

Sechelt Airport Master Plan Final Report

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1 Introduction

The District of Sechelt (the District) sought to develop an Airport Master Plan for Sechelt Airport in the Wilson Creek neighbourhood of Sechelt. (The Airport is technically a registered aerodrome but as with most aerodromes it is commonly referred to as an airport.)

The Sechelt Airport is in Wilson Creek southeast of Downtown Sechelt on Hilltop Road at the northern end of Field Road and is the regional airport for the Sunshine Coast. It is located in the centre of the region, approximately 27 km from Langdale ferry terminal and 54 km from Earls Cove ferry terminal along Highway 101.

Over time, there has been a significant amount of interest in Sechelt and area in developed passenger service between the area and the Lower Mainland. The District has explored runway extension and other means to develop this opportunity and the runway was extended in recent years. The Sechelt Airport is recognized as an under-utilized asset with potential to drive economic development on the Sunshine Coast.

Master plans are primarily a review of airport lands and infrastructure, description of the desired configuration of an airport, the processes needed to achieve the configuration, and operational and financial implications. The Sechelt Airport Master Plan is more elaborate as it includes discussion of governance and airport marketing and development.





2 Population and Economy

2.1 Location and Geography

The District Municipality of Sechelt lies on the lower Sunshine Coast of BC, roughly 50 km northwest of Vancouver. To reach Sechelt from the mainland typically involves a 40-minute ferry drive from Horseshoe Bay to Langdale, followed by a 30-minute drive up the Sunshine Coast Highway (Highway 101).

The District of Sechelt covers approximately 40 km² on the Sechelt Peninsula, between the Strait of Georgia and the southern end of the Sechelt Inlet (Porpoise Bay). The District of Sechelt includes the communities of West Porpoise Bay, East Porpoise Bay, Sandy Hook, Tillicum Bay, and Tuwanek. Sechelt is also home to the offices of the Sunshine Coast Regional District (SCRD).

The First Nations people who lived in the area for millennia are the shishálh Nation. The shishálh Nation Government District is home to a commercial district, and is directly east of Sechelt's "downtown," and lies between the four main areas of the municipality.

2.2 Demographics

Population

The population of Sechelt stood at 10,850 residents as of the 2021 Census, roughly one third of the Sunshine Coast's population (32,200). Sechelt is the second largest centre on the Sunshine Coast after the City of Powell River (13,950). It is also twice the population of the next largest community, Gibsons. In the five-year period between the 2021 and the 2016 census, Sechelt's population grew by 6.2%. In comparison, the SCRD and BC grew by 7.3% and 7.6% respectively.

shishálh Nation Government District

The shishálh Nation Government District population was 744 in 2021, up 10.1% over 2015. The median age was 48.8 at the 2021 Census. The median total income among individuals in 2020 was \$29,000.





Figure 2-1: Sechelt District Municipality

Source: Statistics Canada

Age

Residents of Sechelt are older than British Columbians on average. The average Sechelt resident is 51.6 years old compared to the average BC resident at 43.1 years. Sechelt's median age is 57.6, almost 15 years older than the BC median of 42.8. Over the 20-year period from 2001 to 2021, Sechelt's median age increased from 46.1 years to 57.6 years. Sechelt is home to several long-term care facilities, medical clinics, and Sechelt Hospital, the only hospital on the lower Sunshine Coast.







Statistics Canada

Income

In 2020, the median after-tax income of households in Sechelt was \$66,000, a 15.4% increase from \$57,200 in 2015. The COVID-19 pandemic reduced the employment income of Sechelt significantly. In Sechelt, 470 more people 2019 had no employment income year over year.







Source: Statistics Canada



2.3 Labour Force, Employment, and Unemployment

Labour Force Participation Rates

Sechelt's total participation rate in 2021 was 52.1%, the unemployment rate was 6.4%.



Figure 2-4: Participation Rates by Broad Age Groups Sechelt, 2016 to 2021

Statistics Canada

Employed Labour Force by Class of Worker, Industry Sector, and Occupational Category

Of Sechelt's total employed labour force of 4,545, roughly three-quarters were employees and one quarter self-employed in 2021.

The three most common employment categories among Sechelt workers are:

- Sales and Service—29.4%
- 2. Trades, Transport, and Equipment Operators—17.5%, and
- 3. Business, Finance, and Administration occupations—14.0%.

2.4 Real Estate

Sechelt residents consist of 4,140 homeowners and 990 renters. The most popular dwelling size is three bedrooms. In 2021, there were 5,128 occupied private dwellings in Sechelt (District Municipality), which represents a change of +5.6% from 2016.

Fifty-seven percent of Sechelt's total operating revenues are obtained through property value taxation.

The average single-family residential home in the District of Sechelt is valued at \$1,048,800 in 2023, an increase of \$128,800 (14%) over the 2022 average of \$920,000.



Property taxes rose 7.2% in 2023. The cost to the average household, which also accounts for a sewer user fee, a sewer parcel tax, and a solid waste fee, now amounts to \$3,217 in total.



3 Sechelt Airport

3.1 Ownership

The District of Sechelt owns the airport. The District has a Crown grant from the federal government for the Airport lands as long as there is a working runway. Most airports in BC are on provincial crown grants which are restrictive in land uses at the site. As Sechelt Airport is on a federal crown grant the District has significant flexibility in land use assignments.

3.2 Governance

Governance encompasses the processes by which organizations are directed, controlled, and held to account. It includes the authority, accountability, leadership, direction, and control exercised within an organization.

Currently, the governance of the Airport relies on two authorities. The Airport Manager (APM) is a contract employee of the district. The APM reports to the Director of Finance who reports to the Chief Administrative Officer (CAO), the senior executive role within the District. An Airport Development Select Committee (Committee) composed of several representative Airport stakeholders has been appointed by the District Council. The Committee reports to the District Council and provides recommendations on a variety of Airport uses and developments, ranging from operational decisions through to strategic direction. The Committee was reconstituted in 2023.

3.3 OCP Regarding the Airport

The District has approximately 212 hectares of land zones for commercial and industrial use in Sechelt, and most of it is in the Wilson Creek / Field Road / Airport Area.¹ Lands north of the airport are also important to the long-term land supply.

The OCP notes that the Field Road/Airport Industrial area contains a mix of light industrial, office, manufacturing and processing uses. In the OCP the area is designated as Business and Industry, with policies supporting future industrial development.²

The OCP recommended that District-owned airport lands be used "to develop a regional airport facility that improves access to the Sunshine Coast and supports related businesses" and actively promote airport industrial and other industrial lands.³

3.4 The Airport

The Sechelt Airport is registered. The Airport has:

• One paved runway (Rwy 12-30) of 3,246 x 75 feet.

³ Ibid, p.61.



¹ District of Sechelt OCP, p. 57.

² Ibid, p. 60.

- A paved parallel taxiway, Taxiway D, connecting to the main apron.
- The airport has new lighting from when the runway was extended. It is ARCAL lighting and can be used as low, medium or high intensity lighting. It has not been activated because of OLS complications.
- Displaced threshold on Runway 30.
- Avgas 100LL available.

The Airport is surrounded by the District of Sechelt. Public access to the site is from the Sunshine Coast Highway, via Field Road, and Hilltop Road.

The Airport is primarily used by private aircraft. Businesses and organizations based at the Airport include:

- Airspan Helicopters
- Fly Coast Air Taxi, which offers charter flights and sightseeing
- Elphinstone Aero Club
- Recreational Aircraft Association (RAA)
- Olson Electric Ltd
- BC Wildfire Service
- Richard Eastley Aircraft Repair
- Sunshine Coast Drag Racing Association
- Sunshine Coast Centre Royal Astronomical Society of Canada

3.5 Socio-Economic Impacts

The airport provides emergency response services, health, passenger transportation, commercial, industrial and recreational benefits to the region. There is a BC Wildfire Service rapid attack base at the airport, and the site is used for medevacs. An economic impact assessment has not been undertaken, but there are three aviation businesses and others at the airport. The drag racing association and astronomical society also provide regional social benefit.

There are up to 35 aviation-related and 35 non-aviation-related jobs at the airport, based on a verbal survey of the airport. This estimates all jobs at the site.

Economic Impacts. A survey of tenants allowed the calculation of the table of direct economic impacts below. This table was developed using analysis in COPA's 2017 study "Economic Impact of General Aviation in Canada," Statistics Canada economic multipliers, and the Bank of Canada's Inflation Calculator. The majority of employment is helicopter and BC Wildfire Service related. Aviation jobs typically have a higher than average economic impact.



Table 3-1: Sechelt Air	oort Aviation-Related Dir	rect Economic Impact. 2024

Jobs	Wages (\$ millions)	GDP (\$ millions)	Output (\$ millions)
35	3.2	5.2	12.8

3.6 Regional Context

There are numerous airports around the Gulf of Georgia. Nanaimo and Comox are both rapidly growing and have inter-provincial flights. This section discusses other airports in the area which are more comparable to Sechelt in scale of operations – Powell River, Campbell River, and Qualicum Beach. The table below describes the runway lengths for each.

Table 3-2: Comparison: Sechelt and Nearby Airport

Airport	Runway length	Length (in feet)
Sechelt	Runway 12/30	3,246
Powell River	Runway 09/27	3,621
Campbell River	Runway 12/30	6,500
Qualicum Beach	Runway 11/29	3,564

Powell River Airport, YPW

Powell River Airport, owned and operated by the City of Powell River, is a certified airport that services private and commercial flights.

Pacific Coastal Airlines, the sole passenger service operator, flies 30-minute flights to and from Vancouver South Terminal. YPW is also the host of Oceanview Helicopters and the BC Wildfire Services.



Figure 3-1: Powell River Airport and Surrounding Area

Source: Google Earth, 29 February 2024



Operations

The airport is open 24 hours a day, seven days a week. The terminal is open from 7 a.m. to 7 p.m. Powell River Airport is a certified airport for day and night IFR and VFR operations. The airport does not offer fuel services.,

Businesses at the Airport

Pacific Coastal Airlines originated at Powell River and offers flights to Vancouver. As of March 2024, the airline operates four daily flights between Vancouver and Powell River.

Oceanview Helicopters. Based in Powell River, the company operates helicopters for clients through Western Canada and the US Pacific Northwest. The company operates a maintenance base. It serves the tourism, mining, utility/powerline, forestry/wind farming, environmental services, and wildlife management/capture sectors.

Westview Flying Club. YPW is home for the not-for-profit club of 80 pilots. Club members can rent the WFC's Cessna 172.

Campbell River Airport, YBL

Opened in 1959, Campbell River Airport serves the region and the mining, forestry, and tourism sectors. Campbell River Airport YBL is designated as an Airport of Entry (AOE) for arriving international flights.

YBL is owned and operated by the City of Campbell River, and is 10 km south of the city.

Small aircraft and helicopters can reach any point on the Island within 90 minutes from YBL. Campbell River has more General Aviation (GA) and helicopter operators on the coast than any community outside Vancouver.

Figure 3-2: Campbell River Airport



Source: Google Earth, 29 February 2024

The airport terminal building has recently been modernized. The airport has scheduled service from CMA (Central Mountain Air) and Pacific Coastal Airlines. The airport has passenger screening provided by Canadian Air Transport Security Agency (CATSA), and a NAVCANADA Flight Service Station (FSS).

Businesses at the Airport



- 49 North Helicopters Ltd Charters, sightseeing tours, helicopter flight training, and third-party maintenance.
- ASAP Avionics Top Garmin integrated cockpit installer in Western Canada, Avionics services including installation, troubleshooting certifications.
- BC Air / Sealand Flight flight training, sightseeing tours, aircraft rentals, floatplane rentals, avgas sales
- VIH Helicopters—Services forestry, government, and construction sectors using light, intermediate, and heavy lift helicopters

Qualicum Beach Airport, CAT4

Qualicum Beach Airport serves Qualicum Beach, Parksville, and the surrounding area on the east coast of Vancouver Island. It is owned and operated by the Town of Qualicum Beach.

The airport is a five-minute drive from the centre of Qualicum Beach and a 10-minute drive north along the Island Highway from Parksville.

Operating conditions:

The aerodrome is certified as a public use DAY/NIGHT, VFR/IFR airport with the following restriction: "night operations are prohibited when a PAPI is unserviceable."⁴

Figure 4: Qualicum Beach Airport



Source: Google Earth, 29 February 2024

Businesses at the airport:

- Iskwew Air offering scheduled service between YVR South Terminal and Qualicum Beach three times per day with a Piper Navajo Chieftan.
- SkyDive Vancouver Island
- Sealand Flight School, also based in Campbell River

⁴ https://www.qualicumbeach.com/airport





4 Activity Demand and Opportunity

4.1 Passenger Transportation

This section outlines the context and scale of transportation options available to people travelling to and from Sechelt and the Sunshine Coast. These includes BC Ferries and the seaplane operations from Porpoise Bay.

4.1.1 BC Ferries

In 2023, the Sunshine Coast BC Ferry route carried more than 22 million visitor trips. There is significant seasonal variation on the route, with most travelers moving in the six middle months of the year.

Terminal	YTD Curr Year	YTD Prev Year	% To Prev YTD	Total Prev Year
Horseshoe Bay	463,243	442,228	4.75	560,514
Langdale	470,412	447,428	5.14	568,285
Total	933,655	889,656	4.95	1,128,799

Table 4-1: Total Vehicles, Horseshoe Bay - Langdale2023, Year to Date, and Previous Year

Source: BC Ferries, Traffic Statistics for December 2022⁵

4.1.2 Comparing Ferry and Combined Air Passenger Traffic

BC Ferries traffic to and from the Sunshine Coast dwarves air traffic as shown in **Table 4-2**. The vast majority of passengers are arriving via ferry.

Table 4-2: Annual Passenger Traffic to and from Sunshine Coast

Transportation Mode	Yearly Passengers
BC Ferries Horseshoe Bay – Langdale	3,949,853
Seaplanes	45,000 (est.)

⁵ https://www.bcferries.com/web_image/hb3/h56/8920295079966.pdf



Table 4-3 compares the level of ferry passengers versus air passengers fordifferent BC communities. Most communities have a higher rate of air passengerscompared to ferry passengers.

Table 4-3: Ratio of Ferry Passenger Traffic to Air Passenger Trafficat Nearby Population Centres, 2022

Location	Ferry	Air	Ratio
Campbell River	402,003	31,035	13:1
Comox (Little River)	205,730	371,989	1:1.8
Nanaimo	2,067,208	383,380	5.4:1
Powell River	299,453	45,540	6.6:1
Sechelt and South Sunshine Coast	3,949,853	38,300	104:1

Sources: Destination BC's Tourism Industry Dashboard and BC Ferries. Note: Powell River figures include routes from Comox (Little River) and Texada Island; Nanaimo's ferry total includes Departure Bay to Horseshoe Bay and Duke Point to Tsawwassen.

A standard measure for understanding traffic demand is the ratio of airport passengers versus the local population. This is graphically shown in **Figure 4-4** below. Sechelt's air passenger figures are based on estimated seaplane traffic.





Figure 4-1: Air Passengers per Resident Ratio, 2023

4.1.3 Findings

- Despite being accessed exclusively by air or water, the southern Sunshine Coast's growing population is served by long-established and popular modes of travel, chiefly BC Ferries.
- BC Ferries' Sunshine Coast run between Horseshoe Bay and Langdale is the third busiest route in the entire system. The number of passengers on this route is striking because the population of the Sunshine Coast is relatively low.
- Travel to and from the Sunshine Coast is highest during the summer months.
- It is estimated that up to 35,000 passengers between Sechelt and downtown Vancouver. Harbour Air and Sunshine Coast Air serve the region with seaplanes.
- Given the high demand for ferry passenger transportation between Langdale and the Lower Mainland, it is reasonable to assume that there is demand for expanded air services, though more detail would be required to define and measure the demand.

4.2 Tourism and Indigenous Opportunities

Challenges

- Transportation is the number one challenge for the destination. It is a critical tourism constraint as the Sunshine Coast is landlocked so access is either by BC Ferries or air. BC Ferries capacity is fixed and demand often exceeds capacity during the peak season. BC Ferries services was identified as an issue in the 2016/17 Destination Development Strategy and it appears that the situation continues to get worse not better. For example, statistics for the last five years show increase in the percentage overloads and decrease in customer satisfaction.
- There is no scheduled air service to the Sechelt airport and no airline has announced plans or signaled any intention to start, and the airport is not certified.



- There is poor multi-modal connectivity and limited, infrequent or no taxi, ride share, rental car, shuttle service, public bus or other transportation for people arriving as foot passengers on BC Ferries or by float plane or chartered or scheduled aircraft.
- High seasonality of tourism demand means that facilities and accommodations can often be at capacity during the summer peak with poor demand during the "off season."
- Tourists are also concentrated geographically with some parts of the Sunshine Coast having available space and capacity while others are perceived to be "crowded."
- There is lack of data with little to no information collected or provided to tourism authorities on how many passengers currently fly in and out of the airport, the purpose of their travel, and where they are traveling to and from.

5.0 **Opportunities**

This section identifies specific ideas for supporting and growing regional tourism and indigenous businesses through airport opportunities.

Improve customer airport experience and integrate a unique sense of place

- Improve customer experience on the ground at the Sechelt airport by providing and improving the infrastructure for passengers. There's an opportunity to make it "feel more like an airport."
- Integrate a sense of place into any new passenger facing facilities. Consider working with shishalh Nation to include artistic, cultural or educational components created by the shishalh.

Identify new markets and seek scheduled air services

- Seek scheduled air services for Sechelt airport. Additional analysis is required on the specific markets and potential operators.
- Identify markets with larger sources of high value travellers that would consider air for connection to Sunshine Coast.
- Consideration should be given to connections to airports with large population base from the Lower Mainland or Vancouver Island as these locations represent the Sunshine Coast's largest tourism visitor base. Examples include Abbotsford – Sechelt, Victoria - Sechelt, Vancouver (YVR) South Terminal – Sechelt. Kelowna is also a current source of tourists that might be interested in an air option and within range of the largest potential aircraft.

Develop high-end luxury tour package

- Develop a new package tourism product using small air charter.
- A chartered aircraft would fly a small group from Abbotsford, Vancouver, Victoria, or Kelowna to Sechelt Airport. The group would be met by a van, limo or other ground transportation. Different experiences could be offered focusing for example on indigenous culture, boating adventure, hiking, nature and wildlife viewing, arts and crafts. The Sunshine Coast Destination Development Strategy provides a list of nine motivating product experiences. This could be developed as a one-day return product, a weekend getaway or a mid-week escape. Overnight experiences could be



developed with existing operators such as Rockwater Resort or West Coast Wilderness Lodge (who currently does something similar with float plane service).

- The Airport could create these packages in partnership with local businesses, shishalh Nation or other organizations.
- Connecting directly by air, customers would be able to circumvent Vancouver or Victoria, the ferry terminals and being constrained by BC Ferries schedules and availability, thus reducing the hassle factor for a quick getaway.
- The product could be marketed as incentive or team travel for high end businesses to purchase as a way to recognize clients or employees.
- Specific branding would need to be developed. Initial ideas include Skyway to Sechelt; Sechelt Escapes; Skybridge to Sechelt; QuickHop to Sechelt; Sky Hop, Sky Shuttle; Sky Limo.

Develop flight-seeing tours

Visitors who arrive by car may be interested in seeing Sechelt, the Sunshine Coast and its amazing natural features and incredible beauty from the air. There is an opportunity to develop aircraft or helicopter tours that would arrive and depart from Sechelt Airport. This experience is already provided but could potentially be expanded. Tours could range from 20-minute flights to daytrip adventure packages. Different tour routings and durations would be developed with associated pricing. This high-end product could be co-developed with existing business or with the shishálh Nation or one of their companies. A current float plane operator has worked with an indigenous business to record an audio tour that brings together the idea of sightseeing with an indigenous and sustainability lens—a concept worth considering.

Regenerative tourism – High Value, Year-Round Visitors

- Recent trends in tourism have been to focus on high value visitors. Instead of trying to only increase the number of tourists coming to an area, the objective is to maximize the value that these individuals create in the regional economy. By targeting high value visitors or higher yielding markets, the economic contribution of tourism can be increased in a more sustainable way. The luxury tour package or flightseeing mentioned above is an example of a product focused on high value visitors.
- Existing accommodations and experiences on the Sunshine Coast may be at capacity during peak periods and local residents can be negatively impacted by increased tourism. Any efforts to increase demand should focus on shoulder or off season or moving visitors to geographic areas that are less busy during peak periods.

Indigenous Reconciliation and Partnerships

 Sunshine Coast tourism operators, including members of the Board and committees could consider participating in ITAC's Truth2Action reconciliation training program for non-Indigenous businesses and organizations in the tourism industry.

Indigenous Tourism and Business

 Indigenous tourism is a key priority highlighted in the plans and work of Destination Canada, Destination BC, Sunshine Coast Destination Development Plan as well as through Indigenous Tourism Association of Canada (ITAC) and Indigenous Tourism



BC (ITBC). Depending on the specific airport initiative there may be opportunities for funding support to increase access to indigenous tourism experiences.

- Consideration should be given to business partnerships and arrangements between the Sechelt Airport and shishalh Nation or their economic development arm Tsain-Ko Development Corporation for future opportunities.
- Indigenous Tourism Association of Canada (ITAC) has several programs to support indigenous tourism including the Indigenous Tourism Fund Micro and Small Business Stream, the Original Original Accreditation Program, and a Digital Training Incubator.
- Consideration should be given to including and reflecting the indigenous sense of place, arts and culture in any new or retrofitted public airport facilities indoor or outdoor. Engaging directly with shishalh for suggestions on a culturally appropriate, practical and affordable approach is recommended.

Support efforts to improve ground access

Tourists and recreational residents will be more likely to fly if they can readily connect with their accommodations and activities. Efforts to improve ground transportation connectivity to the airport, and within the Sunshine Coast, should be supported. Improving car rental or ground transport (taxi, ride hailing, bus transit) would make it easier for visitors, including private pilots, to explore and stay in Sechelt and environs. Progress being made on the active transportation network for cycling and walking should be supported.

Support a Data Smart Destination

A strategic pillar of the Sunshine Coast Tourism plan is to become a "Data Smart Destination". The airport operator should find ways to collect and share data on aircraft and passenger movements including numbers of movements, number of passengers, origin and destination and purpose of travel. This will help build a better understanding of visitors and opportunities for growth.

Sustainable Airport Operations

 Sechelt Airport Master Plan should address potential noise, environmental sensitivity and community impacts associated with expanded operations.

Airport – Tourism Collaboration and Engagement

 The airport operator should consider actively participating in Southern Sunshine Coast Tourism Advisory Committee and/or the Destination Development Council as multistakeholder groups that would be potential partners for working together on the opportunities identified here.

4.3 Aerospace and Aviation

Aerospace and aviation are growing, and this includes general aviation and drones. Trends in GA activity are discussed in **Appendix A**. While tourism opportunities such as those discussed in the previous section are specific to a community or region, aviation opportunities in most case are more general and can move to the location that best suits the owner. Location is one part of the business plan consideration.



4.3.1 Challenges

Sechelt Airport has challenges to developing additional activity at the site. These challenges are described below.

- The airport has limited available land which can be cost-effectively developed.
- The community population base is small and attracting specialized trades people may be difficult.
- Cost and availability of housing.

4.3.2 **Opportunities**

- Attracting footloose industry (both aerospace or non-aerospace) to the Sunshine Coast lifestyle and relative financial cost benefit of operating in Sechelt versus the Lower Mainland.
- Evolutionary growth of aerospace dependent business (eg., tourism) on the Sunshine Coast interior that support additional fixed and/or rotor wing operators.
- Marketing competitive value propositions to attract new, long term lease tenants to the airport.
- Technological change such as EVTOL (electric vertical take-off and landing) aircraft and new business models could make possible opportunities than do not now seem feasible, including potentially passenger and freight/courier activity.

Flight Training Unit (FTU)

- Significant shortage in the world pilot pool are creating opportunity to open FTUs provide supply. This is a well known opportunity.
- During the pandemic, for 2-4 years flight programs paused flight training.
 - There are normally 800 new commercial pilot licenses are issued in Canada in a normal year.
 - o 2022 saw 200 commercial licenses issued.
 - o 2023 saw 250-300 commercial licenses issued.
- The BC Aviation Council is mounting an ongoing push to qualify pilot training for student funding streams within the Province of BC such as student loans and grants. If successful, this would make BC more attractive to students.
- Training aircraft generally do not pay landing fees due to their low weight (though this is not an issue at Sechelt as there are no landing fees). Cost recovery is typically through fuel concession fees on 100 LL fuel. Flight training is difficult for an airport to support if it does not make a reasonable cut on its fuel operations.
- Sechelt can offer a competitive lease per square meter for leases, and could also offer lower operating fees than other regional airports.
- The Cost of living in Sechelt should be cheaper for trainers and students than more urban environments, though adequate housing may be an issue.



• Proximity to other Gulf of Georgia airports should allow students valuable training experience without the cost of operating from there.

Light Aircraft Maintenance Operations

- Attract an additional Aircraft Maintenance Engineer (AME) shop.
- Sechelt is close enough for pilots to easily fly in and out from the Lower Mainland.
- Suggest encouraging specialized shops like:
 - Avionics Repair and Calibrations
 - Interior modifications / Upholstery

GA Winter Parking

• Offer vacant apron space for aircraft parking over winter.

Light Aerospace Manufacturing

• Provide incentive for new development of light aerospace manufacturing to support civil and military components and parts. New technology such EVTOL and other forms of AAM are emerging and will require parts, services manufacturing. The Sechelt Airport has enough land on the east side of its runway to support this. Factors in its favour include its proximity to a major highway and the Canada-US border.



5 Site and Infrastructure Review

5.1 The Site

The site is difficult to develop because of the topography of the location. Sechelt Airport is built on a hillside and there are some significant changes in elevation on the site as shown in **Figure 5-1**. The most level area of the site is to the northeast of the runway where a bare patch can be seen. The areas to the southwest of the airport (at the bottom of the figure) have particularly steep contours. Significant airport development would not be possible in this direction without significant capital cost. There is also a rise on the uphill side of the runway mid length.

Figure 5-1: Sechelt Airport Topography



The airfield also has more changes in elevation than many other sites. Figure 5-2 shows

the elevation difference between Runway 12-30 on the left of the photo and the apron in front of Airspan Helicopters to give a sense of the configuration of the land.





Figure 5-2: Embankment between Runway and Airspan Helicopters Apron

5.2 Obstacle Limitation Surfaces

The topography and the surrounding forest create unique Obstacle Limitation Surfaces (OLS) issues for the site. Transport Canada's "Aerodrome Standards and Recommended Practices (TP312 5th Edition) states that the OLS "define the airspace around the runway to be maintained free of obstacles."⁶ Figure 5-3 below provides a concept of what OLS is.



Figure 5-3: OLS Conceptual Figure

Source: Springer Link

⁶ P. 65, TP312 5th Edition.



Sechelt Airport's location on the hillside creates unique OLS difficulties. When the runway extension was designed, the engineering firm identified OLS obstacles on the northeast corner of the runway and obstacles to the east of the runway. Since the runway has been extended, it has been identified that many trees to the south of the runway also intrude into the OLS. The District has contracted with an engineering company to resolve the OLS issues related to Runway 30.

Additionally, the designed OLS has unique attributes which are acceptable for a registered airport but would not be acceptable for a certified airport. One side of the runway was designated as AGN I and the other side was designated AGN II. AGN refers to Aircraft Group Number and identifies different attributes of aircraft, including wing span, tail height, and approach speed, and is defined in TP312. AGN I aircraft are the smallest size of aircraft, with a wingspan of less than 14.94m and a tail height of less than 6.1m.⁷ It is not typical to designate a runway with two different AGN standards.

The steep slopes at midpoint of the runway on the northeast side create a complexity for future development. The purpose of certification would be to support scheduled air services To achieve AGN II certification, a significant amount of earthwork would be required at the Sechelt Airport to clear the ground intruding into the AGN II OLS on the uphill side of the runway.

5.3 Airfield Infrastructure

Runway 12-30 is paved with a length of 3100 ft. Runway 12 has a displaced threshold. The runway is non-precision. The airfield infrastructure is generally in good shape because the runway was extended in 2021. The runway, Taxiway Alpha, and Apron I were all resurfaced at this time.

Lighting and signage was replaced at the airport when the runway was resurfaced and is in good condition.

The development included adding new PAPI (Precision Approach Path Indicator) at the south end of the runway to aid with landings but this is problematic because the PAPI has been sited for approaches that are impractical because of trees intruding into the OLS.

5.4 Ground Infrastructure

The major development challenge facing the site is that a common use terminal facility was never developed at the site. This makes the development of charter passenger and cargo, as well as scheduled air services difficult as there is no location for it to occur easily. A terminal is typically defined as the location where the airside and groundside portions of an airport meet. Additionally, all potential sites for an air terminal building are within the existing fence line. To develop an air terminal building (ATB), a site will have to

⁷ OLS is a complex concept because there are different components to it, and the requirements vary with size of aircraft and the degree of precision. All of Chapter 4 in TP312 5th edition discusses how to manage obstacles. In the case of the Sechelt runway, there is a need to keep the runway strip clear. The runway strip runs either side of the runway. For an AGN II runway the runway strip must be clear for 40m from the centreline for the length of the runway.



be chosen, the fence line will have to be moved, and a terminal building constructed with related parking and road infrastructure.

Three sites at Sechelt were identified as potential locations for an ATB. These are the area to the west of Apron I, and a location near the intersection of Field Road and Hilltop Road at the southern end of the runway. The west of Apron I location is recommended because building the airside infrastructure from the runway to the Hilltop Road location, including a new taxiway and apron, is projected to have much higher capital costs than developing an ATB beside Apron I. A third option would be to develop an ATB in the vicinity of the current Airspan lease. This option would require changes to airport leases and significant improvements to the private taxiway connecting with this area, as a 3% slope is the greatest allowed for a certified taxiway.

5.5 Moving to Certification

5.5.1 Aerodrome Registration

The Sechelt Airport is a registered aerodrome. The standards for aerodrome registration and certification are defined in Canadian Aviation Regulations (CARs) 308, created under the *Aeronautics Act*. The requirements for a registered aerodrome are comparatively low and registered aerodromes are not audited by Transport Canada. A registered aerodrome must have a wind sock, update the Minister (via NAVCANADA) when changes are made to the site, and maintain safe airside maneuvering areas. Registered aerodromes are not required to meet TP312 5th edition Aerodrome Standards, but they generally follow them because the standards are recommended.

5.5.2 Airport Certification

The CARs identify three reasons for certification:

- 1. Being sited in a built up area;
- 2. An aerodrome with scheduled passenger service; or
- 3. Requirement by the Minister.⁸

Communities often choose to certify airports because obtaining scheduled passenger services offer significant socio-economic benefits to communities through improved quality of life and economic impact.

5.5.3 Certification Requirements

The requirements for certification are significant. An airport must apply to Transport Canada for certification. As part of its application process, the airport must provide an Airport Operations Manual (AOM) which is a detailed manual providing information on the airport's infrastructure and operations. The AOM must be supported by other supporting manuals including a Safety Management System (SMS), Wildlife Management Plan (WMP), and Emergency Response Plan (ERP).

Once Transport Canada approves an AOM, the department issues an airport certificate. Transport Canada then audits the airport to ensure that the site complies with its AOM and

⁸ CARs 302.01 (1)



related manuals. If the airport does not comply with its certificate requirements, Transport Canada may cancel an airport's certificate which means it could no longer serve scheduled passenger services.

5.5.4 Operational Implications

To comply with the terms of its AOM, airports typically require a professional manager, though the manager may be part-time. The CARs are complex and regulations change over time, requiring changes to airport manuals and plans, and expertise is required to ensure that a certified airport remains compliant. Hiring a manager and paying for the required manuals costs money. The manuals may cost hundreds of thousand dollars to produce and hiring a professional manager with certification experience would be the equivalent of a senior municipal manager.

5.5.5 Why Airports Certify

Communities and airports choose to certify despite the costs because the positive impacts can be significant. A small air service can easily provide millions of dollars in direct economic benefit and catalytic impacts. Direct economic impacts refer to benefits created by directly related employment and activity. Catalytic impacts are the most sought after, those such as increased tourism and economic growth resulting from air services enabling other opportunities. While the cost of certification is high, the benefits can be much higher.



6 Land Use Plan

The proposed land use plan is shown in **Figure 6-1**. The plan considers the areas required for the runway first, and then considers airside options, and finally groundside.

6.1 Runway System

Runway. The area shaded in aquamarine in the drawing is required for the runway systems and runway strip to meet AGN II non-instrument requirements. To meet certification requirements, the area above the runway in this figure would have to be level or below the runway for 40m from the centreline. This would require significant earthwork. A runway extension is not recommended in this 20-year plan because achieving AGN II non-instrument status for the airport will be a significant achievement. AGN II status will allow certification and scheduled air services.

Taxiways. Reserves have been created around Taxiway Alpha and Bravo to ensure that they can comply with AGN II requirements. Taxiway Charlie which joins the runway at the threshold of Runway 12 does not meet AGN II requirements but is suitable as a taxiway connector to private hangars.

Apron. An apron reserve has been expanded beside Apron I to allow for development of an ATB adjacent to it. This will require relocating some aircraft tie down locations.



24 March 2025

Figure 6-1: Sechelt Airport Land Use Plan





6.2 Airside

ATB. An ATB reserve has been created beside Apron I for a future terminal building. A small, multi-use facility suitable for support air services with AGN II aircraft is planned. The new ATB at Trail is a good recent comparator. The Trail ATB was constructed with BC government support in 2017 with pre-engineered steel. It is 4,500 square feet, probably larger than Sechelt requires. A photo of the newly completed structure is below in **Figure 6-2**. The project took 10 years to organize and cost \$3 million in 2017 dollars.



Figure 6-2: Trail Airport Terminal Built in 2017

Source: Stanley Office of Architecture

Hangars. The land use plan shows the preferred positioning for new hangars in the shortterm at the northwest area of the airport near the RAA lease. This development would require extending a taxiway between existing hangars. There is a lease for the area where the taxiway is shown, but this is the recommended positioning for a new taxiway.

Alternatively, a new taxiway could be introduced south of the final hangar in this area. This new potential taxiway on the south side of the area would probably require some tree clearing, and fill. The mauve triangle south of the RAA lease indicates the area that would have to be cleared and filled for this vision.

Future Airside Development. After maximizing the hangar area in the northwest area near Taxiway Charlie, the next best development area is the flat space on the northeast side of the runway. This is the only area of significant scale that could be easily developed at the airport in the future, and the only relatively flat area adjacent to the runway. The local drag strip society currently leases this area for summer events. Other areas south of Taxiway Alpha and beside the access road are unlikely to meet the requirements of future certification because they are too far below the runway to meet longitudinal slope requirements for connecting taxiways.

The airport is examining purchasing an AWOS for the site. An Automatic Airport Weather System (AWOS) provides accurate and timely on-site weather information. AWOS requires a small ground footprint but should be placed where maintenance staff can quickly reach it. Many locations on the airport would be suitable.



6.3 Groundside

Parking. A parking area near the ATB reserve has been expanded to allow for traffic growth in the land use plan.

Hangar Access Road. The road extending from Apron I to the hangars near Taxiway Charlie, may have to be adjusted in the future because it falls in the taxiways reserve required to create an AGN II taxiway. Ideally the District would create a road access to the Taxiway Charlie hangars that did not require driving in an area shared with aircraft, but the topography makes this a difficult and expensive proposition.

East Side Road Access. To develop the areas on the eastern side of the runway will require development of improved roads.

Groundside Commercial. The area nearest the Sunshine Coast Highway has been coded groundside commercial. These areas could be used for a variety of commercial and light industrial purposes. As these sites are along the main route to the airport, it is recommended that heavy equipment operations not be approved for these sites.

6.4 Zoning

There are three major areas of zoning in the Airport Land Use Plan. These zones are runway reserve, airside reserve, and groundside reserve. The runway reserve is the blue area around the runway. It is required for future runway development. The airside reserve is for aircraft operations. The area above the runway and area north of Taxiway Alpha is primarily for fixed wing aircraft because it is relatively flat and would conform with certification requirements for taxiways connecting with the airport. The downhill side of the runway, south of Taxiway Alpha, near the end of Runway 30, is recommended for rotary wing activity development because developing certifiable taxiways to this area will be difficult because of the difference in elevation between this area and the runway, Groundside areas are not intended to have airside (read runway) access.



7 Capital Plan

To achieve the land use plan, the following capital items are recommended, and are shown in **Table 7-1**. They are shown in a general order of priority, and order of development. Detailed costing for each of these items is provided in **Appendix B**.

Table 7-1: Recommended Capital Budgets

Item	Capital Cost Estimate
Moving Airside Fence Line	\$52,100
Apron I Expansion	\$562,000
Parking Area Paving	\$330,000
Northeast Hangar Taxiway	\$504,000
Earthwork on hillside beside runway	\$1,300,000

A public use ATB is also recommended but is not included in the table above because it is not as easily costed as civil works. The Trail ATB completed in 2017 is for a 4,500 square foot facility to serve 19-seat aircraft. This was completed at a cost of \$3 million in 2017 dollars. The Qualicum Beach Airport ATB is also a 4,500 square foot facility which serves eight-seat aircraft and includes a popular restaurant. Construction costs have increased so much so since 2017 that estimating the current cost of the Trail ATB is a difficult analysis. Inflating the numbers alone into 2024 dollars, analysis arrives at a cost of \$3.7 million, but this appears low considering the cost of recent airport construction in BC.

Recommendation

• The District undertake a needs analysis and cost assessment for an ATB. The project would include analyzing the functions and program to be used in the facility, and order of magnitude cost estimates for construction. Estimated budget for the study is \$50,000.

7.1 Funding Options

These projects would all be applicable for the BC Air Access Program (BCAAP). The program is operated by the Ministry of Transportation and Infrastructure (MOTI). It has an intake at the end of each calendar year and the province awards funding in the spring, ideally with enough time for municipalities to complete their projects in that calendar year.

Since 2015, BCAAP has provided grants to 71 airports, water aerodromes and helipads in BC. The funding covers between 50 to 75% of the project cost. During COVID when revenue was down for small airports by more than 90%, the province provided operational funding to 55 airports that host medevac services, to ensure essential services. Details on BCAAP are provided in **Appendix C**.



Transport Canada also has a capital funding program for regional airports but it is available only to sites with scheduled passenger service. The Airports Capital Assistance Program (ACAP) is available to sites that have at least 2,000 passengers per year for two consecutive years. Additional information on the program can be found on the Transport Canada website.⁹ If in the future Sechelt Airport was able to certify and obtain scheduled air services, it could potentially receive capital funds via ACAP.

⁹ https://www.tc.canada.ca/en/programs/airports-capital-assistance-program



8 Net Zero

The federal government requires Canadian airports operate at "net zero" with respect to carbon emissions by the year 2050. The airport master plan timeline falls outside of the 2050 milestone. Airports themselves are infrastructure that contribute modestly to carbon emissions. However, aircraft operating at airports have significant carbon footprints and there are opportunities for airports to assist in the overall decarbonizing of aviation in general.

The Sechelt Airport may be able to reduce net emissions through a variety of initiatives:

- Continued practise of growing alfalfa on the non-movement areas could enable the sale of carbon credits or offsets
- Use of solar panels on roof areas for electrical generation
- Use of roof structures for "living roofs"
- Provision of Sustainable Aviation Fuels
- Incentives for flight training operations employing electric-powered and hydrogenpowered aircraft
- Carbon taxes for aircraft to be used in purchase of offsets (e.g., tree planting)

8.1 Sustainable Aviation Fuel Regulations

In 2022, BC passed a Low Carbon Fuels Act with amendments in 2023. The Province then updated its low carbon fuels program, and became the first jurisdiction in North America to require the use of Sustainable Aviation Fuels (SAF) within the province. The BC Ministry of Energy, Mines and Low Carbon Innovation included aviation fuel in the Low Carbon Fuel Standards (LCFS) starting in 2024. The LCFS sets targets for all industries, including aviation for both renewable fuel use and low carbon fuels. Under renewable fuels, the LCFS requires an industry supply of biomass-derived renewable fuel. By 2030 jet fuel minimum renewable volume must be 3% of all jet fuel. The potential impacts on airports such as Sechelt are unclear at this time.



9 Governance and Operations

9.1 Airport Management

An airport manager has several roles, including:

- Managing the use and development of airside and ground side airport lands.
 - Ensuring a safe and secure site including maintaining facilities and infrastructure in accordance with the Canadian Aviation Regulations (CARs), TP312 and other federal, provincial, and local government statutes and regulations.
 - Negotiating and administering tenancies on the Airport properties, which could include rentals, leases, and sale of properties.
 - Negotiating and securing other business arrangements that generate revenue for the airport.
 - Negotiating and administering Service Agreements with vendors to conduct capital construction, replacement and maintenance projects.
 - Conducting and ensuring effective communication(s) with Airport and Community stakeholders.

Operations. Smaller local and regional airports do not generally require full-time airport managers. The available options for airport managers are typically a choice between a part-time employee or a part-time contractor(s). This is often conducted in one of the following methods:

- An employee, often a local government member of the Works Department, takes on a part-time role overseeing airport operations and management. The benefits of this approach are that Works is typically involved in repair and maintenance of the airport infrastructure, and the approach simplifies and consolidates operations. Unfortunately, airports are complex and management requires knowledge of the CARs along with experience with regulators and understanding of Transport Canada and NAVCANADA processes. This knowledge is often not available among non-airport employees or managers. Also, municipal employees often do not have experience with business development which is required by an airport manager.
- External contractors. Municipalities often contract with individuals with aviation and or airport backgrounds to undertake the airport manager's role and responsibilities. The benefits and challenges of a contractor are similar to those of an employee. It can be difficult to manage a contractor if the municipality has no internal expertise on airports, and a municipality must ensure that a contractor's conduct is aligned with the District's code of ethics, policies and procedures, etc.

9.2 Executive Oversight

Executive Oversight. Operations conducted under the roles and responsibilities of the airport manager are subject to executive review and direction, to ensure that consistency



with the Owners' principles, objectives and values. From the perspective of organizational effectiveness, there are usually executive accountabilities (who the airport manager reports to) and oversight roles (where the owners monitor and set direction). In the case of the Airport, the District Council supported by the Airport Committee has undertaken the oversight of the airport.

9.3 Governance Options

Operating a small, registered airport as a municipal department is the most common model in North America. This is the model that Sechelt has. The municipality must ensure that its management understands the legal, security and safety requirements required to operate an airport

Other models are discussed when an airport wants to develop into a larger operation. Having said that, municipal airports often develop into significant, certified airports with no change of governance. Kelowna International Airport is a municipal airport. More locally, Powell River Airport is a certified airport operated by the municipality. Municipalities often stay with this model unless a significant opportunity arises because an independent operating model typically requires an increase in expense.

When an independent airport model is discussed, a wide variety of options are possible. Three models used by Canadian airports are presented for discussion below. These examples are provided for discussion purposes only.

- Society / Not-for-profit corporation. *District leases land to organization*. This is the Prince Rupert model. In the case of Prince Rupert the city owns the society so it has put the society at partial arms-length. The society is not able to sell land, and typically has to return to the owner of the airport regarding major decisions.
- Society / Not-for-profit corporation with transfer of land. This is the Terrace-Kitimat Airport model. In this model the Airport owns the land and is independent of a municipality. This simplifies the business development and planning process of the airport, and removes the airport from municipal oversight beyond OCP-level planning. This model probably makes sense only if the airport has significant revenue opportunities.
- Head lease with one organization. This is the Delta / Boundary Bay Model. The municipality has signed a 50-year head lease with one company, Alpha Aviation, to manage the site. The lessee reports to the municipality once per year and has an annual business plan approved. This model probably makes sense only if the airport has significant revenue opportunities.



Table 9-1: Alternate Governance Options

	Level of Autonomy / Decision Making	Financial Responsibility	Fiduciary Duty (of management & board)
Society or Not- for-profit corporation, to whom <i>District</i> <i>leases lands</i>	 Independent entity Society's Board appointments can be set up as the society creator chooses Land use planning and structures fall under District planning regulation and approval 	 Responsible for managing operating expenses and capital expenditure Typically in this model some level of government provides operating funding Can apply for provincial and federal grants (e.g. BCAAP) 	 Responsibility of airport management is to the Society's board Responsibility of the board is to the Society
Society or Not- for-profit corporation <i>with</i> <i>transfer of land</i>	 Independent entity Society's board appointments can be set up as the creator chooses 	 The Society is responsible for its finances District may provide capital and/or operational support This model unlikely to succeed without a clear revenue stream 	 Responsibility of airport management is to the Society's board Responsibility of the board is to the Society.
Head lease with one organization	 Independent for-profit company Airport business plan approved annually by District 	 Company responsible for airport operations and capital As the airport is municipally owned it can receive money via BCAAP This model requires a clear revenue stream 	 Company's directors are responsible to the company The company responsible to meet terms of the head lease



Names versus Legal Models. The names that airport organizations give themselves often get confused with legal structures. For example, many regional airports have named themselves airport authorities but that is branding rather than a legal structure. Only the 28 airports identified in the *Canada Airports Act* are legally airport authorities.

9.4 Observations and Recommendations

Executive Oversight. Review and refine the terms of reference and composition of the Airport Committee and how it reports to District Council.

- For GA airports of this size, having city staff operate the site is the norm because this type of airport does not generate enough revenue to support an independent governance organization.
- Include a wide range of stakeholders on the Committee such as
 - 1. Council and Regional District elected officials
 - 2. Aviation Tenants
 - 3. Non-Aviation tenants of the Airport
 - 4. General Public
 - 5. Ex Officio CAO, Airport Manager
- Develop a five-year business plan for the airport, with targets updated annually. This could be a brief two-page document. Identify Key Financial and Operational Airport Performance Indicators within the business plan and monitor progress against the financial and operational targets of the airport.
- Update a 10-year Capital Plan on an ongoing basis, based on available grants and internal revenue contributions.
- Airport Manager. The District continues the part-time contract position of Airport Manager. The current reporting relationship appears to work but the modern standard is that managers with significant safety roles report to the "accountable executive" so that safety concerns can be brought to their immediate attention.



10 Operations

10.1 Requirements of Registered Airports

Sechelt Airport is a Registered Aerodrome, an aerodrome registered by the Minister pursuant to Subpart 1 of Part III of the Canadian Aviation Regulations (CAR 301). Although registered aerodromes may be inspected by Transport Canada, it is not a frequent occurrence.

A Registered Aerodrome operator must comply with the CAR 301 requirements, including the provision of information respecting the location, markings, lighting, use and operation of the aerodrome. If this information is provided the Minister shall register the aerodrome and publish the information in the Canada Flight Supplement (CFS). The CFS is compiled and printed by NAVCANADA.

The information provided includes the markers and markings for closed or unserviceable areas; warning notices identifying hazards; wind direction indicators (or specification of an alternative observation tool e.g., smoke stacks); and coloured lights or retro reflective markers for night-time operations. The aerodrome operator is also responsible to maintain safe conditions on manoeuvring areas. Prohibitions include prevention of obstructions on movement areas; proper lighting for towed vehicles; restraint on animals, no open flames and no discharge of firearms without permission from the operator.

10.1.1 Canadian Aviation Regulations (CARs)

The authority for the establishment of the Canadian Aviation Regulations (CARs) is the *Aeronautics Act*. The CARs include regulations for every aspect of aviation in Canada, including aerodromes and airports. The regulations are published by the Transport Minister through Transport Canada. In Canada, aviation is a federal jurisdiction. Amendments of the CARs are accomplished through a public consultation process known as the Canadian Aviation Regulation Advisory Council (CARAC). Transport Canada also makes Advisory Circulars available that are intended to assist companies and individuals comply with regulations and standards, as well as other documents such as The Wildlife Control Procedures Manual. (This recommends that grass should generally be less than 10cm in the vicinity of runways, though it is recommended that airports conduct their own analysis.)

For a municipality operating a registered airport, the two ongoing requirements of the operator are

- Ensuring there is a wind sock; and
- Updating the Canadian Flight Supplement (CFS) from time to time.

10.1.2 Canadian Flight Supplement (CFS)

The Canada Flight Supplement (CFS) is a supplement of the Aeronautical Information Publication (AIP Canada). The CFS is Canada's official airport directory. It contains information on all registered Canadian aerodromes and certified airports. NAVCANADA publishes a new version every 56 days. Airport operators are required to ensure that their entry in the CFS is accurate.



10.1.3 Aerodrome Standards and Recommended Practices (TP312)

TP312 is published by Transport Canada, and complements subpart 302 of the CARs. The standards set out requirements such as:

- Airport physical characteristics
- obstacle limitation surfaces
- visual aids
- some technical services the aerodrome operator at a certified land aerodrome (airport) provides to support aircraft operations.

Other standards, established under Part III of the CARs form part of the overall safety specifications to satisfy the requirements of aerodrome certification. The document is to give guidance to airport operators on planning and construction.

10.1.4 NAVCANADA

NAVCANADA is a privately run, not-for-profit corporation that owns and operates Canada's civil air navigation system (ANS). It was established in accordance with the Civil Air Navigation Services Commercialization Act (ANS Act). NAVCANADA manages air navigation in Canada and publishes the CFS. Updates to an airport's CFS entry must be forwarded to NAVCANADA.

10.2 Airport Certification

A Certified Airport is also regulated, but under Subpart 2 (CAR 302) and is defined as an aerodrome for which an airport certificate is issued pursuant to the regulation. An airport operator is required to meet a higher level of regulation and is subject to standards in force at the time of certification. Transport Canada undertakes formal surveillance of certified airports: inspections; assessments, etc., to confirm compliance.

If an aerodrome meets any of the following conditions, the owner must apply for certification:

- the aerodrome that is located within the built-up area of a city or town;
- the land aerodrome is used by an air operator for a scheduled service for the transport of passengers; and/or
- the Minister believes meeting the requirements necessary for the issuance of an airport certificate would be in the public interest and would further the safe operation of the aerodrome.

If the aerodrome meets any of the conditions the owner must then submit the following information to the Minister for approval:

- an application for an airport certificate; and
- a copy of the proposed airport operations manual in respect of the airport.



Once approval is obtained the airport operator must ensure that:

- the standards set out in the aerodrome standards and recommended practices publications are met; or
- based on an aeronautical study, the Minister determines that:
 - the level of safety at the aerodrome is equivalent to that provided for by the standards set out in the aerodrome standards and recommended practices publications, and
 - the issuance of the airport certificate is in the public interest and not detrimental to aviation safety.

Integral to certification is the existence and use of an Airport Operations Manual (AOM) approved by Transport Canada – Civil Aviation Safety. The AOM must accurately describe the aerodrome's administrative arrangements; physical specifications; as well as plans and services. The AOM must also stipulate that the airport conforms to the aerodrome standards and recommended practices (TP312) in force on the date the AOM is approved, and the Airport Certificate is issued.

A certified airport carries other significant, and regulated, operating responsibilities:

- A compliant Emergency Response Plan (CAR 302 Division II)
- A compliant Wildlife Management Plan (CAR 302 Division III)
- A compliant Safety Management System (CAR 302 Division V)

Additional regulatory burdens affect certified airport operators, and regulations are always being revised.

10.3 Best Practices

While registered airports are not required to meet the regulatory standards of certified airports, it is considered best practice to follow these standards as much as possible. For example, The Transport Canada planning document that certified airports must follow, TP312, provides standards that certified airports must meet and these are recommended practices for registered airports. This principle applies to emergency response, wildlife management, and safety management systems. Registered airports are not required to meet these standards but they represent best practices and documents describing them are available from Transport Canada.



11 Business Development Plan

11.1 Airport Marketing

Marketing regional and community airport value to prospective customers occurs at several levels. The overarching value that smaller regional / municipal airports generate occurs through their economic and social impacts in terms to supporting economic development and initiatives and through the security that air transportation brings to the community and region. Most important is that the airport is positioned as integral to regional economic development strategies.

At a more granular level, airports provide value(s) in the context of real estate. Land located at or adjacent to airports is more valuable due to its proximity to the specialised and relatively unique transportation infrastructure of the airport. It is attractive to business that is related to aviation or can capitalise on aviation transportation, including businesses that produce products that are best shipped by air. Typically airports provide land whose highest and best use include facilities for aircraft and/or maintaining/building aircraft, logistics facilities that rely on air transportation, safety and rescue facilities that rely on air transportation (such as wildfire bases), etc. Airports are niche operators in the real estate business and require innovative active marketing programs to be successful. It is unusual to encounter successful real estate or leasing agents that specialise in airport facility properties. For that reason effective regional and municipal airport marketing strategies usually include several types of initiatives. Some elements of successful airport property marketing can include:

- Airport website with details of property leasing opportunities and incentives or value propositions to make the airport more attractive – competitive advantages to build on would include longer term lease options, competitive lease rates, Location/Climate/Lifestyle.
- Airport Master Plan with land use development and leasing strategy.
- Inclusion of airport in the regional economic development strategy noting opportunities and incentives for specific types of businesses that they are trying to attract.
- Identification of leasing agent as a single point of contact for inquiries and lease execution.
- Budget for print advertising of airport lease opportunities in aviation business publications.
- Identification of target companies such as a flight training school or Aircraft Maintenance Organization, with multiple locations but none in the region where the airport is located.

Marketing an airport is comparable to marketing a mall. You succeed when your tenants succeed. Much of the work is about creating the environment for success, and supporting tenants in their initiatives. The work is entirely collaborative. Just as leasing out all the properties at a mall will not make it successful, neither will focusing on properties alone make an airport busy. A vision and a shared objective is required to move the venture from one of the competitors to a division winner.



The airport has many of the attributes that lead to marketing success. These include

- Understanding your niche in the market
- Visualizing areas for successful development
- Taking a broad approach which includes different aspects of the aviation market
- Working with tenants and other players to leverage strengths

11.2 Social and Economic Impacts

When explaining airports to the public and when seeking funding from senior government, the measures typically used are social and economic measures – these are social benefits and jobs and income. Sechelt Airport provides both. When considering initiatives to pursue, the benefits of a successful pursuit should be considered. District residents will be most impressed with an aerospace venture that brings jobs and taxes.

11.3 Economic Development and Tourism Connections

Typically all development functions within a community are involved in attracting investment to an airport, economic development, tourism, planning, and the airport, and often First Nations. The meeting of these approaches brings insights from different areas of business and government to assist developments.

11.4 Observations and Recommendations

Developing beyond hangar development at Sechelt Airport will be difficult without a development role somewhere in the community. Real estate agents are seldom successful in these types of roles unless there is a significant incentive, and leases at an airport are unlikely to create the needed attraction. The first role of an airport manager function has to be keeping the site safe and secure. In this age of labour shortages, attracting someone who has both operation expertise and marketing flair will be difficult, thought not impossible.

Longer term:

- Marketing Resources and Budget Additional resources and funds are required to actively market the revenue opportunities at the airport, including digital presence, leasing coordinators, market research.
- Target List Creation of a list of potential tenants that would benefit from relocation or expansion to the Sechelt Airport.
- Aligning the growth and development of the airport with a district/regional economic development strategy. This would position future use and development of the airport to benefit from and support other key economic growth initiatives.



12 Development Plan

Below are the key recommended steps for the airport. The focus is ensuring that the airport can be certified in the future if desired, and moving airport infrastructure towards being able to support scheduled passenger service. The proposed steps are shown in sequential order based on importance.

- A. Complete OLS design and related steps. The OLS is a primary requirement of a certified airport and its modification should be completed as soon as possible. Once the OLS is finalized other steps may be required.
- B. Develop the Master Plan's recommended capital plan into a District airport capital plan for a 10-year period. The capital plan has been designed to move the airport towards certification preparedness. Given the limited revenue of Sechelt, it is recommended that capital changes be progressed only as provincial funding is available, but the projects should still be on the books.
- C. Complete a feasibility study for an ATB to understand the steps required to develop one, and development cost estimates. It is estimated that is study would cost up to \$50,000. (The study could be less.) An ATB is a complex undertaking. The District could organize a trailer to serve this purpose in the short-term, but it is recommended that the airport explore developing an ATB as the province has a track record of funding this type of development and it would significantly enhance the usability of the airport. Upon completion of this analysis, the airport capital plan may have to be revised.
- D. Ensure that any proposed changes meet AGN II certification requirements. Ensure future leases align with the Land Use Plan.
- E. Create a five-year Business Plan for the airport and update it annually. This could be a one-page document stating goals and actions for the year, but developing it would clarify activity at the airport.
- F. Develop an Airport Marketing Plan and implement it. The plan could be very simple, but the marketing objectives and methods of the airport should be clarified.



Appendix A: Future of General Aviation

GA Trends

General aviation covers a wide range of activity, essentially everything except scheduled passenger and cargo air services. General aviation traffic characteristics in North America are changing. Transport Canada does not produce long-term forecast for general aviation, but the US Federal Aviation Administration (FAA) does. The projected changes in activity are shown in the figure below measured by annual hours flown by aircraft type. We cannot assume that these trends will be exactly replicated in Canada, but the FAA projections provide an idea of how GA traffic is growing. The figure projects growth in fixed wing turbine aircraft, rotorcraft, and experimental and LSA (light sport aircraft).



Figure A1: FAA GA Flight Projections

Source: FAA Aerospace Forecast, FY 23-43

Rotorcraft includes helicopters but also much of what is now referred to as Advanced Air Mobility (AAM) aircraft. They are often powered by electric batteries. A Joby Aviation rotorcraft is shown in the figure below. Joby is currently applying for certification of these aircraft to operate passenger services over New York harbour. Many of these new



rotorcraft designs are operated remotely. As they are rotorcraft, they do not require a runway, but depending on the design, the powerplant may require significant electric service.

Figure A2: Joby S4 Rotor Aircraft



Light Sport Aircraft (LSAs) in the US are called **Advanced Ultra-Light Aeroplanes** (AULA) in Canada, and they do not "include powered parachute aircraft, trikes or powered gliders." LSAs and AULAs are lighter and smaller than standard GA aircraft and therefore less expensive to buy and operate. They require runways, but they require less runway length than typical GA aircraft. A table comparing US LSAs and Canadian AULAs is provided below for clarification. In Canada, any ultra-light aircraft with a stall speed greater than 39 kts must meet the design standards for advanced ultralight aircraft.

	AULA	LSA
Max Take-off Weight	1232 lbs (two seat aircraft)	1320 lbs
	770 lbs (single seat aircraft)	
Max Stall Speed	45 mph	51 mph
Max Speed - Level Flight	Not provided	138 mph
Max Seats (inc. pilot)	2	2
Landing Gear	Fixed	Fixed
Power	Propeller	Propeller

Table A1



Figure A3: AULA Example



Engines and Fuel

While the future is unclear, GA traffic will be impacted by decarbonization efforts. Some examples of this are provided below.

- Electric aircraft. A significant amount of energy is going into developing electric aircraft though significant issues remain, particularly because of battery weight. A flight school at Qualicum Beach Airport received an electric training aircraft earlier this year, and Air Canada has invested in a company planning to produce electric aircraft for regional passenger services. Many of the unmanned aircraft being developed are also powered by electric engines. Some airports are examining whether they will have to upgrade to three-phase power to support electric aircraft operations.
- Sustainable Aviation Fuel (SAF). In 2024 the Province of BC announced a program to require jet fuel to have lower levels of carbon intensity by 2030. How this would be implemented is unclear.¹⁰ The US FAA has also announced an initiative to replace low-lead avgas by 2030. The FAA Eliminate Aviation Gasoline Lead Emissions (EAGLE) goal "is to eliminate leaded aviation fuels in piston-engine aircraft safely by the end of 2030."¹¹ Transport Canada is monitoring the EAGLE initiative. The transition from avgas to a new fuel would have significant impacts on GA activity.

¹¹ https://www.faa.gov/unleaded



¹⁰ BC Ministry of Energy, Mines and Low Carbon Innovation, "Low Carbon Fuel Standard," January 2024.

Appendix B: Capital Cost Estimates

Detailed cost estimates for the major recommended capital improvements are provided on the following pages.



SECHELT AIRPORT AIRSIDE FENCE						
District of Sechelt						
	Class 'D' Estimate of Probable	e Costs				
				Revi	sed	: 2024/07/09
ltem	Cost Summary					Total
	Civil					
1.00	General Requirements				\$	7,000.00
2.00	New Fence				\$	31,600.00
				Sub-totals	\$	38,600.00
	Project Contingencies			35%	\$	13,510.00
			Total Esti	mated Civil Cost	\$	52,110.00
ltem	Description	Est.	Est.			
		Quantity	Quantity	Unit Price		Fotal Price
1.00	General Requirements					
	Mobilization / Demobilization / Permits / Facilities / Bonding / Insurance /					
1.01	Environmental Protection	1	LS	\$5,000.00	\$	5,000.00
	Construction Survey, include preconstruction survey, survey layouts, and					
1.02	project completion as-built.	1	LS	\$2,000.00	\$	2,000.00
	Sub-total item 1.0 \$ 7,000.00					7,000.00
2.00	New Fence					
2.01	Remove Existing Fence	65	L.M.	\$40.00	\$	2,600.00
2.02	Supply and Install New Fence	150	L.M.	\$180.00	\$	27,000.00
2.03	Supply and Install New Gate	1	LS	\$2,000.00	\$	2,000.00
				Sub-total item2.0	\$	31,600.00
Notes:						
1)	Costs shown do not include taxes.					
2)	2) Inis Estimate or Probable Costs is provided for budgetary purposes only based on previous pricing for similar works. It is not to be					
	interpreted as a guarantee by letra lech of the actual project costs. The actu	iai project cost	i snall de dete	rmined by the tend	aer a	ina



SECHELT AIRPORT APRON EXPANSION						
District of Sechelt						
Class 'D' Estimate of Probable Costs						
		Boviced: 2024/07/00				2024/07/09
ltem	Cost Summary			11011	500	Total
Rom	Civil					1010
1.00	General Requirements				\$	32,000,00
2.00	Apron Expansion				\$	384 400 00
				Sub-totals	\$	416,400.00
	Project Contingencies			35%	\$	145,740.00
			Total Esti	mated Civil Cost	\$	562,140.00
Itom	Description	Est.	Est.			
item	Description	Quantity	Quantity	Unit Price		Total Price
1.00	General Requirements					
	Mobilization / Demobilization / Permits / Facilities / Bonding / Insurance /					
1.01	Environmental Protection	1	LS	\$20.000.00	\$	20.000.00
	Construction Survey, include preconstruction survey, survey layouts, and					-,
1.02	project completion as-built.	1	LS	\$12,000.00	\$	12,000.00
	Sub-total item 1.0 \$ 32,000.			32,000.00		
2 00	Apron Expansion					
2.01	Excavation to Subgrade	1,500	m³	\$18.00	\$	27,000.00
2.02	Supply, Place, and Compact Granular Base Course (300mm)	1,100	m³	\$90.00	\$	99,000.00
2.03	Supply, Place, and Compact Granular Subbase Base Course (150mm)	540	m³	\$90.00	\$	48,600.00
2.03	Asphalt Tack Coat	3300	m²	\$2.00	\$	6,600.00
2.04	Hot-Mix Asphalt Paving (75mm depth)	3300	m²	\$60.00	\$	198,000.00
2.05	Supply and Install Permanent Pavement Marking	1	LS	\$2,000.00	\$	2,000.00
2.06	Supply, Place, and Compact Shoulder Granular (150mm)	400	m²	\$8.00	\$	3,200.00
			:	Sub-total item2.0	\$	384,400.00
Notes:						
1)	Costs shown do not include taxes.					
2)	This Estimate of Probable Costs is provided for budgetary purposes only base	ed on previous	s pricing for s	imilar works. It is r	ot to	be
	interpreted as a guarantee by letral lech of the actual project costs. The actual project cost shall be determined by the tender and					
	Iconstruction process.					



	SECHELT AIRPORT PARKING UPGRA	DES (PAVI	IG)			
	District of Sechelt					
	Class 'D' Estimate of Probable Costs					
				Rovi	مط	· 2024/07/09
ltem	Cost Summary			11011	5000	Total
	Civil					lota
1.00	General Requirements				\$	20,000.00
2.00	Parking Lot Upgrades				\$	224 400 00
			1	Sub-totals	\$	244,400.00
	Project Contingencies			35%	\$	85.540.00
		-	Total Esti	mated Civil Cost	\$	329,940.00
ltem	Description	Est.	Est.			
		Quantity	Quantity	Unit Price		Total Price
1.00	General Requirements					
	Mobilization / Demobilization / Permits / Facilities / Bonding / Insurance /					
1.01	Environmental Protection	1	LS	\$12,000.00	\$	12.000.00
	Construction Survey, include preconstruction survey, survey layouts, and			,		,,
1.02	project completion as-built.	1	LS	\$8,000.00	\$	8,000.00
	Sub-total item 1.0 \$			20,000.00		
2 00	Parking Lot Upgrades					
2.01	Excavation to Subgrade	1,100	m ³	\$18.00	\$	19.800.00
2.02	Supply, Place, and Compact Granular Base Course (300mm)	720	m ³	\$90.00	\$	64,800.00
2.03	Supply, Place, and Compact Granular Subbase Base Course (150mm)	360	m ³	\$90.00	\$	32,400.00
2.03	Asphalt Tack Coat	2400	m²	\$2.00	\$	4,800.00
2.04	Hot-Mix Asphalt Paving (75mm depth)	2400	m²	\$40.00	\$	96,000.00
2.05	Supply and Install Permanent Pavement Marking	1	LS	\$3,000.00	\$	3,000.00
2.06	Supply, Place, and Compact Shoulder Granular (150mm)	450	m²	\$8.00	\$	3,600.00
				Sub-total item2.0	\$	224,400.00
		7	,	;		
Notes:						
) Uosis snown ao not include taxes.	od on proview	pricing for a	imilar worke It is r	ot to	
· · ·	2) This Estimate or Frobable Costs is provided for budgetaily purposes only based on previous pricing for similar works. It is not to be					
	construction process					



SECHELT AIRPORT HANGAR TAXIWAYS						
District of Sechelt						
Class 'D' Estimate of Probable Costs						
				Revi	sed	2024/07/09
ltem	Cost Summary					Total
	Civil					
1.00	General Requirements				\$	32,000.00
2.00	Hangar Taxiways				\$	341,200.00
				Sub-totals	\$	373,200,00
	Project Contingencies			35%	\$	130,620.00
			Total Est	imated Civil Cost	\$	503,820.00
Itom	Description	Est.	Est.			
item	Description	Quantity	Quantity	Unit Price	1	Total Price
1.00	General Requirements					
	Mobilization / Demobilization / Permits / Facilities / Bonding / Insurance /					
1.01	Environmental Protection	1	LS	\$20,000.00	\$	20,000.00
	Construction Survey, include preconstruction survey, survey layouts, and					
1.02	project completion as-built.	1	LS	\$12,000.00	\$	12,000.00
				Sub-total item 1.0	\$	32,000.00
2.00	Hangar Taxiways					
2.01	Excavation to Subgrade	1,600	m³	\$18.00	\$	28,800.00
2.02	Supply, Place, and Compact Granular Base Course (300mm)	1,100	m³	\$90.00	\$	99,000.00
2.03	Supply, Place, and Compact Granular Subbase Base Course (150mm)	540	m³	\$90.00	\$	48,600.00
2.03	Asphalt Tack Coat	3600	m²	\$2.00	\$	7,200.00
2.04	Hot-Mix Asphalt Paving (50mm depth)	3600	m²	\$40.00	\$	144,000.00
2.05	Supply and Install Permanent Pavement Marking	1	LS	\$4,000.00	\$	4,000.00
2.06	Supply, Place, and Compact Shoulder Granular (150mm)	1200	m²	\$8.00	\$	9,600.00
			:	Sub-total item2.0	\$	341,200.00
Notes:				<u> </u>		
1)	Costs shown do not include taxes.					
2)	2) This Estimate of Probable Costs is provided for budgetary purposes only based on previous pricing for similar works. It is not to be					De
	interpreted as a guarantee by Tetra Tech of the actual project costs. The actual project cost shall be determined by the tender and					
	construction process.					



SECHELT AIRPORT OLS EARTHWORKS FOR AGN II NI						
	District of Sechelt					
	Class 'D' Estimate of Probable Costs					
			_	Revi	sec	1: 2 <u>024/07/22</u>
ltem	Cost Summary	•				Total
	Civil					
1.00	General Requirements				\$	93,000.00
2.00	Excavation for AGN II NI OLS				\$	886,600.00
				Sub-totals	\$	979,600.00
	Project Contingencies			35%	\$	342,860.00
			Total Esti	mated Civil Cost	\$	1,322,460.00
ltem	Description	Est.	Est.			
		Quantity	Quantity	Unit Price		Total Price
1.00	General Requirements					
	Mobilization / Demobilization / Permits / Facilities / Bonding / Insurance /					
1.01	Environmental Protection	1	LS	\$73,000.00	\$	73,000.00
	Construction Survey, include preconstruction survey, survey layouts, and					. <u> </u>
1.02	project completion as-built.	1	LS	\$20,000.00	\$	20,000.00
	1		S	ub-total item 1.0	\$	93,000.00
2.00	Excavation for AGN II NI OLS					
2.01	Excavation and disposal for Earthworks for Conforming OLS	40,300	m³	\$22.00	\$	886,600.00
			5	Sub-total item2.0	\$	886,600.00
		-				
Notes:						
1	Costs shown do not include taxes.					<u> </u>
2	2) This Estimate of Probable Costs is provided for budgetary purposes only based on previous pricing for similar works. It is not to be					o be
	interpreted as a guarantee by retra rech or the actual project costs. The actual project cost shall be determined by the tender and				and	
	construction process.					



Appendix C: BCAAP

The description of the BCAAP provided on the MOTI website is provided below for the 2023 intake year.¹²

Eligibility

To be eligible for B.C. Air Access Program (BCAAP) consideration, the applicant must:

- Operate a public use airport, heliport or water aerodrome
- Serve fewer than one (1) million passengers annually
- Be the air facility operator (local government, non-profit operating society or contracted operator)

A contracted operator can apply on behalf of a local government or non-profit society. However, the local government or non-profit society must sign off on the application and be available to receive grant funds should the application be successful.

Ineligible air facilities include:

- Private air facilities, such as those owned and operated by resorts and used exclusively for their guests and staff
- Air facilities that are owned and operated by the federal government

If you are uncertain whether your facility is eligible, please reach out to the BCAAP team by email at BCAAP@gov.bc.ca or phone at (778) 974-5468.

An eligible entity may submit an application if they meet the following criteria:

- Do not have an active BCAAP project with a start date of more than one year ago
- Have a proposed project that can be completed within one fiscal year
- Can confirm that a project can begin once funding is announced

Grant Funding Cap

The program caps the value of grants to any one applicant (regardless of the number of projects) to \$2 million in any given year. However, applicants may submit for multiple projects as long as a separate application is prepared for each. As BCAAP is a cost-share program, the specific percentage share that any given project will qualify for is detailed in "Funding Amount".

¹² https://www2.gov.bc.ca/gov/content/transportation/funding-engagement-permits/funding-grants/aviation-infrastructure-funding#chapter-overview



Grant Funding for Airport Master Plans

BCAAP will accept applications for Airport Master Plans from small facilities – those that have a service area of 10,000 or fewer people. These grants are capped at \$35,000 and may be funded at a higher percentage level than other projects.

Funding Amounts

BCAAP is a cost-share program supporting the infrastructure and environmental needs of airports, heliports and water aerodromes. The percentage of funding that BCAAP provides varies based on a range of factors, including:

- Project type:
 - Airside operating areas and avionics projects begin at 75% funding
 - Environmentally focussed projects begin at 75% funding
 - o Transitional projects begin at 60% funding
 - Groundside projects begin at 50% funding

Applicants that meet certain criteria may be eligible for a higher percentage (up to an additional 15%) of BCAAP funding, thereby reducing the required contribution from the applicant. The following categories, relating to the project, community or facility, are considered in determining whether a particular application qualifies for additional funding:

- The community is Indigenous, isolated, rural or remote
- The facility:
 - Has limited revenue streams available
 - Has a greenhouse gas reduction plan in place
 - Has policies, procedures or infrastructure in place to support active transportation
- The project is:
 - Required for medevac operations
 - Required for wildfire suppression activities
 - Needed for emergency response/preparedness
 - Required due to an extraordinary event (e.g., flooding)
 - o Required to correct a non-compliance with federal aviation regulations
 - o Required for climate change mitigation or adaptation
 - Likely to result in significant economic impacts and/or generate revenue for the air facility

Successful recipients of a grant will:

• Be asked to sign a Conditional Grant Agreement (CGA), which lays out the parameters of the grant funding to the proponent



- Receive funding in two or three installments depending on the size of the project, with the initial installment forwarded once the CGA is signed
- Submit progress reports as required

Submit a final claim package at project conclusion to receive the final payment under the CGA

Isolated, rural or remote communities are those that can only be reliably accessed by air or those that are more than three hours' travel by road to the next nearest airport.

Overview

The BC Air Access Program provides cost-sharing opportunities for infrastructure, environmental and in select cases, airport master plans – all of which must be at eligible, public-use facilities.

Examples of projects that are eligible for BCAAP funding:

- Airside operating area projects such as those related to aprons and runways
- Avionics such as hazard beacons and runway lighting
- Air terminal building enhancements
- Environmental projects such as the preparation of a greenhouse gas inventory (baselining)
- Groundside projects such as parking facility enhancements
- Airport master plans for small airports

Funding is not available for:

- Operation and maintenance costs for existing infrastructure
- Projects that are not in compliance with all applicable regulations and standards

Benefits

Through this cost-sharing program, facility operators can invest in safety, social improvements (such as improved medevac) and climate/environmental projects that help strengthen local, regional and provincial economies. BCAAP encourages funding partnerships with Indigenous, local, regional and federal governments, as well as agencies and private-sector organizations.

Apply

Before applying for a grant, please review the Program Guidelines. Applications will only be accepted from November 1 until December 22, 2023.



Appendix D: Glossary of Common Airport Terms

ACAP	Airports Capital Assistance Program
AGN	Aircraft Group Number
ANS	Air Navigation Services
AOM	Airport Operations Manual
ATB	Air Terminal Building
ATC	Air Traffic Control
AWOS	Automated Airport Weather System
CARs	Canadian Aviation Regulations
CFS	Canadian Flight Supplement
DME	Distance Measuring Equipment
FOD	Foreign Object Debris
FSS	Flight Service Station
GA	General Aviation
ICAO	International Civil Aviation Organisation
IFR	Instrument Flight Rules
NDB	Non Directional Beacon
NOTAM	Notice to Airmen
OLS	Obstacle Limitation Surface
PAPI	Precision Approach Path Indicator
TP312	Transport Canada Aerodrome Standards and Recommended Practices
VASIS	Visual Approach Slope Indicators
VFR	Visual Flight Rules
WAAS	Wide Area Augmentation System



Appendix E: Map of Servicing





Appendix F: Private / Public Lands in Vicinity of Airport





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