



**Alberni-Clayoquot Regional District
Alberni Valley Regional Airport Advisory Committee Meeting
Tuesday, February 16, 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/16-2-2021/>

Public Attendance: the public are welcome to attend the meeting via Zoom
Webinar by registering at:

https://portalberni.zoom.us/webinar/register/WN_t8DQCLHaTOOWgLOhqpAtuA

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 2, 2021. 3 – 6

*THAT the minutes of the Alberni Valley Regional Airport Advisory Committee meeting
held on February 2, 2021 be received.*

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. 7 - 38

- i. Comparison Airports and Airports 101
- ii. Airport SWOT Analysis

- iii. Alternative Airport Visions
- iv. Emerging Strategies

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

6. **UNFINISHED BUSINESS**

7. **LATE BUSINESS**

8. **ADJOURN**



Alberni-Clayoquot Regional District

MINUTES OF THE ALBERNI VALLEY REGIONAL AIRPORT ADVISORY COMMITTEE MEETING HELD ON TUESDAY, FEBRUARY 2, 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, ACRD Director, Councillor, City of Port Alberni
Penny Cote, ACRD Director, Electoral Area "D" (Sproat Lake)
Bob Kanngiesser, Member at Large, Alberni Valley
Ken Watts, Councillor, Tseshaht First Nation
Brandy Lauder, GIS/Councillor, Hupacasath First Nation
Dan Savard, Director, Alberni Valley Chamber of Commerce

REGRETS:

Shelley Crest, Port Alberni Port Authority
Wilfred Cootes, ACRD Director, Councillor, Uchucklesaht Tribe Government
Michael Hoff, Member at Large, Electoral Area "D" (Sproat Lake)

GUESTS:

Mark Duncan, AeroEdge Consulting Inc.
Andrew Cuthbert, Urban Systems Ltd.
Mike Hooper, TAK Consulting

STAFF PRESENT:

Douglas Holmes, Chief Administrative Officer
Wendy Thomson, General Manager of Administrative Services
Mark Fortune, Airport Manager
Jenny Brunn, General Manager of Community Services
Janice Hill, Executive Assistant

1. CALL TO ORDER

The CAO called the meeting to order at 1:31 pm.

The CAO recognized the meeting today is being held throughout the Nuu-chah-nulth Territories.

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

2. ELECTION OF CHAIRPERSON FOR 2021

ELECTION OF CHAIRPERSON FOR 2021

The General Manager of Administrative Services conducted the election for Chairperson of the Alberni Valley Regional Airport Advisory Committee for 2021. The General Manager of Administrative Services requested nominations three times.

The General Manager of Administrative Services declared Mike Ruttan to the position of Chairperson for 2021.

3. APPROVAL OF AGENDA

MOVED: R. Paulson

SECONDED: D. Savard

THAT the agenda be approved as circulated.

CARRIED

4. ADOPTION OF MINUTES

a. Alberni Valley Regional Airport Advisory Committee Minutes – December 2, 2020.

MOVED: P. Cote

SECONDED: B. Kanngiesser

THAT the minutes of the Alberni Valley Regional Airport Advisory Committee meeting held on December 2, 2020 be received.

CARRIED

5. PETITIONS, DELEGATIONS & PRESENTATIONS

6. REPORTS

a. Visioning and Strategic Plan for the Alberni Valley Regional Airport Workshop 1 – led by consultants Mark Duncan and Andrew Cuthbert.

1. **Background, Interview and Survey Results Report:** Mr. Duncan provided background information on the history of the Airport and its facilities, along with results from the interviews with the Airport's tenants, which were used to help develop the online survey.
2. **Engagement Results:** Mr. Cuthbert walked through the survey results. 644 participants engaged in the survey. 251 completed the survey. Most responses were from the Port Alberni area. Overall, emergency services were ranked as most important, followed by job creation, aircraft maintenance and charter services. The majority of the survey respondents supported some form of growth at the airport. 50% of survey responses viewed the airport as a valuable community asset and 35% believed there is potential.
3. **Tenant Suggestions:** Mr. Duncan reviewed the list of suggestions received from current AVRA Tenants.

4. Next Steps:

Workshop #2 – February 16th @ 2:00 pm
Workshop # 3 – February 23rd @ 2:00 pm
Final Report

MOVED: R. Paulson

SECONDED: P. Cote

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

CARRIED

b. Information Report – ACRD Draft Strategic Plan

MOVED: B. Kanngiesser

SECONDED: Director Cote

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

CARRIED

c. Request for Decision – Review – AVRA Advisory Committee Terms of Reference, 2021

MOVED: Director Cote

SECONDED: D. Savard

THAT the Alberni Valley Regional Airport Advisory Committee recommend that the Alberni-Clayoquot Regional District Board of Directors adopt the revised terms of reference for the Alberni Valley Regional Airport Advisory Committee for 2021.

CARRIED

7. UNFINISHED BUSINESS

8. LATE BUSINESS

9. ADJOURN

MOVED: R. Paulson

SECONDED: K. Watts

THAT the meeting be adjourned at 3:00 pm.

CARRIED

Certified Correct:

Mike Ruttan,
Chairperson

Wendy Thomson
GM of Administrative Services

Alberni Valley Regional Airport Background (Workshop #2) Visioning and Strategic Plan



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

Workshop 1.- 1:30 pm Feb 2nd, 2021 Background and Survey Results.

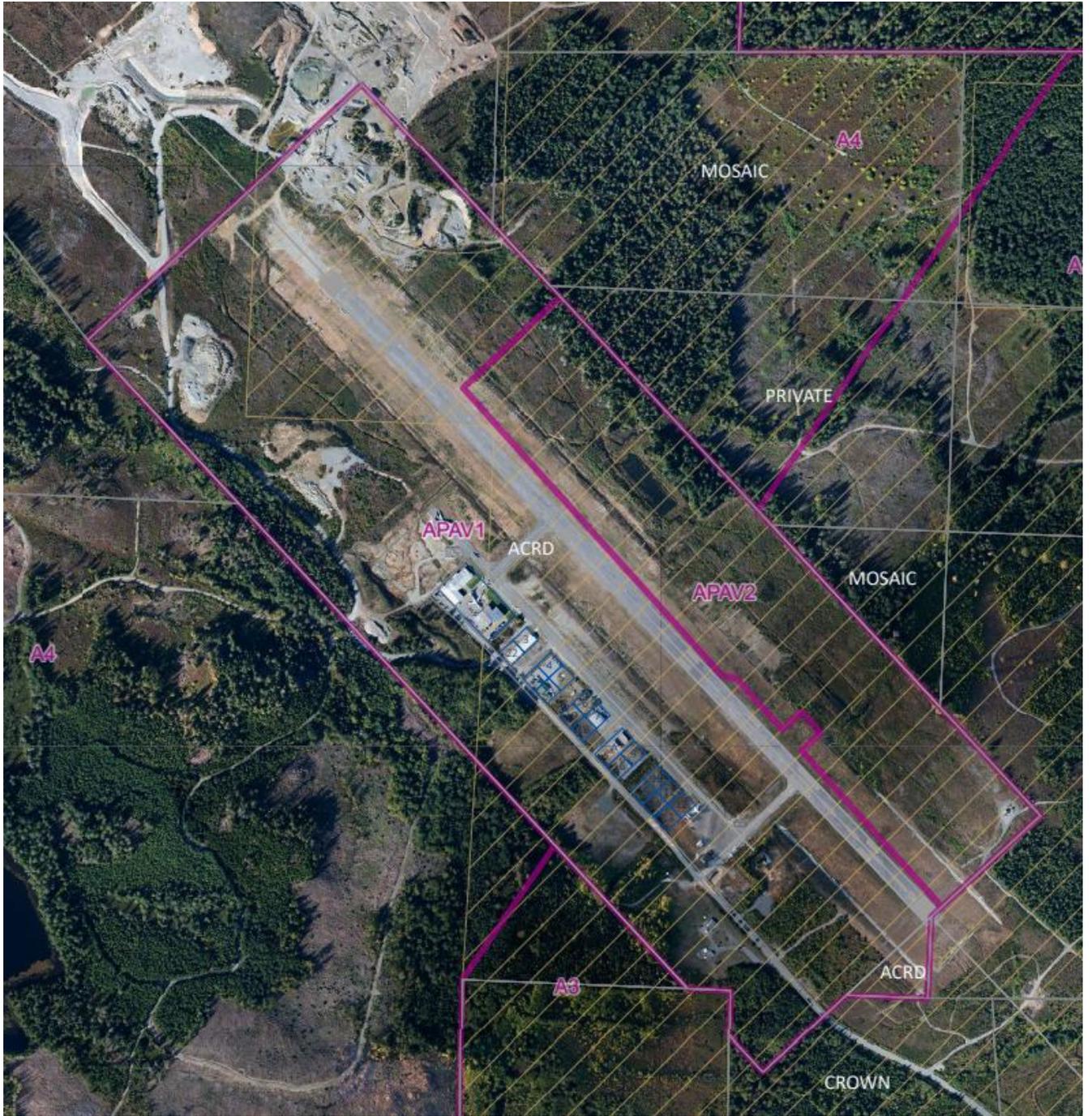
Workshop 2.- 1:30 pm Feb 16th, 2021 Comparison Airports, SWOT, Airport Successes and Failures, Vision Alternatives, Strategic Alternatives.

Workshop 3.-1:30 pm Feb 23rd, 2021 Vision Review, Strategic Priorities, Capital Plan, Strategic Plan.

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1 WORKSHOP 2: COMPARISON AIRPORTS, PRELIMINARY SWOT ANALYSIS, VISION ALTERNATIVES, EMERGING STRATEGIES

1.1 Nanaimo (YCD)

The Nanaimo Airport Commission assumed management and operation of the Nanaimo Airport (YCD) under a 30-year lease from Transport Canada in 1992. In 1996, the Commission was granted fee simple title to the Nanaimo Airport lands through the National Airports Policy transfer initiative.

The airport is located 18 km south of downtown Nanaimo and 10 km north of the Town of Ladysmith. YCD is currently utilized by three air carriers. YCD is certified in accordance with the Canadian Aviation Regulations. The YCD physical structure consists of one 6,602' x 150' runway, three associated taxiways and an apron fronting the air terminal. There is a NAV Canada flight service station and numerous tenant facilities located along taxiways. The passenger terminal has recently been upgraded with a \$14M expansion and the airports serves as a Customs Port of Entry for aircraft with up to 20 passengers.



Nanaimo Airport-6602 ft. x 150 ft. runway

1.2 Vanderhoof (CAU4)

The Vanderhoof Airport is located 6.5 km north of Vanderhoof by road and serves the community's aviation needs including charter flights, corporate flights, medivac airlifts and recreational flying opportunities. The airport is operated by the District of Vanderhoof. The airport is not equipped with a terminal, however, there is a "Club House" with internet and washrooms. The Airport has a 5,018' x 75' paved runway and two grass runways, one 5,200 feet and the other 3,200 feet in length.

The airport has a new hangar and maintenance facility operated by Guardian Aerospace with two active flying schools located on the field. Over the last 10 years the number of aircraft at the airport has increased from approximately five to over forty. The airport is supported by the Vanderhoof International Airshow Society who stage a large event every two years. The airshow draws international performers

including the Snowbirds and provides a good advertisement for both the airport and the community of Vanderhoof.



Vanderhoof- 5018 ft.x75 ft. paved runway

In 2017 the Vanderhoof Airport Development Society was created to advise the District of Vanderhoof and guide development at the airport. The airport has recently installed CCTV cameras to provide weather information to pilots.

In 2019 Vanderhoof airport received \$80,000 from the BCAAP to assist in funding an apron expansion.

1.3 Salmon Arm (CZAM)

Salmon Arm is operated by the City of Salmon Arm and is located approximately 4 kms from the city centre adjacent to the Salmon Arm golf course. The runway is 4261' x75' asphalt and is constrained for expansion by OLS requirements. The airport has Avgas and Jet fuel and can serve up to small Citation aircraft. Their development plan identifies congestion on the apron area and a need for a parallel taxiway.

The airport is certified for night operations, but all hazard lights must be in operation to permit night operations. The BC Forest Service heliport is located nearby. The airport has been named Shuswap Regional Airport. It is certified and must maintain a safety management system. The airport has an active flying club and have had numerous "airport appreciation days" with the last one occurring in 2018.

The airport is located one hour and 40 minutes from Kelowna and one hour and 20 minutes from Kamloops. Past discussions have occurred about direct air service to Salmon Arm but runway length and the frequency and convenience of both Kelowna and Kamloops flight schedules make the feasibility of starting a service risky.



Salmon Arm- 4261 ft. x 75 ft. paved runway

1.4 Summary Matrix

The following table illustrates some key factors of several representative airports. Please note that the “commute” time factor is approximate and is meant to represent the travel time to the nearest airport or city centre with scheduled passenger flights. The catchment population figures are based on the 2016 census and do not reflect the total population of surrounding areas.

Airport	Runway	Operator	Lights/Terminal	Commute	Catchment
Nanaimo	6602'x 150'	Commission	Yes/Yes	15 min	105,000
Vanderhoof	5018'x 75'	District	Yes/No	1-hour 15	4,500
Salmon Arm	4261'x 75'	City	Yes/Yes	1-hour 30	20,000
Vernon	3517'x 75'	City	Yes/No	30 min	40,000
Kamloops	8000'x 148'	Vantage Group (L)	Yes/Yes	15 min	100,000
Kelowna	8900'x 200'	City	Yes/Yes	15 min	142,000
Boundary Bay	5600'x 100'	Alpha Aviation (L)	Yes/Yes	20 min	160,000
Alberni Valley	5003'x 100'	District	Yes/Yes	1-hour 15	26,000

Note: Kamloops and Boundary Bay are owned by the City and operated under a lease agreement.

1.5 A Few Airport Observations

1. Airports are influenced by the surrounding population, weather, industry, catchment area and location. If you have seen one airport you have seen one airport (every airport is different).
2. B.C. has significantly more airports than other Provinces. As an example, Nova Scotia with a population of 1 million is served by two airports with scheduled traffic. Vancouver Island has 6.
3. Port Alberni has four airports with scheduled traffic all within a 2-hour travel time. Note that Comox airport operates on a Military Base which has both advantages and disadvantages, and Nanaimo enjoys the most central catchment area.
4. Salmon Arm has been represented as a close comparison to Alberni Valley with both Kamloops and Kelowna airport providing scheduled service within a 1.5 hour driving time.
5. Many smaller airports are constrained by OLS requirements under Transport Canada standards.

6. Revenue opportunities with General Aviation aircraft are limited.

All airports have a mix of attributes, roles, and customers. Airports do not conform to any one model and their development can be influenced by both the surrounding area, businesses, and strategic development. As an example, AVRA has already made major strides in attracting new business and tenants through the District’s investment in the runway expansion and lighting.

1.6 Preliminary SWOT Analysis

Based on the background and comparison airports the following is a preliminary summary of a SWOT analysis for Alberni Valley Regional Airport. The Committee will want to review and verify these assumptions as part of the workshop.

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 area • 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

1.7 Defining a Vision

The ideal vision and strategic plan for an airport will address both the culture and opportunities of the surrounding area as well as build on the existing strengths of the airport. The role of the airport within the context of competing and surrounding airports should also be considered. As outlined above airports serve multiple clients and are unique in their attributes.

1.8 Alternative Vision 1. Central Regional Hub (Example Kelowna)

Although the Alberni Valley is central to Vancouver Island the population is skewed toward the east coast and southern portions of the island. Nanaimo is more central when population distribution is considered. In addition, you will note that both Kelowna and Nanaimo have runway lengths of over 6000 ft. (for passenger jet traffic) and are adjacent to over 100,000-person catchment areas. AVRA has the full capability of serving smaller carriers including the Dash 400 but service in the immediate future will likely

be limited as both Nanaimo and Comox offer both competition and passenger service within a 1.5 hour driving time.

1.9 Alternative Vision 2. General Aviation or Tourism Airport (Example Salmon Arm/Tofino)

As mentioned above Salmon Arm serves as an interesting comparison for AVRA. Their runway is just over 4200 ft. and they have an active general aviation community including airport appreciation days and a flying club. The airport serves the Shuswap region and tourism areas. Companies have considered flight service to Salmon Arm but like AVRA there are two airports with scheduled service within one hour and 30 minutes. Runway expansion at Salmon Arm is constrained by OLS requirements.

Tofino fits the model of a tourism airport. The entrance of Pacific Coastal airlines into the market has brought improved reliability to Tofino and Ucluelet and both residents and visitors are increasingly using the airport as an alternative to the drive and ferry access to the lower mainland.

1.10 Alternative Vision 3. Industrial Working Airport (Example Renton Airport- Washington)

Renton Municipal Airport (12 miles South of Seattle) is home to the manufacturing plant for the Boeing 737s. The airport is owned by the City of Renton and is a general aviation airport which serves King County. It provides regional aviation services for air charter, air taxi, corporate, business, and recreational flyers.

The airport has one runway 5382'x 200' and all 737s take their maiden flight from that runway. As shown in the picture below the airport has numerous private aircraft based on the field. It also has a float plane location and can offer customs to both wheel and float plane aircraft.



1.11 Summary of Alternative Visions

Airport Type/Vision	Catchment	Location	Runway	Industry
Regional Hub	Generally, require pop over 100,000	Ideally close to City with limited noise impact	Prefer 6000 ft. and above with approaches	Mixed including retail and maintenance, hangars
Tourism/General Aviation	On island or extended driving time- not catchment dependent	Ideally located a short distance from tourism centre	3000-5000 ft. Runway length will dictate aircraft size	Ideally a sense of place with support from the tourism sector
Industrial/Maintenance	Require good shipping access with good working talent pool	Ideally tied to college or skills training-good housing	5000 ft. and above to service 737 and similar size aircraft	An aviation-based anchor tenant or aviation dependent industry

In summary Alberni Valley Regional Airport has many good attributes and the 5003 ft x 100 ft. runway and available land sets the airport up for expansion. The catchment population is limited however, and the tourism sector is still not recognized as a major driver. The flying club, the glider school, the new lot leases, and the expansion of Coulson Air are major success stories, and the airport should celebrate recent successes. The investment in the runway expansion has delivered positive results and the planned improvements to the OLS, AWOS and GPS approach systems will complement this success. The Vision, Mission and Role for the airport should recognize these successes.

1.12 Some Related Airport Success and “Still Waiting” Stories

1. Kelowna Flightcraft, now KF Aerospace started a small maintenance operation at Vernon Airport. A lack of expansion capability led to the relocation to Kelowna airport. They now employ over 1000 employees with maintenance, Armed Forces training, cargo operations and aircraft modifications based in Kelowna and Hamilton Ontario. The company is currently building a \$25M Centre of Excellence for Aviation based at the Kelowna Airport.
2. Abbotsford Airport has long been the primary base for Conair Aviation. Through a sale of land Cascade Air was developed and ultimately sold

<p>MISSION</p> <p>The KF Aerospace Centre for Excellence is a non-profit organization established as a legacy project by KF Founder, Barry Lapointe, to promote the aviation industry locally and nationally. Our mission is:</p> <ul style="list-style-type: none"> • to celebrate the people and history of our aviation community • to promote career development through education and training support, and • to advocate on behalf of the Canadian aerospace community

to IMP from Halifax. A focus on an Aerospace cluster has encouraged growth. Recently the airport has developed a low-cost strategy and eliminated all Airport Improvement Fees (AIFs). This has attracted low-cost carriers like Flair, Swoop, Rouge and Westjet allowing the airport to grow to over 1M passengers in 2019. A side effect was the creation of a bus hub at the airport.

3. Prince George Airport about 15 years ago adopted a strategy to attract cargo aircraft flying from the US to Asia. In 2009 they opened the 11,450 ft x 200ft runway and spent several years attempting to develop a northern logistics hub competing with Anchorage and Fairbanks on the great circle route. Although they have had several specialized visits the facility remains underutilized today.
4. Vanderhoof Airport has established a strong Airshow Committee in the town and through their bi-annual airshow they bring international recognition to their airport. They have expanded the number of aircraft based at the airport and most recently a hangar maintenance facility has been established.
5. In 2009 Nanaimo Airport extended their runway by 480 meters from approximately 5000 ft. to 6602 ft., installed improved lighting and approach aids and started marketing their airport as a mid-island hub. In 2019 they completed a \$14M terminal expansion and with Rouge service to Toronto achieved traffic of almost 500,000 passengers. They have been innovative in pursuing funding opportunities and have a strategic plan to continue growth.
6. Sandpoint Idaho is home to Quest Aerospace that designed and built the Kodiak utility aircraft. The founders of the company lived in the area and decided to use the attraction of Sandpoint to relocate engineers and trades people from Seattle. The company was purchased by Daher in 2019 but now have a world-wide marketing reach and have produced over 250 aircraft. The airport has a 5500 x 75ft. runway with 85 aircraft. Sandpoint has a population of approximately 10,000.
7. Boundary Bay Airport was reactivated with the objective of relocating flying training from YVR. Recently the two runways have been extended to 5600 ft. with the objective of attracting small carriers as well as business jets. Although some business jet traffic is starting (250 visits annually)

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.

the growth is delayed as the Massey Tunnel is still a perceived barrier to access. Alpha Aviation who operates the airport have worked with the City to lease some airport land for non-aviation related use. BC Fresh and Lowriders tire and specialty wheel shop are two examples. A portion of the land was also sold and is now the site of the Boundary Bay Industrial Park serving container activity from Delta Port.

1.13 Emerging Strategies

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 matrix outlines some preliminary strategies for discussion by the committee which have emerged from both the survey and tenant interviews.

Strategic Focus	Strategies	Objectives
Economy and COVID 19 Recovery	<ol style="list-style-type: none"> 1. Celebrate airport employment. 2. Promote flying school. 3. Develop lease lots. 4. Celebrate AWOS Completion 	The airport has continued to provide excellent employment during COVID. There is an opportunity to celebrate the GPS approach completion as well as current employment numbers.
Communications and Engagement	<ol style="list-style-type: none"> 1. Annual Airport Event 2. Media Briefings 3. Advisory Committee 	The survey suggested and “disconnect” with the community and an annual event such as an “airport day” may be possible.
Infrastructure Management	<ol style="list-style-type: none"> 1. Longer Leases 2. Land Use Plan 3. Capital Plan 4. Servicing Plan 	The airport is professionally managed and would benefit from a land use plan and capital plan as most of the airside lots have now been taken.
Emergency Management	<ol style="list-style-type: none"> 1. Promote Medivacs. 2. Aerial Fire Fighting 3. Part of District Emergency Plan 	The survey indicated emergency management as high importance. The vision can build on aerial firefighting, forest management, and medivacs.
Partnerships, Mutual Benefit, Alignment	<ol style="list-style-type: none"> 1. Partnership with Port and Tourism Sector 2. Educational Partnership with College 3. First Nations Tourism Partnership 	Many residents wished to fly from the airport. With tourism partnerships, aerial flight tours, charter flights and smaller scheduled carriers could be encouraged.

2 WORKSHOP 3: VISION REVIEW, STRATEGIC PRIORITIES, CAPITAL PLAN, STRATEGIC PLAN

Alberni Valley Regional Airport Workshop #2

1

AVRA Workshop #2
2021-02-16

COMPARISON AIRPORTS, SWOT, AIRPORT SUCCESSES AND FAILURES,
VISION ALTERNATIVES, EMERGING STRATEGIES

Section #1 Comparison Airports

VARIATIONS, CATCHMENT, AIRPORTS 101

Nanaimo Airport (YCD)

3

AVRA Workshop #2
2021-02-16

- ▶ Airport Commission
- ▶ Two Districts
- ▶ 3 Air Carriers
- ▶ Rapid Growth
- ▶ Good catchment area
- ▶ Flight Service Station
- ▶ Recent Terminal Expansion
- ▶ 6602 x 150 ft. Runway
- ▶ OLS challenges



Vanderhoof (CAU 4)

4

AVRA Workshop #2
2021-02-16

- ▶ District of Vanderhoof
- ▶ 6.5 km North
- ▶ 1 hr. 15 from Prince George
- ▶ Hangar and Maintenance
- ▶ “Club House”
- ▶ Flight School
- ▶ Vanderhoof Airshow Society
- ▶ 5018 x 75 ft. Runway
- ▶ Two grass strips



Salmon Arm (CZAM)

5

AVRA Workshop #2
2021-02-16

- ▶ City of Salmon Arm
- ▶ 4 kms from centre
- ▶ 1 hr and 20 from Kelowna/Kamloops
- ▶ Adjacent to Golf Course
- ▶ Shuswap Regional Airport
- ▶ “Airport Appreciation Days”
- ▶ 4261 x 75 ft. Runway
- ▶ OLS Restrictions
- ▶ Hazard lights



Summary Matrix Comparison Airports

Airport	Runway	Operator	Lights/Terminal	Commute	Catchment
Nanaimo	6602'x 150'	Commission	Yes/Yes	15 min	105,000
Vanderhoof	5018'x 75'	District	Yes/No	1-hour 15	4,500
Salmon Arm	4261'x 75'	City	Yes/Yes	1-hour 30	20,000
Vernon	3517'x 75'	City	Yes/No	30 min	40,000
Kamloops	8000'x 148'	Vantage Group (L)	Yes/Yes	15 min	100,000
Kelowna	8900'x 200'	City	Yes/Yes	15 min	142,000
Boundary Bay	5600'x 100'	Alpha Aviation (L)	Yes/Yes	20 min	160,000
Alberni Valley	5003'x 100'	District	Yes/Yes	1-hour 15	26,000

Airports 101

- ▶ Airports are influenced by surrounding population, catchment area and location
- ▶ Every Airport is unique
- ▶ OLS constraints are common
- ▶ BC Airports influenced by water and mountains
- ▶ Airport plans influence outcomes
- ▶ Community ownership and interest is vital

Section #2- Airport SWOT Analysis

FOR COMMITTEE DISCUSSION

Preliminary SWOT Analysis

STRENGTHS

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

WEAKNESSES

- OLS
- Limited runway expansion area
- Winter weather
- Distance from City
- Lack of identity

Opportunities

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

Threats

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

Section #3- Alternative Airport Visions

A FEW ALTERNATIVES, SUCCESSES AND FAILURES

Central Regional Airport Hub

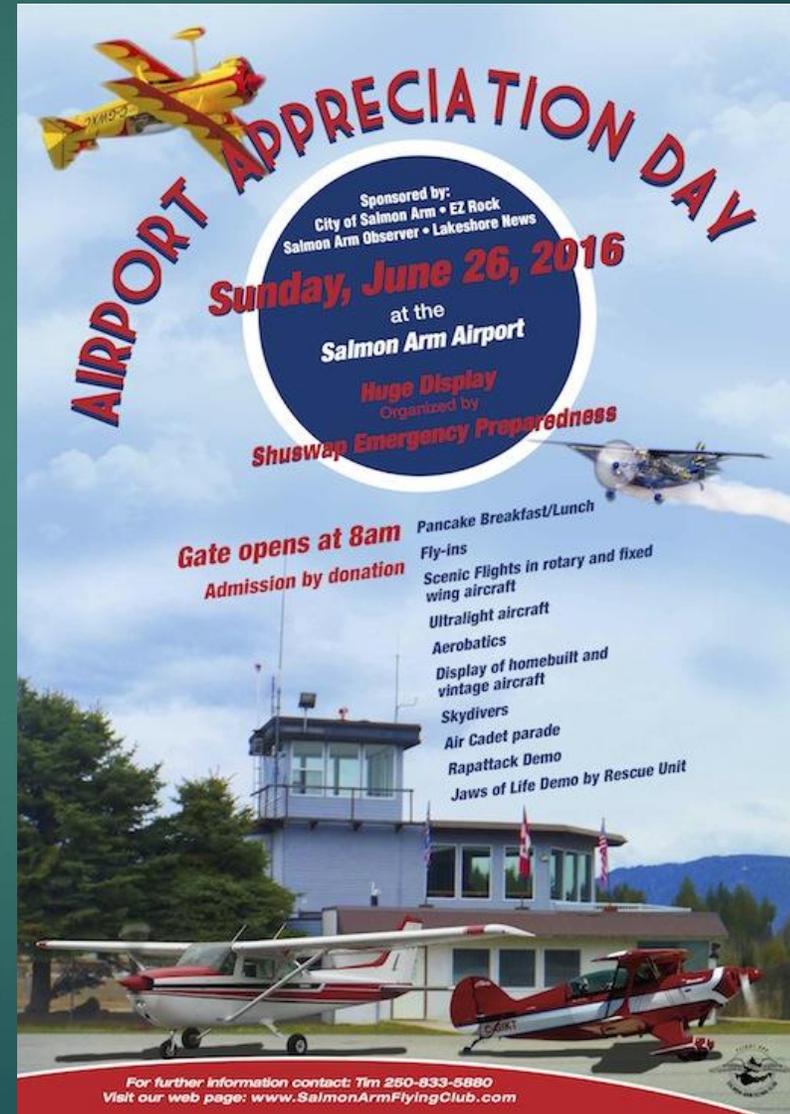
- ▶ Kelowna
- ▶ Population
- ▶ Catchment Area
- ▶ Likely over 6000 ft.
Runway
- ▶ Altitude, Approaches
- ▶ Terminal Building
- ▶ Customs



General Aviation Airport-Tourism

12

- ▶ Salmon Arm
- ▶ Boundary Bay (Satellite)
- ▶ 3000 to 5000 ft. runway
- ▶ Aviation enthusiasts
- ▶ Flight training
- ▶ Remote tourism



AIRPORT APPRECIATION DAY

Sponsored by:
City of Salmon Arm • EZ Rock
Salmon Arm Observer • Lakeshore News

Sunday, June 26, 2016
at the
Salmon Arm Airport

Huge Display
Organized by
Shuswap Emergency Preparedness

Gate opens at 8am Pancake Breakfast/Lunch
Admission by donation Fly-ins
Scenic Flights in rotary and fixed wing aircraft
Ultralight aircraft
Aerobatics
Display of homebuilt and vintage aircraft
Skydivers
Air Cadet parade
Rapattack Demo
Jaws of Life Demo by Rescue Unit

For further information contact: Tim 250-833-5880
Visit our web page: www.SalmonArmFlyingClub.com

AVRA Workshop #2
2021-02-16

Industrial Working Airport

13

AVRA Workshop #
2021-02-16

- ▶ Renton Airport-Washington
- ▶ 5382 ft. runway
- ▶ Manufacturing 737s
- ▶ General Aviation
- ▶ Close to Boeing Field
- ▶ Seattle Tacoma



Mixed Use Airport (All Airports)

14

- ▶ Lewiston Airport, Idaho
- ▶ Built up from small field
- ▶ FAA Funding
- ▶ Serviced Location
- ▶ Land Use Plan
- ▶ Aviation and Non-Aviation

Airport Business Park - Facility



Top Reasons To Relocate to Lewiston Airport Business Park:

- Brand new high capacity infrastructure including water, power and sewer
- 80+ acres are available for development
- Build to Suit
- All-weather Airport
- Runway lengths of 6,511 and 5,002 feet

Summary of Alternatives Parameters and Characteristics

Airport Type/Vision	Catchment	Location	Runway	Industry
Regional Hub	Generally, require pop over 100,000	Ideally close to City with limited noise impact	Prefer 6000 ft. and above with approaches	Mixed including retail and maintenance, hangars
Tourism/General Aviation	On island or extended driving time-not catchment dependent	Ideally located a short distance from tourism centre	3000-5000 ft. Runway length will dictate aircraft size	Ideally a sense of place with support from the tourism sector
Industrial/Maintenance	Require good shipping access with good working talent pool	Ideally tied to college or skills training-good housing	5000 ft. and above to service 737 and similar size aircraft	An aviation-based anchor tenant or aviation dependent industry

Lessons Learned

- ▶ Kelowna Flightcraft and Kelowna Airport (KF Aerospace)
- ▶ Abbotsford Airport (Conair and Low-cost Carriers)
- ▶ Prince George Airport (11,450 x 200 ft. Runway)
- ▶ Vanderhoof Airport (Airshow Committee)
- ▶ Nanaimo Airport (Runway Extension-Terminal Expansion)
- ▶ Sandpoint Airport (Quest Aviation-Kodiak)
- ▶ Boundary Bay Airport (Ground Access-Industrial)

Vision Discussion

- ▶ Constraints and Opportunities
- ▶ Leverage Success
- ▶ Sense of Place
- ▶ Combination of Initiatives
- ▶ Community Ownership

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Section #4 Emerging Strategies

ALBERNI-CLAYOQUOT REGIONAL DISTRICT (ACRD)

Emerging Strategies (Discussion)

Strategic Focus	Strategies	Objectives
Economy and COVID 19 Recovery	<ol style="list-style-type: none">1.Celebrate airport employment.2.Promote flying school.3.Develop lease lots.4.Celebrate AWOS Completion	The airport has continued to provide excellent employment during COVID. There is an opportunity to celebrate the GPS approach completion as well as current employment numbers.
Communications and Engagement	<ol style="list-style-type: none">1.Annual Airport Event2.Media Briefings3.Advisory Committee	The survey suggested and “disconnect” with the community and an annual event such as an “airport day” may be possible.

Emerging Strategies (Discussion)

<p>Infrastructure Management</p>	<ol style="list-style-type: none"> 1. Longer Leases 2. Land Use Plan 3. Capital Plan 4. Servicing Plan 	<p>The airport is professionally managed and would benefit from a land use plan and capital plan as most of the airside lots have now been taken.</p>
<p>Emergency Management</p>	<ol style="list-style-type: none"> 1. Promote Medivacs. 2. Aerial Fire Fighting 3. Part of District Emergency Plan 	<p>The survey indicated emergency management as high importance. The vision can build on aerial firefighting, forest management, and medivacs.</p>
<p>Partnerships, Mutual Benefit, Alignment</p>	<ol style="list-style-type: none"> 1. Partnership with Port and Tourism Sector 2. Educational Partnership with College 3. First Nations Tourism Partnership 	<p>Many residents wished to fly from the airport. With tourism partnerships, aerial flight tours, charter flights and smaller scheduled carriers could be encouraged.</p>

Next Steps

- ▶ Consolidate Vision Discussion
- ▶ Summarize Strategic Directions
- ▶ Identify Low Hanging Fruit
- ▶ Medium and Long Range Initiatives
- ▶ Workshop #3, Feb 23rd, 1330