

7.4.3 Capital and Revenue Assumptions

All costs associated with lot development at the airport will be cost recovered. This means that capital and operating expenses will be included in the lease agreement. Table 7-2 discusses revenue and cost assumptions.

Table 7-2: Revenues and Costs Assumptions

Item	Assumptions
Annual leasing rate / ft ²	\$0.205 - rate for new leases. Lease rate to increase at the rate of the Consumer Price Index (CPI) in subsequent years.
Property Taxes	\$10 per year per \$1,000 of assessed value

7.4.4 Marketing Strategy and Promotion

The CCRD should integrate airport marketing with regional tourism and economic development marketing. The airport is important to residents and business interests in the region. Airport management responsibilities should include marketing lands and opportunities that relate to the Bella Coola Airport.

7.5 Air Terminal Building

When assessing terminal operating constraints and future expansion, it is important to keep in mind the fine balance between the level of service (LOS) expected by the traveling public and efficient operations at a minimum cost.

LOS, in the context of terminal planning, is a generic term that describes, either qualitatively or quantitatively, the service provided to airport travellers at various points within the passenger terminal building. It often relates to the degree of congestion or crowding experienced by a traveller at the passenger and baggage processing facilities in the terminal building. It may also be a measure of the amount of waiting or processing time, or length of the queues or lines encountered by such travellers.

A terminal is a series of processors, reservoirs or holding areas, and links or corridors. In the mid to late 1970s, Transport Canada developed the concept of LOS, as applied to airport terminal design. Airports Council International (ACI) and the International Air Transport Association (IATA) have since adopted the concept. The Airport Cooperative Research Program (ACRP) conducted a study entitled Report 55 - Passenger Level Service and Spatial Planning for Airport Terminals in 2011.

The research concluded passengers want easy access to information about flight status, signage clarity, and amenities that allow them to use their time productively or to relax and enjoy an escape from the demands of travel and that larger space by itself does not always generate increased passenger perception of a high quality level of service. IATA LOS C standards are still valid after 38 years and the observations included in Report 55 support the validity of continuing to use this LOS. Space should be planned using the necessary numbers of processing elements to achieve acceptable wait times and the LOS C guideline for a design year. Specifically, facilities should be designed with a space planning factor greater than LOS C (e.g., LOS B) but grow into LOS C as demand increases and the facility nears the passenger loads expected for the design year. It is with these principles in mind that a terminal planning recommendation is developed. One must, however, be cognizant of smaller airports and the typical use of the terminal (e.g., perhaps only a couple of times daily). Table 7-3 summarizes airline requirements for "world class" passenger terminals for processes that are present at a typical airport. These requirements assess the levels of service in terms of queue times and space allocations.

Table 7-3: Level of Service Definitions

Level of Service	Definition
A	An excellent level of service. Conditions of free flow, no delays and excellent levels of comfort
B	High level of service. Conditions of stable flow, very few delays and high levels of comfort
C	Good level of service. Conditions of stable flow, acceptable delays and good levels of comfort
D	Adequate level of service. Conditions of unstable flow, acceptable delays for short periods of time and adequate levels of comfort
E	Inadequate level of service. Conditions of unstable flow, unacceptable delays and inadequate levels of comfort.
F	Unacceptable level of service. Conditions of cross-flows, system breakdowns and unacceptable delays; an unacceptable level of comfort

Table 7-4 identifies planning standards and potential space allocations for expanded terminal design.

Table 7-4: IATA Planning Standards and Bella Coola Terminal Design

Terminal Process	IATA Planning Standard Typical Busy Day	Recommended Practices
Check-in	<p>IATA Standard</p> <p><i>Business Class – Maximum queuing time of 3-5 minutes.</i></p> <p><i>Economy Class – Maximum queuing time of 15-20 minutes.</i></p> <p><i>Tourist (Charter/No frills) Class – Maximum queuing time of 25-30 minutes.</i></p> <p><i>Seating for 5% of passengers.</i></p> <p>Bella Coola Design: Assume one check-in counter is required to serve 32 passengers</p>	Special counters for handling oversized baggage.
Hold Room	<p>IATA Standard</p> <p><i>Space – 1.2 m² per passenger standing and 1.7 m² per passenger seated.</i></p> <p><i>Seating – 70% of passengers should have seating.</i></p> <p><i>Meeters/Greeters: Space – 1.7 m² per passenger and greeter.</i></p> <p><i>20% of space for seating.</i></p> <p>Bella Coola Design: using a 19-passenger aircraft the hold room is designed to accommodate 19 passengers plus 50% of passengers as guests which would equal 27 individuals. 70% of the persons would be seated and 30% standing. The 32 seat aircraft would see 48 persons requiring room to circulate.</p>	

Terminal Process	IATA Planning Standard Typical Busy Day	Recommended Practices
Baggage Claim	<p><i>IATA Standard</i> Space – 1.7 m² per passenger, (excluding baggage claim unit)</p> <p>Bella Coola Design: assume all baggage is taken to the baggage claim area and there is space for all passengers (1.7 m² per passenger)</p>	
Airline Offices	<p><i>IATA Standard</i> 10 m² per staff member Rule of thumb - # of check-in counters x 100 m²</p> <p>Bella Coola Design: Basic adjustment of offices to the west as part of the open baggage area infill.</p>	<p>Sufficient space to lease to airlines and alliances. Located reasonably close to check-in.</p>
Coffee Shop	<p>Bella Coola Design: Assume the coffee shop is roughly double in size. Assume 80% of passengers use the coffee shop and 70% are seated.</p>	

7.6 Future ATB Needs

At present, there are approximately five tenant employees at the ATB. Airlines typically use a 19-seat sized aircraft (Beechcraft 1900) to serve this market. As detailed previously, the reason for this choice is largely due to runway approach limitations. On occasion, airlines will use a larger (SAAB 340), 32-seat aircraft, particularly during prime tourist season. The existing terminal building is constrained, particularly when large 32-seat aircraft arrive, and therefore does not provide a desirable LOS.

Improving the level of service and quality of experience in this terminal is particularly important because the projected passenger growth at this site is related largely to medical needs and international tourism, and these patients/visitors expect a high level of service. As the terminal is the primary gateway into the region for international tourism, the experience of passengers in the ATB will have a significant impact on their experience of the region. For all these reasons, ensuring a high level of service at the site is important.

Table 7-5 estimates the optimum building size to accommodate 32 passengers, staff, and meeters/greeters (Reference Figure 7-4).

Table 7-5: Future ATB Uses

User	Type of Use	Existing (Based on actual measurements)		Space Needed for 32 passenger aircraft	
		Area (ft ²)	Area (m ²)	Area (ft ²)	Area (m ²)
Main Floor					
Public Waiting	Meeters/greeters/passenger waiting	334	31	699	65
Airline Office	Ticketing and dispatch Assume 8 staff and one active counter - 2 counters for 32 passenger service	587	54.5	915	85
Coffee Shop		183	17	323	30
Passenger Flow Areas		253	23.5	334	31
Office	For rent	129	12		
Public Washrooms		129	12	131	12
Furnace/Electrical/Storage/Janitor/Hallway		161	15	140	13
Other (corridor, stairway)		581	54		
Baggage Claim	Assume 30% have carry-on. Includes a conveyor			807	75
3 new offices				495	46
Additional Washrooms	One Men and One Women			161	15
Sub-Total		2,357	219	4,005	372
Baggage Claim (estimated outdoor)		1,113	103		
Second Floor					
Office	Atmospheric Environmental Services	237	22		22
Office/Meeting Room		441	41		41
Washroom		86	8		8
Other (corridor, stairway)		194	18		18
Sub-total		958	89		89
Total	Includes open outdoor baggage area	3,315	308	4,962	461

The concept of LOS is an aggregated framework used for the design and expansion of facilities as well as for monitoring of existing facilities. The new 10th Edition of the International Air Transport Association (IATA) Airport Development Reference Manual (ADRM) (2014), a joint effort between IATA and Airport Council International, introduces a new definition for the LOS. Balancing investment decisions with LOS is a complex management and policy decision. In the new 10th Edition ADRM, the LOS definitions comprise three levels.

Table 7-6: IATA – ACI Level of Service (LOS) Definitions*

Level of Service	Space	Times
Overdesign	Excessive or empty space	Overprovision of resources
Optimum	Sufficient space to accommodate the necessary functions in a comfortable environment	Acceptable processing and waiting times
Suboptimum	Crowded and uncomfortable	Unacceptable processing and waiting times

* IATA Airport Development Reference Manual, 10th Edition, Effective March 2014

The expansion of the terminal will be a high priority so that the CCRD can provide a suitable terminal building to accommodate future passengers. Our concept drawing, Figure 7-4, shows an optimum space allocation to accommodate potential passengers.

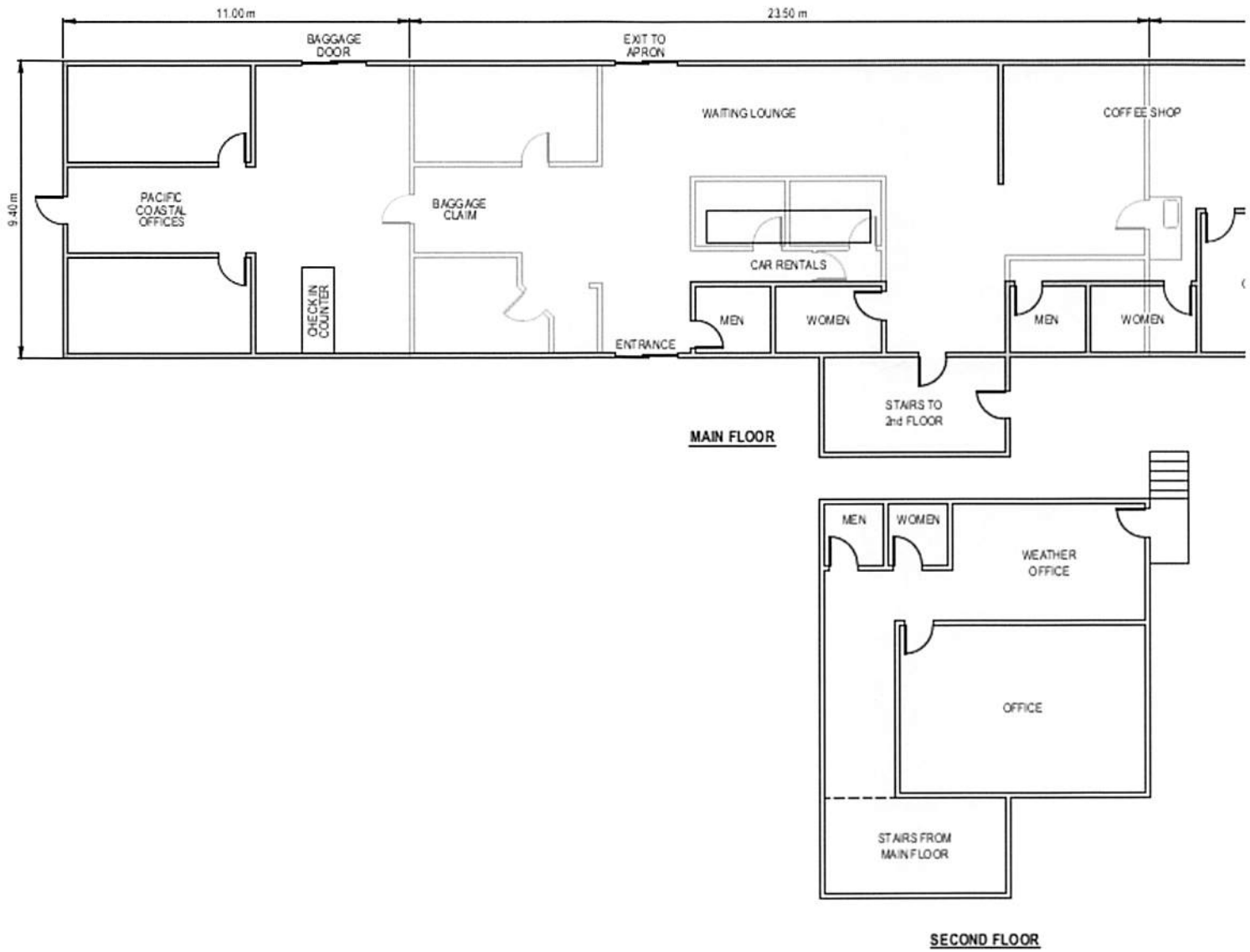


Figure 7-4: Future Terminal Floor Plan (Concept)

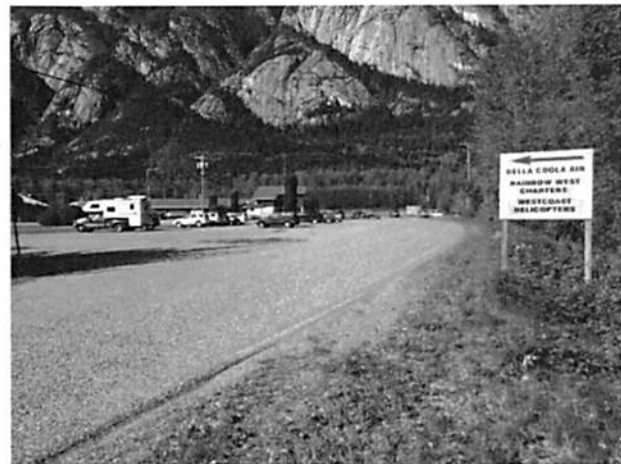
Table 7-7: ATB Expansion Capital Costs

Development Phase	Project Work	Estimated Cost
I	Expand the terminal building by 1,650 ft ²	\$756,000
I	Expand the field septic system	\$76,000
	Total Terminal Expansion Costs	\$822,000

7.6.1 Groundside Access and Parking

The existing access road and parking lot is in poor condition and requires rehabilitation. One of the challenges with the existing parking lot is that there is not a good access flow for individuals who are dropping off passengers at the terminal building.

The new parking lot design (Figure 7-5) shows a reconfigured parking lot with approximately 108 stalls and a defined terminal access road (8 m wide). The parking lot construction phasing can be demand based. As an example, if one assumes an arriving full 32-seat aircraft with a similar number of departing passengers there would be a potential 64 individuals, not including staff. Based on the distance from the town and the lack of public transit it is assumed 30% of the passengers are picked up or dropped off and that there would therefore be a requirement for a queuing area for roughly 10 cars. The number of parking stalls required would then be in the range of 42 passenger stalls and 15 staff stalls (including car rentals) for a total of 57 stalls.



View of Airport Road and Terminal Parking

In this scenario, only 50% of the parking lot will be constructed in Phase 1. There are economies of scale in construction so it may be prudent to construct the entire parking lot in one season.

Table 7-8: ATB Expansion Capital Costs

Development Phase	Project Work	Estimated Cost
I	Expand the terminal parking lot (50 stalls)	\$146,000
II	Expand the parking lot (58 stalls)	\$125,000
I	Rehabilitate the existing access road (west end)	\$147,000
I	Rehabilitate the existing Airport Road and Phoenix Road (Province)	\$209,000

7.7 Airfield

7.7.1 Runway, Taxiways, and Aprons

Runway 05-23, Taxiway A, Taxiway B, Apron I, Itinerant Apron

Proper maintenance (e.g., annual crack filling and sealing) of the runway, taxiways, and main aprons will extend the pavement lifecycle and rehabilitation is not required for approximately five years. The airport is eligible for Transport Canada ACAP funding and, as such, it is recommended the CCRD move forward with applications for funding as it can take several years for a project to be funded.

Aircraft Tie-down Area

The tie-down area east of Apron 1 is in very poor condition and will require immediate reconstruction to remain useable. The CCRD should consider the need for this area to determine when the area is re-constructed. As noted in the condition assessment (Appendix A) the tie-down area is currently unusable.

Table 7-9: Airfield Capital Costs

Phase	Project Work	Estimated Cost	TC Share	CCRD Share
I	Rehabilitation of Runway 05-23	\$2,425,000	\$2,425,000	\$0
I	Rehabilitation of Taxiway A	\$97,000	\$97,000	\$0
I	Rehabilitation of Taxiway B ¹	\$225,000	\$0	\$225,000
I	Rehabilitation of Apron I	\$404,000	\$404,000	\$0
I	Rehabilitation of Itinerant Apron	\$170,000	\$170,000	\$0
I	Tie-down Area rehabilitation ¹	\$339,000	\$0	\$339,000
	Total Airfield Costs	\$3,660,000	\$3,096,000	\$564,000

1. Rehabilitation of these areas is not covered under the Transport Canada ACAP because the taxiway and apron are used for non-commercial purposes

7.7.2 Obstacle Removal on Runway Approach and Transitional Surfaces

To maintain safe operations it is necessary to remove all trees that are penetrating the approach surfaces to the main runway and to remove or reconfigure the gravel pile to meet the transitional zoning requirements on the north side of the runway.

Table 7-10: Obstacle Removal Capital Costs

Development Phase	Project Work	Estimated Cost
I	Remove all trees penetrating the runway approach surfaces	\$381,000
I	Reconfigure gravel pile	\$93,000

Note: Cost estimates provided by the CCRD.

7.7.3 Dike Rehabilitation

Dike rehabilitation will be required at some point to prevent airfield flooding and maintain ongoing safe operations at the airport. As described in Section 1.4, the Kerr Wood Leidal study recommended that the final design for the existing dike provide containment at the end of the runway to prevent future flooding.

The dike is outside CCRD jurisdiction. The valley has approximately 15 flood protection structures, originally developed and maintained by the province and then abandoned. The dikes are now referred to as “orphaned” dikes. In order for the CCRD to perform works on any dike, it must become a diking authority. This is a substantial and expensive undertaking.

In 2013, the CCRD began the process of forming a local diking authority (service area), specific to the Bella Coola Airport dike upgrade. Although 2/3 funded by outside agencies, it still required borrowing a significant sum to fund the remainder of the project. A referendum was held and it was soundly defeated by the voting population. The design and construction information developed by Kerr Wood Leidal was commissioned in anticipation that the airport dike upgrade would proceed. The CCRD had identified the airport facility as a critical infrastructure asset and desired to take steps to secure the facility through anticipated flood events.

Table 7-11: Dike Capital Costs

Development Phase	Project Work	Estimated Cost
I	Rehabilitate dike at key areas of the airport to prevent flooding	\$1,950,000

Note: Costs were taken from the 2013 study.

7.8 Airport Development

7.8.1 Hangar Developments along Taxiway B (Phase 1)

The initial development includes the construction of four lots (Lots 5, 6, 11, and 14A) along Taxiway B as indicated on Figure 7-3. To access the lots there will be a requirement to construct a short extension to Taxiway B, reconstruct portions of the existing access road and construct a new access to two of the development lots.

Water lines and electrical lines extend from existing services for development lots requiring these services. All services terminate 1 m inside the property line. Prospective developers are responsible for site construction (e.g., septic fields, service connections, access and parking, aprons).

7.8.2 Commercial/Industrial Lots along Airport Road – Phase 1

Figure 7-5 shows two commercial/industrial lots (G1 and G2) located east and west of the ATB parking lot. Water lines and electrical lines extend from existing services for those development lots requiring these services. All services terminate 1 m inside the property line. Prospective developers are responsible for site construction (e.g., septic fields, service connections, access and parking, aprons).

7.8.3 Southwest Development Area – Phase 2

Figure 7-3 shows a development area south of Phoenix Road and Lots 10 and 11. The development in this area will provide six lots (SW1 to SW6) (approximately 0.09 ha to 0.12 ha in size). The concept will require a taxi extension from the main Taxiway B crossing Phoenix Road. A common apron will provide aircraft parking on the north side of the lots. Access to the lots would be from a single access connecting Phoenix Road. Services will connect to existing services lines along Phoenix Road.

7.8.4 East Development Area – Future

Figure 7-5 shows potential long-term development in the East Development Area (east of ATB). The concept will provide for three lots (Lots E1 to E3), (0.12 ha in size). Access would be near the ATB drop-off areas and services would connect to existing services along Airport Road. It is recognized this is a heavily wooded area that would require extensive clearing and lot preparation.

Table 7-12: Airport Development Costs

Development Phase	Phase 1	Phase 2	Future
Hangar Lots (Lots 5,6,10 and 11)			
Access Roads	\$149,000		
Servicing	\$76,000		
Taxiway B Extension	\$277,000		
Commercial Industrial			
Lot preparation	\$155,000		
Servicing	\$41,000		
Southwest Development Area Lots SW1 to SW6			
Taxi Extension		\$152,000	
Lot Clearing		\$114,000	
Common Apron		\$282,000	
Servicing		\$192,000	
East Development Area Lots E1 to E3			
Taxi Extension			\$175,000
Lot Clearing			\$91,000
Access Roads			\$111,000
Servicing			\$122,000
Total Costs	\$698,000	\$740,000	\$499,000

8.0 COMPARISON OF FEES AND CHARGES AT AERODROME FACILITIES

In Canada, a wide range of airport fees are being charged due to different airport operating models. Understanding the range of fees is difficult because most airports no longer publicly publish their fees, and they are hidden in the ticket price or applied directly to pilots. Many airports charge a variety of land, terminal, passenger, and other fees, as well as non-aeronautical fees and revenues. Some airports have simplified their fees related to passenger flights to a simple per passenger fee to make this easier.

The one exception to this is Airport Improvement Fees (AIFs). AIFs are fees that are used only for improvements to an airport, and thus the name. To charge an AIF requires going through a formal process directly with Air Canada, WestJet, or an air carrier, with the air carriers charging it. The airport and the air carrier enter an agreement and the air carriers receive a percentage of the fee for collecting it on behalf of the operator. AIFs are comparable because they are all for capital improvements and Air Canada keeps a list of them. This list does not provide a complete overview of all fees charged by airports but provides a benchmark for capital fees alone. The AIFs listed range from \$40 per passenger at Bathurst, New Brunswick, to \$4 per passenger at Kingston, Ontario. The Air Canada list includes 71 airports. Of these, two airports charge more than \$30 per passenger, four charge \$30, and 33 charge between \$20 and \$29 per passenger. In other words, 55% of airports charge \$20 or more for AIFs alone.⁵ This does not cover all charges to air carriers, just AIFs.

Comparable BC airports supporting populations of less than 10,000 people have been chosen, and are shown in Table 8-1 below, and the complete fee by-laws for the airports are shown in Appendix D. The communities chosen, in alphabetical order, are Anahim Lake, Ft. Nelson (Northern Rockies), Massett, Quesnel, Smithers, Tofino, and Trail. Three of the airports are supported by populations of over 5,000: Quesnel, Smithers, and Trail. (Trail also has a population of less than 10,000 but the surrounding area has a population of approximately 60,000.) All of these airports are certified and have scheduled air carrier service. Of these airports, only one – Smithers – has air service from a network air carrier (Air Canada, WestJet).

Table 8-1: Comparable BC Airports

Airport	Certified	Regional Population over 5,000
Bella Coola	Y	
Anahim Lake	Y	
Ft. Nelson	Y	
Masset	Y	
Quesnel	Y	Y
Smithers	Y	Y
Tofino	Y	
Trail	Y	Y

8.1 Comparator Airport Fees

The fees for these airports vary considerably based on the financial arrangements of the organization that runs the airport and the financial needs of the site. The types of fees charged at these airports are shown in Table 8-2 below. Six of the eight airports charge per passenger fees, varying from a low of \$7 per return passenger to a high of \$50 per return passenger. Two of the airports charge no per passenger fee. All of the airports charge landing fees though these vary. Two of the airports charge terminal charges for use of the terminal. The structure and fees vary significantly. The highest fees are at Smithers and the lowest fees are at Anahim Lake. It is clear that some of these communities significantly subsidize their airports operations. The fees charged Anahim Lake and Trail are insufficient to sustain ongoing operations on their own.

⁵ https://www.aircanada.com/content/dam/aircanada/portal/html/dialog-box/additional-charges-in%20my-fare_en.html

The differing approach to fees results in significantly different fees per flight. The fees per flight for a 19-seat aircraft with 19 arriving and departing passengers vary significantly, from \$20 per flight to \$1,041, a \$1,021 variance. The average total fees charged per two-way flight is \$392, or \$10.32 per one-way passenger.

Table 8-2: Fees at Comparable BC Airports

Airport	Per Passenger Fees (Enplaned/ Deplaned)	Return passenger total fees	Landing fees	Terminal Charges	Fees for 19 return passengers on a 19-seat aircraft*
Bella Coola	\$7 / \$0	\$7	Y**		\$133
Anahim Lake	\$0 / \$0	\$0	Y		\$20
Ft. Nelson	\$32 / \$0	\$32	Y***		\$653
Massett	\$12 / \$12	\$24	Y		\$486
Quesnel	\$12 / \$12	\$24	Y	Y	\$551
Smithers	\$25 / \$25	\$50	Y	Y	\$1,041
Tofino	\$5 / \$5	\$10	Y		\$214
Trail	\$0 / \$0	\$0	Y		\$38

- * Assumes MTOW (maximum take-off weight) of 7,530kg
- ** Landing fees not charged to scheduled flights
- *** Only aircraft with fewer than 10 passengers pay landing fees

The two-way passenger charge replaces terminal and landing fees. Other airports (e.g., Smithers) charge a complex mix of terminal and landing fees. These vary by size of aircraft, rather than number of passengers.

9.0 CAPITAL FUNDING SOURCES

As the CCRD considers capital investments, it is important to evaluate the types of federal and provincial funding that may be available. There is federal funding via the Airport Capital Assistance Program (ACAP), and provincial funding via the BC Air Access Program (BCAAP), as well as other funding sources from time to time.

9.1 Airport Capital Assistance Program (ACAP)

ACAP funding provides for projects required to meet an airport's required level of safety. In order of priority:

- **First Priority:** Safety-related airside projects, such as:
 - Rehabilitating runways, taxiways, and aprons;
 - Runway, taxiway, and apron lighting;
 - Visual aids;
 - Sand storage sheds;
 - Utilities to service eligible items;
 - Site preparation costs, including directly related environmental costs;

- Aircraft firefighting equipment required by regulation; and
- Shelters for parking aircraft firefighting vehicles.
- **Second Priority:** Heavy airside mobile equipment (safety related) such as:
 - Runway snow blowers;
 - Runway snowplows;
 - Runway sweepers, spreaders;
 - Winter friction testing devices; and
 - Heavy airside mobile equipment shelters.
- **Third Priority:** ATB/groundside (safety related) such as:
 - Sprinkler systems;
 - Asbestos removal; and
 - Barrier-free access.

Rarely are third priority projects funded.

For ACAP funding approval the airport must show that the airport cannot self-finance the project, and provide audited financial statements for the airport for the past three years.

For ACAP funding approval the project must maintain or improve safety; meet accepted engineering practices; and be justified, based on current demand.

Based on the Bella Coola passenger volumes, the airport could receive up to 100% funding for approved projects.

9.2 Building Canada Fund – Communities Component (BCFCC)

The Communities Component of the Building Canada Fund targets projects in communities with populations of less than 100,000. The fund recognizes the unique infrastructure needs of Canada's smaller communities and focuses on projects that meet environmental, economic, and quality of life objectives.

The program promotes regional economic development by improving the efficiency of regional and local airports while mandating high levels of safety and security. Subcategories for funding include construction projects (e.g., runways, taxiways, aprons, hangars, lighting, Nav Aids, maintenance sheds, mobile equipment, ATB, and groundside safety related projects) as well as non-aeronautical infrastructure (e.g., groundside access, parking, and commercial and industrial activities). Funding for some of these projects is eligible under the ACAP program and may be considered as part of a larger project by the BCFCC. Funding is based on an equal matching of funds from the federal government and 33.33% from local interests.

In general, the project must promote regional economic development (i.e., number of new carriers, new business operating at the airport) and/or increase traffic volume (e.g., number of passengers, cargo). A board resolution in support of the project must be submitted with the application.

Some of the projects funded relate to stormwater management (Dawson Creek, BC), development of hangars (St. Thomas, ON) and an Airport Operations Building rehabilitation (Windsor, ON).

9.3 BC Air Access Program

The BC Air Access Program (BCAAP) offers funding to assist BC airports improve their infrastructure. The program supports airport investment in safety and infrastructure enhancements. The BCAAP generally requires funding partnerships with other government agencies and the private sector. The program considers infrastructure rehabilitation and new projects. BCAAP's share will not exceed 75% for rehabilitation projects or 50% for new projects. The program considers submissions offering multi-year projects to enable phasing of construction and funding. In 2016, Bella Bella Airport received \$500,000 towards air terminal building development.

10.0 OPERATIONS AND EXPENSES

10.1 Historic Budget

Table 10-1 shows the Bella Coola Airport 2015 budget. For both revenues and expense, the final column shows the percentage of the total. In 2015, the airport had revenues of \$70,000 and expenses of \$113,000, for a net operating loss of \$43,000. That is 61% of revenue, a significant gap. For a certified airport, both revenue and expenses are relatively low.

Table 10-1: Historic Budget, 2015

Item	Total	%
REVENUE		
Fuel (per litre charge)	\$3,797	5.4
Ground Leases	\$8,858	12.6
Landing & Improvement Fees	\$31,752	45.3
Terminal Rents	\$25,109	35.8
Rentals	\$575	0.8
Other Revenue	\$25,412	36.3
Total Revenue	\$70,090	
EXPENSE		
Administration Fees	\$20,000	17.7
Small Capital	\$20,764	18.3
Insurance	\$3,280	2.9
Maintenance	\$7,248	6.4
Airstrip Inspections	\$9,000	7.9
Heating Fuel	\$4,428	3.9
Garbage	\$718	0.6
Janitorial	\$8,400	7.4
Snow Clearing	\$27,046	23.9

Item	Total	%
Other	\$225	0.2
Development	\$1,057	0.9
Legal	\$519	0.5
Hydro	\$3,092	2.7
Water & Fire Protection	\$1,501	1.3
Asset Replacement	\$6,000	5.3
Total Expenses	\$113,277	
Net Position	(\$43,187)	

The largest revenue source is landing and improvement fees (45%), followed by terminal rents (36%), and other revenue (36%). The other revenue category includes a one-time transfer of approximately \$24,000, and is not a recurring source of revenue.

The highest expense was snow clearing at \$27,000 (24%). This cost was relatively high in 2015 as compared to other years, and snow clearing has varied between approximately \$9,000 and \$27,000 per year. The next two largest expenses are small capital at \$21,000 and airport administration fees at \$20,000, both at approximately 18% of expenses. The airport is putting \$6,000 per year away for capital contingencies (asset replacement).

Given the scale of the annual deficit, the current operating model for the airport is unsustainable. Detailed financial projections for the site based on the current operating model have not been prepared, as the site requires a modified approach.

10.2 Proposed Operating Budget Changes

10.2.1 Staffing

The level of administrative and managerial time anticipated for operation of a certified airport is generally higher than the level of staffing that the regional district has allocated. It is the view of the consulting team that the regional district should allocate at least the equivalent of 0.5 full-time equivalents to the operation of the airport to oversee operations, SMS system reporting, planning, and site development. It is the view of the consulting team that the airport will have difficulty meeting the minimum requirements set by Transport Canada for a certified airport without these additional resources.

10.2.2 Fees

The 2015 operating budget has a significant annual loss and a relatively small annual amount is allocated to capital replacement (e.g., runway overlays). It is recommended that airport revenues be increased to cover operating and capital requirements. Options will be considered below but fee increases are probably required.

10.2.3 Capital Requirements

Table 10-2 shows the total capital costs associated with the proposed planning projects identified over the plan period. The costs identified include differing percentages for contingencies and engineering based on the expected complexity of unknowns. As an example, engineering associated with a runway overlay can include more certainty

and, subsequently, the contingencies and engineering costs can be more refined (e.g., 20%). A new development area, however, includes many uncertainties and as such a higher contingency is required (e.g., 35%).

Based on the historical passenger volumes, it is expected Transport Canada will contribute 100% of the funding for those projects meeting the ACAP funding criteria. Of the total \$5.7 million in capital spending in Phase 1, Transport Canada would fund \$3.1 million under the ACAP program. Funding under the program can often result in delay in funding and so the CCRD should submit funding applications as quickly as possible.

It is expected that 50% of the terminal building expansion will also be covered through BC government funding programs. Airport Road and Phoenix Road are also provincial responsibility, so the CCRD must provide notice to the government to schedule the roadway rehabilitation in the next few years.

The capital projections also include immediate needs for airport safety (e.g., \$381,000 for obstacle removals on the runway approach and \$93,000 for the gravel pile removal or reconfiguration).

Table 10-2: Investment Prioritization

Priority	Project	Construction Costs			Construction Cost Sharing		
		Phase 1	Phase 2	Future	BC Funding	TC Funding	Local Funding (CCRD)
1	Obstacle removal on runway approaches	\$381,000			\$286,000	\$0	\$95,000
2	Gravel pile relocation	\$93,000					\$93,000
3	Terminal Building Expansion	\$822,000			\$411,000	\$0	\$411,000
4	Terminal Parking Lot and Access Road	\$627,000	\$125,000		\$209,000	\$0	\$418,000
5	Hangar Developments (Lots 5,6,11,14A)	\$433,000				\$0	\$433,000
6	Commercial/Industrial Lot Development	\$196,000				\$0	\$196,000
7	Rehabilitation Runway 05-23	\$2,425,000				\$2,425,000	
8	Rehabilitation of Taxiway A	\$97,000				\$97,000	
9	Rehabilitation of Apron I	\$404,000				\$404,000	
10	Rehabilitation Itinerant Apron	\$170,000				\$170,000	
11	Rehabilitation of Taxiway B	\$225,000					\$225,000
12	Tie-down Area Rehabilitation		\$339,000				\$339,000
13	Southwest Development Area		\$740,000				\$740,000
14	East Development Area			\$499,000			\$499,000
	TOTAL COSTS	\$5,873,000	\$1,204,000	\$499,000	\$906,000	\$3,096,000	\$3,449,000
	Overall Airport Development Costs			\$7,576,000			
	Net Cost to CCRD			\$3,449,000			

10.3 Projected Financial Performance

Scenarios

Scenario analysis has been used to analyze financial options for this airport because some of the historic information is unclear (passengers per year), and a number of options are presented for how the CCRD could increase revenues and improve management of the site. Scenario analysis allows for the discussion of wide ranging options but they are not plans. As the scenarios are based on projections that are based on estimates of passengers which may be inaccurate, the room for error in the scenarios is significant. The purpose of the scenarios is to show how the airport may perform financially under different scenarios.

To illustrate how the airport may perform financially in future years, three scenarios are modeled. The first is a base case, the second a 10,000 passengers per year estimate, and the third is addition of a services agreement to increase airport revenues. A high passenger scenario is not shown because the range of passenger growth projected did not significantly change the financial projections. The first scenario uses the passenger projections prepared for this project. The second scenario assumes 10,000 passengers per year as an estimate. This estimate is used for sensitivity analysis because the passenger numbers are based on estimates rather than passenger counts. The annual passenger number chosen is higher than the estimated current passenger estimate but lower than the 10-year projection. Finally, a scenario showing how the airport would perform if it received \$100,000 per year through a service agreement is provided.

The scenarios include annualized capital requirements that may result in the income for a year appearing as negative if revenue does not meet capital requirements, as in 2017, in every scenario. This could be addressed by deferring the capital requirement or funding the deficit through grants or taxation. However, as the requirement for moving obstacles and moving the gravel pile are immediate, these capital requirements cannot be deferred. As new fees cannot be put in place immediately, some combination of taxation or grants will probably be required to meet these spending needs.

Scenario Assumptions

The following are assumptions used to create all financial scenarios. The assumptions are used in all scenarios:

- It is assumed that no major economic or environmental event will significantly impact airport operations;
- Inflation has not been incorporated as it is assumed that revenues and expenses will respond to inflation at the same rate;
- \$50,000 per year has been added to airport's expenses to meet expected airport staff, support requirements.
- The existing requirement for airstrip inspections has been integrated into the airport staff service line item.
- Janitorial expenses have been increased by a little over 50% the year after the ATB expansions is planned.
- ATB improvements will include a new high efficiency heating system that would significantly decrease heating costs.
- A 12-year planning period is used in the analysis.
- Interest payments are not included in this analysis.
- To keep the projections conservative, new lease developments have not been included in the projections.
- The revenue changes in each scenario begin in July 2017 (i.e., new fees).

- The airport should generate sufficient revenue to maintain ongoing operations.

10.3.1 Base Case Projections

Financial projections showing how the airport is projected to perform if the site achieves base case passenger growth of 1% per year is shown in Table 10-3. This projection further assumes that the airport budget will include all proposed capital items. This scenario assumes that \$308,000 is required per year for 12 years to cover all capital costs. A 12-year period has been chosen because much of the required spending is in the earlier years of the projection and the airport therefore requires a longer period to fund adequate revenue. To raise this level of funding, analysis shows that the equivalent of \$22 for every arriving and departing passenger would have to be charged. In the base case projections, by the end of the study period the airport operates at a surplus of approximately 7.5% of operating revenue per year. This level of fee would be 80% of what Smithers is charging for a full 19-seat aircraft and would make Bella Coola the second highest fee in the airport sample.

10.3.2 Passenger Projections

The financial projections for the airport if it achieved 10,000 passengers per year are shown in Table 10-4. This estimate is used for sensitivity analysis because the airport passenger numbers used in this report are based on estimates rather than passenger counts. In future years, actual passenger numbers may prove to be higher or lower than the projections developed for this report. For this reason, providing an estimate based on a concrete number of passengers appears useful to give guidance. The annual passenger number chosen, 10,000 one-way passengers annually, is higher than the current passenger estimate but lower than the 10-year projection. This scenario also includes all capital projects and a per passenger fee of \$27 for every arriving and departing passenger has been assumed. This level of fee would be 99% of what Smithers is charging for a full 19-seat aircraft and would make Bella Coola the second highest fee in the airport sample.

10.3.3 Base Case Including a Services Agreement

The third scenario uses the base case passenger growth rate, assumes that starting in 2017 the airport receives an additional \$100,000 per year in revenue through a services agreement, shown in Table 10-5. It is assumed that a large local organization such as a First Nation supports the airport's operations with a service agreement. For this scenario, the assumed fee per arriving and departing passengers drops to \$14. By the end of the study period the airport would operate at a surplus of approximately 7% of operating revenue per year. This level of fee would be 51% of what Smithers is charging for a full 19-seat aircraft and would make Bella Coola the fourth highest fee in the airports sample.

Table 10-3: Base Case Financial Projections

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
REVENUE												
Fuel Surcharge	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797
Ground Leases	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858
Landing & Improvement Fees	143,777	250,566	253,072	255,602	258,158	260,740	263,347	265,981	268,641	271,327	274,040	276,781
Terminal Rents	25,109	25,109	25,109	25,109	25,109	27,620	27,620	30,382	30,382	30,382	30,382	30,382
Rentals	575	575	575	575	575	575	575	575	575	575	575	575
Other	450	450	450	450	450	450	450	450	450	450	450	450
Sub-Total	182,565	289,354	291,860	294,391	296,947	302,039	304,647	310,042	312,702	315,388	318,102	320,842
EXPENSES												
Administration Fees	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Airport staff, services	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Small Capital	20,764	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,001	20,002
Insurance	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280
Maintenance	7,248	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Heating Fuel	4,428	4,428	4,428	4,428	4,428	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Garbage	718	718	718	718	718	718	718	718	718	718	718	718
Janitorial	8,400	8,400	8,400	8,400	8,400	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Snowclearing	27,046	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Other	225	250	250	250	250	250	250	250	250	250	250	250
Development	1,057	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Legal	519	500	500	500	500	500	500	500	500	500	500	500
Hydro	3,092	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Water & Fire Protection	1,501	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,501	1,502
Asset Replacement	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500
Sub-Total	293,777	297,076	297,076	297,076	297,076	296,748	296,748	296,748	296,748	296,748	296,750	296,752
TOTAL INCOME	-111,212	-7,722	-5,216	-2,685	-129	5,291	7,898	13,294	15,954	18,640	21,351	24,090

Table 10-4: 10,000 Annual Passengers Financial Projections

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
REVENUE												
Fuel Surcharge	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797
Ground Leases	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858
Landing & Improvement Fees	152,500	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000
Terminal Rents	25,109	25,109	25,109	25,109	25,109	27,620	27,620	30,382	30,382	30,382	30,382	30,382
Rentals	575	575	575	575	575	575	575	575	575	575	575	575
Other	450	450	450	450	450	450	450	450	450	450	450	450
Sub-Total	191,289	308,789	308,789	308,789	308,789	311,299	311,299	314,061	314,061	314,061	314,061	314,061
EXPENSES												
Administration Fees	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Airport staff, services	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Small Capital	20,764	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,001	20,002
Insurance	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280
Maintenance	7,248	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Heating Fuel	4,428	4,428	4,428	4,428	4,428	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Garbage	718	718	718	718	718	718	718	718	718	718	718	718
Janitorial	8,400	8,400	8,400	8,400	8,400	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Snowclearing	27,046	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Other	225	250	250	250	250	250	250	250	250	250	250	250
Development	1,057	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Legal	519	500	500	500	500	500	500	500	500	500	500	500
Hydro	3,092	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Water & Fire Protection	1,501	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,501	1,502
Asset Replacement	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500
Sub-Total	293,777	297,076	297,076	297,076	297,076	296,748	296,748	296,748	296,748	296,748	296,750	296,752
TOTAL INCOME	-102,489	11,712	11,712	11,712	11,712	14,551	14,551	17,313	17,313	17,313	17,311	17,309

Table 10-5: Base Case Plus a Service Agreement

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
REVENUE												
Fuel Surcharge	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797
Ground Leases	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858
Landing & Improvement Fees	98,670	159,451	161,046	162,656	164,283	165,925	167,585	169,260	170,953	172,663	174,389	176,133
Terminal Rents	25,109	25,109	25,109	25,109	25,109	27,620	27,620	30,382	30,382	30,382	30,382	30,382
Rentals	575	0	575	575	575	575	575	575	575	575	575	575
Service Agreement	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Other	450	450	450	450	450	450	450	450	450	450	450	450
Sub-Total	137,459	297,665	299,834	301,445	303,071	307,225	308,884	313,322	315,015	316,724	318,451	320,195
EXPENSES												
Administration Fees	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Airport staff, services	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Small Capital	20,764	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,001	20,002
Insurance	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280
Maintenance	7,248	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Heating Fuel	4,428	4,428	4,428	4,428	4,428	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Garbage	718	718	718	718	718	718	718	718	718	718	718	718
Janitorial	8,400	8,400	8,400	8,400	8,400	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Snowclearing	27,046	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Other	225	250	250	250	250	250	250	250	250	250	250	250
Development	1,057	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Legal	519	500	500	500	500	500	500	500	500	500	500	500
Hydro	3,092	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Water & Fire Protection	1,501	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,501	1,502
Asset Replacement	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500
Sub-Total	293,777	297,076	297,076	297,076	297,076	296,748	296,748	296,748	296,748	296,748	296,750	296,752
TOTAL INCOME	-156,319	588	2,758	4,368	5,995	10,476	12,136	16,573	18,266	19,976	21,700	23,442

10.4 Financial Scenario Analysis Findings

Analysis of the four scenarios produced a number of findings:

- The level of revenue the airport generates today cannot meet the operational and capital requirements of the airport in future years.
- The airport will have difficulty funding Phase 1 of the capital plan shown in Table 10-2, let alone Phase 2 and 3, even with significant anticipated contributions from the federal and provincial governments.
- In absolute terms, the total capital funding required by the airport over 12 years is relatively limited at \$5.8 million, of which the regional district must fund \$1.7 million, but this is a significant amount of money for an airport serving approximately 10,000 one-way passengers per year. Including capital, the site requires approximately \$300,000 in revenue per year. This is relatively low for airports in BC but still high for the site considering the level of traffic.
- A services agreement as outlined previously would have a significant positive impact on airport financing. This is because in absolute terms the revenue requirements of the site are relatively low. A \$50,000 annual grant alone would have a significant impact on airport financials.
- Capital requirements are required soon so there are limited options for funding. Fees must be set to meet capital needs in the next few years.
- As the number of annual passengers is low, the scenarios provided show that the anticipated required per one-way passenger fee is \$22 to \$27. These fee levels are relatively high but will not make Bella Coola the most expensive airport in BC.

10.5 Fees Recommendation

Based on airport bylaws at comparable sites, an airport bylaw has been developed and is attached on the following pages. The proposed by-law has three parts – landing fees for aircraft not based at the airport, parking fees, and per passenger fees for scheduled flights. Leases, fuel prices and miscellaneous other revenue (such as room rentals) have not been included in the proposed by-law though recommendations on these items are made below.

Ground leases and terminal leases are ideally based on commercial rates. However, in the case of Bella Coola, comparable rates are not readily available and it is probably not worth a detailed real estate analysis. Based on professional judgement, a rate of 20 cents per square foot is recommended for land leases. Given the lack of comparable commercial leases, it is recommended that the regional district continue with the lease rates it is applying to ATB leases now with a CPI escalator clause. The current fuel flowage fee appears reasonable. No more than five cents per litre is recommended.

The proposed per passenger fee is set at the high end of fee estimates at \$27 because the actual number of passengers through the airport annually is only calculated and the estimates may be high. It is viewed as conservative to increase revenues to the airport to ensure its continued safe operations. If annual passenger traffic is low, capital projects can be deferred for a year to meet airport requirements outlined in this plan.

Collection of fees is an airport issue. The increase in airport fees and services is partly to address this. All airports have collection issues with itinerant fliers but established methods of addressing these issues exist.

10.5.1 Central Coast Regional District Schedule "A" - Bylaw Airport Fees

All charges do not include applicable tax.

1. Aircraft Landing Fees

The charges for aircraft landing fees based on per 1,000 kg, or fraction thereof, of maximum take-off weight are:

Size	Landing Fee
Less than 10,000 kg	\$3.20
10,001 to 45,000 kg	\$4.05
Over 45,000 kg	\$5.08

The minimum aircraft landing fee for commercial aircraft is \$15.00

Landing Fees for Helicopters will be as follows:

Overall Length of Helicopter	Helicopter Size (based on overall length)	Landing Fee
Less than 44 ft.	Light	\$20.00
From 44 ft. to 58 ft.	Medium	\$25.00
Over 58 ft.	Heavy	\$40.00

Air carriers with scheduled flights and helicopters based at the Bella Coola Regional Airport are exempt from landing fees.

2. Aircraft Parking Fees

Aircraft Weight	Daily Fee	Monthly Fee*	Annual Fee*
Up to 5,000 kg	\$ 7.50	\$60.00	\$480.00
More than 5,000 kg but not more than 10,000 kg	\$12.50	\$262.00	N/A
More than 10,000 kg	\$24.00	\$500.00	N/A

*Annual and Monthly rates by prior agreement

Parking Fee is based on maximum gross takeoff weight as per Transport Canada TP143.

Aircraft parked for less than 6 hours is FREE. Aircraft parked in excess of 6 hours is charged for 1 day. Subsequently, each additional daily charge is based on a calendar day.

3. Airport Passenger User Fees

Every Operator of a scheduled air passenger service shall pay to the Central Coast Regional District (CCRD) for each passenger on every flight of the Operator commencing or terminating at the Bella Coola Regional Airport an airport passenger user fee of \$12.00.

The Operator shall file to the CCRD, with each payment of the fees required under this Bylaw, a statement of the numbers of all passengers commencing and terminating flight at the Bella Coola Regional Airport for each day and a total for the applicable month, and the total number of flights for the applicable month, showing in sufficient detail the information necessary to calculate exactly the fees payable under this Bylaw.

The Operator shall keep proper books of account of passengers commencing and terminating flights at the Bella Coola Regional Airport in a form satisfactory of the CCRD, and shall keep all books of account and aircraft journey log books available for inspection by any municipal official of the CCRD at all reasonable times.

11.0 RECOMMENDATIONS

The following recommendations are important components of the CCRD's initial 10 year planning period. In some cases the funding required for a particular recommendation is external to the CCRD and therefore subject to other funding timelines. Longer term developments identified as Phase 2 or future would be challenging to predict at this time and the need for a particular expenditure will be entirely demand driven.

1. To maintain certification it is essential that the CCRD immediately submit the updated Airport Operations Manual, Safety Management System, Airport Wildlife Management Plan and Emergency Plan for Transport Canada approvals.
2. Obstacles on the approaches (trees) are compromising airport safety and must be removed immediately. In addition, a large pile of stockpiled gravel encroaches on airfield zoning and must be removed or reconfigured to meet zoning standards.
3. The terminal building is constrained and the CCRD, in partnership with the province, should expand the terminal building to meet long-term passenger needs. The CCRD must contract an architect to finalize the ATB expansion design drawings and contract specifications.
4. The terminal parking lot must be properly constructed to accommodate the travelling public. Of particular concern is the passenger drop-off/pick-up area.
5. Advise Pacific Coastal Airlines of the requirement to contract an environmental engineer to investigate regulatory compliance with the existing fuel tank contamination area.
6. The 2010 flood of airport lands showed the necessity for a dike rehabilitation program to ensure the long-term viability of airport operations. The dike requirement is unique to this site and it is recommended that the CCRD Board of Directors lobby the Province to seek funding to improve the dike. The potential for the dike to fail when the community most needs the airport is real and acute. This is a unique safety and emergency situation.
7. The CCRD should begin submitting funding applications to Transport Canada for all airfield pavements so that these projects are programmed into the ACAP funding queue.
8. Reconstruct the closed airfield tie-down area so that pilots have an optional area to park airplanes overnight or long-term.
9. Initially four lots will be available for development. The infrastructure required to support the lot development would be entirely demand driven.
10. To meet Transport Certification requirements on a sustainable basis, it is recommended that the airport provide at least the equivalent of 0.5 FTEs to ensure that maintenance systems and reporting are addressed in an ongoing, sustainable manner.

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11. Increase fees in line with the recommended by-law in this report to generate sustainable funding. The CCRD can consider taxation as a means of providing any short-falls in funding.

11.1 Proposed Implementation Schedule

Table 11-1 outlines a proposed implementation schedule for airport improvements. The timing of development will be dependent on the financial and fee plan that the CCRD implements. Some projects require additional timing (e.g., those requiring funding applications) whereas other projects can be constructed start to finish within a given season. The table includes all costs and illustrates (orange cells) the costs either shared or covered by potential funding from government agencies.

The dike rehabilitation is shown in a blue cell. It is recommended that the CCRD seek unique one-time funding from the provincial and federal governments for the dike work as the airport is at risk of being inoperable during a flood when the main highway may be closed and the community would be relying on the airport. This is a unique emergency/safety issue.

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Table 11-1: Proposed Timelines for Airport Improvements

Project Works	2017	2018	2019	2020	2021	2022	2023	2024
Obstacle removal on runway approaches	\$381,000							
Gravel pile relocation	\$93,000							
Air Terminal Building								
Terminal detailed design and tender (15% of construction cost) – 50% funded		\$124,000						
Terminal Building Expansion (50% funded)			\$698,000					
Terminal Parking Lot and Access Road (Province to fund Airport Road and Phoenix Road)			\$502,000					
Hangar lot development (Lots 5,6,10,11)								\$433,000
Commercial/Industrial Lot Development						\$196,000		
Airfield Pavements								
Detailed design and tender (100% funded)				\$242,500				
Rehabilitation of Runway 05-23 (100% funded)					\$2,183,000			
Rehabilitation of Taxiway A (100% funded)					\$97,000			
Rehabilitation of Apron I (100% funded)					\$404,000			
Rehabilitation of Itinerant Apron						\$170,000		
Rehabilitation of Taxiway B								\$225,000
Total Cost	\$474,000	\$124,000	\$1,200,000	\$242,500	\$2,684,000	\$366,000		\$658,000
CCRD Cost	\$188,000	\$62,000	\$642,000	\$0	\$0	\$196,000		\$658,000

12.0 SUMMARY

The Bella Coola Airport Master Plan will guide CCRD investment and development over the next 10 to 20 years. Stakeholder consultations were an integral component of the plan. For a plan to be successfully implemented it is essential local knowledge is included in the plan, particularly as related to resident and business needs.

It is apparent that the Bella Coola region is experiencing increased demand from tourism opportunities and therefore more immediate needs (e.g., a terminal building expansion and terminal parking) are forecast in the near term. Other immediate costs (e.g., access road rehabilitation) are also necessary in support of the terminal development.

The airport is fortunate that the airfield pavements are generally in fair to good condition so ongoing crack sealing and general pavement maintenance can extend the lifecycle of the pavements. It is important to note that Transport Canada ACAP funding will pay for the majority of the airfield rehabilitation projects.

The plan shows a moderate need for tenant lots. The plans show the logical land use strategy is to simply infill lots along Taxiway B and develop lands in the southwest portion of the CCRD owned lands and finally east of the terminal building for future airside development.

There is a shortage of commercial/industrial lots available in Hagensborg, therefore two lots are proposed on the east and west sides of the terminal parking area that would meet this demand. The benefit of this location is that there are existing access roads and services and therefore CCRD costs are minimal.

The financial requirements of the site require revenue growth through fees, service agreements, or a combination of the two. Even with revenue growth, the CCRD will have to manage capital projects to reduce total cost and maximize benefit.

REFERENCES

1. Central Coast Regional District, Airport Commission, Revised 2000, Bella Coola Airport Development Plan
2. Kerr Wood Leidal Consulting Engineers, February 28, 2013, Bella Coola Airport Dike Upgrade Project Design Brief
3. SNC Lavalin, February 2006, p.3 to 5, Morrow Environmental, Evidence of Hydrocarbon Release by the Central Coast Regional District Former Shell Aviation Fueling Facility, Bella Coola Airport, Bella Coola, BC