

Patricia Maloney & Associates

1636 Quequeg Turnabout
Gabriola, BC, V0R 1X5

November 9, 2009

Norma MacQuarrie, CAO
Town of Peace River
9911 – 100 Street
Peace River, AB, T8S 1S4

Dear Ms. MacQuarrie,

Re: Proposal to Prepare the Peace River Airport Business Plan

Thank you for the opportunity to submit a proposal to work with the Peace River Airport Review Committee to develop the Business Plan for the Airport. Please accept this letter proposal as my submission to work with the Review Committee and prepare the Peace River Airport Business Plan.

It is understood that the consultant will be working with a 13 member Review Committee representing all of the municipalities that have a vested interest in the success of the airport as well as tenants of the airport.

It is also understood that preliminary work has been completed on a regional governance model for the airport. The primary purpose for this phase of the study is to determine the strategic/business model for the airport.

This proposal has been prepared based on the scope of the Request for Proposals:

a. Consideration of pricing policies, capital planning, operational forecasts, strategic planning and economic development and diversification to be included within the planning initiative.

The consultant will review the current rates and fees schedule of the airports involved in Aviation Alberta, review the current costs for capital construction projects for airports, prepare projections for flights and use of the airport and therefore project the operational needs of the airport. The consultant will consider the long term vision and objectives for the airport and consider the potential economic multiplier effect of the airport. The consultant will also review the economic opportunities on the airport lands, the opportunities for diversification of uses on the airport property while retaining the aviation uses as the main priority and ensuring the airport provides the community with a functional airport that can provide emergency services and ongoing, and increased, passenger flights.

Airport lands are generally divided into three main categories: airport operational reserve (which includes runways, taxiways, navigational facilities, terminal building and aprons), airside development (hangar lands with direct access for aircraft to the runway); groundside development (land that can be developed but does not have direct runway access and while aviation related uses

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are preferred, are not mandatory). The Business Plan will identify the main goals and objectives that will then assist with the development of an appropriate land use schedule.

b. A focus should be given to the significance of the geographical location as well as the opportunity of positioning the airport as a regional service centre when developing the business case.

Northern Alberta has challenges in terms of services, access and attracting people and businesses. Access to Edmonton City Centre Airport is still threatened with the possibility of full closure by the City of Edmonton. If this occurs, what air service will be available to Peace River? Airport service is provided in the "spoke and hub" system. Does this mean that any airline traffic will go to Grande Prairie and then to Edmonton or Calgary, and how will that impact the cost of the flights, the timing of the trips, the frequency of the trips. This is critical for the north for medical services, access to international travel, access to government etc. The study will look at the threats and opportunities for air travel to and from Peace River.

Over the past 32 years Patricia Maloney has had many opportunities to work in the north. I understand the opportunities and the challenges of northern locations. I have also worked with many airports that have geographical challenges (and those challenges do not always translate into northern locations – for example Medicine Hat Airport cannot compete properly for regional air traffic because it is less than 3 hours from Calgary and people will drive three hours rather than buy and airline ticket). My work experience with the High Level, Rainbow, Zama, La Crete and Fort Vermillion airports has also provided me with experience with remote locations, airports ineligible for federal grants, and small remote populations. All of these challenges will be applicable to the Peace River experience.

c. A defined process for the development of a business plan that includes milestone dates and a completion date.

It is recommended that the development of the Business Plan take the form of a strategic planning session for the second meeting with the Review Committee. The consultant will review all available background materials and develop scenarios to be considered at this session.

This session will provide background for the development of the capital plan and the determination of the future land uses and diversification. Milestones and targets will be identified in this Business Plan allowing for future budgeting, grant applications, fundraising and measuring success.

This session would take a full day, or afternoon and evening (with a lunch or dinner break) and the process for that session would be as follows:

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Proposed Strategic Session Agenda

1. Introductions
2. Goals for the Session
3. Summary of the Key Airport Planning Principles
4. Discussion of the Vision
5. Review of Past Projects and Works
6. Discussion of the 5 year Direction
7. Review of Opportunities and Threats
8. Review of Economic Environment
9. Top 5 Goals for the Airport
10. Preparation of a Draft Business Plan
11. Review Strategic Plan in Total
12. Review Next Steps

- d. A confirmation of availability for a minimum of four in-person meetings (start-up, draft review, open house, and final presentation).**

Pat Maloney is available for four in-person meetings in Peace River. It is anticipated that the consultant will have input into the scheduling of the dates of the meetings. It is proposed that each meeting will include a trip to Peace River and an overnight stay to maximize the value of the trip and incorporate into the trip site visit, meetings with other stakeholders and review of any other documentation the Town may have regarding the airport.

- e. A confirmation of availability of project timelines.**

The Request for Proposals does not outline a specific time line. However, given the fact that there will be four meetings in Peace River and background work to complete, it is anticipated that the project could be completed approximately 4 months after the contract is awarded. If the Town of Peace River has a different time line or requirements, Ms. Maloney is very willing to discuss this and adapt the time line.

- f. A cost quotation for this undertaking inclusive of travel, accommodation and disbursement costs.**

The fees are calculated at \$1000 per day for 8 days. Expenses are based on travel to Peace River by flying to Grande Prairie and driving to Peace River with 1 night hotel in Peace River for each trip. Also included is a daily meal allowance of \$60 for each trip to Peace River. Expenses are estimated and will be billed at actual cost with no administrative charge and all receipts will be provided. It has been assumed that the Town of Peace River will cover the cost of advertising the public

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consultation meeting and other meeting rooms. In addition, the Town of Peace River will provide equipment such as digital projector and easels. The consultant will bring laptop computer and other research materials.

Figure 1 – Fee Schedule

Item	Description	Rates	Fees
Professional Fees	8 days	\$1,000 per day	\$8,000
Materials for Open House (prepared by a graphic/drafting person)	3 days	\$520	\$1560
Airfare	4 return flights from Vancouver to Grande Prairie	\$610 per flight (dependant on times and days)	\$2,440
Float Plane	4 return float plane flights from Vancouver to Gabriola	\$156 per return flight	\$624
Car Rental	Four 2-day rentals	\$200 per trip	\$800
Potential Overnight Accommodation in Vancouver (due to weather delays)	Two overnight	\$200 per night	\$400
Hotel	Four nights in Peace River	\$145 per night	\$580
Meal Allowance	8 days	\$60.00 per day	\$480
GST on Fees			\$744.20
Total			\$15,628.20

Three (3) hard copies of the final report will be provided, in addition, the final report will be provided electronically in Word 97-2003.

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g. Professional designations and accreditations.

Patricia Maloney is a professional planner and a full Member of the Canadian Institute of Planners (CIP) with over 32 years of experience primarily in the fields of long range municipal policy planning and regional and community airport planning, both of which have required significant public consultation programs. As a Member of CIP, Ms. Maloney is bound by a code of ethics and professional standards.

As an employee of EBA Engineering Ltd., I specialized in airport planning for ten years. I have prepared Airport Master Plans for Fort McMurray and Nanaimo. I have prepared Airport Strategic Plans for Prince Rupert, Red Deer, and High Level. I have prepared new land use districts for Manning, Fort Nelson and Vermillion Airports. I have prepared land use plans for Medicine Hat, La Crete, Fort Liard, and Fort Nelson Airports. I have been to Peace River and have previously assessed issues at the Peace River Airport for the Town.

My resume is attached.

h. References from previous work on small airports and rural economic development.

My references include:

Nanaimo Airport	Lyn Behnke, Business Manager	250-245-2157
Prince Rupert	Maureen Macarenko, Chair, Airport Authority	250-624-6274
High Level	Jim Lindsay, Airport Manager	780-926-3659

The outcomes of this study will include:

- Recommendation on the preferred governance structure for the airport, and
- Business plan for the Airport

It is stated in the RFP that the contract will be awarded by November 20th and I will be prepared to schedule the start up meeting within the next 2 weeks after the contract award. Should the Town or the selection committee have any questions or require any additional information, I can be contacted on my cell phone at 403-819-8196.

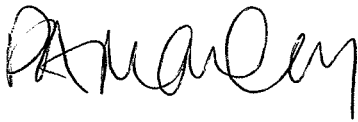
Again, thank you for the opportunity to submit a proposal for this project. Airports are a critical link for northern communities. Often they are not considered part of the transportation system by government. The continued safe and efficient operation of the Peace River Airport is very important for the quality of

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life for the residents of the north. Connections to the south for medical, educational and even recreation and leisure are imperative. A successful Business Plan and strategy for the continued operation of the Peace River Airport will be a cornerstone for the economic health and well-being of the community. While Airports rarely make money, they can generate a significant economic multiplier in a community and can even be the critical element in locational decisions.

I look forward to hearing from you.

Sincerely,

A handwritten signature in black ink, appearing to read "P. Maloney". The signature is fluid and cursive, with the first letter of the last name being a large, prominent capital 'M'.

Patricia A. Maloney, MCIP

Patricia A. Maloney

Education

BAA, Ryerson Polytechnical University	1977	(Urban and Regional Planning)
Certificate, Public Administration, University of Alberta	1983	
Certificate, Management University of Calgary	1987	

Expertise

Land Development, Long Range Policy Planning, Economic Development Strategies, Public Consultation and Strategic Planning

PROJECT EXPERIENCE

Land Development

Isle of Mann; currently managing 7,000+ acres of land in the Calgary Region. Responsible for the statutory planning, redesignation, subdivision and development approvals processing of the projects. Currently under construction are; Eagle Ridge (160 acres in Town of Sundre), Wheatland Industrial Park (900 acres in Wheatland County), Kinniburgh North Phase 1 (114 lots in the Town of Chestermere). Under planning approval are: Eagle Shores (858 acre new town development east of the Town of Strathmore), Meadow Lake Farm Estates (640 acre comprehensively planned community), and Cochrane North (320 acres of land for residential development). Includes all public consultation and council presentations and due diligence on lands under consideration for purchase, liaison with government agencies and writing of long range planning documents and land use bylaws.

Prepared an ASP amendment for 73 acres of residential development in the Town of Stony Plain for Elegant Developments

Northglen Estates, 8-lot subdivision.

Processed a number of small and single lot subdivisions.

Millennium Estates, 129 acres south of Calgary, country residential development.

Glendale Meadows, 250 acres west of Calgary, country residential development.

Little Bow Resort, 300 cottage lot development, with marina on McGregor Reservoir.

Three Sisters Resort development, Canmore Alberta, 2500 acres of land that required annexation, Environmental Impact Assessment, Area Structure Plan preparation, negotiation between municipalities and government agencies, re zoning and subdivision, and preparation of architectural guidelines.

Municipal/Statutory Planning

Participated as a Team Member to prepare the South McDougal Flats Area Structure Plan for Mountain View County including the policies and direction for the Sundre Airport

Hamlet of Villeneuve Area Structure Plan, Sturgeon County and Edmonton Airports

Mountain View County Municipal Development Plan

SE Sundre Area Structure Plan, Mountain View County

Airdrie East Area Structure Plan, MD of Rocky View

Town of Brooks Downtown Revitalization Plan.

Hamlet of Indus Area Structure Plan and Hamlet of Dalroy Area Structure Plan, MD of Rocky View.

Amendment to the East Balzac Area Structure Plan, South Transition Lands, MD Rocky View.
Parkland County Industrial Feasibility Study and Area Structure Plans.
Newell County, 3 Area Structure Plans for lands surrounding the Town of Brooks.
Eagle Lake Area Structural Plan, Wheatland County.
Hamlet of Bragg Creek Area Redevelopment Plan.
The City of Fernie Official Community Plan and Zoning Bylaw.
County of Red Deer, Area Structure Plan for the De-commissioned Penhold Air Base.
The City of Fernie Comprehensive Development Plan.
District of Elkford Official Community Plan.
M.D. of Yellowhead, Municipal Development Plan, Land Use Bylaw and Long Range Hamlet Plans.
Town of Creston Development Permit Areas.
Town of Banff, Pinewoods Area Structure Plan.
M.D. of Bighorn, General Municipal Plan, South Corridor Area Structure Plan and Dead Man's Flats Area Redevelopment Plan.
County of Wheatland General Municipal Plan.

Public Consultation

Mediated a relocation plan for a mobile home park in Surrey BC between the City of Surrey, the landowner and the residents of the park.

Designed and facilitated a community visioning session for the City of Vernon for their OCP Review using a Global Café format and a community survey with over 40% return.

Develop Communication and Consultation Strategies for the location of new landfill sites, including Regional Municipality of Wood Buffalo and other private clients.

Designed and implemented public consultation programs for the Bragg Creek Area Redevelopment Plan, County of Wheatland General Municipal Plan, Municipal District of Bighorn General Municipal Plan, Municipal District of Yellowhead Municipal Development Plan, MRBB Strategic Plan, Muskwa-Kechika Management Advisory Board, Mackenzie Land and Water Board, Siksika First Nation, RMWB Waste Management, Visioning Session for City of Calgary Waste Management.

Designed and implemented public consultation for the Hamlet of Shepard for the City of Calgary and the Municipal District of Rocky View.

Mediated dispute between Town of Olds and Airport Tenant.

Conducted a strategic planning session for the Council of the District of Elkford.

Designed and implemented comprehensive member consultation for Little Red Cree Nation including Elders Meetings. Meetings with school children and community meetings.

Facilitated a visioning session, with the development of an action plan for The City of Fernie.

Conducted focus groups for marketing and design purposes for Silver Tip development in Canmore.

Prepared a series of nine pamphlets for The City of Fernie, entitled the Planning Education Series.

Conducting a comprehensive consultation program for the Alexander Cree Nation including a household questionnaire, meetings with elders, Open Houses and meetings with youth.

Developed and implemented a program for The City of Calgary regarding a lead contaminated site in northeast Calgary.

Developed and implemented a comprehensive program for The City of Medicine Hat Transportation Study.

Developed and implemented a comprehensive and extensive two-year public consultation program for the Three Sisters Resorts in the Bow Corridor resulting in Natural Resource Conservation Board approval.

Facilitated a strategic planning session for the Alberta Forestry Association resulting in the development of a work program to improve their profile and efficiencies.

Facilitated a strategic planning workshop for the Canadian Forestry Association leading to the re-design and re-direction of National Forest Week to achieve higher profile.

Organized several conferences including the Heart of the City (1994) and the Alberta Association, Canadian Institute of Planners conferences (1988, 1995 and 1997).

Airport Planning

Prepared a long range strategic plan for the Strathcona (Josephburg) Airport

Prepared a development concept for the Villeneuve Airport for Edmonton Airports

Land Use Concept for the Terrace/Kitimat Airport

Study on Oil and Gas Company Airstrips in the Regional Municipality of Wood Buffalo

Olds Didsbury Airport Area Structure Plan

Land Use Plan and Development Concept for Wetaskiwin Regional Airport.

Regional Airport Management Study for Mackenzie Regional Economic Initiative (including High Level, Rainbow Lake, Fort Vermilion, La Crete and Zama).

Master Plan for Fort McMurray Airport.

Master Plan Update for Grande Prairie Airport.

Land Use Plan and Master Plan for Medicine Hat Airport.

Master Plan for Nanaimo Airport.

Master Plan for Red Deer Regional Airport.

Land Use Plan for Fort Nelson Airport.

Master Plan for Ft. Liard Airport, Northwest Territories.

Facilitated visioning session for the Edmonton City Centre Airport Marketing Committee.

Conducted strategic planning session for Sundre Airport.

Conducted two-day strategic plan to determine future operation and organization of the Lethbridge Airport.

Strategic Plan for Prince Rupert Airport

Development and Business Plans for Sundre Airport.

Market assessment and planning for Three Sisters Resort.

Feasibility study for large resort development on Eagle Lake (east of Calgary).

Miscellaneous Planning Projects

Conducted a land use assessment of a legal action on behalf of the Government of Alberta against a developer for the Resortport proposal on Calgary International Airport lands

Facilitated the Strategic Plan update for the Leighton Centre, Alberta

Administered the Land Use Bylaw amendments and subdivision applications for Wheatland County for lands around Eagle Lake.

Seconded to the Municipal District of Rocky View and Newell County to provide day-to-day planning advice and process redesignation, subdivision and development applications.

Implemented two Neighbourhood Improvement Programs in Edmonton.

Prepared Tentative Plans of subdivision for small developers in the Calgary region.

Designed and processed approvals for development of an industrial park in Canmore.

Researched and negotiated 8 urban fringe agreements.

Prepared development controls for highway commercial development at Dead Man's Flats and Harvie Heights, along Trans Canada Highway.

Developed Architectural Guidelines and Design Controls for many private developments.

Worked with the developers and the municipality to prepare Specified Area Bylaws and Development Cost Charge Bylaws.

Teaching Positions

Teach seminar course at University of Lethbridge, for fourth year honours students, Geography Department "Contemporary issues in Planning".

Teach annual course at the Banff Centre for Environmental and Land Management for Aboriginal Lands.

Prepared and delivered Sustainable Development and Aboriginal Land Use/Community Planning courses for Indian and Northern Affairs.

Teach "Engaging the Aboriginal Community" at the Centre for Indigenous and Environmental Resources in Winnipeg.

Speak regularly at conferences on consultation and First Nations planning, including the National CIP conference in Quebec City in 1993, AACIP conference in 2004, Manitoba Planning Institute conference in 2003, and National Aboriginal Land Managers Conference in 2003, Community Planning Association of Alberta Annual Conference in 2005.

Employment History

2007 to Present	Principle Patricia Maloney & Associates Gabriola, BC
1997 - Present	Senior Planner EBA Engineering Consultants Ltd. Calgary, Alberta
1993 - 1997	Senior Planner Urban Systems Ltd. Calgary, Alberta
1992 - 1993	Principal Jabbergreen Consulting Calgary, Alberta
1990 - 1992	Senior Planner UMA Engineering Ltd. Calgary, Alberta
1982 - 1990	Senior Planner Calgary Regional Planning Commission Calgary, Alberta
1981 - 1982	Systems Planner Alberta Transportation Calgary, Alberta
1977 - 1981	Planner The City of Edmonton Edmonton, Alberta

Professional Affiliations

Member	Gabriola Advisory Planning Committee (2008 to present)
Past Member	City of Calgary Planning Commission (2004 to 2006)
Past Member	Calgary Aboriginal Urban Affairs Committee (2000 – 2003)
Member	Canadian Institute of Planners (Alberta and British Columbia Chapters)
Past Member	Aviation Strategic Action Group
Past Secretary/Treasurer	Alberta Airport Operators Association
Past Member	Provincial Aviation Strategic Task Force
Past President	Alberta Association, Canadian Institute of Planners (1991 and 1997)
Past Councillor	Alberta Association, Canadian Institute of Planners (1984 – 1991 and 1996 – 1998)
Past Director	Community Planning Association of Alberta
Past Director	Federation of Calgary Communities
Past Board Member	Calgary Aboriginal Mentorship Program
Past First Vice Chair	Acadia Community Association