



**Alberni-Clayoquot Regional District
Alberni Valley Regional Airport Advisory Committee Meeting
Tuesday, February 23, 2021 @ 1:30 pm**

Due to COVID-19, the meeting will be held via Zoom Video Conferencing
and will be livestreamed on the ACRD website at:

<https://www.acrd.bc.ca/events/23-2-2021/>

Public Attendance: the public are welcome to attend the meeting via
Zoom Webinar by registering at:
https://portalberni.zoom.us/webinar/register/WN_mzbZTTzGRxSt3GNfVVVfxg

AGENDA

PAGE #

1. CALL TO ORDER

Recognition of Territories.

Notice to attendees and delegates that this meeting is being recorded and
livestreamed to YouTube on the Regional District Website.

2. APPROVAL OF AGENDA

(motion to approve, including late items requires 2/3 majority vote)

3. MINUTES

- a. **Alberni Valley Regional Airport Advisory Committee Meeting – February 16, 2021.** **3-5**

THAT the minutes of the Alberni Valley Regional Airport Advisory Committee meeting held on February 16, 2021 be adopted.

4. REPORTS

- a. **Visioning and Strategic Plan for the Alberni Valley Regional Airport Workshop 3 – Vision and Mission Review, Strategic Priorities and Capital Plan - led by consultants Mark Duncan and Andrew Cuthbert.** **6-37**

THAT the Alberni Valley Regional Airport Advisory Committee receive the report.

5. LATE BUSINESS

6. QUESTION PERIOD

Questions/Comments from the public participating in the Zoom meeting.

Questions/Comments from the Public, respecting an agenda item, can be emailed to the ACRD at responses@acrd.bc.ca and will be read out by at the meeting.

7. ADJOURN



Alberni-Clayoquot Regional District

MINUTES OF THE ALBERNI VALLEY REGIONAL AIRPORT ADVISORY COMMITTEE MEETING

HELD ON TUESDAY, FEBRUARY 16, 2021, 1:30 PM

Due to COVID-19 pandemic, meeting conducted via Zoom video/phone conferencing

MEMBERS

Mike Ruttan, Chairperson, Member at Large, Alberni Valley

PRESENT:

Ron Paulson, Councillor, City of Port Alberni

Penny Cote, ACRD Director, Electoral Area "D" (Sproat Lake)

Natasha Marshall, Councillor, Tseshah First Nation

Bob Kanngiesser, Member at Large, Alberni Valley

Shelley Chrest, Port Alberni Port Authority

Dan Savard, AV Chamber of Commerce

Brandy Lauder, Councillor, Hupacasath First Nation

REGRETS:

Michael Hoff, Member at Large, Electoral Area "D" (Sproat Lake)

Wilfred Cootes, ACRD Director, Councillor, Uchucklesaht Tribe Government

GUESTS:

Mark Duncan, AeroEdge Consulting Inc.

Andrew Cuthbert, Urban Systems Ltd.

Mike Hooper, TAK Consulting

Pat Deakin, Economic Development Officer, City of Port Alberni

Ken Watts, Chief Councillor, Tseshah First Nation

STAFF PRESENT:

Douglas Holmes, Chief Administrative Officer

Jenny Brunn, General Manager of Environmental Services

Mark Fortune, Airport Superintendent

Janice Hill, Executive Assistant

The meeting can be viewed on the Alberni-Clayoquot Regional District website at
<https://www.acrd.bc.ca/events/16-2-2021/>

1. CALL TO ORDER

The Chairperson called the meeting to order at 1:32 pm.

The Chairperson recognized the meeting this afternoon is being held throughout the Nuu-chah-nulth territories.

The Chairperson reported this meeting is being recorded and livestreamed to YouTube on the Regional District website.

The Chairperson and Chief Ken Watts welcomed and introduced Councillor Natasha Marshall who will be assuming his place as the Tseshaht FN representative on the AVRA Advisory Committee.

2. APPROVAL OF AGENDA

MOVED: S. Chrest

SECONDED: P. Cote

THAT the agenda be approved as circulated.

CARRIED

3. ADOPTION OF MINUTES

a. Alberni Valley & Bamfield Services Committee Minutes – February 2, 2021

MOVED: P. Cote

SECONDED: B. Kanngiesser

THAT the minutes of the Alberni Valley and Bamfield Services Committee meeting held on February 2, 2021 be adopted.

CARRIED

4. PETITIONS, DELEGATIONS & PRESENTATIONS

5. REPORTS

a. Visioning and Strategic Plan for the Alberni Valley Regional Airport Workshop 2 – led by consultants Mark Duncan and Andrew Cuthbert.

- i. Comparison Airports and Airports 101
- ii. Airport SWOT Analysis
- iii. Alternative Airport Visions
- iv. Emerging Strategies

Consultants Mark Duncan and Andrew Cuthbert provided a presentation and information on comparison airports to the AVRA, and a preliminary strengths, weaknesses, opportunities and threat analysis for the AVRA. They also reviewed 3 alternative visions for consideration with the committee and provided a matrix which outlined some preliminary strategies for discussion by the committee which have emerged from both the survey and tenant interviews.

MOVED: B. Kanngiesser

SECONDED: R. Paulson

THAT the Alberni Valley Regional Airport Advisory Committee receive the reports.

CARRIED

6. UNFINISHED BUSINESS

7. LATE BUSINESS

8. QUESTION PERIOD

Questions/Comments from the public attending the meeting via Zoom webinar. The Executive Assistant advised there was one comment from the public, commending the Committee on the proactive efforts that the committee is taking to develop a vision for the airport.

In order to provide the public with an opportunity to ask questions or provide input to the Committee respecting a topic on the agenda, the Regional District set up an email address responses@acrd.bc.ca. The Executive Assistant reported there were no questions or comments received from the public with respect to the meeting today.

9. ADJOURN

MOVED: S. Chrest

SECONDED: B. Kanngiesser

THAT the meeting be adjourned at 3:12 pm.

CARRIED

Certified Correct:

Mike Ruttan,
Chairperson

Janice Hill
Executive Assistant

Alberni Valley Regional Airport

Background Material (Workshop #3)

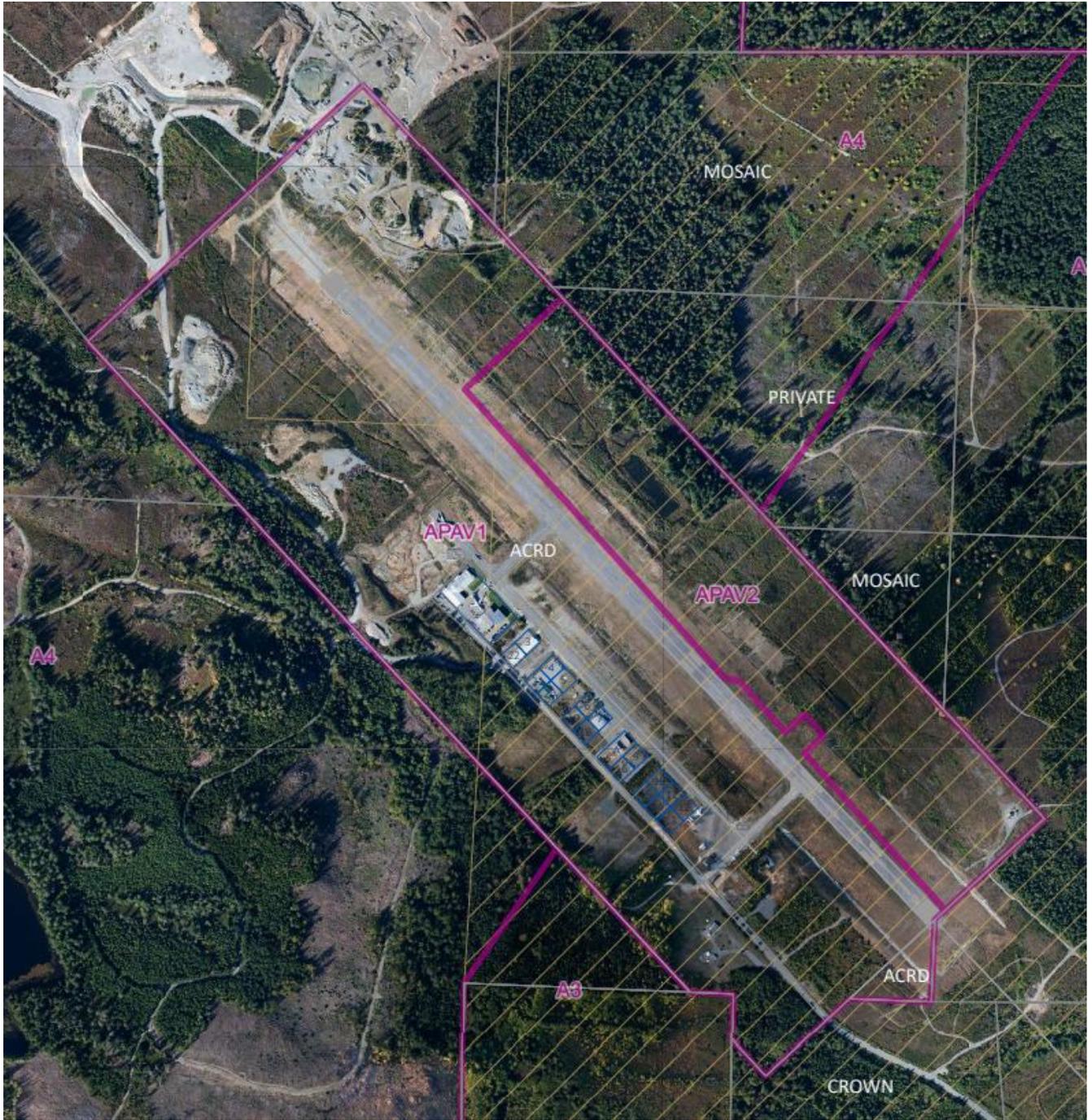
Visioning and Strategic Plan, Feb 23rd, 2021

This information is preliminary and meant as support for discussions at the AVRA Advisory Committee Workshop. The workshop is now broken into three Sections with Virtual Zoom Meetings.



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WORKSHOP 3: VISION AND MISSION REVIEW, STRATEGIC PRIORITIES, CAPITAL PLAN

1 WORKSHOP #2 REVIEW

Workshop # 2 dealt with several comparison airports, catchment areas and alternative vision scenarios. During the Committee discussion several ideas were brought forward and discussed.

1.1 Tourism Opportunities

- 2019 – Increase in private charter traffic and private jets,
- These flights were destined primarily to properties in the area.
- Some were from USA (Southern California)
- Fly and stay RV parks?
- Fly and Stay neighbourhoods (there is an example in southern Alberta, but it is struggling)

1.2 Tourism Challenges

- Competition with floatplanes to Port Alberni (Pacific seaplanes)
- Defining Alberni Valley Niche markets

1.3 Industrial Opportunities

- Affordability – opportunity to compete with priced out operators in the lower mainland.
- Ancillary businesses to Coulson
 - Aircraft painting
 - Courier service (Coulson is a significant consumer of courier traffic that is currently routed to Nanaimo)
 - Consider contacting redistribution carriers like KF Aerospace.
 - Involve and promote training.
- Distribution centre for Alberni region?
- Shipping time-sensitive products
 - Seafood/Oysters/Seaweed (Cascadia Seaweed)
 - For local/international export?
- Opportunity to build connections/relationships with post-secondary aerospace programs.
- Active pursuit of Viking Air for a possible facility
- Ensure lengthening leases is part of the plan.

- Can AVRA build on the aviation niche market of aerial firefighting.
- The existing Thunderbird Ministry of Forest base has significant First Nation employee representation.

1.4 Looking to the Future

- COVID-19 significantly damaged the airline industry, but AVRA has an opportunity to rebuild as it has not been dependent on passenger revenue.
 - By being an affordable business incubator, it could help spur recovery and put AVRA on the map.
- Long term consideration for electric flight (something to be aware of, no action at present)
- Consideration of airport management model (operation by the District is very common and changing the model would likely have limited impact with good airport management).
- Celebrate recent expansion of the runway, the approaches and AWOS installation.
 - Build on existing airport Day put on by tenants.
 - Plan for 2022

1.5 Updated SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> • 5000 ft. runway • Anchor tenant • Lights and Approaches • Multiple tenants • Growth 	<ul style="list-style-type: none"> • OLS-Limited Runway Expansion • Short term leases • Winter weather • Distance from City • Lack of identity
Opportunities	Threats
<ul style="list-style-type: none"> • Marketing • Partnerships • Committed local Government. • Tourism • Land availability 	<ul style="list-style-type: none"> • Coulson Relocation • Funding • Citizen tax concerns • Multiple use conflicts • Competition

2 VISION ALTERNATIVES

There are many ways of creating a vision. It should be one that is true to the area and practical. Many airports develop a slogan such as YVR “Beyond, Everyday”. Most smaller airports tend to use plain language to describe their primary and core purpose.

2.1 Draft Vision Alternatives – Core Purpose and Value to the Community

Alberni Valley Regional Airport is well positioned for growth. This growth should be targeted. Natural advantages of uncongested airspace, no noise restrictions, available land, new runway, lighting, and approach aids should be recognized. The airport is central on Vancouver Island and already has the Ministry of Forest's Thunderbird Base with First Nation crews. The vision should align with the characteristics of the valley and recognize partnership with First Nations, surrounding industries and governing entities. The airport should be an economic driver and demonstrate pride of ownership for the community.

Vision Alternative #1-Plain Language

VISION: To become Vancouver Island's premier Industrial Airport supporting manufacturing, training, tourism, and world-class aerial firefighting expertise.

Vision Alternative #2-Short and to the Point

VISION: Vancouver Island's mid-island home for aerial firefighting, general aviation, and adventure.

Vision Alternative #3-Catchy-Slogan Like

**VISION: Alberni Valley Regional Airport
Open spaces, Industry Bases, Interesting Places**

The Committee will have better ideas for wording and suggestions for improvement.

2.2 Support for the Vision

There are likely opportunities for partnership with the Port and possibly schools, Discovery Community College and North Island College. The Alberni-Clayoquot Regional District Board of Directors recently adopted the philosophy "we are all one". A major opportunity exists with First Nation partners to provide a sense of place for the airport and develop an emerging tourism market.

3 DRAFT MISSION

3.1 Draft Mission-Objectives for Growth and Sustainability

Airports today must recognize their unique attributes. Building on the success that Alberni Valley Regional Airport already enjoys conditions should be put in place to foster this growth. Already Viking Air has used the airport and may consider establishing a facility. There are numerous other ideas including time sensitive seafood, courier service support, seaweed production. In the

longer-term sustainability should be considered through pursuit of electric aircraft and environmental stewardship but the underlying theme and reason for the airport is to support firefighting in all aspects including plane modification, central island support through the Thunderbird Base, training, and related industries.

MISSION: To support diversified aviation clients including, firefighting, manufacturing, maintenance, flight training, tourism, and cargo, through:

- **Professional and safe facilities**
- **Strategic partnerships**
- **Alignment with the community, and**
- **Economic growth**

3.2 Support for the Vision

The Mission should align with the Alberni-Clayoquot Regional District objectives and capabilities. The Mission should be realistic and achievable. To facilitate this alignment the proposed strategic plan has been aligned with the strategic focus grouping of the District Strategic Plan.

4 DRAFT STRATEGIC PLAN

The objective of this project is to develop both a vision and a set of strategies that will best ensure the development of the airport. The committee has also been asked to consider the strategic framework adopted by the Regional District. The following matrices outline some preliminary strategies for discussion by the committee which have emerged from both the survey and tenant interviews.

4.1 Economy and COVID 19 Recovery

AVRA has already been used by both Viking Air and the Military. It is a major manufacturing hub for Coulson Air. Conditions should be put in place to attract a maintenance facility and possibly aviation compatible manufacturing. There already is interest in expanding flight training is the area which could include specialty training such as mountain flying.

The airport must demonstrate value to the community. The economic impact of jobs, air access and opportunities need to be demonstrated through success stories.

Strategic Focus #1-Economy and COVID 19 Recovery		
Strategy	Objective	Action
1. Celebrate AWOS Completion	To ensure the community and flying public are aware of the new facilities.	Spring Advisory Committee Meeting at the airport to officially open the AWOS inviting local and Vancouver press.
2.Promote Flying School	To satisfy demand articulated in the airport survey indicating 30 interested comments.	Work with Warwick Patterson and others to encourage a flight training school.
3.Explore extended lease terms	To encourage investment in new hangars and maintenance facilities.	Create land use plan for the airport that includes a scenario for subdivision. Explore options for lease and easement to create an opportunity for up to 30-year leases.
4.Celebrate Airport Employment	To demonstrate to the community the economic impact of airport employment.	Arrange with Coulson Air as part of the tour for AWOS opening to document both the number of employees and the skills of the employees working at the airport. The airport has continued to provide excellent employment during COVID.

4.2 Communications and Engagement

The airport must demonstrate value to the community. The economic impact of jobs, air access and opportunities need to be demonstrated through success stories. The lots currently defined in the land use plan are close to capacity. A plan for expansion and use of the land on both sides of the access road should be considered. Coulson Air is planning some expansion, and this may trigger a need for additional land use planning and taxiways.

Strategic Focus #2-Communications and Engagement		
Strategy	Objective	Action
1. Annual Airport Event	The survey suggested a “disconnect” with the community and an annual event such as an “airport day” should change perception.	Work with current tenants to support, encourage and expand the current airport day.
2.New client Marketing	To ensure new related industries are aware of the airport capabilities and opportunities.	A short brochure for airport capabilities could be developed for both the District web and for distribution specifically to the Military and Viking.
3.Advisory Committee	To promote connection with the surrounding communities, create and sustain the vision and strategic plan and promote tenant participation.	Set up an annual Zoom meeting between the Advisory committee and the tenants to stay connected and solicit ideas for development and business opportunities.

4.3 Infrastructure Management

AVRA is in particularly good shape from an infrastructure point of view. The recent runway expansion, lights and supporting facilities are essentially new. No runway overlays or major capital for these facilities should be required within the 10-to-15-year time frame. Cost recovery for the provision of infrastructure should be considered for any new investment in servicing or land development.

The runway expansion has been funded through long term debt at a very reasonable interest rate. Funding through the Canada infrastructure Bank, BC Air Access Program, Canada Infrastructure Program, Gas Tax Fund and Community Employment Benefits should be considered.

Strategic Focus #3-Infrastructure Management		
Strategy	Objective	Action
1.Land Use Plan	To provide additional lease lots as the current lots are reaching capacity.	Develop plan for lands under the airport's jurisdiction that explores the types of uses required, lot sizes and configuration.
2.Capital Plan	To develop an annual capital plan which will address both expansion and asset management needs.	Maintain an annual list which can be supported with a view to soliciting funds from both the Province and the Federal Government.
3.Servicing Plan	Current Power, Sewer and Water must be individually provided. The cost of servicing will likely delay this plan.	A preliminary phased servicing plan could be developed with the objective of accessing Federal Stimulus funds.

4.4 Emergency Management

In the citizen survey emergency service was listed as one of the highest values of the airport to the community. The strategic plan can build on this fact and ensure the airport is recognized for its importance in aerial firefighting, a base for forest fire response, and medivac location.

Strategic Focus #4-Emergency Management		
Strategy	Objective	Action
1. Aerial Firefighting	To promote a natural strength of the airport and leverage both Coulson Air and the Thunderbird Base to become a forest fire training facility.	Partner with a local College and Ministry of Forests to ensure the central Island location is noted and provides an excellent staging and training area.
2. District Emergency Plan	To be part of evacuation and District Emergency Plans.	Participate in the District Emergency Planning process. The survey indicated emergency management as high importance. The vision can build on aerial firefighting, forest management, and medivacs.
3. Promote Medivacs	Boost awareness of medivac service to illustrate the many services at the airport. Make sure that the public is aware of the BC Ambulance Service and its activities at the airport.	Maintain a log of medivacs to demonstrate the value of the extended runway as a service to the community and surrounding area.

4.5 Partnerships, Mutual Benefit and Alignment

The region is well represented through the advisory committee and the District is the natural operating entity. There is synergy and savings in operating both the Tofino and Alberni Valley Regional airport with the same management structure and staff. A possible strategic partnership with the Port Authority of Port Alberni and others might result in combined strategic marketing for the region.

Strategic Focus #5-Partnerships, Mutual Benefit, Alignments		
Strategy	Objective	Action
1.Partner with First Nations	To ensure First Nation contributions are recognized including their participation in the Thunderbird Base firefighting initiatives.	As members of the Airport Advisory Committee there is an opportunity to explore both tourism and business opportunities and promote the culture and stewardship of the land.
2.Partner with Tourism Sector	To highlight the growing connection between the Alberni tourism area and air charter and private air access to the region.	Many residents wished to fly from the airport. With tourism partnerships, aerial fight tours, charter flights and smaller scheduled carriers could be encouraged.
3.Partner with Port	To work with the Port on multi-modal transportation initiatives and share cargo and seafood courier opportunities.	Recognize that Port Alberni, the Port, Airport, and the Valley are a gateway to mid Vancouver Island. A 20-year view for development should be the objective. "We are all one"
4.Alignment with Province	To work with the Province to foster recognition of AVRA's central island locations and contribution to forest and firefighting management.	With a realignment from forestry to multiple industries the Province should be briefed on the airport strategic plan.

5 CAPITAL PRIORITIES

5.1 Low hanging Fruit

Improvements to the AWOS system and GPS approach systems are already underway. These projects will complete the planned improvements related to the runway expansion. Additional items for consideration stem from both the survey and interviews with the tenants include longer lease terms, a multi-use agreement for airside operations, security enhancements, and a summary of operational capabilities for perspective clients.

A listing of possible short term capital projects includes the following:

- Expand grass landing strip (for gliders)
- Define parking and tie down areas for visiting pilots.
- Provide a secure vehicle parking area for deployed Thunderbird base staff.
- Internet for visiting pilots in the terminal.
- Better signage on the entry road (update).
- Signage with town information for visiting tourists and pilots.
- Courtesy car for visiting pilots (or taxi service)
- Increase purchase limit of fuel pumps.
- Establish customs service.

5.2 Longer Term Capital

AVRA has made a very strategic investment in the runway expansion. Over the long-term provision should be made of expansion of services including water, sewer and electrical. Some comments were gathered with respect to airside taxiway requirements which should also be considered. Many of the suggestions require partnership with other entities or significant capital.

A listing of longer term or partnership initiatives includes the following:

- Develop further lease lots for expansion. (Land Use plan)
- Develop a phased servicing plan for sewer, water and electricity
- Encourage development of a flying school and related facilities.
- Partnership or expansion of the terminal with a “view” restaurant.
- Establish a “camping” area for visiting pilots.
- Make taxiway improvements to promote separation of aircraft.
- Establish a District Fire Training Facility-Municipal and Forest.
- Establish turn around area at runway ends.
- Create an ancillary storage facility.
- Develop a mixed-use maintenance facility.

Alberni Valley Regional Airport Workshop #3

1

AVRA Workshop #3
2021-02-23

WORKSHOP REVIEW, ALTERNATIVE VISIONS, DRAFT MISSION, DRAFT STRATEGIC PLAN, CAPITAL PLAN

Agenda

- ▶ Review of Workshop #2
- ▶ Vision and Mission
- ▶ Strategic Plan
- ▶ Capital Plan

Workshop #2- Some Trends

- ▶ Build on tourism opportunities
- ▶ Recognize industrial strengths
- ▶ Celebrate current successes and employment
- ▶ Define the niche markets
- ▶ Sell Alberni Valley affordability
- ▶ Build on Partnerships-PAPA, Industry, First Nations

Use SWOT Analysis as a guide for the Strategic Plan

STRENGTHS

- 5000 ft. runway
- Anchor tenant
- Lights and Approaches
- Multiple tenants
- Growth

Opportunities

- Marketing
- Partnerships
- Committed local Government.
- Tourism
- Land availability

WEAKNESSES

- OLS-Limited Runway Expansion
- Short term leases
- Winter weather
- Distance from City
- Lack of identity

Threats

- Coulson Relocation
- Funding
- Citizen tax concerns
- Multiple use conflicts
- Competition

Vision and Mission Objectives

- ▶ Tenant Buy-in is Key
- ▶ Try for the Unique advantages
- ▶ Build on Strength
- ▶ Ownership by community
- ▶ Elevator Pitch
- ▶ Lead-in to stories

Section #2- Airport Vision Alternatives and Mission

FOR COMMITTEE DISCUSSION

Example Vision and Mission Statements

Nanaimo Airport

VISION:

“Your Island Gateway to the World”

MISSION:

“To provide safe, financially sustainable, friendly, high quality airport services and facilities that enhance economic prosperity and meet the needs of the communities we serve”

Boundary Bay Airport

VISION:

To be recognized as a high-quality general aviation airport and a valuable asset to the community.

MISSION:

The airport will serve as a reliever to YVR in support of aviation training schools, business aircraft, maintenance facilities, hangars, cargo operations and small domestic air carriers.

Example Vision and Mission Statements

Vancouver International Airport

Vision:

A world class sustainable hub airport

Mission:

Connecting British Columbia proudly to the world

Values:

Safety, Teamwork, Accountability and Innovation

Kelowna International Airport

Vision:

We are the best mid-size airport in North America

Mission:

Provide safe, secure, customer-friendly economical services and facilities that promote the Okanagan Region

Alberni Valley Regional Airport Vision Alternatives

- ▶ **VISION 1:** Vancouver Island's mid-island home for aerial firefighting, general aviation, and adventure.
- ▶ **VISION 2:** To become Vancouver Island's premier Industrial Airport supporting manufacturing, training, tourism, and world-class aerial firefighting expertise.
- ▶ **VISION 3:** AVRA-Open spaces, Industry Bases, Interesting Places

Alberni Valley Regional Airport Mission Statement (Draft)

10

AVRA Workshop #3
2021-02-23

MISSION: To support diversified aviation clients including, firefighting, manufacturing, maintenance, flight training, tourism, and cargo, through:

- Professional and safe facilities
- Strategic partnerships
- Alignment with the community, and
- Economic growth

Section #3- Strategic Plan- Aligned with District Plan

DRAFT FOR DISCUSSION

Strategic Focus #1-Economy and COVID 19 Recovery

Strategy	Objective	Action
1. Celebrate AWOS Completion	To ensure the community and flying public are aware of the new facilities.	Spring Advisory Committee Meeting at the airport to officially open the AWOS inviting local and Vancouver press.
2.Promote Flying School	To satisfy demand articulated in the airport survey indicating 30 interested comments.	Work with Warwick Patterson and others to encourage a flight training school.
3.Explore Extended lease Terms	To encourage investment in new hangars and maintenance facilities.	Create land use plan for the airport that includes a scenario analysis for subdivision, servicing and leasing. Explore options for lease and easement or through a subdivision plan to create an opportunity for up to 30-year leases.
4.Celebrate Airport Employment	To demonstrate to the community the economic impact of airport employment.	Arrange with Coulson Air as part of the tour for AWOS opening to document both the number of employees and the skills of the employees working at the airport. The airport has continued to provide excellent employment during COVID.

Strategic Focus #2-Communications and Engagement

Strategy	Objective	Action
1. Annual Airport Event	The survey suggested a “disconnect” with the community and an annual event such as an “airport day” should change perception.	Work with current tenants to support, encourage and expand the current airport day.
2.New client Marketing	To ensure new related industries are aware of the airport capabilities and opportunities.	A short brochure for airport capabilities could be developed for both the District web and for distribution specifically to the Military and Viking.
3.Advisory Committee	To promote connection with the surrounding communities, create and sustain the vision and strategic plan and promote tenant participation.	Set up an annual Zoom meeting between the Advisory committee and the tenants to stay connected and solicit ideas for development and business opportunities.

Strategic Focus #3-Infrastructure Management

Strategy	Objective	Action
1.Land Use Plan	To provide additional lease lots as the current lots are reaching capacity.	Develop plan for lands under the airport's jurisdiction that explores the types of uses required, lot sizes and configuration, servicing requirements and access. The land use plan can also evaluate different development scenarios.
2.Capital Plan	To develop an annual capital plan which will address both expansion and asset management needs.	Maintain an annual list which can be supported with a view to soliciting funds from both the Province and the Federal Government.
3.Servicing Plan	Current Power, Sewer and Water must be individually provided. The cost of servicing will likely delay this plan.	A preliminary phased servicing plan could be developed with the objective of accessing Federal Stimulus funds.

Strategic Focus #4-Emergency Management

Strategy	Objective	Action
1. Aerial Firefighting	To promote a natural strength of the airport and leverage both Coulson Air and the Thunderbird Base to become a forest fire training facility.	Partner with a local College and Ministry of Forests to ensure the central Island location is noted and provides an excellent staging and training area.
2. District Emergency Plan	To be part of evacuation and District Emergency Plans.	Participate in the District Emergency Planning process. The survey indicated emergency management as high importance. The vision can build on aerial firefighting, forest management, and medivacs.
3. Promote Medivacs	Boost awareness of medivac service to illustrate the many services at the airport. Make sure that the public is aware of the BC Ambulance Service and its activities at the airport	Maintain a log of medivacs to demonstrate the value of the extended runway as a service to the community and surrounding area.

Strategic Focus #5-Partnerships, Mutual Benefit, Alignments

Strategy	Objective	Action
1.Partner with First Nations	To ensure First Nation contributions are recognized including their participation in the Thunderbird Base firefighting initiatives.	As members of the Airport Advisory Committee there is an opportunity to explore both tourism and business opportunities and promote the culture and stewardship of the land. Coordinate land use planning efforts for airport related development.
2.Partner with Tourism Sector	To highlight the growing connection between the Alberni tourism area and air charter and private air access to the region and ensure that AVRA is part of the tourism marketing for the region.	Many residents wished to fly from the airport. With tourism partnerships, aerial fight tours, charter flights and smaller scheduled carriers could be encouraged.
3.Partner with Port Alberni Port Authority (PAPA)	To work with the Port on multi-modal transportation initiatives and share cargo and seafood courier opportunities.	Recognize that Port Alberni, the Port, Airport, and the Valley are a gateway to mid Vancouver Island. A 20-year view for development should be the objective. "We are all one"
4.Alignment with Province	To work with the Province to foster recognition of AVRA's central island locations and contribution to forest and firefighting management.	With a realignment from forestry to multiple industries the Province should be briefed on the airport strategic plan.

Section #4-Capital Plan Plan-Based on Survey and Tenant Interviews

DRAFT FOR DISCUSSION

Short Term Action		Responsibility / Partner
1	Expand grass landing strip (for gliders)	AVRA, Glider Club
2	Define parking and tie down areas	AVRA
3	Provide a secure vehicle parking area for deployed Thunderbird base staff.	AVRA, Ministry of Forests, Land, Natural Resource Operations and Rural Development
4	Internet for visiting pilots in the terminal.	AVRA
5	Better signage on the entry road (update).	AVRA
6	Signage with town information for visiting tourists and pilots.	AVRA, Visitor Centre, City of Port Alberni
7	Courtesy car for visiting pilots (or taxi service)	AVRA
8	Increase purchase limit of fuel pumps.	AVRA
9	Establish customs service.	AVRA, Canada Border Services Agency

Capital and Partnership Projects- Short Term

Capital and Partnership Projects- Long Term

Long Term Action		Responsibility / Partner
1	Develop further lease lots for expansion. (Land Use plan)	AVRA, ACRD
2	Develop a phased servicing plan for sewer, water and electricity	AVRA, ACRD
3	Encourage development of a flying school and related facilities.	AVRA, Tenants
4	Partnership or expansion of the terminal with a “view” restaurant.	AVRA, Restaurant
5	Establish a “camping” area for visiting pilots.	AVRA, Concession
6	Make taxiway improvements to promote separation of aircraft.	AVRA
7	Establish a District Fire Training Facility-Municipal and Forest.	AVRA, Ministry of Forests, Land, Natural Resource Operations and Rural Development
8	Establish turn around area at runway ends.	AVRA
9	Create an ancillary storage facility.	AVRA
10	Develop a mixed-use maintenance facility.	AVRA

Next Steps

- ▶ Consolidate Vision and Mission Discussion
- ▶ Finalize Strategic Plan
- ▶ Circulate Draft Report March 12th, 2021
- ▶ Final Report March 23rd, 2021