



building communities together

2019 Business Plan Anahim Lake Airport (1111)

Darron Campbell, Manager of Community Services

Working in partnership with communities, large and small, to make the Cariboo Chilcotin a socially, economically and environmentally desirable region to live, work and play.

Department/Function Services

The Anahim Lake Airport service function was established in 1975 through Bylaw No. 394 and merged with the Nimpo Lake Airstrip Service area through Bylaw No. 1195 in 1981. The taxation boundary was amended in 2013 through Bylaw No. 4840 to more accurately reflect the residents benefiting from the service. Requisition is by means of a tax applied to the assessed value of land and improvements within the specified area. The maximum requisition is the greater of \$55,000 or an amount raised by applying a tax rate of \$0.7322/\$1,000.

The airport achieved Transport Canada certification in 2010, which is necessary to maintain service by a scheduled carrier. A five-year contract to manage the airport was signed with Snooka Aircraft Services (2014-2019).

The role of the airport is significant to the community. It connects this remote area to the provincial, national and international air transportation network. This connection allows the rural location to become more attractive to industrial and commercial interests, improving its potential for economic development, and is generally the mainstay of the many tourism operators in the area.

The airport is vital for RCMP and Medevac flights and during emergency events, such as forest fires and floods. The airport became the command post for the Ministry of Forests in the effort to control large interface wildfires in the Precipice Valley in 2017, the Heckman Pass of Tweedsmuir Park in 2018, near Bella Coola in 2009, north of Anahim Lake in 2006 and near Charlotte and Turner Lakes in 2005.

The airport is served by scheduled service to Vancouver by Pacific Coastal Airlines under an Air Carrier Airport Use Agreement (Jan 2018 – Dec 2020), which also uses Anahim Lake as the alternate landing site when conditions limit visibility at the Bella Coola Airport. Other regular traffic includes numerous charters and recreational traffic.

The annual budget covers basic operational costs such as insurance and minor maintenance items. Because of its limited tax base, the airport relies on provincial or federal funding for any major improvements. In 2013, the Anahim Lake Airport Fees and Charges Bylaw No. 4833 was adopted to allow the charging of landing fees at the airport in order to further diversify revenue streams.

As Electoral Area J is the only stakeholder, and the *Local Government Act* requires more than one vote, the entire Board is responsible for the governance of this service.

Business Plan Goals, Rationale & Strategies

2019 Goals

1. **Goal:** Acquire grant funding to construct an apron expansion.
Rationale: The existing apron is not able to accommodate the growing numbers of aircraft that are landing and parking at the airport, particularly fire-fighting aircraft and backcountry recreation charter flights.
Strategy: The concept design and cost estimate for the expansion was completed in 2018 and will serve as the basis for grant applications in 2019. If grant funding is obtained, the project may be completed in fall 2019.
2. **Goal:** Construct a picnic spot with a gazebo and BBQ on the west side of the terminal.
Rationale: A picnic spot will increase the appeal and use of the airport property.
Strategy: Regional District staff will work with the airport manager to construct the picnic spot.
3. **Goal:** Review the airport management contract.
Rationale: The current airport manager agreement expires in June 2019.
Strategy: Review and procurement process will be led by Regional District staff and guided by the airport commission.
4. **Goal:** Install a defibrillator in the terminal building.
Rationale: Defibrillators are becoming standard emergency medical equipment in public spaces and given the increasing number of visitors to the remote location, it is appropriate to have one at the airport.
Strategy: Regional District staff will work with the airport manager to procure the required equipment and necessary basic training.
5. **Goal:** Complete brushing the infield and runway strip to remove vegetation.
Rationale: The ingress of small trees over the years has created hiding places for wildlife and damage to the fence.
Strategy: The airport manager will undertake the brushing work and procure contract support and equipment as required.

6. **Goal:** Complete landscaping around the terminal building.
Rationale: The terminal building is developing into a very comfortable place for pilots, passengers and community members to attend. The investment in a new terminal building in 2013 is well complemented by finishing the landscaping and other exterior improvements.
Strategy: The airport manager will complete the landscaping and other improvements.
7. **Goal:** Perform runway crack filling, seal coating and painting as necessary.
Rationale: Such maintenance must be done regularly to protect the long term investment in the runway, which is the airport's largest asset.
Strategy: Regional District staff will work with the airport manager to use in-house resources to complete the work.
8. **Goal:** Increase participation by all Anahim Lake Airport Commission members.
Rationale: Not all Commission members participate regularly in meetings and other airport business.
Strategy: The Airport Commission will work to encourage participation among all Commission members. CRD staff will ensure they have correct contact information for each Commission member in order to keep members informed about meetings and other airport business.

2020 Goals

1. **Goal:** Develop a concept design and costs for a terminal building expansion.
Rationale: The current space available in the terminal building does not allow for large numbers of visitors, which is now occurring more frequently as the airport traffic increases. Visitors at the airport include passengers on scheduled flights as well as people from chartered flights for adventure tourism such as heli-skiing. The existing building also does not properly service emergency response agencies, such as the BC Wildfire Service and the RCMP during events when the airport is a base of operations.
Strategy: Consulting services will be retained to design expansion options for the building with guidance provided by the airport manager and Regional District staff.
2. **Goal:** Complete a Safety Management System external audit.
Rationale: The SMS is an integral part of maintaining airport certification with Transport Canada. The extensive system effects all aspects of airport operations and is reviewed periodically by Transport Canada for compliance.
Strategy: The external audit must be completed by a qualified third party, not connected to airport operations. A consultant will be retained to complete the process.

Overall Financial Impact

The 2019 requisition is increased by 1% from the 2018 requisition, which amounts to \$509 for a total requisition of \$51,432. An increase of 1% from 2020-2023 is also planned to accommodate operational cost increases.

The 2018 requisition was increased from the 2017 requisition by 1%.

The 2014 requisition was increased by \$13,837 from the 2013 requisition, which equates to an increase of approximately 40%. The 2014 requisition rate remained the same as the 2013 requisition rate; however, the taxation area was enlarged to better reflect those who benefit from the service, thereby increasing the requisition amount.

The five-year capital plan for the service identifies a consistent average annual expenditure of about \$20,000 which includes facility and runway improvements. This figure may vary from year to year as new projects are approved.

The service has projected capital reserve funds of \$98,543 at the end of 2018, including a contribution of \$40,000 in 2018. These capital reserves were greatly reduced in 2013 due to the realization of the runway extension paving and terminal building construction. Contributions of \$20-\$40,000 per year to rebuild reserves are planned now that these projects are complete.

Fuel sales provide significant revenue for the airport; however, they are highly unpredictable based on commercial and local forest fire fighting activity. The Regional District includes a mark-up of at least \$0.30 per litre to support airport operations and improvements. Preliminary net revenue for 2019 is estimated at \$13,500 based on a long-term average for sales. A major increase in net revenues occurred in 2017 and 2018 due to supplying fuel to the fire suppression efforts in the Chilcotin. The estimated net revenue in 2018 is \$49,024.

Landing fees of \$20 for fixed wing aircraft and \$5 for helicopters on commercial, non-scheduled flights were implemented at the airport in 2013. Preliminary net revenue from landing fees for 2019 is estimated at \$1,500.

Significant Issues & Trends

As of August 31st, airport movements in 2018 were 1,592, down approximately 16% from 2017, but still demonstrating continued regular use of the airport. Included in these figures are 6 medevac flights, down from 26 in 2017 for the same period, but still illustrating the ongoing importance of the airport to the well-being of local residents. In 2017, the airport had a total of 2,347 movements and 33 medevacs.

The Cariboo Regional District is a signatory on the Province of BC/UBCM Climate Action Charter, and has committed to continuing work towards carbon neutrality in respect of corporate operations.

Measuring Previous Years Performance

Goal: Complete a ‘shovel-ready’ design and costing for a fuel system upgrade including self-serve capability.

- Complete. The design was critical for obtaining grant funding which was successful in June 2018, and the fuel system is planned for installation in October 2018.

Goal: Remark Runway 13-31 to enable use of the full runway length.

- Completed. Runway is now 1381 metres of useable length.

Goal: Conduct an Obstacle Limitation Surface survey

- Completed to confirm runway meets new regulatory standards.

Goal: Complete brushing the infield and runway strip to remove vegetation.

- Completed.

Goal: Complete landscaping around the terminal building.

- Completed. Some additional works to be completed in 2019.

Goal: Perform runway crack filling, seal coating and painting as necessary.

- Completed following deferral in 2018 due to wildfire event and fire suppression activity.

Goal: Increase participation by all Anahim Lake Airport Commission members.

- In progress. Existing members will contact other potential members within the community and a request was sent for the Ulkatcho Band to appoint a representative.

Other Accomplishments

The airport once again proved its significant community value by serving as the base of operations for aviation support to local firefighting activity of the BC Wildfire Service. The BCWFS was stationed at the airport for numerous days in 2018.

A new contract with Pacific Coastal Airlines was entered into in 2018 that more accurately reflects the workload at Anahim Lake due to re-routing as a result of poor landing conditions on flights to Bella Coola.

The BCWFS was stationed at the airport for 75 days in 2018 and 75 days in 2017.



2019 Business Plan Likely and Area Community Services (1112)

Darron Campbell, Manager of Community Services

Working in partnership with communities, large and small, to make the Cariboo Chilcotin a socially, economically and environmentally, desirable region to live, work and play.

Department/Function Services

The Likely and Area Community Services function was established in 2003 through Bylaw No. 3782. This establishment was done in tandem with the repeal of the Likely Airstrip Specified Area Establishment Bylaw No. 1033 (1981) and all assets were transferred into the new service.

The service was established with a mandate to maintain the Likely airstrip, acquire, develop, operate or maintain local public assets and facilities, and support community events of a cultural or heritage nature.

In conjunction with the creation of the function, the Likely Community Services Commission was appointed by the Regional District Board to ensure the community has input into recommendations regarding service delivery.

A three-year contract (2017-2019) is in place between the Regional District, the Likely Chamber of Commerce and a local service provider to maintain public privies at the Bullion Pit, Quesnel Forks and downtown Likely.

Casual labour is retained by the Likely Chamber of Commerce, on an as required basis, to maintain public spaces, including improvements to local trails, as well as landscaping and minor repairs at the Bullion Pit, Quesnel Forks, and Goat Island Park. The Chamber is reimbursed for these costs from the function budget.

Requisition is by means of tax applied to the assessed value of land and improvements within the local service area. The maximum taxation rate for this service is the greater of \$15,000 or \$0.42126/\$1,000.

As Electoral Area F is the only stakeholder, and the *Local Government Act* requires more than one vote, the entire Board is responsible for the governance of this service. Local guidance for the service is provided via the Likely Community Services Commission.

Business Plan Goals, Rationale & Strategies

2019 Goals

- 1. Goal:** Develop the mining artifacts display at the Bullion Pit heritage site.
Rationale: A display structure was constructed at the site, but organization of the artifacts in the building has not been completed. Numerous mining implements are available at the site to be catalogued and displayed with proper signage, which will enhance the experience for visitors.
Strategy: A local contractor will be hired to perform the work under the direction of the community services commission.
- 2. Goal:** Maintain public spaces including improvements to local trails as well as landscaping and minor repairs at the Bullion Pit, Quesnel Forks, Goat Island Park and downtown Likely.
Rationale: These local public spaces are key tourism attractions and a source of community pride and investment.
Strategy: Local contractors will be hired to perform the work on an as needed basis under the direction of the Chamber of Commerce.
- 3. Goal:** Undertake community beautification activities.
Rationale: Numerous infrastructure and aesthetic improvement projects have been completed in downtown Likely and some final finishing of flowers and other items is appropriate.
Strategy: The project will be managed through the Chamber of Commerce with support from Regional District staff.
- 4. Goal:** Install community information display signs at Goat Island and other locations.
Rationale: Community signs in public areas explain local points of interest. Improving signage at locations such as downtown Likely, Goat Island Park, Cedar Point Park, and Quesnel Forks Historic Site, will add value to the area as a tourism destination.
Strategy: The project will be managed through the Chamber of Commerce with support from Regional District staff.
- 5. Goal:** Advertise local events in several tourism publications as well as produce and distribute the community information newsletter.
Rationale: Promotion of local events will draw more tourism traffic and increase community participation.

Strategy: Ads will be arranged through the Chamber of Commerce with support from Regional District staff.

Overall Financial Impact

The 2019 requisition is increased by 1% from 2018, amounting to \$260 for a current requisition total of \$26,165. A 1% increase is also included throughout the financial plan to accommodate ongoing inflationary increases to operating costs.

The function has projected capital reserve funds for the airstrip in the amount of \$18,731 at the end of 2018, with an annual increase of \$1,000 throughout the financial plan.

Significant Issues & Trends

The unprecedented wildfire events during the summer of 2017 had a major impact on rural communities throughout the region and although the Likely area was not evacuated or put on alert the highway roads to the community were cut off for extended periods of time. This severely limited visitation to the areas for tourism and was a challenge for locals to acquire food and medical supplies. Despite the wildfires, all goals for the Likely Community Services function were completed in 2017 due to the dedication of local volunteers and contractors.

The breach on August 4, 2014, of the tailings pond at the Mount Polley mine and subsequent release of material into Quesnel Lake, drew national attention to the small community of Likely. Recovery from the event through 2015 and forward presented many challenges; social, economic and environmental, for area residents and also resulted in opportunities for local projects and community improvements. Numerous projects were undertaken in 2016 and 2017 such as installation of a shower house and boat launch at Cedar Point Park as well as construction of a commercial kitchen at the community hall. Capacity of the local residents to implement the worthwhile plans will remain an ongoing issue; however a community coordinator position has been created and has made a significant positive impact. The position is not funded through the Regional District, but primarily through the community forest and other local sources.

The establishment of the Area F Community Halls Support Service in 2008 has augmented the financial resources available to the community services commission by allowing the community services function to shift its focus away from maintenance and operation of the community hall.

The commission also works closely with the Likely and District Chamber of Commerce and regularly receives project support from the Area F Economic Development function.

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Measuring Previous Years Performance

Goal: Replace the windsock pole at the Likely airstrip.

- Not completed. The pole was determined to be satisfactory for the time being.

Goal: Replace the outhouse at the Likely airstrip.

- Completed. A new wooden outhouse was placed and leveled on the existing tank.

Goal: Maintain public spaces including improvements to local trails as well as landscaping and minor repairs at the Bullion Pit, Quesnel Forks, Goat Island Park and downtown Likely.

- Completed.

Goal: Undertake community beautification activities.

- Completed. Numerous planters and flower baskets were installed at various public locations.

Goal: Install community information signs at the Quesnel River bridge and other locations.

- Completed. New signs were installed at the airport, museum and Quesnel Forks as well.

Goal: Advertise local events in several tourism publications as well as produce and distribute the community information newsletter.

- Completed.



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2019 Business Plan South Cariboo Regional Airport (1113)

Darron Campbell, Manager of Community Services

Working in partnership with communities, large and small, to make the Cariboo Chilcotin a socially, economically and environmentally desirable region to live, work and play.

Department/Function Services

The South Cariboo Regional Airport service was established by Supplementary Letters Patent No. 56, and became a function of the Cariboo Regional District in 1981 following successful negotiations with Block Bros who originally constructed the airport to facilitate access to its subdivision development at the 108 Mile Ranch.

The airport has the longest runway (4877 feet) in the south Cariboo and is the main access point to the area for large commercial aircraft as well as Medevac, RCMP and forest fire surveillance and suppression flights. A five-year contract (June 2018-2023) to manage the airport was signed with Dennis (Nick) Christianson of Nick's Rag and Tube.

The airport offers both avgas and jet fuel for sale year round. Currently five private hangars and four aircraft shelters are occupied by local pilots and companies on the property.

In 2013, a new self-serve fueling system was installed and accepts Visa and MasterCard. Since 2010, the airport offers GPS-based approach and departure procedures, which are published in the Canadian Air Pilot manual.

Electoral Areas G, H, and L and the District of 100 Mile House participate in this service, which is funded by means of a tax applied to the assessed value of land and improvements within the sub-regional service area. The maximum requisition is \$0.312/\$1,000.

Directors for Electoral Areas G, H, and L and District of 100 Mile House are responsible for the governance of this service and act, along with up to four appointed members, as the South Cariboo Regional Airport Commission, which was established to guide airport development and operations.

Business Plan Goals, Rationale & Strategies

2019 Goals

1. **Goal:** Complete a runway overlay and remarking.
Rationale: Design for the overlay will be completed in 2018. In order to preserve the long-term viability of the runway and the airport, a full runway overlay is required.
Strategy: A Request for Proposals for the project will be issued based on the design plans developed by an engineering firm. Because the airport financial plan will not have enough capital reserves to cover the full project cost, the issuance of the RFP will be subject to obtaining a major infrastructure grant and or borrowing funds for the project.
2. **Goal:** Replace the airside electrical system including all runway and navigational lighting.
Rationale: The electrical system has exceeded its functional lifespan and repair and replacement of parts is becoming difficult. Undertaking this project concurrently with the runway overlay provides good cost efficiency.
Strategy: The electrical system will be part of the runway overlay design scope and the entire system will be upgraded to LED lighting resulting in significant energy savings. Regional District Community Works Funding has been identified to support this project.
3. **Goal:** Install a defibrillator in the terminal building.
Rationale: Defibrillators are becoming standard emergency medical equipment in public spaces and given the increasing number of visitors to the remote location, it is appropriate to have one at the airport.
Strategy: Regional District staff will work with the airport manager to procure the required equipment and necessary basic training.
4. **Goal:** Install new length of tie down cables.
Rationale: Area for aircraft tie down has been reduced in recent years with the construction of a new hangar and the sunshade hangars in the infield. Demand for tie down space remains and good service to visiting aircraft continues to be an airport priority.
Strategy: The specifications and location for the new tie downs will be guided by the airport manager with support from Regional District staff. Capital funding for the project is allocated in the financial plan.
5. **Goal:** Develop new aircraft loading and holding area.
Rationale: At times, the airport apron can be overwhelmed with aircraft traffic and key flights, such as medevacs are challenged for space and confidentiality. Developing a new area for high priority flights near the north end of the runway will help alleviate this concern.

Strategy: The specifications and location for the new loading zone will be guided by the airport manager with support from Regional District staff. Capital funding for the project is allocated in the financial plan.

2020 Goals

- 1. Goal:** Prepare locations for future private hangars.
Rationale: Only one location remains readily available for hangar construction. Any additional locations will need to be prepared for future private hangars.
Strategy: Project will be supervised by the Airport Manager with support from Regional District staff. This work may be done in conjunction with the runway overlay planned for 2019.
- 2. Goal:** Complete airside access road construction.
Rationale: An airside access road will facilitate the development of additional private hangars or access to off-site hangars and provide the ability to restrict traffic away from runway and apron areas.
Strategy: Project will be supervised by the Airport Manager with support from Regional District staff. This work may be done in conjunction with the runway overlay planned for 2019.

2021 Goal

Goal: Complete a regulatory review and redesign of the GNSS approach and departure procedures.

Rationale: Regulatory reviews of instrument flight procedures are required by Transport Canada every four years from the previous flight check. The procedures at the airport are due for review and, due to changes to the GNSS approach and departure design criteria by Transport Canada, a redesign of the GNSS procedures may also be necessary.

Strategy: If this task is not continued by Transport Canada as a service to small airports, then Direct Approach Consulting Inc., which designed the original flight procedures and is the ongoing maintenance contractor, will perform the review and redesign.

Overall Financial Impact

The 2019 requisition is the same as 2018 for a current total requisition of \$230,268.

The requisition was increased by 10% per year from 2014 until 2018 and then no increase is planned for 2019-23. The South Cariboo Regional Airport Commission recommended these increases to accommodate a larger transfer to capital reserves to help rebuild the fund following a draw for the purchase of land and in anticipation of major future infrastructure replacement costs.

The long-term capital plan, completed in 2012 by EBA Engineering Consultants, identifies more than \$3.4 million in capital investments over the next 5-15 years for the airport.

Currently, the average annual capital and major repair expenditure planned for the airport is \$30-\$45,000 plus \$10-\$15,000 for runway maintenance.

The service has projected capital reserve funds of \$374,289 at the end of 2018 including a transfer to reserves of \$100,000 in 2018. The transfer to capital reserves in 2020-23 is consistent at \$150,000 per year. In contrast, a large transfer from reserves may be required in 2019 to facilitate the runway overlay project.

Fuel sales provide significant revenue for the airport; however, they are highly unpredictable based on commercial and local forest fire fighting activity. The Regional District includes a mark-up of \$0.30 per litre to support airport operations and improvements. Preliminary net revenue for 2019 is estimated at \$22,500 based on a long-term average of 90,000 litres for annual sales. This additional revenue will support capital works at the airport and help manage short-term requisition increases.

A major increase in net fuel sale revenues occurred in 2017 and to a lesser degree in 2018 due to supplying the wildfire suppression efforts in the South Cariboo. The estimated net revenue in 2018 is \$40,000 and this enables larger than planned contributions to capital reserves.

Revenue from landing and tie-down fees is retained by the Airport Manager under the renewed management and operations contract signed in 2018.

Private hangar development at the airport, through Use and Occupancy agreements, generates revenues of \$10,965 in 2019, but there is only limited potential to increase significantly beyond the current level unless new property is made available at the site.

Significant Issues & Trends

The scope of the runway overlay project will also include a replacement of the airside electrical system, upgrade to the runway lighting and replacing the VASI navigational lighting with a PAPI system. All lighting will be upgraded to LED resulting in significant energy savings. These capital projects, along with the AWOS replacement, which occurred in 2018, were identified in a long-term capital plan completed in 2012 by EBA Engineering Consultants. Completing these works addresses the majority of priority capital projects identified by EBA and ensures the long term viability of airport infrastructure.

These major capital expenditures are not fully accounted for in the financial plan and will challenge operation of the airport in the future. Projects will require grant funding and potentially short-term borrowing; but access to capital reserves will also be beneficial.

Demand for private hangar space has returned following several low-interest years, probably due to broad economic issues at all levels. As such, there is the potential for a renewed emphasis on preparing space for hangars. Recent hail damage to aircraft also led to construction of a four-bay private sunshade structure and it is expected that interest in this approach to protecting aircraft will expand.

As of August 31st, airport movements in 2018 totaled 4,200, up approximately 62% from 2017, demonstrating continued regular use of the airport. Included in these figures are 39 medevac flights, down from 43 medevacs for the same period in 2017, but still illustrating the ongoing importance of the airport to the well-being of local residents. In 2017, the airport had a total of 4,478 movements; 50 of these were medevacs.

The Cariboo Regional District is a signatory on the Province of BC/UBCM Climate Action Charter, and has committed to continuing work towards carbon neutrality in respect of corporate operations.

Measuring Previous Years Performance

Goal: Develop engineering plans for a runway overlay and additional aircraft parking.

- Completed. Grant funding was obtained to complete the design plans and cost estimate that will be used to support further grant applications for the runway reconstruction.

Goal: Complete a regulatory review and redesign of the GNSS approach and departure procedures.

- Not completed. NavCanada completed a redesign in 2017 and agreed to maintain the procedures until 2022.

Goal: Review the airport management contract.

- Completed. A five-year contract was awarded to Nick's Rag and Tube following a Request for Proposals process.

Goal: Replace the AWOS automated weather information system.

- Completed. Grant funding was obtained to install the new system in August 2018.

Other Accomplishments:

The airport once again proved itself to be critical public infrastructure during the wildfire events of 2017 and 2018. The emergency generator performed perfectly and allowed the airport to continue to pump fuel and operate runway lights for firefighting aircraft when the entire 108 Ranch area lost power in 2017.