"A Great Place to Live, Work and Play"

REGULAR COUNCIL MEETING AGENDA

Tuesday, February 24, 2015 | 9:00 AM | Council Chambers, Administration Building

#1	CALL TO ORDER		
#2	ADOPTION OF AGENDA		1
#3	MINUTES	3.1 Regular Council Meeting minutes held February 10, 2015 – to be adopted.	3
		3.2 Business Arising from the Minutes	-
#4	PUBLIC HEARING		
#5	DELEGATION	5.1 Teepee Creek Stampede Association	15
#6	BYLAWS		
#7	OLD BUSINESS		
#8	NEW BUSINESS	8.1 April 14th, 2015 Council Meeting Cancellation	36
		8.2 Canfor Request	38
		8.3 Policy Structure	43
		8.4 Policy 1006 – Employee/Consultant Temporary Housing	45
		8.5 Policy 4006-Equipment & Vehicle Replacement Policy	51
		8.6 Wapiti Corridor Multi Use Plan	57
		8.7 Rescind Motion 12.12.733	60
		8.8 AUMA Invitation	61
		8.9 Flashing Green Lamp Program	64

#9 COUNCILLORS
BUSINESS & REPORTS

#10 CORRESPONDENCE

- Stakeholder Meetings with Linear Property Assessment
- Primary Care Network
- East Smoky Recreation Board Minutes – December
- East Smoky Recreation Board Minutes – January
- Alberta Transportation – AAMDC
- Source Water Protection Plan – Town of Grande Cache

#11 IN CAMERA 11.1 Personnel

#12 ADJOURNMENT

Minutes of a

REGULAR COUNCIL MEETING

MUNICIPAL DISTRICT OF GREENVIEW NO. 16

M.D. Administration Building,

Valleyview, Alberta, on Tuesday, February 10, 2015

 # 1: CALL TO ORDER

Reeve Dale Gervais called the meeting to order at 9:00 a.m.

PRESENT

Reeve	Dale Gervais
Deputy Reeve	Tom Burton
Councillors	Dave Hay
	Roxie Rutt
	Bill Smith
	Dale Smith
	Les Urness
	George Delorme

ATTENDING

Chief Administrative Officer	Mike Haugen
General Manager, Community Services	Dennis Mueller
General Manager, Infrastructure & Planning	Grant Gyurkovits
Recording Secretary	Lianne Kruger

ABSENT

General Manager, Corporate Services	Rosemary Offrey
Communications Officer	Diane Carter

#2: AGENDA

MOTION: 15.02.058. Moved by: COUNCILLOR DALE SMITH

That the February 10, 2015 agenda be adopted as presented.

CARRIED

#3.1 REGULAR COUNCIL MEETING MINUTES

MOTION: 15.02.059. Moved by: DEPUTY REEVE TOM BURTON

That the Minutes of the Regular Council Meeting held on Tuesday, January 27, 2015 be adopted as presented.

CARRIED

#3.2 BUSINESS ARISING FROM MINUTES

3.2 BUSINESS ARISING FROM MINUTES:

There was no business arising from the minutes.

#7 OLD BUSINESS

7.0 OLD BUSINESS

There was no old business brought forward.

#8
NEW BUSINESS

8.0 NEW BUSINESS

8.1 LITTLE SMOKY CEMETERY COMMITTEE

LITTLE SMOKY CEMETERY COMMITTEE

MOTION: 15.02.060. Moved by: COUNCILLOR DAVE HAY
That Council appoint Anne Nichols, Doreen Hebert and Joe Arnault to sit as Members at Large on the Little Smoky Cemetery Committee.

CARRIED

8.2 JOHN DEERE TRACTOR TENDER

TRACTOR TENDER

MOTION: 15.02.061. Moved by: COUNCILLOR DAVE HAY
That Council approve the purchase of two (2) John Deere 6140R Tractors supplied by Prairie Coast Equipment for a total cost of $81,000.00, as per the approved 2015 budget.

CARRIED

8.3 TRAFFIC IMPACT ASSESSMENT STUDY

TRAFFIC IMPACT ASSESSMENT

MOTION: 15.02.062. Moved by: DEPUTY REEVE TOM BURTON
That Council approve additional funds of $2,800.00 towards the Traffic Impact Assessment Study on 39th Avenue, with funding coming from Engineering-Other Professional Services.

CARRIED

8.4 DONATION OF 100YD. 3 OF 4:20 GRAVEL TO VALLEYVIEW & DISTRICT GUN CLUB

GRAVEL DONATION

MOTION: 15.02.063. Moved by: COUNCILLOR DAVE HAY
That Council approve a donation of 100 cubic yards of 4:40 gravel to the Valleyview and District Gun Club with loading and hauling to be supplied by the Valleyview and District Gun Club.

CARRIED

8.5 VALLEYVIEW MINOR HOCKEY – ARENA ADVERTISING

ARENA ADVERTISING-VV MINOR HOCKEY

MOTION: 15.02.064. Moved by: DEPUTY REEVE TOM BURTON
That Council approve annual advertising of the Greenview Sign at the Polar Palace Hockey Arena in Valleyview, with the funds to come from the Community Service Miscellaneous Grant for the 2014/2015 invoice of $400.00 payable to Valleyview Minor Hockey.

CARRIED

8.6 TOWN OF GRANDE CACHE – ARENA ADVERTISING

ARENA ADVERTISING-TOWN OF GC

MOTION: 15.02.065. Moved by: COUNCILLOR ROXIE RUTT
That Council approve annual advertising of the Greenview sign at the Grande Cache Arena in Grande Cache in the amount of $375.00 payable to the Town of Grande Cache, with the funds to come from the Community Service Miscellaneous Grant.

CARRIED

8.7 2014 AUDIT PLANNING LETTER

2014 AUDIT LETTER

MOTION: 15.02.066. Moved by: COUNCILLOR DAVE HAY
That Council accept the 2014 Audit Planning Letter from Hawkings EPP Dumont as information.

CARRIED

AUDIT COMMITTEE REPRESENTATIVES

MOTION: 15.02.067. Moved by: COUNCILLOR DALE SMITH
That Council's Audit Committee representatives set February 23, 2015 at 2:00 p.m. as the Audit Committee Meeting with the Auditor's.

CARRIED

8.8 2014 CAPITAL BUDGET CARRYOVERS TO THE 2015 CAPITAL & OPERATIONAL BUDGET

2014 DEBOLT REVERSE OSMOSIS CAPITAL BUDGET CARRYOVER

MOTION: 15.02.068. Moved by: DEPUTY REEVE TOM BURTON
That Council direct Administration to carryover $63,506.00 from the 2014 DeBolt Reverse Osmosis Capital Budget to the 2015 DeBolt Reverse Osmosis Capital Budget.

CARRIED

2014 WASTEWATER SCADA CAPITAL BUDGET CARRYOVER

MOTION: 15.02.069. Moved by: COUNCILLOR ROXIE RUTT
That Council direct Administration to carryover $21,364.00 from the 2014 Wastewater SCADA Capital Budget to the 2015 Environmental Services SCADA Operational Budget.

CARRIED

TRACTOR REPLACEMENT UNITS

MOTION: 15.02.070. Moved by: COUNCILLOR LES URNESS
That Council direct Administration to reallocate $28,636.00 from the 2015 Operations Capital Budget – Tractor Replacement Units T19 & T20 to the 2015 Environmental Services SCADA Operational Budget.

CARRIED

AGRICULTURE SERVICES – CARRYOVER

MOTION: 15.02.071. Moved by: COUNCILLOR DALE SMITH
That Council direct Administration to carryover $28,000.00 from the 2014 Agriculture Services - 500 Gallon Sprayer Capital Budget to the 2015 Agriculture Services - 500 Gallon Sprayer Capital Budget.

CARRIED

Reeve Gervais recessed the meeting at 9:51 a.m.
Reeve Gervais reconvened the meeting at 10:03 a.m.

#4 PUBLIC HEARING

4.0 PUBLIC HEARING

4.1 BYLAW 14-736 RE-DESIGNATE FROM AGRICULTURE (A) TO COUNTRY RESIDENTIAL ONE (CR-1) DISTRICT

Chair Gervais opened the Public Hearing regarding Bylaw #14-736 at 10:03 a.m.

IN ATTENDENCE

Manager, Planning & Development	Sally Ann Rosson
Applicant	Marjorie Chuppa

APPLICANT(S) & PROPERTY OWNER(S)

Applicant(s)	Wayne & Marjorie Chuppa
Property Owner(s)	Wayne & Marjorie Chuppa

INTRODUCTIONS

The Chair asked each Council Member and Staff member to introduce themselves and asked Council Members if there were any reasons that they should be disqualified from the hearing. Each Member's reply was "No".

PURPOSE OF THE HEARING

The purpose of the hearing is to hear submissions for and opposed to proposed Bylaw 14-736, being a bylaw of the MD of Greenview for the purpose to re-designate the proposed 8.26 hectare (20.41 acre) +/-area as proposed within SE 1-73-23-W5M from Agriculture (A) District to Country Residential One (CR-1) District.

APPLICANTS PROPOSAL

To allow the landowners to subdivide a second lot from the quarter section.

QUESTIONS FROM COUNCIL TO APPLICANT

The Chair called for any questions to the Applicant from Council.
None was heard

THOSE IN FAVOUR

The Chair requested that anyone in favour of the application come forward.
None came forward.

THOSE AGAINST

The Chair requested that anyone against the application come forward.
None came forward.

REFERRAL AGENCY & ADJACENT

The Planning & Development Coordinator provided a summary of the responses from the referral agencies.

LANDOWNERS COMMENTS

ATCO ELECTRIC
No concerns.

ATCO GAS
No Concerns.

PUBLIC WORKS
No upgrades required.

QUESTIONS FROM COUNCIL

The Chair called for any questions from Council.
None was heard.

QUESTIONS FROM APPLICANT OR PRESENTER

The Chair called for any questions from the Applicant or those that had spoken in favour or against the application with regards to the comments from Planning & Development, the referral agencies, or adjacent landowners.
None were heard.

APPLICANT(S) FINAL COMMENT

The Chair called for any final comments from the Applicant(s).
None were heard.

FAIR AND IMPARTIAL HEARING

The Chair asked the Applicant(s) if they have had a fair and impartial hearing, the Applicant(s) responded "Yes."

BYLAW 14-732 PUBLIC HEARING ADJOURNED

Chair Gervais adjourned the Public Hearing regarding Bylaw #14-736 at 10:11 a.m.

4.2 BYLAW 14-737 RE-DESIGNATE FROM AGRICULTURE (A) TO INDUSTRIAL (I) DISTRICT

Chair Gervais opened the Public Hearing regarding Bylaw #14-737 at 10:12 a.m.

IN ATTENDENCE

Manager, Planning & Development	Sally Ann Rosson
Applicant	Troy Gordon

APPLICANT(S) & PROPERTY OWNER(S)

Applicant(s)	Low Impact Inc.
Property Owner(s)	Troy Gordon
	Liz Gordon

INTRODUCTIONS

The Chair asked each Council Member and Staff member to introduce themselves and asked Council Members if there were any reasons that they should be disqualified from the hearing. Each Member's reply was "No".

PURPOSE OF THE HEARING

The purpose of the hearing is to hear submissions for and opposed to proposed Bylaw 14-737, being a bylaw of the MD of Greenview for the purpose to re-designate the proposed 13.68 hectare ± (33.80 acre) area as proposed within NE 17-70-22-W5M from Agriculture (A) District to Industrial (I) District.

APPLICANTS PROPOSAL

To accommodate existing development onsite and growth of business.

QUESTIONS FROM COUNCIL TO APPLICANT

The Chair called for any questions to the Applicant from Council.
None was heard

THOSE IN FAVOUR

The Chair requested that anyone in favour of the application come forward.
None came forward.

THOSE AGAINST

The Chair requested that anyone against the application come forward.
Mr. Robert Wirth voiced concerns on how the MD is pushing through applications concerning the IDP

REFERRAL AGENCY & ADJACENT LANDOWNERS COMMENTS

The Planning & Development Coordinator provided a summary of the responses from the referral agencies.

ALBERTA TRANSPORTATION
The department does not typically support isolated industrial development preferring instead to have the development industry in nature occur within established industrial parks or other urban industrial/commercial areas where existing highway and municipal road networks could safely and efficiently support traffic generated from industrial developments. A Traffic Impact Assessment (TIA) may be required prior to development.

ATCO ELECTRIC
No Concerns.

EAST SMOKY GAS
No concerns.

TOWN OF VALLEYVIEW
No concerns to accommodate the growth of an existing business, but does voice concern regarding clarity of the Intermunicipal Development Plan (IDP).

ADJECENT LANDOWNERS – AL & ANNE WORTH
Voice concerns regarding the interpretation in the IDP.

QUESTIONS FROM COUNCIL

The Chair called for any questions from Council.
None was heard.

QUESTIONS FROM APPLICANT OR PRESENTER

The Chair called for any questions from the Applicant or those that had spoken in favour or against the application with regards to the comments from Planning & Development, the referral agencies, or adjacent landowners.
None were heard.

APPLICANT(S) FINAL COMMENT

The Chair called for any final comments from the Applicant(s).
None were heard.

FAIR AND IMPARTIAL HEARING

The Chair asked the Applicant(s) if they have had a fair and impartial hearing, the Applicant(s) responded "Yes."

BYLAW 14-732 PUBLIC HEARING ADJOURNED

Chair Gervais adjourned the Public Hearing regarding Bylaw #14-737 at 10:42 a.m.

4.3 BYLAW 14-738 RE-DESIGNATE FROM AGRICULTURE (A) TO COUNTRY RESIDENTIAL ONE (CR-1) DISTRICT

Chair Gervais opened the Public Hearing regarding Bylaw #14-738 at 10:43 a.m.

IN ATTENDENCE

Manager, Planning & Development	Sally Ann Rosson
Applicant Representation	Koreen Garant
	Lee Garant

APPLICANT(S) & PROPERTY OWNER(S)

Applicant(s)	Bruce A. Beairsto
Property Owner(s)	Douglas & Sharlene Kaetler

INTRODUCTIONS

The Chair asked each Council Member and Staff member to introduce themselves and asked Council Members if there were any reasons that they should be disqualified from the hearing. Each Member's reply was "No".

PURPOSE OF THE HEARING

The purpose of the hearing is to hear submissions for and opposed to proposed Bylaw 14-737, being a bylaw of the MD of Greenview for the purpose to re-designate the proposed Lot One (1) 5.31 hectares or 13.12 acres and Lot Two (2) 7.90 hectares or 19.52 acre area as proposed under Plan 082 7469, Block 1, Lot 1, within SW 31-71-26-W5M from Agriculture (A) District to Country Residential One (CR-1) District.

APPLICANTS PROPOSAL

To accommodate the proposed subdivision.

QUESTIONS FROM COUNCIL TO APPLICANT

The Chair called for any questions to the Applicant from Council.
None was heard

THOSE IN FAVOUR

The Chair requested that anyone in favour of the application come forward.
None came forward.

THOSE AGAINST

The Chair requested that anyone against the application come forward.
None came forward.

REFERRAL AGENCY & ADJACENT LANDOWNERS COMMENTS

The Planning & Development Coordinator provided a summary of the responses from the referral agencies.

ALBERTA TRANSPORTATION
The department does not typically support isolated industrial development preferring instead to have the development industry in nature occur within established industrial parks or other urban industrial/commercial areas where existing highway and municipal road networks could safely and efficiently support traffic generated from industrial developments. A Traffic Impact Assessment (TIA) may be required prior to development.

ATCO ELECTRIC
No Concerns.

EAST SMOKY GAS
No concerns.

QUESTIONS FROM COUNCIL

The Chair called for any questions from Council.
None was heard.

QUESTIONS FROM APPLICANT OR PRESENTER

The Chair called for any questions from the Applicant or those that had spoken in favour or against the application with regards to the comments from Planning & Development, the referral agencies, or adjacent landowners.
None were heard.

APPLICANT(S) FINAL COMMENT

The Chair called for any final comments from the Applicant(s).
None were heard.

FAIR AND IMPARTIAL HEARING

The Chair asked the Applicant(s) if they have had a fair and impartial hearing, the Applicant(s) responded "Yes."

BYLAW 14-732 PUBLIC HEARING ADJOURNED

Chair Gervais adjourned the Public Hearing regarding Bylaw #14-738 at 10:50 a.m.

Reeve Gervais recessed the meeting at 10:51 a.m.
Reeve Gervais reconvened the meeting at 11:03 a.m.

#5 DELEGATIONS

5.0 DELEGATIONS

5.1 2014 VALLEYVIEW POLICING STATS

2014 POLCING STATS

MOTION: 15.02.072. Moved by: DEPUTY REEVE TOM BURTON
That Council accept for information the 2014 Valleyview Policing Stats presentation.

CARRIED

#6 BYLAWS

6.0 BYLAWS

6.1 BYLAW 14-736 RE-DESIGNATE FROM AGRICULTURE (A) TO COUNTRY RESIDENTIAL ONE (CR-1) DISTRICT

BYLAW 14-736 SECOND READING

MOTION: 15.02.073. Moved by: COUNCILLOR DALE SMITH
That Council give Second Reading to Bylaw No. 14-736, re-designate the proposed 8.26 hectare (20.41 acre) +/-area as proposed within SE 1-73-23-W5M from Agriculture (A) District to Country Residential One (CR-1) District.

CARRIED

BYLAW 14-736 THIRD READING

MOTION: 15.02.074. Moved by: COUNCILLOR DALE SMITH
That Council give Third Reading to Bylaw No. 14-736, re-designate the proposed 8.26 hectare (20.41 acre) +/-area as proposed within SE 1-73-23-W5M from Agriculture (A) District to Country Residential One (CR-1) District.

CARRIED

6.2 BYLAW 14-737 RE-DESIGNATE FROM AGRICULTURE (A) TO INDUSTRIAL (I) DISTRICT

BYLAW 14-737 SECOND READING

MOTION: 15.02.075. Moved by: COUNCILLOR ROXIE RUTT
That Council give Second Reading to Bylaw No. 14-737, re-designate the proposed 13.68 hectare ± (33.80 acre) area as proposed within NE 17-70-22-W5M from Agriculture (A) District to Industrial (I) District.

CARRIED

BYLAW 14-737 THIRD READING

MOTION: 15.02.076. Moved by: COUNCILLOR ROXIE RUTT
That Council give Third Reading to Bylaw No. 14-737, re-designate the proposed 13.68 hectare ± (33.80 acre) area as proposed within NE 17-70-22-W5M from Agriculture (A) District to Industrial (I) District.

CARRIED

6.3 BYLAW 14-738 RE-DESIGNATE FROM AGRICULTURE (A) TO COUNTRY RESIDENTIAL ONE (CR-1) DISTRICT

BYLAW 14-738 SECOND READING

MOTION: 15.02.077. Moved by: DEPUTY REEVE TOM BURTON
That Council give Second Reading to Bylaw No. 14-738, re-designate the proposed Lot One (1) 5.31 hectares or 13.12 acres and Lot Two (2) 7.90 hectares or 19.52 acre area as proposed under Plan 082 7469, Block 1, Lot 1, within SW 31-71-26-W5M from Agriculture (A) District to Country Residential One (CR-1) District.

CARRIED

BYLAW 14-738 THIRD READING

MOTION: 15.02.078. Moved by: DEPUTY REEVE TOM BURTON
That Council give Third Reading to Bylaw No. 14-738, re-designate the proposed Lot One (1) 5.31 hectares or 13.12 acres and Lot Two (2) 7.90 hectares or 19.52 acre area as proposed under Plan 082 7469 Block 1, Lot 1, within SW 31-71-26-W5M from Agriculture (A) District to Country Residential One (CR-1) District.

CARRIED

Reeve Gervais recessed the meeting at 11:52 a.m.
Reeve Gervais reconvened the meeting at 1:06 p.m.

8.9 EQUIPMENT REGISTRY LISTING

POLICY PO-07 REVISION

MOTION: 15.02.079. Moved by: COUNCILLOR ROXIE RUTT
That Council direct staff to revise the Equipment Hiring Policy OP-07 to allow administration to apply percentage rates approved by Council from the annual Alberta Roadbuilders & Heavy Construction Association (arhca) to formulate fairness and transparency in the equipment hiring process.

CARRIED

8.10 ELK QUOTA HUNT RESOLUTION TO ALBERTA ASSOCIATION OF MUNICIPAL DISTRICTS & COUNTIES (AAMDC)

ELK QUOTA HUNT RESOLUTION

MOTION: 15.02.080. Moved by: COUNCILLOR DALE SMITH
That Council approve the Elk Quota Hunt Resolution for submission to the February 13th, 2015 AAMDC District Meeting.

CARRIED

Councillor Bill Smith vacated the meeting at 1:47 p.m.
Councillor Bill Smith re-entered the meeting at 1:48 p.m.

8.11 CAO / MANAGERS' REPORT

CAO / MANAGER'S REPORT

MOTION: 15.02.081. Moved by: DEPUTY REEVE TOM BURTON
That Council accept the CAO Report as information.

CARRIED

#9 COUNCILLORS BUSINESS & REPORTS

9.1 COUNCILLORS' BUSINESS & REPORTS

9.2 MEMBERS' REPORT: Council provided an update on activities and events both attended and upcoming, including the following:

DEPUTY REEVE TOM BURTON
Attended the Grande Prairie Art Gallery
Attended the Grande Prairie Live Theatre
Attended the Grande Prairie 100th Anniversary Chamber Ball
Attended the Policy Review Committee

COUNCILLOR DALE SMITH
Attended the Smoky Applied Research & Demonstration Association (SARDA)

COUNCILLOR ROXIE RUTT
Attended the Crooked Creek Recreation Club Meeting

COUNCILLOR BILL SMITH
Attended the Agricultural Services Board (ASB) Conference
Attended a Farm Tech Conference
Attended the Alberta Agricultural Association Conference

MOTION: 15.02.082. Moved by: COUNCILLOR BILL SMITH
That Council request Administration to research the cost and installation of a digital board for Grovedale area.

CARRIED

COUNCILLOR DAVE HAY
Attended the Valleyview Recreation Board Meeting
Attended the Heart River Foundation Meeting
Attended the Policy Review Committee Meeting

COUNCILLOR LES URNESS
Attended the Greenview Regional Waste Management Commission (GRWMC) Meeting
Attended the Valleyview Medical Clinic Meeting
Attended the Policy Review Committee

COUNCILLOR GEORGE DELORME
Nothing to report.

9.1 REEVE'S REPORT:

REEVE DALE GERVAIS:
Attended the Greenview Regional Waste Management Commission (GRWMC) Meeting
Attended the Whitecourt Snowmobile Rally
Attended the Little Smoky Cemetery Meeting
Met with the Rural Medical Review Committee in Peace River

Councillor George Delorme vacated the meeting at 3:01 p.m.

#10 CORRESPONDENCE

10.0 CORRESPONDENCE:

MOTION: 15.02.083. Moved by: DEPUTY REEVE TOM BURTON
That Council accept the correspondence as presented for information.
CARRIED

 # 11 IN CAMERA

11.1 IN CAMERA CONFIDENTIAL ITEMS

There was no In Camera presented.

#12 ADJOURNMENT

12.0 ADJOURNMENT
MOTION: 15.02.084. Moved by: COUNCILLOR DALE SMITH
That this meeting adjourn at 3:03 p.m.
CARRIED

_____ _____
CHIEF ADMINISTRATIVE OFFICER REEVE

Request for Decision

SUBJECT:	**Teepee Creek Ag Events Centre**			
SUBMISSION TO:	Regular Council Meeting	REVIEWED AND APPROVED FOR SUBMISSION		
MEETING DATE:	February 24, 2015	CAO:	MH	MANAGER:
DEPARTMENT:	CAO Services	GM:		PRESENTER: MH
FILE NO./LEGAL:				LEGAL/ POLICY REVIEW:
STRATEGIC PLAN:				FINANCIAL REVIEW:

RELEVANT LEGISLATION:

Provincial (cite) – NA

Council Bylaw / Policy (cite) – NA

RECOMMENDED ACTION:

MOTION: That Council accept the presentation from the Teepee Creek Stampede Association as information.

BACKGROUND / PROPOSAL:

The Teepee Creek Stampede Association would like to update Council on the progress of the Teepee Creek Ag Events Centre.

Council will recall that the Association requested $250,000.00 under Greenview's Community Grants Program for this project. Council denied funding the project at any level.

OPTIONS - BENEFITS / DISADVANTAGES:

Options – N/A

Benefits – N/A

Disadvantages – N/A

COSTS / SOURCE OF FUNDING:

There are no costs associated with Staff's recommendation.

ATTACHMENT(S):

- Presentation

Teepee Creek Ag Events Centre

February 24, 2015

MACK ERNO
PAM BADGER

www.tpstampede.ca

Teepee Creek Stampede Association


TP
TEEPEE CREEK STAMPEDE


TP
enframe
TP
TP


7
TP
TP


maddhatters
DINE DRINK DANC
Redwood
maddhatters
DINE DRINK DANCE
enframe
CONSTRUCTION LTD.
COUNTRY
PUMP OUT
MOTEL 6

TP

Teepee Creek Stampede Association

- More than just the Stampede
- Main Community Association in our area
  - Community Hall
  - Skating Rink
  - Rodeo Grounds
  - Ag Events Centre – COMING SOON!
- Supporting our local community
  - School Playground
  - School Trips
  - Family Dances
- Stampede Association Board

Ag Events Centre

- Exciting Project – 5+ years in the making
  - New group of volunteers
- Principally an Agricultural Events Centre
- Year Round Opportunity
- Project Plan
- Total Budget & Phases

Update

- Last here 2 years ago
- Progress made on a number of fronts
  - Financial
    - 2 years ago - $250,000 (total $700,000)
    - Today - $1.46M
  - Research
  - Contract signed with project management company (March 2014)
  - BUILDING IS GOING UP!!

Funding Snapshot Today

- Committee Fundraising Efforts - $115,000
  - Raffles – sold out the last 2 years!
  - Successful Men's Night
  - School Penny Drive
  - Other clubs supporting
- Corporate Sponsorship - $160,000 committed
- County of GP Commitment - $900,000
- Alberta CFEP grant - $125,000

- TOTAL CONFIRMED TO DATE: $1.46M

Project Progress

- Original Plan – Spring 2013
- Research – Arena Tours
  - Visited 30 plus facilities
  - Very worthwhile and informative
  - Will help us build a better, more functional facility
- Actively researching everything from interior setup to dust control to heating methods

Where are we at today?

- Site Plan completed
- Core samples
- Ground Breaking during 2013 TP Stampede
- Dirt Work – Building Pad Preparations
- Fall 2014 – started Phase 1, part 1 Construction


TP FUTURE HOME OF TP
Teepee Creek Ag Events Centre
www.tpstampede.ca/ag-events-centre


TP FUTURE HOME OF TP
Teepee Creek Ag Events Centre
www.tpstampede.ca/ag-events-centre


November 5th, 2014


December 3rd, 2014


December 11, 2014

February 16th, 2015

Why is this project important?

- The right facility for the community
- Economic Driver for development & growth
- It is well supported - Letters of support
- Recreation & Exercise opportunity
- Youth in the area
- Opportunity for entire region – not just the County of Grande Prairie!

Moving Forward

- *Phase 1, part 1 plans – we will "right-size" the project to our budget*
  - *Stampede Board & Ag Events Committee*
    - *Operating within our means*
    - *Will not take on debt*
      - *Central AB Project on Arena Tour*

- *Opening Spring 2015*
- *Phase 1, part 2 plans – Summer 2015*
- *Phase 2 plans*

Future Funding Plan

- What else are we working on?
  - Grants - CFEP Provincial Grant
  - Community Futures
  - UFA Get'n'Give Contest
  - Committee Fundraising efforts continue
  - Corporate Donors
  - Personal and Family Support

Support for this project

- Already becoming an economic driver
- Have had tons of interest in the project from the local community and surrounding area
- Letters of Support
- Demand for usage is there

Support from the MD of Greenview

- Difference Maker
  - YOU can allow us to build a more functional facility that can better handle events
    - Gives facility more impact
  - A better long term facility
  - Build it right the first time
  - 100th year Teepee Creek Stampede and beyond

www.tpstampede.ca/ag-events-centre

Mack Erno, Past President
Teepee Creek Stampede Association
780-897-8048, merno@jadecash.com

Pam Badger, TP Ag Events Centre Committee Chair
780-882-1497, spiritstraw@hotmail.com

agevents@tpstampede.ca

Request for Decision

SUBJECT:	**April 14th 2015 Council Meeting Cancellation**				
SUBMISSION TO:	Regular Council Meeting	REVIEWED AND APPROVED FOR SUBMISSION			
MEETING DATE:	February 24, 2015	CAO:	MH	MANAGER:	
DEPARTMENT:	CAO Services	GM:		PRESENTER:	LK
FILE NO./LEGAL:				LEGAL/ POLICY REVIEW:	
STRATEGIC PLAN:				FINANCIAL REVIEW:	

RELEVANT LEGISLATION:

Provincial (cite) – MGA, Pg. 108, 193(3), If council changes the date, time or place of a regular scheduled meeting, the municipality must give at least 24 hours' notice of the change

Council Bylaw / Policy (cite) –

RECOMMENDED ACTION:

MOTION: That Council cancel the April 14th, 2015 Regular Council meeting due to Council attending the Community Planning Association of Alberta (CPAA).

BACKGROUND / PROPOSAL:

The Community Planning Association of Alberta is an organization dedicated to the promotion of community planning in the Province of Alberta. Through various means, the Association provides a forum for the discussion of community planning-related concepts, ideas and issues with a view towards solutions. Each year, the CPAA hosts an annual planning conference. Conference themes stress the importance of community planning as well as the inter-relationships between land use planning and economic development, tourism and recreation

The CPAA will be held in Red Deer, Alberta from April 13-15, 2015. As a majority of Council members will be attending this event, the Regular Council meeting on April 14th will lack quorum.

Any meeting dates cancelled by Council will be advertised as per the MGA so that the public is aware of the change.

OPTIONS - BENEFITS / DISADVANTAGES:

Options – Council may choose to reschedule the Regular Council meeting.

Benefits – That Council will be able to attend the CPAA.

Disadvantages – The following Council Meeting may have a larger agenda.

COSTS / SOURCE OF FUNDING:

N/A

ATTACHMENT(S):

N/A

Request for Decision

SUBJECT:	**Canfor Requests**				
SUBMISSION TO:	Regular Council Meeting	REVIEWED AND APPROVED FOR SUBMISSION			
MEETING DATE:	February 24, 2015	CAO:	MH	MANAGER:	
DEPARTMENT:	Infrastructure & Planning/Operations	GM:	GG	PRESENTER:	GG
FILE NO./LEGAL:				LEGAL/ POLICY REVIEW:	
STRATEGIC PLAN:				FINANCIAL REVIEW:	

RELEVANT LEGISLATION:

Provincial (cite) - NA

Council Bylaw / Policy - NA

RECOMMENDED ACTION:

MOTION: That Council reject the request from Canfor to increase the maximum Gross Vehicle Weight to 68,000 kilograms under non-frozen conditions on the Forestry Trunk Road.

MOTION: That Council reject the request made by Canfor to reconstruct the Forestry Trunk Road from kilometer 80 to kilometer 115 over the next three years.

BACKGROUND / PROPOSAL:

The Forestry Trunk Road (FTR) has been identified as a critical link between Hwy 43 and Hwy 40 for the general public including recreational, production operation, field exploration development and road users conducting business within Greenview. Road construction and road maintenance play a key role in maintaining a safe cost effective roadway suitable for carrying heavy loads associated with industrial use. Canfor (CFP), similar to years past are requesting axle weight increases on the FTR. These increased haul weights requested by CFP have been historically denied by Greenview. The increased maintenance costs and public safety would have been considered as major factors in past decisions. CFP currently hauls 66,000 kilograms on non-frozen roads with no restriction during frozen winter road conditions. If required CFP bonds a portion of roadway and pays for some additional maintenance or repairs as required, specific to CFP's activities. CFP has been managing legal loads during summer & winter as requested by Greenview. Currently axle weights on the FTR are regulated to a non-frozen GVW of 66,000 kg. CFP's latest letter indicates a request that would increase non-frozen weight restrictions from the current GVW of 66,000 kg to a GVW of 68,000 kg.

CFP's long term request in the letter would require Greenview to upgrade three sections of the FTR which Canfor consistently utilizes for their haul program. Canfor has asked that Greenview include these upgraded sections in the work plan over the next three year period with CFP discussing potential contributions to follow. The three primary sections of FTR upgrades requested by CFP were located from km 80 to 88 (2015); km 88 to 92 (2016);

and, km 92 to 115 (2017) totaling 35 kilometers over the next three years. CFP's request is to have a road structure built to support loads of 100,000 kg. If this is not acceptable, CFP will build their own road that will parallel the FTR in this area. The FTR is geographically challenging and very little clay based materials are present to help the related costs to upgrade and widen the road structure to sustain the weights requested by Canfor.

Administration had a preliminary cost estimate completed based on a similar road structure design as Canfor completed in 2014. The initial estimate did not include the related costs associated to traffic control, possible oil & gas line lowering or centerline culvert extensions due to road widening. However the majority of road building materials to be hauled in from a distance was included for a minimum $1.1 million per kilometer. At 35 kms this totals $38.5 million. The combination of mixed FTR users with the increase traffic counts is only expected to grow.

Introducing Canfor's additional overloads and heavier weights to the FTR will most certainly alter Greenview's operational road repair program in those areas upgraded to support those requested weights. If Greenview sets precedent to upgrade the requested sections of the FTR to support CFP's request, Greenview may expect similar requests from other industrial users.

OPTIONS - BENEFITS / DISADVANTAGES:

Options – Council could allow the increased GVW weights of 68,000 kg.
Council could plan for the requested upgraded sections and/or a portion of, to be upgraded.
Council could have administration further investigate the cost related difference of extra work needed over what Greenview may repair on the FTR inside Canfor's first requested 8 km's.
Council could agree to concentrate the majority of the 2015 budgeted FTR upgrades in the first 8 km's requested but not to Canfor's road structure specification.

Benefits – Consistent FTR upgrades that benefit all users.
Policing one set of guidelines for all users.
Continued roadway safety improvements all along the FTR.

Disadvantages – Increasing axle weights on one section(s) of the FTR roadway may trigger other increased axle weight requests.
Road upgrades that support suggested weights will increase traffic speeds and decrease safety.
Snow & ice quality control for larger, heavier vehicles and increased maintenance cost of wider roadways.
Road subgrade and surface repairs would be more substantially involved.

COSTS / SOURCE OF FUNDING:

If Council supports the re-grade request, monies to come from approved FTR Capital Funding or other sources such as Reserves.

ATTACHMENT(S):

- Canfor Letter
- Re-grade location map

Canadian Forest Products Ltd.

Alberta Operations

May 28, 2014

Municipal District of Greenview
3609 – 46th Street, P. O. Box 1079
Valleyview, Alberta T0H 3N0

Attention: Mike Haugen, Chief Administrative Office

Re: Forestry Trunk Road: Strategic Opportunities

As we have recently and previously discussed with the MD, Canfor is deeply interested in collaboratively working with the MD of Greenview to improve sections of the Forestry Trunk Road (FTR). From a financial and operational perspective, the FTR is a significant and vital component of Canfor's business; as such Canfor would like to strengthen our working relationship with the MD. The purpose of this letter is to outline for the MD, the short and long term needs of Canfor, in addition to details regarding anticipated volume and types of traffic.

Canfor has utilized the FTR extensively in the past for our operations and will continue to do so into the foreseeable future. An estimated 80% of Canfor's annual timber allocation within FMA9900037 will travel along this road corridor over the next 5 year period, 40% of which is under non-frozen conditions. Previous road use arrangements between the MD and Canfor have included; bonds, road use payments, road maintenance contributions, and agreements for transportation of resource weight loads prior to frozen conditions. Outlined below, are Canfor's short and long term requests of the MD.

Short Term

- In relation to non-frozen weight restrictions, Canfor is requesting that similar to years past and as per the original provincial intent of a Resource Road, it be permitted to haul to a maximum GVW of 68,000 kg on the FTR (conditions warranting),
- Canfor would be willing to contribute road maintenance based upon usage during its active operations,
- Canfor would be willing to provide a refundable secured bond in collateral for any concerns the MD may have in regards to potential road damage caused by Canfor's use.

Long Term

- Ultimately given constraints on the workforce, demand on transportation, and need for infrastructure, Canfor would like to have use of an off highway designed infrastructure with a structure capable of supporting heavy weights and larger configurations. Canfor itself has begun this process and in 2014 will begin upgrading its off highway route connecting to the FTR. The engineered design for this road structure is based upon heavier loads and can be shared with the MD upon request.
- Canfor would like the opportunity to contribute towards the MD of Greenview's strategic plan and designs in relation to the FTR. Contributions could involve; anticipated usage, configurations, desired weights, foreseen critical upgrade sections, knowledge and expertise.

9401 – 108 Street, Postal Bag 100, Grande Prairie, Alberta, Canada T8V 3A3
Telephone (780) 538-7749 Fax (780) 538-7800 www.canfor.com

Canadian Forest Products Ltd.

Alberta Operations

- Canfor would like to see the critical sections addressed as a priority in the MD's strategic plan over the next 3 year period.
- Once the MD has completed a strategic plan outlining design, timelines, and costs, Canfor would like the opportunity to discuss potential contributions to the plan.
- If an arrangement could be agreed upon, Canfor would like jointly with the MD, to approach the provincial government for additional support and funding.

Canfor believes the above long term opportunity benefits the MD in the following three ways:

- Improves the overall condition and safety of the FTR for transportation needs;
- Allows for increased financial support otherwise not available;
- Creates provincial support opportunities for joint industry and municipal government projects.

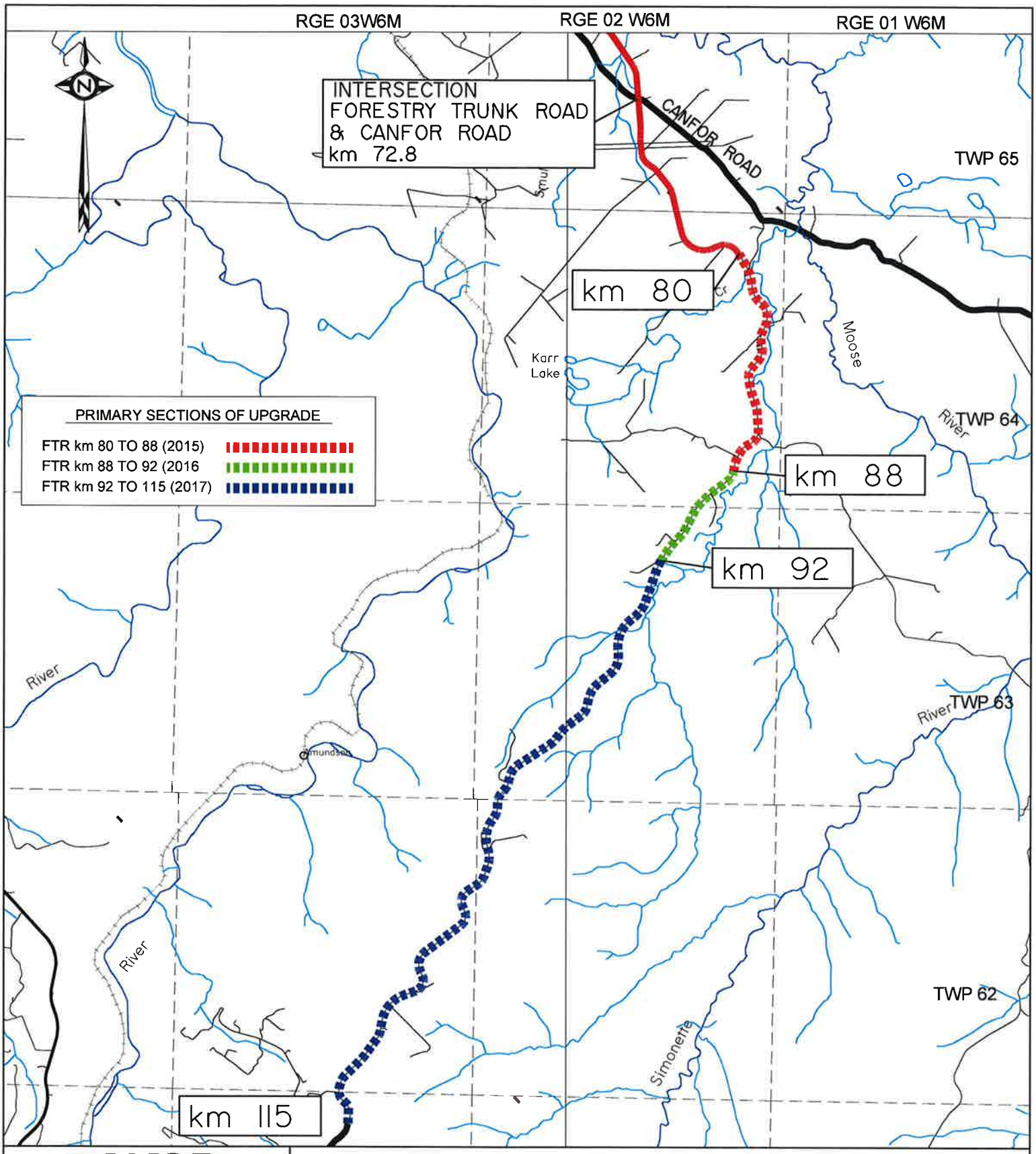
Canfor would appreciate a response in regards to its short term request and would be pleased to meet with the MD of Greenview further to discuss the long term strategic opportunity and any other items of interest to both parties.

Please see the attached appendix for the requested information regarding critical sections, anticipated usage, and desired GVW's. If further information is required, please feel free to contact me at the numbers or email listed below.

Sincerely,
Canadian Forest Products Ltd.

Jon Taszlikowicz
Operations Manager
Office: (780) 538-7723
Fax: (780) 538-7800
Email: jon.taszlikowicz@canfor.com

cc.
Grant Gyurkovits, General Manager, Infrastructure and Planning
Russ Martin, Canfor, North Region General Manager
Jim Stephenson, Canfor, Chief Forester Alberta



WSP

MUNICIPAL DISTRICT OF GREENVIEW No.16

FORESTRY TRUNK ROAD UPGRADE
KM 80 TO KM 115 PRIORITY LOCATIONS
M.D. OF GREENVIEW

Date:	Drawn By:	Checked By:	Scale:	Drawing No.
FEBRUARY 13, 2015	PLP	WG	NTS	LOCATION

Request for Decision

SUBJECT:	**Council's Policy Structure**			
SUBMISSION TO:	Regular Council Meeting	REVIEWED AND APPROVED FOR SUBMISSION		
MEETING DATE:	February 24, 2015	CAO:	MH	MANAGER:
DEPARTMENT:	CAO Services	GM:		PRESENTER: MH
FILE NO./LEGAL:				LEGAL/ POLICY REVIEW:
STRATEGIC PLAN:				FINANCIAL REVIEW:

RELEVANT LEGISLATION:

Provincial (cite) – NA

Council Bylaw / Policy (cite) – NA

RECOMMENDED ACTION:

MOTION: That Council adopt the proposed policy structure as presented.

BACKGROUND / PROPOSAL:

On February 17th, 2015 Committee of the Whole made a motion to recommend to Council that the noted motion be passed.

Council's current policy structure is composed of two parts:

1. A "Policy" document which contains the broad purpose of the Policy and is approved by Council; and,
2. A "Procedures" document that contains procedures related to the policy and is accepted by Council for information.

Staff understands that this is a relatively new structure; however, is recommending a change. In many ways, the recommended change is simply a return to Council's Policy Structure where all purposes and governance procedures related to the Policy are contained in a single document that is ultimately approved by Council.

Staff is basing this recommendation on two principles:

1. Policy is one of the primary tools through which Council exercises it's governance role; and,
2. It is recognized that Council's role is governance and Staff's role is administration. And further, that Council should not be administrating and Staff should not be governing.

Staff believes that the current structure has the potential to blur these lines and erode some of Council's governance role, while encouraging Council to participate in some administrative tasks. Staff does not see either of these events as positively contributing to a healthy Staff/Council relationship for the betterment of Greenview. To be clear, this is not about oversight or the questioning of Administration, which are both roles of Council.

Under the current structure Council approves the "Policy" document. Council then views the related "Procedures" and does not approve them, but does accept them for information. As the "Procedures" tend to contain information of direct importance to defining or fulfilling the respective policy purpose, Staff feels that these should have approval by Council as well.

As Council is only adopting the "Procedures" as information this creates the impression that the procedures are administrative and can be amended by Administration (excepting the Reserves Policy where it is explicitly stated that the Procedures may only be approved and amended by Council). There a number of "Procedures" that depict the roles and authorities of Council and various Staff such as the CAO. Staff believes that many of these should be governed by Council and not subject to amendment by Staff. As an example, Staff should not be governing the role of Council by being able to adjust "Procedures". Likewise, Administration should be limited in some of its ability to determine what Administration must or may do.

Under the current format, Council would see amendments to "Procedures" as well as discuss them (at both Council and the Policy Review Committee), so could prevent negative scenarios portrayed in the preceding paragraph. This raises the question as to whether these are actually administrative procedures or if they are governance issues. If Council moves to approve "Procedures" rather than accept them as information, then there is no point to having two separate documents.

Likewise, purely administrative tasks would be removed from the "Procedures" entirely. These Staff Directives would remain the role of Staff and be altered accordingly to ensure that Council's Policies could be carried out efficiently and effectively.

Should the Committee of the Whole agree with Staff's opinion, Staff will bring this item to the next Regular Council Meeting for formal approval and will start drafting policies accordingly.

OPTIONS - BENEFITS / DISADVANTAGES:

Options – Council may also choose to maintain the current Policy Structure.

Benefits – Following the recommended Policy Structure changes will allow several current policies being drafted to be drafted in a format that Staff feels is more efficient and positive for the organization.

Disadvantages – Some policies have been approved in the current structure. These would need to be redone. Staff does not feel that this is a large issue as several of these policies (in the opinion of Staff) need to be re-visited anyway and all policies are eventually reviewed on a cyclical basis.

COSTS / SOURCE OF FUNDING:

There are no costs associated with Staff's recommendation.

ATTACHMENT(S):

- NA

Request for Decision

SUBJECT:	**Employee/Consultant Temporary Housing Policy**				
SUBMISSION TO:	Regular Council Meeting	REVIEWED AND APPROVED FOR SUBMISSION			
MEETING DATE:	February 24, 2015	CAO:	MH	MANAGER:	
DEPARTMENT:	Corporate Services	GM:	RO	PRESENTER:	RO
FILE NO./LEGAL:				LEGAL/ POLICY REVIEW:	
STRATEGIC PLAN:				FINANCIAL REVIEW:	

RELEVANT LEGISLATION:

Provincial (cite)

Council Bylaw / Policy (cite) – Policy Number 1006 – Employee/Consultant Housing

RECOMMENDED ACTION:

MOTION: That Council approve the revised Employee/Consultant Temporary Housing Policy Number 1006.

BACKGROUND / PROPOSAL:

At an In-Camera discussion with Council during the latter part of 2014, CAO Haugen discussed possible revisions to the Employee/Consultant Housing Policy based on the following criteria: 1) changing the length of time for temporary housing from six (6) months to eight (8) months; 2) the first month's rent would be free; 3) the tenant would pay Greenview a reduced rent of $600.00 per month for seven (7) of the eight (8) months; 4) rent rate to include utilities.

The revisions to the employee/consultant housing policy have been discussed and Staff are, keeping in mind the range of salaries throughout the municipality and in an effort to be fair across the organization, recommend $600.00/month rent for temporary housing. Staff is recommending a set rate as accommodation options vary (ex: hotel vs townhouse). The current rate is no cost for six months.

During the discussions on the revised policy at the Policy Review Committee meeting, there was a question as to the cost of monthly utilities for the townhouses. Administration reviewed the utility invoices for the leased townhouses, the average monthly cost of utilities including gas, power and Town of Valleyview utilities is $225.00/month.

The criteria noted above has been included in the revisions to Policy Number 1006. Management is asking for approval from Council for the revised policy before hiring another employee that may need temporary housing. This will eliminate a potential for misunderstanding around the old vs the revised policy. Section 5 of the current policy mentions rent but it does not indicate the amount of rent nor the timeline involved.

Administration believes that the concerns noted above have been taken into account with the revisions to the policy.

Once the accommodation period has concluded, employees remaining in the accommodation then pay the full monthly costs of that accommodation moving forward.

OPTIONS - BENEFITS / DISADVANTAGES:

Options – Council may choose not to accept the revised Employee/Consultant Temporary Housing Policy as presented to Council. Council may make further changes to the policy.

Benefits – The benefit of Council approving the revised policy is to endeavour to complete the approval process for these revision as soon as possible to eliminate potential conflict with new hires.

Disadvantages – If Council does not approve the revised policy, the current policy will continue until such time as revisions are accepted by Council.

COSTS / SOURCE OF FUNDING:

Cost for housing is included in the 2015 approved budget.

ATTACHMENT(S):

- Policy Number 1006 – Effective Date June 2, 2013 (old)
- Policy Number 1006 - ……. (new)

POLICY

Title: EMPLOYEE/CONSULTANT HOUSING

Policy No: 1006

Approval: Council

Effective Date: June 25, 2013

Supersedes Policy No: (None)

MUNICIPAL DISTRICT OF GREENVIEW NO. 16

"A Great Place to Live, Work and Play"

Policy Statement: The Municipal District of Greenview No. 16 provides rental housing to assist in the recruitment of staff and to facilitate the provision of programs and services to Greenview.

The Municipal District of Greenview No. 16, where possible will provide furnished accommodations to consultants in order to reduce costs, for a period of time not normally to exceed six (6) months.

Purpose: The Employee/Consultant Housing Policy establishes clear guidelines and procedures for a broad range of Greenview staff housing programs and services, creating a single, authoritative source for information and regulation.

Principles:

1. Greenview's role in staff housing addresses market and inventory gaps that limit affordable housing options and that hinder the recruitment of staff. Staffing Greenview's positions is essential for government service delivery to the Municipal District.

2. Greenview's role in the provision of staff housing supports and recognizes the private sector.

3. Greenview will identify its staff/consultant housing requirements based on the overall recruitment process and its priorities.

4. Greenview is committed to allocating staff housing in an open and fair process, which is consistent across all regions of Greenview.

5. Greenview recognizes that the market value of staff housing should be recovered from those using this service through the payment of rent.

6. Greenview considers staff accommodations a privilege, and not a right or benefit of employment.

7. The rental rate structure for Greenview housing is designed to support and stimulate the emergence of private affordable rental and markets in Greenview communities. Once viable and sustainable markets are established, it will no

POLICY

longer be necessary for Greenview to provide staff rental housing. In order to assist in that transition, Greenview will continue to make limited amounts of staff housing available to staff.

Approved: **13.06.380**

POLICY

Title: EMPLOYEE/CONSULTANT TEMPORARY HOUSING

Policy No: 1006

Approval: Council

Effective Date: _____

Revision Date: Jan. 28, 2015

MUNICIPAL DISTRICT OF GREENVIEW NO. 16

"A Great Place to Live, Work and Play"

Policy Statement: The Municipal District of Greenview No. 16 provides furnished rental housing to assist in the recruitment of staff and to facilitate the provision of programs and services to Greenview, for period of eight (8) months.

The Municipal District of Greenview No. 16, where possible will provide furnished accommodations to consultants in order to reduce costs, for a period of time not normally to exceed six (6) months.

Purpose: The Employee/Consultant Temporary Housing Policy establishes clear guidelines and procedures for a broad range of Greenview temporary staff/consultant housing programs and services, creating a single, authoritative source for information and regulation.

Principles:

1. Greenview's role in staff housing addresses market and inventory gaps that limit affordable housing options and that hinder the recruitment of staff. Staffing Greenview's positions is essential for government service delivery to the Municipal District.

2. Greenview's role in the provision of staff housing supports and recognizes the private sector.

3. Greenview will identify its staff/consultant housing requirements based on the overall recruitment process and its priorities.

4. Greenview is committed to allocating staff housing in an open and fair process, which is consistent across all regions of Greenview.

5. Greenview recognizes that the market value of staff housing should be recovered from those using this service through the payment of rent. As such, Greenview may provide staff or consultant housing for up to eight (8) months. The first month of temporary housing will be at no cost to the new employee, the other seven (7) months of temporary housing will be at $600.00 per month utilities included. The rent may be adjusted at the Chief Administrative Officer's discretion.

6. Greenview considers staff accommodations a privilege, and not a right or benefit of employment.

7. The rental rate structure for Greenview housing is designed to support and stimulate the emergence of private affordable rental and markets in Greenview communities. Once viable and sustainable markets are established, it will no longer be necessary for Greenview to provide staff rental housing. In order to assist in that transition, Greenview will continue to make limited amounts of staff housing available to staff.

Approved by Motion:_____

Request for Decision

SUBJECT:	**Equipment and Vehicle Replacement Policy**				
SUBMISSION TO:	Regular Council Meeting	REVIEWED AND APPROVED FOR SUBMISSION			
MEETING DATE:	February 24, 2015	CAO:	MH	MANAGER:	
DEPARTMENT:	Corporate Services/Legislative Services	GM:	RO	PRESENTER:	RO
FILE NO./LEGAL:				LEGAL/ POLICY REVIEW:	
STRATEGIC PLAN:				FINANCIAL REVIEW:	

RELEVANT LEGISLATION:

Provincial (cite) – N/A

Council Bylaw / Policy (cite) – Current Policy Op-06 (copy attached).

RECOMMENDED ACTION:

MOTION: That Council approve the revised Equipment and Vehicle Replacement Policy Number 4006 and rescind Policy Op-06.

BACKGROUND / PROPOSAL:

At the regular Council meeting on January 13th, Administration brought forward a RFD for Council to approve the purchase of four (4) new Finning Cat Graders. Three (3) of the new graders were 2014 models and one (1) was a 2015 model. During the discussion Council was concerned about purchasing the 2014 model year equipment in 2015 due to the potential for the equipment being replaced at an earlier year than set forth by Policy Op-06, Section 6.

Policy Op-6, Section 6 simply notes: "The replacement criteria to be used is as follows:"

The new Equipment and Vehicle Replacement Policy 4006, Section 6 states: "Vehicle and/or equipment will be evaluated for replacement based on the date of delivery to Greenview and the following criteria: …"

The purpose of the revision is to clarify that date of service for the equipment or vehicle will commence from date of delivery to Greenview instead of being based on the model year of the unit.

The policy number has changed due to the new policy numbering format adopted by Council in 2013.

OPTIONS - BENEFITS / DISADVANTAGES:

Options – Council may choose not to approve the revision to the Equipment and Replacement Policy.

Benefits – The benefits of the Committee recommending the policy revision to Council are to ensure that the policy is clear regarding the time line when a piece of equipment or a vehicle is to be replaced.

Disadvantages – None.

COSTS / SOURCE OF FUNDING:

N/A

ATTACHMENT(S):

- Policy Number Op-06 (old)
- Policy Number 4006 (new)

Title: EQUIPMENT AND VEHICLE REPLACEMENT

Policy No: 4006

Approval: Council

Effective Date: _____

Revised Date: _____

MUNICIPAL DISTRICT OF GREENVIEW NO. 16

"A Great Place to Live, Work and Play"

Policy Statement: The Municipal District of Greenview No. 16 (Greenview) requires equipment and vehicles to operate the services provided, and shall ensure funds are available in the future to replace the equipment and vehicles by establishing an exclusive capital reserve fund.

Purpose: The purpose of the policy is to establish a capital reserve fund for the purpose of replacing capital equipment and vehicles for the Municipality's operations.

Principles:

1. Administration will recommend the type of equipment and vehicle(s) that will be required to be replaced on a regular basis, to ensure the services of the Municipality are provided as directed by Council.

2. Administration will establish a Capital Reserve Replacement rate, taking into consideration the life span of the equipment and vehicle(s) and the estimated replacement cost.

3. Equipment and Vehicle Reserve Replacement charges will be transferred to a capital reserve fund for equipment and vehicle replacement.

4. Interest earned from the vehicle and equipment reserve will be allocated to the reserve at year end.

5. Council shall authorize the transfer of funds to and from the reserve.

6. Vehicle and/or equipment will be evaluated for replacement based on the date of delivery to Greenview and the following criteria:

VEHICLE/EQUIPMENT TYPE	TIME IN SERVICE
Light/Medium Duty Vehicles	5 years / 150,000 kms
Medium Duty Diesel Vehicles	5 years / 300,000 kms
Heavy Duty Vehicles	10 years / 300,000 kms
Graders	5 years / 7,500 hours
Loaders	10 years / 10,000 hours
Backhoes	5 years / 5,000 hours
Track Excavators	6,000 hours
ATV's	10 years
Tractors	10,000 hours
Mowers	Condition
Fire Trucks	15 years
Rescue Vans	10 years
Water Tankers	15 years
Self-Contained Breathing Apparatus	15 years
Breathing Air Compressors	20 years
Thermal Imaging Cameras	10 years
Lift Stations	Condition
Water Pumps	Condition
UTV's	15 years

Approved by Motion: _____

POLICY NUMBER: OP 06

POLICY TITLE: EQUIPMENT AND VEHICLE REPLACEMENT **Page 1 of 2**

Date Adopted by Council / Motion Number: **09.12.661**

PURPOSE:

To establish a capital reserve fund for the purpose of replacing capital equipment and vehicles for the Municipality's operations.

POLICY:

The Municipality requires equipment and vehicles to operate the services provided, and shall ensure funds are available in the future to replace the equipment and vehicles by establishing an exclusive capital reserve fund.

1.0 Administration will recommend the type of equipment and vehicle(s) that will be required to be replaced on a regular basis, to ensure the services of the Municipality are provided as directed by Council.

2.0 Administration will establish a Capital Reserve Replacement rate, taking into consideration the life span of the equipment and vehicle(s) and the estimated replacement cost.

3.0 Equipment and Vehicle Reserve Replacement charges will be transferred to a capital reserve fund for equipment and vehicle replacement.

4.0 Interest earned from the vehicle and equipment reserve will be allocated to the reserve at year end.

5.0 Council shall authorize the transfer of funds to and from the reserve.

6.0 The replacement criteria to be used is as follows:

Light/medium duty vehicles	5 years / 150,000 kms
Medium duty diesel vehicles	5 years / 300,000 kms
Heavy duty vehicles	10 years / 300,000 kms
Graders	5 years / 7,500 hours
Loaders	10 years / 10,000 hours
Backhoes	5 years / 5,000 hours
Track Excavators	6,000 hours
ATV's	10 years
Tractors	10,000 hours
Mowers	Condition

Fire trucks	15 years
Rescue vans	10 years
Water tankers	15 years
Self contained breathing apparatus	15 years
Breathing air compressors	20 years
Thermal imaging cameras	10 years
Lift stations	Condition
Water pumps	Condition
UTV's	15 years

7.0 Other capital equipment will be replaced as dictated by condition.

(Original signed copy on file)
REEVE

C.A.O.

Request for Decision

SUBJECT:	**Wapiti Corridor Multi-Use Plan**			
SUBMISSION TO:	Regular Council Meeting	REVIEWED AND APPROVED FOR SUBMISSION		
MEETING DATE:	February 24, 2015	CAO:	MH	MANAGER:
DEPARTMENT:	CAO Services	GM:		PRESENTER: MH
FILE NO./LEGAL:				LEGAL/ POLICY REVIEW:
STRATEGIC PLAN:				FINANCIAL REVIEW:

RELEVANT LEGISLATION:

Provincial (cite) – NA

Council Bylaw / Policy (cite) – NA

RECOMMENDED ACTION:

MOTION: That Council accept the January 29th, 2015 letter from the Wapiti Corridor Planning Society for information as presented.

MOTION: That Council deny the funding requested by the Wapiti Corridor Planning Society for costs related to amending/reprinting the Plan.

BACKGROUND / PROPOSAL:

Please see the attached letter from the Wapiti Corridor Planning Society (WCPS) dated January 29th, 2015.

The letter informs the MD that the WCPS has opted to remove the MD of Greenview from the Wapiti Corridor Multi Use Plan.

As Council is aware, Greenview submitted a list of concerns with the Plan as well as a list of concerns compiled from local residents. Greenview was awaiting a formal response to those concerns. The Corridor had several options (amend the Plan, maintain the current Plan, remove Greenview from the Plan) and opted to remove Greenview from the Plan while maintaining the remainder of the Plan north of the river.

The WCPS is also requesting that Greenview provide funding in the amount of $10,000.00 to cover costs related to the amending/reprinting the Plan. Staff is recommending that Council deny this request. The WCPS chose not to alter the Plan to respond to the concerns raised by Greenview and local residents. As such, Administration does not feel that Greenview's actions necessitated the costs incurred by removing Greenview from the Plan. This recommendation would be different had amendments to the Plan been made to address the concerns raised and if Greenview was still a party to the Plan.

OPTIONS - BENEFITS / DISADVANTAGES:

Options – Council may choose to provide the funding requested by the WCPS. This funding could be taken from Contingency. Council may also choose to attempt to re-engage with the WCPS and attempt to reverse their decision.

Benefits – Council will save costs by not contributing further resources to a Plan of which it is no longer a part.

Disadvantages – Not providing the requested funding may put additional stress on the WCPS and the partners still involved with the Plan.

COSTS / SOURCE OF FUNDING:

Should Council deny funding, there are no associated costs.

ATTACHMENT(S):

- Letter of January 29, 2015 from the Wapiti Corridor Planning Society

Wapiti Corridor Planning Society

January 29, 2015

Municipal District of Greenview No. 16

Box 1079,

Valleyview, Alberta

T0H 3N0

Attention: Mr. Mike Haugen

Dear Mr. Haugen

Our accommodations to and discussions with the residents of Grovedale have been exhaustive, time consuming and irreconcilable. We have an opportunity to move forward in the implementation of parts of the plan ahead of the Land Use Framework Plan on the North side of the River.

Accordingly, the Board at its regular meeting held January 29, 2015 supported Option 4 – "drop the MD area of the plan (that is sub areas 1 and 2 – those south of the river).

This will now require additional expense to re-vamp the maps and re-submit the plan. A motion was passed requesting assistance in this regard from the MD in the sum of $10,000.00.

Thank you for your help throughout this process.

Yours truly,

Lauraine Howatt (Acting Chairperson)

Vice-President

Request for Decision

SUBJECT:	**Rescind Motion 12.12.733**			
SUBMISSION TO:	Regular Council Meeting	REVIEWED AND APPROVED FOR SUBMISSION		
MEETING DATE:	February 24, 2015	CAO:	MH	MANAGER:
DEPARTMENT:	CAO Services	GM:		PRESENTER:
FILE NO./LEGAL:				LEGAL/ POLICY REVIEW:
STRATEGIC PLAN:				FINANCIAL REVIEW:

RELEVANT LEGISLATION:

Provincial (cite) – NA

Council Bylaw / Policy (cite) – NA

RECOMMENDED ACTION:

MOTION: That Council rescind motion 12.12.733 which reads as follows:
"That Administration bring the policy as it relates to grant funding & financial statements for review by Council."

BACKGROUND / PROPOSAL:

The noted motion was made at the December 11, 2012 Council Meeting, a draft policy in this respect was not created by the Policy Review Committee.

At the February 17th, 2015 Committee of the Whole meeting, Council requested Administration bring forth a motion to rescind motion 12.12.733.

OPTIONS - BENEFITS / DISADVANTAGES:

Options – Council may also choose to maintain the current motion.

Benefits – Following the recommended motion will allow for a revised policy to be brought forward.

Disadvantages – N/A

COSTS / SOURCE OF FUNDING:

There are no costs associated with Staff's recommendation.

ATTACHMENT(S):

- NA

Request for Decision

SUBJECT:	**AUMA Invitation**			
SUBMISSION TO:	Regular Council Meeting	REVIEWED AND APPROVED FOR SUBMISSION		
MEETING DATE:	February 24, 2015	CAO:	MH	MANAGER:
DEPARTMENT:	CAO Services	GM:		PRESENTER: MH
FILE NO./LEGAL:				LEGAL/ POLICY REVIEW:
STRATEGIC PLAN:				FINANCIAL REVIEW:

RELEVANT LEGISLATION:

Provincial (cite) – NA

Council Bylaw / Policy (cite) – NA

RECOMMENDED ACTION:

MOTION: That Council choose one Council member to attend the 2015 AUMA Convention as a guest of the Town of Grande Cache.

BACKGROUND / PROPOSAL:

Administration received an invitation from the Town of Grande Cache for one Council member to attend the 2015 AUMA Convention in Calgary on September 23 to 25, 2015

The Town of Grande Cache will cover all expenses related to the convention, excepting honorariums. The Town of Grande Cache sees this as an excellent opportunity to improve relationships between the two municipalities.

OPTIONS - BENEFITS / DISADVANTAGES:

Options – Council members may choose not to attend AUMA

Benefits – This is an excellent opportunity to improve relations between the MD and the Town of Grande Cache as well as gaining an enhanced understanding of issues of importance to urban municipalities.

Disadvantages – N/A

COSTS / SOURCE OF FUNDING:

There are no costs associated with Staff's recommendation.

ATTACHMENT(S):

- Letter from the Town of Grande Cache

grande cache
hidden treasures

TOWN OF GRANDE CACHE

Box 300, 10001 Hoppe Ave.
Grande Cache, Alberta T0E 0Y0

February 9, 2015

Mike Haugen
Chief Administrative Officer
Municipal District of Greenview No. 16
P. O. Box 1079
Valleyview, AB T0H 3N0

RE: 2015 AUMA Convention

The Town of Grande Cache would like to take this opportunity to invite one elected official from the Municipal District of Greenview No. 16 to attend the 2015 AUMA Convention, as the Town's guest. The 2015 AUMA Convention is scheduled for September 23 to 25, 2015.

AUMA's annual convention rotates between Edmonton and Calgary. In 2015 the convention is in Calgary. As with the AAMD&C, the AUMA Convention schedules speakers, arranges breakout sessions, resolution sessions and allows members to network with elected officials. The Town of Grande Cache sees this as an excellent opportunity to improve relationships between the two municipalities. The Town will cover all expenses related to the convention, excepting honorariums.

Should the M.D. accept this invitation please confirm with Lisa Brown, Executive Assistant, at 780-827-3362 ext. 31 or email Lisa.Brown@grandecache.ca with the name and contact information of the chosen attendee.

Sincerely,

Loretta Thompson, MPA
Chief Administrative Officer

cc: Lisa Brown

Request for Decision

SUBJECT:	**Flashing Green Lamp Program**				
SUBMISSION TO:	Regular Council Meeting	REVIEWED AND APPROVED FOR SUBMISSION			
MEETING DATE:	February 24, 2015	CAO:	MH	MANAGER:	JF
DEPARTMENT:	Community Services/Protective Services	GM:	DM	PRESENTER:	JF
FILE NO./LEGAL:	N/A			LEGAL/ POLICY REVIEW:	
STRATEGIC PLAN:				FINANCIAL REVIEW:	

RELEVANT LEGISLATION:

Provincial- Traffic Safety Act, Section 116

RECOMMENDED ACTION:

MOTION: That Council receive the report on the flashing green lamp program as information.

BACKGROUND / PROPOSAL:

The Flashing Green Lamp Program is designed for volunteer fire fighters responding to emergency calls. This item was previously discussed at the February 18, 2014 Committee of the Whole Meeting. At this meeting, Council requested Administration to bring forth the Flashing Green Lamp Program to Council for further discussion.

As per the attached documents, one of the major issues with the Flashing Green Lamp Program will be the liability for both Greenview and the flashing green lamp users. The cost of the green lamps will be $150.00 each, resulting in a $7,500.00 unbudgeted total, as approximately 50 volunteer fire fighter members would require the lamps. The Flashing Green Lamp Program was previously brought to Council at the November 26, 2003 regular Council meeting and was denied as per Council Motion 03.11.532.

Administration recommends to not proceed with the Flashing Green Lamp Program at this time, due to liability and administrative complexities. It is not certain that the value of the lamps outweighs the risks associated with their use.

OPTIONS - BENEFITS / DISADVANTAGES:

Options – Council may ask Administration to draft a bylaw for the implementation of the Flashing Green Lamp Program or Council may accept the report as information.

Benefits – N/A

Disadvantages – The disadvantage of proceeding with the Green Lamp Program is that Greenview would assume additional liability risk.

COSTS / SOURCE OF FUNDING:

There is no funding allocated in the 2015 operating budget for the Flashing Green Lamp Program. The flashing green lamps are $150.00 each at a total cost of approximately $7,500.00 to $8,000.00.

ATTACHMENT(S):

- 2001 legal opinion
- 2013 legal opinion
- AAMD&C Risk Management Advisor Email

brownlee fryett
BARRISTERS AND SOLICITORS

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10155 – 102 Street
Edmonton, AB Canada T5J 4G8
Telephone: (780) 497-4800
Telecopier: (780) 424-3254
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Suite 2000 Western Gas Tower
530 – 8th Avenue S.W.
Calgary, AB Canada T2P 3S8
Telephone: (403) 232-8300
Telecopier: (403) 232-8408
E-Mail: e-mail@brownleelaw.com

Refer to: B.A. Sjolie
Direct Line: (780) 497-4818
E-mail: bsjolie@brownleelaw.com
Your File #:
Our File#: 71553-041/BAS/SRB

Please refer to the Edmonton address

December 21, 2001

MUNICIPAL DISTRICT OF GREENVIEW NO. 16
Box 1079, 4707 – 50 Street
Valleyview, Alberta
T0H 3N0

FAX MEMO

TO: R. Reiger
AT: Greenview
FAX#: (780) 524-4307
OF PAGES: 3
(Original by Mail)

ATTENTION: R.J. (Rick) Reiger, Protective Services Coordinator

Dear Sir:

Re: Legal Opinion on Proposed Bylaw

We have recently had an opportunity to examine your proposed bylaw pursuant to which we are pleased to provide you with the following opinion.

ISSUES

1. What is the legal basis for the utilization of emergency vehicles equipped with flashing green lights?
2. What legal considerations are associated with the operation of emergency vehicles?

DISCUSSION

What is the legal basis for the utilization of emergency vehicles equipped with flashing green lights?

The *Highway Traffic Act*, RSA 1980, c.H-7, contemplates the use of flashing green lights by full-time or volunteer firefighters. Specifically section 59.1 (2) provides:

> **59.1...(2)** Where a municipal bylaw permits it, a full-time or volunteer firefighter may carry on or in a vehicle, other than an emergency vehicle, a lamp that produces intermittent flashes of green light and may operate the lamp if the vehicle is proceeding to a fire or other emergency.

Accordingly, the authority exists for municipalities to pass bylaws which permit their firefighting employees or volunteers to operate a green flashing light on or in a vehicle. The use of such a

light is to be restricted to periods when the vehicle is actually proceeding to a fire or other emergency.

What legal considerations are associated with the operation of emergency vehicles?

Given the municipal authority to pass bylaws allowing firefighters to employ flashing green lights while responding to emergencies the discussion naturally turns to the legal consequences of this situation. Firstly, it is prudent to note that the *Highway Traffic Act*, supra, does not grant firefighters, as contemplated in section 59.1, the discretion to contravene any sections of the Act, regulations or municipal bylaw. While such discretion is granted to *emergency vehicle operators* under section 68.1, section 59.1 expressly excludes such discretion by providing in subsection (2) that green flashing lights may be carried on or in a vehicle, *other than an emergency vehicle.* The obligation of firefighters operating non-emergency vehicles under section 59.1 to adhere to the rules of the road is further stressed by section 59.1 (4) which provides:

> **59.1**...(4) Nothing in this section shall be construed so as to permit a full-time or volunteer firefighter to operate a vehicle in contravention of this Act, the regulations or a municipal bylaw.

Consequently, it appears patent that even though under section 59.1 firefighters may be permitted to attend emergencies through use of a non-emergency vehicle equipped with a flashing green light such firefighters must still obey the rules of the road and will not be justified in contravening the sections of the Act, the regulations or a municipal bylaw.

In light of the foregoing, it seems clear that firefighters responding to an emergency as contemplated in section 59.1 of the *Highway Traffic Act*, supra, face significant exposure to liability. Accordingly, the failure of a firefighter to obey the rules of the road respecting, but not limited to, speed, driving on the right side of the roadway, overtaking and passing, turning, u-turning, backing, yielding and stopping, merging, use of lights and parking may ground liability. The use of a green flashing light consequently provides some degree of notification to the general public that a non-emergency vehicle is responding to an emergency but provides no discretion for the operator of such a vehicle to conduct him or herself any differently than the normal reasonable driver.

Furthermore, the Municipal District of Greenview #16 may also face exposure to liability under the law relating to vicarious liability. Vicarious liability operates to ascribe liability to an employer for both employee acts authorized by the employer and unauthorized acts so connected with authorized acts that they may be regarded as modes (albeit improper modes) of doing authorized acts (*Bazley* v. *Curry*, [1999] 2 S.C.R. 534 (SCC)). In *Backes* v. *King*, [1992] A.J.

No. 1277, the Alberta Court of Queen's Bench was forced to determine whether a volunteer is a servant for the purposes of the application of vicarious liability:

> The test of control means that a volunteer, one who works or acts without payment, will be considered a 'servant' or employee for this purpose just as he will where vicarious liability for his acts or omissions is concerned. A person can be a servant on and for a single occasion, even though acting gratuitously...As long as the person doing the work is under the direction and control of the one for whom he is working while carrying out his duties for which he volunteered his assistance, the necessary master-servant relationship will arise... A servant, or employee therefore is someone who works gratuitously or for reward for another, as long as he does so voluntarily. That does not exclude someone who acts out of a feeling of necessity, for instance in an emergency, or because of the need to earn some money. Factors like these may affect the issue of assumption of risk, whether the employee is volens. They will not render the relationship that arises between the parties any less that of master and servant, employee and employer... *I think it is clear that a duty is owed by [an employer] to third parties for the tortious conduct of its volunteers.* (emphasis added)

Accordingly, the possibility exists that the Municipal District to Greenview #16 could be found vicariously liable for the negligent conduct of its volunteer firefighters. As aforementioned, any disobedience of the rules of the road by firefighters responding to an emergency in a non-emergency vehicle as contemplated in section 59.1 of the *Highway Traffic Act*, supra, will likely ground liability. This liability concomitantly exposes the Municipal District to risk. As a possible defence to this liability risk we would recommend that a policy be passed by the M.D. regarding the use of flashing green lights. That policy should contain clear instructions on the use of flashing green lights and in particular that the volunteers are fully aware that they are subject to all the normal rules of the road. We have this acknowledgement in the proposed bylaw which will assist in a policy defence, but we would recommend that the bylaw further authorize a policy be prepared and implemented by the Protective Services Co-ordinator governing the use of green flashing lights. Ideally, the policy should be approved by Council and provided to each volunteer, together with specific training. If you require assistance in the preparation of this policy, please don't hesitate to contact the writer.

Once you have had an opportunity to consider the foregoing, we look forward to hearing from you.

Yours truly,
BROWNLEE FRYETT
PER:

BARRY A. SJOLIE
SRB

{12/19/2001,E0166325.DOC;1}

R|M|R|F
Reynolds Mirth Richards & Farmer LLP
BARRISTERS SOLICITORS

WRITER'S E-MAIL kbeckerbrookes@rmrf.com
WRITER'S DIRECT PHONE 780.497.3304
YOUR FILE
OUR FILE 80699-213-KLBB

August 13, 2013

VIA EMAIL

Mr. Jeff Francis
MD of Greenview
4707 - 50 Street, Box 1079
Valleyview, AB T0H 3N0

Dear Sir:

Re: Legal Opinion on Proposed Bylaw

Sheila McNaughtan asked me to respond to your email of August 9, 2013, concerning the use of flashing green lights in the personal vehicles' of volunteer firefighters responding to emergencies. You provided us with a copy of a legal opinion prepared by Brownlee Fryett on December 21, 2001, addressing the same questions. However, since that opinion was prepared, there have been significant changes to the relevant legislation, the most significant of which is replacement of the *Highway Traffic Act*, RSA 1980, c.H-7, with the *Traffic Safety Act*, RSA 2000, c.T-6. As a result of the legislative amendments, there are also a number of regulations which are now relevant to the issue.

Section 116 of the *Traffic Safety Act* provides as follows:

Regulations
116 The Minister may make regulations

(a) governing any matter with respect to

...

(f) governing any matter respecting the safe use and operation of vehicles;

...

(h) governing any matter respecting the equipping of vehicles with and the use of flashing lights;

(i) designating vehicles as emergency response units and governing any matter respecting the use and operation of those vehicles;

The *Vehicle Equipment Regulation*, Alta Reg 122/2009, governs the use of flashing lights in vehicles.

Sections 27 through 29 provide as follows:

Fire fighting vehicle

27(1) An emergency vehicle used primarily for the transportation of fire fighters or other emergency response workers or fire fighting equipment must have one or more flashing red lamps or a combination of flashing red and white lamps.

(2) The red light emitted by a flashing lamp on an emergency vehicle referred to in subsection (1) must be visible from all directions outside the vehicle.

(3) The white light emitted by a flashing lamp on an emergency vehicle referred to in subsection (1) must not be visible from behind the vehicle.

(4) A person shall not turn on or use the flashing lamps on an emergency vehicle referred to in subsection (1) unless the vehicle is being used in response to a fire or other emergency.

Municipal fire fighter

28(1) In this section,

(a) "full-time fire fighter" means a person who is regularly employed in the fire protection services of a municipality;

(b) "volunteer fire fighter" means a person who voluntarily acts as a fire fighter in the fire protection services of a municipality for a nominal consideration or honorarium.

(2) If a bylaw of the municipality allows it, a vehicle, other than an emergency vehicle, that is transporting a full-time fire fighter or a volunteer fire fighter may have flashing green lamps.

(3) A person shall not turn on or use the flashing green lamps unless the vehicle is being used in response to a fire or other emergency.

Emergency response unit

29(1) An emergency response unit, other than an emergency response unit referred to in section 2(a), may have flashing red lamps that are visible from all directions outside the vehicle.

(2) A person shall not turn on or use the flashing red lamps on an emergency response unit referred to

(a) insection 2(b) unless the vehicle is being used by the employee of the Government of Canada in the execution of the employee's duties, or

(b) insection 2(c) or 2(d) unless the vehicle is being used in response to an emergency.

Therefore, pursuant to s. 28, a vehicle that is transporting a full-time fire fighter or a volunteer fire fighter, other than an emergency vehicle, may have flashing green lamps provided there is a municipal bylaw which permits it. Full-time fire fighter means a person who is regularly employed in the fire protection services of a municipality. Volunteer fire fighter means a person who voluntarily acts as a fire fighter in the fire protection services of a municipality for a nominal consideration or honorarium. The flashing green lamps may only be used or activated if the vehicle is being used in response to a fire or other emergency.

Thus, authority does continue to exist for municipalities to pass bylaws which permit full-time and volunteer fire fighters to equip their vehicles with and operate flashing green lamps, provided the vehicle is being used in response to a fire or other emergency.

As mentioned in the Brownlee opinion, there are some legal concerns which ought to be considered when considering enacting a bylaw allowing flashing green lamps. As before, the *Traffic Safety Act* and its Regulations do not grant full-time or volunteer fire fighters who are travelling in a vehicle other than an emergency vehicle the authority to operate the vehicle in contravention of the Act, despite the flashing green lamp.

While the current legislation does not contain a similar provision to s. 59.1(4) of the *Highway Traffic Act*, which specifically provided that despite permitting full-time and volunteer fire fighters to equip their vehicles with and operate flashing green lamps, full-time and volunteer fire fighters were not authorized to operate a vehicle in contravention of the *Highway Traffic Act*, its Regulations or a municipal bylaw in our opinion, it remains clear that the use of flashing green lamps does not bestow any right to speed, ignore traffic signals or contravene any other provision of the *Traffic Safety Act*.

The relevant provisions of the *Use of Highway and Rules of the Road Regulation*, Alta Reg 304/2002, provide as follows:

Division 2
Emergency and Maintenance Vehicles

Use of siren

62 A siren on an emergency vehicle shall be operated only when the vehicle is being used in response to an emergency, an emergency call or an alarm.

Operating and parking emergency vehicle

63(1) Where, considering the circumstances, it is reasonable and safe to do so, a person driving an emergency vehicle may while the vehicle's siren is operating do one or more of the following:

(a) drive the vehicle in excess of the speed limit;

(b) proceed past a traffic control signal indicating stop or a stop sign without stopping;

(c) contravene any provision that is prescribed by the Act, this or other regulations or a municipal bylaw governing the use of the highways.

(2) An emergency vehicle, while its siren is operating, has the right of way over all other vehicles.

(3) Notwithstanding subsection (2), when sirens are operating on emergency vehicles, the persons driving the emergency vehicles, where practicable, should drive the vehicles in such a manner so that the vehicles, with respect to each other, are operated in the following order:

(a) firstly, a vehicle operated by a fire protection service;

(b) secondly, an ambulance;

(c) thirdly, a vehicle operated by a police service;

(d) fourthly, a vehicle operated as a gas disconnection unit of a public utility;

(e) fifthly, a vehicle designated by regulation as an emergency response unit.

(4) Where, considering the circumstances, it is reasonable and safe, an emergency vehicle may, while its flashing lights are operating, be parked contrary to any provision that is prescribed by the Act, this or other regulations or a municipal bylaw governing the parking of motor vehicles.

(5) Where a peace officer is not present, the person driving and the other personnel of an emergency vehicle, if the circumstances so require, have the powers of a peace officer under the Act and this Regulation with respect to traffic control and direction to the extent necessary to enable them to efficiently perform their duties.

Police vehicles operating without siren

64(1) Where, considering the circumstances, it is reasonable and safe to do so, a peace officer driving a motor vehicle may, in carrying out the peace officer's duties, do one or more of the following while not operating a siren:

(a) drive the motor vehicle in excess of the speed limit;

(b) proceed past a traffic control signal indicating stop or a stop sign without stopping;

(c) contravene any other provision that is prescribed by the Act, this or other regulations or a municipal bylaw governing the use of the highways.

(2) Where, considering the circumstances, it is reasonable and safe, a peace officer may, in carrying out the peace officer's duties, park a motor vehicle, while not operating any flashing lights or siren, contrary to any provision that is prescribed by the Act, this or other regulations or a municipal bylaw governing the parking of motor vehicles.

Yielding to vehicle with siren

65(1) When an emergency vehicle on which a siren is operating is overtaking, approaching or meeting another vehicle, the person driving that other vehicle shall, unless otherwise directed by a peace officer, yield the right of way to the emergency vehicle and

(a) the person driving that other vehicle shall forthwith drive the vehicle,

(i) in the case of a highway

(A) that is not divided by a median into separate roadways, or

(B) that is divided by a median into 2 separate roadways each having not more than 2 traffic lanes, to a position that is clear of any intersection and parallel to and as close as practicable to the right curb or edge of the roadway,

(ii) in the case of a highway that is divided by a median into 2 separate roadways each having more than 2 traffic lanes, to a position that is clear of any intersection and parallel to and as close as practicable to the curb or edge of the roadway that is nearest to that other vehicle, or

(iii) in the case of a one-way highway that is not divided by a median into separate roadways, to a position that is clear of any intersection and parallel to and as close as practicable to the curb or edge of the roadway that is nearest to that other vehicle, and stop and remain stopped in that position until the emergency vehicle has passed and the person driving the other vehicle has determined that no other emergency vehicles are approaching, or

(b) if that other vehicle is in an intersection and it is not safe or possible to clear the intersection, the person driving that other vehicle shall

(i) forthwith position the vehicle as far as practicable from the centre of the intersection so as to leave the largest direct passage possible in the circumstances for the emergency vehicle to pass, and

(ii) stop and remain stopped in that position until the emergency vehicle has passed and the person driving the other vehicle has determined that no other emergency vehicles are approaching.

(2) A person driving a vehicle shall not, unless otherwise directed by a peace officer, follow within 150 metres of an emergency vehicle on which a siren or flashing lights, or both, are operating.

(3) Subsection (2) does not apply to a person driving an emergency vehicle on which the siren or flashing lights, or both, are in operation.

While emergency vehicles are authorized to speed, run red lights and contravene otherwise applicable provisions of the *Traffic Safety Act*, there is no exception from the Rules of the Road for full-time or volunteer fire fighters travelling in a vehicle other than an emergency vehicle, regardless of the flashing green lamp. In our view, this is what creates potential liability. Not only would it be incredibly tempting for fire fighters to speed or otherwise contravene the Rules of the Road as they drive to an emergency with their green light flashing, but it is not clear that other drivers would know or understand what a green flashing lamp represents. While drivers may pull over or make way, which would enable fire-fighters to proceed more quickly to the emergency without having to contravene the Rules of Road, they may not necessarily do so.

If, while driving to an emergency, a fire-fighter contravenes the Rules of the Road, including speeding, passing, obeying traffic signals, turning, backing up, yielding, stopping etc., and causes damage or injury to a person, vehicle or property, not only will the fire-fighter be liable (as would any other driver) but the MD will most likely be liable as well by virtue of vicarious liability.

Vicarious liability is based upon a relationship the defendant has with another individual involved in tortious conduct. It operates to impose liability on a party (often an employer) for the acts of another party (often an employee). Vicarious liability extends to both acts authorized by the employer and acts which are not authorized by the employer, provided the unauthorized act can be described as an unauthorized way of performing an authorized act. It is very likely the MD will be found vicariously liable for the acts of its volunteer fire-fighters when they are responding to an emergency, including driving to the scene of the emergency in their own or another non-emergency vehicle.

Given the changes the legislation in this area, some changes to the proposed Bylaw are required:

1. In the Recital, it should read "Whereas, s. 28(2) of the *Vehicle Equipment Regulation*, Alta Reg 122/2009, …" and "flashing green lamps", not lights;

2. Add another paragraph after para. 3 which says "A full-time or volunteer firefighter operating a vehicle, other than an emergency vehicle, with a flashing green lamp shall not operate the vehicle in contravention of the *Traffic Safety Act*, RSA 2000, c.T-6, the Regulations of the *Traffic Safety Act,* any other Provincial legislation or regulation or any Bylaw of the Municipal District of Greenview No. 16 while proceeding to a fire or other emergency."

The rest of the Bylaw looks good.

We trust the foregoing is satisfactory. If you have any questions or concerns, please do not hesitate to contact me directly.

Yours truly,

REYNOLDS, MIRTH, RICHARDS & FARMER LLP

PER:

KELSEY L. BECKER BROOKES
KLBB/kam

1112537.doc

Request for Decision

SUBJECT:	**Nitehawk Funding Request**				
SUBMISSION TO:	Regular Council Meeting	REVIEWED AND APPROVED FOR SUBMISSION			
MEETING DATE:	February 24, 2015	CAO:	MH	MANAGER:	
DEPARTMENT:	Community Services	GM:	DM	PRESENTER:	DM
FILE NO./LEGAL:	N/A			LEGAL/ POLICY REVIEW:	
STRATEGIC PLAN:				FINANCIAL REVIEW:	

RELEVANT LEGISLATION:

Provincial (cite) – N/A

Council Bylaw / Policy (cite) – N/A

RECOMMENDED ACTION:

MOTION: That Council approve the Grande Prairie Ski Club Business Plan for the Nitehawk Recreation Area for information as presented.

MOTION: That Council approve a four year funding commitment to the Grande Prairie Ski Club for the Nitehawk Recreation Area in the amount of $455,000.00 for 2015, $332,882.00 for 2016, $368,382.00 for 2017 and $268,382.00 for 2018, with 2015 funds to come from the 2015 Community Services Recreation Facilities Budget, contingent upon Nitehawk Recreation Area submitting annual financial accounting of the funding provided.

MOTION: That Council approve the transfer of $455,000.00 from the 2015 Contingency Budget to the 2015 Community Services Recreation Facilities Budget.

BACKGROUND / PROPOSAL:

On July 8, 2014, Motion 14.07.348 stated that any additional funding to Nitehawk Recreation Area will not be considered by Council until a business plan has been approved by Council.

The Grande Prairie Ski Club owns and operates the Nitehawk Recreation Area. The Grande Prairie Ski Club is a non-profit organization dedicated to the operation and future expansion of Nitehawk Recreation Area. As a non-profit organization, it relies heavily on a volunteer base to make the hill a success.

The purpose of the business plan is to develop a 4–year working plan for Nitehawk in order to assist in securing the funding necessary to ensure the sustainability of the facility. More specifically, the business plan seeks to secure sustainable funding from the City of Grande Prairie, the County of Grande Prairie and the Municipal District of Greenview.

Greenview has provided the Grande Prairie Ski Club with funding previously in the amounts of $26,000.00 operating, $87,000.00 capital for a total of $113,000.00 in 2013 and $40,000.00 operating, $70,000.00 capital and $80,000.00 deficit contribution for a total of $190,000.00 in 2014. In addition, Greenview provides in-kind funding, such as road maintenance in the amount of approximately $8,500.00 annually.

Staff is also suggesting that Council consider any expectations to be placed upon the Grande Prairie Ski Club, such as the requirement to have a sustainable 10 year plan prior to the conclusion of the current plan and/or expressing that no additional monies will be forwarded during the current four year plan other than what has been approved.

OPTIONS - BENEFITS / DISADVANTAGES:

Options – Council has the option to deny any funding commitments to the Grande Prairie Ski Club or alter the funding commitments.

Benefits – The benefit of approving the four year funding commitment will be that Greenview is supporting the sustainability of a recreation facility.

Disadvantages – The disadvantage of providing a four year funding commitment is that this may set a precedence in relation to funding requirements for other similar recreational facilities.

COSTS / SOURCE OF FUNDING:

The funding for the four year commitment will come from the 2015 Contingency Reserve Budget.

ATTACHMENT(S):

- Nitehawk Recreation Area Business Plan
- Nitehawk Regular Maintenance Report dated June 11, 2013

NITEHAWK RECREATION AREA

BUSINESS PLAN

July 11, 2014

TABLE OF CONTENTS

1.0 INTRODUCTION

The Grande Prairie Ski Club owns and operates the Nitehawk Recreation Area. The Grande Prairie Ski Club is a non-profit organization dedicated to the operation and future expansion of Nitehawk Recreation Area. As a non-profit organization, it relies heavily on a volunteer base to make the hill a success.

Nitehawk Recreation Area is located approximately 16 kilometers south of the City of Grande Prairie on the south banks of the Wapiti River in the MD of Greenview. The Recreation Area is a regional family-oriented multi-purpose recreation facility that caters to people of all ages. It is an important part of the recreation infrastructure of the region adding to the quality of life for area residents. It is the preeminent learn to ski facility in northern Alberta.

The purpose of the business plan is to develop a 4-year working plan for Nitehawk in order to assist in securing the funding necessary to ensure the sustainability of the facility. More specifically, the business plan seeks to secure sustainable funding from the City of Grande Prairie, the County of Grande Prairie and the Municipal District of Greenview.

The Business Plan is intended to provide direction in the areas of immediate operational needs and to provide a plan for the replacement and upgrading of key equipment and facility needs. The success of integrating the two areas will help to bolster the financial stability of the operation and ensure that the facility will continue to add to the quality of life of the Grande Prairie area.

The Business Plan will consist of 2 parts; firstly, the plan to identify the need for ongoing operational funding and, secondly, identification of a replacement and upgrading strategy for equipment and hill improvements.

Traditionally, the support for the facility has come from a combination of fundraising, grants, gift in kind and municipal support. As the demand for improved safety requirements and upscale winter experiences increase, the need for more and better equipment continues to grow. This growth is placing enormous stress on the ability of the organization to generate sufficient revenue to operate the facility and to raise the sufficient funds to keep up to demand for new equipment. Even in a good year, insufficient funds are generated to maintain and replace equipment and make the necessary changes to enhance visitor experiences.

Previous Plans sought to achieve a number of objectives including capturing the history of the hill, trying to distinguish the difference between operating and capital issues and to develop a process for dealing with requests for improvements to the Recreation area. As such, the plans did not focus on the future perhaps as much as they could have. A more recent Master Plan prepared by Ecosign Mountain Resort Planners Ltd. completed a very comprehensive review of the facility. The report analyzed the current inventory of assets

and capacities. Further, the report identified some concepts for long-term hill expansion and future revenue streams to diversify the business opportunities for the hill and ensure sustainability.

The primary purpose of this version of the current Business Plan, however, will be to provide a focus for the next 4 years, to provide for a stable base which will allow the hill to pursue future expansion activities and more infrastructure at the Recreation area, when time and financial capabilities allow.

As a year-round facility, the operation is constantly challenged to match the demands of ongoing operational needs with the need to plan for long-term capital replacement and upgrading of equipment. The function of the plan will be to develop a strategy that addresses both short and long-term needs and ensure the economic sustainability of the area.

2.0 VISION AND MISSION STATEMENTS

OUR VISION

The Nitehawk Recreation area is recognized by the region as a year-round operation featuring world class facilities. Nitehawk strives to maximize opportunities for outdoor recreation activities in all seasons. It provides a safe learning environment for skiers, lugers and snowboarders as well as exciting spring, summer and fall recreation opportunities for families and the community.

OUR MISSION

To provide a quality experience for all people of all ages in every season.

3.0 PURPOSE OF BUSINESS PLAN

The purpose of the business plan is to provide guidance and direction to the Board of Directors and potential funding partners to ensure the financial sustainability of the Nitehawk Recreation Area. A financially sustainable operation will provide assurance to the public that the facility will continue to operate in the winter months and to provide assurance to the Board of Directors that annual financial crisis management can be avoided.

The key objective is to identify the major issues leading to recent financial shortfalls and to recommend improvements to both operationally and capital expenditures that will improve efficiencies and the financial health of the Recreation Area.

Secondly, the plan will identify some longer term capital projects that will serve to grow the Recreation Area to serve an increasing population and improve the visitor experience.

3.1 THE ISSUES

There are many issues facing the operation of ski facility. At the heart of the issue is the problem of trying to run a first-class operation with too many variables that are beyond the control of the hill to manage. Several of the issues facing the Recreation Area that is making it increasingly difficult to operate in the black are listed below.

The weather plays a major role in the financial success of the hill. In 2013-14 season for example, cold weather in both December and February severely affected the number of visitors to the hill. Snowmaking is a critical component to the operation of the ski facility yet the snowmaking effort is extremely costly. Given a short season of 4 months, losing one half of the usable months means that Nitehawk has 100% of the expense and a fraction of the income. This situation would affect any business. There is nothing that a plan can do to make changes to the weather patterns.

The Ski facility is capital intensive. Even during the best seasons, any surplus generated is reinvested in new equipment and in making improvements to the facility.

The key issues are:

- Operating financial losses 3 of last 4 years which seems to be a continuing trend,
- Aging equipment requiring more frequent and costly repairs,
- Lack of a capital replacement fund to replace the aging equipment,
- Increased operating costs, particularly energy costs including electrical power, natural gas and diesel fuel,
- Increased safety standards.

The result of a combination of factors has created a situation where significant effort and financial resources are used to pay bills and repair outdated equipment leaving little or no money left to deal with the longer term replacement of equipment and machinery or improvements to the facility to create efficiencies. This band aid approach is starting to catch up with the operation of the facility putting the future opening of the hill in years ahead in jeopardy.

The plan is intended to recognize that should an investment be made in new equipment, there should be an objective to try to achieve efficiencies both in labour and energy. Some savings may be accomplished through the purchase of newer equipment. Newer equipment has the benefit of being more energy efficient, in the case of snow making equipment, or may be more efficient and reducing manpower costs in the handling and changing of equipment. The goal is to reduce labour costs and to reduce energy consumption, two of the major problem areas in building a sustainable funding model.

Lastly the Recreation Area needs to pursue opportunities for future expansion and continue to creation a variety of new experiences for visitors.

3.2 SUSTAINABLE FUNDING NEEDS

Ongoing sustainability funding consists of two components: the first to ensure there are sufficient funds to ensure that the area is open and operational for the winter season and should unforeseen circumstances arise, there is money to pay the bills. Secondly, and as important, there is a requirement to provide for a capital replacement reserve fund for the purposes of having regular equipment replacement.

Operational Requirements

With respect to support for the operation of the facility, it would be helpful for the municipalities to contribute to the energy costs for the hill. These costs include electrical power costs, natural gas and diesel and other petroleum products for use in the various pieces of equipment. In the 2013-14 year, these costs totaled over $200,000.

Nitehawk is part of a larger buying group for the purchase of electrical power and so the charge per kilowatt hour of usage is competitive with other larger programs. However, demand charges, which are determined at peak load usage and occur at the coldest times of the year in conjunction with snow making, result in excessively high charges which must be paid all year long.

Power and energy costs

Power deregulation has not been kind to Nitehawk Recreation area. Before deregulation, the local supplier could supply power as a gift-in-kind or find ways to minimize the provision of power to the site. However with deregulation the Recreation Area is now required to pay full value for the power. One of the main drivers of the cost of the power

is the demand charge. This is the charge that is levied against the hill for the purposes of delivering peak load requirements. Once the peak load has been established, the Recreation area must pay for the infrastructure needed to provide peak load every month even though the peak is only met during the snow making season.

Nitehawk has been working with the Canadian Western Ski Association in a buyers group to achieve reasonable power rates, but the key issue is the demand charge.

In addition to electric power costs, the hill spends upwards of $80,000 in fuel costs for all the equipment (snowmobiles, groomers and compressors). New energy efficient equipment and other efforts will be an important component in reducing energy costs and hence the costs of operating the hill.

Total request with respect to the energy cost is $200,000.

A commitment from the municipalities to cover energy costs would be a huge step in enabling the facility to break even in a fiscal year. This request is in addition to the current level of support given to Nitehawk through items such as insurance coverage, snow plowing, mowing and so forth.

3.3 HILL EQUIPMENT REPLACEMENT FUND/RESERVES

As identified earlier, aging equipment is becoming more of an issue. Too much effort and expense is spent on repairing old equipment in trying to make it serviceable. A key feature of the Business plan is to identify a replacement plan to provide newer equipment on a regular basis. This solution has the added bonus of potentially reducing labour and parts costs, thereby improving the financial operation. The current inventory of equipment on the hill includes:

- 3 groomers (2008, 1998 and 1994)
- 6 snowmobiles, including 1 dedicated for emergency services only
- Magic carpet (70 ft)
- Wonder carpet (600 ft Tube Park)
- Platter lift
- Triple chair
- River pumps
- Top of hill pumps
- Water pipes
- Snow guns

Groomers

According to the Master Plan prepared by Ecosign Mountain Resort Planners Ltd, 2 of the 3 groomers are beyond their useful lifecycle. (Maximum of 6,000 hours) Currently the newest machine is utilized about 850 hours per year while the older 2 are used about 300 hours per year each. New machines can run in the $250,000 range. There is no replacement fund in place to ensure the machines can be replaced every 6,000 hours. Total value of equipment replacement is $500,000.

Historical data suggests that each machine should average about 600 hours per year giving the machines a 10 year life cycle. A reserve should be established in the order of $50,000 per year to provide for the replacement of machines.

Snow making

At present it is estimated to cost between $270,000 and $300,000 to make snow each year at the hill. The three main components contributing to this expense is labour, energy costs, and equipment costs.

The overall goal is to have the entire hill open by December 15th. From a revenue perspective, it is important to have the hill open during the Christmas season in order to create any type of surplus for the hill.

In simple terms, the system involves pumping water from the Wapiti River to the top of the hill then pumping the water through a system of pipes on every run and out through snow guns. The system requires the use of compressors to blow air and water through the guns making snow at cold temperatures.

Considerable labour is used in connecting and disconnecting guns and hoses and moving them to different runs.

Energy costs are significant in starting and running the pumps, and in running the compressor.

The snow is blown into large mounds or whales. A groomer is then used to move the snow about the runs to fill in low areas and create a run suitable for skiing or snow boarding.

Consideration is currently being given to develop a system that would reduce both labour and energy costs. The Board has given approval to start to acquire the snow guns necessary to implement a new system. It is expected that the new system will be implemented over the next several years by adding a system of fixed snow guns to the existing piping system on each run. The system proposes to utilize airless technology to reduce energy costs.

The phasing of the project envisions starting on Easy Street and expanding to other runs should the technology prove worthwhile.

Pumps

Current pump capacity at river is 750 gallons per minute. This is deemed to be adequate to support the current form of snow making. However if a new snow making system is implemented, it is likely that pumping capacity from the river will have to increase. The plan recommends that a second pump with the same capacity be added to the system.

Compressors

An existing compressor owned by Nitehawk is at end of its useful life cycle and for the past year a compressor has been rented. Purchase of 2 smaller used compressors would save on rental costs. This has been identified in the plan.

Generators

Generators are being considered to reduce power consumption and demand charges driven by the startup of pump motors. The financial outlay may involve the purchase and installation of the generators. This has been identified in the plan.

Manpower

Labour costs are estimated to be ½ of the cost of making snow. The development of a system of stationary guns on every run will reduce manpower needed to make snow if completed across all runs.

Snow Guns

The Board has approved the purchase of 24 additional snow guns. It is intended that these be stationary guns placed along the water lines along each run. One of the benefits of these snow guns is that they can operate either as airless guns or with air, depending on conditions and assist in getting the hill open sooner.

Target Reduction

With the many improvements identified, a target savings of $100,000 per year may be achievable. This is not something that can be achieved overnight but rather over a period of years provided sufficient funding is available.

Snowmobiles

The area requires 5 snowmobiles to service the hill plus one additional machine which is dedicated for emergency services only (Canadian Ski Patrol). The Hill has obtained $20,000 in funding to replace 2 of the sleds in the 2014-2015 year. There is no formal replacement or replacement cycle in place for the future replacement of the other 3 machines.

It is recommended that snowmobiles be replaced every 5 years. This would require approximately $11,000- $12,000 per year to be set aside for snowmobile replacement.

Hill Improvements

The financial reports for Nitehawk suggest that "hill improvements" carry a value of nearly $2,200,000. The improvements include but are not limited to all of the lifts (4), the chalet and related infrastructure and lighting. At present, regular maintenance is included as part of the operations but any major repairs or replacement of the 8 improvements is not budgeted. This has created problems with balancing the budget. The Business plan is proposing a more proactive approach to deal with major repairs and replacement. The strategy involves setting aside 7% of the value of the improvements on an annual basis. This strategy is designed around maintaining the current infrastructure leaving any major future improvements to a capital campaign.

Platter lift

Triple chair

Magic Carpet (Small) Bob's Bump (70 ft)

Magic Carpet (Large) Tube Park (600 ft)

Lighting

One of the important objectives of the Business plan is to work towards the hill becoming more energy efficient. An important area for consideration in achieving this objective is in replacing the current lighting system with new LED lights. However, this plan would require a study, to be followed by an implementation plan. The Business Plan identifies the need and proposed budget.

3.4 REVENUE STREAMS

With respect to increasing revenue streams, a recent study has indicated that the hill may be at the top of their ability to charge more for a daily pass. It may be more likely that increased revenue from an increasing number of visitor passes may be possible. However much of this will be dependent on getting the entire hill open sooner. Current practice is to discount daily pass rates until all runs are open. The longer the runs remain unopened, the longer the discounts apply which bleeds potential revenue from the hill.

Additional marketing is being contemplated to ensure that there is good regional awareness of what the hill has to offer. A campaign to re-brand the hill focusing on the 'learn to ski' elements is important to attract the young family demographics in the region. As much as has been done in the past, a new campaign targeted at new and existing users, sponsors past and present and municipal contributions is required.

Significant effort is being put into additional special events during off peak seasons. Nitehawk needs to develop a catering and special events package for the purposes of marketing the facility. Hosting special events such as the Zulu Challenge could bring in significant revenues to the hill.

Every effort will be made to bolster revenue income to Nitehawk.

3.5 FUNDING STRATEGY

With respect to the funds requested, it is recommended that the amount required to offset the energy costs be allocated directly to Nitehawk on an annual basis.

With respect to the proposed funding for both the equipment replacement and the hill improvements, two scenarios are proposed. The first scenario would see the funds granted to Nitehawk and placed in a special fund. This fund would be accessed as required and only after a motion from the Board of Directors. Separate accounting for this fund would be produced.

A second scenario could allow the funds to reside with the respective municipalities in reserve accounts. Nitehawk would then requisition the funding when required.

Unused funds would be retained within the reserve accounts for future projects.

Lastly, with respect to fund withdrawal, ongoing measurement of efforts to achieve efficiencies in the reduction of energy use and labour costs should be demonstrated to gauge the success of new equipment.

3.6 PROPOSED FUNDING FORMULA

It has been the current practice to include all 3 municipalities in any funding requests. This Business plan contemplates the same philosophy. However it goes one step further in requesting that the funding formula be as follows:

- 50% of the request to be provided by the MD of Greenview
- 25% of the request to be provided by the City of Grande Prairie
- 25% of the request to be provided by the County of Grande Prairie

Municipal request

Annual funding to offset energy costs ($200,000)

MD of Greenview	$100,000
City of Grande Prairie	$50,000
County of Grande Prairie	$50,000

Equipment Replacement and Hill Improvement reserve funding

(based on the value of property, plant and equipment from the 2014 financial statement $2,179,498 plus equipment replacement)

Municipality	2015	2016	2017	2018
Greenview	$355,000	$232,882	$268,382	$168,382
City	$177,500	$116,441	$134,191	$ 84,191
County	$177,500	$116,441	$134,191	$ 84,191

Totals:

	2015	2016	2017	2018
MD of Greenview	$455,000	$332,882	$368,382	$268,382
City of Grande Prairie	$227,000	$166,441	$184,191	$134,191
County of Grande Prairie	$227,000	$166,441	$184,191	$134,191

3.7 LONG TERM CAPITAL NEEDS

The long-term capital needs are identified in the Ecodesign Report. Although no costing is identified, the plan does inventory many of the opportunities for future improvements. A synopsis of the plan is listed below.

3.8 OBJECTIVES OF MASTER PLAN by Ecosign

- Optimize the use and operational efficiency of the physical plant and area layout
- 5-25 year plan to renovate and expand the existing ski resort to current industry standards
- Continue upgrades and improvements to increase skier visitation
- Upgrade Terrain Park to increase visits
- Install new lifts where needed
- Provide or expand on year round recreational activities for families and visitors of all ages. Summer activities including mountain biking and bike park, alpine slides or coasters, concerts and festivals, hiking, ziptrecks, stargazing, Euro-bungee, river based activities with boat launch, etc. Winter activities such as tubing, miniZ, snowshoeing, climbing wall and Euro-bungee.
- Broaden revenue base of resort area through new developments
- Balance lift and trail capacity to maintain quality skiing and snowboarding conditions and meet requirements of market
- Balance mountain capacity with guest services base of staging areas and parking
- Replace and modernize the rundown skier service building
- Increase capacity of all operational components to meet the increasing recreational demand from the region.

Funding for these improvements would come from a variety sources including Gift in Kind, donations, grants, municipal contributions and other special fundraising events.

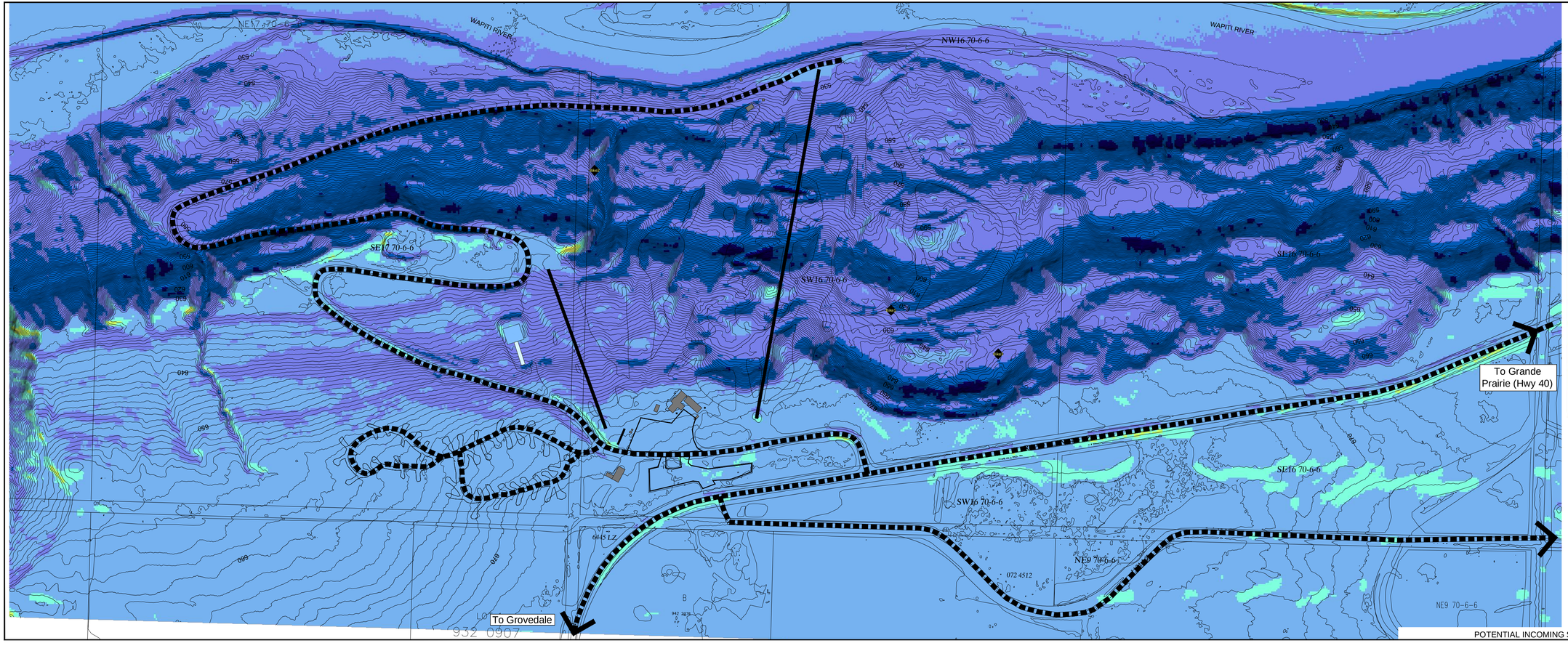
3.9 PLAN REVIEW

The purpose of the Business Plan is to establish a sound financial footing for Nitehawk both now and moving forward into the future. The challenge is not difficult with the support of the regional municipalities. As with any plan, it is expected that it will be reviewed annually and discussed with the supporting municipalities to ensure that the objectives of both Nitehawk and the funding partners are aligned. This annual review will provide the opportunity to make adjustments to the plan as necessary in light of changing priorities and issues.

NITEHAWK RECREATION AREA

CAPITAL SPENDING and HILL IMPROVMENTS 2014-2018

		Book Value	2014	2015	2016	2017	2018
SnowMaking							
Snow guns			$ 24,000.00	$ 50,000.00	$ 50,000.00	$ 50,000.00	$ 50,000.00
River pump					$ 30,000.00	$ 100,000.00	
pipes (GIK)							
compressor 2 x 750 cm				$ 60,000.00			
generator				$ 50,000.00			
generator installation				$ 20,000.00			
Hill Equipment							
Groomers							
	1994						
	1998						
	2008			$ 62,500.00	$ 62,500.00	$ 62,500.00	$ 62,500.00
	2015			$ 250,000.00	$ 25,000.00	$ 25,000.00	$ 25,000.00
Snowmobiles			$ 20,000.00	$ 11,000.00	$ 11,000.00	$ 12,000.00	$ 12,000.00
Hill Improvements		$ 2,179,489.00		$ 152,265.00	$ 152,265.00	$ 152,265.00	$ 152,265.00
Platter							
Triple chair							
Magic carpet small							
Magic carpet large							
Tube Park							
Erosion control				35000	35000	35000	35000
Lighting					$ 100,000.00	$ 100,000.00	
Marketing				$ 20,000.00			
Total			$ 44,000.00	$ 710,765.00	$ 465,765.00	$ 536,765.00	$ 336,765.00



NITEHAWK

Grande Prairie SKI CLUB

Nitehawk RECREATION AREA

ecosign Mountain Resort Planners Ltd.

Contours: 1m and 5m

Date: 08/2012

0 40 80 120 160 200

Incoming Energy (KWh/m²)

600
540
480
420
360
300
240
180
120
60
0

AVERAGE NUMBER OF DAYLIGHT HOURS:
12.86 hours/day

MINIMUM POTENTIAL SOLAR ENERGY:
43.7 kWhr/m2

MAXIMUM POTENTIAL SOLAR ENERGY:
607.6 kWhr/m2

AVERAGE POTENTIAL SOLAR ENERGY:
203.9 kWhr/m2

NOTES:

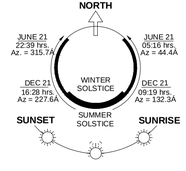
PERIOD OF CALCULATION:
Daily
Dec. 1, 2009 to Mar. 31, 2010

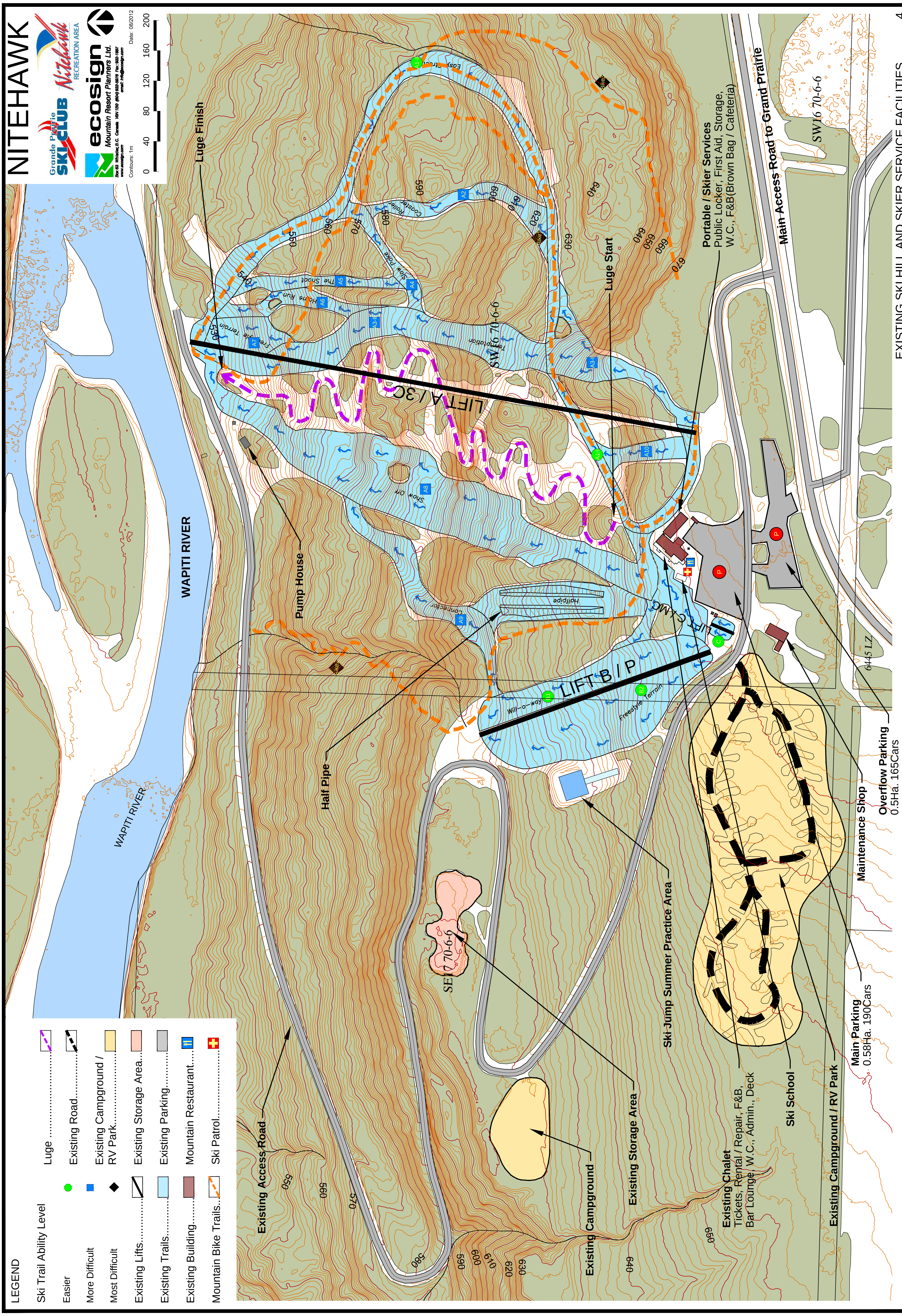
DAILY EXTENTS OF CALCULATION:
03:00 - 22:00 hrs

INTERVAL OF CALCULATION:
15 minutes

NUMBER OF DAYS ANALYZED:
121 days

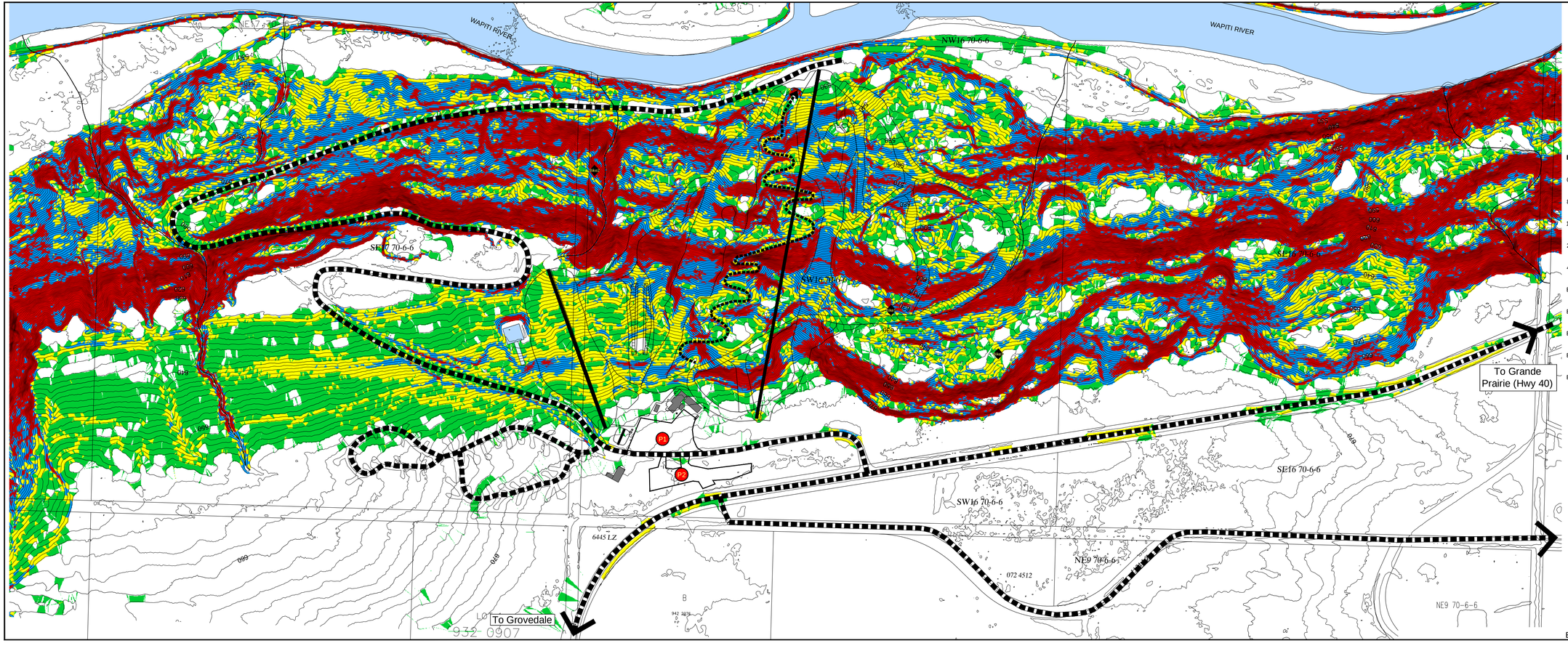
LATITUDE = 55Â3.5' North
LONGITUDE = 118Â51.5' West
7 (6 DST) hrs. behind of UTC





NITEHAWK
Grande Prairie SKI CLUB
Nitehawk RECREATION AREA
ecosign
Mountain Resort Planners Ltd.
Contours: 1m
Date: 08/2012
0 40 80 120 160 200
LEGEND
Ski Trail Ability Level
Easier
More Difficult
Most Difficult
Existing Lifts
Existing Trails
Existing Building
Mountain Bike Trails
Luge
Existing Road
Existing Campground / RV Park
Existing Storage Area
Existing Parking
Mountain Restaurant
Ski Patrol
WAPITI RIVER
Luge Finish
Luge Start
Pump House
Half Pipe
Halfpipe
LIFT A / 3C
LIFT B / P
LIFT C
Temptation
Show Off
Connector
Freestyle Terrain
Portable / Skier Services
Public Locker, First Aid, Storage, W.C., F&B(Brown Bag / Cafeteria)
Main Access Road to Grand Prairie
Existing Access Road
Existing Campground
Existing Storage Area
Ski Jump Summer Practice Area
Existing Chalet
Tickets, Rental / Repair, F&B, Bar Lounge, W.C., Admin., Deck
Ski School
Existing Campground / RV Park
Main Parking
0.58Ha. 190Cars
Maintenance Shop
Overflow Parking
0.5Ha. 165Cars
EXISTING SKI HILL AND SKIER SERVICE FACILITIES
4


NITEHAWK
Grande Prairie SKI CLUB
Nitehawk RECREATION AREA
ecosign Mountain Resort Planners Ltd.
Contours: 1m and 5m
Date: 08/2012
0 40 80 120 160 200
MOUNTAIN SLOPE GRADIENT
0-8%
8-25%
25-45%
45-70%
70% +
Ski Pod
Existing Lift
WAPITI RIVER
WAPITI RIVER
To Grande Prairie (Hwy 40)
To Grovedale
SE17 70-6-6
SW16 70-6-6
SE16 70-6-6
NE9 70-6-6
NW16 70-6-6
A
B
C
D
E
F
G
H
I
J
SKI HILL SLOPE & TERRAIN CAPACITY ANALYSIS
5



NITEHAWK

Grande Prairie SKI CLUB

Nitehawk RECREATION AREA

ecosign Mountain Resort Planners Ltd.
Box 69 Whistler B.C. Canada V0N 1B0 (604)932-3855 Fax:932-3857
www.ecosign.com email: info@ecosign.com

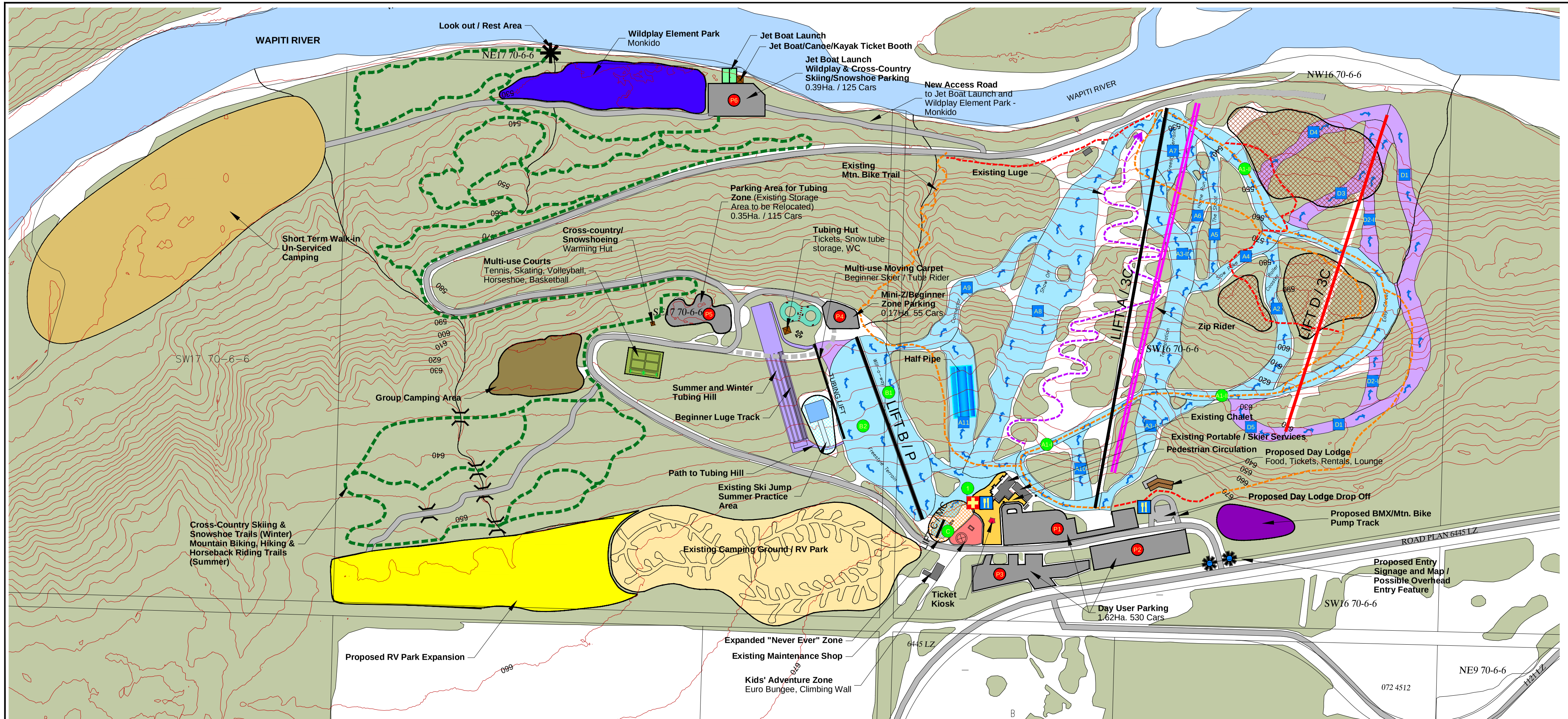
Contours: 1m and 5m Date: 08/2012

0 40 80 120 160 200

BASE SLOPE ANALYSIS GRADIENTS

- 0-8%
- 8-15%
- 15-25%
- 25-40%
- 40%
- Existing Lifts
- Existing Buildings
- Existing Parking
- Existing Luge Track
- Existing Road

NITEHAWK
Grande Prairie SKI CLUB
Nitehawk RECREATION AREA
ecosign Mountain Resort Planners Ltd.
Contours: 1m and 5m
Date: 08/2012
0 40 80 120 160 200
W N E S
Afternoon Sun
Morning Sun
BASE SLOPE ANALYSIS GRADIENTS
0-8%
8-15%
15-25%
25-40%
40%
POTENTIAL LAND USE
Existing Buildings
Existing Parking
Existing Luge Track
Existing Road
Suitable for Recreational Development
Suitable for Recreational Development and/or Parking
Existing Campground / Camping
Potential "Never Ever" Snowplay Zone
Potential Kid's Adventure Zone
Potential Development Zone (May be susceptible to flooding)
15m Setback from Drainage
Comfortable Skier Walking Distance
Skier Staging Area
Entry Gate
Landscape Buffer
WAPITI RIVER
Existing Pumphouse
Intake
Parcel 14 4.6 Ha.
Potential for Development. *Note: This parcel may be susceptible to flooding.
Existing drainage with 15m setback from centerline.
Parcel 5 8.5 Ha.
Parcel 15 3.2 Ha.
Parcel 13 2.7 Ha.
Parcel 4 0.7 Ha.
Parcel 2 3.7 Ha.
Parcel 16 4.1 Ha.
Parcel 3 2.1 Ha.
Parcel 6 1.7 Ha.
Parcel 12 3.3 Ha.
Parcel 10 3.3 Ha.
Parcel 17 3.5 Ha.
Tent Camping to be relocated by River
Parcel 11 0.9 Ha.
LIFT B
Re-align Ski Trail
Parcel 7 1.6 Ha.
Parcel 9 7.3 Ha.
To Grande Prairie (Hwy 40)
P1
P2
Parcel 8 1.5 Ha.
Parcel 1 14.6 Ha.
Existing RV Campground
Existing trees to remain. Keep landscaping buffer to screen views to parking lots upon arrival.
Proposed Entry Signage and Map. Possible overhead entry feature.
Parcel 18 19.2 Ha.
SWD
To Grovedale
SE16 70-6-6
SW16 70-6-6
NW16 70-6-6
NE9 70-6-6
6445 LZ
072 4512
BASE AREA DESIGN ANALYSIS & DEVELOPMENT CAPABILITY
7



NITEHAWK

Grande Prairie SKI CLUB

Nitehawk RECREATION AREA

ecosign Mountain Resort Planners Ltd.

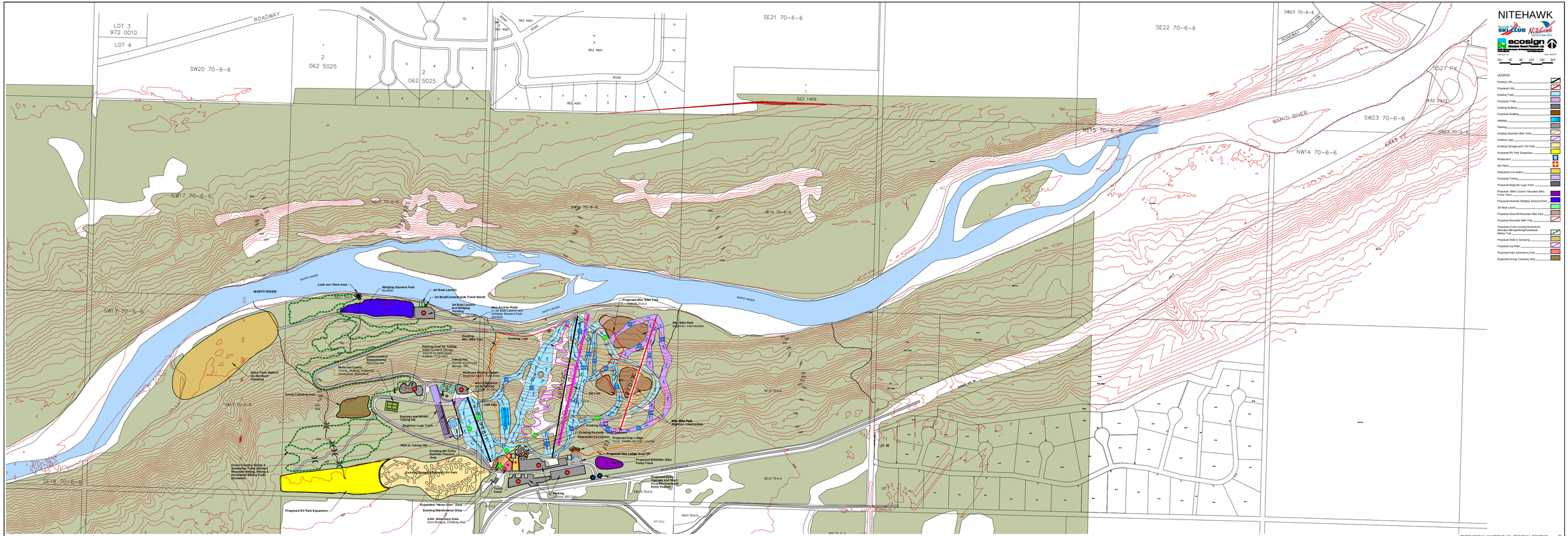
Contours: 1m

Date: 08/2012

0m 40 80 120 160 200

LEGEND

- Existing Lifts
- Proposed Lifts
- Existing Trails
- Proposed Trails
- Existing Building
- Proposed Building
- Halfpipe
- Parking
- Existing Mountain Bike Trails
- Existing Luge
- Existing Campground / RV Park
- Proposed RV Park Expansion
- Restaurant
- Ski Patrol
- Pedestrian Circulation
- Proposed Tubing
- Proposed Beginner Luge Track
- Proposed BMX Course / Mountain Bike Pump Track
- Proposed Monkido Wildplay Element Park
- Jet Boat Lauch
- Proposed Downhill Mountain Bike Park
- Proposed Mountain Bike Trail
- Proposed Cross-Country/Snowshoe/ Mountain Biking/Hiking/Horseback Riding Trail
- Proposed Walk in Camping
- Proposed Zip Rider
- Proposed Kids' Adventure Zone
- Expanded Group Camping Area


NITEHAWK
Grande Prairie SKI CLUB
Nitehawk RECREATION AREA
ecosign
Mountain Resort Planners Ltd.
Scale: 1:5000
0m 40 80 120 160 200
LEGEND
Existing Lifts
Proposed Lifts
Existing Trails
Proposed Trails
Existing Building
Proposed Building
Helipipe
Parking
Existing Mountain Bike Trails
Existing Luge
Existing Campground / RV Park
Proposed RV Park Expansion
Restaurant
Ski Patrol
Pedestrian Circulation
Proposed Tubing
Proposed Beginner Luge Track
Proposed BMX Course / Mountain Bike Pump Track
Proposed Monkob Wildplay Element Park
Jet Boat Leuch
Proposed Downhill Mountain Bike Park
Proposed Mountain Bike Trail
Proposed Cross Country/Snowshoe/ Mountain Biking/Hiking/Horseback Riding Trail
Proposed Walk-in Camping
Proposed Zip Rider
Proposed Kids' Adventure Zone
Expanded Group Camping Area
LOT 3 972 0010
LOT 4
ROADWAY
SW20 70-6-6
062 5025
062 4951
ROAD
SE21 70-6-6
022 1469
SW23 70-6-6
SE22 70-6-6
5027 RX
832 2923
WAPITI RIVER
NE15 70-6-6
NW14 70-6-6
SW23 70-6-6
6445 HT
NW17 70-6-6
NE7 70-6-6
NW16 70-6-6
ME16 70-6-6
SW17 70-6-6
SE18 70-6-6
SE16 70-6-6
NE9 70-6-6
072 4312
LOT 48
WAPITI RIVER
Look out / Rest Area
Wildplay Element Park
Monkob
Jet Boat Launch
Jet Boat/Canoe/Kayak Ticket Booth
Jet Boat Launch and Wildplay Parking
Proposed 125 Cars
New Access Road to Jet Boat Launch and Wildplay Element Park
Proposed Mtn. Bike Trail
Cross Mtn. 5514-6
Mtn. Bike Park
Beginner / Intermediate
Existing Luge
Parking Area for Tubing Zone (5 Loading Stations) Proposed 150 Cars + Drive / T Cars
Cross-country / Snowshoeing Starting Hut
Tubing Hut Ticket Booth Storage, Rest
Short Term Walk-in Tent Campsite / Camping
Multi-use Building Summer Activities Winter Tubing Lodge
Group Camping Area
Half-pipe
Summer and Winter Tubing Hill
Beginner Luge Track
Mtn. Bike Park
Beginner / Intermediate
Existing Outhouse
Existing Portable / Toilet Enclosure
Pedestrian Circulation
Proposed Day Lodge
Food, Tickets, Storage, Lounge
Path to Tubing Hill
Existing Ski Jump Summer Practice Area
Proposed Day Lodge Drop Off
Proposed BMX/Mtn. Bike Pump Track
Cross-Country Skiing & Snowshoe Trails (Skiing/ Mountain biking, hiking & Horseback Riding Trails Shuttle)
Ticket Kiosk
Suspended Entry Canopy and Main Pedestrian Overpass / Entry Feature
Parking Area 530 Cars
Proposed RV Park Expansion
Expanded "Never Ever" Zone
Existing Maintenance Shop
Kids' Adventure Zone
Euro Bungee, Climbing Wall

Nitehawk Recreation Area
Master Plan Alternatives
August 2010

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TABLE OF CONTENTS

LIST OF TABLES

LIST OF PLATES

LIST OF FIGURES

I. INTRODUCTION

.1 Location and Regional Context

The Nitehawk Recreation Area is located on Highway 666 about 10 minutes south of Grande Prairie, Alberta. The Nitehawk Recreation Area is owned and operated as a non-profit organization by the Grande Prairie Ski Club and currently operates one triple chairlift, a beginner platter lift and a magic carpet. During the winter, in addition to the skiing and snowboarding facilities, the area also operates a natural luge track. This track is host to many regional, national and international competitions. In March 2010, Nitehawk hosted the Arctic Winter Games.

During the summer, the Gravity Mountain Bike Park offers a system of trails for all ages and abilities of riders. There is also the Freestyle Water Ramp which is used for summer training. The Wilderness Campground operates as a year-round facility and has recently undergone an expansion with fully serviced sites.

Figure 1 illustrates the Area Location for the Nitehawk Recreation Area and Figure 2 outlines the overall Study Area.

.2 Historical Perspective

The Grande Prairie Ski Club was first incorporated as a non-profit society in November of 1960. The initial location of the ski area was on a hill directly south of the Wapiti River Bridge. A rope tow was installed which ran off a Ford chassis motor. A chalet was constructed at this location and was eventually moved to Grovedale, where it was used as a church for a period of time.

The Ski Area was relocated to its present location for the 1972/73 season. A Chalet was constructed at the bottom of the hill and a T-Bar lift was installed. As the Ski Club rapidly grew through the 1980s, many additions and improvements were required. These additions included the construction of new trails and the addition of a Platter lift. In 1987, the Chalet was relocated to the top of the hill, and a lounge and shop were added to improve the skier services. In 1998, a triple chairlift was installed to replace the T-Bar.

During the early 2000s, a new Connector Run was constructed from the bottom of the Platter to the bottom of Show off. The snowmaking system was also upgraded.

In June of 2004, the Summer Aerial Water Ramp was opened and a new maintenance facility was completed. The old maintenance facility was also renovated at this time with the addition of a ski school, lockers and rental facilities. The following year the snowmaking system was upgraded again and the Peace Country Luge Association constructed the natural luge track which then hosted back to back World Cup competitions.

In 2005, construction of the Swan City Rotary Wilderness RV park began and opened the following May long weekend with more than 50 sites.

During the summer of 2007, the Gravity Mountain Bike Park was developed and modifications were made to the triple chair to provide lift-assisted downhill mountain biking. With the help of many volunteers, the Mountain Bike Park has continued to expand to meet the growing ridership.

.3 Planning Issues

The successful design and operation of a mountain resort requires a solid footing on three separate pillars. The three critical resort elements, as illustrated in Plate I.1, are: physical, market and economic characteristics and factors.

CRITICAL RESORT ELEMENTS

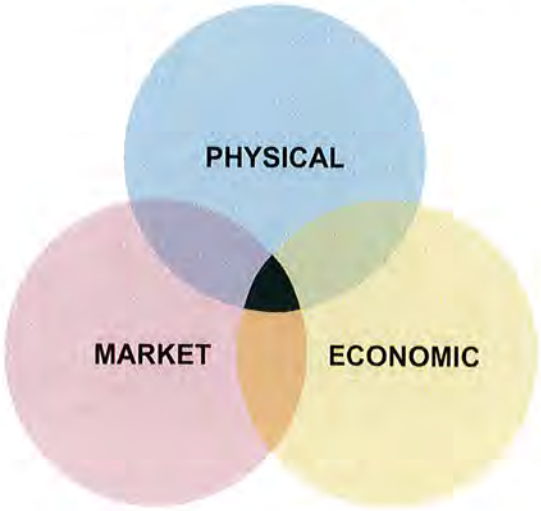


PLATE I.1

The physical site characteristics include:

- environmental resources including water, air, soil, vegetation and wildlife
- terrain
- climate
- natural hazards
- visual resources
- recreational resources

The master planning process incorporates research by scientists, ecologists and recreational planners to document the physical characteristics of each individual site with air photos, topographical maps, three-dimensional computer models, on-site field work and surveying and analytical planning technologies.

The next critical element necessary for a feasible mountain resort deals with the market characteristics including:

- access to the site
- the size and proximity of local, regional and destination markets
- population demographics, such as: age, income and education

- population dynamics, such as: growth, aging and social trends, such as fitness

Finally, there are economic factors and characteristics to be considered such as:

- resort capacity
- length of operating season (winter and summer)
- infrastructure cost and availability
- capital costs of facilities
- operating efficiency
- revenue sources and pricing
- human resources

Every resort possesses a different blend of these characteristics. It is very important to understand and document the balance between the physical, market and economic characteristics of each individual project.

A master development plan is more than a physical layout of lifts, trails, restaurants, parking and accommodation zones. A master plan is a flexible responsive business plan which sets out physical and financial strategies which can respond to a variety of market scenarios including: growth, zero growth, or even declining growth. This report outlines a planning program supported by these three critical elements for the Nitehawk Recreation Area.

.4 Goals and Objectives

The ski area Master Plan involves planning the installation of new facilities on the mountain and in the base area. Facilities are generally constructed over several phases of development; increasing the quality and size of the area as time progresses and the market dictates. However, it is critical to have a clear view of the complete project at build-out, so that facilities can be balanced and capital effectively invested over the life of the project.

Objectives

The objectives of the Nitehawk Recreation Area Technical Assessment and ultimate Master Plan are listed below:

- Optimize the use and operational efficiency of the physical plant and area layout.
- 5 to 25-year plan to renovate and expand the existing ski resort to current industry standards

- Continue upgrades and improvements to increase skier visitation
- Upgrade Terrain Park to increase visits
- Install new lifts where needed
- Provide, or expand on year-round recreational activities for families and visitors of all ages. Summer activities, including mountain biking and bike park, alpine slides or coasters, concerts and festivals, hiking, ziptreks, stargazing, Euro-bungee, river based activities with boat launch, etc. Winter activities, such as tubing, MiniZ, snowshoeing, climbing wall, Euro-bungee.
- Broaden the revenue base of the resort area through new developments
- Balance lift and trail capacity to maintain quality skiing and snowboarding conditions and meet the requirements of the market
- Balance mountain capacity with guest services base staging areas and parking
- Replace and modernize existing run down skier service buildings
- Increase capacity of all operational components to meet the increasing recreational demand from Grande Prairie and surrounding areas

.5 North American Ski/Snowboard Industry Overview

United States

The sport of skiing had its primary economic take-off point in the post World War II period. While the physical plant and participation in the sport grew moderately during the 1950's, the 1960's ushered in an explosive era of ski development in North America, which centered in the Northeast Corridor, the Rocky Mountains and the West, with participation growing in excess of 15 percent per annum. While the North American average annual growth rate has leveled off, some regions continue to experience growth. Industry analysts have suggested that these growth regions (i.e. Colorado, California, Utah and British Columbia) have sustained their positive growth patterns through continued resort development; thereby substantiating the tenet that in winter snow sliding sports, supply creates demand. Other identifiable growth stimulators within the sport of skiing include: population growth; technological improvements of ski lifts, equipment, clothing, and slope grooming techniques; the parabolic or shaped skis, snowboarding, snow tubing, airline deregulation and co-operative packaging of lifts, equipment, transportation and accommodation, thus creating a "total resort experience".

Total U.S. skier visits for the 2007/08 season set an all time record of 60.5 million. This record number of visits represented an increase of 9.9 percent from the 55.1 million visits recorded during the 2006/07 season and a 2.7 percent increase from the previous record of 58.9 million visits in 2005/06.

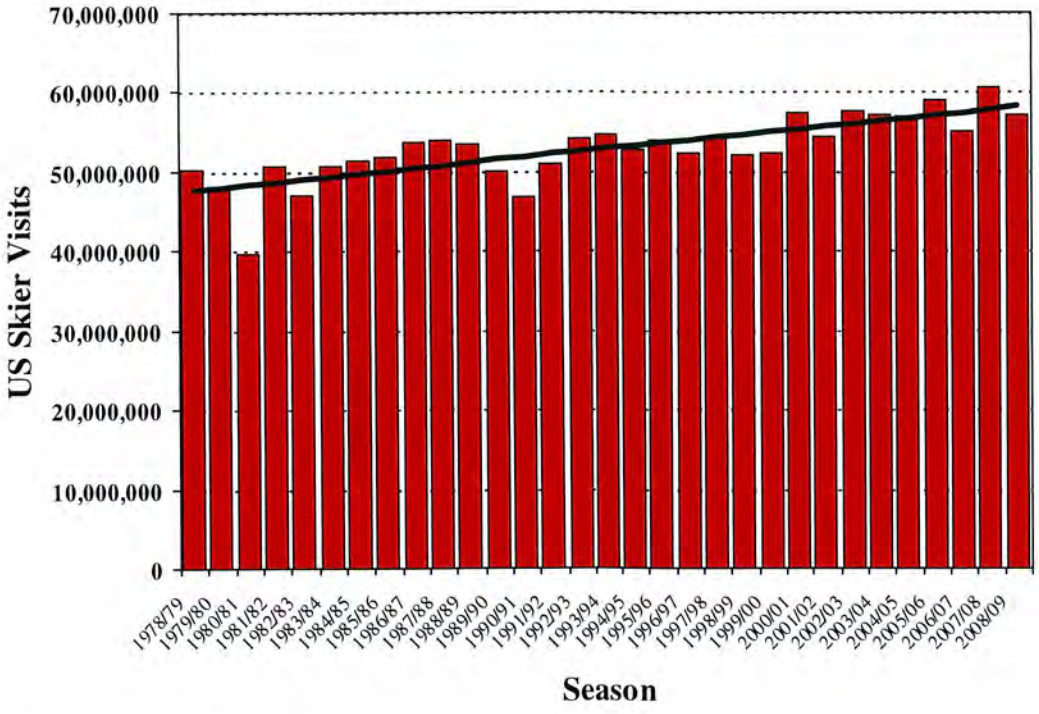
The increase in skier visits was the result of many factors including:

1. Average number days of operation increased
2. Abundant snowfall, critical timing of snowfall
3. Fewer mid season closures
4. Increase in international visitors

This record breaking increase occurred, even with the uncertainty in the economic and travel environment, suggesting a possible resilience of the ski industry and its customer base. Improved marketing may have also played a role in capitalizing on the favourable weather and snow conditions. Plate I.2 graphically illustrates the historic total skier visitation in the U.S.A. for the seasons 1978/79 through 2008/09.

Skier visits for 2008/09 were down approximately 5.5 percent from the previous season's record high. Despite the global economic woes, skier visits for the past season were still the fifth highest total on record. Favourable weather and timely snow fall events were two factors in the apparent resilience of the industry to worldwide issues and challenging times for operators.

TOTAL SKIER VISITS
UNITED STATES – 1978/79 TO 2008/09



Source: Kottke National End of Season Survey Report 2008/09
PLATE I.2

Canada

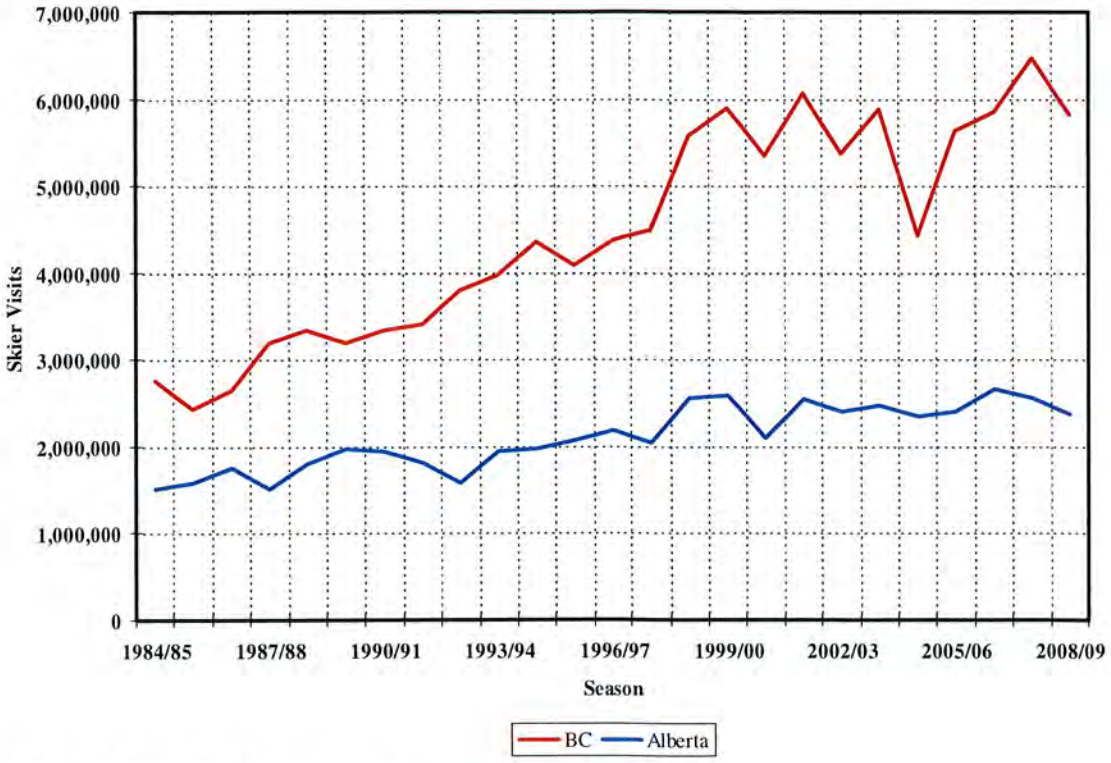
In Western Canada, the British Columbia skiing industry grew at an annual rate of 6.1 percent since the 1984/85 season, as summarized in Table I.1 and graphically illustrated in Plate I.3. British Columbia's ski areas have aggressively expanded and improved their ski areas, assisted by favourable government policy and financial programs. Between 1998 and the season ending in 2008, British Columbia's visitation increased 44 percent to a record 6.47 million skier visits. By contrast, Alberta's ski industry had mixed results during the same period, with an average annual compound growth rate of only 3.9 percent. While visitation in Alberta improved between 1985 and 1990, skier visits were flat up to 1995. From 1995 to 2000, Alberta experienced a dramatic increase in skier visitation up to 2.59 million, the highest number ever recorded. Alberta visitation has fluctuated between 2.1 and 2.66 million visits since that time.

TABLE I.1
ANNUAL SKIER VISITS
BRITISH COLUMBIA & ALBERTA – 1984/85 TO 2008/09

	ALBERTA				BRITISH COLUMBIA				TOTAL			
Ski Season	Total Skier Visits	% Annual Change	No. of Areas	Average Visits/ Area	Total Skier Visits	% Annual Change	No. of Areas	Average Visits/ Area	Total Skier Visits	% Annual Change	No. of Areas	Average Visits/ Area
1984/85	1,509,819		13	116,140	2,761,018		33	83,667	4,270,837		46	92,844
1985/86	1,576,787	4.4%	16	98,549	2,428,277	-12.1%	33	73,584	4,005,064	-6.2%	49	81,736
1986/87	1,754,774	11.3%	19	92,357	2,647,636	9.0%	33	80,231	4,402,410	9.9%	52	84,662
1987/88	1,508,373	-14.0%	22	68,562	3,196,148	20.7%	36	88,782	4,704,521	6.9%	58	81,112
1988/89	1,801,521	19.4%	19	94,817	3,337,428	4.4%	26	128,363	5,138,949	9.2%	45	114,199
1989/90	1,964,072	9.0%	19	103,372	3,185,277	-4.6%	33	96,524	5,149,349	0.2%	52	99,026
1990/91	1,934,512	-1.5%	21	92,120	3,333,774	4.7%	33	101,023	5,268,286	2.3%	54	97,561
1991/92	1,808,541	-6.5%	26	69,559	3,406,732	2.2%	40	85,168	5,215,273	-1.0%	66	79,019
1992/93	1,574,129	-13.0%	25	62,965	3,796,096	11.4%	39	97,336	5,370,225	3.0%	64	83,910
1993/94	1,939,191	23.2%	22	88,145	3,965,999	4.5%	38	104,368	5,905,190	10.0%	60	98,420
1994/95	1,967,308	1.4%	27	72,863	4,350,369	9.7%	36	120,844	6,317,677	7.0%	63	100,281
1995/96	2,069,838	5.2%	24	86,243	4,078,667	-6.2%	40	101,967	6,148,505	-2.7%	64	96,070
1996/97	2,191,540	5.9%	25	87,662	4,371,136	7.2%	39	112,080	6,562,676	6.7%	64	102,542
1997/98	2,040,011	-6.9%	23	88,696	4,483,660	2.6%	38	117,991	6,523,671	-0.6%	61	106,945
1998/99	2,559,237	25.5%	26	98,432	5,575,734	24.4%	40	139,393	8,134,971	24.7%	66	123,257
1999/00	2,589,100	1.2%	29	89,279	5,897,900	5.8%	38	155,208	8,487,000	4.3%	67	126,672
2000/01	2,100,937	-18.9%	24	87,539	5,340,115	-9.5%	40	133,503	7,441,052	-12.3%	64	116,266
2001/02	2,549,316	21.3%	29	87,907	6,065,818	13.6%	39	155,534	8,615,134	15.8%	68	126,693
2002/03	2,397,456	-6.0%	28	85,623	5,370,335	-11.5%	36	149,176	7,767,791	-9.8%	64	121,372
2003/04	2,473,456	3.2%	28	88,338	5,885,213	9.6%	38	154,874	8,358,669	7.6%	66	126,647
2004/05	2,335,773	-5.6%	26	89,837	4,433,803	-24.7%	35	126,680	6,769,576	-19.0%	61	110,977
2005/06	2,402,793	2.9%	25	96,112	5,635,429	27.1%	35	161,012	8,038,222	18.7%	60	133,970
2006/07	2,662,913	10.8%	27	98,626	5,845,331	3.7%	37	157,982	8,508,244	5.8%	64	132,941
2007/08	2,564,176	-3.7%	26	98,622	6,470,743	10.7%	45	143,794	9,034,919	6.2%	71	127,252
2008/09	2,368,809	-7.6%	24	98,700	5,826,405	-10.0%	43	135,498	8,195,214	-9.3%	67	122,317

Source: Canada West Ski Areas Association

ANNUAL SKIER VISITS
BRITISH COLUMBIA & ALBERTA – 1984/85 TO 2008/09



Source: Canada West Ski Areas Association
PLATE I.3

Canadian skier visits as reported to the Canada Ski Council for the last 4 years are listed in Table I.2. Quebec has consistently had the most visits of any province in Canada, followed by British Columbia. The 2007/08 season recorded a record visitation of over 20.56 million visits. The poor early season snow conditions in the west and the recession nationwide resulted in a decrease in visits for the 2008/09 ski season down to 18.7 million.

TABLE I.2
CANADIAN SKIER/SNOWBOARDER VISITS 2005/06 TO 2008/09

PROVINCE	2005/06	% Change	2006/07	% Change	2007/08	% Change	2008/09	% Change
B.C./Yukon, Heliski	5,857,000	21.4%	5,300,000	-10.5%	6,622,000	20.0%	5,916,000	-11.9%
Alberta	2,403,000	2.8%	2,450,000	1.9%	2,564,000	4.4%	2,368,000	-8.3%
Prairies	215,000	-5.1%	181,000	-18.8%	242,000	25.2%	236,000	-2.5%
Ontario	3,488,000	-0.4%	3,267,000	-6.8%	3,551,000	8.0%	3,423,000	-3.7%
Quebec	6,761,000	-6.0%	6,345,000	-6.6%	7,085,000	10.4%	6,233,000	-13.7%
Atlantic	462,000	-14.5%	438,000	-5.5%	501,000	12.6%	510,000	1.8%
TOTAL	**19,186,000**	**4.3%**	**17,981,000**	**-6.7%**	**20,565,000**	**12.6%**	**18,686,000**	**-10.1%**

Source: Canadian Ski Council Sept. 2009

Summary

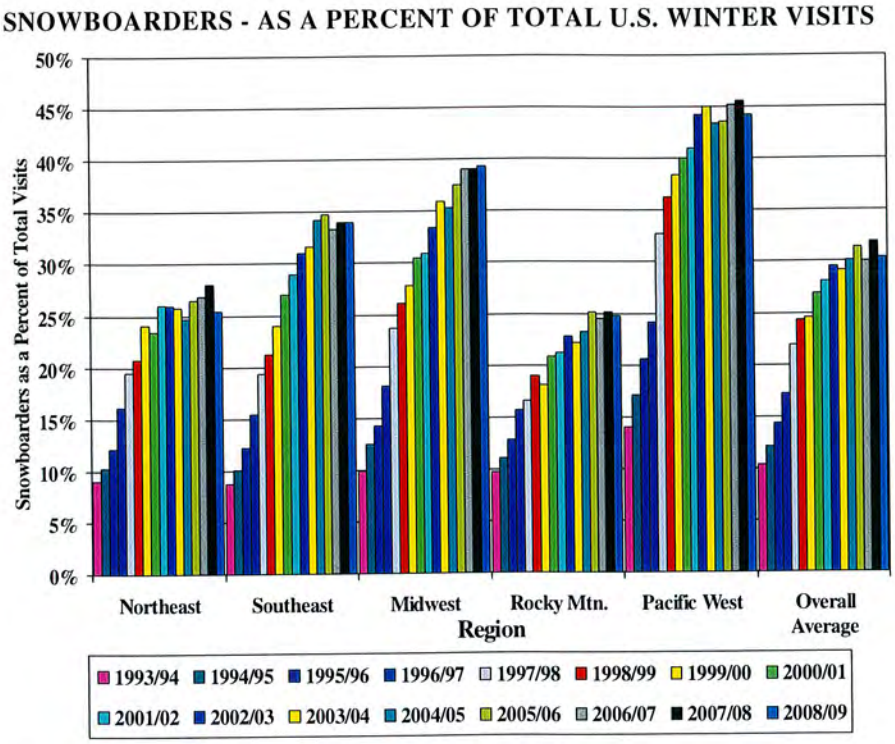
In conclusion, the ski industry has been impacted by global economics, travel patterns and different health crises. However, the core participants are passionate about the sport but are aware of the recession and its effects on recreation and leisure time, as well as the costs.

- Global health concerns may also impact the skier visitation for regional and destination travelers.
- Sensitivity to value is at its highest, with many resorts offering reductions in ticket prices.
- Generally, there is renewed optimism but substantial uncertainty remains.
- Marketing opportunities are huge for those resorts and ski areas near large metropolitan areas. Creative marketing emphasizing loyalty and value is needed.
- Destination markets remain the biggest challenge.
- As the Baby Boom ages, the ski industry faces many challenges in the future to maintain current levels of resort visitation, let alone finding markets for continued growth.

Snowboarding

The initial popularity and growth of snowboarding during the 1980's and 1990's had a significant impact on many components of winter resort area operations. Snowboarding, initially viewed by many as a counter culture or alternate anti-establishment activity for mainly the younger, skateboarding crowd, has shown a substantial growth over the past 25 years. The increase in participation was due primarily to interest from the young generation (77 percent of participants are between the ages of 13 and 24).

Plate I.4 illustrates the change in the extent of snowboarding participation between 1993/94 and 2008/09. The initial growth rate of snowboarding rose steadily over first 10 years that it was tracked as part of the Kottke End of Season Survey, but has plateaued over the past seven seasons. The growth in snowboarding, although slowing, is still projected to increase to an average of about 35 percent from the current 30 percent. Snowboarding participation varies from region to region, with the Pacific West consistently showing the highest rate of participation at 45.5 percent for the 2007/08 season. As aging baby boomers gradually leave the sport, they are likely to be replaced by younger participants who are snowboarders. At the same time, however, some snowboarders are switching over to "twin" tipped skis. Snowboarding as a proportion of total visits for the 2008/09season was 30.4 percent.



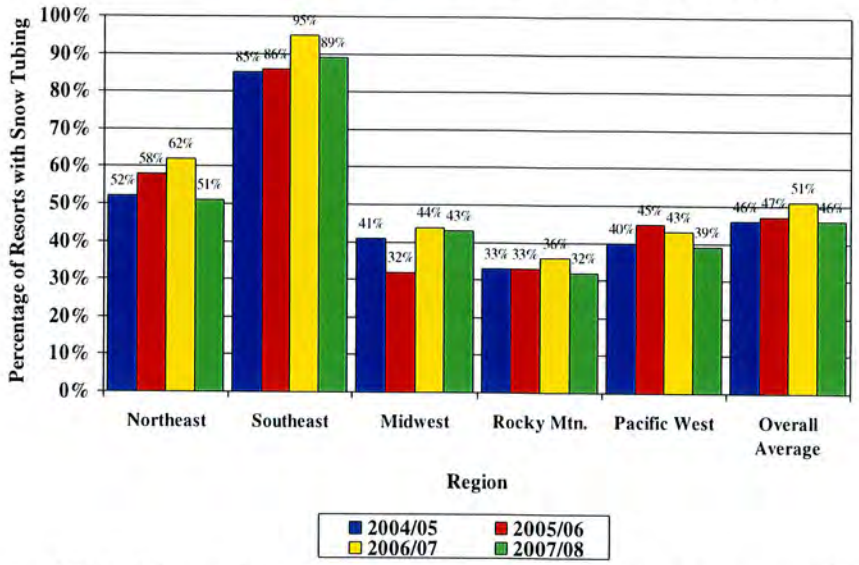
Source: Kottke National End of Season Survey Report 2008/09
PLATE I.4

Snow Tubing

In addition to skiing and snowboarding at winter resorts, many areas now offer snow tubing. During the 2007/08 season, 46 percent of U.S. ski resorts offered snow tubing compared to 51 percent the previous season. While the number of snow tubing areas decreased slightly, the visitation on average increased.

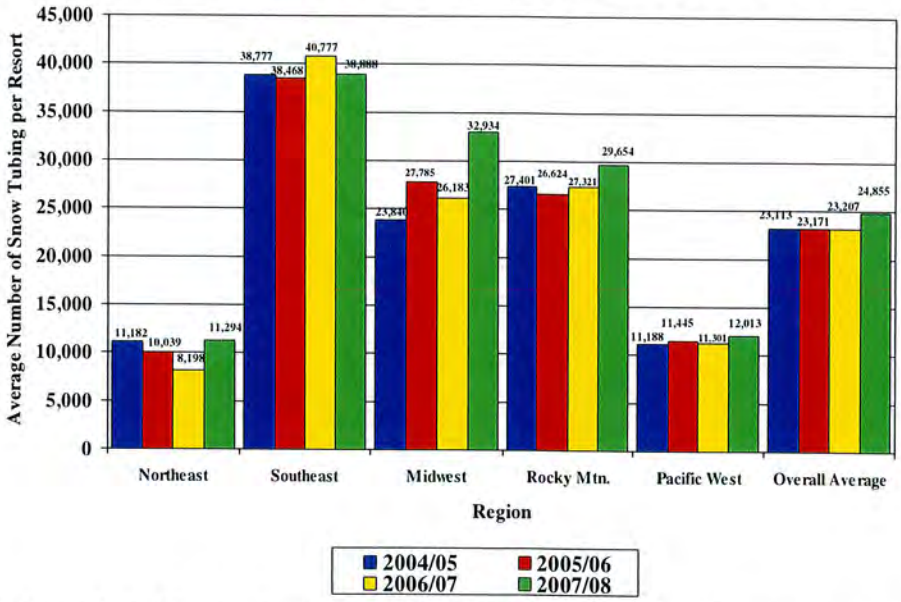
Plate I.5 illustrates the average number of snow tubing visits by region (U.S.) for the 2007/08 season. Snow tubing has contributed an average of just over approximately 24,855 visits per resort, relatively unchanged over the past 3 seasons. Plate.I.6 illustrates the percentage of areas which offer snow tubing.

PERCENTAGE OF U.S. RESORTS WITH SNOW TUBING



Source: Kottke National End of Season Survey Final Report 2007/08 (Based on a sample of 168 Resorts)
PLATE I.5

AVERAGE NUMBER OF SNOW TUBING VISITS PER RESORT



Source: Kottke National End of Season Survey Final Report 2007/08 (Based on 53 resorts reporting all 4 years))
PLATE I.6

.6 Glossary

The ski industry has a number of terms and technical jargon specific to ski area development, hence, a glossary is provided:

1. **Skier Visit** - One person visiting a ski area for all or part of a day or night for the purpose of skiing or snowboarding. This is the total number of lift tickets issued. Skier visits include a person holding a full-day, half-day, night, complimentary, adult, child, season, or any other ticket type that gives a skier the use of an area's facilities.

2. **Rated Uphill Capacity** - The manufacturer's rated number of skiers per hour a lift can transport to the top of the lift. An area's hourly capacity is the sum of the individual lifts

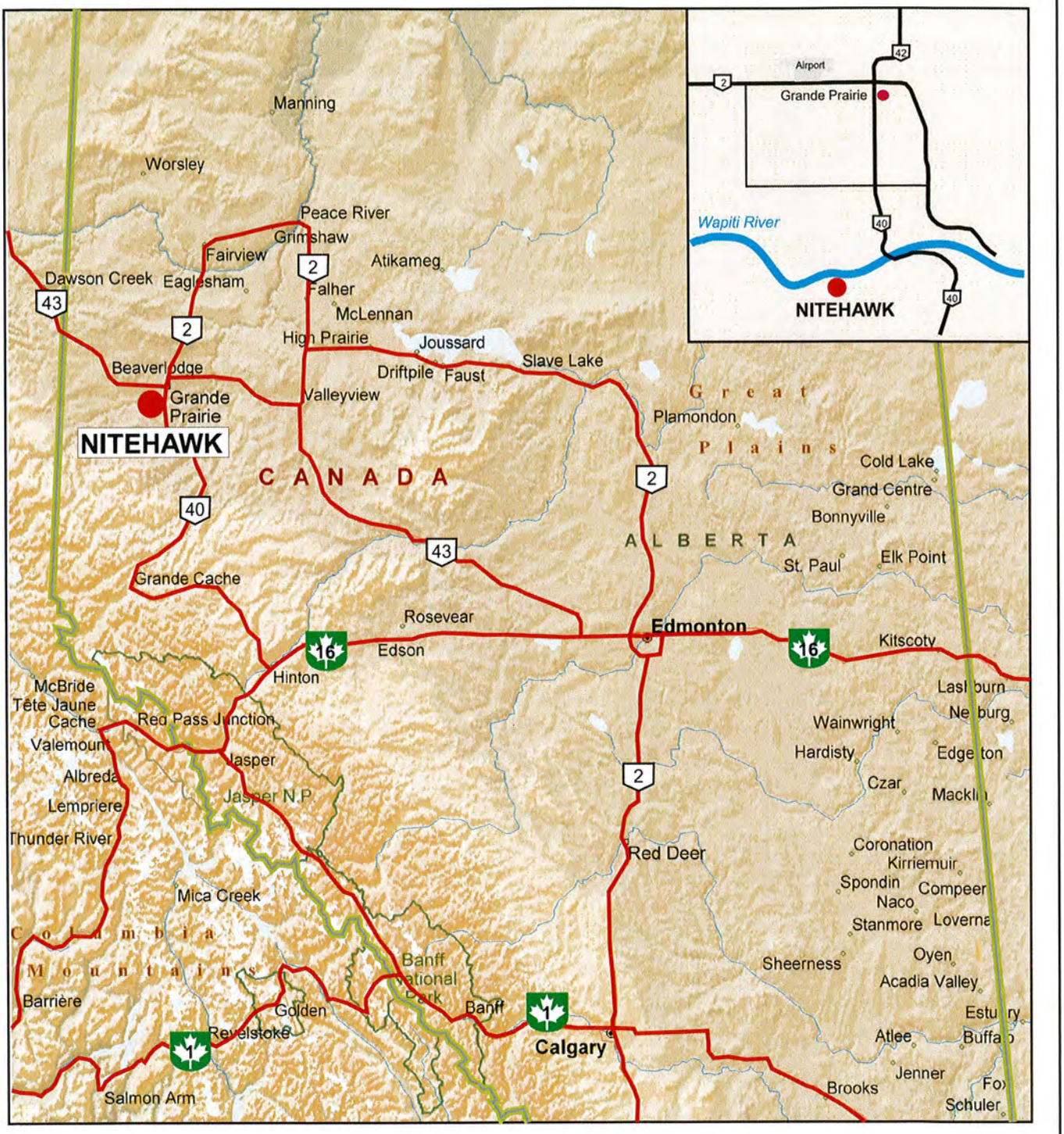
3. **VTM/Hour (000) - (Vertical Transport Meters Per Hour)** - The number of people lifted 1,000 vertical meters in one hour (vertical rise of a lift, times the lift capacity per hour, divided by 1,000). An area's total VTM, is the sum of VTM for all lifts.

4. **VTM Demand/Skier/Day** - The amount of vertical skied (demanded) each day by a skier.

5. **Skier (Comfortable) Carrying Capacity (SCC)** - The number of skiers that a given ski area can comfortably support on the slopes and lifts without overcrowding, or those that may be accommodated at one time and still preserve a congenial environment. A ski area's comfortable carrying capacity is a function of VTM demand per skier, VTM supplied per hour, difficulty of terrain and scope of support facilities.

6. **Utilization** - Is measured, as a percent, of skier carrying capacity. Comfortable Seasonal Capacity is the product of a ski area's daily skier carrying capacity times its days of operation. Utilization compares actual skier visits to calculated comfortable seasonal capacity.

7. **Terrain Pod** - a contiguous area of land deemed suitable for ski lift and trail development due to its slope gradients, exposure and fall line characteristics.



NITEHAWK

Grande Prairie SKI CLUB

Nitehawk RECREATION AREA

AREA LOCATION

0 km 40 80 120 05/2010

ecosign Mountain Resort Planners Ltd.

1

II. INVENTORY

.1 Introduction

The inventory stage includes the identification, analysis and mapping of all on-site and off-site factors which may affect the development potential of Nitehawk Recreation Area. The inventory data includes: the land status, climatic, biophysical, and physiographic characteristics of the study area, as well as an analysis of the existing ski area. The study area identified for mountain planning purposes encompasses about 133 hectares, while the total mapped study area encompasses almost 400 hectares. Through an understanding of the site's existing conditions and natural process, environmentally sensitive areas can largely be avoided and natural development opportunities maximized.

As a prelude to discussing the mountain's characteristics, it is appropriate to familiarize the reader with the basic requirements of ski area development. Ski area development is generally considered to be a non-consumptive resource use of the land. The development of ski lifts and ski trails requires the use of approximately 50 percent of the area in small, heavily developed zones. Ski lift right-of-ways are generally 12 to 15 meters in width, while ski trails vary between 30 and 60 meters wide. Subsequent to rough grading by practices selected for each site, the ski trails require fine grooming and seeding to establish a grass cover. This grass cover prevents erosion and helps to minimize hazards and damage to the skiers' equipment during low snowpack periods and possible damage to the area's snow grooming fleet. Ski lifts are generally aerial cable systems with steel towers and concrete foundations every 45 to 75 meters.

Ski base area development generally includes a paved access road, parking lots, buildings for accommodation, a day lodge and a maintenance center. Additionally, appropriate power and water supply, and sewage disposal facilities are required to support any base area improvements.

The physical site characteristics discussed in this section all interact to aid the planning team when assessing the capability of the natural systems to support resort development.

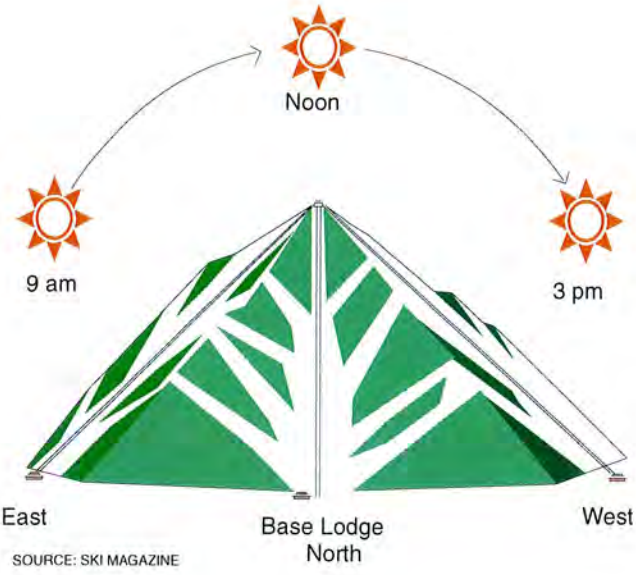
.2 Physiography

The quality and feasibility of a winter sports site is highly dependent upon the topographic characteristics of each individual site. Physiographic features which substantially affect ski development particular include: aspect (exposure), slope gradients, fall line patterns and elevation.

.3 Climate/Solar Shading and Radiation Analysis

Most skiers are highly aware of the sun's influence on snow quality. While skiers prefer to ski in the sun, they will not do so if the snow is sticky or mushy due to intense solar radiation. As illustrated in Plate II.1, skiers will follow the sun throughout the day, skiing eastern exposures in the morning, southern exposures at noon and western exposures in the afternoon. As a general rule, southern slopes are the warmest, eastern and western slopes the next warmest and northern slopes the coolest. Snowpack retention is a critical concern for any skiing operation and for this reason, slopes and trails should naturally be located where the snowpack remains for the longest period of time.

SKI POINTER



IN SPRING, STAY AHEAD OF THE SUN

By John Fry
Contributing Editor

The trick to enjoyable spring skiing is to catch the snow as it becomes granular corn before it gets slushy. A good strategy is to keep one eye on the slopes and the other on the sun.

In the morning, after a frosty night, look for east-facing and southeast-facing slopes that catch the early sun. They will be the first to soften up.

As the sun climbs higher and moves into the southern sky, move with it. Ski the north-facing slopes early before they become sloppy.

Finally, move to the west-facing slopes in the afternoon to search for good corn snow.

Smart scrutiny of the weather and terrain will improve your day of skiing.

PLATE II.1

The site's angular relationship with the sun is a critical design parameter since it determines the time of day and for how long the sun's rays will bathe parking lots, mountain restaurants, ski slopes and the base area.

In general, snow is first deposited at higher elevations and then down in the valleys throughout the winter months. Then as the temperature starts to increase later in the season, the snowpack begins to melt as the temperature varies with elevation and changes in available solar radiation.

Predicting the potential amount of solar radiation is important in the planning of a ski resort. The amount of solar radiation impacting the surface varies strongly with elevation, slope, aspect and solar shading from surrounding topographic features. Topographic shading decreases the temperature near the ground which causes the snow to last longer. Even small changes in aspect can result in substantial differences in surface warming.

With this in mind, we have calculated the cumulative quantity of potential incoming solar radiation for each month during the winter ski season from December 1, 2009 to March 31, 2010. We have utilized software created and developed by Ivan Mészároš and Pavol Miklánek of the Institute of Hydrology of SAS in Bratislava, Slovakia called SOLEI[1]. The time of year, sun position (azimuth and altitude), shadows cast by surrounding terrain, terrain slope, aspect and elevation are all analyzed to simulate and calculate direct, diffuse and reflected radiation. By combining these radiation values an accurate representation of potential energy coming in Kilowatt-hours per square meter over the entire study area is determined. The calculation is repeated every 15 minutes from sunrise to sunset for each day in a grid system. Figure 3 indicates that the study area is fairly cool during the period from December 1 to March 31 and clearly shows how the Nitehawk Recreation Area, which is located at 55°03' North latitude, is very cool throughout December, January and February. The entire study area is cool, as it is contained completely on northerly aspects.

1. I. Mészároš, P. Miklánek (2006): Calculation of potential evapotranspiration based on solar radiation income modeling in mountainous areas. Biologia, ISSN-1335-6372, Vol. 61, Suppl. 19, pp. S284-S288.

.4 Existing Ski Hill Facilities

Lifts

Nitehawk Recreation Area currently operates a total of 3 lifts, including a fixed grip triple chairlift, a platter and a moving carpet lift for beginners. The layout of the existing lift system is graphically illustrated in plan view on Figure 4, the Existing Ski Hill and Skier Service Facilities map.

The technical specifications for the existing lifts are listed in Table II.1. Data for these lifts, including top and bottom terminal elevations and horizontal length was provided by Nitehawk. Nitehawk Recreation Area management also provided the rated hourly capacity, rope speed, drive output, hours of operation and number of carriers. Ecosign has calculated the vertical rise (based on the top and bottom terminal elevations), the estimated slope length, average slope, vertical transport meters per hour and an estimate of the lift's loading efficiency.

The facility currently has a lift serviced vertical of 144 meters, stretching from the 529-meter elevation to the 673-meter elevation. The 3 lifts have a total rated capacity of 3,510 passengers per hour and generate a total of 282,000 Vertical Transport Meters (VTM) per hour.

TABLE II.1
NITEHAWK RECREATION AREA
LIFT INVENTORY

Lift Number	**A**	**B**	**C**		
Lift Name	**Bauer Express**	**Platter**	**Wonder Carpet**		
Lift Type	**3C**	**P**	**MC**	**TOTAL**	
Year Constructed	**1994**	**1987**	**2005**		
Top Elevation m.	673	670	671		
Bottom Elevation m.	529	626	670		
Total Vertical m.	144	44	1	189	
Horizontal Distance m.	598	285	30		
Slope Distance m.	615	288	30	933	
Average Slope %	24%	15%	3%	21%	Mean
Rated Capacity	1,788	522	1,200	3,510	
V.T.M./Hr.(000)	257	23	1	282	
Rope Speed m/sec.	2.3	2.0	0.8		
Trip Time min.	4.48	2.40	0.63		
Drive Output (KW)	110	14	22		

Bauer Express Triple Chairlift

Platter Lift

Wonder Carpet

Ski/Snowboard Trail Inventory

In order to provide an accurate account of Nitehawk's ski trail system, the trails have been classified in concert with the International Ski Trail Standards (Table II.2), as well as the seven skier skill classification levels exhibited in Table II.3.

TABLE II.2
INTERNATIONAL TRAIL STANDARDS

TRAIL DESIGNATIONS	SLIDER ABILITY LEVELS
Easier	Beginner & Novice Sliders
More Difficult	Intermediate Sliders
Most Difficult	Advanced & Expert Sliders

Ski trails are classified via an evaluation of the following parameters: slope width, average gradient and the steepest 30-metre vertical pitch. Since the average slope gradient of a ski trail is generally much lower than the steepest 30 metre vertical pitch, trails are usually classified to ensure that the steepest 30 metre vertical pitch falls within five percent of the acceptable terrain gradients listed in Table II.3. Furthermore, a gentle novice ski trail cannot suddenly turn into an advanced ski trail for obvious reasons.

TABLE II.3
SKIER SKILL CLASSIFICATIONS

Skill Classifications	Acceptable Terrain Gradients
1 Beginner	8 - 15%
2 Novice	15 - 25%
3 Low Intermediate	25 - 35%
4 Intermediate	30 - 40%
5 High Intermediate	35 - 45%
6 Advanced	45 - 60%
7 Expert	60% +

Nitehawk Recreation Area Resort's existing trails have been plotted on the topographic base mapping at a scale of 1:5,000 with 1-meter contours, as illustrated on the Existing Ski Hill Facilities Map (Figure 4) and listed in Table II.4. The presently developed ski/snowboard trail system includes 15 numbered trails and skiways covering approximately 11.5 hectares.

TABLE II.4
NITEHAWK RECREATION AREA
SKI/SNOWBOARD TRAIL INVENTORY

Trail Name	Trail No.	Skill Class	Elevation Top Meters	Elevation Bottom Meters	Total Vert. Meters	Horz. Dist. Meters	Slope Dist. Meters	Percent Slope Avg.	Percent Slope Steep.	Avg. Width Meters	Horz. Area Ha.	Slope Area Ha.
Lift A - Bauer Express												
Upper Easy Street	A1-I	2	673	643	30	323	324	9%	9%	12	0.39	0.39
Lower Easy Street	A1-II	2	635	529	106	833	840	13%	22%	18	1.51	1.52
Roller Coaster	A2	4	622	577	45	229	233	20%	35%	19	0.43	0.44
Upper Temptation	A3-I	4	673	642	31	202	204	15%	39%	27	0.55	0.56
Lower Temptation	A3-II	3	642	529	113	422	437	27%	33%	31	1.32	1.37
Slow Poke	A4	3	591	565	26	152	154	17%	17%	14	0.21	0.21
The Shoot	A5	3	582	542	40	190	194	21%	27%	13	0.24	0.25
Home Run	A6	4	587	535	52	173	181	30%	33%	16	0.27	0.28
Freestyle Terrain	A7	3	552	530	22	90	93	24%	24%	33	0.30	0.31
Show Off	A8	5	668	529	139	665	679	21%	41%	44	2.92	2.98
Connector	A9	4	635	565	70	310	318	23%	36%	20	0.63	0.65
	A10	3	671	645	26	96	99	27%	27%	23	0.22	0.23
Total Lift A	12						3757					9.19
Lift B - Platter												
Will-o-way	B1	2	670	626	44	272	276	16%	18%	31	0.83	0.84
Freestyle Terrain	B2	2	670	626	44	290	293	15%	19%	48	1.39	1.41
Total Lift B	2						569					2.25
Lift C - Wonder Carpet												
	C1	1	673	670.5	2.5	30	30	0.083	0.083	20	0.06	0.06
Total Lift C	1						30					0.06
Total	15						4.36 km					11.5

.5 Planning Parameters

The determination of an area's Skier Carrying Capacity (SCC) is perhaps the most critical step in ski area planning. Often referred to as the "comfortable carrying capacity" or the "skiers at one time" (SAOT), this figure represents the number of skiers that can be safely supported by an area's lift and trail system while providing a quality experience to each skier ability level. The skier carrying capacity is determined via an integration of lift capacity, acceptable slope densities, slope gradients, skier skill classifications and vertical meters of lift serviced terrain.

During the past several years, Ecosign has undertaken and reviewed substantial research dealing with skiing demand, skier skill distribution and skier densities. Each skier ability level places different demands upon an area's lift and trail system. Empirical observations have determined that each skier ability level will ski a relatively constant number of vertical meters per day.

Skier Skill Class Distribution

These reviews have also continued to support the bell curve distribution of skier skill levels for North America, as illustrated below in Plate II.2.

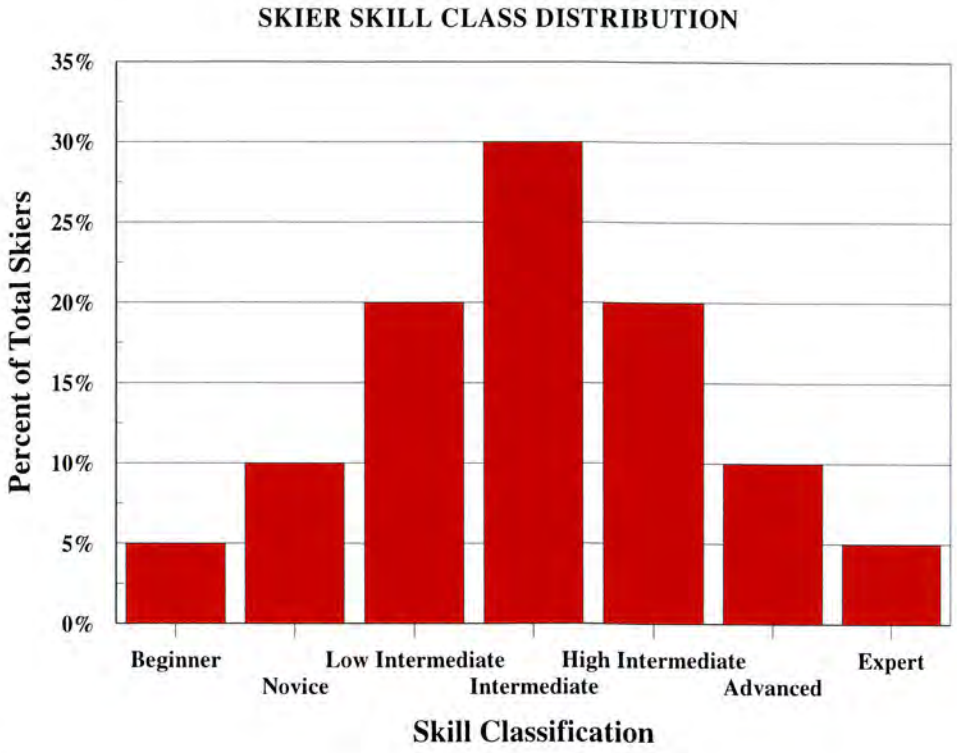


PLATE II.2

Skier Densities

Ecosign has performed on-site research to determine comfortable and safe skier densities at ski areas in many parts of the world. The research consisted of performing on-site guest surveys while simultaneously taking aerial photos of the ski/snowboard trails by helicopter. One of the questions on the survey asks skiers their subjective opinion of the crowding on the particular trail they skied. Their opinions were then compared with the actual densities recorded in the photos. From these comparisons, we estimated skier densities which provide skiers with a high quality, comfortable experience resulting in good memories and the likelihood of return visits. Densities used in planning winter resort areas in different parts of the world are listed in Table II.5 and shown graphically in Plate II.3.

In areas such as Europe, western Canada and the western United States, skier densities are relatively low compared to the densities in areas in Japan or Australia, where skiers have been historically conditioned to higher densities. For example, densities in Japan are generally three times the densities found in western North American destination resorts

TABLE II.5
WORLDWIDE COMPARISON OF SKI/SNOWBOARD TRAIL DENSITIES

Skill Level	1	2	3	4	5	6	7
Skill Classification	Beginner	Novice	Low Intermediate	Intermediate	High Intermediate	Advanced	Expert
Western N. America - Destination							
SAOT	50	50	40	40	30	15	20
On-Slope	20	20	15	15	12	7	10
North American Regional/Europe							
SAOT	75	75	60	60	45	23	30
On-Slope	30	30	23	23	18	10	15
Australia							
SAOT	135	100	80	80	60	30	40
On-Slope	54	40	30	30	24	14	20
Japan							
SAOT	156	156	125	125	97	55	70
On-Slope	62	62	47	47	39	26	35
Farwell - Eastern N. America							
SAOT	250	150	125	86	50	37	37
On-Slope	110	66	55	37	22	16	16

Note: All of the above densities are in skiers per Hectare

WORLDWIDE SKIER DENSITIES

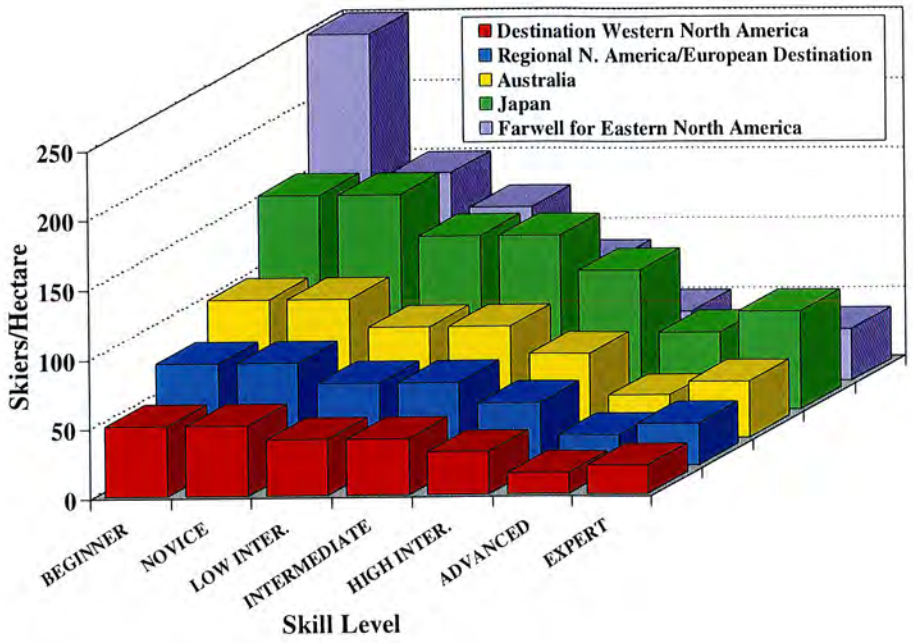


PLATE II.3

Acceptable slope densities tend to decrease as the proficiency of the skier increases. The lower density for better skiers occurs due to their increased speed, and, therefore, longer stopping distances and the general increase in space needed to avoid obstacles and other skiers. The exception to this rule is that slope densities increase slightly on expert terrain since these steep, ungroomed slopes dictate controlled, short radius turns. Under these conditions, expert skiers have slower speeds and require less space for safe skiing/snowboarding. Because the Nitehawk ski area is a local/regional area with snowmaking, we feel that the North American regional slope densities are appropriate.

The determination of an area's Skier Carrying Capacity (SCC) is perhaps the most critical step in ski area planning. Often referred to as the "Comfortable Carrying Capacity" or the "Skiers at One Time", this figure represents the number of skiers that can be safely supported by an area's lift and ski trail system while providing a quality experience to each skier ability level. Skier Carrying Capacity is determined via the integration of lift capacity, operating hours, acceptable slope densities, slope gradients, skier skill classifications and vertical meters of lift-serviced terrain.

Vertical Transport Meters

Each skier ability level places different demands upon an area's lift and ski trail system. Empirical observations have determined that each skier ability level will ski a relatively constant number of vertical meters per day. As the proficiency of the skier increases, the demand for vertical meters also increases.

During the past several years, Ecosign has undertaken and reviewed substantial research dealing with skiing demand, skier skill distribution and skier densities. Table II.6 summarizes the skiing demand by skill classification.

TABLE II.6
NITEHAWK RECREATION AREA
SKIING DEMAND BY SKILL CLASSIFICATION

Skill Classification	Planning Goals	Skier Demand VTM/Day		
		Low	Average	High
1 Beginner	5%	610	705	940
2 Novice	10%	1,370	1,595	2,120
3 Low Intermediate	20%	1,830	2,125	2,825
4 Intermediate	30%	2,440	2,830	3,770
5 High Intermediate	20%	3,290	3,840	5,080
6 Advanced	10%	3,840	4,460	5,935
7 Expert	5%	5,485	6,370	8,475
Weighted Average		**2,582**	**3,001**	**3,988**

In Europe, western Canada and the western United States, we generally use the industry high VTM demand to ensure a quality, uncrowded skiing experience for the better conditioned, more aggressive skiers. The average or even the low level of demand is commonly found in Japan, Australia and Korea. Ecosign feels that the average level of VTM demand is suitable for evaluation and planning at Nitehawk Recreation Area. Table II.7 summarizes the planning parameters which will be used for evaluating and planning at Nitehawk Recreation Area.

TABLE II.7
NITEHAWK RECREATION AREA
PLANNING PARAMETERS

Skill Classification	Skill Mix	Acceptable Terrain Gradients	Skier Demand VTM/Day	Skier Densities Skiers per Ha.	
				At Area	On Slope
1 Beginner	5%	8 - 15%	940	75	30
2 Novice	10%	15 – 25%	2,120	75	30
3 Low Intermediate	20%	25 – 35%	2,825	60	22
4 Intermediate	30%	30 – 40%	3,770	60	22
5 High Intermediate	20%	35 – 45%	5,085	45	18
6 Advanced	10%	45 – 60%	5,935	22	10
7 Expert	5%	60% +	8,475	30	15

.6 Ski Hill Capacity Analysis

Ski Trail Capacity

To accurately portray the terrain balance of the ski area, we computed the terrain available to each of the seven skier skill classifications and then multiplied by the appropriate skier densities to illustrate the distribution of the terrain available to each skier skill level. This exercise is often referred to as "area balancing", and provides management and the planning team with the data necessary to compare the trail development with the apparent proportions of the skier market.

As listed in Table II.8, the Nitehawk Recreation Area facility has a total 11.5 slope hectares of return cycle skiing/snowboarding trails, with a total capacity of approximately 710 skiers per day, based on the North American Regional ski area ski trail densities shown in Table II.7.

TABLE II.8
NITEHAWK RECREATION AREA
TRAIL CAPACITIES - EXISTING AREA

Trail Name	Trail No.	Skill Class	Total Vert. Meters	Slope Dist. Meters	Horz. Area Ha.	Slope Area Ha.	Skiers At Area Density	Skiers At Area Total
Lift A - Bauer Express								
Upper Easy Street	A1-I	2	30	324	0.39	0.39	75	30
Lower Easy Street	A1-II	2	106	840	1.51	1.52	75	110
Roller Coaster	A2	4	45	233	0.43	0.44	60	30
Upper Temptation	A3-I	4	31	204	0.55	0.56	60	30
Lower Temptation	A3-II	3	113	437	1.32	1.37	60	80
Slow Poke	A4	3	26	154	0.21	0.21	60	10
The Shoot	A5	3	40	194	0.24	0.25	60	20
Home Run	A6	4	52	181	0.27	0.28	60	20
Freestyle Terrain	A7	3	22	93	0.30	0.31	60	20
Show Off	A8	5	139	679	2.92	2.98	45	130
Connector	A9	4	70	318	0.63	0.65	60	40
	A10	3	26	99	0.22	0.23	60	10
Total Lift A	12			3757		9.19		530
Lift B - Platter								
Will-o-way	B1	2	44	276	0.83	0.84	75	60
Freestyle Terrain	B2	2	44	293	1.39	1.41	75	110
Total Lift B	2			569		2.25		170
Lift C - Wonder Carpet								
C1	C1	1	3	30	0.06	0.06	225	10
Total Lift C	1			30		0.06		10
Total	14			4356		11.5		710

The Cumulative Ski/Snowboard Trail Balance Statement listed in Table II.9 shows the balance of the existing return cycle skiing/snowboarding trails according to the seven skier skill classifications and compares them to the balance of the skier market. Plate II.4 indicates tat the presently developed trails are unbalanced, with respect to the overall North American market distribution. The terrain is skewed to the lower skill levels in that there is a significant surplus of novice ski terrain and shortages of beginner, intermediate, advanced and expert terrain.

TABLE II.9
NITEHAWK RECREATION AREA
CUMULATIVE SKI/SNOWBOARD TRAIL BALANCE STATEMENT

Lift SCC =	530

Skill Classification	Hectares	Skiers	Balance	Ideal
1 Beginner	0.1	10	1%	5%
2 Novice	4.2	310	44%	10%
3 Low Intermediate	2.4	140	20%	20%
4 Intermediate	1.9	120	17%	30%
5 High Intermediate	3.0	130	18%	20%
6 Advanced	0.0	0	0%	10%
7 Expert	0.0	0	0%	5%
TOTALS	**11.5**	**710**	**100%**	**100%**

Average Density =	46.1	Skiers/Hectare
Optimum Density =	64.0	Skiers/Hectare
Weighted Demand =	3,064	VTM/Skier/Day

CUMULATIVE SKI/SNOWBOARD TRAIL BALANCE

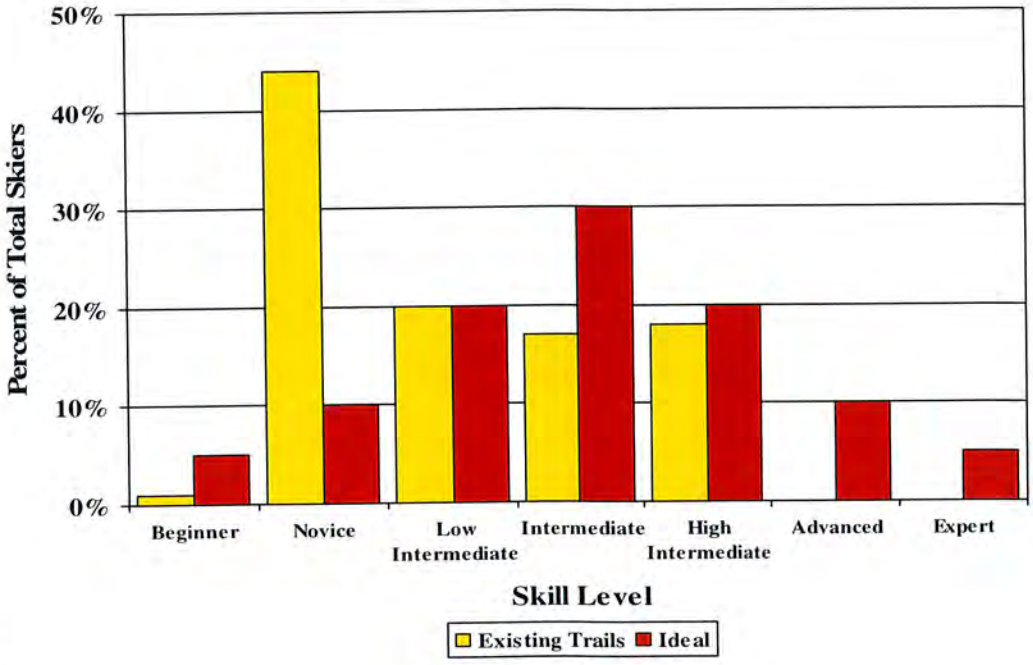


PLATE II.4

Lift Skier Carrying Capacity Analysis

Based upon the design VTM demand, we have calculated the Skier Carrying Capacity (SCC) of Nitehawk Recreation Area's existing lift facilities, as listed in Table II.10. Based upon this analysis, the existing lift system can comfortably accommodate 530 skiers per day.

The capacity analysis assumes that skiers are distributed throughout the mountain, with the waiting time for each lift equal to the lift's ride time except in the case of the high speed detachable quad where the wait time is two times the ride time. The VTM demand on each lift is determined by the terrain balance of the trails serviced by that lift.

TABLE II.10
NITEHAWK RECREATION AREA
SKIER CARRYING CAPACITY

Lift No.	Lift Name	Lift Type	Hourly Capacity	Vertical Meters	VTM/Hr (000)	VTM Demand	Loading Effic.	Access Reduc.	SCC
A	Bauer Express	3C	1,788	144	257	3,404	85%	0%	**450**
B	Platter	P	522	44	23	2,120	80%	0%	**60**
C	Wonder Carpet	MC	1,200	1	1	0	0%	0%	**20**
Total			**3,510**		**282**				**530**

.7 Lift and Trail Balance Statement

The ski/snowboard trail balance by lift system (Table II.11) portrays the relationship between each of the major lift and trail systems, as well as the proportionate amount of terrain available to each skier skill level in each lift system.

In general, the area has a lift capacity of 530 skiers per day compared to a trail capacity of 710 skiers per day. Specifically, Bauer Express triple chair has a capacity of 450 skiers per day compared to a ski trail capacity of 530 skiers per day which results in densities slightly lower than the regional density. The platter lift only supplies about one third of the capacity of the ski trails which it services resulting in very low on-slope densities. Plate II.5 graphically illustrates the relationship between lift and trail capacities for each of Nitehawk lift systems.

TABLE II.11
NITEHAWK RECREATION AREA
TRAIL BALANCE BY LIFT SYSTEM

Lift No.	A	B	C	
Lift Name	Bauer Express	Platter	Wonder Carpet	
Lift Type	3C	P	MC	
Lift Capacity	450	60	20	Skiers/Day
Trail Capacity	530	170	10	Skiers/Day
Trails:Lifts	118%	283%	50%	
Average Density	49.0	26.7	333.3	Skiers/Hectare
Optimum Density	60.3	75.0	75.0	Skiers/Hectare
Demand VTM	3,407	2,120	0	VTM/Skier/Day
Balance				
Beginner	0%	0%	100%	
Novice	26%	100%	0%	
Low Intermediate	26%	0%	0%	
Intermediate	23%	0%	0%	
High Intermediate	25%	0%	0%	
Advanced	0%	0%	0%	
Expert	0%	0%	0%	
Total	100%	100%	100%	

LIFT VS. TRAIL CAPACITY

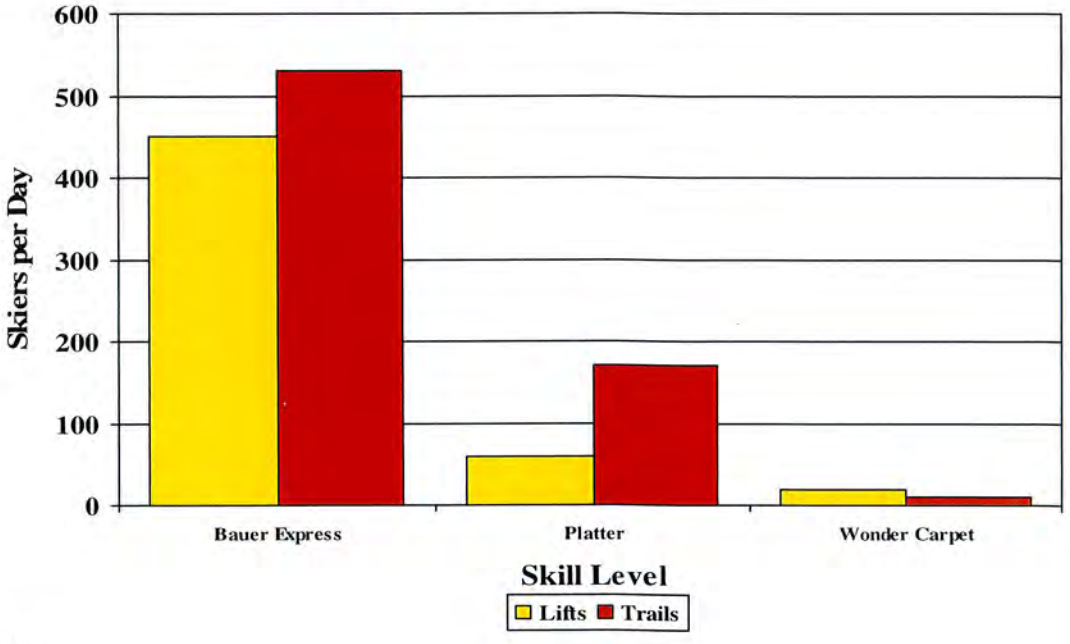


PLATE II.5

.8 Snow Grooming Equipment

Machine grooming (snow farming) of ski trails is an essential component of mountain operations, with new grooming techniques revolutionizing many aspects of today's ski business. Present industry guidelines recommend the regular grooming of all trails with beginner to high intermediate skill classifications, with the grooming of steeper trails on a less frequent basis using winch equipped snowcats. Swing, or night shift grooming has become the rule in the industry, as it allows a longer period for groomed trails to cure (set up), while eliminating hazardous conflicts between skiers and machines. An effective summer grooming program (seeding and mulching) can save appreciable wear and tear on expensive snow grooming equipment, as well as produce earlier opening dates and lower snowmaking costs. Modern snow grooming machines come with many features and a selection of implements are available for optimizing the quality of grooming, and the time required to groom the slopes. Quick change hydraulic couplings and attachment fasteners have reduced the time and manpower required to change implements, allowing the groomer to use the right implement for the job even in changing snow conditions during a single shift. Grooming requirements change over time due to climatic conditions and the extent of skier traffic on the trail, therefore, a good selection of grooming implements such as all-way blades, power tillers and compactor bars are necessary to increase the efficiency of the grooming fleet and to provide guests with an ideal skiing surface every day.

Nitehawk Recreation Area presently operates a total of 2 over-snow vehicles, as listed in Table II.12. These machines have an average of 7,238 operating hours.

Generally, it is recommended that as snow grooming machines approach the 6,000-hour mark, they be traded in so that the average age of the fleet is just below the 5,000-hour level. As of 2010, it appears that the entire Nitehawk Recreation Area grooming fleet is beyond the serviceable range in terms of the number of hours on the equipment. Under these conditions, we expect that the availability of the front line grooming machines will decrease and the cost of maintenance will increase as the total hours increase.

TABLE II.12
NITEHAWK RECREATION AREA
GROOMING EQUIPMENT INVENTORY

Machine #	Manufacturer	Model	Year	Hours	Implements
1	BR	400+	1994	13,102	Alway blade, Tiller w/ 55 S pump
2	BR	ME Plus-275	2000	8,612	Alway blade, Tiller w/ 65 S pump
Average				**10,857**	

It is recommended that one fully operable grooming machine capable of grooming 20 hectares of terrain in classes 1-5 each nightly shift be available. Based upon this criteria, the number of skiers serviced by the Nitehawk grooming fleet can be calculated as follows:

No. of Machines		Percent Availability		20 Ha. Per Machine		Density Of Area		Grooming Interval (Days)		Skiers Serviced
2	x	90%	x	20	x	46.1	x	1	=	1,660

Based upon this analysis, it appears that the two existing front line grooming machines are more than adequate to service the existing ski terrain every day (based on one shift per night) given that the grooming machines are capable of achieving 90 percent availability. Due to the number of hours on the existing fleet and the area's requirement for extensive snowmaking, we feel that it is prudent that Nitehawk have two grooming machines for slope maintenance and snowmaking.

.9 Snowmaking

All trails at Nitehawk are covered by snowmaking. The water used for snowmaking is obtained from the Wapiti River from a pump house located at the bottom of the ski area just to the west of the bottom terminal of the Bauer Triple Chairlift.

.10 Maintenance Facilities

Normally, an area should have one bay for each snowcat that is approximately 60 square meters (640 square feet) in size, as a rule of thumb. The bays are used for more than just the snowcat fleet and would accommodate lift, vehicle and building maintenance. Snowmaking requires additional space for the maintenance of equipment and hoses, etc.

The Nitehawk ski area currently has a 2-bay maintenance shop with doors on each end that has a total of 297 square meters of floor area. This shop is adequate for the existing grooming fleet.

.11 Skier Service Floorspace Inventory and Analysis

Skier service facilities are those facilities which provide functions specifically related to the operation and management of the ski area. For planning purposes, these services can generally be broken down into three distinct categories:

Staging Facilities - those services that are required as skiers arrive at the area.

Commercial Facilities - those services required throughout the day as skiers are on the mountain and during après-ski hours.

Operational Facilities - those services not directly required by skiers but which are essential for the day-to-day operation of the ski area.

Staging facilities include ticket sales, public lockers, equipment rental and repair, ski school, and children's programs. These facilities are located in the base areas and should be sized in relation to the number of skiers staging through each base area. Equipment rental space can often be provided from leased premises within the resort village, reducing the capital investment costs for the mountain operator.

Commercial facilities are located both in the base area and on the mountain and include food and bar seating, kitchen and serving areas, restrooms and accessory retail space. Restaurant space in the base area does not always need to be owned by the mountain operator, if the restaurant space in the village and accommodation buildings at the base is located close enough to the lifts to be convenient for skiers to use during the day. Restaurants on the mountain are normally the responsibility of the mountain operator. Restaurant seats should be planned relative to the number of skiers circulating in the vicinity of the proposed restaurant sites. Kitchens and restrooms must be sized in proportion to the amount of seating proposed for each restaurant.

Operational facilities are generally "back of the house" services and include administration, employee lockers and ski patrol facilities. These facilities are located both on the mountain and in the base areas.

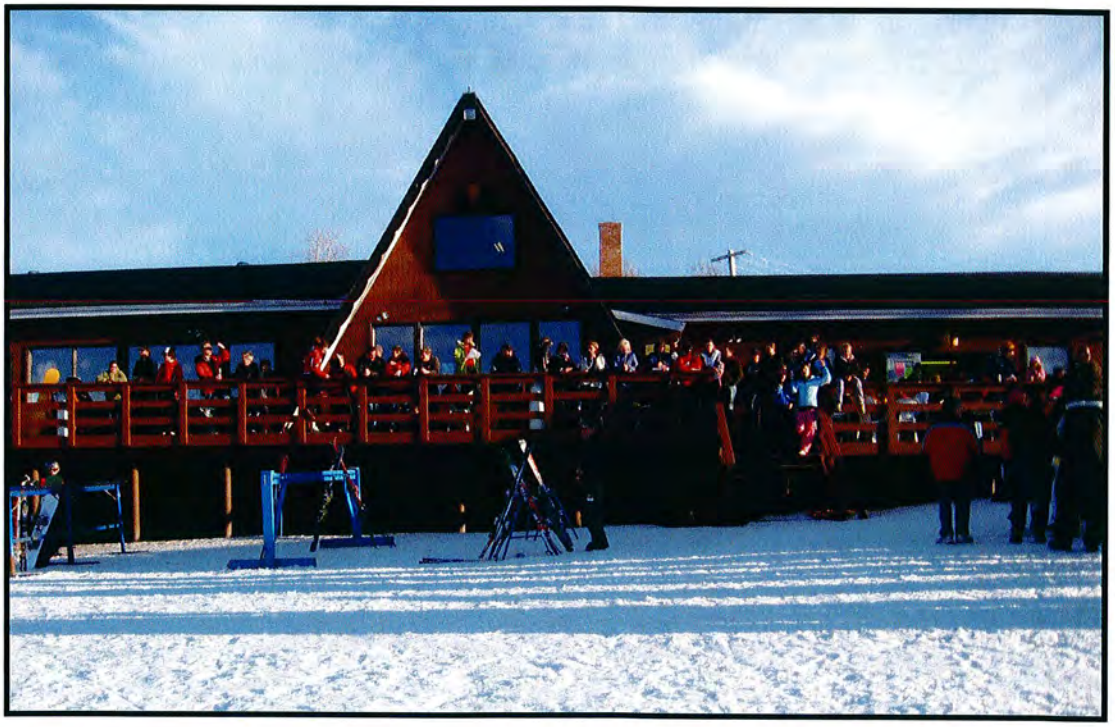
Skier Service Space Inventory

An inventory of the buildings and structures providing skier service facilities for Nitehawk was performed in June 2010 by Nitehawk personnel. Ecosign has summarized this information in Table II.13. The Nitehawk skier service floorspace is contained within the existing day lodge and four modular structures that have been added onto and connect to the Main Chalet with a hallway. The ski school is in a separate modular building. The modular buildings, also known as "portables", are made up of four units and contain functions such as the C.S.P.S. first aid room, washrooms, public lockers, brown room, cafeteria seating expansion, storage and mechanical areas. The Main Chalet has a cafeteria, lounge, guest services, ticket sales, rentals and a mechanical room.

TABLE II.13
NITEHAWK RECREATION AREA
EXISTING SKIER SERVICE SPACE INVENTORY

	Total Space
Guest Service Function	(m^2)
Staging Facilities	
Ticket Sales	14.4
Public Lockers	83.3
Equipment Rental & Repair	116.4
Ski School	70.8
Subtotal Staging Facilities	***284.9***
Commercial Facilities	
Food Service Seating	203.3
Kitchen & Scramble	60.0
Bar/Lounge	108.0
Restrooms	30.0
Subtotal Commercial Facilities	***401.3***
Operational Facilities	
Administration	36.0
First Aid & Ski Patrol	83.3
Subtotal Operations Facilities	*119.3*
Subtotal all Facilities	**805.5**
Storage @ 10%	80.6
Circ./Walls/Waste/Mech. @ 15%	120.8
Total (Sq.m.)	**1,006.9**

1006.9 x 10.89 = 10,965.1



Skier Service Space Analysis

Table II.14 lists Ecosign's planning standards for the amount of skier service space recommended per skier for the skier service functions at a day skier area and a destination resort and also shows the average of these two standards. These standards have been developed over the last 25 years and incorporate data from local, regional and destination resorts in Europe, North America and Asia. The standards are used as a benchmark to evaluate the amount of existing skier services provided at a resort. It should be noted that these planning standards are average requirements and specific conditions at a resort may dictate skier service space requirements, substantially different from these guidelines. We are generally comfortable with a 50 percent variance above or below the recommended standards depending on local market conditions and the type of facility being offered.

TABLE II.14
SKIER SERVICE SPACE
ECOSIGN PLANNING STANDARDS

	Square Meters		
Skier Service Function	Ski Area	Average	Resort Area
Staging Facilities			
Ticket Sales	0.009	0.012	0.014
Public Lockers	0.065	0.088	0.111
Equipment & Repair	0.074	0.084	0.093
Guest Services/Ski School	0.023	0.035	0.046
Children's Programs	0.033	0.039	0.046
Subtotal Staging	**0.204**	**0.258**	**0.311**
Commercial Facilities			
Food Service Seating	0.300	0.325	0.3716
Kitchen & Scramble	0.150	0.163	0.1858
Bar/Lounge	0.046	0.070	0.093
Restrooms	0.075	0.081	0.093
Accessory/Retail Sales	0.037	0.053	0.070
Subtotal Commercial	**0.609**	**0.692**	**0.813**
Operational Facilities			
Administration	0.056	0.074	0.093
Employee Facilities	0.028	0.037	0.046
First Aid & Ski Patrol	0.023	0.028	0.033
Subtotal Operational	**0.107**	**0.139**	**0.172**
Total Functional Space	**0.920**	**1.089**	**1.296**
Storage @ 10%	0.092	0.109	0.130
Circ./Walls/Waste/Mech. @ 15%	0.138	0.163	0.194
Total Built Space	**1.150**	**1.362**	**1.620**

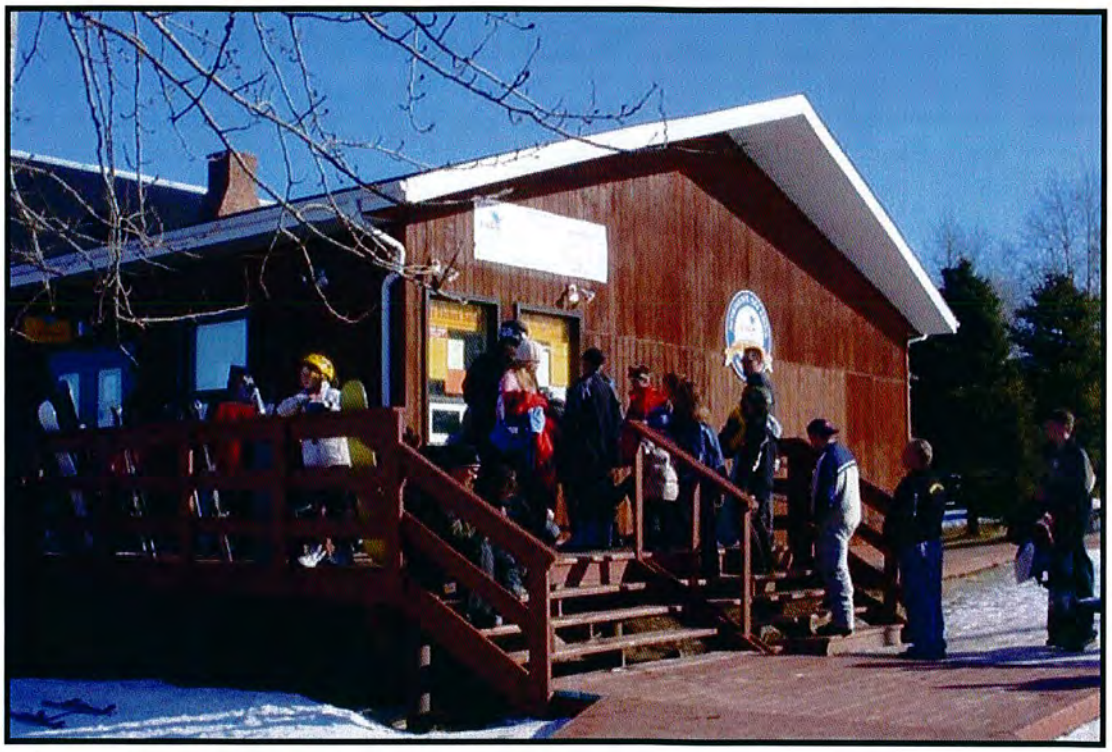


Table II.15, the Existing Skier Service Floorspace Analysis, compares the existing skier service space at Nitehawk with Ecosign's planning standard. This analysis assumes a design day of 424 skiers, which is 80% of the SCC.

As listed in Table II. 15, Nitehawk recreation area provides approximately 170 percent of the recommended functional space based on Ecosign's standard. The table indicates fairly balanced food service seating and administration. However, there appears to be an over supply in ticket sales, public lockers, equipment rental & repair, ski school, bar & lounge, and First aid & ski patrol. Kitchen & scramble and rest rooms are in a shortage. Plate II.6 provides a graphic illustration of the Skier Space Use Balance.

The bar/lounge seating can also be used for food service seating during busy periods. It should also be noted that a significant amount of Nitehawk's floorspace is contained within portable, modular type structures that have be installed at the site. Unfortunately, these types of buildings, while meeting the current need for additional skier service floorspace, are not a permanent solution for the long term needs of the recreational facility and are generally inefficient on the layout and utilization of the space. The life span of the portable buildings is relatively short compared to purpose built skiers service buildings and over time, will tend to look run-down and worn out.

TABLE II.15
NITEHAWK RECREATION AREA
EXISITING SERVICE FLOORSPACE ANALYSIS

	Design Day (80% of SCC) =		424 Skiers			
Guest Service Function	**Total Existing Floorspace**	**Recommended Standard Floorspace**	**Existing Floorspace**	**Average Ski Area Standard**	**+/- Ski Area Standard**	**Percentage of Standard**
Staging Facilities	**(m^2)**	**(m^2)**	**(m^2/Skier)**	**(m^2/Skier)**	**(m^2)**	
Ticket Sales	14.4	4.9	0.034	0.012	9.5	292%
Public Lockers	83.3	37.4	0.196	0.088	45.9	223%
Equipment Rental & Repair	116.4	35.5	0.275	0.084	80.9	328%
Guest Services/Ski School	70.8	14.8	0.167	0.035	56.0	479%
Children's Programs	0.0	16.7	0.000	0.039	-16.7	0%
Subtotal Staging Facilities	**284.9**	**109.3**	**0.672**	**0.258**	**175.6**	**261%**
Commercial Facilities						
Food Service Seating	203.3	142.5	0.479	0.336	60.8	143%
Kitchen & Scramble	60.0	71.2	0.142	0.168	-11.2	84%
Bar/Lounge	108.0	29.5	0.255	0.070	78.5	366%
Restrooms	30.0	35.6	0.071	0.084	-5.6	84%
Accessory/Retail Sales	0.0	22.6	0.000	0.053	-22.6	0%
Subtotal Commercial Facilities	**401.3**	**301.5**	**0.946**	**0.711**	**99.8**	**133%**
Operational Facilities						
Administration	36.0	31.5	0.085	0.074	4.5	114%
Employee Facilities	0.0	15.8	0.000	0.037	-15.8	0%
First Aid & Ski Patrol	83.3	11.8	0.196	0.028	71.5	705%
Subtotal Operations Facilities	**119.3**	**59.1**	**0.281**	**0.139**	**60.2**	**202%**
Subtotal all Facilities	**805.5**	**469.9**	**1.900**	**1.108**	**335.6**	**171%**
Storage @ 10%	80.6	47.0	0.190	0.111	33.6	171%
Circ./Walls/Waste/Mech. @ 15%	120.8	70.5	0.285	0.166	50.3	171%
Total (Sq. m.)	**1,006.9**	**587.4**	**2.375**	**1.385**	**419.5**	**171%**

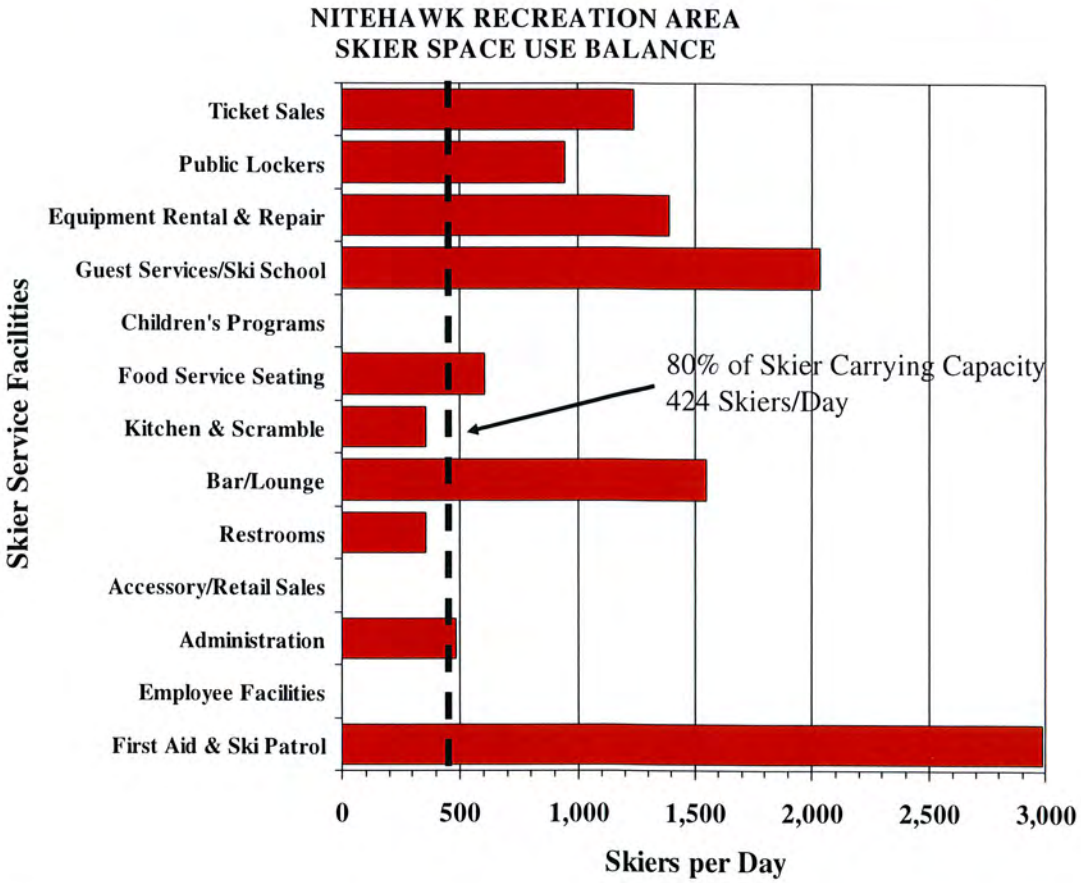

NITEHAWK RECREATION AREA
SKIER SPACE USE BALANCE
Skier Service Facilities
Ticket Sales
Public Lockers
Equipment Rental & Repair
Guest Services/Ski School
Children's Programs
Food Service Seating
Kitchen & Scramble
Bar/Lounge
Restrooms
Accessory/Retail Sales
Administration
Employee Facilities
First Aid & Ski Patrol
80% of Skier Carrying Capacity
424 Skiers/Day
0
500
1,000
1,500
2,000
2,500
3,000
Skiers per Day

PLATE II.6

Food Service Seating

To estimate the theoretical comfortable capacity of these restaurants to provide lunch to skiers, an average "turns per seat" over the typical 2-hour lunch period has been assigned to Nitehawk food service seating. The Existing Day Lodge Cafeteria has approximately 100 seats and the Cafeteria in the Portable has seating for 80. The Brown Bag area has seating for 25 people and the Bar/Lounge has seating for 60 resulting in a total of 265 indoor seats. There are a total of 70 outdoor seats on the Chalet's west deck. Based on 3 turns per indoor seat, the indoor seating can accommodate about 795 guests during the lunch break, as shown in Table II.16. During periods of good weather the outdoor deck can service up to 280 guests, based on 4 turns per seat for the outdoor seating.

TABLE II.16
NITEHAWK RECREATION AREA
EXISTING RESTAURANT SEAT INVENTORY AND ANALYSIS

Food Service Area	Indoor Seats	Outdoor Seats	Total Seats	Turns per Seat		Skiers Seated		
				Indoor	Outdoor	Indoor	Outdoor	Total
Cafeteria 1	100		100	3.0		**300**		**300**
Cafeteria 2 (Portable)	80		80	3.0		**240**		**240**
Brown Room	25		25	3.0		**75**		**75**
Bar / Lounge	60		60	3.0		**180**		**180**
Chalet West Deck		70	70		4.0		**280**	**280**
Total	**265**	**70**	**335**			**795**	**280**	**1,075**

.12 Circulation and Parking

The existing skier parking lot inventory is listed in Table II.17, utilizing parking lot attendants to achieve maximum parking densities.

Parking capacities have been calculated assuming a density of 330 cars per hectare, which is the standard used for paved parking. This number can be achieved when the parking lots are well designed and parking attendants are used to ensure that people park closely together. Assuming that 95% of the total visitors are skiing or snowboarding, and each car has 2.5 people on average, the existing parking area is capable of accommodating approximately 846 skiers.

TABLE II.17
NITEHAWK RECREATION AREA
DAY SKIER PARKING - 2008/2009

Parking Lot	Area Ha.	Cars per Ha.	Total Cars	Percent Skiers	Skiers per Car	Total Skiers
Main Parking	0.58	330	191	95%	2.5	455
Overflow Parking	0.5	330	165	95%	2.5	392
Total	**1.08**		**356**			**846**

.13 Area Facilities Balance

Throughout the previous sections, we have prepared an inventory of all existing facilities for the winter operation at Nitehawk. We have subsequently analyzed the Skiers/Snowboarder Carrying Capacity (Skiers At One Time) and daily capacity of the following operational elements: lifts, trails, grooming, food service and parking. A graphic representation of the overall balance of these facilities is show in Plate II.7.

To easily compare these diverse facilities, all capacities have been calculated in terms of the number of skiers that can be accommodated in one day. All of the operational components exceed the design day, 80% of the lift Skier Carrying Capacity. The surplus in trail capacity can contribute to a comfortable, un-crowded guest ski/snowboard experience. The grooming capacity appears to be more than adequate for the existing ski trail systems, but considering the number of hours on the existing fleet and the area's requirement for extensive snowmaking and terrain park, the grooming fleet appears to be adequate. The food service seating is comprised of cafeteria seating, brown bag seating and outside seating. This seating capacity appears to be more than adequate for the existing skier carrying capacity. Additional food service seating can be realized from the bar/lounge during busy periods.

NITEHAWK RECREATION AREA
AREA FACILITIES BALANCE

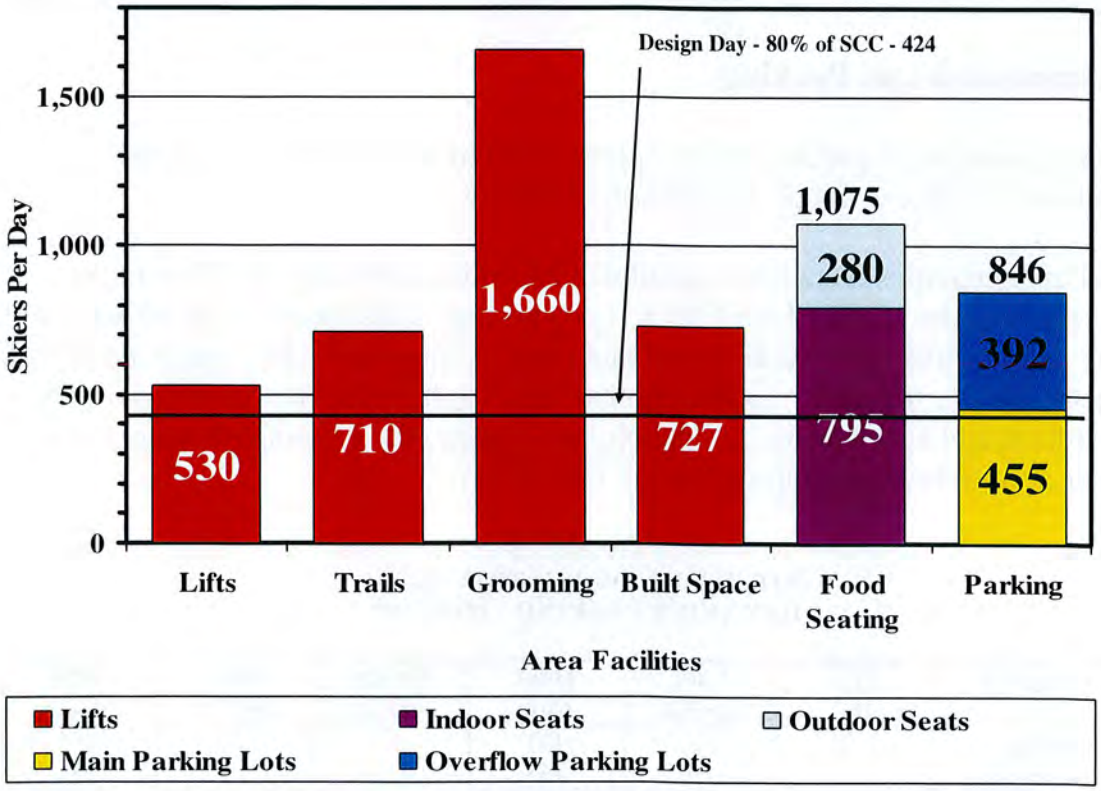


PLATE II.7

As previously discussed, the built space is contained within the existing Chalet and several portable buildings. The potable buildings, while meeting the current need for additional skier service floorspace, are not a permanent solution for the long term needs of the recreational facility and are generally inefficient on the layout and utilization of the space. Additionally, the life span of the portable buildings is relatively short compared to purpose built skiers service buildings and over time will tend to look run-down and worn out. A "purpose built" day lodge chalet would be more efficient for the operation of the recreational facilities and provide a higher level of comfort to the guests.

The parking has capacity of 846 skiers which is greater than the Skier Carrying Capacity of the lift system. However, since the area has other winter recreational activities the current amount of parking is needed.

III. DEVELOPMENT ANALYSIS

The purpose of the Development Analysis section is to blend the information and/or constraints identified in the Inventory section with acceptable ski industry planning and design parameters. Specifically, the constraints imposed by climate, surficial geology, topographic features, natural hazards, forest cover, existing development and visual quality objectives have "shrunk" the overall size and development potential of the area.

.1 Mountain Planning Parameters

In order to determine the potential skier carrying capacity of the terrain within the Nitehawk study area, we will utilize the planning parameters established in the Inventory section of this report, and listed in Table III.1.

TABLE III.1
NITEHAWK
PLANNING PARAMETERS

Skill Classification	Skill Mix	Acceptable Terrain Gradients	Skier Demand VTM/Day	Skier Densities Skiers per Ha. At Area	On Slope
1 Beginner	5%	8 - 15%	940	75	30
2 Novice	10%	15 – 25%	2,120	75	30
3 Low Intermediate	20%	25 – 35%	2,825	60	22
4 Intermediate	30%	30 – 40%	3,770	60	22
5 High Intermediate	20%	35 – 45%	5,085	45	18
6 Advanced	10%	45 – 60%	5,935	22	10
7 Expert	5%	60% +	8,475	30	15

.2 Ski Hill Design Analysis

Accurate topographic mapping is a prerequisite for good mountain planning. During the technical assessment phase, the planning team utilized new topographic mapping at a scale of 1:1,000 with 1-meter contour intervals of study area. The slope map encompasses approximately 395 hectares.

Utilizing the provided topographic mapping, the most critical analysis map for the ski area design and evaluation process was prepared: the Ski Slope / Terrain Capacity Analysis Map (Figure 5). The Slope Analysis Map delineates the areas that can be negotiated by the various skier ability levels, as well as areas that are considered too flat or too steep for skiing and snowboarding.

The natural slope gradients were carefully measured and color-coded into the following five classifications:

Slope Gradients	Color	Type of Skiing
0 - 8%	white	flats, marginal skiing
8 - 25%	green	beginner and novice skiing
25 - 45%	yellow	intermediate skiing
45 - 70%	blue	advanced and expert skiing
70% +	red	unskiable, safety zones

These maps were then utilized in the evaluation of the terrain and play a critical role in developing conceptual alternatives.

.3 Ski Hill Terrain Capacity Analysis

We have analyzed the natural terrain within the study area which possesses good ski/snowboard potential, to accurately establish the area's overall development potential. The Terrain Capacity Analysis Map (Figure 5) graphically illustrates major terrain "pods" within the study area on the mountain which possess good potential for development. The pods were selected by consulting the Slope Analysis Map and observing the following criteria:

- continuous fall line skiing/snowboarding from top to bottom
- suitable upper and lower lift terminal locations (e.g., 0.2 hectares less than 25 percent slope)
- good slope continuity to allow interesting sliding from top to bottom for one or more skier ability levels
- natural slope gradients primarily greater than eight percent and less than 70 percent

Within each terrain pod, the upper and lower points are joined to establish the total vertical rise, horizontal distance, straight line slope and steepest 30-meter vertical pitch. The total pod area was calculated. The above data comprises the inputs to our ski terrain capacity computer program. The final program input is a judgment which identifies the "primary" skier skill classification for each terrain pod. The program outputs are as follows:

SKI/BOARD TERRAIN - net developable terrain within the pod. Set between 35 and 90 percent of the useable terrain, depending on the existing level of development and the skill level of the terrain. This percent development is based on the amount of development currently in place within the study area.

TOTAL SKIERS - in pod at acceptable skier densities for a regional winter sports facility.

DEMAND VTM (000) - vertical transport meters required to service the total skiers.

LIFT CAPACITY/HR. - the net hourly lift capacity necessary to maximize the development of each pod.

The Terrain Capacity Analysis Map and program printouts provide a reliable indication of the maximum development potential of each pod and the lift capacity necessary to balance with the terrain.

The terrain within the study area is comprised of 10 pods suitable for ski development, covering 64.6 hectares, as shown in Table II.2. If fully developed, these pods have a potential of supporting approximately 1,270 skiers on 23.5 hectares of developed terrain at the design densities previously shown in Table III.1.

Pods D through G are located on the presently developed ski trails. These four pods are capable of comfortably accommodating 720 skiers on 12 hectares of ski trails based on a 35 percent development factor for Pods E, F and G and a 60 percent development factor on Pod D where the platter lift is located. Currently, there are 8.5 hectares of developed ski trails within these four pods, resulting in 26.6 percent development. The four pods within the existing ski area will require 1.1 hectares of parking and about 810 meters of built skier service floorspace.

The remaining six pods (A, B, C, H, I and J) are located in zones to the west and east of the existing ski terrain. The West Zone consist of 3 pods (A, B and C) that are primarily beginner and novice terrain located between the upper portion of the escarpment and a flat bench mid-way on the escarpment. These three pods can support about 270 beginner and novice skiers on 3.7 hectares of ski trails, based on 35 percent development of the pods. The 3 pods in the western zone will require 0.4 hectares of parking and about 300 meters of built skier service floorspace.

There are also 3 pods to the east of the existing ski terrain, Pods H, I and J. These 3 pods encompass as total of 22 hectares and if developed, could result in about 7 to 8 hectares of ski trails with the capacity to accommodate 280 skiers at one time. The 3 pods in the eastern zone will require 0.43 hectares of parking and about 320 meters of built skier service floorspace.

TABLE III.2
NITEHAWK
TERRAIN CAPACITY ANALYSIS

	WEST ZONE			EXISTING TRAILS				EAST ZONE			
Terrain Pod	**A**	**B**	**C**	**D**	**E**	**F**	**G**	**H**	**I**	**J**	**TOTAL**
Top Elevation m.	659	662	668	670	669	671	639	673	671	668	
Bottom Elevation m.	630	629	628	627	534	529	523	527	525	557	
Total Vertical m.	29	33	40	43	135	142	116	146	146	111	941
Horizontal Distance m.	249	287	316	287	492	561	555	466	410	383	
Slope Distance m.	251	289	319	290	510	579	567	488	435	399	4,126
Average Slope %	12%	11%	13%	15%	27%	25%	21%	31%	36%	29%	
Skill Class	1	1	1	2	5	4	4	5	5	6	
Skier Density/Ha.	75	75	75	75	45	60	60	45	45	23	
VTM Demand/Day	940	940	940	2,120	5,085	3,770	3,770	5,085	5,085	5,935	
Total Area Ha.	3.1	3.6	3.9	3.5	6.3	10.6	11.6	7.9	6.4	7.8	64.6
% Ski Terrain Available	35%	35%	35%	60%	35%	35%	35%	35%	35%	35%	
Available Ski Terrain	1.1	1.3	1.4	2.1	2.2	3.7	4.1	2.8	2.2	2.7	23.5
Total Skiers	**80**	**90**	**100**	**160**	**100**	**220**	**240**	**120**	**100**	**60**	**1,270**
Demand VTM (000)	12	13	15	54	81	132	144	97	81	57	
Lift Capacity.Hr.	412	407	373	1,252	598	927	1,238	663	553	509	5,207
Shelter Sq. Meter	90	100	110	180	110	250	270	140	110	70	1,110
Parking Area Ha.	0.12	0.14	0.15	0.25	0.15	0.34	0.37	0.18	0.15	0.09	1.5
Staging Area Ha.	0.14	0.16	0.18	0.28	0.18	0.39	0.42	0.21	0.18	0.11	1,702.3
Cumulative Total	0.1	0.3	0.5	0.8	0.9	1.3	1.7	2.0	2.1	2.2	

The Terrain Pod Balance Statement for the terrain within the existing developed area is shown in Table III.3 and graphically illustrated in Plate III.1. Plate III.1 illustrates that the skill level distribution of the natural terrain is concentrated in the lower skill levels.

TABLE III.3
TERRAIN POD BALANCE STATEMENT
EXISTING SKI TERRAIN - PODS D THROUGH G

Skill Classification	Hectares	Skiers	Balance	Ideal
1 Beginner	0.0	0	0.0%	5%
2 Novice	2.1	160	22.2%	10%
3 Low Intermediate	0.0	0	0.0%	20%
4 Intermediate	7.8	460	63.9%	30%
5 High Intermediate	2.2	100	13.9%	20%
6 Advanced	0.0	0	0.0%	10%
7 Expert	0.0	0	0.0%	5%
Total	**12.0**	**720**	**100%**	**100%**

Optimum Density =	61.3	Skiers/Hectare
Weighted Demand =	3,586.0	VTM/Skier/Day

NITEHAWK
TERRAIN POD BALANCE
EXISTING SKI TERRAIN - PODS D THROUGH G

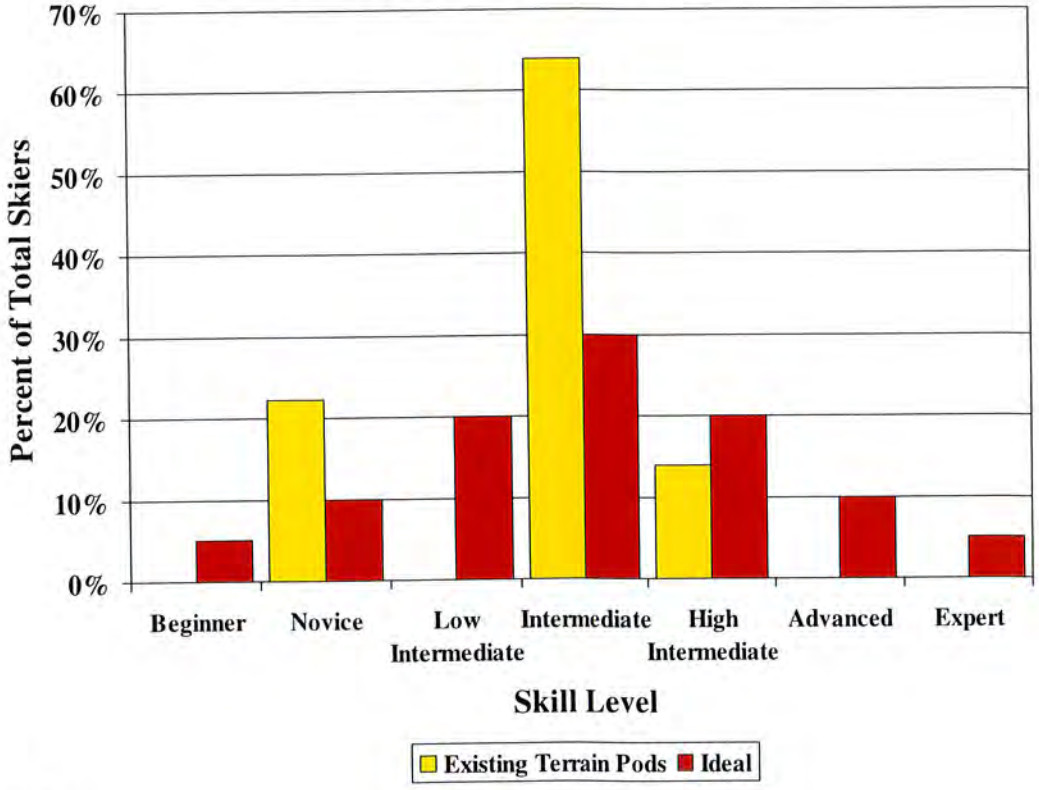


PLATE III.1

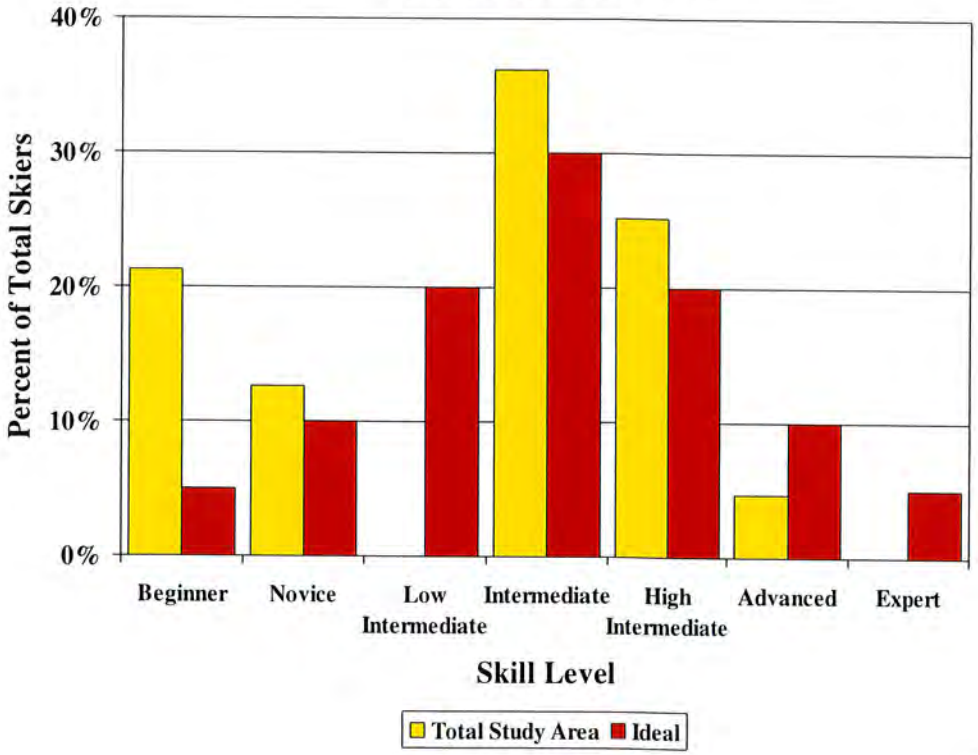
Pods A, B, C and H, I and J are located to the west and east of the 3 existing development pods. When theses 6 pods are added to the 4 pods which encompass the existing ski trails, the skill level distribution of terrain remains unbalanced, with a surplus of beginner terrain and shortage of low intermediate and expert terrain. The Terrain Pod Balance Statement for all the pods at Nitehawk is shown in Table III.4 and illustrated in Plate III.2.

TABLE III.4
NITEHAWK
TERRAIN POD BALANCE STATEMENT - ALL PODS

Skill Classification	Hectares	Skiers	Balance	Ideal
1 Beginner	3.7	270	21.3%	5%
2 Novice	2.1	160	12.6%	10%
3 Low Intermediate	0.0	0	0.0%	20%
4 Intermediate	7.8	460	36.2%	30%
5 High Intermediate	7.2	320	25.2%	20%
6 Advanced	2.7	60	4.7%	10%
7 Expert	0.0	0	0.0%	5%
Total	**23.5**	**1,270**	**100%**	**100%**

Optimum Density =	59.5	Skiers/Hectare
Weighted Demand =	3,394	VTM/Skier/Day

NITEHAWK
TERRAIN POD BALANCE



ALL PODS

PLATE III.2

.4 Base Area Design Analysis

The objectives of the Base Area Design Analysis are to illustrate the suitability of the Nitehawk base lands to support further base and recreational development, and to formulate guidelines for the upgrading and redevelopment of these resort lands.

There are two distinct, but key components of the design analysis. The first component is to identify the base area facilities and service functions required to support the snow sliding activities. The second is to determine the ultimate development potential of the resort base lands to support these facilities. The results of this analysis will determine the configuration for the Nitehawk base area land use, visitor access, circulation, parking and skier staging development concepts.

Figure 7, the Base Area Design Analysis and Development Capability Plan, illustrates the preliminary day use visitor development capacity of the total amount of base land available within the permit boundary. This base area capacity will ultimately determine the potential for developing recreational amenities and resort infrastructure such as ski lifts, trails, lodges, parking, access roads, trail networks and recreational activity zones.

While people are attracted to a mountain resort primarily for the purpose of skiing/snowboarding, sightseeing and participating in activities in a mountainous, alpine environment, a large majority of their time will be spent at the base of the mountain in the resort center. A carefully achieved balance between the natural environment, the developed sliding area and base lands will optimize the quality of the resort, while maintaining the natural beauty of the surrounding mountain environment.

Development potential of the base area depends on the biophysical limitations and opportunities of the site and the proposed location of lifts and trails. The biophysical analysis process for the Nitehawk Recreation Area will include the following issues:

- A detailed slope analysis of the "base" lands, from which the area, size and location of developable terrain is determined (Figure 6)
- Access potential to the resort
- Accessibility of the developable terrain in relation to the base of the lifts, parking and skier zones
- The location of streams and watercourses
- Opportunities to preserve scenic views

- The geological composition of the ground and its geotechnical ability to support structures
- Solar Analysis

Base Area Goals and Objectives

The primary goal for the Nitehawk Recreation Area is to create a well balanced facility that is capable of offering a positive visitor experience with a range of year-round recreational opportunities. In order to optimize the potential of the resort, the design team have identified seven general goals which provide common guidelines for the planning and design process.

1. To create a high quality, year-round recreational environment.
2. To balance all base area development with the mountain's lift and trail capacity.
3. To respect the site's existing and natural attributes including unique and sensitive flora and fauna.
4. To create a development which contributes to the local economy and provides employment opportunities.
5. To create a unique, recreational resort environment which minimizes pedestrian and vehicular conflicts by separating mechanized and non-mechanized recreational activities.
6. To provide a diverse resort environment which is attractive to a wide spectrum of clientele and meets the growing recreational demand of the surrounding region.
7. To provide facilities and amenities which meet or exceed the industry accepted quality and standards.

Base Area Design Criteria

The Base Area Slope Analysis, as illustrated on Figure 6, was produced utilizing mapping with a 1-meter contour interval, which was supplied by the client. Slope gradients within the base area were analyzed in order to determine the size and location of developable land parcels, parking areas and lift staging zones. The development potential for each class of slope gradient is listed below.

0 - 8%	**White** - considered essentially "level" for roads, parking and larger structures, recreational activities such as snow play and "never-ever" zones, snow tubing areas, beginner mountain bike parks, bike pump tracks, events and festival gathering areas, beach volleyball and multi-use courts, mini-golf
8 - 15%	**Green** - usable for roads, parking and larger structures but with major terrain modification, suitable for snow play and beginner ski zones, snow tubing areas, beginner mountain bike parks and recreational trail networks
15 - 25%	**Yellow** - best suited for recreational trail network development with some terrain modification
25 - 40%	**Blue** - marginal for development, suitable for short lengths of recreational trails with significant terrain modification. Basically it is too steep for development.
40% +	**Red** - too steep for development

Figure 6, the Base Area Slope Analysis map, provides a graphic portrayal of the aforementioned slope gradients as they relate to the base lands. In Figure 7, the Design Analysis and Development Capability Plan, land areas with an average slope gradient of 0 - 15 percent have been delineated as having the best development potential for skier service facilities, parking and recreational activities with some terrain modifications. Areas with slopes between 15 - 25 percent and greater are usually designated for recreational trail networks with terrain modification. However, these gradients are normally too steep for the development of day skier staging facilities, parking and major structures associated with a recreational area such as Nitehawk.

Beginner Terrain

It should be noted that gently sloping terrain at the base of the mountain is not only suitable for base area development but also is very important as potential novice or beginner ski terrain. This terrain can be serviced with lifts that are within walking distance from accommodation and the day skier parking. Therefore, the need for base area facilities must be carefully weighed against the opportunities for developing important teaching terrain.

Geotechnical Information

At this time, there is no evidence that soil instability is an issue. Further geotechnical study will be required once specific building sites are defined and construction is planned.

Existing Natural System and Vegetation

The preservation of terrestrial and aquatic wildlife habitat, natural drainage courses, wetlands and forest cover will be given high priority in the planning process. The existing drainages outlined on Figure 7 shall be respected and will be taken into account in the design process.

.5 Base Area Development Potential

The Base Area Design Analysis and Development Capability Plan (Figure 7) illustrates the total base lands potential for ski and recreational development. The base lands are divided into an upper zone at the 672-meter elevation, which includes the existing Nitehawk day lodge and parking areas and a lower zone situated at the 528-meter elevation and adjacent to the Wapiti River. The upper zone extends to the west past the existing campground and the lower zone extends about 1.5 kilometers to the east past the day lodge and parking area. In addition to exploring the recreational development potential for the gentle terrain at the top and bottom of the river valley, the same land also needs to be assessed for its potential as beginner skier/snowboarder terrain, as it can be serviced with lifts that are within walking distance from day use parking areas.

Comfortable Walking Distance

The Nitehawk Recreation Area staging and day skier facilities in the base area should be easily accessible by car and bus. These services should also be located on the circulation route from the main guest drop-off area and parking lot(s), and near to the slopes. The distance from parking lots to the staging lifts and skier service facilities should be such that guests in ski or snowboard boots, carrying equipment, will be able to negotiate this distance comfortably in approximately 10 minutes. Ecosign uses the standard distance of 450 meters on flat ground, which is reduced in length by 4 meters for every 1 meter of vertical grade change. This "Comfortable Walking Distance" (CWD) is a major determining factor for the location of the day lodge, parking and recreational activities, as these elements relate to the main staging lifts. If the recreation area is to be truly pedestrian oriented, all parking and development should be within a comfortable walking distance of the ticket windows and lifts. The comfortable skier walking distance is shown on Figure 7, and is represented with color coded "necklace" wrapping around an asterisk representing each staging area.

Potential Development Sites

Ecosign has conducted a base area slope analysis and a base area design and land development capability analysis using mapping with 1-meter contour intervals. As a result of our analysis, we have identified 18 potential sites within the Nitehawk Recreation Area Base with slope gradients mainly between 0 and 15 percent offering good potential for resort services and day skier parking development. Some of these development parcels have small bands of slightly steeper slopes in the 15 - 25% range that we assume could be graded out if selected as future development sites. The 18 potential development sites at the Nitehawk Recreation Area are identified on Figure 7. In consideration of the existing facilities, lifts and other site conditions, the specific areas have attributes that lend themselves to certain types of development. A description and explanation of possible development scenarios is outlined below and summarized in Table III.5.

Parcel 1

Parcel 1 is situated directly to the west of the existing RV Campground and contains a total of 14.6 hectares. The parcel has gentle slopes mainly in the 0 – 15% range and could be considered for increased recreational offerings, such as snow tubing, golf driving range, paintball course, cross-country trails, a staging area for snowmobile access and/or dog sledding, or a network of other recreational trails. This parcel area includes the existing tent camping area.

Parcel 2

Parcel 2 is located adjacent to the summer ski jump facility and encompasses a total of 3.7 hectares of relatively gentle sloping land. This parcel is easily accessible, as it is located next to the existing access road. Parcel 2 could be used for parking and staging areas and recreational activities such as mountain biking, a BMX or mountain bike pump track, snow tubing and beginner skiing but would require some terrain modification.

TABLE III.5
NITEHAWK RECREATION AREA
POTENTIAL RECREATIONAL DEVELOPMENT PARCELS

Land Use Area	Potential Land Use Designation	Parcel Area (Ha.)	Percent Developable	Developable Area (Ha.)
Nitehawk Recreation Area				
1	Recreational Activities	14.6	70%	10.0
2	Recreational Activities	3.7	70%	2.6
3	Recreational Activities/ Parking	2.1	90%	1.9
4	Recreational Activities	0.7	80%	0.6
5	Rec. Activities/ Camping/ Events	8.5	80%	6.8
6	Beginner Slider Zone/ Rec. Activities	1.7	70%	1.2
7	Recreational Activities/ Parking	1.6	90%	1.4
8	Recreational Activities/ Parking	1.5	90%	1.4
9	Recreational Activities/ Parking	7.3	90%	6.6
10	Recreational Activities	3.3	70%	2.3
11	Recreational Activities	0.9	70%	0.6
12	Recreational Activities	3.3	80%	2.6
13	Recreational Activities	2.7	70%	1.9
14	Rec. Activities/ Camping/ Events	4.6	90%	4.1
15	Recreational Activities	3.2	80%	2.6
16	Recreational Activities	4.1	70%	2.9
17	Recreational Activities	3.5	70%	2.5
18	Rec. Activities/ X-Country Skiing	19.2	80%	15.4
Total		**86.5**		**67.4**

Parcel 3

Parcel 3 is located on the north side of the access road below Parcel 2 and contains the existing storage area or "boneyard". The parcel has good access and contains a total of 2.1 hectares of relatively flat land. This site could be used for a variety of recreational activities, parking and staging areas.

Parcel 4

Parcel 4 is one of the smallest potential development parcels and is situated next to the existing access road on the way down to the Wapiti River. The parcel contains a total of 0.7 hectares of moderately sloping land.

Parcel 5

Parcel 5 encompasses a total area of 8.5 hectares and is located on a large bench of land on the south side of the Wapiti River bank. The western most portion of the development parcel could be susceptible to flooding in spring and summer, and we recommend that it be studied further before proceeding with development. The eastern portion of Parcel 5 is made up of a long, narrow piece of land extending along the water front and is located about 4 meters above the river. This parcel could be the location of a variety of recreational activity zones such as walk-in camping sites, outdoor festival grounds and gathering area, jet boat launch and beach volleyball courts.

Parcel 6

Parcel 6 is located on the east side of the existing Platter Lift (B) and contains a total of 1.7 hectares. The slopes within this parcel range from 0 - 20%, with some short steep sections of 20 - 30% slope. Since this parcel is located near the existing day lodge and parking and close to the Platter Lift, it could be a good location for the expansion of some beginner ski and snowboard terrain. The site would however, require some fairly major terrain modification in order to bring the slopes into an acceptable beginner zone slope category of 8 - 15%.

Parcel 7

Parcel 7 contains 1.6 hectares of flat land and is located on the south side of the main access road directly across from the top station of the existing Bauer triple chairlift (A). Since this parcel is located within comfortable walking distance to the lodge and the lifts, this parcel could be the location of future parking expansion or additional recreational activities.

Parcel 8

Parcel 8 contains 1.5 hectares of flat land situated on the north side of the main access road next to the ski slopes, top of the triple chair and the existing day lodge. Since this potential parcel is located within comfortable walking distance to the lodge and slopes, it is ideal for the future development of guest parking. Additionally, it could be used for other recreational activities or a staging area.

Parcel 9

Parcel 9 is probably one of the largest potential parcels identified on the site. This parcel encompasses a total of 7.3 hectares stretching from the western edge of Parcel 8 along the ridge top all the way to the most eastern edge of the potential development site. This parcel is almost completely flat and depending on the location of the ski area expansion, could be suitable for base area facility and parking expansion or could be an excellent area for a network of non-mechanized trails for cross-country, shoe shoeing and horseback riding trails.

Parcel 10

Parcel 10 is landlocked between several steep bands of terrain and contains 3.3 hectares of land with slopes in the 8 - 30% range making it less desirable for any substantial form of recreational development. The parcel could be used for recreational trail extensions or for ski trail development.

Parcel 11

Parcel 11 is one of the smallest parcels of land containing 0.9 hectares and has moderate slopes in the 0 - 20% range with several steep bands of terrain. This parcel is situated next to the eastern ski and mountain bike slopes and could be used as a mountain bike park, or as an expansion area for the mountain biking and skiing.

Parcel 12

Parcel 12 is large parcel that is also landlocked and has ski and mountain bike trails currently bisecting it. This parcel has a variety slopes ranging from 0 - 25% and could be a potential area for the development and expansion of a beginner or intermediate mountain bike and terrain park. Parcel 12 contains a total of 3.3 hectares.

Parcel 13

Parcel 13 is located next to the beginner ski slope near the bottom of the existing triple chairlift. The parcel contains 2.7 hectares and has a variety slopes ranging from 0 - 25%. Parcel 13 could also be a potential area for the development and expansion of a beginner or intermediate mountain bike and terrain park.

Parcel 14

Parcel 14 is a large parcel containing 4.6 hectares of gentle sloping land located on the south bank of the Wapiti River. This parcel stretches from the bottom of the existing triple chair lift and extends about 600 meters to the east. This parcel could be the location of a variety of recreational activity zones such as walk-in camping sites, outdoor festival and gathering area, jet boat launch and beach volleyball courts.

Parcel 15

Parcel 15 is a relatively large parcel of flat land containing 3.2 hectares and is situated next to the northeast end of Parcel 14 and is bordered by the Wapiti River. This development parcel could be susceptible to flooding in spring and summer, and we recommend that it be studied further before proceeding with development. This parcel could be an excellent site for a "beach" or area for river camping and fishing.

Parcel 16

Parcel 16 is a very long, narrow piece of land that is landlocked about halfway up the embankment. The parcel contains 4.1 hectares and has a wide variety of slopes ranging from 8 - 25%. Since this parcel is located a long distance from the base area and because of its linear nature, it is probably best suited for the development and expansion of recreational trails or for ski trail development.

Parcel 17

Parcel 17 is located in between Parcels 9 and 16 and encompasses a total of 3.5 hectares. The potential development site has moderate slopes and since it is landlocked between several steep bands of terrain, it is likely best suited for the development or expansion of ski slopes and other recreational trails.

Parcel 18

Parcel 18 is located on the south side of the main access road leading to the ski area. This parcel is the largest potential development parcel in the entire study area, containing 19.2 hectares of relatively flat land. Without having conducted a site inspection, this area could be wet or have marshlands located throughout. Since it is located on the south of the access and is outside of the main recreation area, we feel it could be a good location for the development of a cross-country trail network and staging area. The trails could also be used for shoe shoeing in the winter and for hiking and horseback riding in the summer.

IV. RECREATIONAL DEVELOPMENT CONCEPTS

Ecosign has prepared two different development concepts for the Nitehawk Ski Hill and Recreational Facility. The purpose of the Recreational Development Concept section is to present two diverse concepts for the long term development of the Nitehawk recreational facility that can be reviewed by the stakeholders including the management, Board of Directors and the membership.

.1 Goals and Objectives

A Recreational Master Plan involves planning the removal or replacement of existing equipment, integrated with the addition of new facilities over time. Modern recreational facilities require the most efficient and user friendly lift and ski trail systems possible, with a good balance of terrain type and variety. Additionally, a complete range of other winter and summer activities are required so that the facility can cater to a wider range of users. Ultimately, a Master Plan will be constructed over an extended period of time, therefore it is necessary to have a complete understanding of the total project at build-out to ensure that facilities can be balanced and capital invested effectively.

As outlined in Section I of this report, the Nitehawk stakeholders supplied Ecosign with a "shopping" list of activities that they would like to see at the facility.

Objectives

- Optimize the use and operational efficiency of the physical plant and area layout
- 5 to 25-year plan to renovate and expand the existing ski resort to current industry standards
- Continue upgrades and improvements to increase skier visitation
- Upgrade Terrain Park to increase visits
- Install new lifts where needed
- Provide, or expand on year-round recreational activities for families and visitors of all ages. Summer activities, including mountain biking and bike park, alpine slides or coasters, concerts and festivals, hiking, zip treks, stargazing, Euro-bungee, river based activities with boat launch, etc. Winter activities, such as tubing, Mini-Z, snowshoeing, climbing wall, etc.
- Broaden the revenue base of the resort area through new developments
- Balance lift and trail capacity to maintain quality skiing and snowboarding conditions and meet the requirements of the market
- Balance mountain capacity with guest services base staging areas and parking

- Replace and modernize existing run down skier service buildings
- Increase capacity of all operational components to meet the increasing recreational demand from Grande Prairie and surrounding areas

The two development concepts for Nitehawk are described in detail as follows.

.2 Concept 1

Ski Facilities

Concept 1 proposes the installation of two fixed grip quadruple chairlifts to the east of the existing ski terrain. These two quad chairs, Lift G and H, would have an hourly capacity of 1,800 passengers per hour each and service intermediate and high intermediate terrain. Some terrain modification will be required to soften and reduce the grades of some of the steep sections within each lift pod. Figure 8a graphically illustrates the Nitehawk Recreation Area Concept 1.

Beginner terrain would be expanded with the installation of 3 moving carpet lifts between the existing platter lift and the snowboard half-pipe.

Table IV.1 lists the technical specification for the Concept 1 lift systems. We estimate that the lift system will have a skier carrying capacity of approximate 1,510 skiers per day.

TABLE IV.1
CONCEPT 1
LIFT DEVELOPMENT SPECIFICATIONS

Lift Number	**A**	**B**	**C**	**D**	**E**	**F**	**G**	**H**		
Lift Name	**Bauer Express**	**Platter**	**Wonder Carpet**							
Lift Type	**3C**	**P**	**MC**	**MC**	**MC**	**MC**	**4C**	**4C**	**TOTAL**	
Year Constructed	**1994**	**1987**	**2005**							
Top Elevation m.	673	670	671	648	667	646	673	671		
Bottom Elevation m.	529	626	670	631	651	638	528	526		
Total Vertical m.	144	44	1	17	16	8	146	145	521	
Horizontal Distance m.	598	285	30	90	90	56	490	439		
Slope Distance m.	615	288	30	92	91	57	511	463	2,147	
Average Slope %	24%	15%	3%	19%	18%	14%	30%	33%	25%	Mean
Rated Capacity	1,788	522	1,200	1,200	1,200	1,200	1,800	1,800	10,710	
V.T.M./Hr.(000)	257	23	1	21	19	10	262	262	855	
Rope Speed m/sec.	2.3	2.0	0.8	0.8	0.8	0.8	2.0	2.0		
Trip Time min.	4.48	2.40	0.63	1.91	1.90	1.18	4.26	3.86		
Drive Output (KW)	110	14	22							
Operating Hr./Day	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	
V.T.M. Demand/Day	3,407	2,120	0	940	940	940	4,021	4,397		
Loading Eff. %	85%	80%	0%	80%	80%	80%	80%	80%		
Access Reduction	0%	0%	0%	0%	0%	0%	3%	0%		
SCC Skiers/Day	**450**	**60**	**20**	**120**	**120**	**60**	**350**	**330**	**1,510**	
Cumulative Total	**450**	**510**	**530**	**650**	**770**	**830**	**1,180**	**1,510**		

.3 Concept 2

Ski Facilities

Concept 2 proposes the installation of two fixed grip quadruple chairlifts to the east of the existing ski terrain, similar to that proposed in Concept 1, except with different alignments. The two quad chairs, Lifts D and E, would have an hourly capacity of 1,800 passengers per hour each and service intermediate and high intermediate terrain. Some terrain modification will be required to soften and reduce the grades of some of the steep sections within each lift pod. Figure 8b graphically illustrates the Nitehawk Recreation Area Concept 2.

Table IV.1 lists the technical specification for the Concept 2 lift systems. We estimate that the lift system will have a skier carrying capacity of approximate 1,120 skiers per day.

TABLE IV.2
CONCEPT 2
LIFT DEVELOPMENT SPECIFICATIONS

Lift Number	**A**	**B**	**C**	**D**	**E**		
Lift Name	**Bauer**	**Platter**	**Wonder Carpet**				
Lift Type	**Express 3C**	**P**	**MC**	**4C**	**4C**	**TOTAL**	
Year Constructed	**1994**	**1987**	**2005**				
Top Elevation m.	673	670	671	673	669		
Bottom Elevation m.	529	626	670	528	556		
Total Vertical m.	144	44	1	145	113	447	
Horizontal Distance m.	598	285	30	475	389		
Slope Distance m.	615	288	30	496	405	1,835	
Average Slope %	24%	15%	3%	31%	29%	25%	Mean
Rated Capacity	1,788	522	1,200	1,800	1,800	7,110	
V.T.M./Hr.(000)	257	23	1	261	203	746	
Rope Speed m/sec.	2.3	2.0	0.8	2.0	2.0		
Trip Time min.	4.48	2.40	0.63	4.14	3.37		
Drive Output (KW)	110	14	22				
Operating Hr./Day	7.0	7.0	7.0	7.0	7.0	7.0	
V.T.M. Demand/Day	3,407	2,120	940	4,377	4,460		
Loading Eff. %	85%	80%	0%	80%	80%		
Access Reduction	0%	0%	0%	3%	0%		
SCC Skiers/Day	**450**	**60**	**20**	**330**	**260**	**1,120**	
Cumulative Total	**450**	**510**	**530**	**860**	**1,120**		

.4 Other Winter Activities

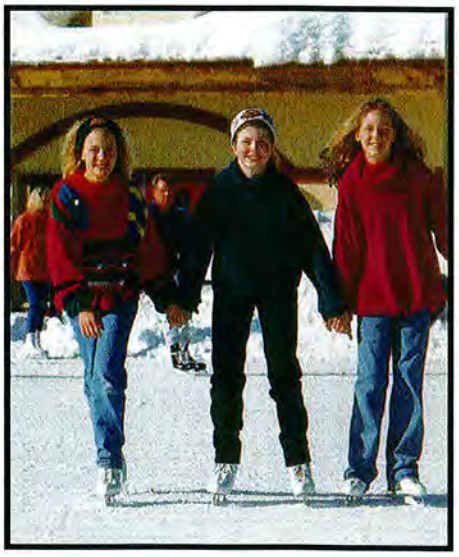
To ensure that Nitehawk Recreation Area becomes an attractive and diverse recreational facility with year-round activities that are appealing to many residents and visitors to the region, it is necessary to provide a wide range of recreational and social activities. During the winter, these activities should be designed to supplement skiing and snowboarding, as well as provide alternatives for those guests who do not ski/snowboard, or choose not to ski/snowboard on any particular day.

Some activities which are offered by other four-season resorts and could be provided at Nitehawk are listed and described below. Ecosign has prepared two diverse concepts (Figures 8a and 8b) which graphically illustrate potential locations for these other winter activities.

- Outdoor Natural Ice Skating
- X-Country Skiing
- Snowshoeing
- Snow Tubing
- Zip Trekking
- Snowmobiling/Children's Mini Z's

Ice Skating

Natural, outdoor ice skating can be offered at Nitehawk by constructing a rink surface for free skating and possibly ice hockey on the multi use courts proposed in each concept. If a tennis court or basketball court is designed with a center drain, temporary boards can be place around the edge of the fencing and the court can be flooded to create an ice surface. If the courts are not used for tennis or basketball, this surface can be used for ball hockey during the summer season.



In Concept 1, the ice skating is proposed for the northeast side at the River's edge as part of the Multi Use Courts. Concept 2 locates the ice skating at the Sports Area and to the east of the existing and proposed parking.

Cross-Country Skiing/Snowshoeing

In Concept 1, a network of cross-country skiing trails is proposed on the southeast side of the recreation area (Lots SW and SE 16 70-6-6). These trails can be used for hiking, biking and horse back riding during the summer season. A parking area is centrally located along with a rest hut and ticket services.

In Concept 2, the cross-country trails extend to the north and south sides of the highway, with the tickets, rentals and a rest hut located next to the proposed main parking area.

Snow Tubing

Other than skiing and snowboarding, snow tubing is becoming a very popular activity at winter resorts. Kids of all ages will enjoy the thrill of snow tubing. Tubing requires no special skills or athletic abilities to participate, making it suitable for almost everyone. Tubes and riders are transported uphill by a mechanical lift, whereupon they choose a tubing lane and begin their ride. Lanes are groomed for various experiences and skill levels.

At the top of the tubing lanes there is a start area where tubers prepare themselves for launching down the tube lanes. Normally, a starter attendant gives the signal for the tubers to start when the lane is clear of tubers below. The starting/acceleration zone is usually around 25 percent slope gradient for approximately 5-9 meters (15 to 30 feet) of vertical drop. Each lane is shaped with a slight depression in the center and a berm on each side to keep the tubes within their respective lanes.

As the tube rider progresses down the tube lane, the slope gradient decreases. The bottom of the lane has a flat run-out and deceleration zone that may even include a slight counter-slope area to slow down and then stop the tubes. The average gradient between the start zone and the stopping point of the tubes is approximately 11-12 percent, depending on the types of tubes used and the snow conditions.

In Concept 1, an 8-10 lane snow tubing area with a length of 285 meters is proposed to be located to the northwest of the existing RV and Camping Ground. Lift I, a magic carpet is installed to service the tubing area. This lift should be able to service approximately 1,200 riders per hour and between 200 and 300 tube riders at one time. Concept 1 requires very little grading, as it is located on a slope that has a good natural run-out at the bottom. The site would also have a dedicated Tube service building with concessions, ticketing and tube storage. This site would also have its own dedicated parking and would be access via the RV park road system.

Carpet Tubing Lift and Tube Slope

The snow tubing in Concept 2 is located slightly closer to the existing base facilities with the tube launch, or start area, located near the summer aerial jump hill extending down to the switchback corner of the access road on the flats. Tube riders would access the start area by way of a path from the existing day lodge down to the start area.

In order to achieve the correct slope gradients for safe tubing, a significant amount of earthwork is required to bench the tube hill into the steeper slop of the natural terrain. Because of this significant grading work, this tubing area is proposed as a 4-lane facility with a length of 300 meters to be serviced by Lift F, a magic carpet. This tube hill would only be able to service 100 to 150 tube riders at one time.

Zip Trek/Zip Rider

In Concept 1, there are a series of 5 Zip Lines proposed starting at the top of the existing platter lift. These lines are of varying lengths and zig zag through the terrain, ending near the bottom of the Bauer triple chairlift. This type of zip line is known as the "Zip Trek" system. Normally, 2 guides accompany a group of riders from each station to the next station and supervise the launch and landing at each zip line section. Riders are suspended from a pulley on the line and sit in a climbing harness. This type of system also has a nature interpretive component as each guide talks about the flora and fauna of the area. A ride on this system might take 1 to 2 hours with a ticket price of $30 to $60. The Bauer chair is used to transport riders back to the top of the mountain.

Zip Trek

Concept 2 proposes a Zip Rider type of zip line, which consists of either two or four parallel cables that run through the forest in one long span. The Zip Rider uses a completely different type of seating arrangement; more like a boatswain's chair. The riders are launched from the top station with gates that resemble a boarder cross start. This type of zip line system has a high turnover and rides are usually priced in the $10 to $15 range each. Rides are usually less than a minute and speeds of up to 80 km. can be reached. Tickets for this type of ride are usually sold in books of 5 or 10. The Zip Rider is proposed to be located to the east of the existing Bauer triple chairlift beside the Temptation ski trail. The Bauer chair is used to transport riders back to the top of the mountain.

Children's Mini-Z's

It is proposed that a Mini-Z snowmobile track for children and families be constructed at the southwest side of the tubing area. The mini-z's only require the area equivalent to two tennis courts for a "closed circuit" track for children.

Children's Mini Z's

.5 Other Summer Activities

Summer activities are extremely important to the success of the area's year-round recreational potential. These activities can make use of the infrastructure and facilities already in place for winter recreation, as well as other improvements which add diversity to the overall recreation potential. There should be a wide range of activities to attract guests to the ski area and provide them with a full and enjoyable holiday visit. Figures 8a and 8b graphically illustrate two concepts for the existing and other potential activities at Nitehawk.

The following is a list which describes some of the existing and proposed on-mountain summer activities for Nitehawk.

- Mountain Biking
- Lift Accessed Sightseeing and Hiking / Nature Interpretive Hikes
- Conference Retreats and Seminars, Weddings, Family Reunions
- Mountain Music Concerts and Art Festivals
- Evening Star Gazing
- Adventure Zone / Climbing Wall / Bungee Trampoline

- Paintball Course
- Horse Back Riding
- Beach/Grass Volleyball
- Zip Trek/Zip Rider
- Alpine Slide/Coaster
- Tennis/Multi Use Courts
- Disc/Frisbee Golf
- Mini Golf and Driving Range
- Off Road & ATV/Hummer Tours
- BMX Course
- Go Carts
- Water Activities

Mountain Biking

The existing mountain bike trails extend throughout the area from the base area down the slopes on both sides of the existing lift.

In both Concepts 1 and 2, a Beginner/Intermediate mountain bike park is proposed for the terrain to the northeast side of the existing triple chairlift between the Easy Street and Roller Coaster ski trails.

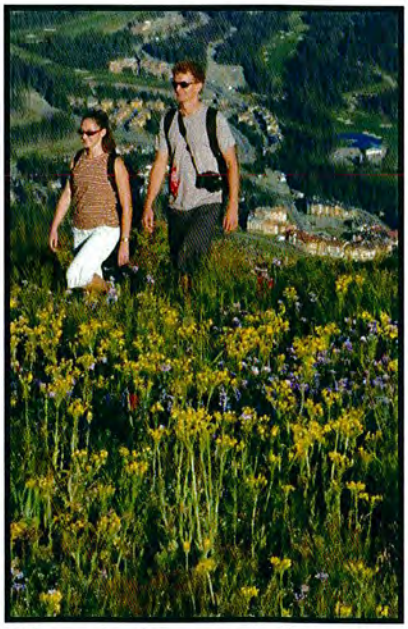
Downhill Mountain Biking Single Track Trail

Mountain Bike Park Feature

Lift Accessed Sightseeing and Nature Interpretive Hikes

Summer sightseeing and hiking trails are proposed all along the Wapiti River shore in Concept 1, extending from the multi-use courts at the east end of the area to the proposed Riverside tenting and camping area to the west.

The hiking program can be expanded to include nature interpretive hikes, with mountain staff assisting in the interpretive hikes. Highlights of the tours will include the identification of local wildlife, flora and fauna. Indoor and outdoor interpretive displays can also be installed in and around the mountain top facilities.



Hiking in Mountain Meadows

Conferences/Seminars/Weddings/Family Reunions

The Chalet is ideal for hosting conferences, seminars, retreats, family reunions, weddings and other group dinners associated with these gatherings. For example, the opportunity to meet and have a meal in a unique setting for one day of a multi-day conference will provide a unique attraction for groups coming to the recreation area.

Mountain Music Concerts and Events/Festivals

A natural amphitheater on the hillside at the northeast side of the area is proposed in Concept 1. A stage could be set up for musical concerts, festivals and other special events. An events parking area is located just to the east. In Concept 2, the Events/Festivals/Concert area and amphitheatre is situated at the riverfront on the western edge of the area.

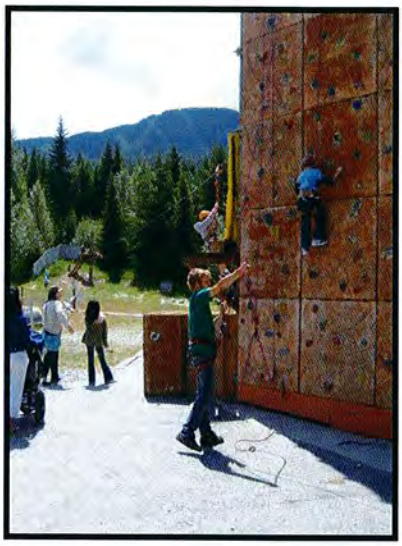
Natural "Amphitheatre" setting for Music Concerts on the Mountain

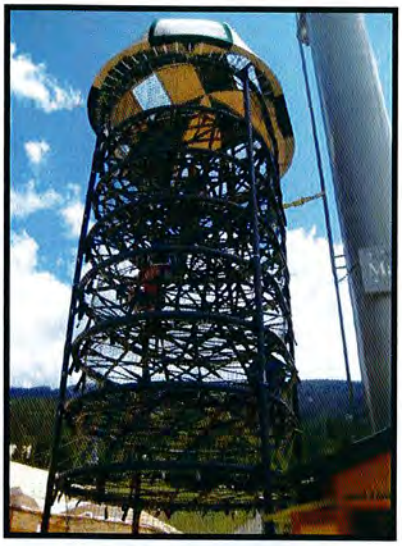
Evening Star Gazing

Several evenings per season could be centered around stargazing, with telescopes for optimal viewing, far away from the bright lights of the city. Special events can also be planned for observation of astronomical displays such as northern lights, meteor showers, etc. The Events/Festival area would be ideal for this activity.

Adventure Zone /Climbing Wall

The Kid's Adventure Zone can include climbing walls, euro bungee jumping and other activities such as the "spider web" climbing tower, bouncy castles, etc. Some climbing walls are modular and can be set up for the summer in the base area near the day lodge. In Concept 1, the Adventure Zone is proposed to be located at the top and to the west of the existing chairlift and Chalet. In Concept 2, the Adventure Zone is located further to the west and behind the existing Chalet.





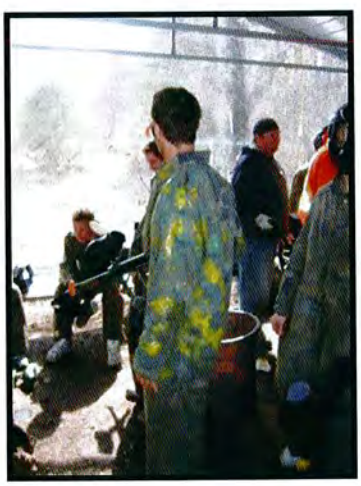
Bungee Trampoline

The Bungee Trampoline has become very popular at ski and snowboard resorts around the world and can be used both during the summer and winter. The Slingshot Trampoline Bungee Jump provides a safe and fun way for the entire family to experience "big air" in the mountains.

Jumpers are able to reach heights that would be impossible using a trampoline alone. Secured and safe in an adjustable purpose built harness, jumpers are free to experiment with acrobatic movements or simply jump as high as they can. This exciting activity combines the adrenaline rush of a trampoline and bungee jumping in a safe and controlled environment and is very popular for spectators. This piece of equipment could be located on the skier plaza or snow apron at the Kid's Adventure Zone.

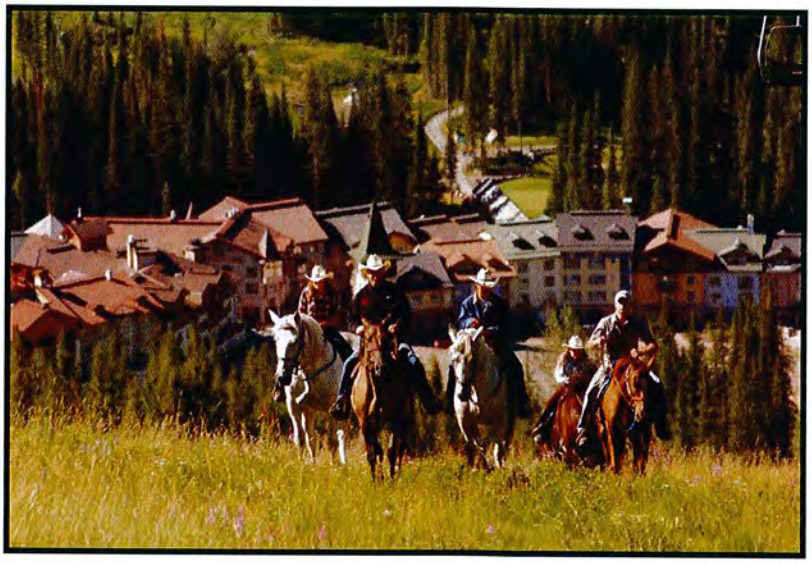
Paintball Zone

The paintball course proposed in Concept 1 is located on the far southwest side of the recreation area along with the ATV/dirt bike and Go Cart zone. In Concept 2, a larger paintball course is located a little further north of the ATV/dirt bike course.



Horse Back Trail Riding

A network of horse back riding trails is proposed in several locations in Concept 1 including the far northwest side of the area, as well as the southeast area, south of the existing highway. In Concept 2, this trail network extends throughout the entire recreation area from the mountain top, down to the shores of the Wapiti River.



Beach Volleyball

Beach volleyball can be played either in the traditional way in sand with teams of two, or adapted to be played on grass with several courts and teams of six, as illustrated below. The beach volleyball courts in both Concepts are located at the northeast side of the area at the river front, as part of the Multi-use courts.

"Beach Volleyball" Grass Tournament

Zip Trek/Zip Rider

Resorts all around the world are now installing Zip Trek or Zip Riders for both summer and winter use. Zip Trekking involves moving from treetop to treetop while attached to the cable via a full-body climbing harness. The harness attaches to a zip pulley via two tethers (one main and one backup). The cable trail is connected to both a launch and landing platform. The series of cable zip lines and suspension bridges move riders over gaping gorges and ice framed rivers (in winter).

The Zip Trek has also evolved into a nature interpretive activity with zip line staff acting as guides who answer questions and provide relevant information about the area's ecology, wildlife and the surrounding forests. Riders can achieve speeds of up to 80 kilometers per hour over some of the longer spans.

Zip Trek

Zip Riders consists of tow or four parallel cables that run through the forest in one long span.

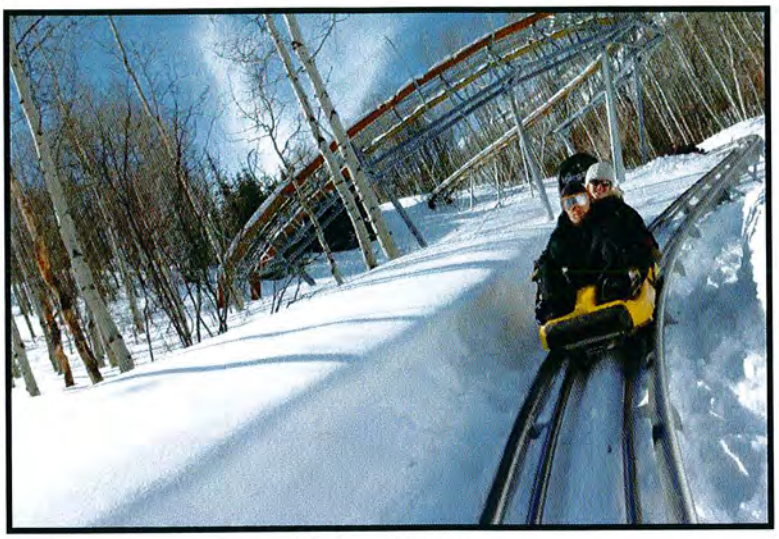
Park City "ZipRider"

Alpine Slide/Coaster

A full range of "Alpine Slide" devices are available. The "Toboggan Run" has small carts that are gravity powered and run in a stainless steel flume set into the ground. The track is made up of sharp curves, gradual bends and straight sections. The cart can accommodate up to two passengers. Track lengths vary between 250 and 2,000 meters.

Alpine Slide

The "Alpine Coaster" is a high-tech version of other gravity slides that runs on a steel tubular track. The Alpine Slide/Coaster is proposed to wind along beside Lift A, paralleling the existing luge track. This type of Alpine Coaster now has a lift system for the carts so the chairlift is not required. Additionally, it can be used in both the summer and the winter

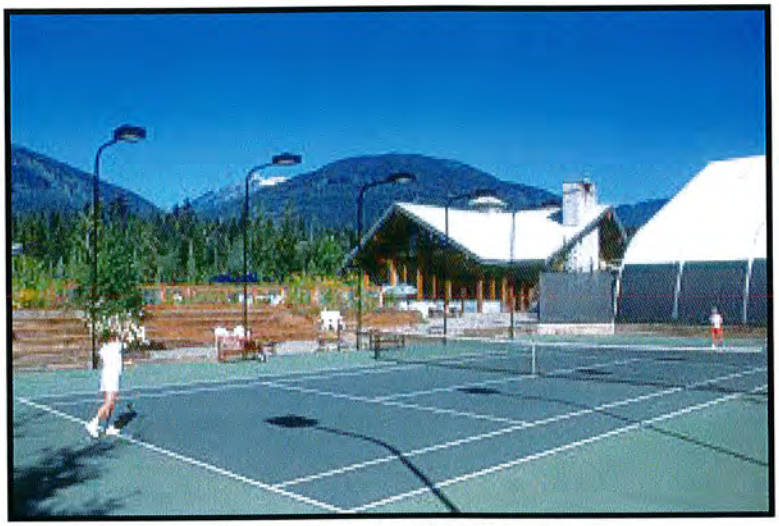


Alpine Coaster

Tennis/Multi-Use Courts

The multi use courts can be used for volleyball, tennis, basketball or hockey, during both winter and summer. In Concept 1, these multi-use courts are located at the river front to the east of mountain bike park.

In Concept 2, the courts are proposed to be located near existing base area and beside the proposed Mini Golf and parking areas.

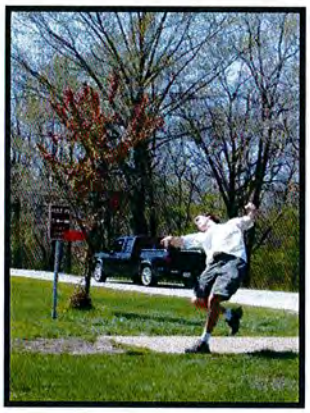


Tennis/Multi Use Courts

Disc (Frisbee) Golf

Disc golf is played in a similar manner as ball golf. The initial "drive" is taken from a designated tee area. Each subsequent throw is taken from just behind the spot where the disc came to rest. Each throw is added to a player's score. As with ball golf, each hole is given a par rating. A common strategy for a par-three hole, as in golf, would be to drive (long throw toward the basket), approach (mid-range throw to the "green") and then putt (short throw into the basket). The hole is scored when the disk has come to rest in the target basket, or when it hits the designated part of an object if there are no baskets and it is an object course.

Disc golf is played during the summer with "tee" zones and "holes" (a pole mounted metal basket about 1 meter in the air) placed in strategic parts of the ski trails. The disc golf is proposed in Concept 1 at the tubing site.



Mini Golf/Driving Range

A mini golf area is proposed to be located in the base area adjacent to the sports area and multi use court area. A driving range with mats can also be set up in this area.

Off-Road Vehicle Course – ATV and Hummer

Off-road tours can be offered on the surrounding mountain roads utilizing ATVs. These all-terrain vehicles can be operated by individual riders or in pairs with a guide. The ATV courses are proposed to be located at the southwest end of the recreation area.

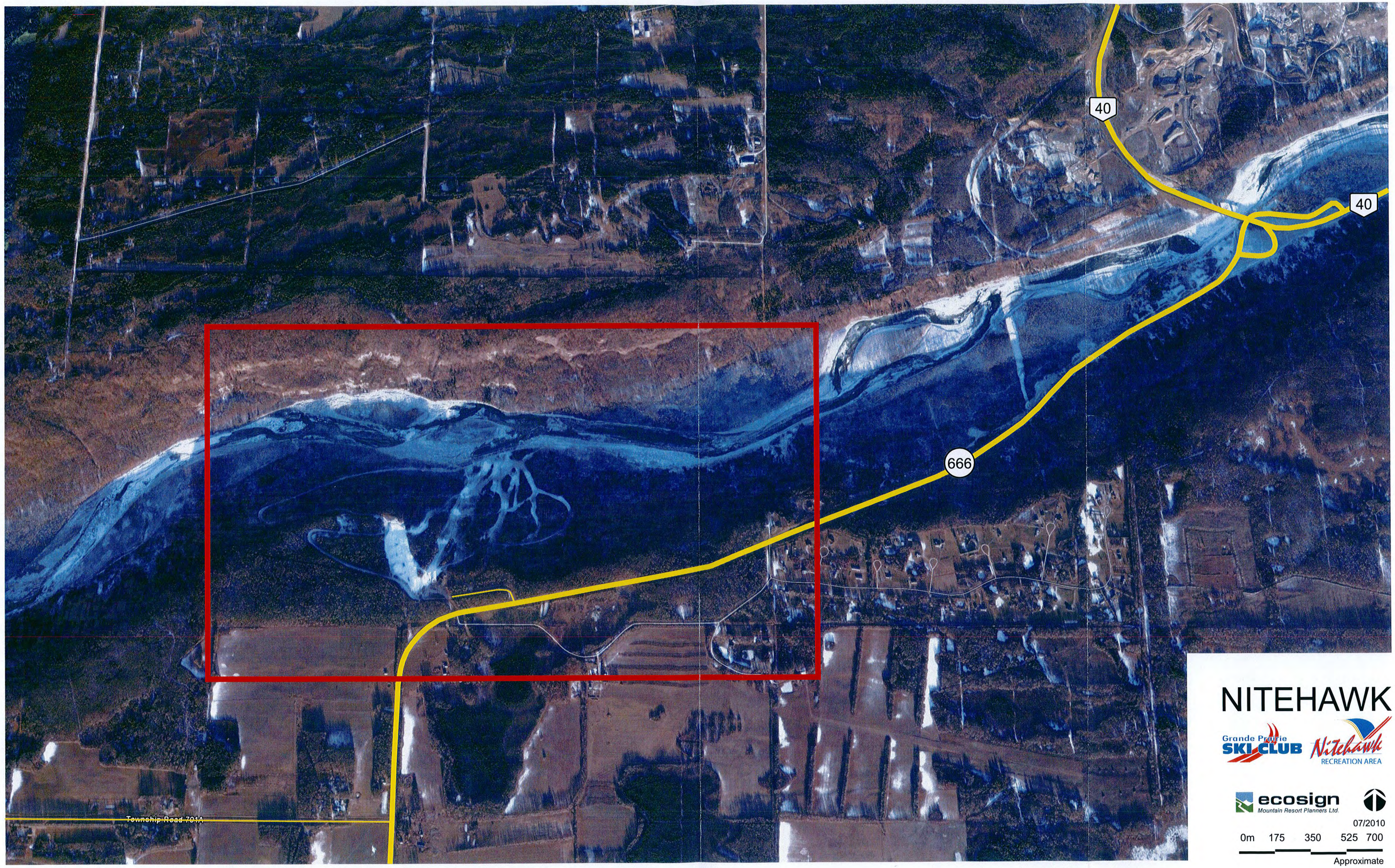
Hummer tours have riders holding onto their seats tightly as they venture up the mountain terrain and through the forest and alpine meadows. Hummers can carry up to twelve passengers and navigate over all types of extreme mountainous terrain. Hummer tours often include a barbecue meal, or sunset dining on top of the mountain at the end of the tour.

Go Carts

The Go Cart track is proposed to be located to the west of the existing base area amongst the ATV/dirt bike park and Paintball Course.

Water Activities

Jet boating canoeing and kayaking are popular summer activities that can be enjoyed on the Wapiti River. The water based activities at the river shore can also include walking and hiking trails, walk-in riverside camping, as well as kayaking, canoeing and fishing.



NITEHAWK

Grande Prairie SKI CLUB

Nitehawk RECREATION AREA

ecosign Mountain Resort Planners Ltd.

07/2010

0m 175 350 525 700

Approximate

THE STUDY AREA 2

NITEHAWK

Grande Prairie SKI CLUB

Nitehawk RECREATION AREA

ecosign
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Box 63 Whistler, B.C. Canada V0N 1B0 (604) 932-5078 Fax: 932-1897
www.ecosign.com email: info@ecosign.com

Contours: 1m Date: 08/2010

0 40 80 120 160 200

LEGEND

Ski Trail Ability Level
- Easier
- More Difficult
- Most Difficult
- Existing Lifts
- Existing Trails
- Existing Building
- Mountain Bike Trails
- Luge
- Existing Road
- Existing Campground / RV Park
- Existing Storage Area
- Existing Parking
- Mountain Restaurant
- Ski Patrol

WAPITI RIVER

WAPITI RIVER

Existing Access Road

Half Pipe

Pump House

Luge Finish

Luge Start

LIFT A (3C)

LIFT B / P

LIFT C (4MC)

SE17 70-6-6

SW16 70-6-6

SW16 70-6-6

Existing Campground

Existing Storage Area

Ski Jump Summer Practice Area

Existing Chalet
Tickets, Rental / Repair, F&B,
Bar Lounge, W.C., Admin., Deck

Ski School

Existing Campground / RV Park

Main Parking
0.58Ha. 190Cars

Maintenance Shop

Overflow Parking
0.5Ha. 165Cars

Portable / Skier Services
Public Locker, First Aid, Storage,
W.C., F&B(Brown Bag / Cafeteria)

Main Access Road to Grand Prairie

6445 LZ

EXISTING SKI HILL AND SKIER SERVICE FACILITIES 4

Nitehawk Regular Maintenance Costs Report

Below are the costs associated with carrying out regular maintenance on the one kilometer of roadway into the Nitehawk Recreation Area:

Gravelling, grading and dust control

- $1,320.00 – Gravel
- $852.00 – Trucking gravel
- $420.00 – Grader
- $240.00 – Water truck
- $4,214.00 – Dust Control (19,600 Litres x $0.215/L (Supply and Apply)
- Total cost of gravelling, grading and dust control = $7,046.00

Mowing the roadway

- This will take two tractors/mowers two hours to complete.
- Hourly rate is $25.00 for mowers and $90.00 for tractors. The total for both is $115.00.
- 2 hours x $115.00 = $230.00 per tractor/mower.
- Total cost of mowing roadway ditches = $460.00

Cost for roadside vegetation management

- The truck, equipment and staff cost is approximately $95.00/hr.
- 4 hours of driving time and 1 hour for set up and spray time = (5 hours x $95.00 = $475.00)
- Chemical required for spraying is 1Ha (2000m x 5m ROW = 10,000 square m = 1Ha)
    - Milestone = 76.00
    - 2,4-D = 18.70
- Total cost of roadside vegetation management = $569.70

The total cost for maintaining the roadway into the Nitehawk Recreation Area is $8,075.70 annually if all of the above items are required.