



**Alberni-Clayoquot Regional District
Alberni Valley Regional Airport Advisory Committee Meeting
Tuesday, March 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/23-3-2021/>**

Public Attendance: the public are welcome to attend the meeting via
Zoom Webinar by registering at:
https://portalberni.zoom.us/webinar/register/WN_0hDnsxa5QU6wE-ZNt3wM6g

AGENDA

		PAGE #
1.	<u>CALL TO ORDER</u> Recognition of Territories. Notice to attendees and delegates that this meeting is being recorded and livestreamed to YouTube on the Regional District Website.	
2.	<u>APPROVAL OF AGENDA</u> <i>(motion to approve, including late items requires 2/3 majority vote)</i>	
3.	<u>MINUTES</u> a. Alberni Valley Regional Airport Advisory Committee Meeting – February 23, 2021.	3 - 5
	<i>THAT the minutes of the Alberni Valley Regional Airport Advisory Committee meeting held on February 23, 2021 be adopted.</i>	
4.	<u>REPORTS</u> a. Draft - Visioning and Strategic Plan for the Alberni Valley Regional Airport	6 - 102
	<i>THAT the Alberni Valley Regional Airport Advisory Committee receive the report.</i>	

103 - 116

b. AVRA Strategic Plan Final Report - led by consultants Mark Duncan and Andrew Cuthbert

THAT the Alberni Valley Regional Airport Advisory Committee receive the final 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 23, 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

Dan Savard, AV Chamber of Commerce

Brandy Lauder, Councillor, Hupacasath First Nation

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

Wilfred Cootes, ACRD Director, Councillor, Uchucklesaht Tribe Government

REGRETS:

Shelley Crest, Port Alberni Port Authority

GUESTS:

Mark Duncan, AeroEdge Consulting Inc.

Andrew Cuthbert, Urban Systems Ltd.

Mike Hooper, TAK Consulting

Pat Deakin, Economic Development Officer, City of Port Alberni

Dave McCormick, Port Alberni Port Authority

STAFF PRESENT:

Douglas Holmes, Chief Administrative Officer

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/23-2-2021/>

1. CALL TO ORDER

The Chairperson called the meeting to order at 1:31 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.

2. APPROVAL OF AGENDA

MOVED: P. Cote
SECONDED: R. Paulson

THAT the agenda be approved as circulated.

CARRIED

3. ADOPTION OF MINUTES

- a. **Alberni Valley Regional Airport Advisory Committee Minutes – February 16, 2021**

MOVED: P. Cote
SECONDED: R. Paulson

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

CARRIED

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.**

Consultants Mark Duncan and Andrew Cuthbert provided a presentation which included suggestions for vision and mission statements, a draft strategic plan and a capital plan. The committee provided feedback on the topics, which the consultants will consider when finalizing recommendations for the strategic plan. A draft report will be circulated to the committee on March 12, 2021 and the final report is scheduled to be presented on March 23, 2021.

MOVED: D. Savard
SECONDED: P. Cote

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

CARRIED

Wilfred Cootes left the meeting at 2:40 pm.

5. LATE BUSINESS

6. QUESTION PERIOD

Questions/Comments from the public attending the meeting via Zoom webinar. The Executive Assistant advised there was one question received from the public regarding AVRA Advisory committee membership.

7. ADJOURN

MOVED: P. Cote

SECONDED: D. Savard

THAT the meeting be adjourned at 3:04 pm.

CARRIED

Certified Correct:

Mike Ruttan,
Chairperson

Douglas Holmes,
CAO

VISIONING AND STRATEGIC PLAN

ALBERNI VALLEY REGIONAL AIRPORT



Alberni-Clayoquot
Regional District

**PREPARED FOR:
ALBERNI – CLAYOQUOT REGIONAL DISTRICT**

March 12, 2021 | FILE: 1111.0002.01

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Date: March 12, 2021

Urban Systems Reference: 1111.0002.01

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CONTENTS

1.0	Executive Summary	1
2.0	Purpose Of The Plan	7
3.0	Context	10
4.0	Airport Trends.....	16
5.0	Engagement.....	23
6.0	Analysis.....	26
7.0	Strategic Plan.....	33
8.0	Closing	40

APPENDICES

Appendix A – AVRA Community Survey Results

1.0 EXECUTIVE SUMMARY

The Alberni-Clayoquot Regional District operates the Alberni Valley Regional Airport (AVRA), which opened in 1993. The airport serves Port Alberni and the surrounding area and is an important community asset supporting the forest industry, wildfire suppression, medical evacuation, and general aviation activities. Urban Systems and AeroEdge Consulting were engaged in the fall of 2020 to work with the AVRA Advisory Committee to establish a future vision and strategic plan for the airport. This plan aims to identify the best economic and community development use of the airport and guide future development. A clear vision and strategic plan for the airport will support the marketing of the airport, ensure optimal utilization, and assist with grant applications for future development.

1.1 Background

The Alberni Valley Regional Airport (AVRA) is a well-laid-out facility with a runway length of 5003 ft. X 100 ft., LED lighting, RNAV approaches and an aviation weather station (AWOS). The airport is a registered airport published in the Transport Canada Flight Supplement under the classification CBS8 and is located approximately 15 kilometres from the City of Port Alberni. In the Canadian context, AVRA would be considered a well-equipped mid-size airport. The airport land was transferred to the Regional District by Provincial Crown Grant and is governed by a land use policy for airports administered by the Ministry of Forests and Lands. This land use policy restricts land use to aviation and ancillary uses.

The airport currently has 15 separate aviation tenants with an active flying club and glider club. The largest tenant, Coulson Air, employs approximately 70 to 100 aviation engineers and technicians supporting a global aerial firefighting business. This employment contributes significantly to the economic base of the community. Recent interest in the airport has resulted in all current aviation lots now being leased. Several new tenants have indicated they enjoy the new facilities at AVRA, and some are relocating from more congested airports in the lower mainland. The relative affordability of housing and cost of living is also an attraction to the area.

The Alberni Valley population is listed at approximately 26,000 in the 2016 census while the population in the Nanaimo and Comox Valley areas, are 150,000 and 95,000, respectively. Both Nanaimo and Comox enjoy scheduled service, while AVRA has had scheduled service in the past but now has charter traffic and a more recent influx of private jet traffic. AVRA also serves the Tseshaht and Hupacasath First Nations, and these communities have a long connection with the land in the area. First Nations helped create the current Thunderbird Wildfire Base located on the airport, which continues to provide a central dispatch location to island fires and other locations in the Province.

1.2 Challenges

In 2020 major airports in Canada have experienced and an average drop of 72% in passenger traffic due to COVID restrictions. Overall, aircraft movements at major airports have dropped by 31%, according to Stats Canada. On another note, movements for general aviation and cargo aircraft tended to remain the same or grow. As an example, Boundary Bay Airport, with five flight schools, only lost 15% of its movements and became the busiest airport in Canada, beating out Toronto International. One of the challenges of this vision and strategic plan is to take advantage of natural strengths to grow the airport in a post COVID world.

One of the frequently noted responses to the survey conducted for this study was a desire to see scheduled traffic at AVRA. As shown in the analysis of similar airports it is challenging to establish scheduled service in

areas with less than 100,000 population unless the airport is remote (on an island) or has a specific tourism draw. Both Nanaimo and Comox provide convenient connections within a 90-minute drive. However, AVRA has excellent facilities for charter and private aircraft, and small carrier scheduled service should be encouraged going forward.

As with many airports, AVRA has challenges maintaining obstacle limit clearance requirements for approaches due to the surrounding topography and vegetation. This would make further runway expansion exceedingly expensive. This does impose a limit on aircraft size and airline size, but the current 5003 ft. runway is perfectly adequate for medium to large aerial firefighting aircraft and over 95% of general aviation and charter aircraft. The challenge for the Committee and this study is to identify the niche markets that will allow the current airport to thrive.

1.3 Opportunities

The survey conducted for this study identified significant interest in advancing the economic development of the airport. Numerous ideas emerged, including shipping time-sensitive seafood, establishing a distribution centre, partnering with tourism operators, creating a flying school, marketing the valley affordability, and further developing the industry base ancillary to Coulson Air, including aircraft painting, maintenance and courier service.

Viking Air from Victoria has used the airport facilities for flight testing, and the Military has used the airport for training. These entities, as well as others, could be encouraged to establish facilities on the airport. There may be a possibility of partnering with local colleges or training organizations to make AVRA a centre for wildfire and aerial suppression training and take advantage of the central Vancouver Island location.

The survey also exposed a "disconnect" between the airport and Alberni valley citizens. One of the main concerns was the cancellation of the annual drag racing event. This cancellation was required to comply with crown grant restrictions. There is an opportunity to increase the transparency of airport operations and celebrate the increase in traffic and employment directly attributed to the recent runway expansion. The Regional District could support the current annual "airport day" event put on by the local flying club and publish a list of current tenants at the airport on the Regional District website. Interviews with the current tenants at the airport pointed to a positive outlook and support for the Advisory Committee initiatives.

1.4 Vision and Mission

Although COVID-19 has significantly damaged the airline industry, AVRA can build its niche markets and celebrate success. The airport already is a business incubator for the Alberni Valley with current employment of between 70 and 100 aviation technicians and pilots. The airport provides air access to the valley for the forest industry, tourism, and emergency response. AVRA is a well-kept secret from a tourism perspective and has an opportunity to grow partnerships with the tourism sector, First Nations, and businesses in the Alberni Valley.

The vision must grow on the strengths of the airport but also recognize the constraints. Committee discussion focused on the obvious industrial advantages and recognized the opportunity to grow in the tourism, training, and niche areas. The resulting Vision and Mission are built on this analysis.

Focusing on the industrial aspect of airport operations signals to the aviation community that the airport is "open for business." By engaging tenants at the airport and meeting their needs efficiently and effectively, they become ambassadors for the airport and spread its advantages to the broader aviation community. By advertising a clear mission and vision, the Alberni community and surrounding area will have a better understanding of the airport's role and its contribution to the economy. As a connected airport the facility can emulate the Regional District motto, "we are all one."

Alberni Valley Regional Airport

VISION:

"Vancouver Island's premier industrial airport serving business, tourism, and aviation needs".

MISSION:

To support diversified aviation clients including, firefighting, manufacturing, maintenance, flight training, tourism, flight charters, small air carriers and cargo, through:

- Professional and safe facilities
- Strategic partnerships
- Alignment with the community, and
- Economic growth in the Alberni Valley region.

1.5 Strategic Plan

The strategic plan for the airport has been designed to follow the strategic focus areas established for the Alberni-Clayoquot Regional District (ACRD). The following is a summary of the full strategic plan contained in the report. It outlines the high-level strategic focus areas and the strategic initiatives under each focus area. The full plan in the report has a further description of the expected action and responsible key partners for implementation.

Focus Area (ACRD)	Airport Strategic Initiatives	Objectives
1.The Economy and COVID -19 Recovery To maintain stability and confidence in the local economy.	1. Celebrate AWOS Completion	To ensure the community and flying public are aware of the new facilities.
	2.Promote Flying School	To satisfy demand articulated in the airport survey indicating 30 interested comments.
	3.Explore extended lease terms	To encourage investment in new hangars and maintenance facilities.
	4.Celebrate Airport Employment	To demonstrate to the community the economic impact of airport employment.
2.Communication and Engagement with Communities To enhance communication with citizens, align communication with strategic objectives and be proactive in engaging the public.	1. Annual Airport Event	The survey suggested a "disconnect" with the community and an annual event such as an "airport day" should change perception.
	2.New client Marketing	To ensure new related industries are aware of the airport capabilities and opportunities.
	3.Advisory Committee	To promote connection with the surrounding communities, create and sustain the vision and strategic plan and promote tenant participation.
3.Management of New and existing Infrastructure To maintain high levels of service and mitigate future costs.	1.Land Use Plan	To provide additional lease lots as the current lots are reaching capacity.
	2.Capital Plan	To develop an annual capital plan which will address both expansion and asset management needs.
	3.Servicing Plan	Current Power, Sewer and Water must be individually provided. The cost of servicing will likely delay this plan.

Focus Area (ACRD)	Airport Strategic Initiative	Objective
<p>4. Emergency Management</p> <p>To adequately prepare for emergencies and coordinating emergency planning and response activities.</p>	1. Aerial and Wildfire Firefighting	To promote the airport's natural strengths and leverage Coulson Air and the Thunderbird Base to become a forest fire training facility.
	2. Regional District Emergency Plan	To be part of evacuation and Regional District Emergency Plans.
	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 B.C. Ambulance Service and its activities at the airport.
<p>5. Partnerships and Alignment</p> <p>To achieve mutual benefits from partnering with First Nations, local Government, and community partners, sharing and leveraging resources and aligning to common goals.</p>	1. Partner with First Nations	To ensure First Nation contributions are recognized, including their participation in the Thunderbird Base firefighting initiatives.
	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.
	3. Partner with Port	To work with the Port on multi-modal transportation initiatives and share cargo and seafood courier opportunities.
	4. Alignment with Province	To work with the Province to foster recognition of AVRA's central island location and contribution to forest and firefighting management.

1.6 The Future

With an established vision and mission supporting industrial and general aviation as well as growing tourism opportunities, AVRA will continue as an important asset to the Alberni Valley. By staying the course, providing available land for development, and offering longer leases, AVRA will become known for opportunity and aviation innovation. The airport can develop an "open for business" theme to attract tourism and aviation businesses from both the lower mainland airports and other congested airports.

In the longer term, AVRA can pursue niche markets. It is already known for wildfire fighting expertise and can serve diverse aviation operations from gliders to 737s. The airport can market its wide-open spaces for both flight training and testing of aircraft. With the introduction of electric aircraft, AVRA may be able to carve out an opportunity to host a production facility to take advantage of the manufacturing expertise that already exists in the valley. This could lead to a "cluster" of aeronautical businesses located in one of the most pristine areas of the Province.

Finally, the current airport is already displaying growth, and this plan will reinforce this growth and provide a stable platform flying into the future.

DRAFT

2.0 PURPOSE OF THE PLAN

2.1 Introduction

The Regional District of Alberni-Clayoquot has established an Airport Advisory Committee to oversee the airport's development and establish both a Vision and a Strategic Plan that will move the Alberni Valley Regional Airport (AVRA) into a leadership role.

This document includes the results of three virtual workshops with the Airport Advisory Committee to formalize the vision and provide input to the Strategic Plan.

The key tasks of the Committee workshops were to create a development plan for the airport by examining constraints and opportunities, reviewing similar airports, completing a SWOT analysis, considering alternative scenarios, and generating a vision and related strategic priorities.

The project team has summarized this work into a vision and strategic plan, which provides a clear framework for development and positions the airport as an economic driver for the region. The underlying objectives of the strategic plan are to foster support by the community, the Regional District, local First Nations, Provincial and Federal Governments, and aviation and private sector investors.

2.1.1 Alberni Valley Regional Airport

The Alberni Valley Regional Airport (AVRA) was established in 1993, and the Regional District has recently extended the runway to 5003 ft. and installed runway and approach lighting. In July 2020, new Area Navigation (RNAV) arrival and approach procedures were established and published in the Canada Flight Supplement. Some additional work is underway to improve approach altitude limits and complete a weather station installation, but the airport is fully capable of serving medium-size aircraft, including 737s and fire suppression aircraft used by Coulson Air (a major tenant on the airport). The airport has multiple tenants with both general aviation and glider operations. There has been recent interest in the airport through new lot and hangar development activity.



Figure 1 AVRA Terminal

2.1.2 Governance and Administration

The Alberni Valley Regional Airport has a relatively short history compared with many B.C. airports. Many, including Tofino, were constructed during the second world war and often rely on the same infrastructure built at that time. The Regional District operates the airport directly with Regional staff, and the airport provides a housing location for two caretakers on airport property. The AVRA is a sister airport to Tofino and shares management, expertise, and staff between the airports. The governance of the airport is not unique as many B.C. airports are operated directly by Regional Districts or municipalities and their staff. Similarly,

many airports in B.C. have established advisory committees or user groups to assist in the development of their airports.

The airport lands were transferred in "fee simple" to the Regional District from the Province of British Columbia by way of a Crown Grant in 1991. The airport was opened in 1993 with a 3952' x 75' runway which has now been expanded to a 5003' x 100' runway. Funding for the runway expansion was established through the Airport Runway Loan Authorization Bylaw F1120, 2015, for \$6,000,000 over 30 years. Grants have also been received for airport lighting and weather station improvements.

As with most small airports, many administrative and financial services are provided directly by the Alberni-Clayoquot Regional District.

2.2 Alberni Valley Regional Airport Advisory Committee

The AVRA Advisory Committee has a significant membership with good representation across the Alberni Valley. It provides advice to a standing committee of the ACRD, the Alberni Valley & Bamfield Services Committee (AVBSC). The objective, scope of work and membership is outlined as follows:

Objective

The Committee reviews, reports, and advises the AVBSC on matters concerning the long-term development of the Airport.

Scope of Work

To achieve this objective, the Committee will review and advise the AVBSC and Board on the following:

- a) Promoting and marketing the Airport
- b) Encouraging the development of improved air services to the region
- c) Review and make recommendations on identified Airport matters as requested by the AVBSC
- d) Gather and provide community input with respect to Airport plans and activities impacting the community
- e) Review and provide input on issues impacting the Airport and Airport lands
- f) Advise on matters relating to Airport services such as development planning, economic development, operations, maintenance, and safety.

All Committee deliberations and recommendations to the AVBSC and Board will be guided by the ACRD's Strategic Plan.

Membership

In order to provide representation from all areas served by the Airport, as well as business and community interests, membership of the Committee is as follows:

- a) One (1) member nominated from the Tseshaht First Nation
- b) One (1) member nominated from the Hupacasath First Nation

- c) One (1) member nominated from the Alberni Valley Chamber of Commerce
- d) One (1) member nominated from the Port Alberni Port Authority
- e) Two (2) members at-large representing the business community in the Alberni Valley nominated by the AVBSC
- f) One (1) member at-large representing Electoral Area "D" (Sproat Lake) nominated by the AVBSC
- g) One (1) ACRD Director from the City of Port Alberni nominated by the AVBSC
- h) One (1) ACRD Director from the Alberni Valley Electoral Areas (Beaufort, Sproat Lake, Beaver Creek, Cherry Creek) nominated by the AVBSC
- i) The ACRD Director (1) from the Uchucklesaht Tribe Government

2.3 The Approach

The AVRA Advisory Committee originally envisioned an in-person workshop to develop both a vision and strategic plan. During the kick-off meeting, the approach was changed to accommodate COVID restrictions. A series of three virtual workshops were facilitated with supporting materials and presentations forwarded prior to each meeting. This allowed for a series of discussions and review of background material, survey results and various vision alternatives before each session.

The survey was broadened to include the community at large and was very well subscribed. The survey provided answers the pre-established questions as well as allowing open end comments which produced significant ideas and input to the analysis. In addition, each of the current tenants was interviewed by telephone to gather their ideas and suggestions. The tenants were supportive of the visioning and strategic plan initiative and offered comments freely.

Several alternative airports were examined to gather comparisons and information for business development. These airports comparisons and business models served as a basis to develop an alternative vision and strategic plan scenarios. The AVRA Advisory Committee reviewed this information during the three separate virtual workshops to decide on the best path forward.

3.0 CONTEXT

3.1 Alberni Valley

3.1.1 Population and Catchment Area

Alberni Valley Regional Airport is part of central Vancouver Island with a population of approximately 220,000 according to the latest 2016 census. The Alberni Valley region contains about 26,000 residents, while most of the central Vancouver Island population is in the Nanaimo and Comox areas. Port Alberni is situated approximately one hour and 15 minutes driving time from Nanaimo airport and an hour and forty minutes from Comox Airport. Airports traditionally define their "catchment" area in terms of travel time to the airport using a one or two-hour commute time.

Rank	Metropolitan Area	Population (2016 Census)	Core City
1	Greater Victoria	367,770	Victoria
2	Greater Nanaimo	104,936	Nanaimo
3	Comox Valley	54,157	Courtenay
4	Cowichan Valley	44,451	Duncan
5	Campbell River	37,861	Campbell River
6	Oceanside (Parksville – Qualicum Beach)	28,922	Parksville
7	Alberni Valley	25,112	Port Alberni

Table 1 Vancouver Island Population 2016 Census-Statistic Canada

3.1.2 Location and Competition

Both Nanaimo and Comox have air carrier service with 480,000 and 435,000 passengers respectively in 2019. We can expect a significant drop in passengers in 2020, and it may take some time to rebuild flight service in 2021-22.

Location and catchment area play a significant role in individual airports attracting passenger traffic, and the chart below demonstrates the population distribution in central Vancouver Island. Nanaimo can lay claim to the Nanaimo, Cowichan Valley and Oceanside areas with a population of 175,000, while Comox and Campbell River area comprise 95,000 residents. The Vancouver Island population is located primarily on the east coast of Vancouver Island. The weather also plays a significant factor in the growth of the Nanaimo and Comox airports. As a comparison, Nova Scotia has a similar population to Vancouver Island, with only Halifax and Sydney serving passenger traffic. Yarmouth, which had scheduled service until the early 1990s, is located just over 3 hours from the Halifax airport. Vancouver Island currently has six airports serving passenger traffic, including Port Hardy, Campbell River, Comox, Nanaimo, Victoria, and Tofino. Although there has been an increase in "point to point" air travel in Canada and the U.S. with smaller aircraft and new "low cost" carriers, they still need a significant catchment area. Vancouver Island is expected to continue to support multiple airports as well as specialty charter and air carriers.

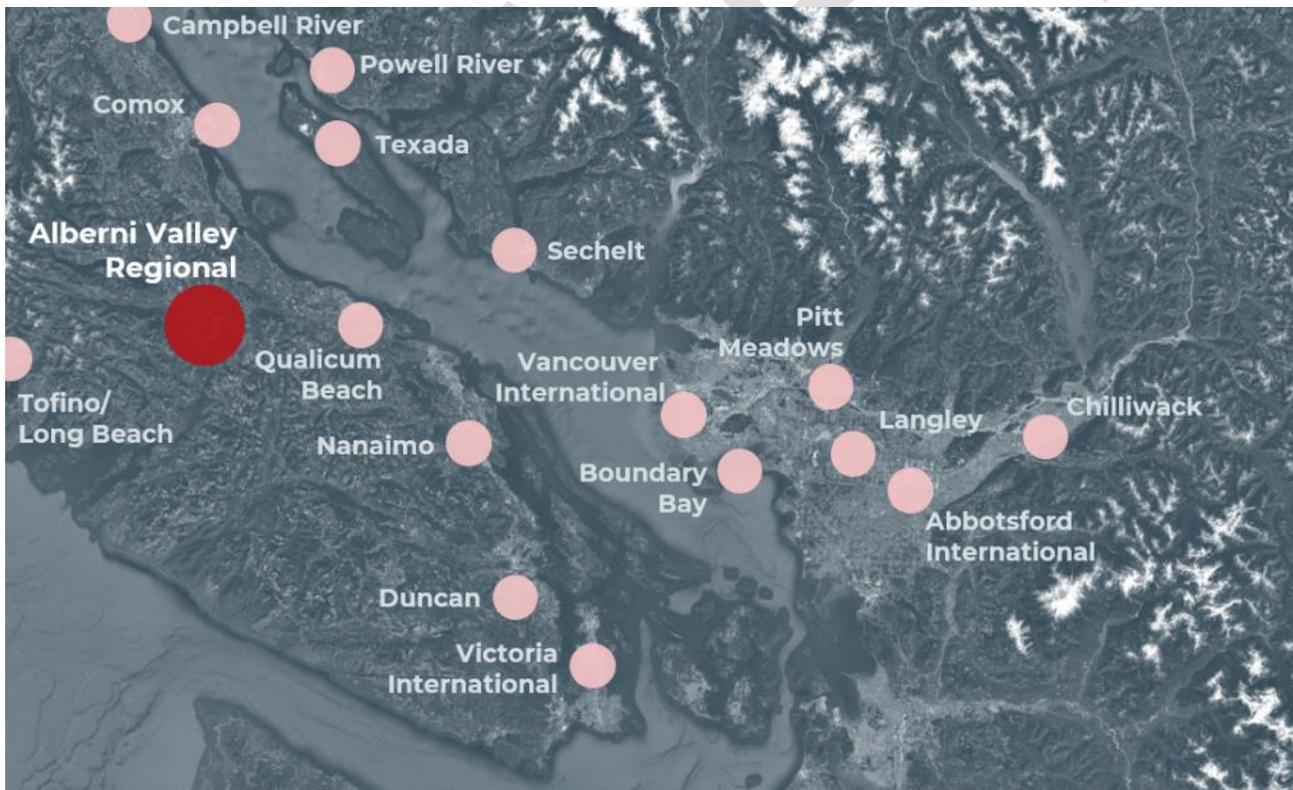


Figure 2 Airports in the vicinity of Alberni Valley Regional Airport

3.1.3 Regional Industry and Tourism

The Tseshaht and Hupacasath First Nations have inhabited the Alberni Valley for generations and provide a foundation for the area's culture and history. The City of Port Alberni can trace its history back to safe port and mill operations as far back as 1860 and before. The valley has had a varied economic history based on the fortunes of the logging industry, but the economy is diversifying into manufacturing, tourism, aeronautical and technology areas.

The Coulson Group, situated at the airport, is a major employer in the region with 70 to 100 employees working at the airport. Port Alberni is also a deep-water port serving primarily the forest sector responsible for generating approximately 900 full-time jobs in the region. It is interesting to note the Vision and Mission for each of these organizations.

The area has growing tourism visits and is the land route to the West Coast, including Tofino and Ucluelet. The corridor was once considered the "Surf Highway of Canada," but this title did not stick. With an increased length of the runway, there have been several private aircraft and charter flights visit the airport to access private residences and fishing charters. The tourism benefits of the valley remain "hidden" from the mainstream lower mainland population.

Coulson Air

Vision: To become the world's most trusted Aerial Fire Fighting company, with a keen eye on professionalism, safety, and innovation.

Mission: Protecting our world from forest fires.

Port Authority Port Alberni

Vision: To be a thriving and diversified international port.

Mission: To be an economic driver that facilitates maritime trade and marine commerce by providing professional service that respects the environment, the community and the port users

3.2 Alberni Valley Regional Airport

3.2.1 Alberni Valley Regional Airport Facilities (CBS8)

CBS8 is the Transport Canada designation for the airport, while AVRA is used as a short form for the Alberni Valley Regional Airport. CBS8 has a 5003 ft by 100 ft paved runway and an LED lighting system with two PAPIs (Precision Approach Path Indicators). The airport is currently making investments to improve the Obstacle Limitation Surfaces (OLS), including moving the road access to the gravel operations. The airport is at 247 ft elevation with a northwest-southeast orientation for runway 12-30. It is located approximately 15 kilometres from the City of Port Alberni. The airport is registered with Transport Canada with facility information published in the Canada Flight Supplement.

CBS8 is a partner airport with Tofino Airport (CYAZ), and with the extended runway can now serve as a reliever to Tofino on fog days. The expansion of the runway to 5003 ft. puts CBS8 into a category to serve larger general aviation aircraft, and the airport has already seen an increase in charter and private aircraft visiting the airport.



Figure 3 Alberni Valley Regional Airport

3.2.2 Air Navigation

Alberni Valley Regional Airport (AVRA) is uncontrolled, and aircraft announce their intentions on frequency 123.0. Flight planning is through the Kamloops Flight Service Station operated by Nav Canada through a toll-free number. AVRA has recently installed both arrival and departure RNAV procedures. The arrival procedures are restricted, meaning the user must be qualified as an air carrier or commercial operator. The KAVTU and TUKES ONE departure procedures are published for all operators.



Figure 4 Alberni Valley Regional Airport

3.2.3 Business and Tenants

The airport has 16 primary tenants, with a growing number of new leases occurring over the summer months of 2020. Both the Flying Club and Number One Hangar group have multiple tenants and the Gliding Club also has multiple members. There are approximately 20 to 30 aircraft situated on the airport at any one time. The airport sells both Jet A and aviation fuel. Coulson Air is the major anchor tenant and does firefighting conversions at the airport for 737s, Hercules aircraft and helicopters.

3.2.4 Economic Impact

The Business Case for the runway extension completed by Operations Economic Inc. in 2015 estimated a total economic impact of the extension at \$8,400,000 based on the multiplier effect of the aerospace industry. Discussions with Coulson Air indicate that approximately 100 person-years are currently employed on an around-the-clock shift basis with plans for additional hangars in the works.

Estimated Economic impact of AVRA (Source 2015 Airport Runway Extension Business Case)

- 48 FTEs
- \$3.0 M in wages
- \$3.5 M in GDP
- \$8.4 M in economic output

3.2.5 Financial

The Regional District holds long-term debt which was incurred to establish the airport. The average and forecast annual budget for the airport, including debt repayment, is \$800,000 with a debt repayment budget of \$316,000 and a capital budget of \$185,000. Primary revenues for the airport are fuel sales at \$80,000 and rent of \$50,000. The airport has an average drawdown on the Regional District tax base of \$650,000.

The airport has successfully obtained BCAAP capital funding for the lighting project and weather station and has recently published RNAV approaches. It is expected the loan for the runway expansion will be carried by the Regional District over the planned 30-year payment period. Revenue opportunities exist primarily in increased fuel sales, additional land rent and landing fees.

Any strategic plan for the airport should address the need for increased revenues and opportunities to pay down the initial capital investments. Current revenues at the airport are not sufficient to cover runway investment debt, but the economic contribution of the airport to the region justifies the long-term loan and annual tax assessment. The economic contribution to the region should be made clear and available to the public.



Figure 5 Alberni Valley Regional Airport

4.0 AIRPORT TRENDS

4.1.1 Air Industry Trends

General aviation in Canada has decreased over the last 15 years from approximately 3M annual movements to approximately 2.5M movements in 2019. According to Vancouver International Airport, it may take between five and seven years for passenger traffic to return to 2019 levels.

Flight training, however, in the lower mainland continues to be strong, and several companies are catering to international students. Aviation has traditionally been cyclical.

Aviation has become increasingly specialized, and AVRA already supports one of the world's largest firefighting companies. Larger airports and air carrier safety requirements have also forced air operators to relocate to smaller airports to avoid congestion.

4.1.2 Comparison Airports

Three comparison airports were chosen to examine alternative approaches. Nanaimo is an "Island" airport and is familiar to the Advisory Committee. It was used to compare the attributes of an airport with significant passenger traffic. Vanderhoof was chosen as it has a similar length runway with a smaller population located approximately one hour from Prince George. Finally, Salmon Arm was chosen as it operates in a tourism region and is located approximately one hour thirty minutes from Kelowna and Kamloops. This is a very similar context to AVRA with competing airports of Comox and Nanaimo.



Figure 6 Alberni Valley Regional Airport

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 18 kilometres 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 recently received a \$14,000,000 expansion, and the airport serves as a Customs Port of Entry for aircraft with up to 20 passengers.



Figure 7 • Nanaimo Airport-6602 ft. x 150 ft. runway (Google Earth, 2021)

VANDERHOOF (CAU4)

The Vanderhoof Airport is located 6.5 kilometres north of Vanderhoof by road and serves the community's aviation needs, including charter flights, corporate flights, medivac airlifts and recreational flying opportunities. The District of Vanderhoof operates the airport. Although the airport is not equipped with a terminal, 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 ten 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.



Figure 8- Vanderhoof- 5018 ft.x75 ft. paved runway (Google Earth, 2021)

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.

SHUSWAP REGIONAL AIRPORT (CZAM)

The Shuswap Regional Airport is operated by the City of Salmon Arm and is located approximately 4 kilometres 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 has had numerous "airport appreciation days" with the last one 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.



Figure 9. Salmon Arm- 4261 ft. x 75 ft. paved runway (Google Earth, 2021)

SUMMARY MATRIX

The following table illustrates some critical 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 (to nearest regional centre)	Catchment (population)
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'	Regional District	Yes/Yes	1-hour 15	26,000

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

4.1.3 Lessons Learned

- Kelowna Flightcraft, now K.F. 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.
- Abbotsford Airport has long been the primary base for Conair Aviation. Through a sale of land, Cascade Air was developed and ultimately sold 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.
- Prince George Airport, about 15 years ago, adopted a strategy to attract cargo aircraft flying from the U.S. 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.
- 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.
- In 2009 Nanaimo Airport extended its 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 \$14,000,000 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.
- 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 tradespeople from Seattle. The company was purchased by Daher in 2019 but now has a worldwide marketing reach and has produced over 250 aircraft. The airport has a 5500 x 75ft. runway with 85 aircraft. Sandpoint has a population of approximately 10,000.
- 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 and business jets. Although some business jet traffic is starting (250 visits annually), the growth is delayed as the Massey Tunnel is still a perceived barrier to access. Alpha Aviation, who operates the airport, has 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.

4.1.4 Summary from Comparison Airports

- 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).
- B.C. has significantly more airports than other Provinces. As an example, Nova Scotia, with a population of 1,000,000, is served by two airports with scheduled traffic. Vancouver Island has 6.
- 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.
- 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.
- Many smaller airports are constrained by OLS requirements under Transport Canada standards.
- 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 Regional District's investment in the runway expansion and lighting.



Figure 10 Alberni Valley Regional Airport

5.0 ENGAGEMENT

5.1 Alberni Valley Regional Airport Advisory Committee Workshops

The AVRA Advisory Committee was instrumental to the creation of the Visioning and Strategic Plan for the airport. Committee members participated in three virtual workshops as outlined below.

- **February 2, 2021** – Results of Public Survey and Tenant Interviews
- **February 16, 2021** – Comparison Airports, SWOT, Airport Success and Failures, Vision Alternatives, and Emerging Strategies
- **February 23, 2021** – Workshop Review, Alternatives Visions, Draft Mission, Draft Strategic Plan, Capital Plan

Advisory Committee members also made themselves available for additional meetings and questions from the project team throughout the process.

5.2 Community Engagement

As part of the planning process, the project team developed a community engagement strategy that included interviews with stakeholders and airport tenants and a community survey that was open to the public. The survey was made available online and in hard copy between December 8, 2020, and January 22, 2021. The survey was distributed by the ACRD and the AVRA Advisory Committee. An analysis of the survey results, a copy of the survey questions and the raw responses are available in **Appendix A**.

Overall, the survey was engaged by 644 people. This is a very impressive response rate, and the results of the survey will be of value to the ACRD and the AVRA Advisory Committee for many years to come. The opportunity to engage such a wide variety of stakeholders, community members, and tenants is rare. The high number of responses indicates that people care about what happens at the Alberni Valley Regional Airport.

The survey results revealed a lot of interest in advancing economic development at the Airport. However, responses indicated that there is a feeling of disconnection with the airport in general. Some perceived a lack of public benefit and transparency related to the tax investments, and many are still upset that the drag races at the airport were cancelled. While the drag races are no longer compatible with the Airport's increased aviation activity, they were one of the only points of community connection that the Airport had. Many people indicated an interest in scheduled flights from AVRA. Most respondents were broadly enthusiastic and interested in what the Airport can do for the community.

Many respondents expressed frustration with a perceived lack of transparency at the Airport. A common theme in the responses is that many people are aware of the recent significant capital upgrades to the Airport but have not experienced any community benefit. Respondents reported concern that the Airport used public tax money to benefit a select few private industrial operators. However, most responses were positive and enthusiastic about the potential that the airport holds for the region. Key areas of interest included expanding upon existing industrial successes, building up the airport's role in the local tourism market, and exploring new opportunities to integrate with existing businesses.

Members of the general public were also invited to participate in the workshops with the AVRA Advisory Committee online. All three workshops were broadcast live online via the ACRD's website and YouTube channel. Recordings of each workshop are also available on the ACRD's website.

5.3 Stakeholder and Tenant Interview Results

The tenants were interviewed as part of this project, with the following themes emerging.

- The recent number of newly leased lots shows a growing interest in the airport and a willingness to invest in the future.
- The airport is in uncontrolled airspace, making it ideal for glider training and flight training. The weather is naturally better in the summer months, with October to March being the most challenging.
- Coulson Aviation is an anchor tenant and employs 70 to 100 aviation-related jobs for conversion work for 737s and C130s. They are committed to the airport even though 70% of their business is in the U.S. and 30% is in Australia. They see the need for pre-arranged customs at the airport.
- The 5003-foot runway and lighting projects have increased the viability of the airport to external operators, and both the Military and Viking Air have used the airport for training and testing.
- The diversity of operators at the airport (from gliders to C130s) has been raised several times but generally in a positive sense. Some operational recommendations include a Multi-Use operations agreement, designated parking (small and large aircraft), a grass landing area for gliders and clear taxiing procedures.

- From a development perspective, some indicated they would like longer leases and improved services such as water, sewer, electricity, but they recognized that costs must be considered.
- The tenants all indicated the on-site caretaker provided increased security for their aircraft.
- Some comments were related to visiting aircraft services such as parking, internet, and tie-downs, but it was recognized that the airport does not yet charge for landings or parking.
- In terms of future uses, several tenants suggested increased flight training, maintenance facilities and possible cadet glider training. In fact, one new tenant is relocating from Squamish and intends to provide flight training.
- The BC Fire service uses the airport primarily as a staging area but would like to see increased secure vehicle parking at the airport. From a Medivac perspective, there are approximately six fixed-wing flights annually as most are transported by helicopter from the Hospital.
- The airport has had limited tourism impact, but the increased runway length has resulted in several visiting private aircraft and jets destined for a fishing charter or private resident locations.
- Finally, one individual described the airport as a "wonderful" facility.



Figure 11 Alberni Valley Regional Airport

6.0 ANALYSIS

6.1 Strengths, Weaknesses, Opportunities and Threats

The following is a summary of the SWOT analysis for Alberni Valley Regional Airport based on the background and comparison airports. The Committee reviewed and verified these points as part of the workshop. It is recognized that strengths and weaknesses are dynamic and that perceptions vary depending on various clients' needs and opinions.

This analysis is intended to aid the development of the Visioning and Strategic Plan by identifying strengths and opportunities that can be built upon while addressing weaknesses and threats as much as possible.

Table 2 SWOT Analysis

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

6.2 Alternative Visions

The ideal vision and strategic plan for an airport will address both the culture and opportunities of the surrounding area and 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.

6.2.1 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 the 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.



Figure 12 Kelowna International Airport, Central Regional Hub (Google Earth, 2021)

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

As mentioned above, the Shuswap Regional Airport in 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. The 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. Both residents and visitors increasingly use the airport as an alternative to the drive and ferry access to the lower mainland.



Figure 13 Salmon Arm Airport, General Aviation Airport (Google Earth, 2021)

6.2.3 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 that 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 floatplane aircraft.



Figure 14 Renton Municipal Airport, Washington, USA

6.2.4 Summary of Alternative Visions

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. However, the catchment population is limited, 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 of the airport should recognize these successes.

Table 3 Vision Summary

Airport Type/Vision	Catchment	Location	Runway	Industry
Regional Hub	Generally, require pop over 100,000	Ideally close to City with a 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 a 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 a 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

6.3 Sample Vision Statements

Table 4 Example Vision Statements

<p>Nanaimo Airport</p> <p>VISION: "Your Island Gateway to the World"</p> <p>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"</p>	<p>Boundary Bay Airport</p> <p>VISION: To be recognized as a high-quality general aviation airport and a valuable asset to the community.</p> <p>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.</p>
<p>Vancouver International Airport</p> <p>VISION: A world class sustainable hub airport</p> <p>MISSION: Connecting British Columbia proudly to the world</p> <p>VALUES: Safety, Teamwork, Accountability, and Innovation</p>	<p>Kelowna International Airport</p> <p>VISION: We are the best mid-size airport in North America.</p> <p>MISSION: Provide safe, secure, customer-friendly economical services and facilities that promote the Okanagan Region</p>

6.3.1 Refining the Vision

Alberni Valley Regional Airport is well-positioned for growth. This growth should be targeted. Natural advantages of uncongested airspace, no noise restrictions, available land, a 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.

6.4 Draft Vision and Mission

There are many ways of creating a vision. It should be 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.

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

The Committee reviewed these alternatives and made suggestions for improvement.

There are potential 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 significant opportunity exists with First Nation partners to provide a sense of place for the airport and develop an emerging tourism market.

Vision Alternative #1-Plain Language

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

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

Vision Alternative #3-Catchy-Slogan Like

Alberni Valley Regional Airport
Open spaces, Industry Bases, Interesting Places

6.4.2 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 the 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

The mission must 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 Regional District Strategic Plan.

6.5 Recommended Vision and Mission

VISION:

"Vancouver Island's premier industrial airport serving business, tourism, and aviation needs."

MISSION:

To support diversified aviation clients including, firefighting, manufacturing, maintenance, flight training, tourism, flight charters, small air carriers and cargo, through:

Professional and safe facilities

Strategic partnerships

Alignment with the community, and

Economic growth in the Alberni Valley region.

7.0 STRATEGIC PLAN

7.1 Strategic Focus Areas

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.

7.1.1 Economy and COVID-19 Recovery

Both Viking Air and the Military have already used AVRA. 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 is already interest in expanding flight training, 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 shown through success stories.

Strategic Focus #1-Economy and COVID 19 Recovery			
STRATEGY	OBJECTIVE	ACTION	PARTNERS
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.	AVRA, ACRD
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.	AVRA, Flight School
3.Explore extended lease terms	To encourage investment in new hangars and maintenance facilities.	Create a 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.	AVRA, ACRD
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.	AVRA, Coulson Air, Viking, Flying Club, Glider Club, Airport Tenants

7.1.2 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	PARTNERS
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.	AVRA, Flying Club, Airport Tenants, ACRD
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 Regional District website and for distribution specifically to the Military and Viking.	AVRA, ACRD
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.	AVRA, Advisory Committee, Airport Tenants

7.1.3 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	PARTNERS
1.Land Use Plan	To provide additional lease lots as the current lots are reaching capacity.	Develop a plan for lands under the airport's jurisdiction that explores the types of uses required, lot sizes and configuration.	AVRA, ACRD, First Nations'
2.Capital Plan	To develop an annual capital plan which will address both expansion and asset management needs.	Maintain an annual list that can be supported with a view to soliciting funds from both the Province and the Federal Government.	AVRA, ACRD
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.	AVRA, ACRD

7.1.4 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	PARTNERS
1. Aerial and Wildfire 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 the Ministry of Forests to ensure the central Island location is noted and provides an excellent staging and training area.	AVRA, BC Wildfire Service, Coulson Air, ACRD.
2.Regional District Emergency Plan	To be part of evacuation and Regional District Emergency Plans.	Participate in the Regional District Emergency Planning process. The survey indicated emergency management as high importance. The vision can build on aerial firefighting, forest management, and medivacs.	AVRA, ACRD
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 B.C. 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.	AVRA, BC Emergency Health Services

7.1.5 Partnerships, Mutual Benefit and Alignment

The region is well represented through the Advisory Committee, and the Regional District is the natural operating entity. There are 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	PARTNERS
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.	AVRA, ACRD, First Nations, Thunderbird Base, Tourism Organizations.
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.	AVRA, ACRD, Destination BC, Tourism Organizations.
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"	AVRA, ACRD, PAPA.
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.	AVRA, ACRD. Ministry of Transportation and Infrastructure.

7.2 Strategic Capital Plan

7.2.1 Short Term Capital Initiatives (0-5 years)

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 prospective clients.

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

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

Implementation of these suggested projects will be subject to funding, local priorities, and resources necessary for implementation. As the operator of the airport, the ACRD establishes an annual budget and capital plan for the airport.

7.2.2 Longer-Term Capital Initiatives (5+ years)

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 concerning airside taxiway requirements, which could 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:

1. Develop further lease lots for expansion. (Land Use plan)
2. Develop a phased servicing plan for sewer, water, and electricity
3. Encourage the development of a flying school and related facilities
4. Partnership or expansion of the terminal with a "view" restaurant
5. Establish a "camping" area for visiting pilots
6. Make taxiway improvements to promote separation of aircraft
7. Establish a regional Fire Training Facility (ACRD, MFLNRORD)
8. Establish turn around area at runway ends
9. Create an ancillary storage facility.
10. Develop a mixed-use maintenance facility.

Capital funds for these larger projects may be available from the Provincial Air Access program or from stimulus funds from the Federal Government.

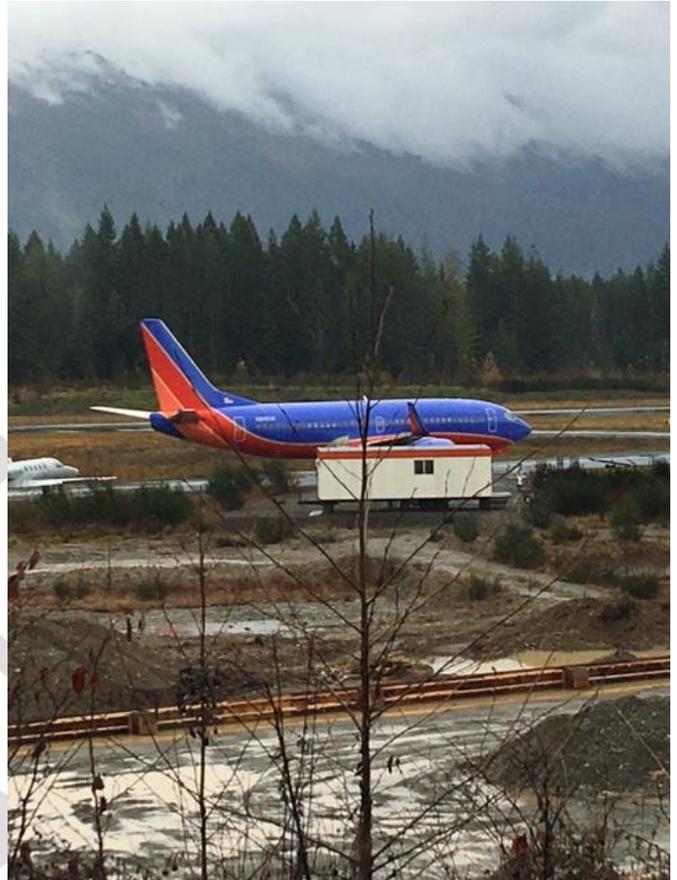


Figure 15 Alberni Valley Regional Airport

8.0 CLOSING

8.1 Building for Today

The Alberni Valley Regional Airport (AVRA) is well-positioned to serve both existing clients and to grow. The recent investments of the extended runway to 5003 ft., installation of RNAV approach aids and aviation weather station have increased the interest in the airport and resulted in the recent uptake of several aviation lots.

Many airports have been significantly impacted by COVID 19 due to a reduction in passenger traffic. AVRA is focused primarily on industry and general aviation traffic and has experienced growth during this period. A post-COVID world allows AVRA to emerge as an affordable business incubator and build on its current strengths. Recent interest in developing a flight school and specialized training activities can take advantage of the Alberni Valley's available airspace and varied topography. By putting AVRA on the map, flight training and aviation testing opportunities can help spur economic growth and recovery in the region. Both Viking Air and Military use of the airport provide examples of the unique capabilities of the airport.

By establishing a vision and role as an "industrial airport," AVRA can focus on attracting ancillary industries supporting current operations at the airport, such as the conversion and manufacturing business of Coulson Air and the Thunderbird wildfire base. The airport already has an active flying club and glider operation, which provide a base for a future flight training role.

The airport is operated by the Alberni-Clayoquot Regional District and has a sister Long Beach Airport serving Tofino and Ucluelet. By sharing airport management for both airports, both expertise and resources are optimized. AVRA also becomes an alternative to Tofino (YAZ), and over time this will support tourism to the Alberni Valley. For example, Prime Minister Trudeau recently landed at AVRA as his destination airport Tofino was fogged in. With the extension of the runway, new visits by private jet aircraft and twin-engine charters have visited the airport. This traffic can be encouraged and grown in partnership with tourism entities.

The best ambassadors for any airport are current tenants. The Regional District has an opportunity to support the flying club and glider club to establish an annual "airport appreciation day." This initiative can build awareness in the community and market the airport to the B.C. aviation community.

8.2 Looking to the Future

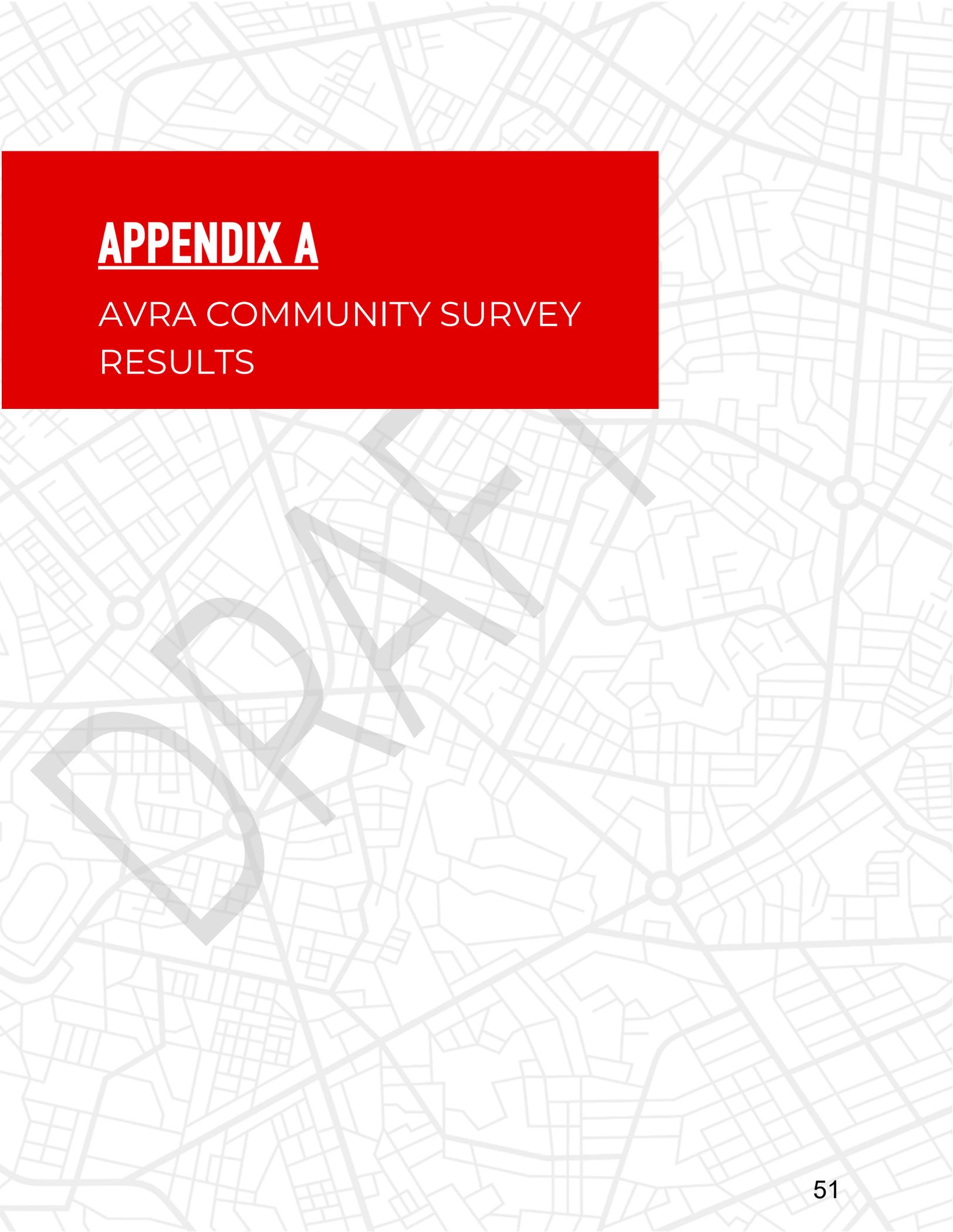
With an established vision and mission supporting industrial and general aviation as well as growing tourism opportunities, AVRA will continue as an important asset to the Alberni Valley area. The airport currently supports between 70 and 100 jobs and is positioned to grow. By staying the course, providing available land for development, and offering longer leases, AVRA will become known for the opportunity and aviation innovation. The airport should develop an "open for business" theme to attract aviation businesses from both the lower mainland airports and other congested airports.

Airports in the lower mainland are becoming crowded, and as an example, Langley airport has no available land for expansion. One new tenant at AVRA recently moved from Squamish airport to take advantage of the reasonably priced housing market in the area as well as enjoy the upgraded airport facilities. AVRA is starting to be noticed and can build on this advantage.

In the longer term, AVRA can pursue niche markets. It is already known for wildfire fighting expertise and can serve diverse aviation operations from gliders to 737s. The airport can market its wide-open spaces for both flight training and testing of aircraft. With the introduction of electric aircraft, AVRA may be able to carve out an opportunity for a production aircraft to take advantage of the manufacturing expertise that already exists in the valley. In addition to the flying school, an opportunity exists for a maintenance or aircraft painting facility. This could lead to a "cluster" of aeronautical businesses located in one of the most pristine areas of the Province.



Figure 16 Alberni Valley Regional Airport

The background of the page is a light gray map of a community, showing a network of streets and roads. A large, semi-transparent watermark of the word "AVRA" is oriented diagonally across the center of the map.

APPENDIX A

AVRA COMMUNITY SURVEY RESULTS

DATE: January 26, 2021
TO: ACRD, AVRA Advisory Committee
CC: Mark Duncan, Aero Edge
FROM: Andrew Cuthbert RPP, MCIP
FILE: 1111.0001.01
SUBJECT: AVRA Community Survey Results

1.0 INTRODUCTION

The Alberni Clayoquot Regional District (ACRD) began a process to create a Visioning and Strategic Plan for the Alberni Airport in late 2020. Urban Systems and Aero Edge consulting were engaged to assist with the project. The project's objective was to create a plan to guide future development, promote investment, improve revenues, and ensure the Alberni Valley Regional Airport (AVRA) is well-positioned as an economic generator for the community.

As part of the planning process, the project team developed a community engagement strategy that included interviews with stakeholders and airport tenants and a community survey that was open to the public. The survey was made available online and in hard copy between December 8, 2020, and January 22, 2021. The survey was distributed by the ACRD and the AVRA Advisory Committee. A copy of the survey questions is available in **Appendix A**.

2.0 PARTICIPATION

Overall, the survey was engaged by 644 people. This is a very impressive response rate, and the results of the survey will be of value to the ACRD and the AVRA Advisory Committee for many years to come. The opportunity to engage such a wide variety of stakeholders, community members, and tenants is rare. The high number of responses indicates that people care about what happens at the Alberni Valley Regional Airport.

Total Engagement: 644 responses

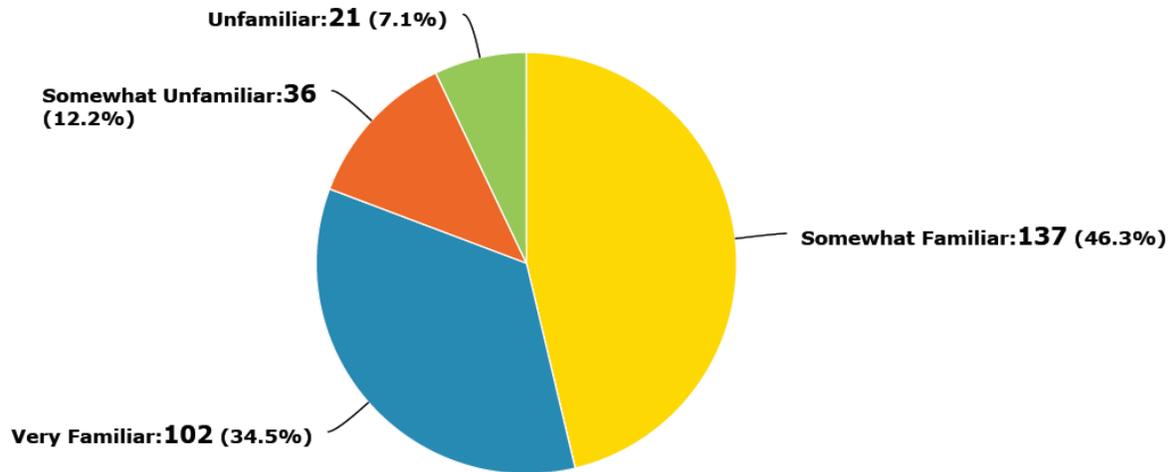
Average Completion Rate: 38% of respondents answered all questions and followed the survey to the end. 251 respondents completed the entire survey.

Respondent Location: The majority of survey respondents (87.5%) indicated that they were from Port Alberni and the surrounding area (Question 4).

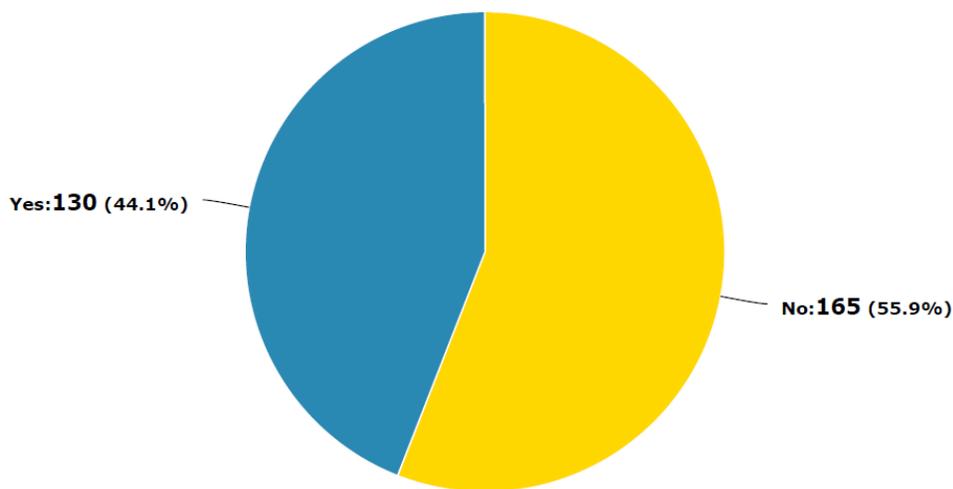
3.0 RESULTS

Survey responses are summarized in this section by question. A complete record of survey responses is available in **Appendix B**.

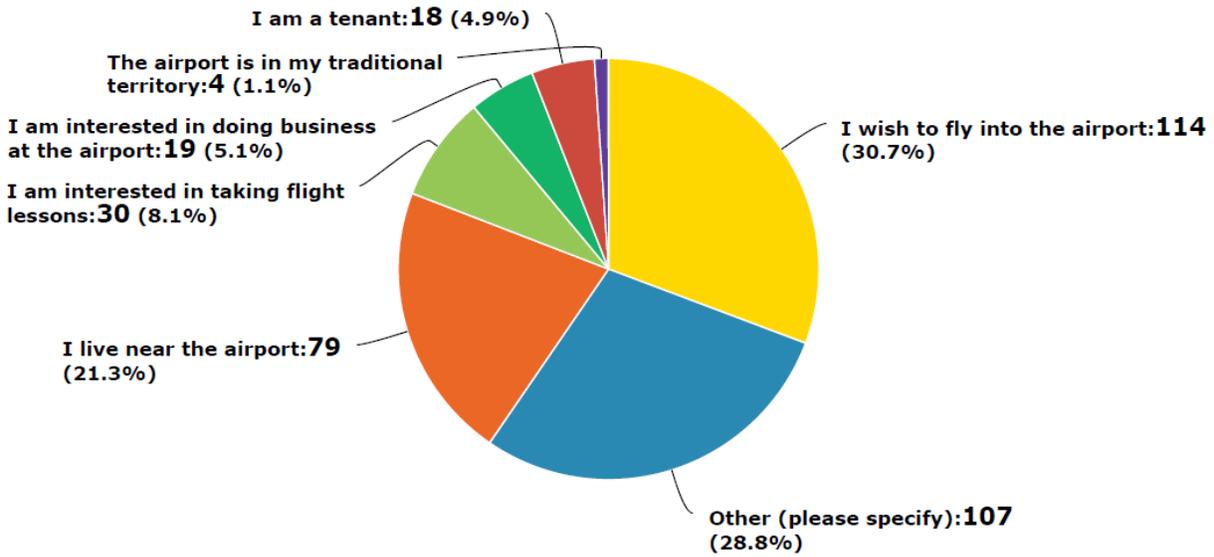
1 How Familiar are you with the Alberni Valley Regional Airport?



2. Have you made use of Alberni Valley Regional Airport or one of the businesses and services located at the Airport?



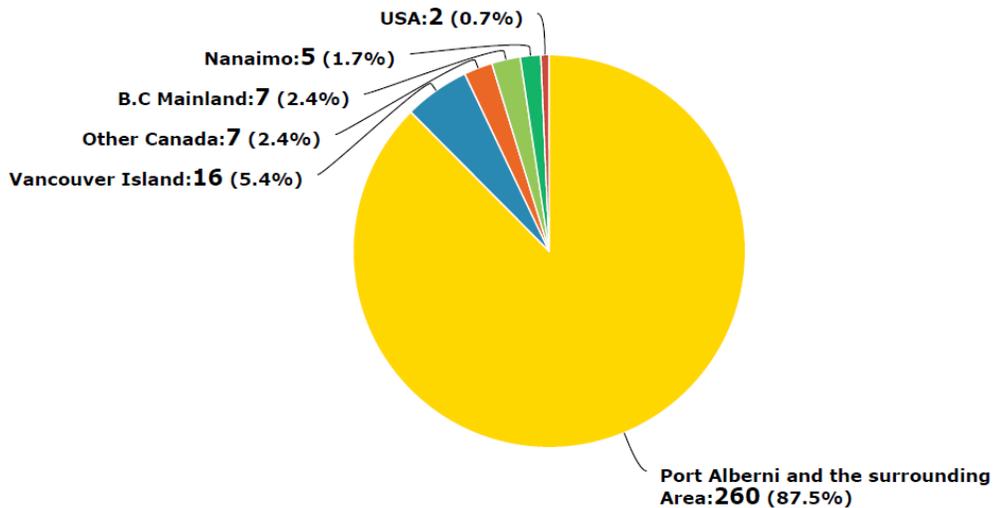
3. What is your interest in the Alberni Valley Airport?



Respondents who responded "Other" to question 3 were broadly engaged because they indicated that they were :

- concerned taxpayers,
- community members who were interested in the Airport's development for economic development and increased flights,
- current airport users
- interested in drag races.

4. Where do you live?



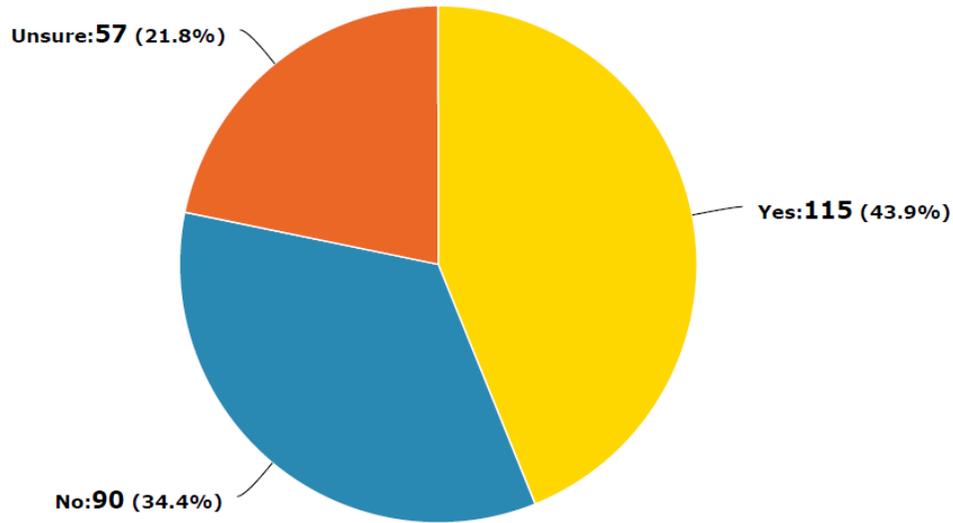
5. In your opinion, what services or features of Alberni Valley Regional Airport are the most important to the Alberni Valley economy and residents? Please rank each option from most important (1) to least important (5).

Table 1 Ranking Present Activities

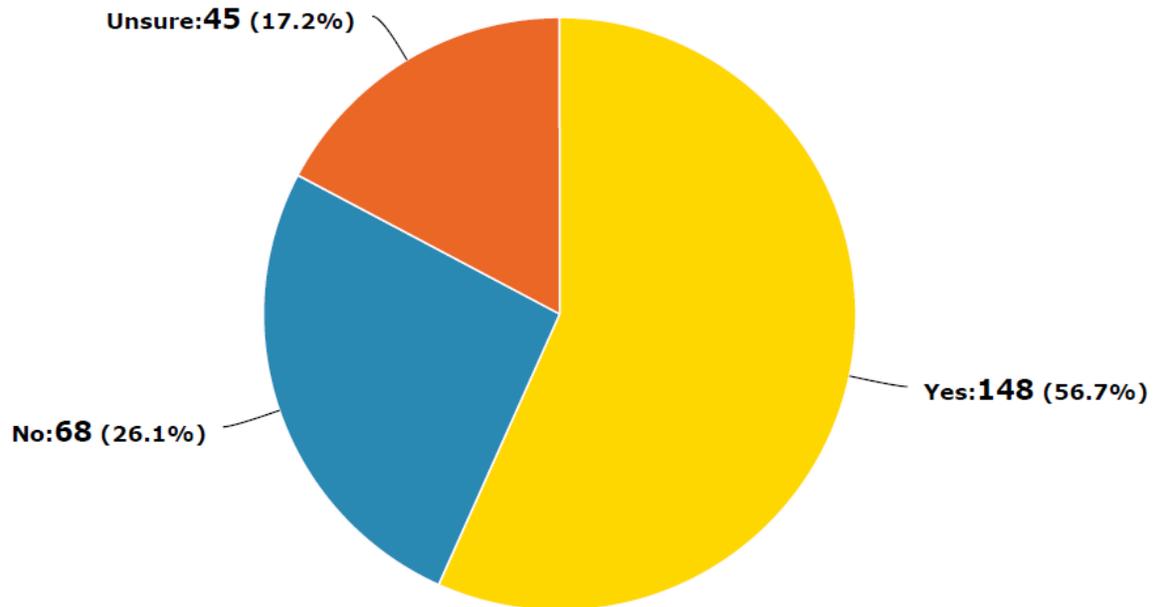
Present Activity	Most Important				Least Important
	1	2	3	4	5
Emergency Services (e.g. air ambulance, search and rescue, wildfire suppression)	51.2%	12.5%	7.8%	5.5%	22.3%
Job creation	42.3%	14.6%	13.4%	13.0%	16.6%
Aircraft Maintenance and Manufacturing	35.5%	19.1%	17.2%	12.1%	16.0%
Charter and Business Aviation	34.8%	20.1%	17.8%	10.7%	15.8%
Flight Training and Education	24.2%	22.6%	22.6%	14.9%	15.7%
General Aviation (e.g. recreational pilots)	23.8%	20.2%	28.6%	16.3%	11.1%
Glider Operations (Air Cadet Training)	20.2%	18.6%	27.9%	14.2%	19.0%

A complete ranking of the importance of present airport activities to respondents is presented in Table 1 above. Overall, emergency services were ranked as the most important service at the Airport, followed by job creation, aircraft maintenance and charter services. Flight training, general/recreational aviation and glider operations received lower proportions of enthusiastic support but still had a broad base of support.

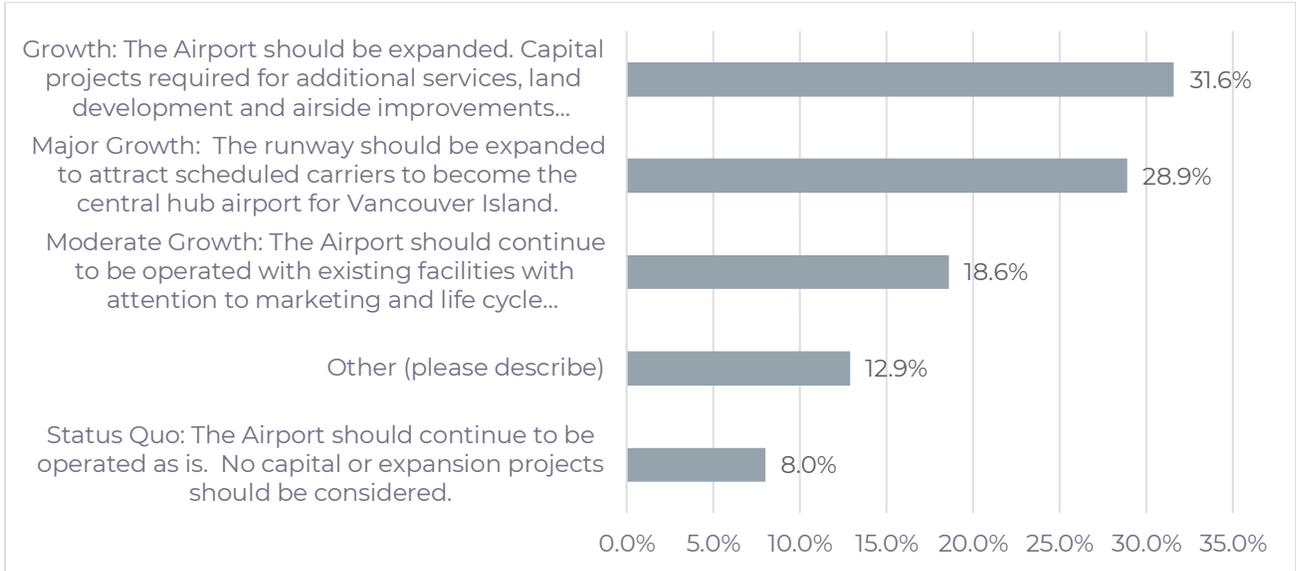
6. In your opinion, are residents of the City of Port Alberni and the Alberni-Clayoquot Regional District aware of the presence and availability of the Airport?



7. In your opinion, have the recent investments in the Airport, including the runway extension, lighting, and GPS approaches, contributed to the economic viability of the Airport and the District?



8. In your view, what should be the vision of AVRA in the future?



The majority of survey respondents supported some form of growth at the Airport, with the "Growth" vision scenario being the most popular. Respondents who indicated "Other" presented ideas, including:

- The introduction of a user-pay system.
- Drag races
- Broad support for various forms of economic development.

9. Please indicate your level of support for the following ideas at the Alberni Valley Regional Airport. Please rank each option from most support (1) to least support (5).

Potential Improvements and Future Activities	Most Support				Least Support
	1	2	3	4	5
Scheduled Service	39.0%	16.3%	13.8%	13.0%	17.9%
Improve GPS Approaches	38.9%	16.7%	15.5%	6.3%	22.6%
Flying School	30.2%	19.6%	29.0%	7.5%	13.7%
Additional Industries	29.9%	25.1%	17.4%	10.1%	17.4%
Landing Fees (market competitive)	26.8%	23.3%	24.8%	7.3%	20.7%
Improved Facilities for Visiting Aircraft	26.2%	30.2%	18.6%	8.7%	16.3%
Customs Services	24.8%	15.5%	22.8%	13.4%	23.6%
Private Hangers (For Rent)	24.0%	25.6%	24.8%	10.4%	15.2%
Land Development	23.7%	22.4%	25.7%	9.1%	19.1%
Improved Maintenance Facilities	22.2%	26.6%	24.2%	10.1%	16.9%
Cadet Program	18.4%	21.2%	33.0%	12.7%	14.7%

Many survey respondents indicated a strong desire for scheduled service and improved GPS approaches. However, improvements like improving the Landing Fee structure, improving facilities for maintenance and visiting aircraft, offering hangers for rent and land development and the inclusion of additional industries received broad support as well.

Survey respondents appeared to be the most divided on adding a customs service to the Airport. While slightly more respondents indicated that they supported the idea (40%), a similar number stated that they did not (37%).

10. Preliminary interviews revealed some possible development issues at the Airport. Please indicate the level of importance of each issue to you personally. Please rank each option from most important (1) to least important (5).

Potential Concerns	Most Important				Least Important
	1	2	3	4	5
Lack of facilities for visiting aircraft and recreational users.	32.8%	19.5%	23.8%	8.6%	15.2%
Potential operational use conflicts between recreation/commercial uses and industrial uses at the Airport.	24.6%	20.3%	28.5%	12.8%	13.7%
Potential land use conflicts with surrounding jurisdictions (Crown land, Agricultural Land Reserve)	24.1%	17.5%	26.5%	16.7%	15.1%
Unclear lot surveys and lack of utilities for lease lots.	21.4%	22.6%	31.1%	8.3%	15.5%

When asked about potential concerns about the Airport's future, respondents indicated that a lack of facilities for recreational users and visiting aircraft was the most significant concern. Potential conflicts between recreational and industrial users were the next most common concerns, followed by potential land use conflicts with surrounding users and finally unclear lot surveys and lack of utilities.

11. In your opinion, are there any specific capital improvements that should be made at the Alberni Valley Regional Airport?

Ideas for Capital Improvements	Responses
No ideas for specific improvement. Do not have enough knowledge to comment.	21%
Commercial Development: Any improvements to terminals, hangers and other facilities to make the Airport attractive to commercial tenants, airlines or tourism operators	19%
General Facility Improvements (hangers, terminal buildings, parking areas)	16%
No improvements should be made at this time.	12%
Improvements to instrument approaches	8%
Improvements to the runway (adding length or a taxiway)	8%
Any improvements needed to ensure future growth and success	7%
Drag Races	5%
Utility improvements	1%
Improvements to facilitate land development on airport property and the surrounding area.	1%
Safety Improvements (bird control, emergency landing areas, dust mitigation)	1%

135 unique responses were received in response to this question. The answers were analyzed and categorized into the themes presented in the table above. Most commonly, respondents either had no suggestions or indicated that they did not know enough to comment on the subject of capital improvements. The second most common theme was any improvements necessary to enhance the Airport's ability to increase its commercial activity (tourism, scheduled flights, hanger rentals, etc.). 12% of respondents indicated that they did not think that the Airport should embark on any capital improvement program at present. Reasons for limiting capital improvements included a desire to see a community benefit to the most recently completed improvements and hesitation over aviation's future in light of the impacts that COVID-19 has had on the industry.

12. In your opinion, what should be the next service improvement undertaken in the development of the Alberni Valley Regional Airport.

Ideas for Service Improvements	Responses
Scheduled flight services	19%
Not enough information.	11%
General Facility Improvements (terminal building, parking areas, fences, landscaping)	10%
Services for general aviators (hangers, tie-downs, services for visiting aircraft, weather service, etc.)	10%
Services that will help increase commercial development (Restaurant, lease lots, etc.)	9%
No service improvements are warranted at this time.	8%
Improvements to instrument approaches.	7%
Drag Races	6%
Land development services	5%
Utility improvements for lease lots	4%
Financial transparency	4%
Improvements to runways and taxiways	4%
Communication services, so the community knows what is happening at the Airport.	2%
Customs Service	1%

136 unique open-ended responses were recorded for potential service improvements. Similar to proposed capital improvements, responses were categorized by theme. Several themes overlap with those from the capital improvement question. Themes related to economic development and increasing service offerings have both capital and service components, so this is expected.

Scheduled flight services were indicated as the top desired service improvement at the Airport (19% of responses). 11% of respondents indicated that they did not have enough information to comment. General facility and service improvements related to commercial development, general aviation and existing structures were also commonly indicated as potential service improvement areas. 8% of respondents suggested that no improvements were needed at this time.

13. Please provide any other comments you would like to provide to the Advisory Committee.

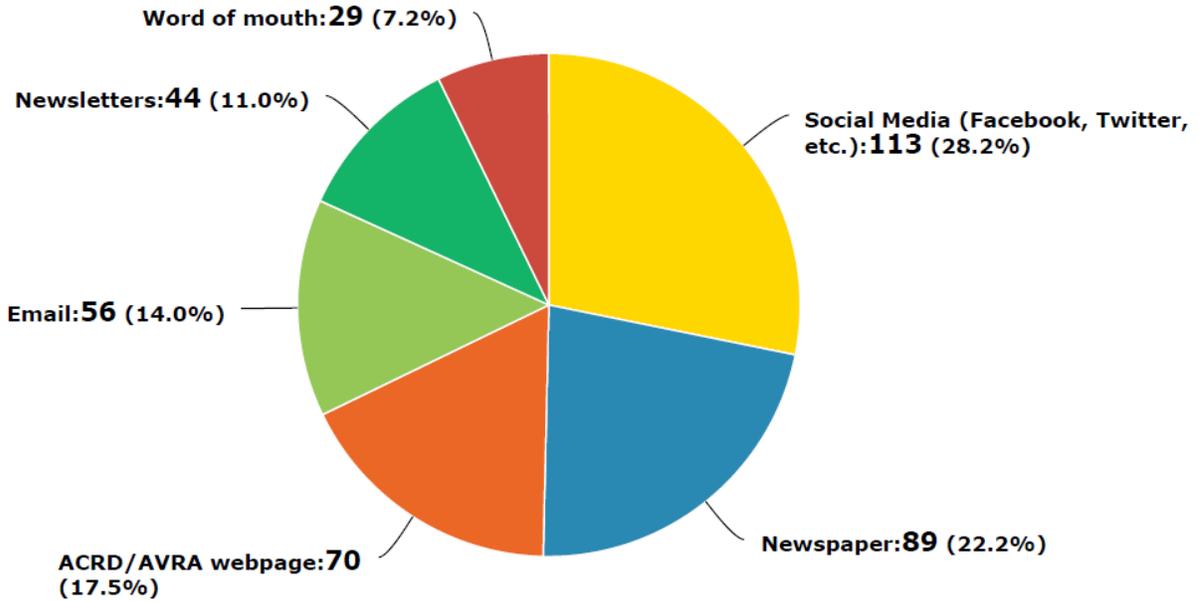
General Comment	Responses
There is a common perception that investment in the Airport only benefits private industrial operators. Many respondents expressed concern on this point.	22%
General Enthusiasm: Lots of opportunities at the Airport for future development. Respondents excited about the future of the Airport	22%
Drag Races	15%
The Airport should expand its marketing program to attract new commercial and tourism operators. The Airport should also expand its outreach so that the community feels like it has more ownership over the facility.	14%
Would like to see more services and attention paid to current airport users (visiting aircraft, gliders, recreational pilots, etc.)	4%
Would like to see additional facility improvements that will help the Airport be successful in future.	4%
Land Development opportunity. Land development conversations should be inclusive of local First Nations and sensitive to adjacent agricultural land reserve restrictions.	4%
Landing fees will discourage visiting pilots	2%
Other uncategorized comments.	13%

95 unique general comments were received, which have been summarized in the table above. These comments ranged on a variety of topics, but there were several common themes as presented above. The most common themes in the comments received were:

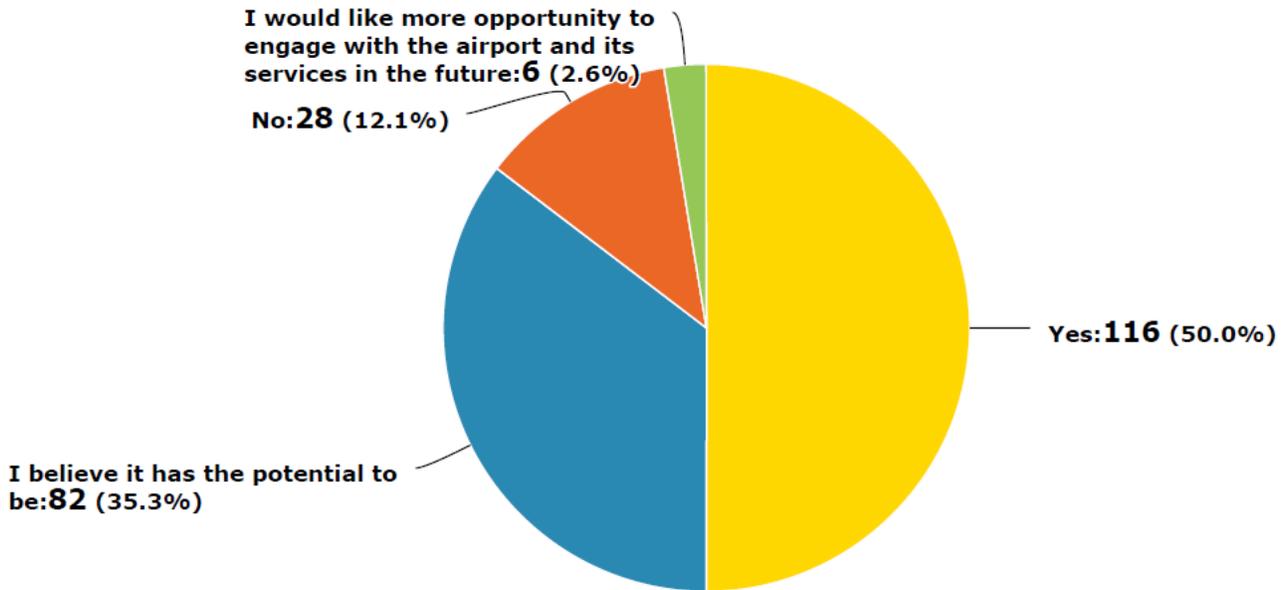
1. There is a common perception that investment in the Airport only benefits private industrial operators. Many respondents expressed concern on this point.
2. General enthusiasm for opportunity and development at the Airport.

13% of general comments were related to other matters. A full record of these responses has been included in **Appendix B**.

14. What is your preferred method of learning about activities at the Airport?



15. Do you view the Alberni Valley Regional Airport as a valuable community asset?



4.0 RESULT SUMMARY

A careful analysis of the survey results revealed a lot of interest in advancing economic development at the Airport. However, responses indicate that the community feels disconnected from the Airport in general. There is a perceived lack of public benefit and transparency related to the tax investments, and many are still upset that the drag races at the Airport were cancelled. While the drag races are no longer compatible with the Airport's increased aviation activity, they were one of the only points of community connection that the Airport had. Many people indicated an interest in scheduled flights from AVRA. Others are more broadly interested in what the Airport can do for the community.

Many respondents expressed frustration with a perceived lack of transparency at the Airport. A common theme in the responses is that many people are aware of the recent significant capital upgrades to the Airport but have not experienced any community benefit. Respondents reported concern that the Airport used public tax money to benefit a select few private industrial operators. As a result, a proportion of the community does not want to see any further investment until there is clarity on the public benefit (jobs, self-sufficiency of the Airport, improved service, etc.) that future investments will have.

Sincerely,

URBAN SYSTEMS LTD.



Andrew Cuthbert RPP, MCIP
Planner

DATE: January 26, 2021

FILE: 1111.0001.01

PAGE: 14 of 15

SUBJECT: AVRA Community Survey Results

APPENDIX A – SURVEY

Alberni Valley Regional Airport Visioning and Strategic Plan *Community Survey*

INTRODUCTION

The ACRD and the AVRA Advisory Committee are looking to develop a Strategic Plan for the airport. The Strategic Plan would guide future operation and development of the AVRA, be used to support marketing opportunities, assist with grant applications, and support dialogue with senior level governments.

Your views on the current and future operations of Alberni Valley Regional Airport (AVRA) are important in developing a vision and strategic plan for the Airport.

Participation is voluntary, and all answers will remain anonymous. The information collected will only be used by the AVRA Advisory Committee in the context of the Alberni Valley Regional Airport Visioning and Strategic Plan Study.

The Regional District is seeking input from interested parties, stakeholders, First Nations, and the public on a variety of topics related to the future vision and use of the Airport. It would be greatly appreciated if you could respond to the following survey and provide us with some information on your experiences at the Alberni Valley Regional Airport.

Surveys will be available until January 15, 2021.

If you have any questions, please contact Andrew Cuthbert at acuthbert@urbansystems.ca

This survey can also be completed online here:
<https://ca1se.voxco.com/SE/111/AVRACommunitySurvey/>

For more information about the Airport, please visit: <https://www.acrd.bc.ca/avra>

1 How Familiar are you with the Alberni Valley Regional Airport?

- Very Familiar
- Somewhat Familiar
- Somewhat Unfamiliar
- Unfamiliar

2. Have you made use of Alberni Valley Regional Airport or one of the businesses and services located at the Airport?

- Yes
- No

3. What is your interest in the Alberni Valley Airport?

- I am a tenant
- The airport is in my traditional territory
- I live near the airport
- I am interested in doing business at the airport
- I wish to fly into the airport
- I am interested in taking flight lessons
- Other (Please Specify) _____

4. Where do you live?

- Port Alberni and the surrounding Area
- Nanaimo
- Vancouver Island
- B.C Mainland
- Other Canada
- USA

5. In your opinion, what services or features of Alberni Valley Regional Airport are the most important to the Alberni Valley economy and residents? Please rank each option from most important (1) to least important (5).

Present Activity	Most Important				Least Important
	1	2	3	4	5
Charter and Business Aviation					
Aircraft Maintenance and Manufacturing					
General Aviation (e.g. recreational pilots)					
Glider Operations (Air Cadet Training)					
Job creation					
Flight Training and Education					
Emergency Services (e.g. air ambulance, search and rescue, wildfire suppression)					

6. In your opinion, are residents of the City of Port Alberni and the Alberni-Clayoquot Regional District aware of the presence and availability of the Airport?

- Yes
- No
- Unsure

7. In your opinion, have the recent investments in the Airport, including the runway extension, lighting, and GPS approaches, contributed to the economic viability of the airport and the District?

- Yes
- No
- Unsure

8. In your view, what should be the vision of AVRA in the future?

- Status Quo: The Airport should continue to be operated as is. No capital or expansion projects should be considered.
- Moderate Growth: The Airport should continue to be operated with existing facilities with attention to marketing and life cycle maintenance.
- Growth: The Airport should be expanded. Capital projects required for additional services, land development and airside improvements should be funded.
- Major Growth: The runway should be expanded to attract scheduled carriers to become the central hub airport for Vancouver Island.
- Other (please describe)

9. Please indicate your level of support for the following ideas at the Alberni Valley Regional Airport. Please rank each option from most support (1) to least support (5).

Potential Improvements and Future Activities	Most Support				Least Support
	1	2	3	4	5
Flying School					
Private Hangers (For Rent)					
Improved Facilities for Visiting Aircraft					
Landing Fees (market competitive)					
Cadet Program					
Improved Maintenance Facilities					
Land Development					
Scheduled Service					
Additional Industries					
Customs Services					
Improve GPS Approaches					

10. Preliminary interviews revealed some possible development issues at the Airport. Please indicate the level of importance of each issue to you personally. Please rank each option from most important (1) to least important (5).

Potential Concerns	Most Important				Least Important
	1	2	3	4	5
Potential operational use conflicts between recreation/commercial uses and industrial uses at the Airport.					
Potential land use conflicts with surrounding jurisdictions (Crown land, Agricultural Land Reserve)					
Lack of facilities for visiting aircraft and recreational users.					
Unclear lot surveys and lack of utilities for lease lots.					

11. In your opinion, are there any specific capital improvements that should be made at the Alberni Valley Regional Airport?

12. In your opinion, what should be the next service improvement undertaken in the development of the Alberni Valley Regional Airport.

13. Please provide any other comments you would like to provide to the Advisory Committee.

14. What is your preferred method of learning about activities at the Airport?

- | | |
|---|--|
| <input type="checkbox"/> Social Media (Facebook, Twitter, etc.) | <input type="checkbox"/> ACRD/AVRA Webpage |
| <input type="checkbox"/> Email | <input type="checkbox"/> Newspaper |
| <input type="checkbox"/> Newsletters | <input type="checkbox"/> Word of Mouth |

15. Do you view the Alberni Valley Regional Airport as a valuable community asset?

- Yes
- I believe it has the potential to be
- I would like more opportunity to engage with the airport and its services in the future.
- No

Thank you for taking the time to fill out this survey. Your input is appreciated!

DATE: January 26, 2021

FILE: 1111.0001.01

PAGE: 15 of 15

SUBJECT: AVRA Community Survey Results

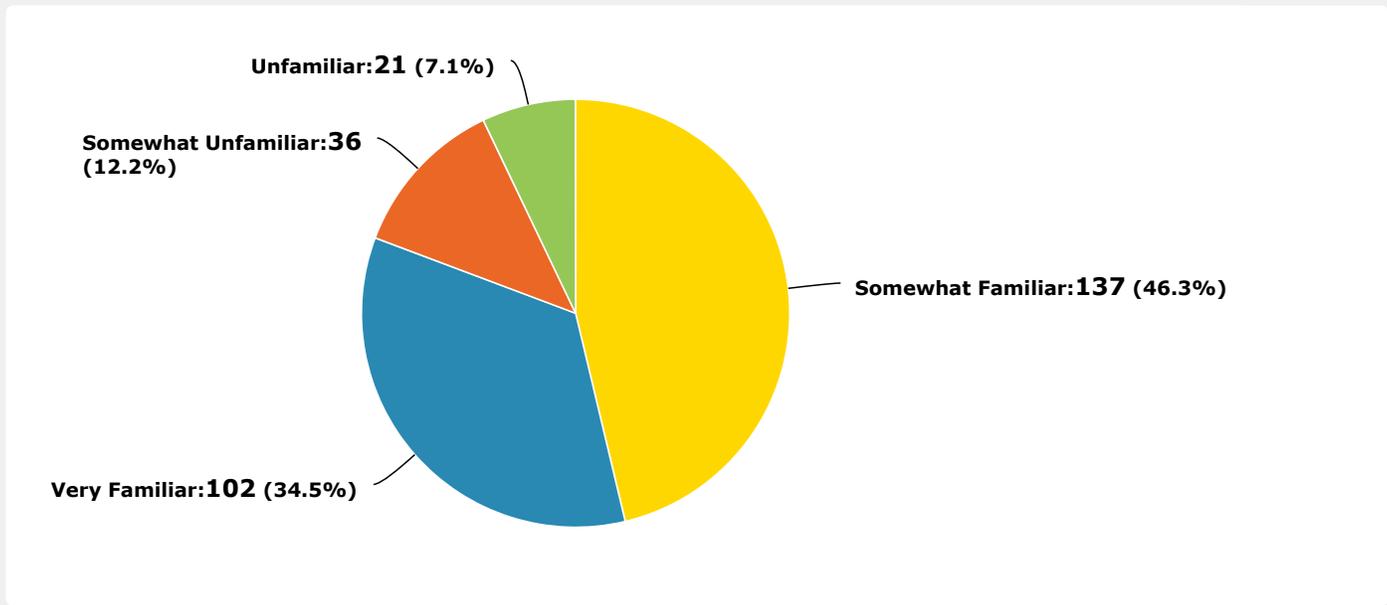
APPENDIX B – RAW SURVEY RESULTS

Disposition Code

Filter by Responses

FAMILIAR

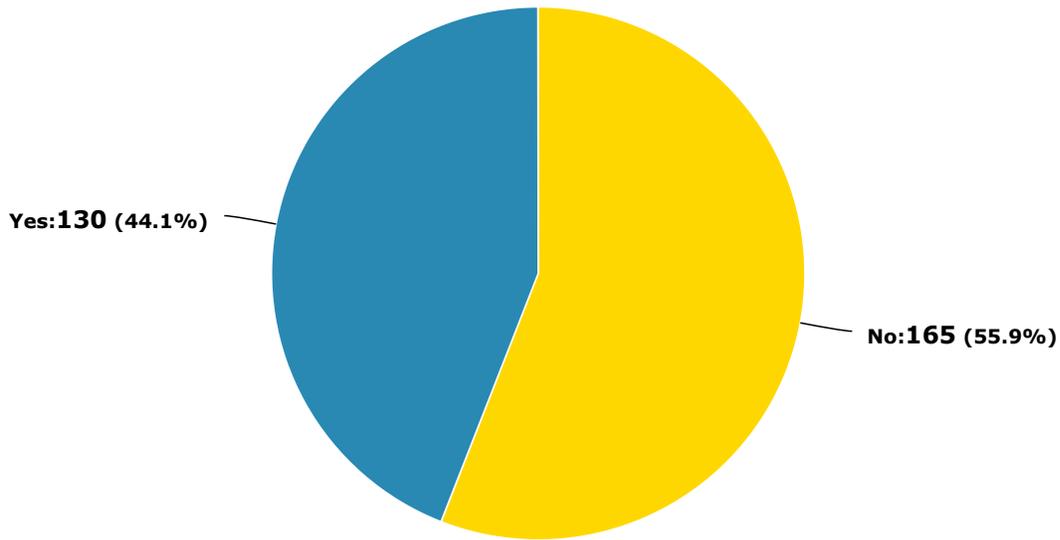
How familiar are you with the Alberni Valley Regional Airport?



Total Responses	296	Standard Dev.	0.86
Mean	1.92	Min. Value	1
Variance	0.75	Max. Value	4

MADE_USE

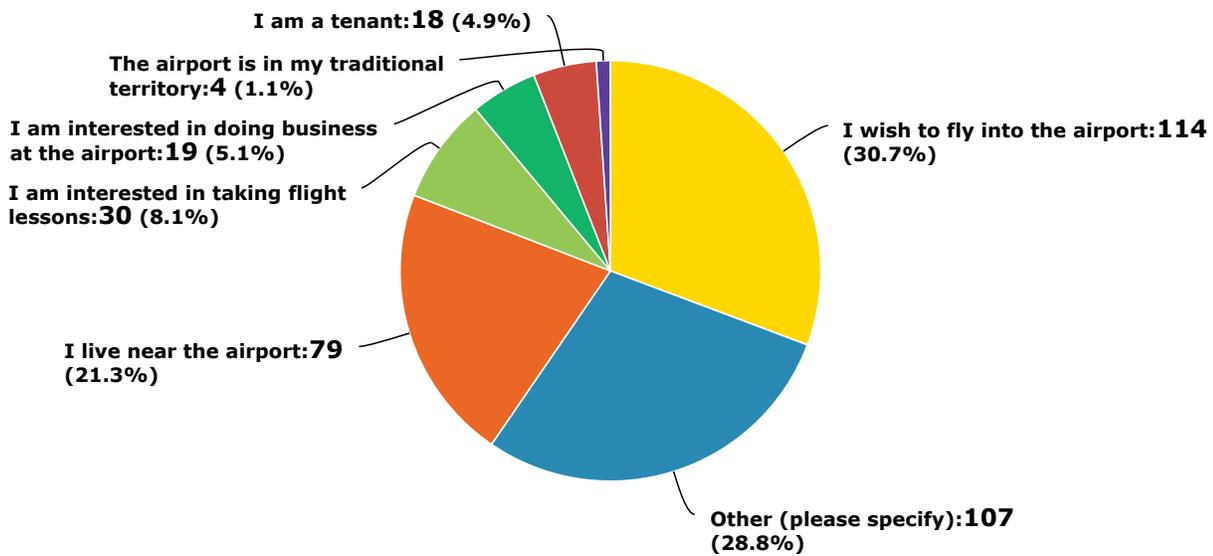
Have you ever made use of Alberni Valley Regional Airport or one of the businesses and services located at the Airport?



Total Responses	295	Standard Dev.	0.5
Mean	1.56	Min. Value	1
Variance	0.25	Max. Value	2

INTEREST

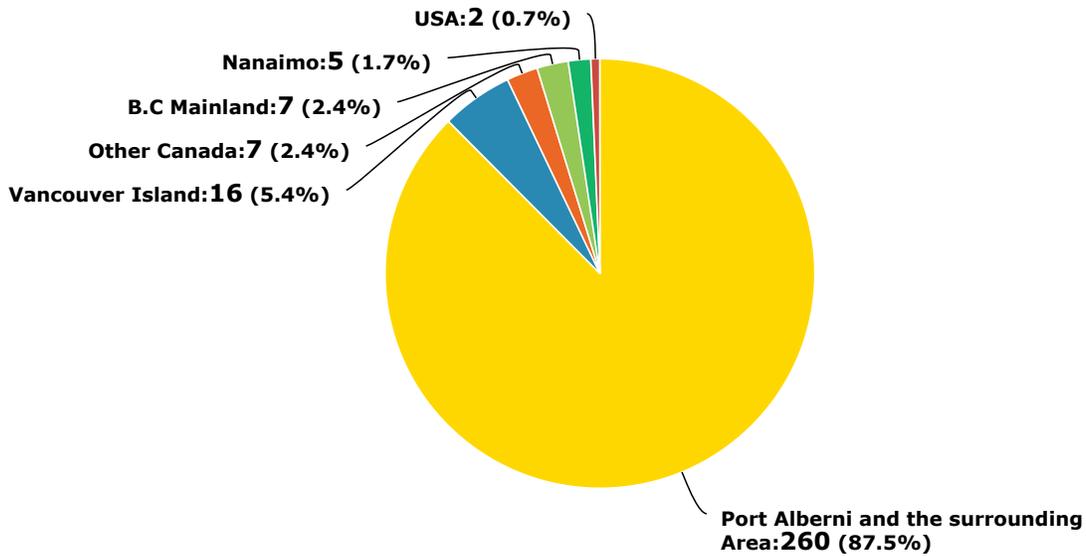
What is your interest in the Alberni Valley Airport?



Total Cases	285	Standard Dev.	1.74
Total Responses	371	Min. Value	1
Mean	4.95	Max. Value	7
Variance	3.02		

LIVE

Where do you live?

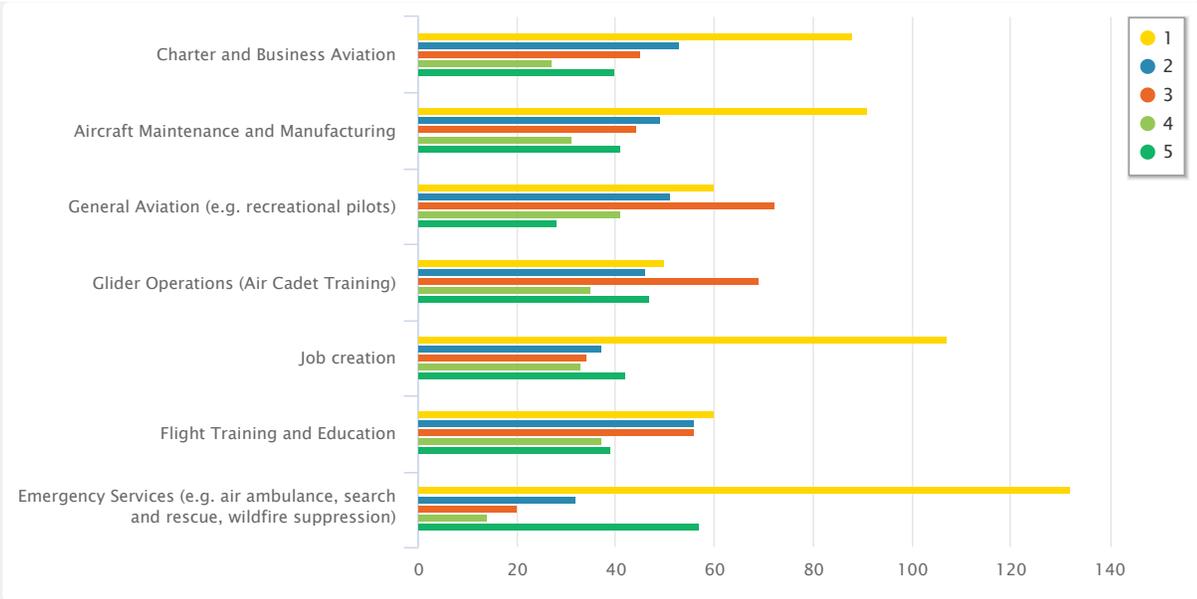


Total Responses	297
Mean	1.32
Variance	0.89

Standard Dev.	0.94
Min. Value	1
Max. Value	6

SERVICES

In your opinion, what services or features of Alberni Valley Regional Airport are the most important to the Alberni Valley economy and residents? Please rank each option from most important (1) to least important (5)



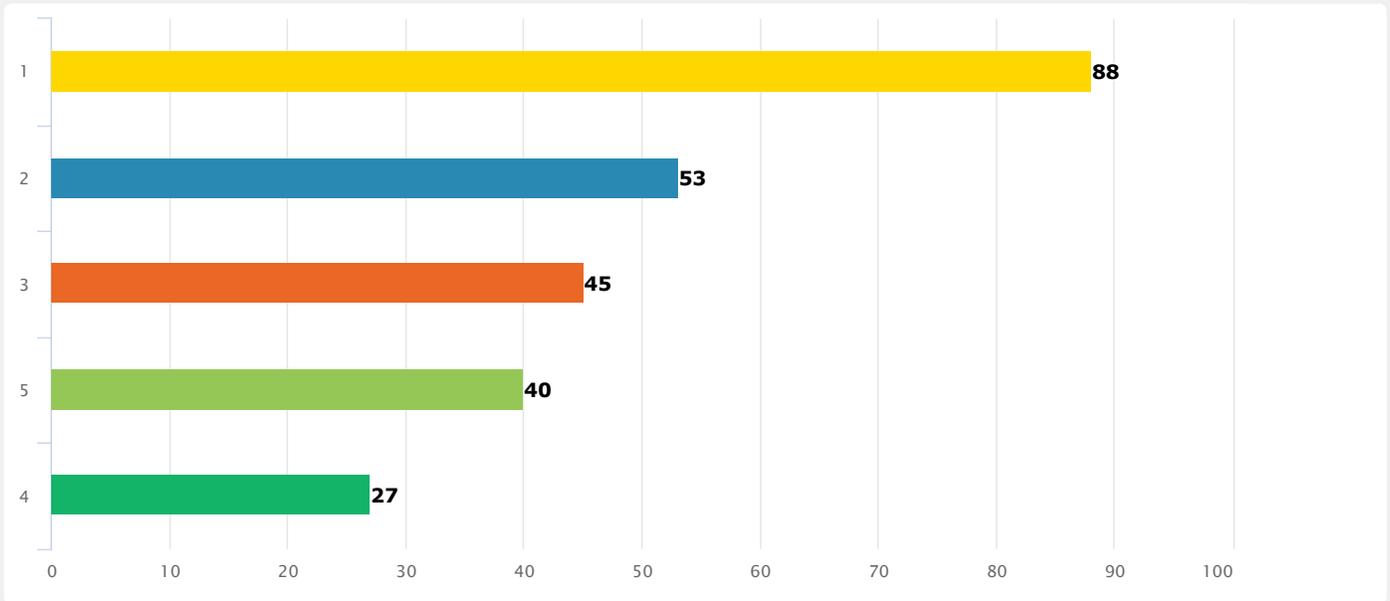
	Total Cases	Mean	Variance	Standard Dev.	Min. Value	Max. Value
Charter and Business Aviation	253	2.52	2.12	1.45	1	5
Aircraft Maintenance and Manufacturing	256	2.54	2.17	1.47	1	5
General Aviation (e.g. recreational pilots)	252	2.71	1.68	1.3	1	5
Glider Operations (Air Cadet Training)	247	2.93	1.9	1.38	1	5
Job creation	253	2.47	2.36	1.54	1	5
Flight Training and Education	248	2.75	1.92	1.39	1	5
Emergency Services (e.g. air ambulance, search and rescue, wildfire suppression)	255	2.34	2.72	1.65	1	5

▼ Detailed Answers

	1	2	3	4	5					
	Responses	Cases %								
Charter and Business Aviation	88	34.8	53	20.9	45	17.9	27	10.6	40	15.8
Aircraft Maintenance and Manufacturing	91	35.5	49	19.1	44	17.1	31	12.1	41	16.2
General Aviation (e.g. recreational pilots)	60	23.8	51	20.2	72	28.5	41	16.2	28	11.1
Glider Operations (Air Cadet Training)	50	20.2	46	18.6	69	27.9	35	14.1	47	18.9
Job creation	107	42.2	37	14.6	34	13.4	33	12.9	42	16.4
Flight Training and Education	60	24.1	56	22.5	56	22.5	37	14.9	39	15.7

SERVICES_A1

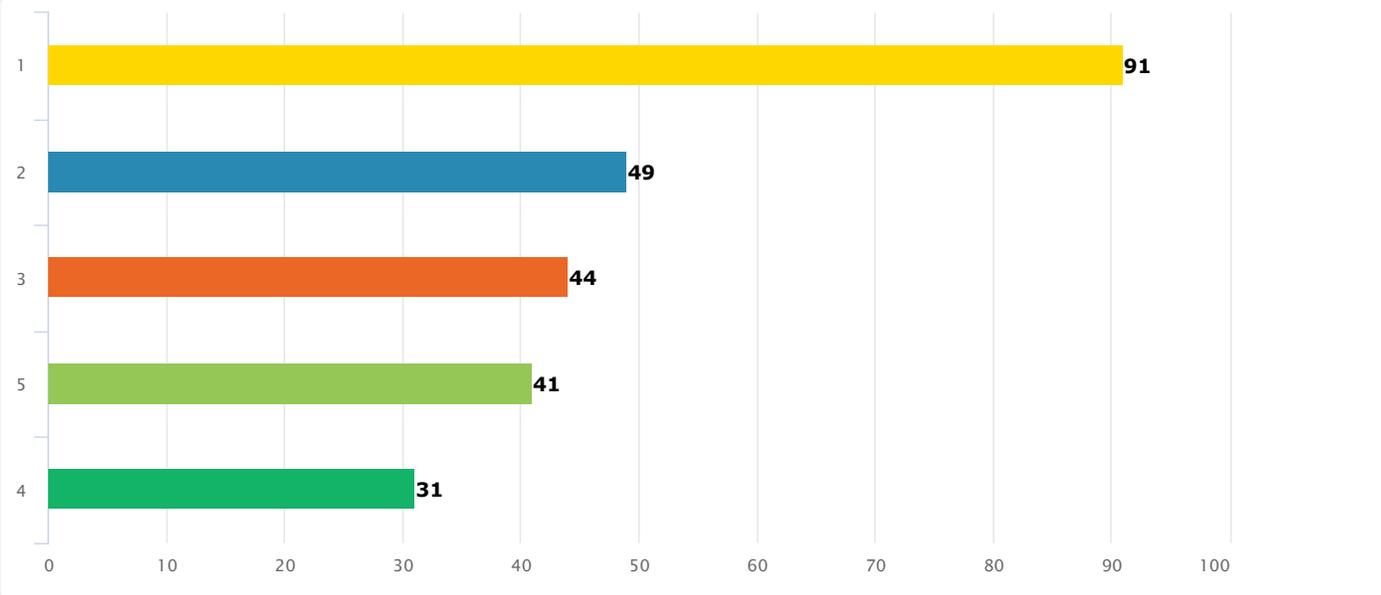
Charter and Business Aviation



Total Responses	253	Standard Dev.	1.45
Mean	2.52	Min. Value	1
Variance	2.12	Max. Value	5

SERVICES_A2

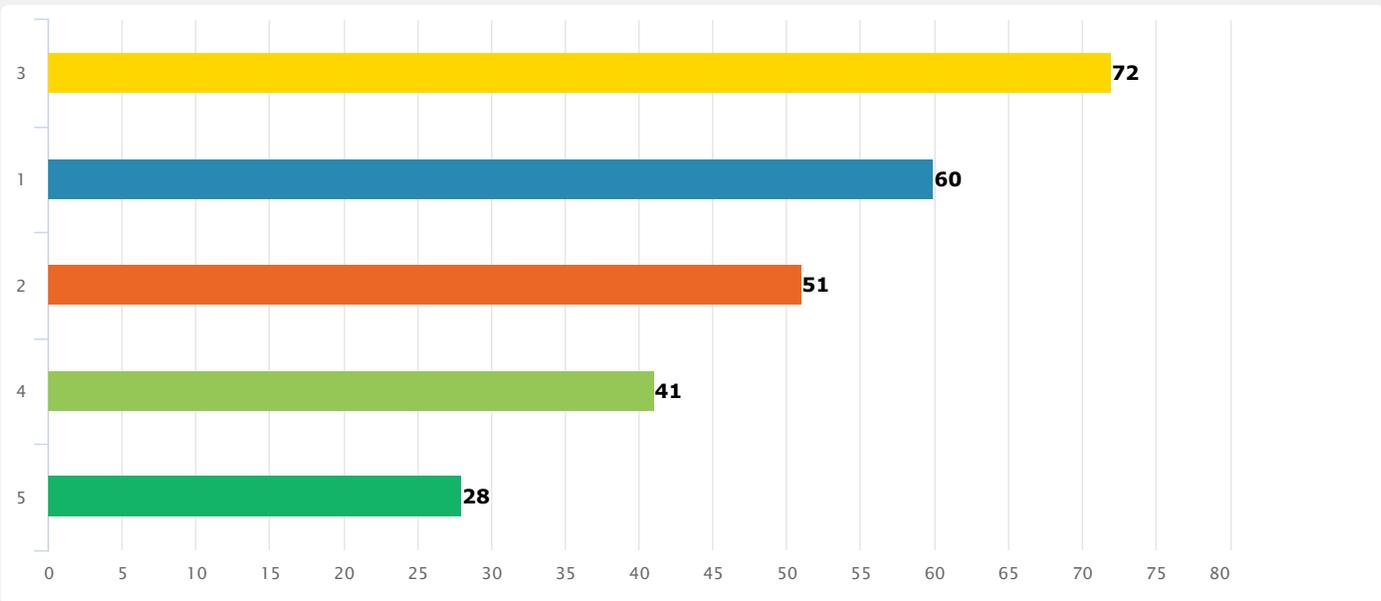
Aircraft Maintenance and Manufacturing



Total Responses	256	Standard Dev.	1.47
Mean	2.54	Min. Value	1
Variance	2.17	Max. Value	5

SERVICES_A3

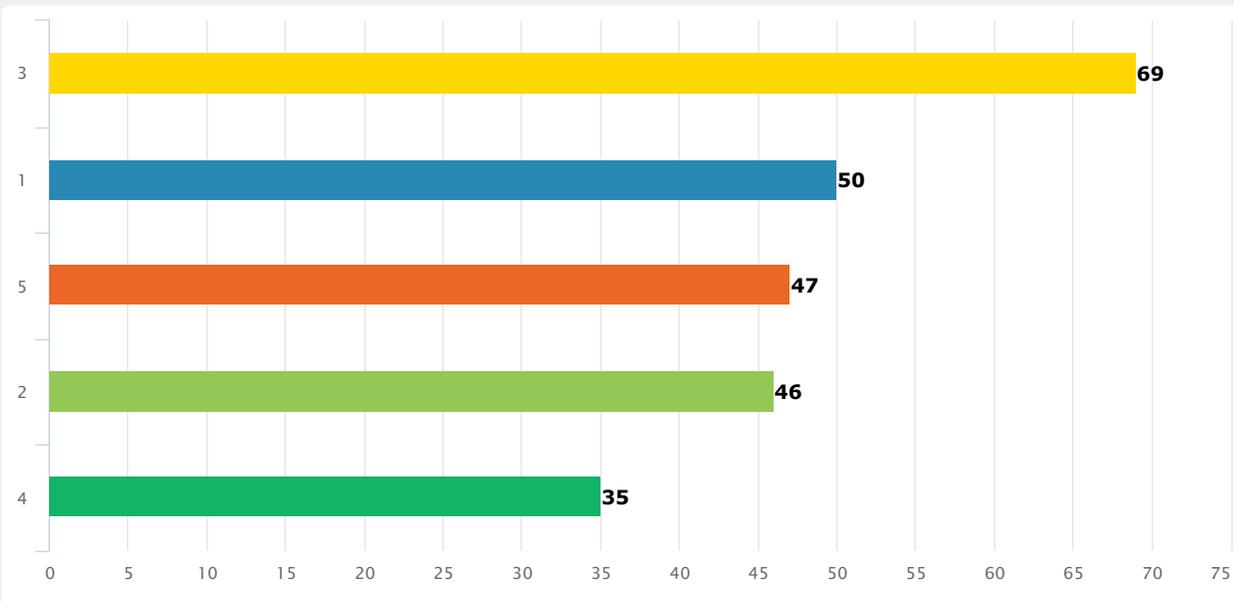
recreational pilots)



Total Responses	252	Standard Dev.	1.3
Mean	2.71	Min. Value	1
Variance	1.68	Max. Value	5

SERVICES_A4

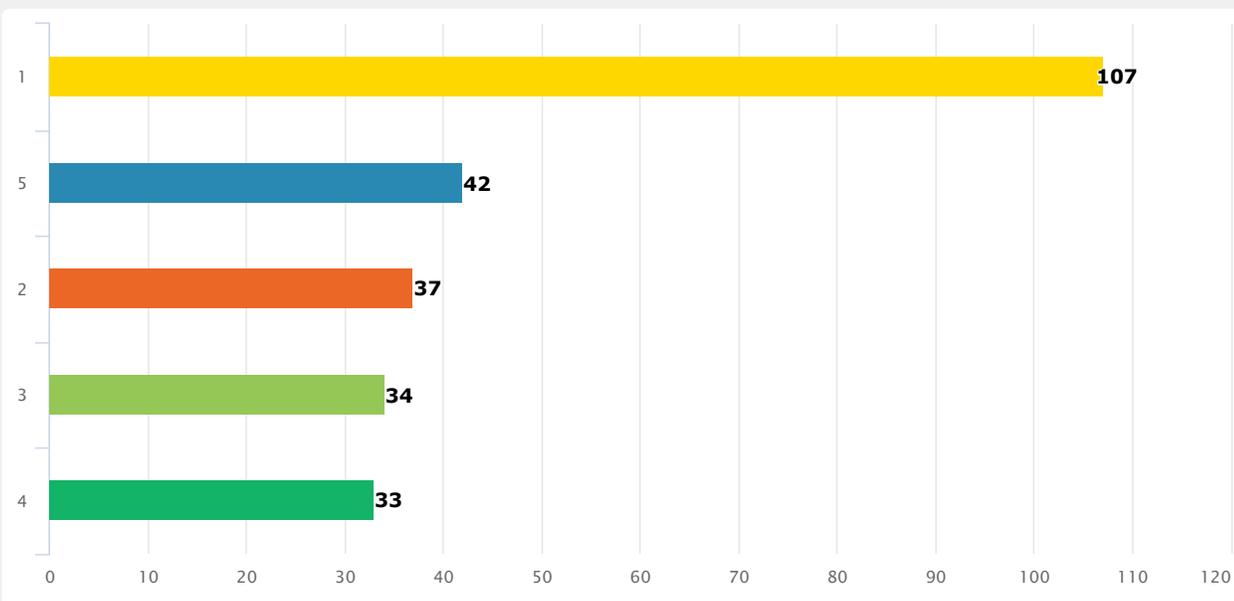
Glider Operations (Air Cadet Training)



Total Responses	247	Standard Dev.	1.38
Mean	2.93	Min. Value	1
Variance	1.9	Max. Value	5

SERVICES_A5

Job creation

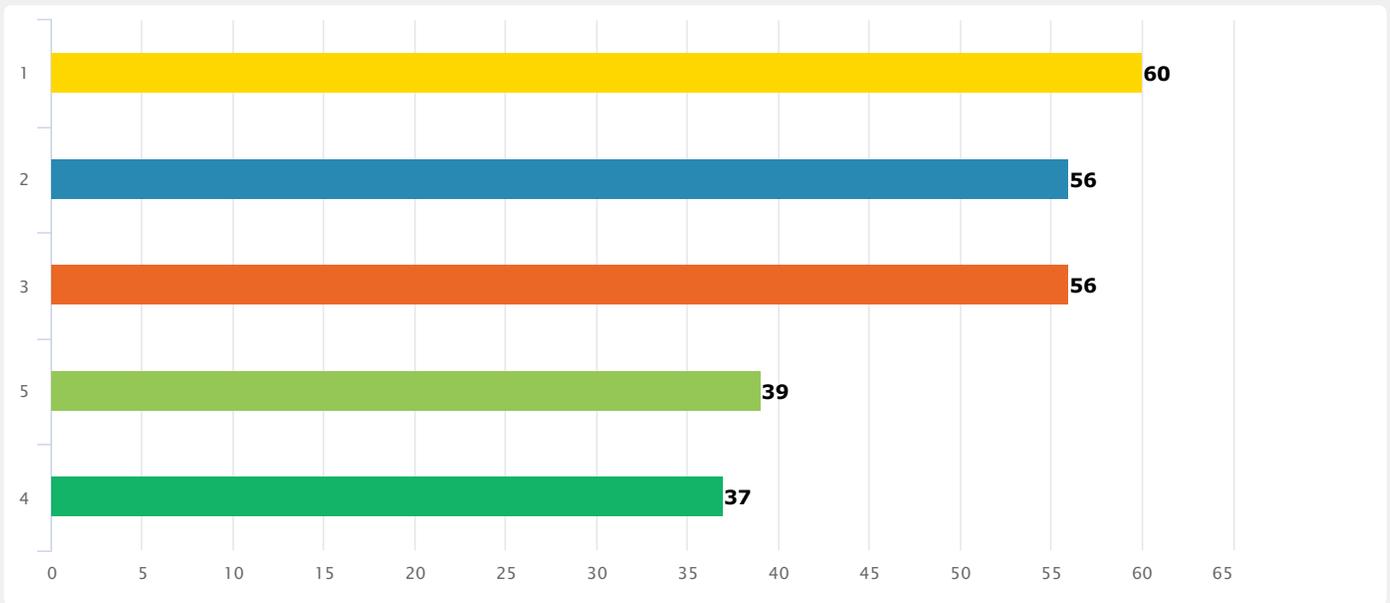


Total Responses **253**
Mean **2.47**
Variance **2.36**

Standard Dev. **1.54**
Min. Value **1**
Max. Value **5**

SERVICES_A6

Flight Training and Education

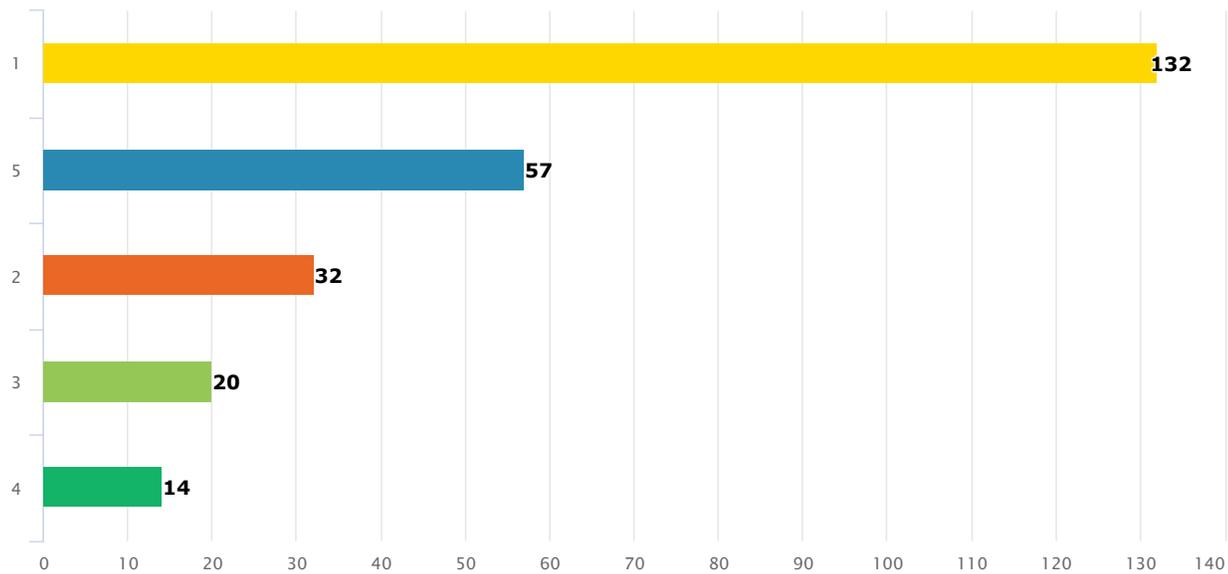


Total Responses **248**
Mean **2.75**
Variance **1.92**

Standard Dev. **1.39**
Min. Value **1**
Max. Value **5**

SERVICES_A7

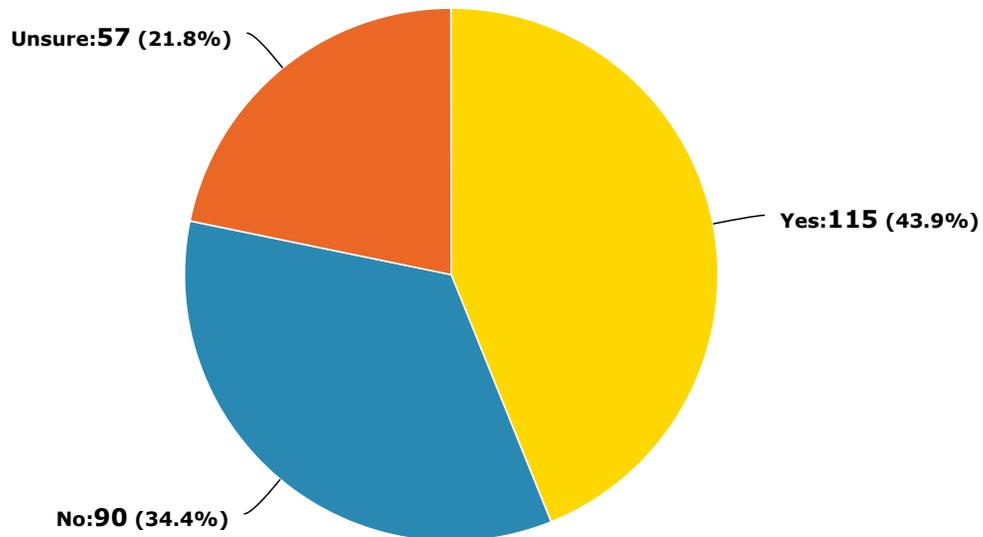
air ambulance, search and rescue, wildfire suppression)



Total Responses	255	Standard Dev.	1.65
Mean	2.34	Min. Value	1
Variance	2.72	Max. Value	5

AWARENESS

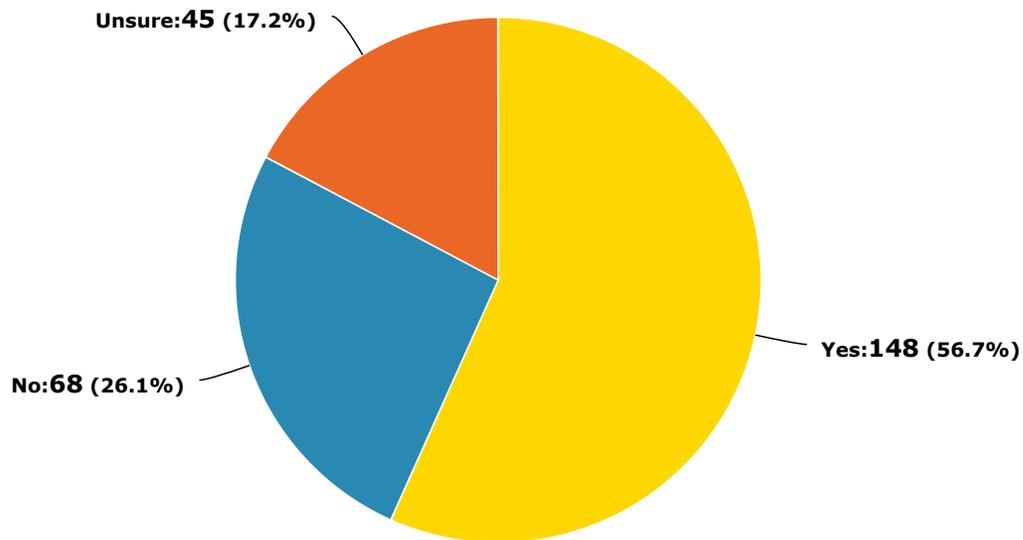
In your opinion, are residents of the City of Port Alberni and the Alberni Clayoquot Regional District aware of the presence and availability of the Airport?



Total Responses	262	Standard Dev.	0.78
Mean	1.78	Min. Value	1
Variance	0.61	Max. Value	3

INVESTMENT

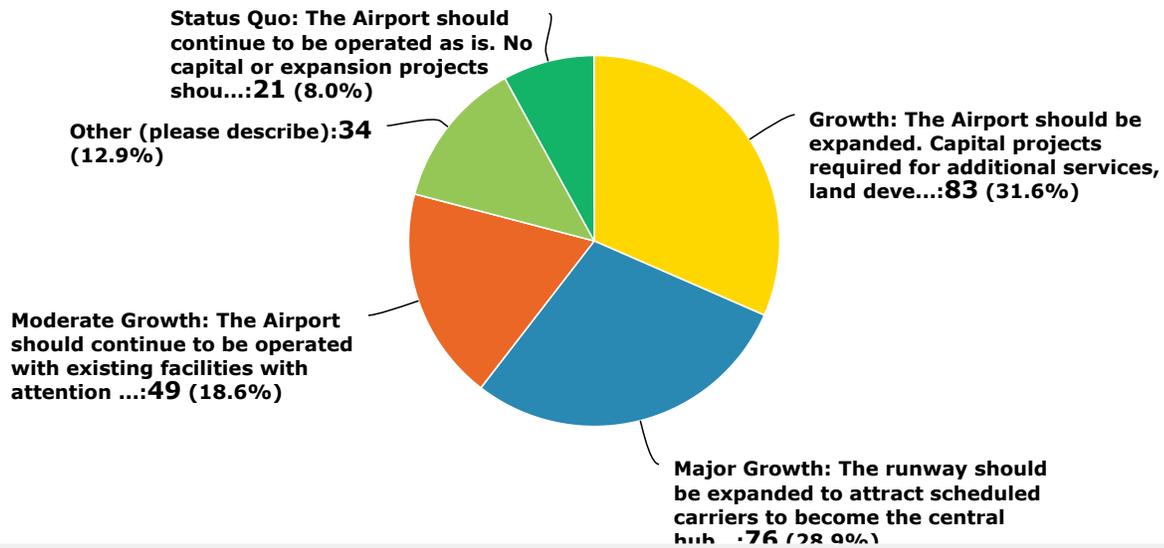
In your opinion, have the recent investments in the Airport, including the runway extension, lighting, and GPS approaches, contributed to the economic viability of the airport and the District?



Total Responses	261	Standard Dev.	0.77
Mean	1.61	Min. Value	1
Variance	0.59	Max. Value	3

AVR_VISION

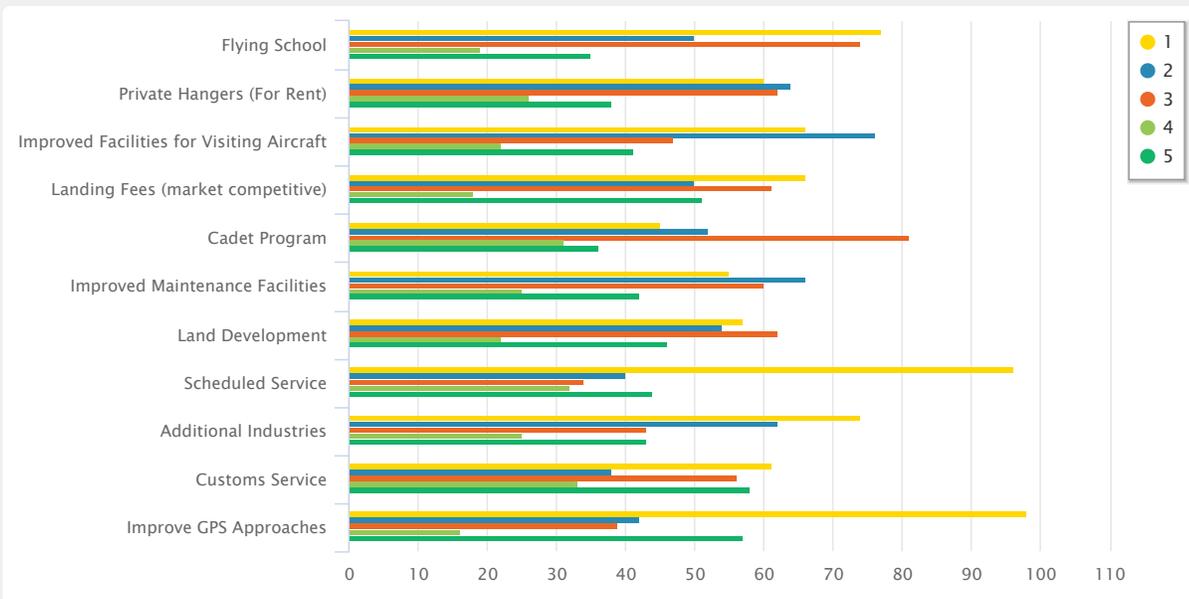
In your view, what should be the vision of AVRA in the future?



Total Responses	263	Standard Dev.	1.13
Mean	3.2	Min. Value	1
Variance	1.28	Max. Value	5

LEVEL_OF_SUPPORT

Please indicate your level of support for the following ideas at the Alberni Valley Regional Airport. Please rank each option from most support (1) to least support (5).



	Total Cases	Mean	Variance	Standard Dev.	Min. Value	Max. Value
Flying School	255	2.55	1.83	1.35	1	5
Private Hangers (For Rent)	250	2.67	1.83	1.35	1	5

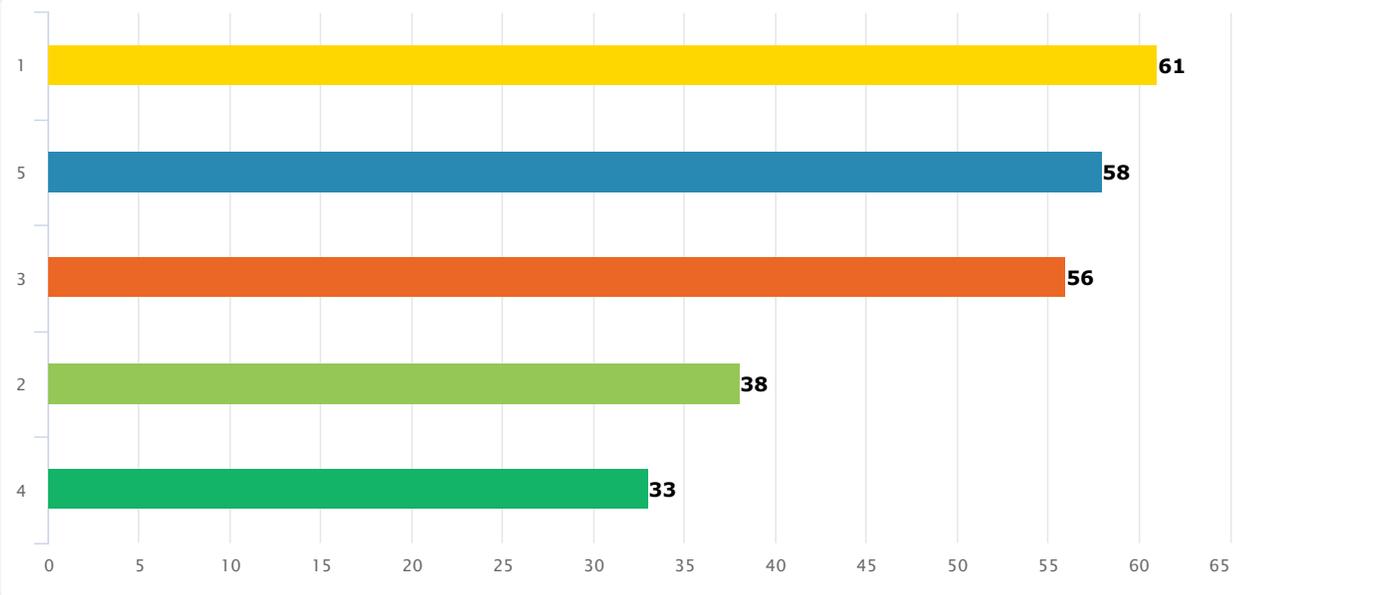
	Total Cases	Mean	Variance	Standard Dev.	Min. Value	Max. Value
Improved Facilities for Visiting Aircraft	252	2.59	1.92	1.39	1	5
Landing Fees (market competitive)	246	2.75	2.12	1.46	1	5
Cadet Program	245	2.84	1.64	1.28	1	5
Improved Maintenance Facilities	248	2.73	1.87	1.37	1	5
Land Development	241	2.78	1.98	1.41	1	5
Scheduled Service	246	2.54	2.37	1.54	1	5
Additional Industries	247	2.6	2.09	1.45	1	5
Customs Service	246	2.96	2.23	1.49	1	5
Improve GPS Approaches	252	2.57	2.52	1.59	1	5

▼ Detailed Answers

	1		2		3		4		5	
	Responses	Cases %								
Flying School	77	30.2	50	19.61	74	29.02	19	7.45	35	13.73
Private Hangers (For Rent)	60	24	64	25.6	62	24.8	26	10.4	38	15.2
Improved Facilities for Visiting Aircraft	66	26.19	76	30.16	47	18.65	22	8.73	41	16.27
Landing Fees (market competitive)	66	26.83	50	20.33	61	24.8	18	7.32	51	20.73
Cadet Program	45	18.37	52	21.22	81	33.06	31	12.65	36	14.69
Improved Maintenance Facilities	55	22.18	66	26.61	60	24.19	25	10.08	42	16.94
Land Development	57	23.65	54	22.41	62	25.73	22	9.13	46	19.09
Scheduled Service	96	39.02	40	16.26	34	13.82	32	13.01	44	17.89
Additional Industries	74	29.96	62	25.1	43	17.41	25	10.12	43	17.41
Customs Service	61	24.8	38	15.45	56	22.76	33	13.41	58	23.58
Improve GPS Approaches	98	38.89	42	16.67	39	15.48	16	6.35	57	22.62

LEVEL_OF_SUPPORT_A10

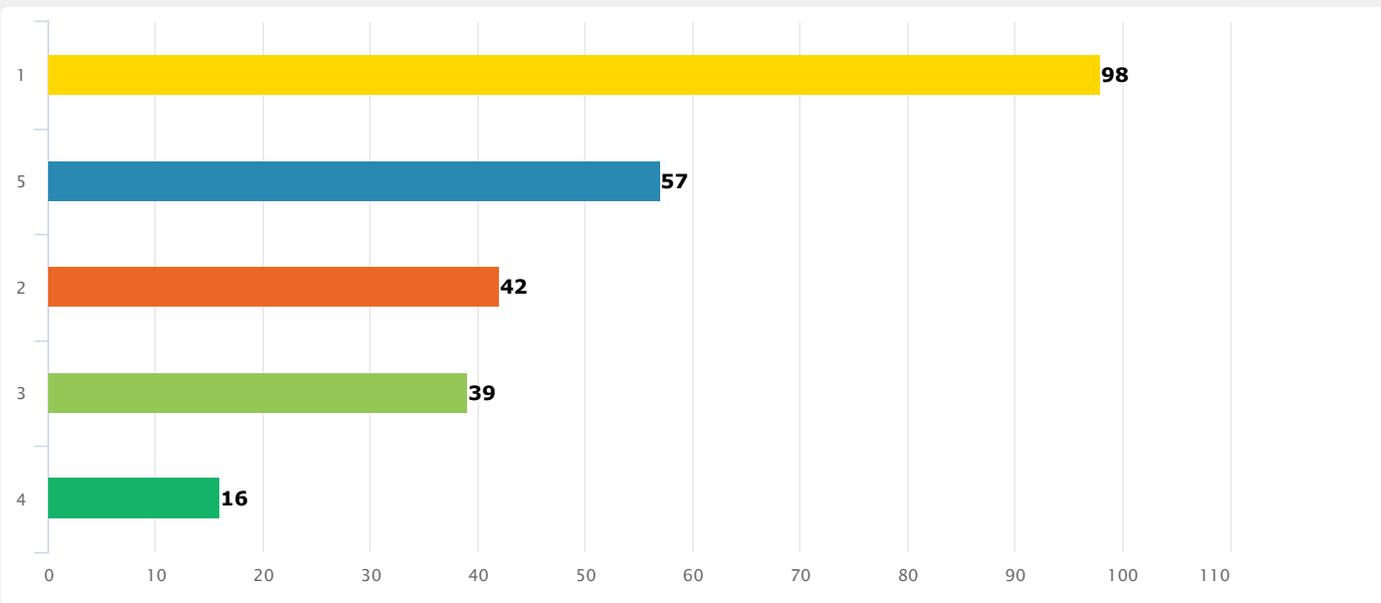
Customs Service



Total Responses	246	Standard Dev.	1.49
Mean	2.96	Min. Value	1
Variance	2.23	Max. Value	5

LEVEL_OF_SUPPORT_A11

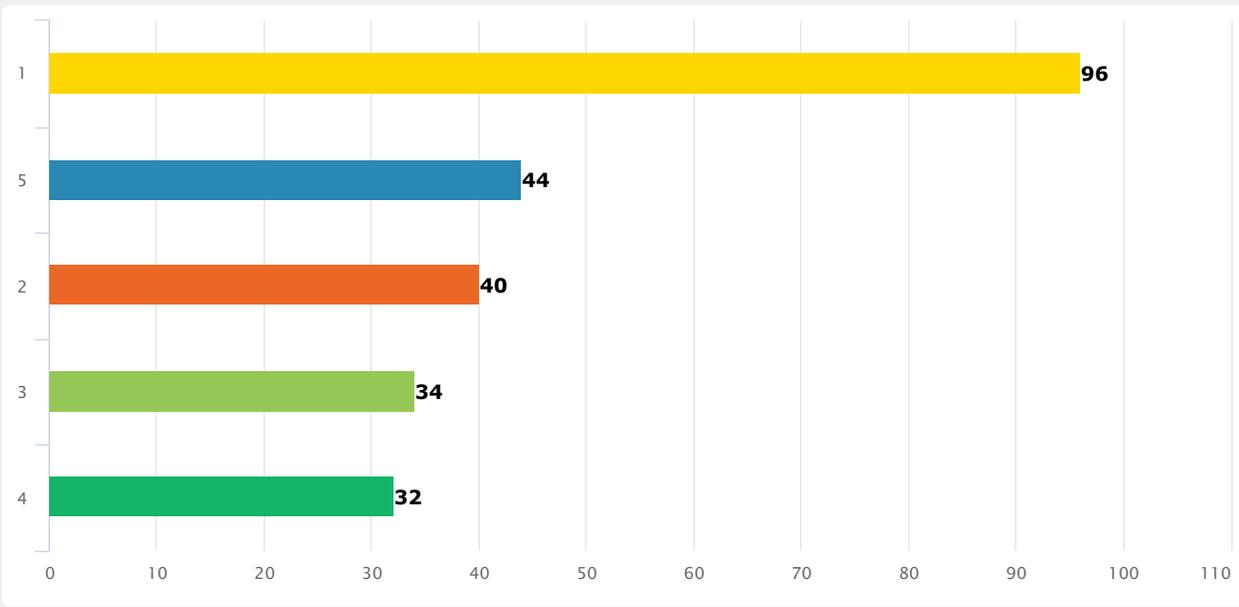
Improve GPS Approaches



Total Responses	252	Standard Dev.	1.59
Mean	2.57	Min. Value	1
Variance	2.52	Max. Value	5

LEVEL_OF_SUPPORT_A8

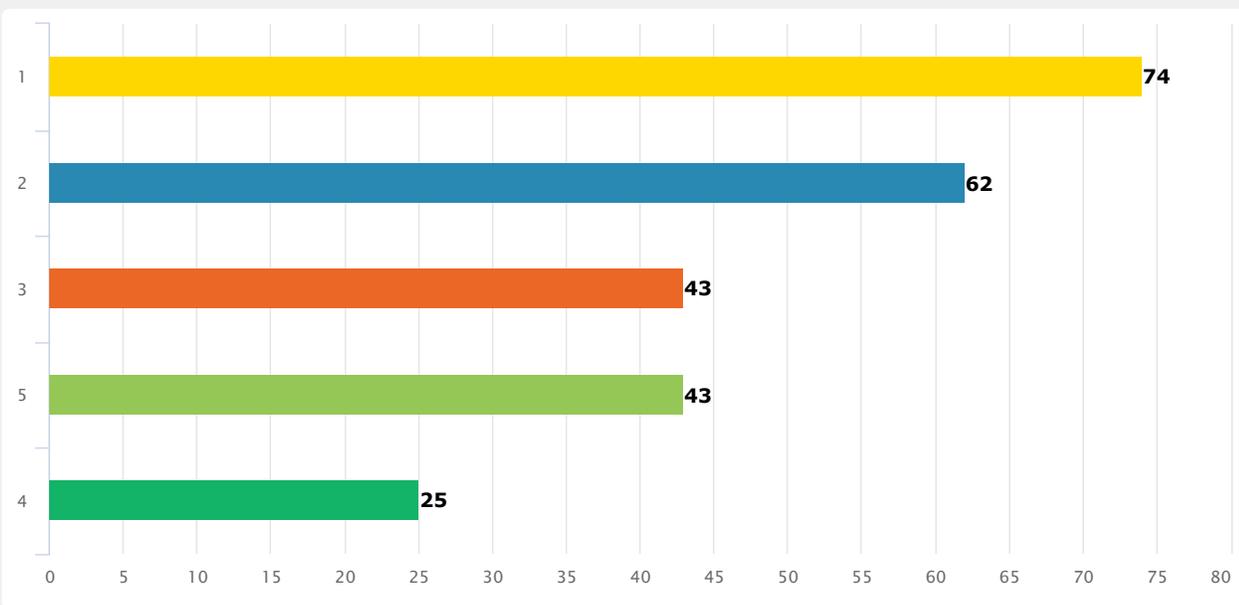
Scheduled Service



Total Responses	246	Standard Dev.	1.54
Mean	2.54	Min. Value	1
Variance	2.37	Max. Value	5

LEVEL_OF_SUPPORT_A9

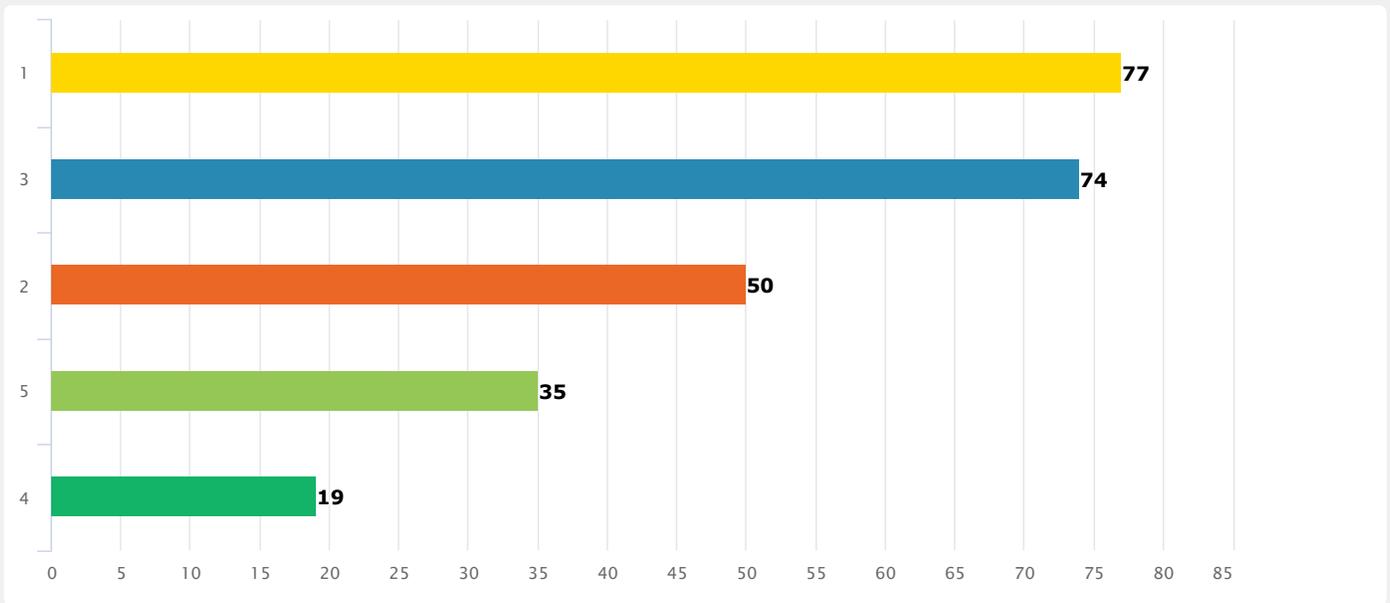
Additional Industries



Total Responses	247	Standard Dev.	1.45
Mean	2.6	Min. Value	1
Variance	2.09	Max. Value	5

SERVICES_A1_2

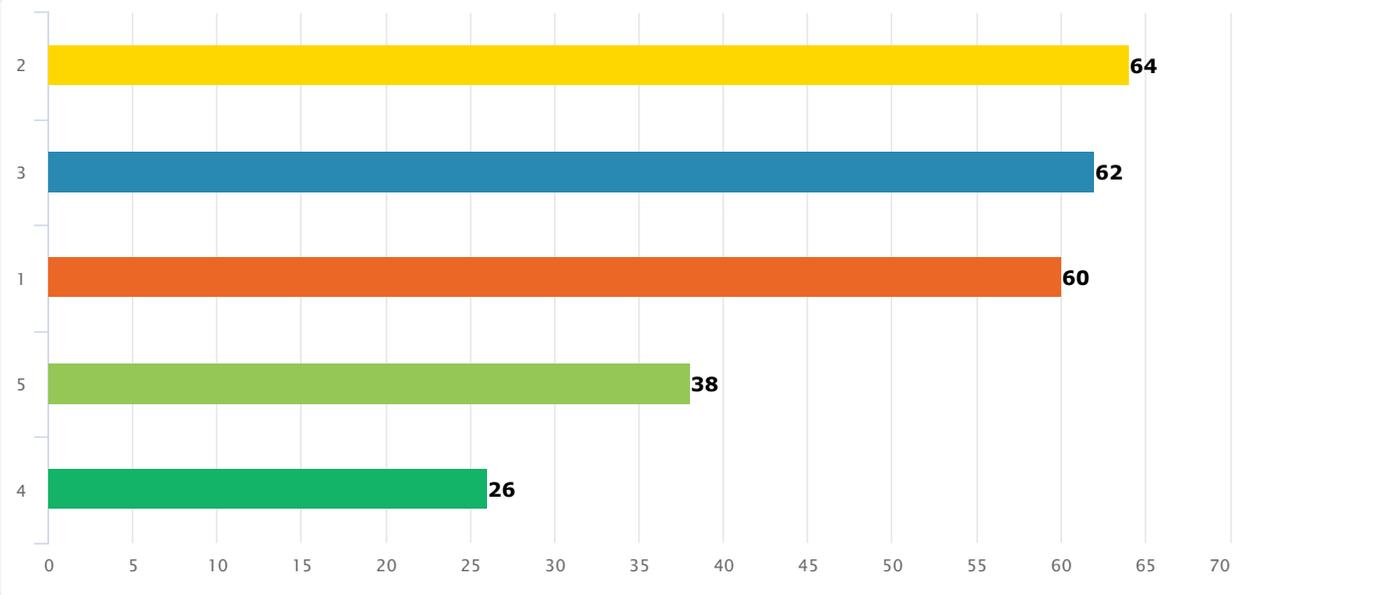
Flying School



Total Responses	255	Standard Dev.	1.35
Mean	2.55	Min. Value	1
Variance	1.83	Max. Value	5

SERVICES_A2_2

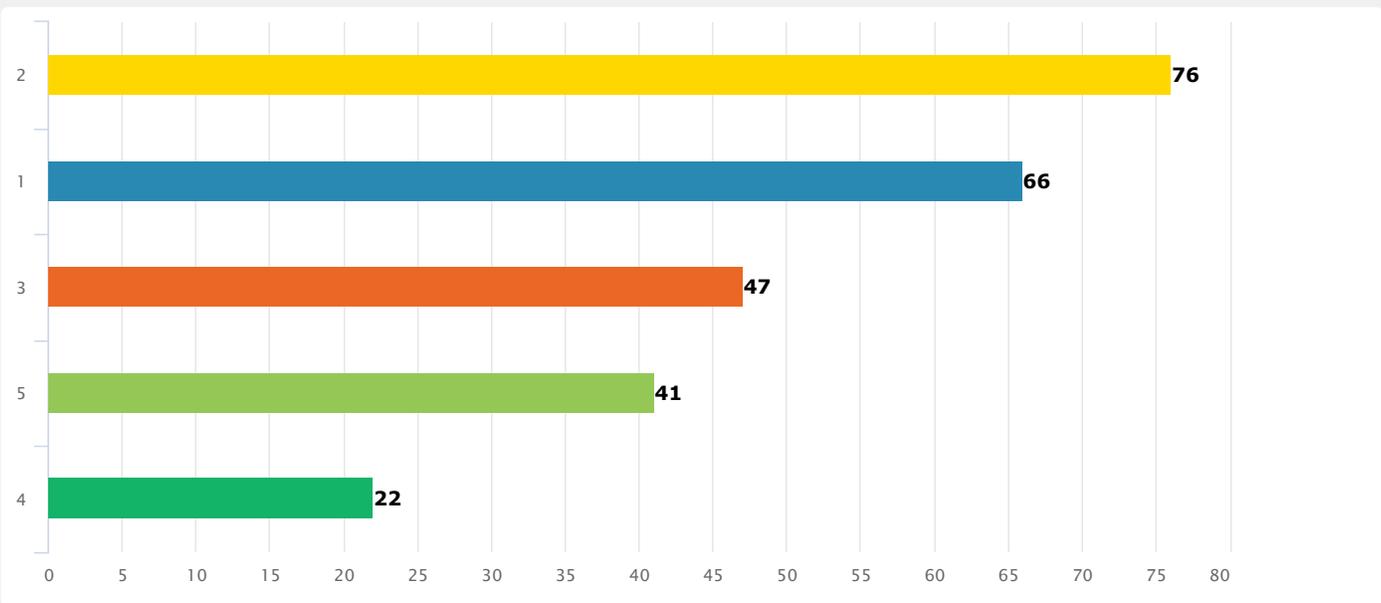
Private Hangers (For Rent)



Total Responses	250	Standard Dev.	1.35
Mean	2.67	Min. Value	1
Variance	1.83	Max. Value	5

SERVICES_A3_2

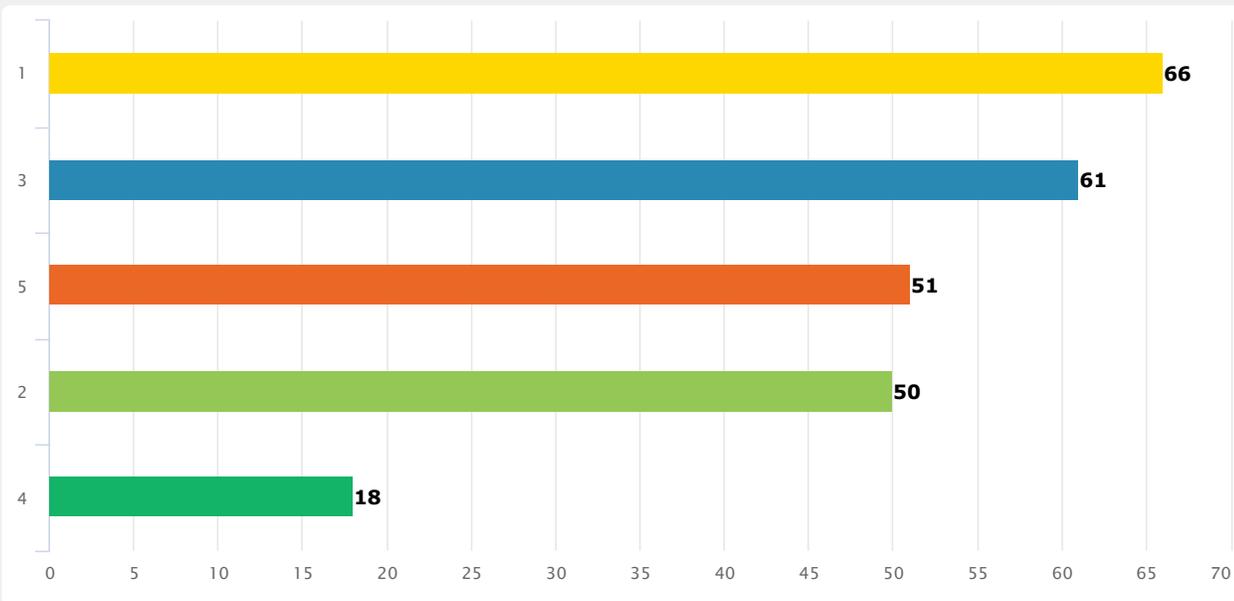
Improved Facilities for Visiting Aircraft



Total Responses	252	Standard Dev.	1.39
Mean	2.59	Min. Value	1
Variance	1.92	Max. Value	5

SERVICES_A4_2

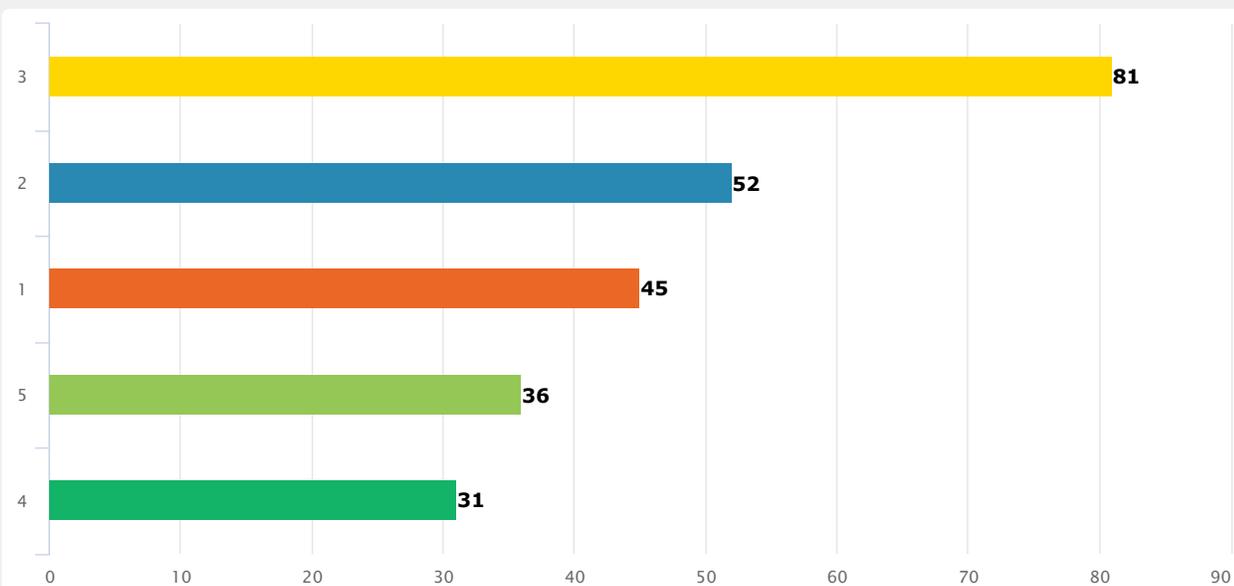
Landing Fees (market competitive)



Total Responses	246	Standard Dev.	1.46
Mean	2.75	Min. Value	1
Variance	2.12	Max. Value	5

SERVICES_A5_2

Cadet Program

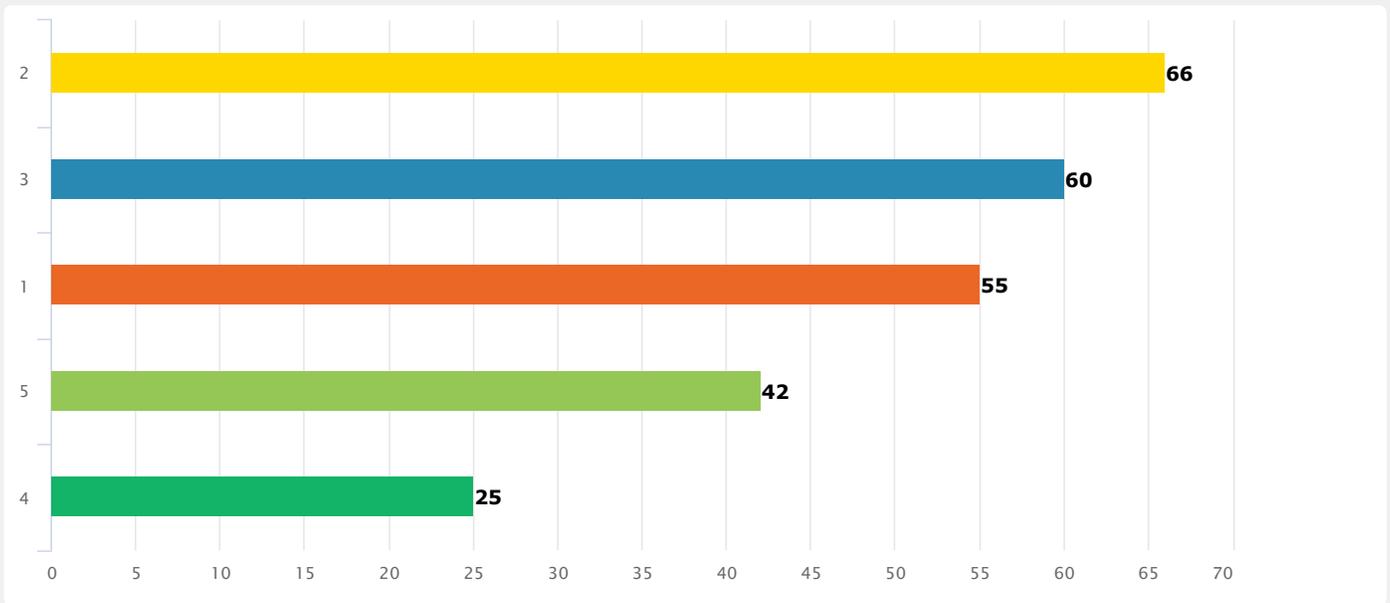


Total Responses **245**
Mean **2.84**
Variance **1.64**

Standard Dev. **1.28**
Min. Value **1**
Max. Value **5**

SERVICES_A6_2

Improved Maintenance Facilities

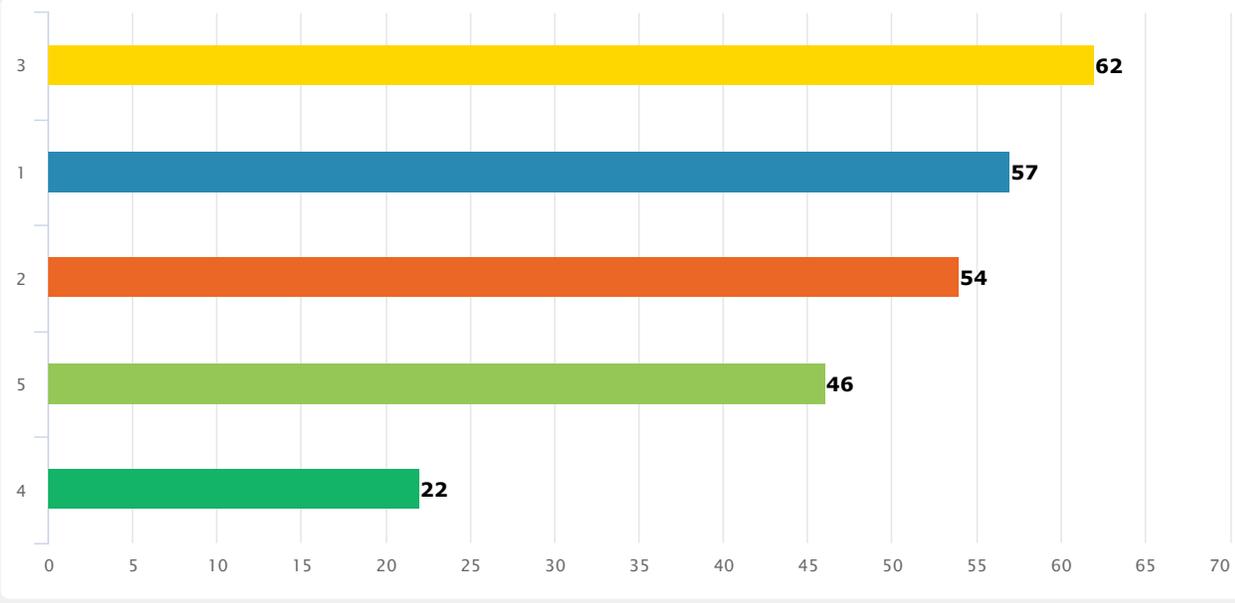


Total Responses **248**
Mean **2.73**
Variance **1.87**

Standard Dev. **1.37**
Min. Value **1**
Max. Value **5**

SERVICES_A7_2

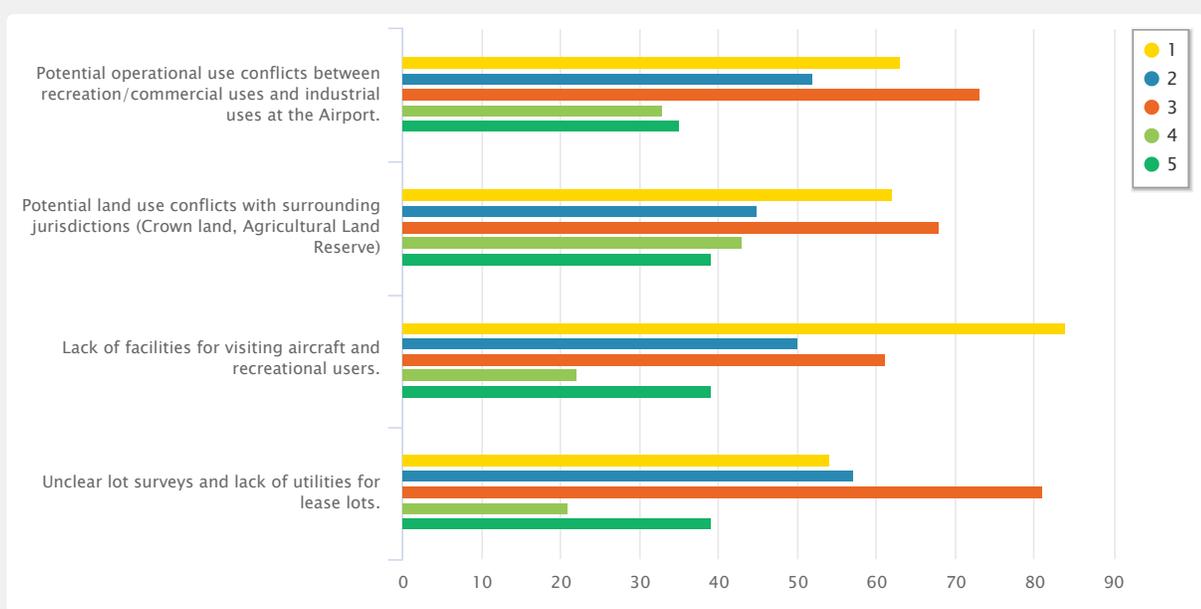
Land Development



Total Responses	241	Standard Dev.	1.41
Mean	2.78	Min. Value	1
Variance	1.98	Max. Value	5

DEVELOPMENT_ISSUES

Preliminary interviews revealed some possible development issues at the Airport. Please indicate the level of importance of each issue to you personally. Please rank each option from most important (1) to least important (5).



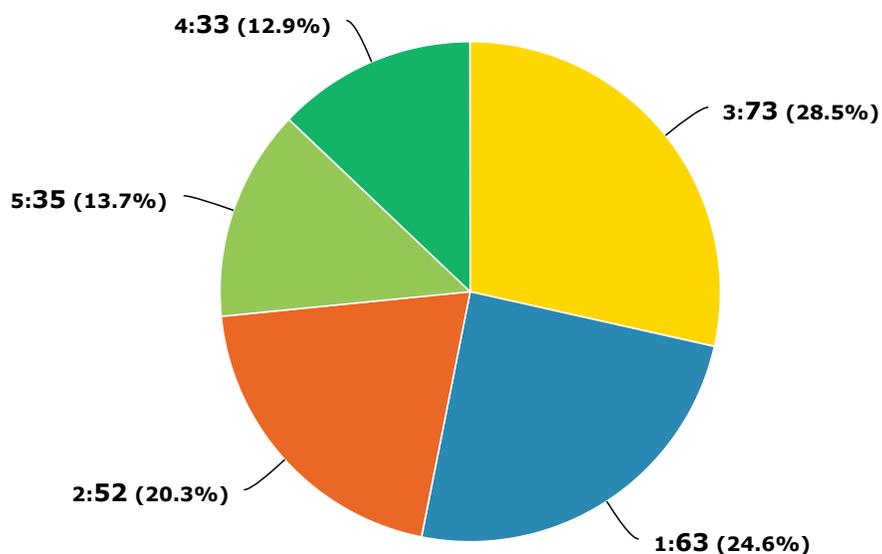
	Total Cases	Mean	Variance	Standard Dev.	Min. Value	Max. Value
Potential operational use conflicts between recreation/commercial uses and industrial uses at the Airport.	256	2.71	1.78	1.34	1	5

	Total Cases	Mean	Variance	Standard Dev.	Min. Value	Max. Value
Potential land use conflicts with surrounding jurisdictions (Crown land, Agricultural Land Reserve)	257	2.81	1.89	1.37	1	5
Lack of facilities for visiting aircraft and recreational users.	256	2.54	2	1.41	1	5
Unclear lot surveys and lack of utilities for lease lots.	252	2.74	1.72	1.31	1	5

▼ Detailed Answers

	1	2	3	4	5					
	Responses	Cases %								
use conflicts between recreation/commercial uses and industrial uses at the Airport.	63	24.6%	52	20.3%	73	28.5%	33	12.9%	35	13.7%
licts with surrounding jurisdictions (Crown land, Agricultural Land Reserve)	62	24.2%	45	17.5%	68	26.6%	43	16.7%	39	15.1%
iting aircraft and recreational users.	84	32.8%	50	19.5%	61	23.8%	22	8.5%	39	15.2%
d lack of utilities for lease lots.	54	21.4%	57	22.6%	81	31.4%	21	8.3%	39	15.4%

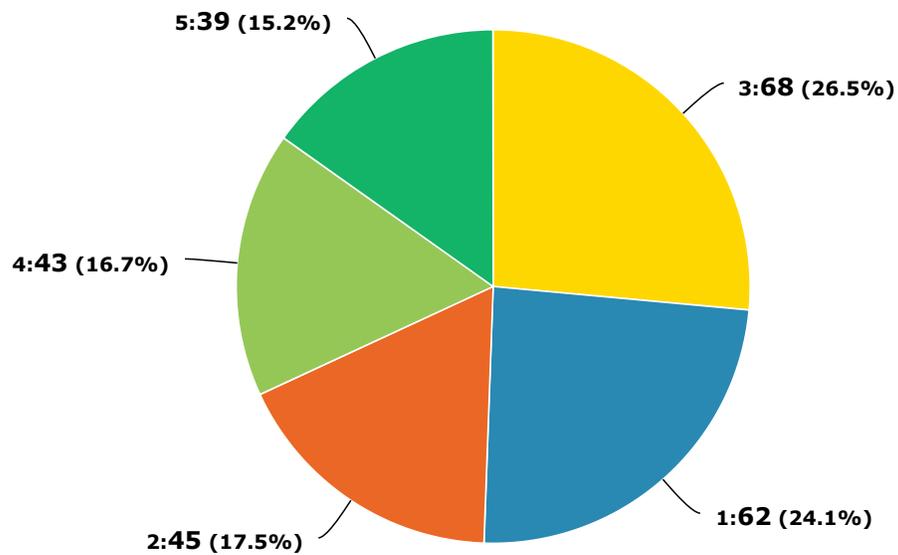
DEVELOPMENT_ISSUES_A1



Total Responses	256	Standard Dev.	1.34
Mean	2.71	Min. Value	1
Variance	1.78	Max. Value	5

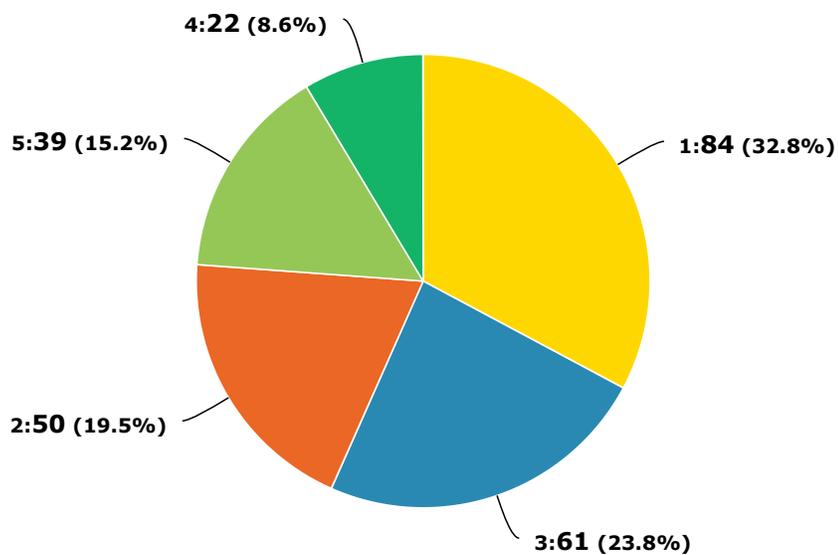
DEVELOPMENT_ISSUES_A2

Potential land use conflicts with surrounding jurisdictions (Crown land, Agricultural Land Reserve)



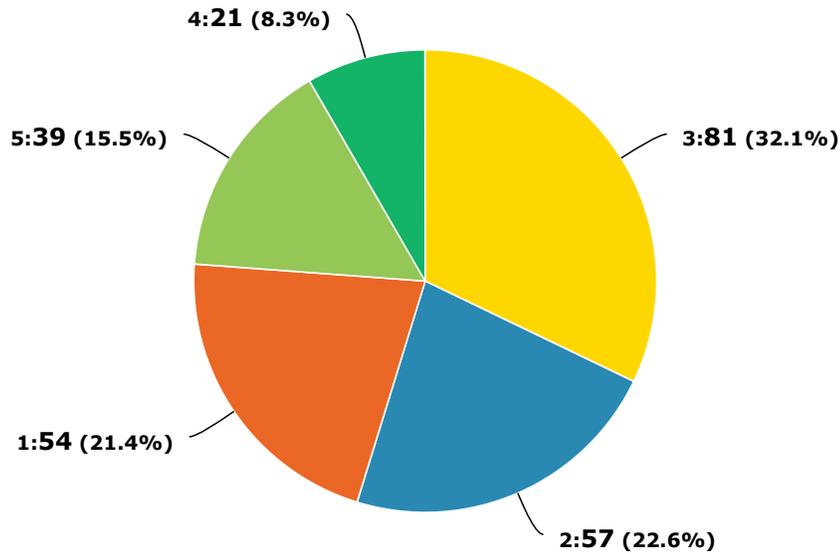
Total Responses	257	Standard Dev.	1.37
Mean	2.81	Min. Value	1
Variance	1.89	Max. Value	5

DEVELOPMENT_ISSUES_A3



Total Responses	256	Standard Dev.	1.41
Mean	2.54	Min. Value	1
Variance	2	Max. Value	5

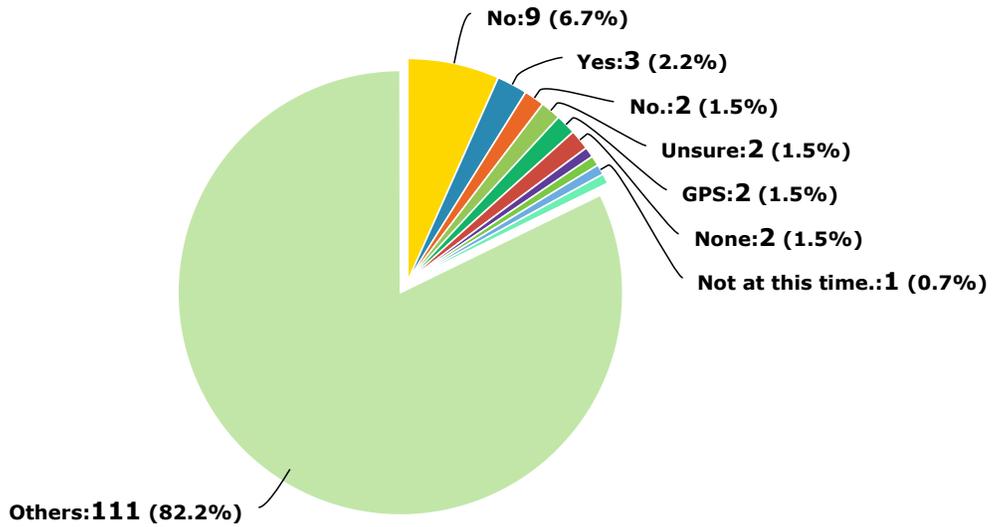
DEVELOPMENT_ISSUES_A4



Total Responses	252	Standard Dev.	1.31
Mean	2.74	Min. Value	1
Variance	1.72	Max. Value	5

CAPITAL_IMPROVEMENTS

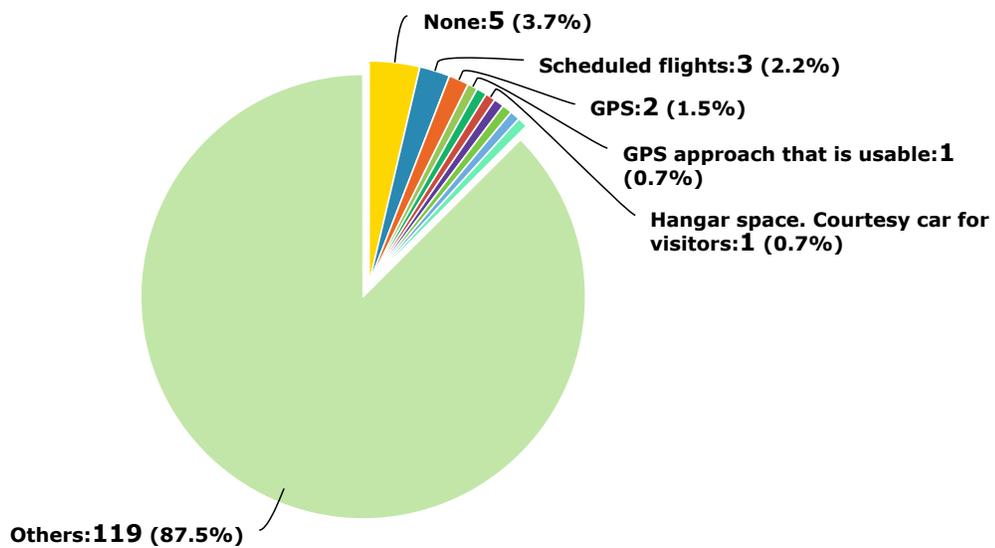
In your opinion, are there any specific capital improvements that should be made at the Alberni Valley Regional Airport?



Total Responses	135	Standard Dev.	N/A
Mean	N/A	Min. Value	N/A
Variance	N/A	Max. Value	N/A

SERVICE_IMPROVEMENTS

In your opinion, what should be the next service improvement undertaken in the development of the Alberni Valley Regional Airport?



Total Responses	136	Standard Dev.	N/A
Mean	N/A	Min. Value	N/A
Variance	N/A	Max. Value	N/A

▼ Detailed Answers

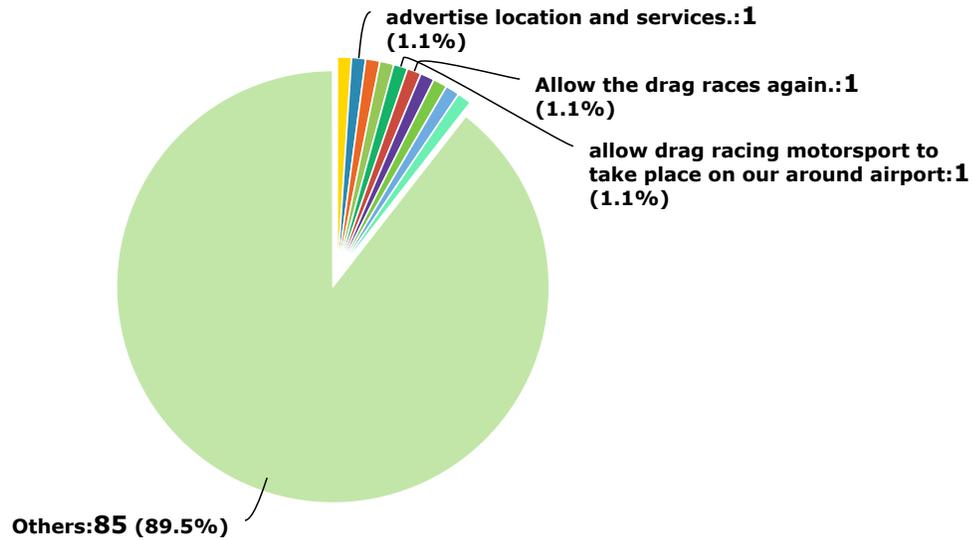
Answer	Frequency	Percentage
Total	136	
None	5	3.68
Scheduled flights	3	2.21
GPS	2	1.47
- Complete GPS approach development	1	0.74
?	1	0.74
A flight school or maintenance facility would be an excellent "service improvement".	1	0.74
Ability for airport to open/ provide services when the weather is anything but clear and sunny. Commercial flights from Vancouver	1	0.74
Affordable public flights	1	0.74
After decades of being there, still no real outside businesses interested in developing there. Not enough consumer clients in the area to warrant building there, even with no landing fees, and super cheap rent. Would not waste more taxpayers money on the Aerodrome. The Aerodrome must pay for itself before any more tax dollars spent.	1	0.74
Air traffic control facility, night lights on runway	1	0.74
Aircraft servicing, this can be improved if a commitment from an aircarrier has taken place	1	0.74
all weather operations	1	0.74
Allow an area for under wing camping which will allow pilots to explore the alpAlberni Valley	1	0.74
Any type of flights for travel to be announced if we even have any leaving this air port.	1	0.74
arrival facilities. With the covid lock downs we will be eyed for getting to the area if needed.	1	0.74
Attract a regional carrier.	1	0.74
Attract scheduled flight operator	1	0.74
Aviation school	1	0.74
Being able to Take flights in and out	1	0.74
Better signage off the highway leading into the airport and a full time restaurant. Offering weekly specials etc outdoor patio dining experience. Beautiful views.	1	0.74
Bigger airport building for incoming passengers	1	0.74
Bring back the Races.	1	0.74
Bring back thunder in the valley	1	0.74
build a building sort of like the final approach in qualicum so pilots can come fly in for lunch/coffee/dinner	1	0.74
Canada customs service	1	0.74
Clearly marked and secure tie-downs for visiting aircraft. Create a welcoming environment for general aviation visitors - more signage with town information including transportation options into town, etc.	1	0.74
Commercial airline services	1	0.74
Commercial flights	1	0.74
Commercial flights to YVR, and then beyond.	1	0.74
Commercial passenger flights	1	0.74
Commercial plane use.	1	0.74
Commercial ready	1	0.74
Commercialization	1	0.74
-Complete GPS Approach development, - CANPASS service, - Winter runway/taxiway maintenance	1	0.74

Contact commercial carriers for interest in providing either scheduled or as-required flights. Contact government agencies for interest in setting up shop - cadet training, Air Ambulance services.	1	0.74
Create more lease lots both airside and none airside. Have the ACRD improve the process to acquire a long term lease	1	0.74
Custom clearance	1	0.74
Develop a service document which describes how the airport is to run so that all tenants know what to expect. This should be similar to an Airport Operations Manual and would describe weight limitations, snow removal, parking areas etc.	1	0.74
Develop the airport ,build a spare runway to be used for drags in the summer	1	0.74
Development of airside land and other Crown lands surrounding the airport.	1	0.74
Do whatever makes money because it is not going to be an airport	1	0.74
Don't know	1	0.74
Don't know	1	0.74
Drag strip	1	0.74
Establish a Fire Station where ACRD/City fire departments can station an emergency fire truck, then staff the hall when there is specific demand.	1	0.74
expand the run way to accommodate the bigger carriers as in west jet, air canada.	1	0.74
Expanded parking areas and proper arrival/departure facilities.	1	0.74
Find users will pay	1	0.74
Finish runway to increase useage	1	0.74
Flight training and approach systems to allow for landing in our foggy climate.	1	0.74
GPS approach that is usable	1	0.74
Hangar space for short and long term rentals. Larger Airport and or/office space to accommodate test crews.	1	0.74
Hangar space. Courtesy car for visitors	1	0.74
Have some like Fedex provide service at the airport. We have a lot of items couriered in, and live animals shipped out. Airports are like bus stops to the world.	1	0.74
I don't know much about what is available right now, but we have the potential to be a larger regional mid-island hub, and attract businesses and commercial charters. We should improve the facilities to attract these.	1	0.74
I don't know.	1	0.74
I would love to see it opened back up to host Thunder in Valley again.	1	0.74
improvement to the runways	1	0.74
Improvements required only when tenants committed to operational use of the airport.	1	0.74
Introducing scheduled commercial flights	1	0.74
It would be great to see improvement on marketing and information to the public - in regards to what charter flights are available to businesses and residents. There needs to be either a dedicated website for online booking and information that is easy to access, or a permanent space (Chamber of Commerce?) where people can find information consistently. I wouldn't want to see scheduled flights, as the capacity of the Valley economically just isn't there, and with the AVR A being an aerodrome, there is opportunity (with lease/ALR issues sorted) for non-aviation businesses to be on that land as well.	1	0.74
Land development services should be undertaken. This will allow for increased revenue streams that are generated through long term leases on site.	1	0.74
land lease availability	1	0.74
Longer lease terms available up to 35 years to encourage more investment and larger developments.	1	0.74
Look at Qualicum Beach and do the exact opposite to what they're doing.... they're killing it.	1	0.74
maintain what we have, tenants need to follow through with their investments and in turn pay fees for their use of the airport for funding of the proper maintenance!	1	0.74
Maintenance building to keep equipment out of the weather, a proper terminal and parking area.	1	0.74
Maintaining vegetation more often then every two years and providing winter maintenance in case of snow. Have a main contact person for the ACRD in Port Alberni for the Airport. Possibly an part time Airport manager.	1	0.74

Maintenance of existing airport	1	0.74
Make it a drag strip or make the Coulson Group pay for all the improvements that they alone use.	1	0.74
Marketing and gathering space	1	0.74
More awareness and amenities for general aviation	1	0.74
More flights	1	0.74
Need commercial flights	1	0.74
New terminal and an ILS	1	0.74
No need for improving the airport. Airport is great. It would be nice to attract more people to it.	1	0.74
None, our town needs things other than an airport improvement. We are in close proximity to airports for those who need to fly anywhere.	1	0.74
None. Sell it to Wayne Coulson. He is the one that benefits the most from our tax dollars.	1	0.74
not informed enough at this point in time.	1	0.74
Not sure.	1	0.74
Nothing	1	0.74
Nothing that increases tax payers as it only benefits one business	1	0.74
Nothing unless there is a substantial return on the investment	1	0.74
Nothing without market research.	1	0.74
Nothing, get rid of it	1	0.74
Parking	1	0.74
Paved turn-around areas at each runway end to facilitate aircraft that are back-tracking for takeoff.	1	0.74
Paving of taxiways in between lease-holdings	1	0.74
permanent covered storage for recreational flyers,	1	0.74
Poor weather/low ceiling approach.	1	0.74
Racetrack	1	0.74
Reduction of debt incurred overbuilding the airport for a private business (coulson)	1	0.74
Regular flights from Vancouver, Nanaimo and Comox airports	1	0.74
Regular flights/hanger	1	0.74
Scheduled flight service	1	0.74
Scheduled flight to mainland or taxi flight service to Nanaimo or Comox	1	0.74
scheduled flights for the humans	1	0.74
Scheduled flights, land development	1	0.74
scheduled service to mainland	1	0.74
See above.	1	0.74

COMMENTS

Please provide any other comments you would like to provide to the Advisory Committee.



Total Responses	95	Standard Dev.	N/A
Mean	N/A	Min. Value	N/A
Variance	N/A	Max. Value	N/A

▼ Detailed Answers

Answer	Frequency	Percentage
Total	95	
- Please increase max limit at the fuel pumps to a reasonable amount. Current limit is \$500 max per transaction.	1	1.05
advertise location and services.	1	1.05
Air cadet program - not only a glider school but also their powered flight school should be considered.	1	1.05
Airports across the country struggle to get enough support. Alberni is in an area where air travel is a huge asset for normal and emergency circumstances. Landing fees will decrease movements and therefore revenues, and increase administrative costs, best to find other areas to promote growth that won't turn pilots away.	1	1.05
allow drag racing motorsport to take place on our around airport	1	1.05
Allow the drag races again.	1	1.05
An express package service company destination.	1	1.05
Answer to the question why the Drag Races were permitted to bring Millions of dollars in tourist's spending into this Valley, yet were denied after the taxpayers paid for the expansion ?	1	1.05
Any landing fees will stop pilots from visiting	1	1.05
Any type of info on what the port alberni airport actually has to offer	1	1.05
As a Program Manager for Viking Air Ltd. who has used the airport for flight testing we are very appreciative of the support we have received. Feel free to reach out with any questions curtis.mccormac@vikingair.com	1	1.05
Be realistic about what is possible	1	1.05
Become a hub, we visit family here from Edmonton once or twice a month , at present we fly into Comix	1	1.05
Being in the center of the island you would think this airport would be more valuable than it is.	1	1.05
Better things to spend money on than an airport.	1	1.05
Bring back the drag races	1	1.05
Bring back the Raves.	1	1.05
Considerations should be made for improved road access - requires a road hookup and new bridge across the Stamp river to the Beaver Creek road - the airport is too isolated with the current access	1	1.05

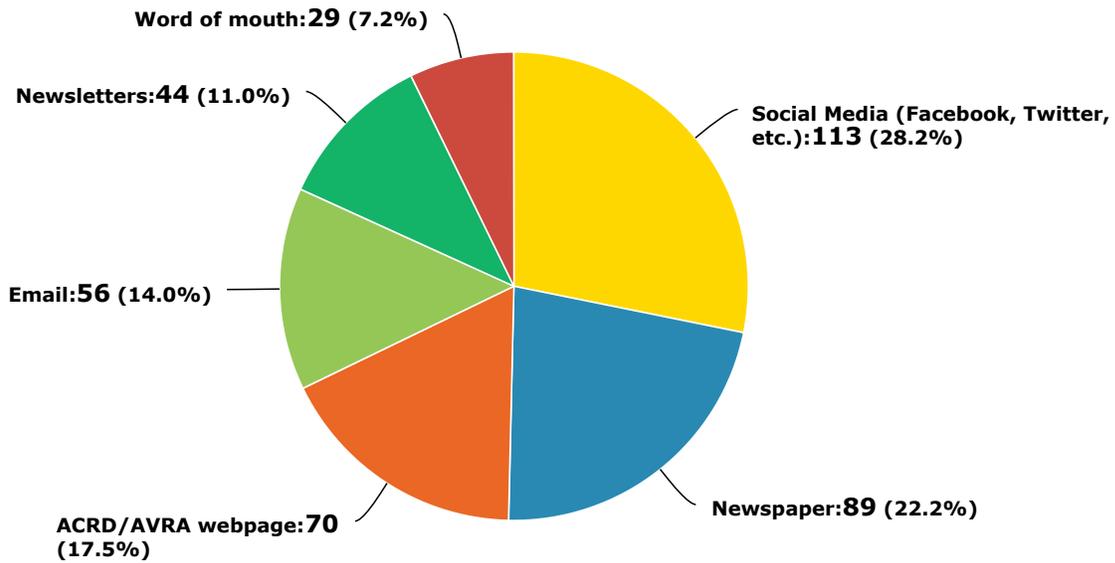
Developing the AVRA would create jobs, attract more businesses and attract more recreational pilots and tourists. Also, having a charter service would reduce my travel time to Vancouver from 5 hours (by road and ferry) to about one hour!	1	1.05
Discussions about and understanding of the AVRA have become muddled with the perception that this is a "Private Air strip" for Coulson's use. Unless this perception is challenged head on it will continue to influence the public's willingness to fund improvements.	1	1.05
Don't take my city tax money anymore	1	1.05
Extension of the runway for bigger aircraft to land	1	1.05
For existing hangers , repave taxiways to reduce potential for prop strikes and damage to props and airframes from gravel.	1	1.05
Fuck the lot of you assholes	1	1.05
Good luck	1	1.05
having worked at the Aerodrome from its beginning until a dozen years ago, one of the biggest mistakes made there was prevent the once a year drags. It put the site on the map for many and provide a positive image for the Aerodrome, not to mention a good revenue for the Valley.	1	1.05
Hose reels for the fueling station.	1	1.05
I am sick of paying taxes on the airport that refuses to make money	1	1.05
i and many others were disappointed when drag racing was discontinued at the airport.not only did it provide much a much needed event in the valley, the monetary impact it made to the airport and the valley can not be ignored.bad decisions were made by small minded people.	1	1.05
i did not know you were active---I read to local news every day on the web--	1	1.05
I don't want to see any more tax dollars on capital projects invested in the AVRA until there is a wholesome discussion on the lease agreement of the land with the province, and the the ALR. As mentioned, it would be great to have the ability to really utilize the land to support local businesses and events, and the lease restricts any non-aviation possibilities from even being discussed (whether there is opportunity for agriculture, industrial, co-op spaces, events, or small businesses). Of course the main focus of the land is for aviation, and as previously stated, I think the AVRA should still with non-scheduled flights and capitalize on its current assets, as I see that as strengths. To aim to try and get scheduled flights here just doesn't seem like a smart business move, with Airports in Nanaimo, Qualicum Beach/Parksville, Comox, and Tofino - not just because of the competition with other airports, but because of the costs involved too, that will more than likely end up on local tax payers.	1	1.05
I have never used the port Alberni airport because the commercial flight options are so limited. I travel frequently and would like to be able to fly to yvr nonstop	1	1.05
I just want to see economical growth in the valley.	1	1.05
I retired at Sproat Lake for peace and quiet. Previously lived in flight path of YVR.	1	1.05
I think more emphasis should be put on marketing of the improved airport. For courier companies, for flight training, for military exercises.	1	1.05
I'm glad to see Alberni looking at this because in my experience, airport improvements/expansions only become more difficult as populations grow. The paradox is that as populations grow, the need for the improvements/expansions also grow. If possible, it is always better to be AHEAD of the infrastructure curve ESPECIALLY when it comes to airports.	1	1.05
I'm not privy to the revenue the airport realizes, but it should show a return on the investment and a solid business plan before moving forward. The people marketing should be at arms length from current tenants and local influences like the past.	1	1.05
In building a vision for the airport, I highly encourage fostering an active local aviation community that is attractive and inviting to local and visiting pilots, aircraft maintenance and manufacturing businesses, and other aviation "anchor" businesses such as Coulson, Viking, and a flying school. An active airport is a healthy airport, and doesn't necessarily need grand ideas of airline and commuter services to be viable. Facilities such as hangar homes/condos, affordable GA hangars and aircraft business/tourism premises, will build a community that supports, volunteers, funds, promotes, and grows awareness of the airport as a local asset. We have an amazing physical airport facility already at AVRA, with room and opportunity to grow. Imagine an airport with a busy flying school, biplane and glider rides for tourists, an on-site cafe (a destination for pilots and locals), thriving aircraft maintenance and restoration businesses, rental car or shuttle options to get visitors into Port Alberni or Sproat Lake... I look forward to being part of this growth and helping make AVRA an aviation jewel.	1	1.05
Incorporate tourism branding (Destination BC, Tourism Vancouver Island)	1	1.05
It is extremely important for the Advisory committee to have people who use the airport now, stakeholders of the airport sit on the Advisory Committee.	1	1.05
Job creation projects	1	1.05
Just get it up and running. They will come, if it's available.	1	1.05
Keep tenants up to date with all changes, proposed or otherwise so that tenants can plan around major changes well in advance	1	1.05
Keep up the good work. Ask island air express to run regular flights to Abbotsford and or YVR from port alberni us camp workers will use this service regularly. https://www.islandexpressair.com/	1	1.05

Let the drag racers use the airport	1	1.05
Lets make the airport useable for all aircraft types like cassidy airport so my family- friends dont have to use that as our hub. Build and they shall come!	1	1.05
Long term leases for tenants. Ie 30 year leases like other airport authorities in Canada.	1	1.05
My biggest concern is that this study will be done and paid for and that will be the end of it. And then another study will be done, again. Please make the information useful, practical and inform the public about the end result.	1	1.05
No taxpayer wants to pay for a seemingly private airport for the upper class	1	1.05
none	1	1.05
Please develop this airport! It would be well used and bring SO many jobs and tourists to the Alberni valley. Everyone has to leave town to fly to their vacation destination and if they (and the surrounding towns) could fly from the Valley it would be an incredible step in the right direction for Port Alberni	1	1.05
Please promote the airport to people in the industry. It has so much potential here. Keep the red tape to a minimum and the airport fees low to attract new tenants and build from there..	1	1.05
Please seriously consider the tax money of the people who get little too nothing from this. I have lived in Pory Alberni over 30 years and have never been to the airport for any purpose that an airport is intended. Nor do I know anyone that goes there for any reason other than to work for Coulson's, Dolan's or fly their personal plane. It only seems to benefit the wealthy end of our community. This is frustrating to those of us who can barely afford out already high taxes.	1	1.05
Promote growth and use of the airport to the betterment of the entire valley	1	1.05
Promote the airport through marketing, school career days, etc.	1	1.05
Proper investigation of rules and regulations and informing public	1	1.05
Put it to a vote for Port Alberni tax payers to decide the fate.	1	1.05
Quit wasting money on the airport	1	1.05
Running an airport for the 'community' but offers nothing (no scheduled flights) to the 'community' is a waste of our tax dollars. So, make it a usable airport for people other than those who own their own private planes.	1	1.05
See a cadet glider training center would be amazing	1	1.05
Should allow drag races back at the airport	1	1.05
so far the biggest waste of the tax payers money	1	1.05
Stop allowing people to store boats there. It is an airport. The reason the drag races are not allowed anymore is it is only supposed to for air planes. Not boat storage.	1	1.05
Stop being Coulson's puppets.	1	1.05
Stop running this as a private airport	1	1.05
Stop spending money on things that provide such minimal benefit to the general population. We are a poverty stricken community that needs more social services and not an increase in elitist services that benefit very few people	1	1.05
Stop spending our money.	1	1.05
Strides are being made in the right direction. Keep it going!	1	1.05
The Airport Advisory committee needs to have a much greater presence and at the end of the year provide an annual report on what has been accomplished during the previous year.	1	1.05
The airport is a great resource but it primarily benefits our wealthiest neighbors. It is time to stop asking people who could never afford the use of the airport to help pay for it. I'd much rather be taxed to help shelter people who don't have housing or to feed hungry folks than to help pay for the airport that currently only seems to benefit the wealthiest of us.	1	1.05
The airport should be an economic driver in the community through supporting and expanding current Coulson Aviation and associated industries. The public investment was not for recreational use of visiting recreational flyers. We have the opportunity to build a considerable economic sector around the current anchor tenant. All other uses should be considered secondary to that	1	1.05
The cost of the original airport expansion has not been outweighed by the "benefits" of the expansion.	1	1.05
the mindset of many locals is that all the improvements and taxdollars was all for Coulson ...People don't realize how many jobs have been created by the expansion and how much is contributed to the local economy...there will be more jobs in the future....more focus should be on marketing to attract more Aviation industry to come here	1	1.05
the only person who benefits from this airport is Coulson period. Sell it to him, he can have his private airport, and let him worry about upgrades/expenses etc. Port Alberni is Never going to be an international Flight destination/hub/or anything else. Give up flogging the dead horse! Port Alberni has NEVER NEEDED AN AIRPORT!	1	1.05
The people using it should be paying for it. We pay tax dollars but see no benefit and can't use it	1	1.05

The questions seem to have the impression that the glider operations are for air cadet training. They are not. There is a club (Alberni Valley Soaring Association) with 6 gliders and several dozen members that operates from the airport. There is also a private glider operation (Vancouver Island Soaring Centre) with a two-place glider and a towplane. While the Air Cadets have visited and operated from this airport, and there are proposals that they operate there in future, they are not currently operating at this airport.	1	1.05
The tax payer receives no direct benefit from the current airport and sees it mainly as giving money to business, scheduled flights would change that.	1	1.05
There is great opportunities within our indigenous community to help build up aviation	1	1.05
this airport was expanded for the coulson group and the flying club in general they should pay for any improvements. when the dragracers were out there they did a lot of work to the area . racing should be back at the airport up to 10,000 used the airport on that weekend and it brought money into town and put us on the map .	1	1.05
This area of land should generate incomes and a portion of that revenue should be used to improve airport services and marketing this facility.	1	1.05
This may not be relevant, but I need to say that no land should be taken from agricultural or indigenous ownership or use.	1	1.05
Through the development of the previous Sproat Lake (OCP) adopted in 2005, it was recognized by the ACRD planning department and administration at that time that planning for acquiring the lands and changing land use opportunities adjacent to the airport could provide for long-term greater community benefits as well, including access and upgrade to the west side of stamp falls provincial park, hobby farm creation, expansion of river fishing access, recreational riverside RV camping, and of course the development through proper planning of all landowners, levels of government and First Nations, a unique Motorsports Park Complex combining all local current motorsports user groups to the one location. This included the future opportunity to create a 1/4 mile drag strip with major out-side investment off the airport lands, there as well.	1	1.05
Thunder in the Valley can be an important revenue contributor and bring awareness of the airport facilities.	1	1.05
Thunder in the Valley was a HUGE economic booster to the region. It is sorely missed.	1	1.05
Time to open your minds and realize what an extra runway that could be used in the summer on a few weekends for drag racing ,it brings money to the valley ,Build some big metal hangars with the future in mind.	1	1.05
Time to work towards scheduled service . Also seek investment from other air craft builders	1	1.05
Unfortunately the airport only benefits coulsons at tax payers expense. I live near the airport and there needs to be some air time restrictions	1	1.05
We live verily close to the airport (Little Germany) and enjoy all the aircraft traffic, even the traffic at night. One of my earliest jobs was for CP Air at Richmond BC, which became Canadian Airlines, and now is Air Canada. At that time four DC-10's were purchased and converted, paint stripped, interior gutted, for use for Canadian Airlines. Similar to what Coulson Aviation does now. One thought I have is the Pine Dell property, which comes quite close to the Airport property, I thought you could do aircraft activity on agriculture land. Would be a nice use for this property.	1	1.05
We should try to develop and attract niche fly-in events that would draw visitors.	1	1.05
When two days of now canceled drag racing brings in more revenue than the users of the actual runway something is majorly wrong. When the opened portion of the survey starts in the middle of the rectangular box provided and only shows one line of text no matter how many characters are typed this survey has major problems.this	1	1.05
While ever the airport is merely a facility for local businesses they should pay for it in its entirety. It is not worth having otherwise	1	1.05
Who is actually using the airport and are they paying a fee to use it. Is public allowed to financials	1	1.05
Would be great to have flight service to Vancouver and or seattle	1	1.05
Would love to see a bi-weekly passenger service from lower mainland to Port Alberni	1	1.05
You have to respect the landuse restrictions in place - ALR, crown grant! you also have to acknowledge that further expansions of the runway are constrained by the lay of the land! current tenants are good for the local economy and jobs but are they paying their fair share to the service - the operation and maintenance of the airport.	1	1.05

COMMUNICATION

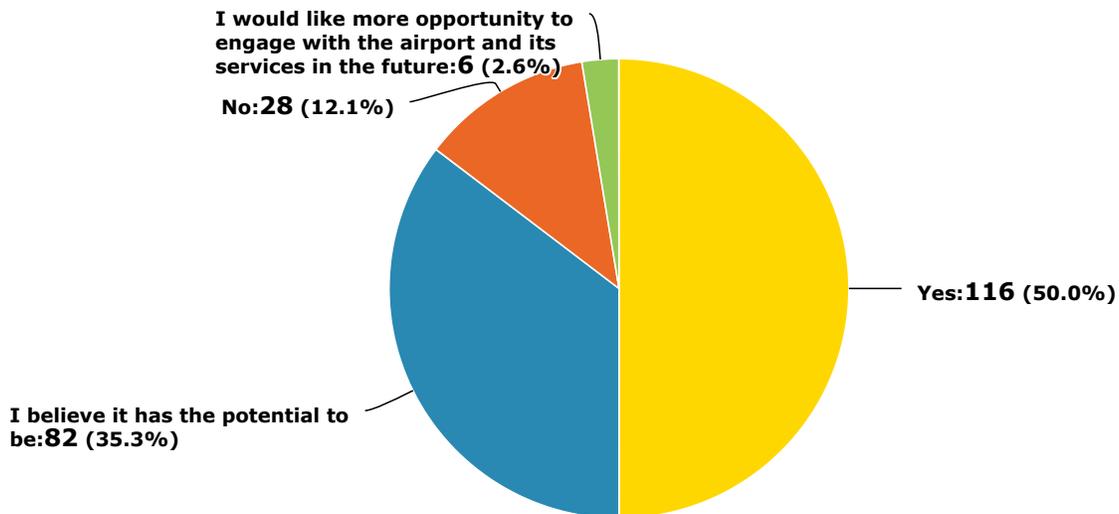
What is your preferred method of learning about activities at the Airport?



Total Cases	230	Standard Dev.	1.72
Total Responses	401	Min. Value	1
Mean	3.13	Max. Value	6
Variance	2.97		

COMMUNITY_ASSET

Do you view the Alberni Valley Regional Airport as a valuable community asset?



Total Responses	232	Standard Dev.	0.98
Mean	1.77	Min. Value	1
Variance	0.96	Max. Value	4

Alberni Valley Regional Airport Final Report

1
AVRA Strategic Plan
2021-03-23

REVIEW, VISIONS, MISSION, STRATEGIC PLAN, CAPITAL PLAN

Agenda

- ▶ Review of Final Report
- ▶ Vision and Mission
- ▶ Strategic Plan
- ▶ Capital Plan
- ▶ Follow Up

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

Vision and Mission Statement

Alberni Valley Regional Airport

VISION:

“Vancouver Island’s premier industrial airport serving business, tourism and aviation needs”

MISSION:

“To support diversified aviation clients including, firefighting, manufacturing, maintenance, flight training, tourism, flight charters, small air carriers and cargo, through:

- Professional and safe facilities
- Strategic partnerships
- Alignment with the community, and
- Economic growth in the Alberni Valley region”.



AVRA Strategic Plan

Strategic Plan- Matched to District Strategic Plan

GUIDANCE FOR THE FUTURE

2021-03-23

Strategic Focus #1-Economy and COVID 19 Recovery

6

STRATEGY	OBJECTIVE	ACTION	PARTNERS
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.	Advisory Committee, ACRD, Tenants, Public
2.Promote Flying School	To satisfy demand articulated in the airport survey indicating 30 interested comments.	Work with aviation community to encourage a flight training school.	Flight School, Advisory Committee
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.	ACRD, Tenants
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.	Advisory Committee, Coulson Air, Viking, Flying Club, Glider Club, Airport Tenants, ACRD

Strategic Focus #2-Communications and Engagement

STRATEGY	OBJECTIVE	ACTION	PARTNERS
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.	Flying Club, Airport Tenants, Advisory Committee, ACRD
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.	ACRD, Advisory Committee
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.	Advisory Committee, Airport Tenants

Strategic Focus #3-Infrastructure Management

STRATEGY	OBJECTIVE	ACTION	PARTNERS
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.	ACRD, Tenants, First Nations
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.	ACRD, Advisory Committee
3.Servicing Plan	Current Power, Sewer and Water is individually provided. The cost of servicing is a tenant responsibility.	A future conceptual servicing plan should be considered with any taxiway or lease improvements.	Tenants, ACRD

Strategic Focus #4-Emergency Management

STRATEGY	OBJECTIVE	ACTION	PARTNERS
1. Aerial and Wildfire 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 Ministry of Forests to ensure the central Island location is noted and provides an excellent staging and training area.	BC Wildfire Service, Coulson Air, ACRD.
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.	ACRD
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.	BC Emergency Health Services, ACRD

Strategic Focus #5-Partnerships, Mutual Benefit, Alignments

10

STRATEGY	OBJECTIVE	ACTION	PARTNERS
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.	First Nations, Thunderbird Base, Tourism Organizations. Advisory committee, ACRD
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.	Advisory Committee, Destination BC, Tourism Organizations, ACRD
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"	ACRD, PAPA.
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.	ACRD. Ministry of Transportation and Infrastructure.

Capital Plan Plan- Based on Survey and Tenant Interviews

REQUIRES APPROVAL AND FUNDING

Capital and Partnership Projects- Short Term

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

Capital and Partnership Projects- Long Term

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

Next Steps

14



- ▶ Approval of Plan
- ▶ Distribution
- ▶ Advisory Committee Action