Consultant prior to the commencement of said additional services.

5.0 TERMINATION OR SUSPENSION BY THE CLIENT

- 5.1** If the Consultant is shown to be in default in the performance of any of the Consultant's material obligations as set forth in this Agreement, then the Client may, by written notice to the Consultant, require such default to be corrected. If, within 30 days of receipt of such notice, such default has not been corrected or reasonable steps to correct such default have not been taken, the Client may, without limiting any other right or remedy the Client may have, immediately terminate this Agreement and make such settlement for the

**SCHEDULE A
GENERAL CONDITIONS OF AGREEMENT**

cost of the Services rendered and disbursements incurred by the Consultant pursuant to this Agreement and remaining unpaid as of the effective date of such termination.

5.2 If the Client is unable or unwilling to proceed with the Project, the Client may suspend or terminate this Agreement by giving 30 days written notice to the Consultant. Upon receipt of such written notice, the Consultant shall perform no further Services other than those reasonably necessary to suspend or close out the Project. In such event, the Consultant shall be paid by the Client for all Services performed and for all disbursements incurred pursuant to this Agreement, plus expenses incurred by the Consultant which are directly attributable to termination or suspension, including expenses reasonably and necessarily incurred in winding down the Consultant's Services under this Agreement.

5.3 If the Project or any part thereof is abandoned at any stage or if any stage of the Consultant's Services is unduly delayed for reasons beyond his control, the Consultant shall be entitled to payment as called for in this Agreement, including, if applicable, termination expenses.

6.0 TERMINATION BY THE CONSULTANT

6.1 If the Client is shown to be in default in the performance of any of the Client's material obligations set forth in this Agreement, including payment of the Consultant's fee as required herein, then the Consultant may, by written notice to the Client, require such default to be corrected. If, within 30 days after receipt of such notice, such default has not been corrected, the Consultant may, without limiting any other right or remedy he may have, immediately terminate this Agreement.

7.0 DISPUTE RESOLUTION

7.1 In the event of a dispute arising, the Client and the Consultant shall first use their best efforts to resolve the dispute or difference of opinion under or in connection with this Agreement by good faith amicable negotiations on a "without prejudice" basis, and shall provide frank, candid and timely disclosure of all relevant facts, information and documents to facilitate negotiations.

7.2 In the event of a dispute arising, and upon the request of either party, the Client and Consultant shall meet as soon as conveniently possible, but in no case later than thirty (30) days after such a request is made, to attempt to resolve such claim, dispute or controversy.

8.0 NOTICES

8.1 If All notices required by this Agreement to be given by either Party shall be given by email at the email addresses provided. All notices shall be deemed to be properly given and received once proof of receipt can be furnished by the sender.

9.0 SUCCESSORS AND ASSIGNMENT

9.1 This Agreement shall inure to the benefit of and be binding upon the Parties hereto, and except as hereinafter otherwise provided, their executors, administrators, and successors and permitted assigns.

9.2 Except as aforesaid, neither Party may assign this Agreement without the consent in writing of the other.

10.0 JOINT AND SEVERAL LIABILITY

10.1 Where the Client is a joint venture, partnership or consortium each member of such joint venture, partnership or consortium shall be jointly and severally liable for the obligations of the Client under this Agreement.

**SCHEDULE A
GENERAL CONDITIONS OF AGREEMENT**

arising out of this Agreement or the performance of this Agreement.

11.0 HOLD HARMLESS

11.1 The County shall indemnify and hold harmless the Town, its Councillors, directors, officers, employees, agents and representatives and each of them from and against, any and all liabilities, claims, suits or actions, costs, damages and expenses (and without limiting the generality of the foregoing, any direct or indirect losses, costs, damages and expenses of the Town or such individuals including costs as between solicitor and client) which may be brought or made against the Town or such individual or which the Town or such individual may pay or incur as a result of or in connection with any breach, violation or non-performance of any covenant, condition or agreement of this Agreement required to be fulfilled, kept, observed or performed by the County or any negligent act or omission of the County, its directors, officers, employees, agents and representatives in connection with or arising out of this Agreement or the performance of this Agreement.

11.2 The Town shall indemnify and hold harmless the County, its Councillors, directors, officers, employees, agents and representatives and each of them from an against, any and all liabilities, claims, suits or actions, costs, damages and expenses (and without limiting the generality of the foregoing, any direct or indirect losses, costs, damages and expenses of the County or such individuals including costs as between solicitor and client) which may be brought or made against the County or such individual or which the County or such individual may pay or incur as a result of or in connection with any breach, violation or non-performance of any covenant, condition or agreement of this Agreement required to be fulfilled, kept, observed or performed by the Town or any negligent act or omission of the Town, its directors, officers, employees, agents and representatives in connection with or

12.0 INSURANCE

12.1 The Client shall provide to the County's satisfaction, proof of professional indemnity insurance and employers' liability insurance.

**SCHEDULE B
PROJECT DESCRIPTION**

The Consultant will provide Services to complete the Project contemplated by this Agreement for the duration of the Project, mutually agreed upon as an 18-month term, retroactively commencing on July 1, 2020, to the Client based on this Standing Offer Agreement. The Services include, but are not limited to the following:

- Development of business models to facilitate funding of the Victoria District Economic Development Strategy through a range of sources (social enterprise, crowd-funding, equity, debt and other forms of funding);
- Work with potential partners to develop signature tourist attractions that will comprise part of the Victoria District Economic Development Strategy; and
- Any other tasks that the Client and the Consultant mutually agree that the Consultant will perform. The Client will require a scope change to be mutually agreed upon by the Client and the Consultant prior to the commencement of any additional tasks not contemplated by this Agreement.

SCHEDULE C
SCOPE OF SERVICES

The Consultant is to provide the following Services to the Client as the need is identified:

- Attend and lead Steering Group Meetings, including the preparation of Meeting agendas;
- Meet with prospective owners/operators of potential signature tourist attractions;
- Update and develop the business models as projects progress, change or are added;
- Identify and meet with potential sources of funding and make initial contact with these sources;
- Keep and maintain the funding register;
- Provide feedback and strategic advice to the Client when needed;
- Attend legal meetings as necessary to provide support and achieve alignment with the business models and Project goals; and
- Provide additional services as agreed upon by the Client and the Consultant.

**SCHEDULE D
FEE BASIS**

The fees for the Services contemplated under this Agreement shall be paid as follows:

- A monthly fee of \$5,000 CAD will be paid by the Client to the Consultant;
- Additional expenses incurred by the Consultant for the purposes of travel and accommodation must be authorized by the Client prior to payment. The Consultant shall provide a breakdown of the Consultant's travel expenses and itinerary to the satisfaction of the Client.

NUMBER: 4.3

DATE

Joint Town and County Meeting

December 16, 2020

TOPIC

Harvest Gold Drive Road Project in Smoky Lake.

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BACKGROUND

June 8, 2017, Town of Smoky Lake Letter to Smoky Lake County:



PO Box 460, 56 Wheatland Avenue, Smoky Lake, AB T0A 3C
 Phone: 780-656-3674 Fax: 780-656-3675
 Email: town@smokylake.ca Website: www.smokylake.ca

June 8, 2017

Dear Cory,

Town Council has instructed me to work with the Smoky Lake County administration to create options for a joint project on the access road to the Smoky Lake Car Wash and the Smoky Lake County Public Works Shop. In 2012, the County repaired the road with cold mix and paid for the project. The County currently maintains the road with patch repair and snow removal in order to have uninterrupted access to its heavy equipment yard but is in need of a more permanent solution as the road is in disrepair.

The Town and County administrators considered two options to upgrade the County/Car Wash access road as follows:

Option 1: Use a County contractor to pave with hot mix and split the cost 50/50.

Option 2: Town would pay 100% of the material and County to supply the labour and equipment and apply cold mix to the road.

Thank you for your consideration, I will be available to at your next council meeting at 10:30 a.m. to answer any questions.

Sincerely,

Adam Kozakiewicz
 CAO –Town of Smoky Lake

Response to the letter: June 15, 2017, County Council Motion #807-17:

That Smoky Lake County take no action to the letter request from Adam Kozakiewicz, Town of Smoky Lake Chief Administrative Officer, dated June 8, 2017, requesting the County's participation in a joint project to upgrade the access road: described as the road east of Highway 28 to Smoky Lake County's Public Works yard, going past the Carwash, between the lands legally described as Lots 13 & 14, Block 7, Plan 8721656, and NE-21-59-17-W4, within the Town of Smoky Lake; and, because the County has deferred several of their own road projects to meet the 2017 budget constraints and cannot undertake additional projects at this time; nor will the County provide any maintenance on the said road.

June 13, 2019, Town of Smoky Lake Letter to Smoky Lake County:

June 13, 2019

Email: colliikka@smokylakecounty.ab.ca
lcieilin@smokylakecounty.ab.ca

Smoky Lake County
Attn: Council and CAO
P.O Box 310
Smoky Lake, AB. T0A 3C0

Dear Smoky Lake County Reeve, Council and CAO,

Re: Town of Smoky Lake Road Replacement Project - Harvest Gold Drive (North corner of the Shell Gas Station) to the Smoky Lake County Public Works Shop (West side entrance)

The road located on Harvest Gold Drive to the West entrance of the Smoky Lake County Public Works Shop has been in disrepair for quite some time and requires a complete refurbishment.

The Town is requesting a joint venture to collaborate with the County to assist with the preparation of the road prior to paving. This would require use of County equipment, labour and perhaps some material to create a base for the asphalt. The road is approximately 1,100 square meters.

The Town of Smoky Lake has committed to fund the cost of the asphalt along with the paving construction and would like to complete the project by August 31, 2019.

Please contact me at the office (780) 656-3674 or cell (780) 603-4565 if you have any questions.

Sincerely,

TOWN OF SMOKY LAKE

Per:



Adam Kozakiewicz
Chief Administrative Officer

AK/cl

Enc: A map of the project area.

June 27, 2019, County Council Meeting Motion #910-19:

That Smoky Lake County provide, as part of municipal cooperation, in kind assistance to the Town of Smoky Lake of equipment, manpower and material to create a road base in preparation of paving approximately 1,100 square meters of Harvest Gold Drive at an estimated cost in the amount of \$4,475.00, in response to the letter received from Adam Kozakiewicz, Chief Administrative Officer, Town of Smoky Lake, dated June 13, 2019.

October 15, 2019, Town of Smoky Lake Motion #700-19:

MOVED by Councillor Kotylak that the oral report given by Ed Shepel from Spectre System regarding an update on approved paving projects not completed in the Town of Smoky Lake and explained that due to weather conditions the paving projects will be postponed till Spring 2020 with a guarantee that costs will remain as quoted (no increase) unless there is an extreme increase in the cost of oil, be accepted for information.

June 2, 2020, Town of Smoky Lake Motion #311-2020:

MOVED by Councillor Makowichuk that Town of Smoky Lake accept the oral report presented by Eddie Shepel, from Spectre Systems regarding the paving schedule to begin middle of June, weather permitting, for the upcoming approved paving projects in the Town of Smoky Lake.

August 18, 2020, Town of Smoky Lake Motion #519-2020:

MOVED by Councillor Makowichuk that Town of Smoky Lake Administration work with Smoky Lake County and Spectre Systems to discuss options to resolve the extra costs of asphalt for the paving located on Harvest Gold Drive, due to the road base deficiency.

September 1, 2020, Town of Smoky Lake Motion #576-2020:

MOVED by Councillor Morton that Town of Smoky Lake direct Administration to send an invoice to Smoky Lake County in the amount of \$50,000.00 to cover the cost of the extra preparation / base work that was done by Spectre Systems to pave the stretch of road located on Harvest Gold Drive (from the Car Wash to Smoky Lake County Public Works Shop) in Smoky Lake; and Administration provide the County with a copy of Spectre Systems invoice #1062, Contract #20-01-251D, and progress report, work completion to August 23, 2020; in reference to Smoky Lake County Motion No. 910-19: That Smoky Lake County provide, as part of municipal cooperation, in kind assistance to the Town of Smoky Lake of equipment, manpower and material to create a road base in preparation of paving approximately 1,100 square meters of Harvest Gold Drive at an estimated cost in the amount of \$4,475.00, in response to the letter received from Adam Kozakiewicz, Chief Administrative Officer, Town of Smoky Lake, dated June 13, 2019.

October 21, 2020, Town of Smoky Lake Letter to Smoky Lake County:

October 21, 2020

Smoky Lake County
Attn: Reeve, Council and CAO
Box 310
Smoky Lake, AB T0A 3C0

Re: Town of Smoky Lake Road Replacement Project - Paving Harvest Gold Drive (North corner of the Shell Gas Station) to the Smoky Lake County Public Works Shop (West side entrance).

Dear Smoky Lake County Reeve, Council and CAO,

The Town of Smoky sent a letter to Smoky Lake County, dated June 8, 2017 requesting Administration to create options for a joint project to repair and pave the access road from the Shell Gas Station to the Smoky Lake County Public Works Shop on Harvest Gold Drive in Smoky Lake. Smoky Lake County Council made a Motion (No. 807-17) at the June 15, 2017 Council meeting to take no action with the Town's request due to budget constraints and deferred road projects in the County.

The Town sent another letter request to Smoky Lake County, dated June 13, 2019 to assist with the preparation of the said road. Smoky Lake County Council made the following motion at the June 27, 2019 Meeting:

Motion 910-19: That Smoky Lake County provide, as part of municipal cooperation, in kind assistance to the Town of Smoky Lake of equipment, manpower and material to create a road base in preparation of paving approximately 1,100 square meters of Harvest Gold Drive at an estimated cost in the amount of \$4,475.00, in response to the letter received from Adam Kozakiewicz, Chief Administrative Officer, Town of Smoky Lake, dated June 13, 2019.

This motion indicated an estimate of \$4,475.00 that was provided by Doug Ponich, Manager of Public Works of Smoky Lake County, not the Town.

The Action List from the June 27, 2019 County Council Meeting confirms the reclamation had been completed on July 17, 2019. The Town did not receive any confirmation and was unaware it had been completed.

With the decline in weather conditions, Town Council made the following motion at the October 15, 2019 Regular Council meeting: *Motion 700-19: MOVED by Councillor Kotylak that the oral report given by Ed Shepel from Spectre System regarding an update on approved paving projects not completed in the Town of Smoky Lake and explained that due to weather conditions the paving projects will be postponed till Spring 2020 with a guarantee that costs will remain as*

quoted (no increase) unless there is an extreme increase in the cost of oil, be accepted for information.

The following year, 2020, Town Council made the following motion at the June 2, 2020 Regular Council meeting: *Motion No. 311-2020: MOVED by Councillor Makowichuk that Town of Smoky Lake accept the oral report presented by Eddie Shepel, from Spectre Systems regarding the paving schedule to begin middle of June, weather permitting, for the upcoming approved paving projects in the Town of Smoky Lake.*

Town Council made the following motion at the August 18, 2020 Regular Council meeting: *Motion No. 519-2020: MOVED by Councillor Makowichuk that Town of Smoky Lake Administration work with Smoky Lake County and Spectre Systems to discuss options to resolve the extra costs of asphalt for the paving located on Harvest Gold Drive, due to the road base deficiency.*

**** Enclosed: Timeline provided by Town Foreman, Billy McMullen with additional details of the communication between Spectre Systems, Town of Smoky Lake's Contractor and Mr. Doug Ponich, Smoky Lake County Public Works Manager.****

Town Council made the following motion at the September 1, 2020 Regular Council Meeting: *Motion 576-2020: MOVED by Councillor Morton that Town of Smoky Lake direct Administration to send an invoice to Smoky Lake County in the amount of \$50,000.00 to cover the cost of the extra preparation / base work that was done by Spectre Systems to pave the stretch of road located on Harvest Gold Drive (from the Car Wash to Smoky Lake County Public Works Shop) in Smoky Lake; and Administration provide the County with a copy of Spectre Systems invoice #1062, Contract #20-01-251D, and progress report, work completion to August 23, 2020; in reference to Smoky Lake County Motion No. 910-19: That Smoky Lake County provide, as part of municipal cooperation, in kind assistance to the Town of Smoky Lake of equipment, manpower and material to create a road base in preparation of paving approximately 1,100 square meters of Harvest Gold Drive at an estimated cost in the amount of \$4,475.00, in response to the letter received from Adam Kozakiewicz, Chief Administrative Officer, Town of Smoky Lake, dated June 13, 2019.*

The Town's invoice No. 20200178, addressed to Smoky Lake County in the amount of \$50,000.00, dated September 9, 2020 is enclosed with this letter, in reference to Town Council Motion #576-2020. If you have any questions or concerns, please contact me at (780) 656-3674.

Sincerely,

TOWN OF SMOKY LAKE

Per:



Adam Kozakiewicz
Chief Administrative Officer
AK/cl/jc

October 15, 2020

Paving Project: Harvest Gold Drive (Shell Gas Station to West Entrance of Smoky Lake County Public Works Shop) Timeline

The Smoky Lake County made a motion to prepare the base of the Car Wash Road [located on north end of Harvest Gold Dr.] for paving. As we all experienced last summer [2019] we had an unusual amount of rain through out which delayed or put some projects on hold till the following year of 2020.

During the Regular Town of Smoky Lake's Council meeting on October 15, 2019 the paving contractor, Ed Shepel of Spectre Systems who was in attendance recommended that all paving projects scheduled for the 2019 calendar year be postponed until 2020.

July of 2020, Spectre Systems started on the Town of Smoky Lake's postponed paving projects. I was in contact with Spectre Systems and discussed that the paving contractor be in contact with Mr. Ponich when Spectre Systems will be paving in front of 4923 Harvest Gold Dr. as the County is doing the base work on this project.

I received a phone call from my co-worker Dave Tkachuk he asked me if the County is doing the base work located in front of 4923 Harvest Gold Dr. I said yes, Spectre Systems told me he contacted Mr. Ponich and said they are close to moving to the road in question. Dave then told me on phone he just watched a county grader lightly grade the road. I called Spectre Systems to let him know and to come have a look and call Mr. Ponich which he told me he did when we spoke again later in the day.

The morning of the paving on Harvest Gold Dr. I received a phone call from Spectre Systems saying there is a problem. I picked up Adam and we drove over to the jobsite. It was brought to mine and Adams attention that the road that was confirmed the night before via phone call by Mr. Ponich was ready for paving was in fact not ready at all. As the road had deflections with paving equipment driving on it. Spectre Systems has asphalt waiting to be applied with more asphalt on its way. Spectre Systems called Mr. Ponich but was unsuccessful reaching him via phone to ask him why the base of the road was in the shape it was and not ready for paving as stated the evening before.

Adam called Mr. Ponich asking him to look at the road. Unfortunately, he was unavailable Adam had said. Spectre Systems discovered the road was disturbed only 6" down and no new material was added. A judgement call was made, with asphalt on jobsite and more on the way, to have Spectre Systems prepare the base by removing the soft material located at the base of the road and build a strong base using the asphalt on hand incurring an unforeseen cost of \$50,000.

Billy McMullen,
Public Works Foreman
Town of Smoky Lake



56 Wheatland Avenue, P.O. Box 460, Smoky Lake, AB, T0A 3C0
Telephone: (780) 656-3674 Fax: (780) 656-3675

IN ACCOUNT WITH: Smoky Lake County
Box 310
Smoky Lake, AB T0A 3C0

Invoice # 20200178
G.S.T # 108129826RT0001
Date 2020-Sept-09
Account # 28

AR Invoice

| Description | Price | GST | Extended |
|---|-------------|--------|-------------|
| <p>MOTION: 576-2020 MOVED by Councillor Morton that Town of Smoky Lake direct Administration to send an invoice to Smoky Lake County in the amount of \$50,000.00 to cover the cost of the extra preparation / base work that was done by Spectre Systems to pave the stretch of road located on Harvest Gold Drive (from the Car Wash to Smoky Lake County Public Works Shop) in Smoky Lake; and Administration provide the County with a copy of Spectre Systems invoice #1062, Contract #20-01-251D, and progress report, work completion to August 23, 2020; in reference to Smoky Lake County Motion No. 910-19: That Smoky Lake County provide, as part of municipal cooperation, in kind assistance to the Town of Smoky Lake of equipment, manpower and material to create a road base in preparation of paving approximately 1,100 square meters of Harvest Gold Drive at an estimated cost in the amount of \$4,475.00, in response to the letter received from Adam Kozakiewicz, Chief Administrative Officer, Town of Smoky Lake, dated June 13, 2019.</p> | \$50,000.00 | \$0.00 | \$50,000.00 |
| Subtotal | | | \$50,000.00 |
| Total GST | | | \$0.00 |
| Invoice Total | | | \$50,000.00 |

Due upon receipt.

October 29, 2020, County Letter to the Town of Smoky Lake:

Town of Smoky Lake
Attn: Mayor, Council and CAO

Sent Via Email: cao@smokylake.ca
hholowaychuk@smokylake.ca

October 29, 2020

RE: Harvest Gold Drive Reclamation Project

Town of Smoky Lake Mayor, Council and CAO,

The County is in receipt of your letter dated October 21, 2020, pursuant to the in-kind work undertaken by the County on Harvest Gold Drive in preparation for paving by the Town, and the Town's invoice #20200178 (in the amount of \$50,000) submitted to the County.

I provide the following for your consideration.

- 1) In my review of this matter, it became very clear that the scope of work to be undertaken by the County was not clearly outlined by the Town. This is particularly evident in the enclosures attached to your letter. Enclosure #1 references two options for the application of hot-mix pavement to the road. Enclosure #2 specifically references "...the County to assist with the preparation of the road prior to paving..." and further "perhaps some material to create a base for the asphalt...".
- 2) Enclosure #6 then provides a sketch of a road cross-section. This enclosure also specifies the Town's understanding of the scope of work as at October 21, 2020. This understanding (as shown on the enclosure) is a comprehensive reconstruction of the road.
- 3) Our records show that at the June 27, 2019 meeting, the County's understanding of the work was to undertake a reclamation of the existing coldmix and to add a small amount of gravel to firm up the road within localized softer spots. The understanding was that the road was to be prepared for immediate paving. The estimated cost for this work was approved at \$4,475. The work was requested by the County Council to be undertaken by the end of July, 2019.
- 4) The County was not advised by the Town as to the anticipated date the paving was to occur.
- 5) The prior practice was that the County would periodically maintain the road, which would include some patching.
- 6) The reclamation work completed by the County on July 17, 2019 were:
 - a. Scarify the existing base and recompact.
 - b. 47 m³ of gravel was added to the road to firm up localized soft spots.
 - c. Reclamation of the existing coldmix and relay on Harvest Gold Drive.
 - d. The base was proof-rolled with a loaded truck, and the base was firm at that time.

- 7) On October 15, 2019 the Town deferred the paving to spring of 2020. The paving was actually completed August 17, 2020, based on the information provided on Enclosure #7.
- 8) Prior to August 17, 2020, the County mobilized to provide additional reclamation work to the road, but found that there was a high moisture content in the road and surrounding area.

The County is particularly concerned the Town has taken a position of absolution of obligation and responsibility by simply deferring the paving portion of the project and then holding the unrealistic expectation that the road structure would somehow be sustained for over a year without paving, especially with the high precipitation experienced in 2020. In our discussion, there was a focus on the events immediately preceding the August 2020 work, but little consideration to the work the County had already completed.

The County also objects to the conclusion that the County is somehow now responsible or bound to the town for the reconstruction of subgrade, sub-base and base of Harvest Gold Drive. This issue is a clear example of a misunderstanding within the Town Administration as to the actual scope of work undertaken (reclamation) in July 2019 versus, as opposed to the work implied in prior discussions and the correspondence (as reclamation) and then later inferred to your latest 2020 letter (as a reconstruction).

The County, at all times sought to fulfill their role in the project as undertaking a reclamation of the coldmix as in-kind work as part of our ongoing municipal collaboration and cooperation efforts. It is my hope that, as a result of your letter and invoice, the Town and County will now have to migrate into more formalized arrangements to define scope, costs, schedule, pre-testing and unforeseen escalation as a result of unknowns.

I have been instructed to inform the Town that the County will decline to accept Invoice #20200178.



Gene Sobolewski,
Chief Administrative Officer

Cc. Smoky Lake County Reeve and Council
Brenda Adamson, Finance Manager, Smoky Lake County
Doug Ponich, Public Works Manager, Smoky Lake County
Crystal Letwin, Assistant CAO, Town of Smoky Lake

Motion 817-2020, Town of Smoky Lake Motion #817-2020:

MOVED by Councillor Morton that Town of Smoky Lake defer the letter from Gene Sobolewski, CAO Smoky Lake County regarding the Harvest Gold Reclamation Project in the Town of Smoky Lake, dated October 29, 2020 in response to the letter from Adam Kozakiewicz, CAO Town of Smoky Lake dated October 21, 2020, to the next Joint Town & County Council Meeting.

PROPOSAL

That Joint Councils discuss the Harvest Gold Drive Road Project: described as the road east of Highway 28 to Smoky Lake County's Public Works yard, going past the Carwash, between the lands legally described as Lots 13 & 14, Block 7, Plan 8721656, and NE-21-59-17-W4 with the following options to find a solution both parties can mutually agree upon:

Option #1 – Smoky Lake County pay Town of Smoky Lake Invoice #20200178, dated September 9, 2020 in the amount of \$50,000.00.

Option #2 – Town of Smoky Lake cancel Invoice #20200178, dated September 9, 2020 in the amount of \$50,000.00 billed to Smoky Lake County.

Option #3 – Smoky Lake County pay Town of Smoky Lake the sum of \$4,475.00 to assist with the extra costs associated with the base deficiency and additional asphalt needed for the Harvest Gold Drive Road, in reference to Smoky Lake County Motion #910-19: That Smoky Lake County provide, as part of municipal cooperation, in kind assistance to the Town of Smoky Lake of equipment, manpower and material to create a road base in preparation of paving approximately 1,100 square meters of Harvest Gold Drive at an estimated cost in the amount of \$4,475.00, in response to the letter received from Adam Kozakiewicz, Chief Administrative Officer, Town of Smoky Lake, dated June 13, 2019.

Option #4 – Entertain a discussion for additional options.

ACTIONS/RECOMMENDATIONS

That the Smoky Lake County and Town of Smoky Lake Joint Councils agree to Option #_____

| | | |
|----------------------------|------|---|
| NUMBER: 4.5 4.4 | DATE | Joint County and Town Meeting Deferred from November 18, 2020 to December 16, 2020 |
|----------------------------|------|---|

| | |
|-------|--|
| TOPIC | Smoky Lake Fire Department Storage Building |
|-------|--|

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BACKGROUND

- At the July 24, 2020 Smoky Lake Region Fire and Rescue Committee Meeting the following motion as passed:

Motion 44-20: "That the Smoky Lake Region Fire and Rescue Committee recommend each respective municipality determine a preferred funding formula for the cost of a Regional Fire Department Storage Building which would be built adjacent to existing fire hall in the Town of Smoky Lake, at a cost to not exceed the amount of \$400,000.00."

- At the August 5, 2020 Smoky Lake Town Council Meeting the following motion was passed:

Motion: 496-2020: "That Town of Smoky Lake agree on the cost sharing funding formula options No.1 and No.3 for the proposed Regional Fire Department Storage Building: Option No.1 - Based on a 60/40 Split: Smoky Lake County = \$240,000.00 and Town = \$160,000.00 and Option No.3 - Based on Population: Smoky Lake County = \$287,416.06 and Town = \$112,583.94 for a grand total amount of \$400,000.00; and Administration forward the preferred options to the Smoky Lake Regional Fire & Rescue Committee."

- At the August 18, 2020 Fire Protective Services Committee Meeting the following motion was passed:

Motion 992-20: "That Smoky Lake County Council approve a preferred funding formula for the proposed project: Smoky Lake Fire Department Storage Building, of 60% Smoky Lake County in the amount \$240,000.00 (Two Hundred Forty Thousand Dollars) and 40% Town of Smoky Lake in the amount of \$160,000.00 (One Hundred Sixty Thousand Dollars) for a total Project Cost of \$400,000.00 (Four Hundred Thousand Dollars), which may be built at a considered location adjacent to the existing fire hall in the Town of Smoky Lake."

PROPOSAL

- Smoky Lake County Emergency Services has completed research/needs assessment for the Smoky Lake Fire Department Storage Shed. **See A1 and A2**
- Smoky Lake County Emergency Services has provided 3 options for the Councillors to discuss.

Option 1

- The new storage building is to be located adjacent to the current fire hall on the south west side.
- The building size is 50' x 100' due to the lot size (only 70' wide) allowing space for the apparatus to park in front of the doors and not be on the street.
- Currently there is 2 satellite dishes, 1 – 50' tower, 1 Telus pedestal and spruce trees that would need to be removed and the Smoky Lake potable water truck fill needs be extended.
- The building blueprint need to be determined. **See A3 and A4**

Option 2

- Smoky Lake Fire Department build a new fire hall.
- Joint Council would have to decide on a location and concept before determining an accurate cost for the project. **See A5**

Option 3

- Smoky Lake Fire Department take over the current fire hall and public works department side of the building would allow enough space to park all fire apparatus inside.
- Smoky Lake County Emergency Services completed research in the past for living accommodations and office space which can be added on as a second level on the current building.
- The Town of Smoky Lake Public Works Department would have to relocate and a design and costs for the new building to be discussed jointly.

Option 4

- The Region Municipalities review the status of the Fire and Rescue Services for a regional concept which would allow Municipalities to save money in the future as this fire hall would respond to every call supporting the volunteers remaining in the district fire halls.
- Regionalization would identify 1 one fire hall as the primary engine to all scene in the region therefore only one engine would have to be replaced instead of three.
- Addition costs would come from staffing the regional fire hall.

LEGISLATION: Bylaw

- Smoky Lake County Bylaw 1311-18: Joint Operation Agreement: - Fire Protective Services
- Town of Smoky Lake Bylaw 001-18: Joint Operations Agreement – Fire Protective Services

REFERENCE INFORMATION:

FOR INFORMATION:

ACTION

NEXT STEP:

1. That Smoky Lake County and Town of Smoky Lake Councils approve an option or provide direction to joint administrations to proceed on a revised proposal.

Smoky Lake Fire Hall

| Description | Fire Hall Dimensions | Fire Apparatus Dimensions |
|------------------|----------------------|---------------------------|
| Rescue 407 Bay 1 | 37' x 16' | 26' 10" x 8' 4" |
| Engine 459 Bay 2 | 37' x 16' | 34' 8" x 8' 6" |
| Engine 405 Bay 3 | 37' x 12' | 32' 4" x 8' 7" |

Smoky Lake Fire Department Storage Building

| Company | CIA Building LTD | Vantage Building LTD | Eagle Builders |
|------------------------------------|--------------------------------|--------------------------------|-----------------------------|
| Dimensions | 50' x 100' | 50' x 100' | 10,338 sq/f |
| Construction | Stick build with 6" foundation | Stick build with 6" foundation | New Fire Hall |
| Building Cost | 425,000.00 | 475,000.00 - 525,000.00 | 210.00 - 215.00 sq/f |
| Electrical | included | included | Included |
| Building Permit | 2,500.00 | 2,500.00 | Included |
| Electrical Permit | 1,500.00 | 1,500.00 | Included |
| Plumbing Permit | 750.00 | 750.00 | Included |
| Gas Permit | 250.00 | 250.00 | Included |
| Asphalt pad | 15,000.00 | 15,000.00 | Not included |
| Install Heat (boilers) | 45,000.00 | 45,000.00 | Included |
| Install Overhead Heat | | | |
| Install Water | 16,200.00 | 16,000.00 | Location Needed |
| Install Sewer | 14,050.00 | 14,050.00 | Location Needed |
| Install Gas | 3,500.00 | 3,500.00 | Location Needed |
| Move Truck Fill | 3,500.00 | 3,500.00 | N/A |
| Move Telus Pedestal | 1,000.00 - 5,000.00 | 1,000.00 - 5,000.00 | N/A |
| Remove Statilites and Tower | No cost provide by Town | No cost provided by Town | N/A |
| Total = | 528,250.00 - 532,250.00 | 578,250.00 - 628,250.00 | 2,170,980.00 - 2,222,670.00 |

| Company | Goodon Industries LTD Opt1 | Goodon Industries LTD Opt2 | Goodon Industries LTD Opt3 |
|-----------------------------|---|--|--|
| Dimensions | 54' x 100' x 16' | 54' x 84' x 18' | 54' x 104' x 18' |
| Construction | Pole Shed with 5" floating floor | Pole Shed with 5" floating floor | Pole Shed with 5" floating floor |
| Building Cost | 225,000.00 | 208,000.00 | 244,000.00 |
| Electrical | 21,000.00 | 21,000.00 | 21,000.00 |
| Building Permit | 2,500.00 | 2,500.00 | 2,500.00 |
| Electrical Permit | 1,500.00 | 1,500.00 | 1,500.00 |
| Plumbing Permit | 750.00 | 750.00 | 750.00 |
| Gas Permit | 250.00 | 250.00 | 250.00 |
| Asphalt pad | 25,000.00 | 25,000.00 | 25,000.00 |
| Install Heat (boilers) | 45,000.00 | 45000 - Removed | 45000 - Removed |
| Install Overhead Heat | 14,000.00 | 16,000.00 | 16,000.00 |
| Install Water | 16,200.00 | 16200 - Removed | 16200 - Removed |
| Install Sewer | 14,050.00 | 14050 - Removed | 14050 - Removed |
| Install Gas | 3,500.00 | 3,500.00 | 3,500.00 |
| Move Truck Fill | 3,500.00 | 3,500.00 | 3,500.00 |
| Move Telus Pedestal | 1,000.00 - 5,000.00 | 1,000.00 - 5,000.00 | 1,000.00 - 5,000.00 |
| Remove Statilites and Tower | No cost provided by Town | No cost provided by Town | No cost provided by Town |
| Total = | 359,250.00 - 363,250.00 | 283,000.00 - 288,000.00 | 319,000.00 - 324,000.00 |
| | 5 Bays + Training Room / Office Concrete - \$11.66 / Square Foot | 5 Bays 12' x 16' Doors Storage Option Power, Heat, Floor Drain Concrete - \$11.66 / Square Foot | 6 Bays 12' x 16' Doors Storage Option Power, Heat, Floor Drain Concrete - \$11.66 / Square Foot |

Smoky Lake Fire Department Apparatus

| Fire Apparatus | Demensions | Description |
|-------------------|-------------------------|------------------------------------|
| Engine 405 | L-32'1" W-8'7" H-9'7" | 1998 Freightliner FL80 |
| Rescue 407 | L-26'10" W-8'4" H-8'10" | 2001 Ford F-550 |
| Command 410 | L-20' W-6'2" H-7' | 2015 GMC Sierra 2500 HD |
| Command 410A | L-20' 6" W- 6'6" H-7'2" | 2020 GMC Sierra 2500 HD |
| UTV 421 | L-12'5" W-6'3" H-5' | 2010 Polaris Ranger 6X6 |
| Command Post 414A | L-36'9" W-8'6" H-10'8" | 2009 Keystone Trailer |
| Rapid Attack 445 | L-18'10" W-8'6" H-8'7" | 1997 Ford F700 |
| UTV Trailer 454 | L-30' W-8'6" H-9'6" | 2012 Interstate Car Hauler Trailer |
| Command 458 | L-18'10" W-6'7" H-6'10" | 2002 Dodge Ram 1500 |
| Engine 459 | L-34'8" W-8'6" H-10'11" | 2014 Freightliner M2 |
| Rapid Attack 470 | L-22'2" W-8'1" H-8'4" | 2002 Ford F-550 |
| Rehab 488 | L-21'10" W-8'6" H-8' | 2005 Ford E-550 |



Phone (780) 632-3422

Fax (780) 632-6710

4723-45Av Vegreville Alberta

**Smoky Lake County
4612 McDougall Dr.
Smoky Lake, AB
T0A 3C0**

August 10, 2020

Attention: Scott Franchuk

**RE: This is a Class B Budget (+ or – 10%), built from similar previous projects
(This is not an actual quote)**

1. 1- 50x100x14 Building Extension
 - Concrete ICF grade beam foundation on screw piles
 - Wood construction
 - Metal clad on outside
 - Insulated and finished metal clad inside
 - Overhead doors, Concrete Floor
 - Electrical, Mechanical
 - Drawings and engineering

Total Price: \$475,000-\$525,000

Please note that the following items listed below are not included in the quoted price:

1. GST
2. Site Work and Site Services

Thank you, for the opportunity and considering us for your building needs.

Paul Ziprick,
Commercial, Agricultural, Sales
Vantage Builders Ltd.
Office-780-632-3422
Cell- 780-208-0255
paul.ziprick@vantagebuilders.ca

Scott Franchuk

From: Jesse Hawiuk <j.hawiuk@eaglebuilders.ca>
Sent: October 30, 2020 12:39 PM
To: Scott Franchuk
Subject: RE: Contact information
Attachments: Public Works Building.pdf

Scott.

As per our discussion yesterday, please see attached. For a building like this, I would safely budget between \$215-\$230SF dependent on amenities, size and finishes.

Kind regards,

Jesse Hawiuk | Business Development, Marketing
C. 403.896.4647 | O. 403.885.5525 | D. 403.885.8727
eaglebuilders.ca | j.hawiuk@eaglebuilders.ca | [LinkedIn](#)



From: Scott Franchuk <sfranchuk@smokylakecounty.ab.ca>
Sent: October 29, 2020 10:13 AM
To: Jesse Hawiuk <j.hawiuk@eaglebuilders.ca>
Subject: Contact information

Here is my contact information

Thanks

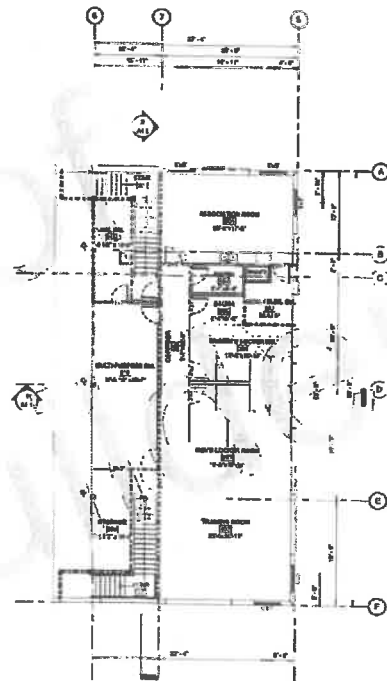


Scott Franchuk
Fire Chief/Primary Care Paramedic
Office: 780-656-3730
Fax: 780-656-3768

From: Jesse Hawiuk <j.hawiuk@eaglebuilders.ca>
Sent: August 31, 2020 2:48 PM
To: scott franchuk <sfranchuk@smokylakecounty.ab.ca>
Subject: Eagle Builders - Concrete Emergency Response Centers

Hi Scott,

Property of Eagle Builders



Second Floor Plan
1/2" = 1'-0"

Public Service Building



PRELIMINARY
NOT FOR CONSTRUCTION

aggregate
design studio ltd.

Second Floor Plan

A2.1

| | |
|----------------|------------------------|
| Project number | |
| Date | 2020-10-30 11:59:13 AM |
| Drawn by | |
| Checked by | |
| Scale | As Indicated |



Public Service Building



PRELIMINARY
NOT FOR CONSTRUCTION

aggregate
design studio ltd.

Exterior Render

A3.0

| | |
|-----------------|------------------------|
| Project Number: | |
| Date: | 2020-10-30 11:59:16 AM |
| Drawings: | |
| Checked by: | |
| Note: | As Indicated |



Public Service Building



PRELIMINARY
NOT FOR CONSTRUCTION

aggregate
design studio ltd.

Interior Render

A3.2

| | |
|-----------------|------------------------|
| Project number: | |
| Date: | 2020-10-30 11:59:16 AM |
| Drawn by: | |
| Checked by: | |
| Scale: | As Indicated |



Public Service Building



PRELIMINARY
NOT FOR CONSTRUCTION

aggregate
design studio ltd.

Interior Render

A3.3

| | |
|-----------------|------------------------|
| Project number: | |
| Date: | 2020-10-30 11:59:16 AM |
| Drawn by: | |
| Checked by: | |
| Scale: | As Indicated |



GOODON INDUSTRIES LTD.

Box 777, Boissevain, MB, R0K 0E0 Call Toll Free 1-800-665-0470

Phone: 204-534-2468 Fax: 204-534-2267 www.goodon.com

Scott Franchuk
Smoky Lake, AB
Ph: 780-656-3730
Cell: 780-650-5410
Em: sfranchuk@smokylakecounty.ab.ca

Quote#: 2008040A
Date: August 19, 2020
Quote valid for 30 days

Scott,

Based on our recent conversation, I am pleased to present you with a quote for material supply and construction on a 54'x100'x16' Laminated Post frame building. The specifications included in the quotation package are listed below.

Specifications:

- 4 ply 2"x 6" laminated poles with pressure treated bottoms @ 4' o.c.
- Commercial Engineered trusses @ 4' o.c.
- 28ga industry leading High tensile colored metal walls, colored metal roof
- 2"x 6" strapping on walls and 2"x 6" strapping on roof @ 2' o.c.
- 5 - 12'(W)x 14'(H) overhead door with R16 insulation, electric operator, side wall
- 4 - 3' insulated steel walk in door(s)
- 8 - Gable vents
- All hardware to complete

| | | |
|--|--------------|--------------------------------|
| Total delivered price - | \$112,000.00 | OPT #1 |
| Labor to erect - | Included | |
| Colored metal - | Included | |
| G.S.T. - | Extra | |
| Structural Blueprints - Commercial Design | Included | required by county for permits |
| 24" overhang with soffit add \$6,500.00 | | |

5" concrete floor with two sumps add \$62,000.00

Interior Insulation Package:

| | |
|--|--------------------|
| R28 walls, R50 ceiling | Price- \$44,500.00 |
| Vapor barrier, 2"x 4" strapping on walls | Labor- Included |
| White metal lining on walls and ceiling | |
| Attic Hatch | |

There may also be drywall requirements by code depending on location of building to property lines and/or other structures. Site plan and/or site visit would be required to determine the requirements.

NOTE. With a 20% deposit you will secure your spot for 2020 and lock in the price.

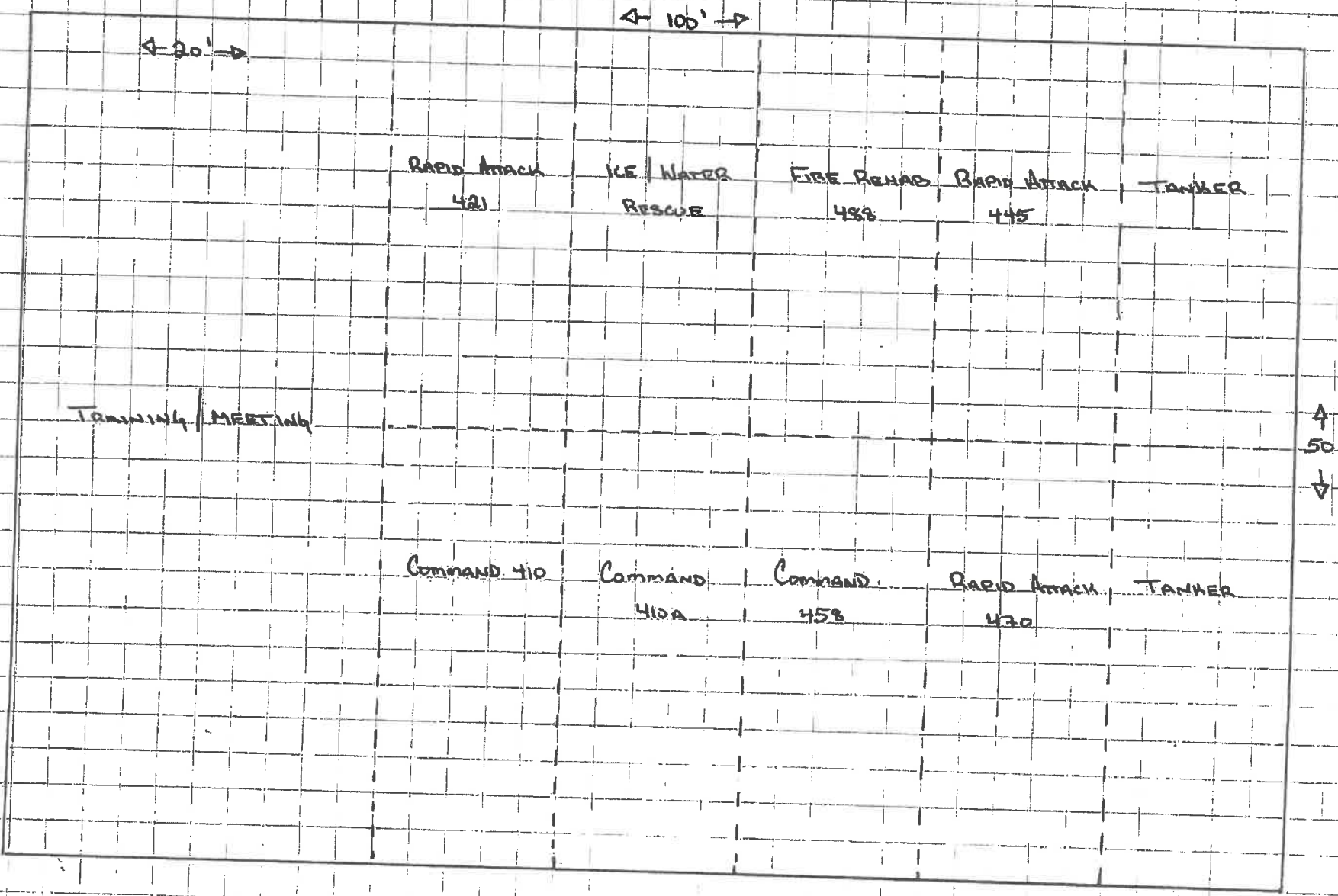
Alain Turcotte
Sales
Goodon Industries

Ph: (780) 975-3748
Fx: (780) 665-7050
Em: al@goodon.com

FIRE STORAGE BUILDING

GOODON OPT #1

54' x 100' x 16'





GOODON INDUSTRIES LTD.

Box 777, Boissevain, MB, R0K 0E0 Call Toll Free 1-800-665-0470

Phone: 204-534-2468 Fax: 204-534-2267 www.goodon.com

Dan Kotylak
Smoky Lake, AB
Ph: 780-656-0132
Fx:
Cell:
Em: dkotylak@telus.net

Quote#: 2012002
Date: December 1, 2020
Quote valid for 30 days

Dear Mr. Kotylak,

Based on our recent conversation, I am pleased to present you with a quote for material supply and construction on a 54'x84'x18' Laminated Post frame building. The specifications included in the quotation package are listed below.

Specifications:

- 4 ply 2"x 8" laminated poles with pressure treated bottoms @ 4' o.c.
- Commercial Engineered trusses @ 4' o.c.
- 28ga industry leading High tensile colored metal walls, colored metal roof
- 2"x 6" strapping on walls and 2"x 6" strapping on roof @ 2' o.c.
- 5 - 12'(W)x 16'(H) overhead door with R16 insulation, electric operator, side wall
- 4 - 3' insulated steel walk in door(s)
- 8 - Gable vents
- All hardware to complete

| | | |
|---|-----------------------|--------------------------------|
| Total delivered price - | \$155,000.00 | |
| Labor to erect - | Included | OPT # 2 |
| Colored metal - | Included | |
| G.S.T. - | Extra | |
| Structural Blueprints - Commercial Design | Included | required by county for permits |
| 54'x104' building with 6 OH doors, other options the same | \$178,000.00 | OPT # 3 |
| Interior Insulation Package: | | |
| R28 walls, R50 ceiling | Price- Included Above | |
| Vapor barrier, 2"x 4" strapping on walls | Labor- Included | |
| White metal lining on walls and ceiling | | |
| Attic Hatch | | |

There may also be drywall requirements by code depending on location of building to property lines and/or other structures. Site plan and/or site visit would be required to determine the requirements.

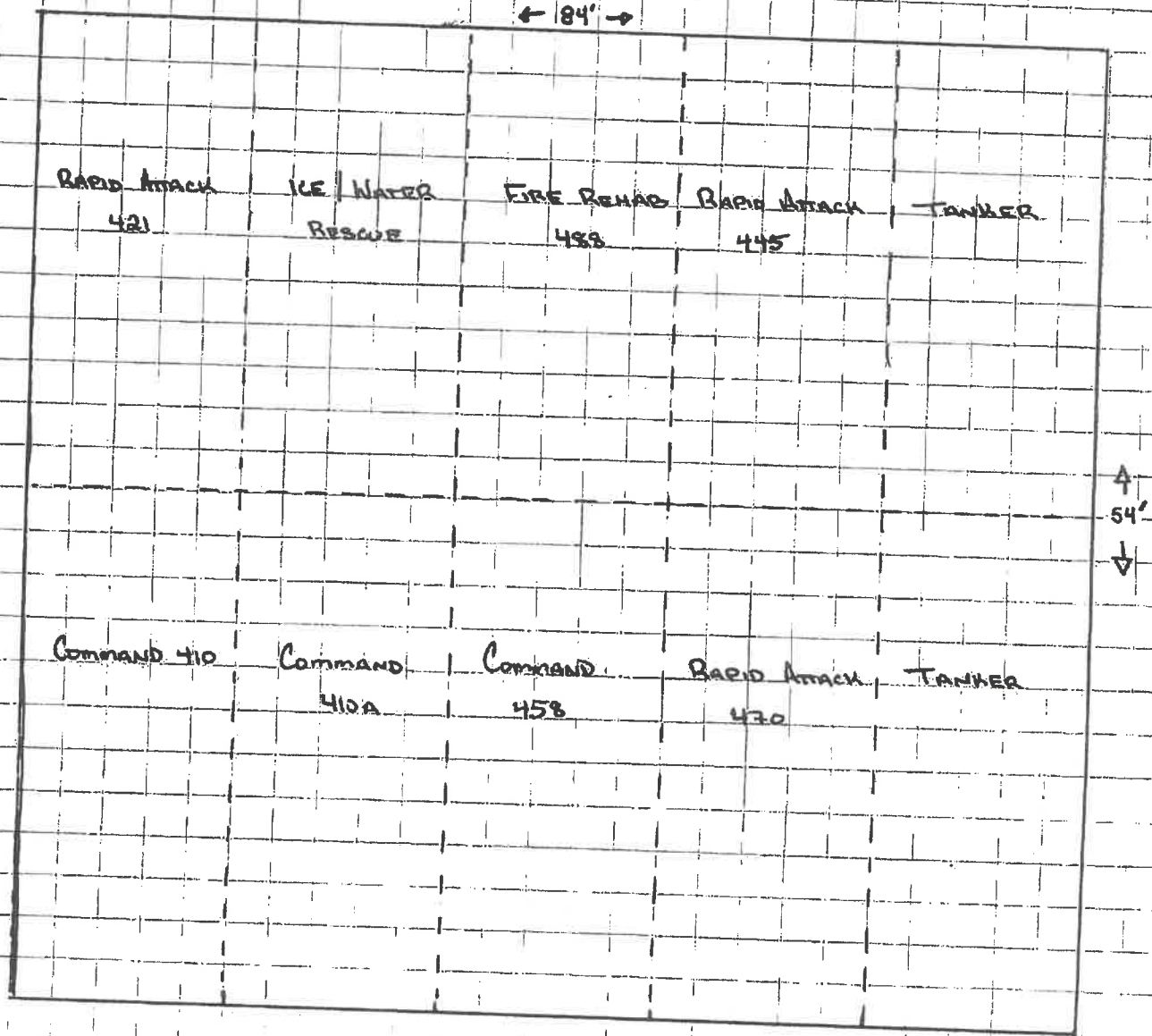
NOTE,

With a **20% deposit** you will secure your spot for 2021 and lock in the price.

| | |
|-------------------|--|
| Alain Turcotte | Ph: (780) 975-3748 |
| Sales | Fx: (780) 665-7050 |
| Goodon Industries | Em: al@goodon.com |

FIRE STORAGE BUILDING

GOODON OPT #2
54' x 84' x 18'



FIRE STORAGE BUILDING

GOODON OPT #3

54' x 104' x 18'

