

**TOWN OF BLACKFALDS  
ECONOMIC DEVELOPMENT & TOURISM ADVISORY COMMITTEE**

Civic Cultural Center – 5018 Waghorn Street  
Monday, February 2, 2026, at 7:00 p.m.

## **AGENDA**

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**1. WELCOME AND CALL TO ORDER**

- 1.1 Welcome & Introduction to New Members at Large
  - 1.2 Call to Order
  - 1.3 Receive Agenda
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**2. ACKNOWLEDGEMENT LAND**

- 2.1 *Treaty 6 Land Acknowledgement – In the Spirit of Truth and Reconciliation, the Blackfalds Economic Development & Tourism Advisory Committee acknowledges that we are on Treaty 6 territory, the ancestral lands of Cree, Saulteaux (So-toe), Blackfoot, Métis, Dene (De-nay) and Nakota Sioux (Sue). We acknowledge all the many First Nations, Métis, Inuit, and non-status peoples whose footsteps have marked these lands since time immemorial.*

*We recognize the inherent relationships Indigenous communities have with this land and its creatures and commit to supporting reconciliation and healing. We honour the resilience, culture, and contributions of Indigenous peoples, past and present.*

*As we gather, we pledge to listen, learn, and take meaningful action toward a future based on mutual respect and understanding as we continue on our journey of truth and healing. We recognize that reconciliation is not a single act but a lifelong journey—one that requires accountability, humility, and the centering of Indigenous voices.*

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**3. PRESENTATIONS**

None

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**4. BUSINESS**

- 4.1 Appointment of Chair and Vice-Chair
  - 4.2 Receive Minutes from December 1, 2025
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**5. REPORT FOR COMMITTEE**

- 5.1 RFC, EDO Winter Report December 2025-February 2026
  - 5.2 RFC, Central Alberta Tourism Alliance – Economic Impact Assessment
  - 5.3 RFC, Lacombe Tourism Association Campaign
  - 5.4 RFC, Let's Go Rural! High School & Post Secondary Event
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**6. DISCUSSION**

- 6.1 Round Table Discussion
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**7. CONFIDENTIAL**

None

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**8. ADJOURNMENT**

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**TOWN OF BLACKFALDS  
ECONOMIC DEVELOPMENT & TOURISM ADVISORY COMMITTEE**

Civic Cultural Centre – 5018 Waghorn Street  
Monday, December 1, 2025, at 7:00 p.m.

**MINUTES**

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**MEMBERS PRESENT**

Kala Pandit, Chair  
Cory Twerdoelib, Vice Chair  
Aaron Hoyte, Town of Blackfalds Councillor  
Robert Hogan, Member at Large  
Reina LeMieux, Member at Large  
Justine Loshny, Member at Large  
Denise Sumner, Member at Large  
Darlington Etaje, Member at Large  
Trent Kroetsch, Member at Large

**OTHERS ATTENDING**

Peter McGee, Economic Development Officer  
Lorrie Logan, Municipal Clerk II

**REGRETS**

Ray Olfert, Member at Large  
Christa French, Member at Large

**WELCOME AND CALL TO ORDER**

Chair Kala Pandit welcomed all guests attending and called the Economic Development & Tourism Advisory Committee Meeting to order at 7:03 p.m.

**RECEIVE THE AGENDA**

**MOTION:**

Member Trent Kroetsch moved That the Economic Development & Tourism Advisory Committee receive the Agenda for December 1, 2025, as presented. Vice chair Twerdoelib seconded the motion.

**TREATY 6 LAND ACKNOWLEDGEMENT**

A Land Acknowledgement was read to recognize that the Town of Blackfalds is on Treaty 6 Territory.

**PRESENTATIONS**

None



**TOWN OF BLACKFALDS  
ECONOMIC DEVELOPMENT & TOURISM ADVISORY COMMITTEE**

Civic Cultural Centre – 5018 Waghorn Street  
Monday, December 1, 2025, at 7:00 p.m.

**MINUTES**

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**BUSINESS**

**Approval of Minutes**

**MOTION:**

Member Denise Sumner moved That the Economic Development & Tourism Advisory Committee approve the Minutes from October 6, 2025, as presented. Seconded by Member Justine Loshny.

**REPORT FOR COMMITTEE**

**EDO Fall Report – October to December 2025**

Economic Development Officer, McGee gave a report on Activities and Events from October to December, 2025.

**EDO 2026 Work Plan Update**

Economic Development Officer, McGee gave a report on the Work Plan for the upcoming year in 2026.

**Terms of Reference Review**

The committee discussed and reviewed the new Terms of Reference.

It was noted that the Terms of Reference, Bylaw and meeting dates should be reviewed for the upcoming year.

**DISCUSSION**

**Thank You Dinner**

**Motion:**

Reina LeMieux moved the Economic Development & Tourism Committee meet for a Thank you Dinner at the Hitching Post on Friday January 9, 2026, at 5:30 p.m. Seconded by: Justine Loshny.

**Round Table**

The Committee discussed the potential establishment of an Entrepreneurial Education Sub-committee.

The Committee also discussed various strategies to attract visitors to recreation sites, trails, and points of interest within the Town.



**TOWN OF BLACKFALDS  
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**MINUTES**

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**ADJOURNMENT**

Chair Kala Pandit, adjourned the Economic Development & Tourism Advisory Committee Meeting at 8:10 p.m.

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Kala Pandit, Chair

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Lorrie Logan, Municipal Clerk II

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**MEETING DATE:** February 2nd, 2026  
**PREPARED BY:** Peter McGee, Economic Development Officer  
**SUBJECT:** **EDO Winter Update**

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## **BACKGROUND**

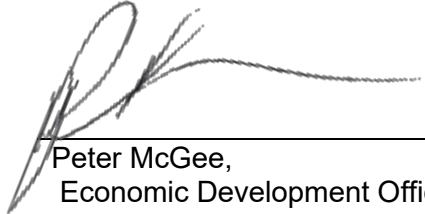
Comprehensive report detailing the initiatives undertaken by the Economic Development Officer during the period from Dec. 2025 to Feb 2026.

- Events
  - Blackfalds Business of the Year Awards (Dec 5)
  - Lacombe Chamber of Commerce Annual General Meeting (Dec 12)
  - Foundations of the Future: Central Alberta Collegiate RDP Hub Opening (Jan 26)
  - BILD Red Deer Connects – (Jan 28)
  - Tourism Advocacy Summit – (Feb 8 – 10) – (see attached)
- Completed the Economic Impact Assessment with Central Alberta Tourism Alliance
- Rural Entrepreneur Stream Meetings – 9 (6 – online & 3 - in person)

## **ATTACHMENTS**

- *Tourism Advocacy Summit Conference Plan 2026*

## **APPROVALS**



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Peter McGee,  
Economic Development Officer

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Author

## Tourism Advocacy Summit Conference Plan

### Basic Information

Website - <https://ttaa.silkstart.com/events/2026-alberta-tourism-advocacy-summit>

Dates – Feb 8 - 10

Location – Edmonton, ICE District

### Priority Sessions

#### February 8<sup>th</sup>

- Reception – 3<sup>rd</sup> Floor Foyer JW – 7:30 – 9:30pm

#### February 9<sup>th</sup>

- Breakfast – 8:00 am
- Tourism Advocacy Leadership Report – 8:15 am
- Panel – Tourism on the World Stage – 8:30 – 9:30 am
- What Tourism Leaders are Doing with AI – 10:00 – 11:00 am
- Alberta Economic Outlook – 11:00 – 12:00
- Sponsor content – 12:00 – 12:15
- Learning from Culture Research Project - 12:15 – 1:15pm
- Travel Alberta & Tourism & Sport Presentation – Shaping Tourism Landscape– 1:15 – 2:30 pm
- Break out – Meeting, Convention and Sport Tourism potential – 3:00 – 4:00pm
- Innovators Panel – Building the Local Tourism Economy
- Cocktail Hour – 5:15 – 6:00 pm
- Dine Around - 6:00 – 8:30 – Tourism Partner Dinners
- Tourism After Hours – 8:30 – 11:30 pm

#### February 10<sup>th</sup>

- Breakfast – 7:30 – 8:30
- Future of Tourism – The Aurora AI Advantage – 8:30 – 9:30
- Breakout – Redefining Paths to Growth in Tourism Careers - 9:30 – 10:30
- Panel Discussion – Future Proofing the Canadian Economy – 11:00 – 12:00
- Sponsor Content – 12:00 – 12:15
- Building Destinations That Matter – 12:30 – 1:30
- Panel Discussion – Building Destinations that Matter – 1:30 – 2:45 pm
- Wrap Up – 2:45 – 3:00 pm

### Purpose

Gain insight on best practices to use to leverage Tourism opportunities, like sport tourism, meeting and conferences attraction, and destination development in Blackfalds and region.

### Goals/Objectives/Tactics

1. Gather information on best practices to increase tourism's economic impact on Blackfalds.
  - a. Find and connect with other successful tourism corridor projects.
    - i. Attend networking events and find new contacts and colleagues from similar communities.
    - ii. Attend sessions based on building tourism products
    - iii. Find best KPIs and how to measure them in Blackfalds, specifically around events.

- b. Find resources (grants and programs) through the province and federal governments that can be beneficial to Blackfalds.
  - i. Attend sessions and gather material on grants offered to municipalities and tourism businesses.
  - ii. Gather information regarding training programs to share via newsletter to Blackfalds business community.
  - iii. Collect data to assist with identifying existing and potential tourism target markets.
- c. Find best practices using marketing and AI that may be implemented in Blackfalds.
  - i. Discover how municipalities and not-for-profit associations are using AI.
  - ii. Learn how tourism businesses are using AI effectively and share with business community.
- 2. Gain better understanding of provincial goals and ensure they align with Blackfalds plans and goals.
  - a. Get a better understanding of the new TDZ and the provincial goals to help align Blackfalds correctly to leverage these zones.
    - i. Connect with Travel Alberta staff to find out 2026 plans for TDZs and share Mural Corridor plans.
    - ii.
  - b. Understand the future plans in Alberta to meet 2030 goals and where Blackfalds can fit in these plans.
- 3. Look for educational and professional development opportunities.

Deliverables

- 1. SWOT Analysis on Event Tourism
- 2. SWOT Analysis on Tourism in Blackfalds
- 3. List of key contacts
- 4. Event report including
  - a. Available grants and programs
  - b. Important KPIs and how to measure them
  - c. Potential alignments with Provincial goals
- 5. Contact list

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**MEETING DATE:** February 2nd, 2026

**PREPARED BY:** Peter McGee, Economic Development Officer

**SUBJECT:** **Central Alberta Tourism Alliance - Economic Impact Assessment**

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## **BACKGROUND**

The Central Alberta Tourism Alliance (CATA), consisting of eight municipalities and counties, has been active for nearly ten years, primarily focusing on destination development and data collection. Each member contributes through an annual membership fee. In 2025, CATA secured a \$133,200 grant from the Northern Regional Economic Development Fund, managed by Alberta's Jobs, Economy, Trade and Immigration Ministry. This grant, combined with existing funds, increased the total budget to \$265,000, enabling a contract with The Conference Board of Canada (CBoC). CBoC's proposal utilized point-of-sale data from the eight regions to generate precise estimates of visitor metrics, including length of stay, expenditure patterns, and activity participation. This initiative improves understanding of tourism trends and supports strategic planning for regional economic growth, exemplifying CATA's commitment to leveraging data for destination development and regional prosperity.

## **Key findings**

- Tourism in Central Alberta brought in \$1 billion in 2024.
- Tourism created over \$900 million in the region's economy and brought in more than \$337 million in taxes for government.
- More than 7,500 jobs were supported by tourism across the country, with over 5,200 jobs directly in Central Alberta.
- The total economic impact of tourism in the 8 regions of Central Alberta is as follows:
  - Blackfalds tourism brought in \$18 million.
  - Tourism in Clearwater County and Caroline generated \$52 million.
  - The City of Red Deer tourism contributed \$328 million.
  - Innisfail tourism generated \$35 million.
  - Lacombe County tourism brought in \$65 million.
  - Red Deer County tourism contributed \$118 million.
  - Rocky Mountain House tourism generated \$35 million.
  - Sylvan Lake tourism brought in \$52 million.

## **Local Blackfalds Impact**

- Tourism spending in Blackfalds amounted to over \$21 million in 2024
- total employment supported by tourism was 96 jobs, or 1.7 per cent of total employment in Blackfalds.

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- total taxes supported by Blackfalds tourism was roughly \$6.9 million in 2024
    - 62.0 per cent) of these tax revenues went to the federal government
    - 25.3 per cent) went to the government of Alberta
    - 7.1 per cent went to Blackfalds, roughly \$163 thousand (2.4 per cent of total tax revenue)
  - (97.6 per cent) were Canadians visiting from outside of Blackfalds. The average length of stay for overnight tourism is roughly 2.1 nights per trip.
  - Roughly three quarters (74.1 per cent) of domestic trips originated from within the province of Alberta. (See Table 11.) Just short of one fifth (19.2 per cent) of trips originated from Alberta's neighbours, namely British Columbia, Saskatchewan, and Northwest Territories
  - Same-day trips outnumber overnight trips nearly 3 to 1
  - Tourism spending in Blackfalds amounted to roughly 21 million dollars in 2024.
  - Food and beverage was the largest portion of spending, accounting for 31.1 per cent of all tourism revenue. (See Table 14.) Vehicle operation was a close runner-up, accounting for 30.1 per cent of tourism spending.
  - Of all the regions in Central Alberta, Blackfalds is one of the most popular (relative to its tourist volume) during the winter months. Tourism peaks in the summer like the region at large, yet December welcomed almost as many visitors as July.
- 
- Tourism in Blackfalds brought in over \$21 million in 2024.
  - It supported 96 jobs, which is about 1.7% of all jobs in Blackfalds.
  - Tourism helped generate around \$6.9 million in taxes in 2024.
    - Most of these taxes, about 62%, went to the federal government.
    - About 25% of the taxes went to Alberta's government.
    - Blackfalds received roughly \$163,000, which is about 2.4% of the total taxes.
  - Most visitors (97.6%) were from outside Blackfalds, and they stayed about 2.1 nights on average.
  - About 74% of trips were from within Alberta, mostly from other parts of the province. Around 19% came from nearby regions like British Columbia, Saskatchewan, and the Northwest Territories.
  - Same-day visits were nearly three times more common than overnight stays.
  - Food and drinks made up the largest part of tourism spending, about 31.1%. Vehicle expenses were close behind, accounting for 30.1% of spending.
  - Blackfalds is popular for winter visits compared to other parts of Central Alberta. While tourism peaks in summer, December sees almost as many visitors as July.

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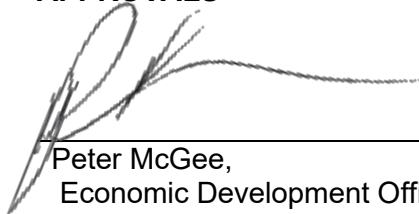
**RECOMMENDATIONS**

1. That the Economic Development & Tourism Advisory Committee members accept the results the Central Alberta Tourism Alliance – Economic Impact Assessment for Information.
2. That the Economic Development & Tourism Advisory Committee members advise to present this information to Council.

**ATTACHMENTS**

- *Economic Impact of Tourism in Central Alberta – January 2026*

**APPROVALS**



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Peter McGee,  
Economic Development Officer

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Author



# Economic Impact of Tourism in Central Alberta

Presented to the Central Alberta Tourism  
Alliance

Prepared by The Conference Board of Canada

January 2026

**The Conference  
Board of Canada**



# Contents

- **Overview of new method**
- **Summary of key EIA results**
- **Deeper look into tourism data**
- **Appendix with more detailed regional results**

# New data unlock sub-provincial tourism insights

## Traditional data fall short

- Surveys do not provide reliable sub-provincial insights.
- Sample size, recall error, and reporting bias limit local analysis.
- Same-day travel and visitor flows are poorly captured.

## New high-resolution tourism data

**Mobile phone geolocation** captures visitor flows, trip types, and origins.  
Provided by Environics Analytics.




**Point-of-sale transactions** capture tourism spending patterns at a granular local level.  
Provided by Moneris.

## Integrated data enable better measurement

Combining mobility and transaction data delivers a timely and granular view of local tourism activity, previously unavailable using traditional methods.

# Tourism is a major economic driver in Central Alberta, supporting nearly \$1B in GDP and 7,500 jobs in Canada

Most economic impacts are generated within Central Alberta

|   | Central Alberta | Alberta, total | Canada, total |
|---|-----------------|----------------|---------------|
|  Gross Domestic Product<br><i>\$ millions</i> | 540             | 719            | 900           |
|  Labour Income<br><i>\$ millions</i>          | 310             | 407            | 512           |
|  Employment<br><i>jobs</i>                    | 5,228           | 6,206          | 7,516         |

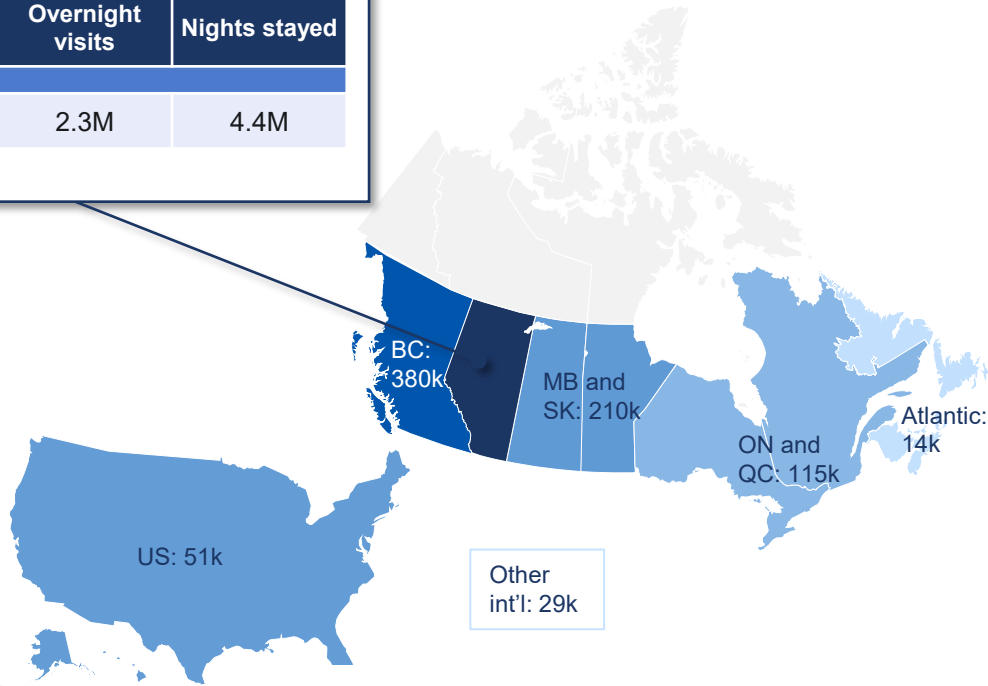
Tourism supports roughly **5%** of total employment in the Central Alberta region

**\$337M** in total tax revenues are generated, with **~85%** going to federal and provincial governments

# Most Central Alberta visits originate from Alberta

## Alberta

| Same-day visits | Overnight visits | Nights stayed |
|-----------------|------------------|---------------|
| 3.8M            | 2.3M             | 4.4M          |

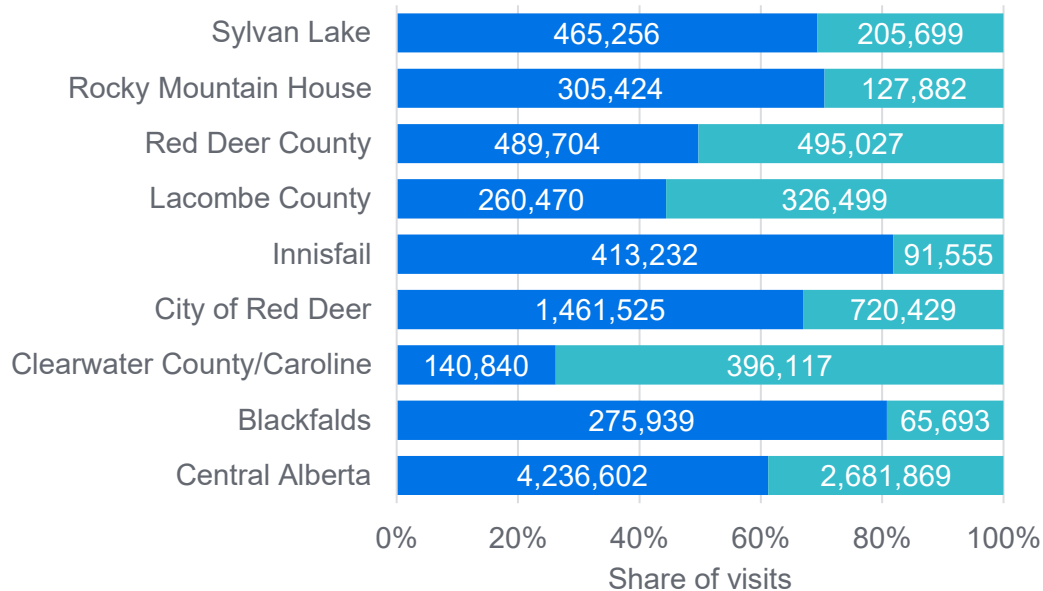


- **Albertans** accounted for over 90% of same-day visits and 85% of overnight visits.
- **U.S. visitors** accounted for less than 1% of same-day visits and just 1% of overnight visits.
- Tourists from the **United Kingdom** represented the largest share of other international visits.

# Tourism in Central Alberta is driven primarily by same-day visitors

## Visits by traveller type

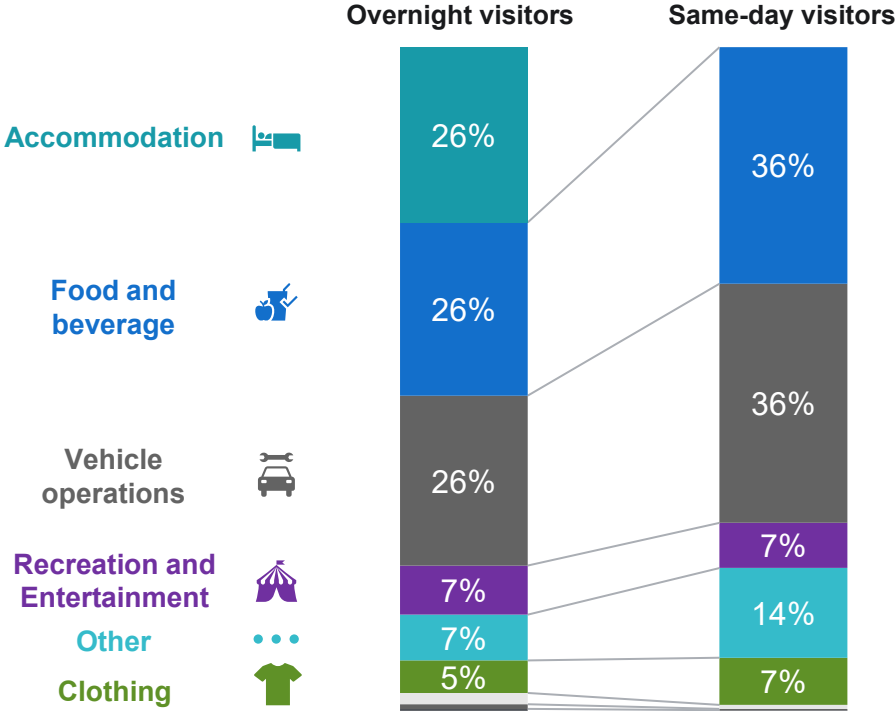
■ Same day visits ■ Overnight visits



- The **City of Red Deer** sees the most tourism traffic overall.
- Tourism to **Innisfail and Blackfalds** had the largest proportions of same-day travelers.
- Tourism to **Red Deer County, Lacombe County and Clearwater County/Caroline** had the largest proportions of overnight travelers.

# Overnight visitors spent significantly more than same-day travellers

Share of spending by visitor type

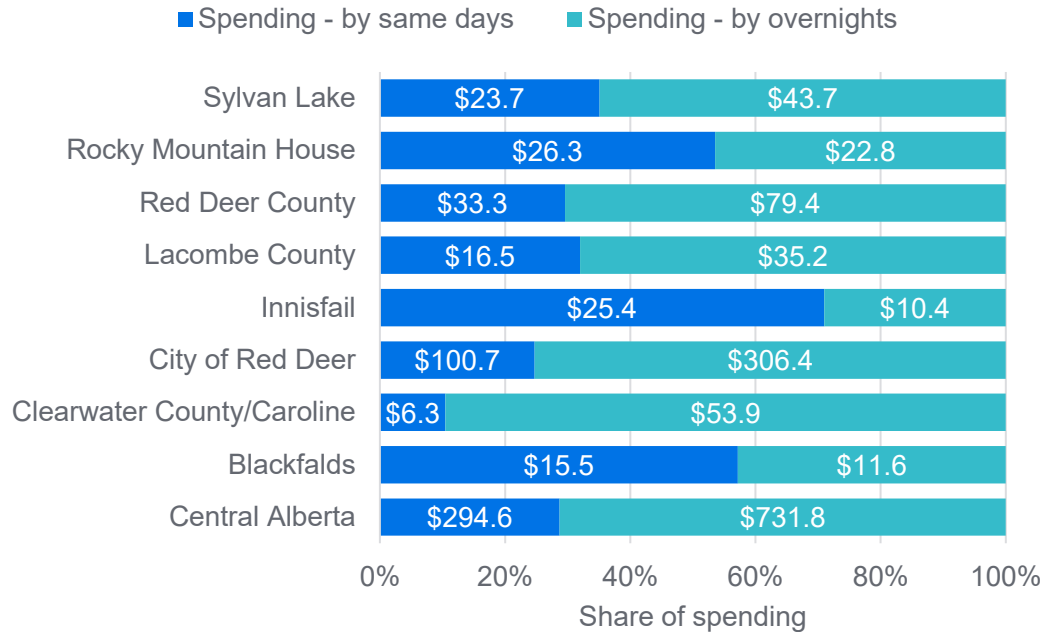


- Tourists spent over **\$1 billion** in the region in 2024.
- Spending by overnight travelers was spread across accommodation, vehicle operation, and food & beverage.
- Overnight visitors spent proportionately more on recreation and accommodation than same-day travelers.

Note: Other categories (Vehicle rental, Local Transportation and Commercial Transportation) not visible on the chart  
 Sources: The Conference Board of Canada, Moneris.

# Overnight visitors generated the majority of tourism spending

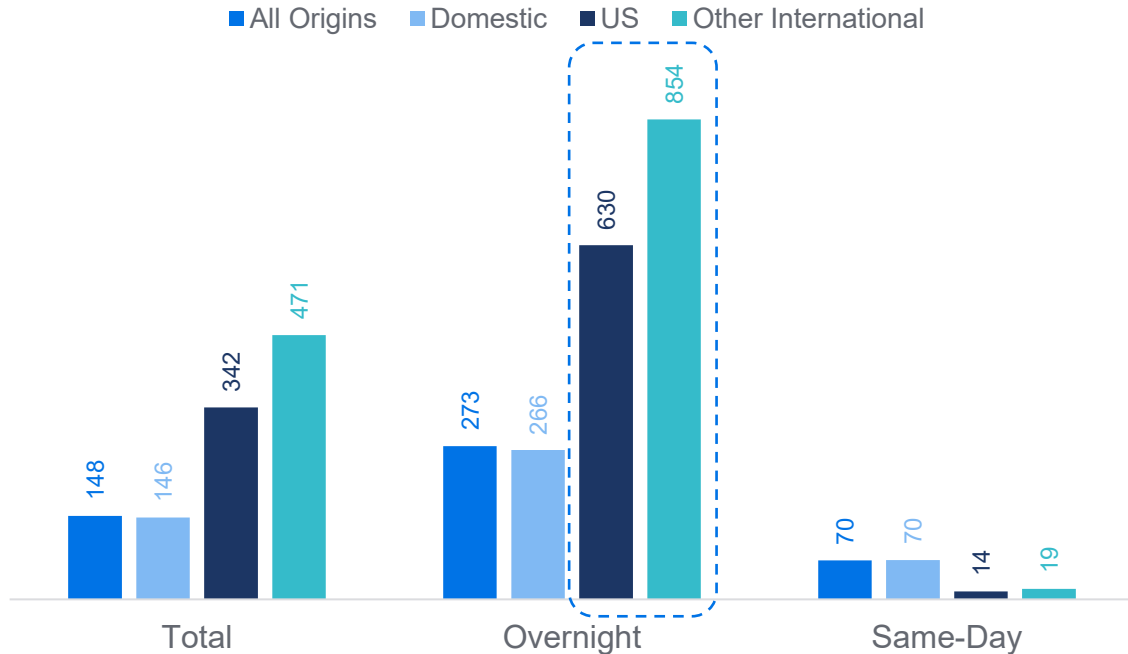
## Tourism spending



- Over **70%** of spending came from overnight travellers.
- Attracting more overnight tourists had a greater impact on revenues than attracting an equal increase in same-day travelers.

# Overseas travellers spent far more per visit than domestic or U.S. visitors

Total spending per visit by traveller origin



- Overnight visitors from the **U.S. and overseas** spent significantly more per trip than domestic travelers.
- International and U.S. visitors are therefore very valuable for the region's tourism sector.

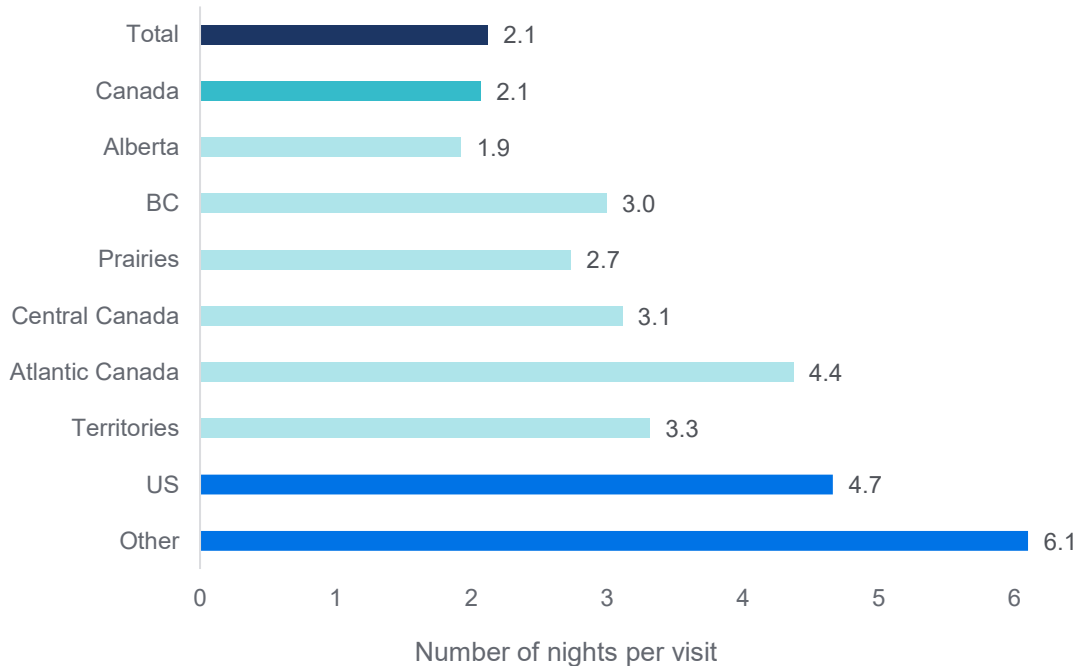


Unit: 2024 dollars

Source: The Conference Board of Canada, Environics Analytics, Moneris

# Visitors from farther regions spent more nights in Central Alberta

## Nights stayed per overnight visit to Central Alberta



- Visitors who traveled farther, especially from the **U.S. and overseas**, spent substantially more nights in the region.
- **Local and provincial** visitors typically made shorter “weekend-length” trips, averaging just under 2 nights.

# Appendix: Detailed regional results



# Blackfalds

## Tourism in Blackfalds added over \$23 million to Canadian GDP in 2024

(Total economic impact, 2024 Canadian dollars, thousands)

|                       | Blackfalds | Alberta, total | Canada, total |
|-----------------------|------------|----------------|---------------|
| GDP (\$ thousands)    | \$11,081   | \$18,341       | \$23,151      |
| Income (\$ thousands) | \$6,604    | \$10,354       | \$13,132      |
| Employment (jobs)     | 123        | 162            | 196           |

Source: The Conference Board of Canada

- Tourism to Blackfalds accounts for 2.6 per cent of the sector's total GDP impact across Central Alberta.
- Tourism supports just over 2 per cent of all jobs in Blackfalds.
- Over one third of all employment supported by tourism is in the non-tourism sector.
- Same-day tourism generated over half of all tourism revenue in Blackfalds.

# Clearwater County & Caroline

## Tourism in Clearwater County and Caroline generated \$54 million in GDP in 2024

(Total economic impact, 2024 Canadian dollars, thousands)

|                       | Clearwater County & Caroline | Alberta, total | Canada, total |
|-----------------------|------------------------------|----------------|---------------|
| GDP (\$ thousands)    | \$28,089                     | \$43,394       | \$54,020      |
| Income (\$ thousands) | \$16,349                     | \$24,753       | \$30,935      |
| Employment (jobs)     | 285                          | 373            | 451           |

Source: The Conference Board of Canada

- Tourism to Clearwater County and Caroline accounts for roughly 6 per cent of the sector's total GDP impact of across Central Alberta.
- The tourism sector accounts for almost 10 per cent of all jobs in Clearwater/Caroline.
- Nearly three quarters of employment in the tourism sector is in the accommodation sector.
- Average spending per visit is highest among U.S. visitors.

# City of Red Deer

## Tourism in Red Deer added \$359 million to Canadian GDP in 2024

(Total economic impact, 2024 Canadian dollars, thousands)

|                       | City of Red Deer | Alberta, total | Canada, total |
|-----------------------|------------------|----------------|---------------|
| GDP (\$ thousands)    | \$201,893        | \$287,153      | \$358,987     |
| Income (\$ thousands) | \$116,680        | \$163,086      | \$204,742     |
| Employment (jobs)     | 2,015            | 2,485          | 3,007         |

Source: The Conference Board of Canada

- Tourism to Red Deer accounts for almost 40 per cent of the sector's total GDP impact across Central Alberta.
- Tourism supports 4 per cent of total employment in Red Deer.
- The tourism sector accounts for 11 per cent of jobs in Red Deer.
- Tourists in Red Deer spend more per trip than anywhere else in Canada.

# Innisfail

## Tourism in Innisfail added \$30 million to Canadian GDP in 2024

(Total economic impact, 2024 Canadian dollars, thousands)

|                       | Innisfail | Alberta, total | Canada, total |
|-----------------------|-----------|----------------|---------------|
| GDP (\$ thousands)    | \$14,328  | \$23,522       | \$29,879      |
| Income (\$ thousands) | \$8,316   | \$13,283       | \$16,944      |
| Employment (jobs)     | 161       | 211            | 257           |

Source: The Conference Board of Canada

- Tourism to Innisfail accounts for 3 per cent of the sector's total GDP impact across Central Alberta.
- Tourism supports 4 per cent of the total employment in Innisfail.
- Same-day tourism generated over 70 per cent of all tourism revenue in Innisfail.
- Over half of the GDP impact of tourism was in the non-tourism sector.

# Lacombe County

## Tourism in Lacombe County added \$44 million to Canadian GDP in 2024

(Total economic impact, 2024 Canadian dollars, thousands)

|                       | Lacombe  | Alberta, total | Canada, total |
|-----------------------|----------|----------------|---------------|
| GDP (\$ thousands)    | \$21,305 | \$35,175       | \$44,445      |
| Income (\$ thousands) | \$13,275 | \$20,449       | \$25,871      |
| Employment (jobs)     | 247      | 322            | 390           |

Source: The Conference Board of Canada

- Tourism to Lacombe accounts for 5 per cent of the sector's total GDP impact across Central Alberta.
- Lacombe County's per-capita GDP impact of tourism is the highest in CATA.
- Tourism supports 4 per cent of all jobs in Lacombe.
- Transportation businesses are key employees in the Lacombe tourism sector, accounting for over 60 per cent of all jobs in the tourism sector.

# Red Deer County

## Tourism in Lacombe added \$99 million to Canadian GDP in 2024

(Total economic impact, 2024 Canadian dollars, thousands)

|                       | Red Deer County | Alberta, total | Canada, total |
|-----------------------|-----------------|----------------|---------------|
| GDP (\$ thousands)    | \$51,135        | \$78,896       | \$98,841      |
| Income (\$ thousands) | \$29,668        | \$44,870       | \$56,435      |
| Employment (jobs)     | 532             | 688            | 832           |

Source: The Conference Board of Canada

- Tourism to Red Deer County accounts for 11 per cent of the sector's total GDP impact across Central Alberta.
- Tourism supports 5 per cent of total employment in Red Deer County.
- Visit-type was fairly balanced between same-day and overnight visits.

# Rocky Mountain House

## Rocky Mountain House added \$42 million to Canadian GDP in 2024

(Total economic impact, 2024 Canadian dollars, thousands)

|                       | Rocky Mountain House | Alberta, total | Canada, total |
|-----------------------|----------------------|----------------|---------------|
| GDP (\$ thousands)    | \$20,437             | \$33,227       | \$41,944      |
| Income (\$ thousands) | \$11,831             | \$18,815       | \$23,850      |
| Employment (jobs)     | 223                  | 294            | 357           |

Source: The Conference Board of Canada

- Tourism to Rocky Mountain House accounts for 5 per cent of the sector's total GDP impact across Central Alberta.
- The tourism sector accounts for 7 per cent of all jobs in Rocky Mountain House.
- Tourism spending is balanced between same-day and overnight travelers.
- Over half of the GDP impact of tourism was in the non-tourism sector.

# Sylvan Lake

## Tourism in Sylvan Lake added \$59 million to Canadian GDP in 2024

(Total economic impact, 2024 Canadian dollars, thousands)

|                       | Sylvan Lake | Alberta, total | Canada, total |
|-----------------------|-------------|----------------|---------------|
| GDP (\$ thousands)    | \$30,360    | \$47,060       | \$58,980      |
| Income (\$ thousands) | \$17,607    | \$26,727       | \$33,637      |
| Employment (jobs)     | 316         | 410            | 496           |

Source: The Conference Board of Canada

- Tourism to Sylvan Lake accounts for 7 per cent of the sector's total GDP impact across Central Alberta.
- Tourism supports 4 per cent of total employment in Sylvan Lake.
- Over two thirds of employment supported by tourism was concentrated in the tourism sector.
- Tourism is heavily concentrated in the summer months.



Where insights  
meet impact

The Conference  
Board of Canada

[conferenceboard.ca](https://www.conferenceboard.ca)

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**MEETING DATE:** February 2nd, 2026  
**PREPARED BY:** Peter McGee, Economic Development Officer  
**SUBJECT:** **Lacombe Tourism Association Campaign**

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## **BACKGROUND**

In 2025 EDTAC undertook the 1<sup>st</sup> Annual Blackfalds Business Walk where close to 50% of all businesses were surveyed on 7 simple questions (see report attached). One of the key findings from the business walk was that businesses felt the Town could do a better job of marketing and promoting. A second finding was that the largest challenge for Blackfalds businesses that we could influence is lack of customers in the community. These two points can start to be addressed with a partnership with Lacombe Tourism.

At the end of 2025, EDO McGee purchased a package from Lacombe Tourism which includes the following:

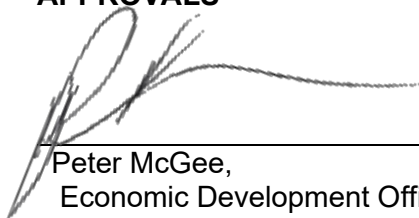
- Advertising Space in the 2026 Guide for 2-Page Community Spread
- Photography - for a community photo shoot
- Management and evaluation of Travel Media visits

This package will be used to address some of the community challenges mentioned in the Business Walk survey. This package will focus on Highway 2a and the mural corridor concept and will use the Driftscape app to measure the effectiveness of the campaign. With a goal of 1000 individual users between May and October.

## **ATTACHMENTS**

- *Highway 2A Corridor*

## **APPROVALS**



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Peter McGee,  
Economic Development Officer

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Author

## HIGHWAY 2A CORRIDOR

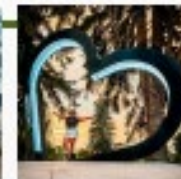
Time to slow down and take in all the Highway 2A Corridor offers while visiting the Lacombe Region!

What awaits? An alternate route running North and South - parallel to the QEII - connecting the City of Lacombe, the Lacombe County, and the Town of Blackfalds. Inviting you to trade in the busy freeway and immerse yourself in the local and regional history of the communities, discover culinary gems and shopping spots, visit murals and art installations, and take a breath of fresh air along the way with a wander of the numerous parks and trails!

For it's about more than just the destination, it's about the journey you chose on the way there. What's the rush?



The Trans Canada Trail system stretches between the two communities running along the 2A and through the Lacombe County, welcoming you to walk, roll, or bike! Expand your excursion with a stop at Lacombe Lake!



Key spots you need to visit while in the City of Lacombe include a stop by the World's Largest Fishing Lure, the Heart of Lacombe, and the historic downtown core filled with murals, boutique shops, and savoury eats!



Things to do in and around the Town of Blackfalds for the whole family to explore include stopping by the Abbey Centre, visiting the Parallax Energy Bike Skills Park, and finishing off your visit with a wander of Mary Cliff Sopher Park.



*Sunny day adventures are just an app away!*



Download Driftscape



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**MEETING DATE:** February 2nd, 2026  
**PREPARED BY:** Peter McGee, Economic Development Officer  
**SUBJECT:** **Let's Go Rural! High School or Post-Secondary Event**

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## **BACKGROUND**

In January 2026, EDO McGee received an inquiry from our contact at Rural Health Professions Action Plan (RhPAP) regarding potential community partnerships for the upcoming 'Let's Go Rural! High School or Post-Secondary Event' scheduled for the 2026/27 academic year. These initiatives aim to expose students to various career pathways within rural healthcare and bolster community efforts to cultivate a future healthcare workforce which provides a connection with EDTAC.

A designated committee member has volunteered to submit the expression of interest on behalf of Blackfalds and will serve as the primary liaison, ensuring effective local engagement and coordination.

## **RECOMMENDATIONS**

1. That the Economic Development & Tourism Advisory Committee members volunteer to assist with this event.

## **ATTACHMENTS**

- *RHPAP Let's Go Rural Event – High School*
- *RHPAP Let's Go Rural Event – Post Secondary Event*
- *High School Events Video - <https://www.youtube.com/watch?v=KlgkC1vNOuQ&t=3s>*

## **APPROVALS**



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Peter McGee,  
Economic Development Officer

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Author



# Let's Go Rural! High School Event Expression of Interest



Is your community interested in hosting a Let's Go Rural! High School event?

RhPAP is excited to partner with rural Alberta communities, healthcare teams, and local schools to deliver engaging, one-day events that introduce high school students to the diverse range of rural healthcare careers. RhPAP organizes these events with the support of local healthcare facilities, providers, and community members.

## Community Benefits

- Showcase rural health careers and the scope of practice.
- Strengthen partnerships among schools, providers, and community members.
- Build a pipeline of future rural healthcare professionals.

## RhPAP Event Support Includes

- Student transportation (if needed)
- Lunch and snacks
- Volunteer appreciation gifts and swag bags
- Insurance coverage

## High School Event Details

Held during school hours at local hospitals, clinics, schools, or community spaces to inspire students to consider careers in rural healthcare and help strengthen the rural workforce pipeline.

Activities include:

- Tours of local healthcare facilities
- Hands-on skills stations (5–40 minutes)
- Q&A sessions with local healthcare providers
- Guest speakers

## Planning & Roles

Four key roles with designated leads:

- 1. Logistics (RhPAP-led):** Overall coordination and event details.
- 2. Healthcare:** Plan and determine skill stations, secure qualified instructors and facility space.
- 3. Schools:** Recruit students, manage paperwork, and coordinate transportation.
- 4. Community:** Organize swag bags, assist with speakers, and engage local partners.

\*Communities must identify and provide the names and email addresses of at least one representative from each of the following areas—Healthcare, Schools, and the Community—who will participate in planning.

## Application Details

Preference will be given to communities that have not hosted an RhPAP event in the past three years.

Communities are welcome to apply for both the High School and Post-Secondary Let's Go Rural! events but can only be selected for one per year. (Separate EOIs are required for High School and Post-Secondary events.)

EOIs must be submitted via RhPAP's website; incomplete forms will not be considered.

Successful applicants will be notified by April 30, 2026; others may be waitlisted.

**Application deadline: March 15, 2026**



Scan or click to apply to host a Let's Go Rural! High School Event.

## Support & Contact

For more info email [info@rhpap.ca](mailto:info@rhpap.ca)

**Thank you for your interest in bringing Let's Go Rural! to your community!**

For more information, visit [RHPAP.ca/LetsGoRural](https://RHPAP.ca/LetsGoRural)



Scan or click to watch a video of past Let's Go Rural! High School Events!



# Let's Go Rural! Post-Secondary Event Expression of Interest



RhPAP is pleased to collaborate with rural Alberta communities, healthcare teams, and post-secondary institutions to deliver engaging one- or two-day events. These experiences introduce post-secondary students enrolled in healthcare programs to the wide range of rural healthcare careers, while offering a firsthand glimpse into rural living, working, and community life. Each event is made possible through the support of local healthcare facilities, providers, and community members.

## Community Benefits

- Showcase rural health careers and the full scope of practice available in rural settings
- Highlight local lifestyle, amenities, and unique community “gems”
- Strengthen partnerships among post-secondary institutions, healthcare providers, and community members
- Build a sustainable pipeline of future rural healthcare professionals
- Provide students with an immersive opportunity to explore rural healthcare and community life through visits to local hospitals, clinics, and community attractions, and engagement with healthcare professionals and residents

## RhPAP Event Support Includes

- Student transportation and accommodations
- All meals and snacks (excluding one community-sponsored meal)
- Volunteer appreciation gifts and student swag bags
- Comprehensive insurance coverage

## Planning & Roles

Three key roles with designated leads:

- 1. Logistics (RhPAP-led):** Overall coordination and event details.
- 2. Healthcare:** Plan and determine skill stations, secure qualified instructors and facility space.
- 3. Community:** Organize local activities and attractions, swag bags, and support the planning of the community-sponsored event on Saturday evening.

\*Communities must identify and provide the names and email addresses of at least one representative from each of the following areas—Healthcare and the Community—who will participate in planning.

## Application Details

Preference will be given to communities that have not hosted an RhPAP event in the past three years.

Communities are welcome to apply for both the High School and Post-Secondary Let's Go Rural! events but can only be selected for one per year. (Separate EOIs are required for High School and Post-Secondary events.)

EOIs must be submitted via RhPAP's website; incomplete forms will not be considered.

Successful applicants will be notified by April 30, 2026; others may be waitlisted.

**Application deadline: March 15, 2026**



Scan or click to apply to host a Let's Go Rural! Post-Secondary Event.

## Support & Contact

For more info email [info@rhpap.ca](mailto:info@rhpap.ca)

**Thank you for your interest in bringing  
Let's Go Rural! to your community!**

For more information, visit [RhPAP.ca/LetsGoRural](https://RhPAP.ca/LetsGoRural)



Scan or click to watch a video of past Let's Go Rural! Post-Secondary Events!



## **1. Purpose**

The purpose of the Economic Development & Tourism Advisory Committee (EDTAC) is to provide guidance and advice to the Economic Development Officer and to assist Administration in the implementation of the strategies outlined in the Economic Development Business Plan that serve to enhance economic development and tourism in the Town of Blackfalds.

## **2. Scope**

The tasks of the Economic Development & Tourism Advisory Committee include:

- Provide input, feedback and advice on the strategies in the Economic Development Business Plan (EDBP);
- Provide advice and comment on recommendations that the Economic Development Officer (EDO) may take forward to Council;
- Recommend additional strategies, ideas and solutions related to economic development and tourism in the Town of Blackfalds and area;
- Bring forward and support projects that support the Town's economic development and tourism goals;
- Serve as a conduit or collaboration channel to the public, business community or investors in support of development and prosperity of the business and tourism communities;
- Monitor progress of the EDBP Action Plan and assist with revision to the EDBP, as required.

## **3. Membership and Selection**

The Economic Development & Tourism Advisory Committee is comprised of a minimum of eleven members that are appointed by Council. Members serve a two (2) year term and may reapply for their positions, but reappointment is not guaranteed. Membership includes:

- A maximum of two (2) Town Councillors;
- A maximum of one (1) Lacombe County Councillor;
- A minimum of eight (8) members from the public at large. Persons require experience in or a passion for business, innovation or economic development. Backgrounds in, but not limited to the following, are beneficial:
  - Blackfalds area business owner and operator;
  - Blackfalds & District Chamber of Commerce executive member;
  - Entrepreneur;
  - Investor / financier;
  - Commercial realty;
  - Land development;
  - Tourism operator.
- EDO &/or Chief Administrative Officer (both are non-voting);
- The Chief Elected Official may serve as an ex-officio voting member and may be involved in projects as requested by the EDTAC.

The majority of members must maintain residence within the Town of Blackfalds. Those without residence must have a vested interest in the community and economic development region by means of, but not limited to land or business ownership or investment.

Council will select and appoint all EDTAC members on the basis of a demonstrated appreciation of and participation in community economic development matters outlined in the letter of interest that is required along with the Volunteer Application Form. Academic qualification, availability, work experience, community involvement, knowledge and professional expertise will also be taken into consideration.

#### **4. Member Roles and Responsibilities**

Members of the EDTAC are expected to:

- RSVP to all meeting requests sent out by the EDO, at the request of the Chair;
- Attend all regularly scheduled meetings;
- Remain impartial and objective;
- Fully participate in discussions and decisions, listen actively, share insights and experiences, communicate regularly, and provide constructive input;
- Chair any project sub-committees, as required by the EDTAC;
- Actively participate in the project sub-committees of interest.

EDTAC members may resign by providing written notice. If a member is absent for three consecutive meetings, the position may be declared vacant.

The EDTAC will select and appoint a Chair to serve a 1-year term at the November meeting.

The Chair will work with the EDO to determine the agenda and preside over the EDTAC meetings. Members are also encouraged to provide agenda items to the EDO a minimum of one week prior to the meeting.

#### **5. Meeting Format, Voting, and Schedules**

EDTAC meetings are intended to be informal and structured to encourage maximum flexibility and open, honest debate. Format expectations include:

- Consensus / majority driven decision-making, with voting done, when required, taken by show of hands;
- EDTAC members will speak with one voice once a decision has been made;
- Quorum will be considered as a minimum of 50% of active voting members;
- If votes are equal for and against, the motion is defeated.

Any decision of the EDTAC is not binding on the Town of Blackfalds until it is approved by Council. Where administration's recommendation varies from that of the committee both will be brought forward.

Meetings will typically take place starting at 7:00 pm on the first or second Monday of September, November, January, March, and May. The Chair may call additional meetings as required.

The EDTAC may establish project subcommittees as required. These sub-committees may include non-EDTAC members. Project sub-committees will report back to the EDTAC through the sub-committee Chair.

## 6. Role and Responsibility of Administration

The Town of Blackfalds will:

- Provide meeting space and refreshments/snacks;
- Distribute meeting agendas and related files to the members no later than the Friday prior to the meeting;
- Assume minute taking and information distribution services;
- Provide analytical and other expertise required by EDTAC. This may include consulting services, as required.

The EDO will orient new members with the EDTAC Terms of Reference and deliver ongoing progress reports to Council on behalf of the Economic Development & Tourism Advisory Committee.

## 7. Amendment, Modification or Variation

- These Terms of Reference shall come into effect January 1, 2017 by way of Council Resolution 316/16.
- These Terms of Reference shall rescind Economic Development and Tourism Bylaw 1087/09.
- These Terms of Reference may be amended, varied or modified in writing after consultation and agreement by EDTAC members and with approval from Council.



\_\_\_\_\_  
Chief Elected Official



\_\_\_\_\_  
Chief Administrative Officer

Approval Date: December 15 2016

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**BEING A BYLAW OF THE TOWN OF BLACKFALDS IN THE PROVINCE OF ALBERTA TO ESTABLISH AND REGULATE THE TOWN OF BLACKFALDS COUNCIL COMMITTEES**

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A Bylaw of the Town of Blackfalds, in the Province of Alberta, pursuant to the provisions of the *Municipal Government Act*, being Chapter M 26.1 of the Revised Statutes of Alberta, 2000 and amendments thereto, for the purpose of establishing procedures for Council Committees, and other bodies established by Council;

**WHEREAS**, pursuant to Section 145 of the *Municipal Government Act*, being Chapter M 26.1 of the Revised Statutes of Alberta, 2000 and amendments thereto, permits Council to pass bylaws to establish procedures for Council Committees, and other bodies established by Council;

**WHEREAS**, it is the desire of the Council to establish Council Committees and prescribe the powers, duties and functions of those Committees.

**NOW THEREFORE**, the Municipal Council of the Town of Blackfalds, duly assembled, hereby enacts:

**PART 1 – TITLE**

- 1.1 That this Bylaw shall be cited as the “**Council Committee Bylaw**”.
- 1.2 The following Schedules shall form part of this Bylaw:
  - 1.2.1 Schedule “A” - Criteria for Establishing a Committee
  - 1.2.2 Schedule “B” - Committee Terms of Reference Template
  - 1.2.3 Schedule “C” - Committee Evaluation Checklist
  - 1.2.4 Schedule “D” - Terms of Reference, Economic Development & Tourism Advisory Committee
  - 1.2.5 Schedule “E” - Terms of Reference, Family & Community Support Services Board
  - 1.2.6 Schedule “F” - Terms of Reference, Recreation, Culture & Parks Board
  - 1.2.7 Schedule “G” - Terms of Reference, Member at Large Review Panel

**PART 2 – DEFINITIONS**

- 2.1 In this Bylaw:
  - (a) “**Act**” means the *Municipal Government Act*, RSA. 2000, c. M-26 and any amendments thereto.
  - (b) “**Chief Administrative Officer**” means the individual appointed by Council to the position as per the *Municipal Government Act*.
  - (c) “**Closed Session**” means a portion of a meeting or a meeting that is closed to the public as the matter to be discussed falls within one of the exceptions to the disclosure in Division 2, Part 1 of the *Access to Information Act*.
  - (d) “**Committee**” means a committee, commission, board, authority, task force or other body established by Council.
  - (e) “**Council**” means the Council of the Town of Blackfalds elected pursuant to the *Local Authorities Election Act* of Alberta, as amended.
  - (f) “**Legislative Services**” means employees who work in Legislative Services. (Executive & Legislative Coordinator).
  - (g) “**Member**” means members of Council who are appointed to Committees by Council at the annual Organizational Meeting of Council, or as required throughout the year.
  - (h) “**Member at Large**” means a member of the public appointed by Council to a Committee.
  - (i) “**Member at Large Review Panel**” means the Members appointed to carry out the interview process and recommendations for Member at Large appointments and subsequent approval consideration by Council.
  - (j) “**Recording Secretary**” means an employee who has been designated by the Chief Administrative Officer or designate to act as the Recording Secretary for a Committee.

- (k) **“Staff Liaison”** means a designated employee of the Town, who acts in a liaison capacity for a Committee and who can provide subject matter expertise to the Committee.
- (l) **“Single Purpose Task Force”** means a body appointed by Council to study or work on a specific project or problem facing Council.
- (m) **“Town”** means the municipality of the Town of Blackfalds.
- (n) **“Organizational Meeting”** means a meeting that is held annually at the first meeting of the calendar year where the election is held for the Chair and Vice Chair if required, for the applicable Committee.
- (o) **“Organizational Meeting of Council”** means the meeting that is required to be held annually under section 192 of the *Municipal Government Act* not later than 2 weeks after the 3rd Monday in October.
- (p) **“Pecuniary Interest”** means a matter that could monetarily affect a Member, Member at Large or a Member, Member at Large appointee’s family, as referenced in the Act. Family is defined as a spouse, adult interdependent partner, children, parents of a spouse or adult interdependent partner.

### **PART 3 – EXCLUSIONS**

3.1 This Bylaw does not apply to the:

- 3.1.1 Assessment Review Boards;
- 3.1.2 Municipal Emergency Management Committee;
- 3.1.3 Policing Committee;
- 3.1.4 Municipal Library Board;
- 3.1.5 Council Remuneration Committee;
- 3.1.6 Intermunicipal Committees; and
- 3.1.7 Municipal Planning Commission
- 3.1.8 Regional Subdivision and Development Appeal Board.

### **PART 4 - ESTABLISHMENT OF COMMITTEES**

4.1 The following Committees are hereby established.

- 4.1.1 Economic Development & Tourism Advisory Committee;
- 4.1.2 Family & Community Support Services Board;
- 4.1.3 Recreation, Culture & Parks Board; and
- 4.1.4 Member at Large Review Panel.

4.2 Unless otherwise provided for in this Bylaw. Members and Members at Large are appointed by Council resolution.

4.3 In determining when or if a Committee should be established, Council shall refer to the Criteria for Establishing a Committee, attached as Schedule “A” of this Bylaw.

4.4 When a Committee is established, the Terms of Reference for the applicable Committee shall be developed, as per the template attached as Schedule “B”, which shall include:

- 4.4.1 The purpose of the Committee;
- 4.4.2 The composition of the Committee; and
- 4.4.3 Roles and responsibilities of the Committee.

4.5 The Chief Administrative Officer shall designate the position who will carry out the Staff Liaison role required for providing subject matter expertise and advice to each Committee.

4.6 The Chief Administrative Officer shall designate the position who will carry out the Recording Secretary duties for each Committee.

4.7 If the Committee receives grants, donations, or contributions, any monies received will be administered by the Town under their accounting principles and the terms under which the monies were received.

- 4.8 If applicable, the Committee will prepare and submit an annual proposed budget for Council as part of the Town's budget process.

#### **PART 5 - MEMBER APPOINTMENTS**

- 5.1 Member appointments will be conducted at the annual Organizational Meeting of Council unless otherwise directed by resolution of Council.
- 5.2 During the annual appointment process, consideration shall be given to weighing the benefits of proposing Members for either new appointments or reappointments.
- 5.2.1 New appointments may provide Members with increased learning opportunities and exposure to various Committees.
- 5.2.2 Reappointments may be warranted in certain Committees, for instances when it is deemed to be beneficial due to continuity, complexity, knowledge, organizational history, training requirements, etc.
- 5.3 Members appointed to Committees are to act as representatives of the Council, and as per the *Municipal Government Act*, consider the welfare and interest of the municipality as a whole and to act as liaisons between the Committee and Council. In this role, the Member will:
- 5.3.1 Advocate proactively within the Committee for outcomes that will help to progress the outcomes that are set out in Council's Strategic Plan.
- 5.3.2 Monitor and guide the Committee's activities in order to ensure they are aligned with the Committee's mandate.
- 5.3.3 Ensure that the Committee is not directing any Staff Liaison or other Town resource to undertake work on behalf of the Committee.
- 5.3.4 If there is a conflict between a Member's personal opinion on an issue and the direction provided by Council, the Member should represent Council by voting in alignment with the Council position.
- 5.3.5 As per the *Municipal Government Act* When the Committee brings forth a question or request to Council, the Member should vote from the perspective of Council; this means that, even if a Member voted in favour of a motion at Committee, they may find themselves voting against the issue at Council after hearing the debate and opinions of fellow Councillors.
- 5.3.6 Make every effort to attend scheduled meetings.
- 5.3.7 Actively participate in open and respectful sharing of opinions.
- 5.3.8 Make every effort to ensure that matters are considered fairly and consistently.
- 5.3.9 Make decisions based on the best available information.
- 5.3.10 Report back to Council routinely on the activities of the Committee.
- 5.4 Members are to keep matters discussed at a Committee meeting in a Closed Session confidential until such time that they are discussed at a Committee meeting held in public.
- 5.5 Following the municipal election, the Chief Administrative Officer will ensure that the Members are provided with an introduction to the various Committees prior to or during the Council orientation training.

#### **PART 6 - MEMBER AT LARGE APPOINTMENTS**

- 6.1 Annually in September, those Member at Large terms that are set to expire but are eligible for reappointment shall be asked to provide written confirmation of their interest in reappointment.
- 6.2 Once the number of Committee vacancies is determined, notification of such vacancies shall be published on the Town's, social media, website and in local area newspapers. Vacancies that occur throughout the year will be listed on the Town's website and periodically posted on the Town's social media outlets.

- 6.3 Application forms shall be made available at the Town's Civic Centre and on the Town's website.
- 6.4 Completed application forms shall be accepted throughout the year and may be retained by Legislative Services on file for six (6) months for consideration should additional vacancies occur.
- 6.5 Any vacancies may be filled from the retained applications or through additional advertising.
- 6.6 The Member at Large Review Panel will review all applications for vacancies on a Committee.
- 6.7 The Member at Large Review Panel will shortlist candidates.
- 6.8 The Member at Large Review Panel will conduct interviews to make recommendations to Council for consideration.
- 6.9 All Members of the Member at Large Review Panel shall actively participate in the interview and selection process.
- 6.10 Legislative Services shall manage all applications received, schedule interviews on behalf of the Member at Large Review Panel, and provide any other administrative support required.
- 6.11 The Member at Large Review Panel has the discretion to request an interview with a reapplying Member at Large.
- 6.12 The reapplying Member's at Large participation, service and conduct on the Committee shall be considered in the review process.
- 6.13 Member at Large Appointments will be for 1-, 2-, or 3-year terms unless determined elsewhere, or otherwise approved by Council.
- 6.14 No Member shall serve on a Committee for more than three (3) consecutive terms, unless authorized by Council.
- 6.15 Appointments to fill a vacancy due to resignation will be appointed to the Committee for the balance of the term.
- 6.16 If not restricted by legislation, Council may appoint Members at Large to fill a Committee vacancy for terms which are incomplete due to the resignation or removal of a Member.
- 6.17 Council may consider and subsequently approve Member at Large annual appointments, as recommended by the Member at Large Review Panel.
- 6.18 Following Council approval, applicants shall be notified of their appointment by Legislative Services.
- 6.19 All Members and Member at Large appointees shall be required to submit a Criminal Record Check free of charge to Legislative Services prior to their attendance at the first Committee meeting.
- 6.20 Council may revoke a Member at Large appointment from a Committee by resolution for any reason they deem appropriate.
- 6.21 Legislative Services shall maintain a current record of all Committee appointments and details of their term.
- 6.22 A Member at Large may resign at any time but must provide the Chair of the Committee with written notice in advance. The Chair will notify Council, through Legislative Services, and Town Council will formally accept the resignation.
- 6.23 All Member at Large Appointees will serve without remuneration. In instances where expenses are incurred for out-of-town meetings or other events approved by the Committee, the applicable travel expenses will be paid for the Member at Large, where the relevant budget has been provided.

## **PART 7 - RULES OF PROCEDURE**

- 7.1 All Member at Large appointees to a Committee shall conduct their business in accordance with this Bylaw and the applicable Terms of Reference as attached in the applicable Schedule to this Bylaw.

- 7.2 In accordance with the Act, a meeting may be conducted by means of electronic or other communication facilities if:
- 7.2.1 The facilities enable the public to watch and/or listen to the meeting;
  - 7.2.2 The facilities enable all the meeting's participants to watch and/or hear each other; and
  - 7.2.3 Notice is given to the public of the meeting and the way in which it is to be conducted.
- 7.3 Members at Large or Members participating in a meeting held via communication facility are deemed to be present at the meeting.
- 7.4 A Committee may appoint one or more sub-committees by resolution to consider or inquire into any matter that falls within its purpose. The sub-committee(s) shall then report their findings to the Committee.
- 7.5 Once the sub-committee has met its purpose the sub-committee will be dissolved by way of resolution.
- 7.6 To benefit from additional expertise, a Committee may invite others to assist with making presentations and/or serving on a sub-committee. These individuals shall not have voting powers.
- 7.7 No action of a Committee, except where a power to act has been granted by Council or as legislated, shall be binding on the Town.
- 7.8 The Chair of a Committee shall not be a Council Member.
- 7.9 The Chair of the Committee will:
- 7.9.1 Liaise with the Recording Secretary on the agenda development for meetings;
  - 7.9.2 Review the draft minutes once prepared by the Recording Secretary;
  - 7.9.3 Preside over and keep order at Committee Meetings;
  - 7.9.4 Endeavor to ensure that Member at Large appointees are fairly and appropriately engaged in meetings and related events;
  - 7.9.5 Assist the Member at Large Review Panel on the selection and interview process;
  - 7.9.6 Ensure that new appointees receive an orientation on the Committee prior to their first meeting; and
  - 7.9.7 On behalf of the Committee, report annually to Council as outlined in Section 9 of this Bylaw.
- 7.10 The Chair of the Committee shall endeavour to ensure that Member at Large appointees are fairly and appropriately engaged in meetings and related events.
- 7.11 Meetings of the Committees shall be scheduled as determined by their Terms of Reference and/or as otherwise scheduled by the Committee.
- 7.12 Once all Committee meeting dates are determined by the Committee at its Organizational Meeting, they will be posted on the Council meeting calendar on the Town's website.
- 7.13 Committee meeting agenda packages will be made publicly available on the Town's website at least three (3) days in advance of a meeting date, unless extenuating circumstances prevent this from occurring.
- 7.14 All Committee meetings must be held in a publicly accessible location.
- 7.15 A quorum shall consist of fifty percent (50%) of the Committee unless otherwise provided for by legislation or regulation.
- 7.16 All Committee meetings shall be open to the public unless the topic falls under the *Access to Information Act*, Division 2 - Exceptions to Disclosure.
- 7.17 Before entering a Closed Session, the Committee shall state:
- 7.17.1 That the Committee will be moving to Closed Session;
  - 7.17.2 The basis under which the meeting will be held in Closed Session, as defined by legislation; and
  - 7.17.3 A vote must be held to move to a Closed Session, and a separate vote shall be held to return to the open public meeting. No other motions may be made in a Closed Session.

- 7.18 Committees will follow the rules of procedure for Council as outlined in the Council Procedural Bylaw unless another act or authority states otherwise.
- 7.19 All Members and Members at Large shall be required to vote on any matter before the Committee unless a conflict of interest is declared. In the event of a tie vote, the motion shall be deemed defeated.
- 7.20 Nothing in this Bylaw shall be construed to empower a Committee to pledge, appropriate or expend any public money without prior approval of Council.
- 7.21 Nothing in this Bylaw shall be construed to empower a Committee to direct resources of the Staff Liaison.
- 7.22 Minutes from the Committee meeting will be taken and, following adoption, signed by the Committee Chair and Recording Secretary. Originals will be forwarded to Legislative Services for filing and inclusion in the next Regular Meeting of Council under its Consent Agenda.
- 7.23 Any Member at Large who is absent from three (3) consecutive meetings of the Committee automatically ceases to be a Member at Large as of the date of the third meeting unless such absence is authorized by resolution of the Committee.
- 7.24 Individual Committees shall utilize the Committee Evaluation Checklist, attached as Schedule "C". This shall be used to determine the committee's effectiveness. The evaluation shall occur annually, at the end of each Committee mandate, or as determined by the Council.
- 7.25 Members at Large have a responsibility to make decisions based on the best interests of the Town.

**PART 8 - REPORTING PROCEDURES**

- 8.1 A Committee, with the exception of the Member at Large Review Panel, shall report annually to Council on:
  - 8.1.1 Their proposed work / strategic plan;
  - 8.1.2 Matters referred to them or requested by Council; or
  - 8.1.3 When Council approval is required for a specific action, initiative or budget request.
- 8.2 Committees shall report to Council through the Chair or designate.
- 8.3 Any sub-committee struck by a Committee shall report to Council through the Committee.

**PART 9 - REPEAL**

- 9.1 That Bylaw 1125/11 – Blackfalds and District Recreation, Culture and Parks Bylaw, and Bylaw 1221/18 – Blackfalds and District Family and Community Support Services Board Bylaw and all amendments thereto are hereby repealed upon this Bylaw coming into effect.

**PART 10 - DATE OF FORCE**

- 10.1 That this Bylaw shall come into effect, upon the date on which it is finally read and passed.

READ for the first time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 20\_\_.

(RES. )

\_\_\_\_\_  
**MAYOR JAMIE HOOVER**

\_\_\_\_\_  
**CAO KIM ISAAK**

---

READ for the second time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 20\_\_.

(RES.        )

\_\_\_\_\_  
**MAYOR JAMIE HOOVER**

\_\_\_\_\_  
**CAO KIM ISAAK**

READ for the third time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 20\_\_.

(RES.        )

\_\_\_\_\_  
**MAYOR JAMIE HOOVER**

\_\_\_\_\_  
**CAO KIM ISAAK**

DRAFT

**SCHEDULE "A"****CRITERIA FOR ESTABLISHING A COMMITTEE**

- 1. Will the mandate of this Committee be to look into a specific issue or oversee an ongoing issue?**

*(This will help determine if Council should create a Committee or a Single Purpose Task Force, defined as a body appointed by Council to study or work on a specific project or problem facing Council. Normally, task forces have a set mandate and term and are disbanded once the task has been completed. Task forces can consist of representation from both Council and the public.)*

- 2. Will this Committee help, advise, instruct, or exercise any responsibility for or authority over any aspect of the organization that has already been delegated to Administration? If so, then what will Council hold the Town Manager accountable for in this regard?**

- 3. Has Council developed a clear mandate for the Committee, and has criteria been established for how and what it will report to Council?**

- 4. Will the mandate of this Committee assist Council in parts of its own Strategic Plan, goals, or responsibilities?**

- 5. Has Council established what specific resources will be required by this Committee, and are they available to be committed?**

*(This will include resources such as Staff Liaison, Recording Secretary and support, appropriate budget, and sufficient timelines to properly investigate the objectives.)*

**SCHEDULE "B"**

**COMMITTEE TERMS OF REFERENCE TEMPLATE**

**1. Purpose/Mandate**

1.1. This section outlines the purpose of the applicable Committee.

**2. Membership**

2.1. This section outlines the Committee membership and shall include the following clause:

2.2 As per the Council Committee Bylaw, any member who is absent from three (3) consecutive regular meetings of the Committee automatically ceases to be a Member at Large as of the date of the third meeting unless such absence is authorized by resolution of the Committee.

**3. Meetings**

3.1 This section outlines the Committee's meeting schedule and specifies that, if required, the election of Chair and Vice Chair will be completed at the Organizational Meeting.

**4. Committee Roles and Responsibilities**

4.1 This section outlines the roles and responsibilities of the Members at Large on the Committee and must include the following:

4.1.1. Completion of Committee Annual Evaluation Checklist.

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**SCHEDULE "C"**

**COMMITTEE EVALUATION CHECKLIST**

1. **Is the mandate of the Committee still relevant, or has the original mandate and/or the need for the Committee changed?**

Still relevant \_\_\_\_\_ Not Fulfilled \_\_\_\_\_

If not, is there any reason by the Committee should continue to exist?

\_\_\_\_\_

2. **Has the board or Committee Mandate been fulfilled?**

Fulfilled \_\_\_\_\_ Not Fulfilled \_\_\_\_\_

If not, is there any reason by the Committee should continue to exist?

\_\_\_\_\_

3. **What is the recommendation of the Staff Liaison pertaining to the overall mandate and function of the Committee?**

\_\_\_\_\_

4. **Has the Committee reported its progress throughout the year?**

\_\_\_\_\_

5. **Are the activities of the Committee consistent with its mandate?**

\_\_\_\_\_

6. **Are Members at Large of the Committee still considered the right fit, or does the membership need to change?**

\_\_\_\_\_

7. **Has the Committee had a large turnover rate or had difficulty attracting Members at Large?**

\_\_\_\_\_

8. **What additional term is required for this Committee to complete its mandate?**

\_\_\_\_\_

**SCHEDULE "D"****TERMS OF REFERENCE  
ECONOMIC DEVELOPMENT & TOURISM ADVISORY COMMITTEE****1. Purpose/Mandate**

- 1.1. The purpose of the Economic Development & Tourism Advisory Committee ("EDTAC") is to act as an advisory committee to Council and provide guidance and advice in the implementation of strategies outlined in the Economic Development & Tourism Strategy that serves to enhance economic development and tourism in the Town of Blackfalds including additional strategies, ideas and solutions related to economic development and tourism in the Town of Blackfalds and area.

**2. Membership**

- 2.1 EDTAC is comprised of a minimum of eleven (11) members who are appointed by Council. Council will appoint EDTAC members on the basis of demonstrated appreciation of and participation in community economic development matters. Membership includes:
- 2.1.1 A maximum of two (2) Town Council members (voting members);
  - 2.1.2 A maximum of one (1) Lacombe County Council member (voting member);
  - 2.1.3 A minimum of eight (8) members at large with experience in or passion for business, innovation or economic development (voting member); and
  - 2.1.4 Economic Development Officer and any other Administrative Staff that the Chief Administrative Officer deems necessary (non-voting members).
- 2.2 The majority of members must maintain a residence within the Town of Blackfalds.
- 2.2 The term of the Committee appointments will be for up to two (2) years.

**3. Meetings**

- 3.1 EDTAC will review the dates and times of the regular meetings at the beginning of each calendar year. Meetings will typically be held starting at 7:00 p.m. on the first or second Monday of February, April, June, September and November. The Chair may call additional meetings as required.

**4. Committee Roles and Responsibilities**

- 4.1 At the February meeting, the Committee, by a majority vote, will elect a Chair and Vice Chair for the Committee to serve a one (1) year term.
- 4.2 The Committee will make recommendations to Council in relation to economic development and tourism initiatives. Decisions of the EDTAC are not binding on the Town of Blackfalds until it is approved by Council.
- 4.3 Establish project sub-committees as required. These sub-committee may include non-EDTAC members. Project committee will report back to EDTAC through the sub-committee chair.

**SCHEDULE "E"****TERMS OF REFERENCE  
FAMILY & COMMUNITY SUPPORT SERVICES BOARD****1. Purpose/Mandate**

- 1.1 The purpose of the Family & Community Support Services Board ("FCSS") is to act as an advisory board to Council, governed by a partnership with the Government of Alberta dedicated to enhancing the social prosperity of individuals, families, the community and district. The FCSS Board provides recommendations, with support and advice from Administration, regarding direct service provision; including, but not limited to, programming, policy development, volunteer recognition, annual budgeting, partnering opportunities, and funding for other social prevention programming providers. The decisions and recommendations that come from the Board for Council's consideration are influenced by the current Social Needs Assessment and Master Plan.

**2. Membership**

- 2.1 FCSS Board is comprised of a minimum of eight (8) to a maximum of ten (10) members, which are appointed by Council. Council will appoint FCSS Board members who are dedicated to enhancing the social prosperity of individuals, families, the community and district. Membership includes:
- 2.1.1 A maximum of two (2) Town Council members (voting members);
  - 2.1.2 A minimum of five (5) - maximum of seven (7) members at large who are residents of Blackfalds (voting members);
  - 2.1.3 A maximum of three (3) members at large who are Lacombe County residents (voting members); and
  - 2.1.4 FCSS Manager and any other Administrative Staff that the Chief Administrative Officer deems necessary (non-voting members).
  - 2.1.5 Council can appoint an additional member at large who is a resident of Blackfalds (voting members) making the maximum (8) if they are unable to fill the Lacombe County position.
- 2.2 The majority of members must maintain a residence within the Town of Blackfalds.
- 2.3 The term of the Committee appointments will be for up to three (3) years.

**3. Meetings**

- 3.1 Meetings will be held starting at 7:00 p.m. on the second Thursday of the month, with no meetings regularly scheduled in July and August. The Chair may call additional meetings as required.
- 3.2 The FCSS Board shall hold a minimum of (6) regular meetings annually at a time and so designated by the FCSS Board.

**4. Committee Roles and Responsibilities**

- 4.1 At the Organizational meeting, the Committee, by a majority vote, will elect a Chair and Vice Chair for the Committee to serve a one (1) year term.
- 4.2 The Committee will make recommendations to Council on the development, provision, and quality of a broad range of family and community support services and programs, including monitoring and review of the terms of reference. As well as recommend the allocation of grants and funds to community organizations.
- 4.3 The Board shall advise and make recommendations regarding the preparation of a Social Needs Assessment Master Plan at least every five (5) years, outlining, in order of priority, and providing recommendations relating to preventive social services matters in accordance with the Social Needs Assessment Master Plan.

- 4.4 The Board shall monitor and review operating policies and procedures and make recommendations to Council regarding the creation and implementation of Bylaws, policies, and procedures relating to preventative social services matters in accordance with the Social Needs Assessment Master Plan.
- 4.5 The FCSS Board shall adjudicate the nomination process for annual volunteer recognition awards for the Town of Blackfalds and recommend award recipients.
- 4.6 Donated funds that are remaining at the end of the budget year may be held in municipal reserves for Council approved municipal family and community support services projects. Provided these funds are reported and shown in the annual audit report, the FCSS Board may recommend to Council special projects for allocation of reserve funds generated by family and community support services related activities.
- 4.7 Decisions of the FCSS Board are not binding on the Town of Blackfalds until it is approved by Council. Where Administration recommendation varies from that of the Committee both recommendations will be brought forward.
- 4.8 Establish project sub-committees as required. These sub-committee may include non-FCSS Board members. Project committee will report back to the FCSS Board through the sub-committee chair.
- 4.9 The Board shall promote collaboration throughout the Regional Family and Community Support Services District to encourage the sharing of available resources towards the provision of preventative social services opportunities for everyone in the district.

**SCHEDULE "F"****TERMS OF REFERENCE  
RECREATION, CULTURE & PARKS BOARD****1. Purpose/Mandate**

- 1.2** The purpose of the Recreation, Culture & Parks ("RCP") Board is to act as Advisory Board which provides recommendations to Council on the planning, development, and policy of municipal recreation services and amenities. The RCP Board provides recommendations, with support and advice from Administration, regarding direct service provision; including, but not limited to, programming, policy development, annual budgeting, partnering opportunities, and funding for other providers. The decisions and recommendations that come from the Board for Council's consideration are influenced by the current Recreation Master Plan and Community Services Framework Policy.

**2. Membership**

- 2.4** The RCP Board is comprised of a maximum of eight (8) members, who are appointed by Council. Council will appoint RCP Board members who are dedicated to enhancing the development, provision, and quality of a broad range of recreational and cultural services, facilities, programs, parks and green spaces. Membership includes:
- 2.1.1** A maximum of two (2) Council members (voting members);
  - 2.1.2** A minimum of five (5) - maximum of six (6) members at large who are residents of Blackfalds (voting members);
  - 2.1.3** A maximum of one (1) Lacombe County resident may be appointed (voting member); and
  - 2.1.4** Director and any other Administrative Staff that the Chief Administrative Officer deems necessary (non-voting members).
- 2.5** The majority of members must maintain a residence within the Town of Blackfalds.
- 2.6** The term of the Committee appointments will be for up to three (3) years.

**Meetings**

- 3.3** Meetings will be held starting at 6:30 p.m. on the first Wednesday of the month, with no meetings regularly scheduled in July and August.
- 3.4** The RCP Board shall hold a minimum of four (4) regular meetings annually at a time and so designated by the RCP Board.
- 3.5** The Chair may call additional meetings as required.

**Committee Roles and Responsibilities**

- 4.1** At the Organizational meeting, the RCP Board elects a Chair and Vice Chair for the Committee by a majority vote to serve a one (1) year term.
- 4.2** The Committee will make recommendations to Council on the development, provision, and quality of a broad range of recreational and cultural services, facilities, programs and parks and green spaces.
- 4.3** The RCP Board will recommend the allocation of Community Initiatives Grant funding to community organizations.
- 4.4** The RCP Board shall provide advice and recommendations on the development of a Recreation Master Plan, including prioritizing initiatives and guiding the growth of recreation, culture, and park resources in alignment with the Recreation Master Plan and Community Services Framework Policy.
- 4.5** Decisions of the RCP Board are not binding on the Town of Blackfalds until it is approved by Council. Where Administration recommendation varies from that of the Committee, both recommendations will be brought forward.

- 4.6 The RCP Board may establish sub-committees as needed. A sub-committee may include non-RCP Board members. The designated Chair of the sub-committee will report back to the RCP Board.
- 4.7 The Board shall promote regional collaboration to encourage the sharing of available resources towards the provision of recreation opportunities within the district.

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**SCHEDULE "G"****TERMS OF REFERENCE  
MEMBER AT LARGE REVIEW PANEL****1. Purpose/Mandate**

- 1.1 To carry out the screening, interview and selection process for the Member at Large Appointments and make recommendations to Council on Member at Large Appointments to Council Committees.

**2. Membership**

- 2.1 The Member at Large Review Panel will consist of three (3) Council Members.

**3. Meetings**

- 3.1 Meetings will be held on an as needed basis.

**4. Committee Roles and Responsibilities**

- 4.1 To review all applications received for vacancies on a Committee.
- 4.2 Shortlist candidates for an interview.
- 4.3 Conduct interviews.
- 4.4 Make recommendations for Member at Large appointments to Town Council.

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