

MILPO REPORT – AN OVERVIEW STUDY OF SECHELT AIRPORT WITH RECOMMENDATIONS

PART 1 – REVENUE GENERATION

GENERAL

The importance of Sechelt Airport is well known to the province's general aviation industry both for its access location to the Sunshine Coast and for its regional strategic location as an alternate landing point in event of weather or emergency. It is likewise known, however, that its services are sparse and that it is hardly developed. At present the airport captures only a minuscule part of the shuttle market demand of the Sunshine Coast. It is not included in local tourism access and commercial investment marketing.

By policy the airport must meet operation, maintenance and capital costs through revenue raised at the airport, supplemented by occasional successful capital grant applications to the provincial and federal government. The rates and fees in effect, however, do not give adequate fiscal surplus to allow spending on improvements in service and structure. Over the years inequities have evolved in airport property use agreements and lease terms which need to be addressed to encourage development, and gain community and user support to enable district initiatives to be undertaken successfully.

An opportunity is at hand to revitalize progress in the development of services and improvements at Sechelt Airport. It has the potential to become a vital and thriving regional airport providing high-tech jobs, valued service and significant economic benefits. The airport's potential is far from reached. As a commuter and tourism gateway it could far outstrip the local seaplane capability to serve the growing Sunshine Coast catchment area particularly if accessible to medium sized commuter and business aircraft. It is well located relative to needs of the logging industry for heli-log and helicopter support services. It is further well positioned to attract other airport user industry and provide temporary land use of areas not required, or currently not needed for aviation purposes.

This report is in three parts:

- Part 1 Revenue generation
- Part 2 Maintenance
- Part 3 Governance

Each part provides observations on specific topics followed in each case by recommendation(s). These are presented conducive to vote taking if desired.

PROPERTY LEASES

Aviation-use Leases – It is important to the financial stability of the airport that all aviation-use property lease agreements be re-negotiated. A list of the major problems associated with the leases are seen to be as follows:

- There are in the order of six varying lease rates.

- Inequities are evident in lease assessment policy, i.e. the two commercial helicopter leases account for over half the total airport revenue. Non commercial aircraft owners account for the majority of airport use yet its two representative organizations, the Elphinstone Aero Club and the Recreational Aircraft Association are assessed a token one dollar annual fee each for the largest tracts of property under lease.
- There is no established building setback and parking area policy for lease properties.
- Lease income potential is depressed and good land use overlooked through the practise of allowing single bay hangars on small lots.
- A joint charter aerservice and flight school do not operate from a lease property but from a small, overcrowded rental trailer, owned and insured by the district, at a fee of \$150 per month.
- The major disadvantage to airport investment and, in fact, to both parties in the Lease Agreements is the short length of term which makes it difficult to secure financing. This is further exasperated by the disadvantages evident in the lease that all but prevents a lessee from recovering the value of leasehold improvements either through resale or ongoing consecutive lease extensions once the lease term is complete.

Re-negotiation of aviation-use property leases would likely be well received by most current lessees if lease inequities were eliminated, and all lessees subject to a standard commercial (serviced) lease rate or a lesser non-commercial (unserviced except for sprinklers) lease rate with a maximum initial term of twenty (20) years at the end of which the lessee could qualify for ongoing five year terms subject to certain upkeep and esthetic improvements that might be required by District Council. Lease rates should be established in comparison to other airports and not local industrial park rates. A one-industry facility should reflect favourable rates attractive to a narrow market.

RECOMMENDATION

That all current property leases and agreements for aviation purposes be renegotiated with the aim of their replacement by a new common lease that differs only in length of term, size of lease area and specified use of lease area.

That the maximum length of lease term be established at twenty (20) years plus a five year option to renew and allow lessees to apply to District Council for each five year renewal following completion of the twenty-five (25) years.

That all lessees always own their buildings and property improvements, should they comply with the common fair conditions of the lease, and that they may at any time, including at termination of their leases, sell their holdings at fair market value to other aviation related businesses on approval of District Council.

That each aviation property lease require a minimum setback of twenty (20) feet from established property lines that face common taxiways, aprons and ramps and fifteen (15) feet from all of its remaining property lines unless provided an approved exception by District Council.

That all aviation property leases that are connected (or are to be connected) to airport service lines, or have services installed at lessees expense, i.e. septic bed, whether for commercial use or for recreational aircraft storage, be assessed a 1999 renewal or

commencement lease rate of \$1.72 per square meter (\$0.16 per square foot) annually in advance for the complete property area.

That an area of the airport be designated for unserviced (except for fire sprinkler waterline) recreational aircraft storage hangars.

That unserviced leased properties used only for recreational aircraft storage be assessed a 1999 renewal lease or commencement rate of \$0.90 per square meter (.084 per square foot) annually in advance for the complete property area.

That all aviation property lease rates be adjusted once annually, effective on each lease date of annual payment, to incorporate adjustment in the Vancouver Consumer Price Index over the previous calendar year.

That all sub-leases of leased properties for commercial purposes; i.e. snack bar, aircraft maintenance bay, avionics shop, etc., require approval of District Council.

Negotiation of current aviation use property leases should be undertaken immediately following approval (or approval with amendment) of the foregoing recommendations. In cases where it is necessary to create a new property for lease the area should be surveyed to legal standard. Negotiation for compliance with recommendation, should they be approved as presented, would aim to have the following major new changes in tenant lease arrangements with the District of Sechelt:

Commercial Leases	New Lease Highlights	\$ Difference over Current Income (annual)
Airspan Helicopters	<ul style="list-style-type: none"> • 10 + 5 years • Option for additional 10 years on request for major renovation, considering current age of building • Rate = \$1.72/sq. meter (2789 sq. meters) 	+\$1279.08
Goldwing Helicopters	<ul style="list-style-type: none"> • 20 + 5 years • Rate = \$1.72 sq. meter (2329.9 sq. meter) 	-\$293.57
Sechelt Gibson Air	<ul style="list-style-type: none"> • New lease area of approximately 2330 sq. meters extending west from main apron and including present location • 20 + 5 years • Rate = \$1.72/sq.meters • Commence construction new building by Jan 1, 2003. May lease current trailer at \$75/mo. (paid annually in advance) to Jan 1, 2004 prior to its removal by District. 	+\$4007.60 -\$900.00
Elphinstone Aero Club (Commercial Portion)	<ul style="list-style-type: none"> • New lease area of • approximately 1900 sq.meters to 	

	<p>include club house and hangar (both for commercial tenants, i.e. snack bar, flight school, aircraft maintenance, pilots retail sales, etc.)</p> <ul style="list-style-type: none"> • 10 + 5 years • Option for additional 10 years on request for major renovation considering age of building. • Rate = \$1.72/sq. meter • To recompense for use of club house as general public terminal District to pay invoiced telephone bill of sum no greater than \$70.00 per month and provide washroom consumables (paper, soap, towels) at cost of no greater than \$25 per month 	<p style="text-align: right;">+\$3268.00</p> <p style="text-align: right;">-\$840.00</p> <p style="text-align: right;">-\$300.00</p>
<u>Recreational Aircraft Storage Leases</u>		
Elphinstone Aero Club (Storage Portion)	<ul style="list-style-type: none"> • New lease area of approximately 2400 sq. meters to include nine bay hangar • 10 + 5 years • Option for additional 10 years on request for major renovation considering current age of building • Rate = \$0.90/sq. meters (2400 sq. meters) 	+\$2160.00
Suncoast Recreational Aircraft Association (clubhouse and hangar area)	<ul style="list-style-type: none"> • New minimum lease area of approximately 2,025 sq. meters (half acre) • 10 + 5 years • Option for additional 10 years on request for major renovation considering current age of building. • Rate = \$0.90/sq. meter (2025 sq. meters) 	+\$1822.50
Private Recreational Aircraft Storage Area (currently individual hangar owners, i.e. Spani, Mervyn, Mrazek, etc.)	<ul style="list-style-type: none"> • New jointly leased area of approximately 7000 sq. meters by individual hangar owners. • 10 + 5 years. • Option for additional 10 years on request for major renovation considering age of buildings. • Rate = \$0.90/sq. meter (7000 sq. meters) 	<p style="text-align: right;">+\$4330.00</p> <p style="text-align: right;">(\$6300 less \$1970 currently paid by hangar owners)</p>
Total increase in aviation use lease revenue \$14,503.61		

Non Aviation-use Leases – The District has been able to obtain occasional temporary land use contracts that contribute to revenue to sustain and improve the airport. This is most important to attempt to increase, yet without detriment to aviation use growth. Lands that can be clearly identified as not necessary for future airport uses should be actively marketed for industrial development. Where feasible some temporary agricultural use, i.e. berry/tree farm, could also be allowed.

Two industrial type storage trailers used by the local Air Cadet Squadron have been permitted to be stored on the airport without charge. This has reflected well on the airport and District as a gesture of support for local air minded youth activity. Other than for such purpose, the free use of airport property for temporary storage of government or industrial trailers should cease and be replaced with a Temporary Land-use Permit for storage at a fee added to airport account.

The Airport Custodian is currently permitted free location of a double-width trailer home in a prominent position on the airport in exchange for general security responsibilities. In the main, this position is redundant and the current custodian is not carrying out any security actions. Sechelt airport, like other community airports should rely on fencing, gates, signage, tenant precautions, lighting and occasional service patrols to deter theft and break & enter. A custodian might have some current crime prevention effect due to general presence and lookout activity in quiet hours but would likely be unnecessary when these other security elements are in place. Presently, the custodian should be charged a monthly fee for location of the trailer home but at a rate that reflects a commitment to undertake some delineated security responsibilities. These responsibilities will be covered under Part 3 – Governance.

RECOMMENDATION

That effective immediately the agency owning the Hospital Trailers be charged a fee of \$1500 per year in advance or for a shorter storage term on the basis of \$150 per month, considering three month minimum storage period, with full term paid in advance.

That effective October 1, 1999, the Airport Custodian be assessed \$175 per month, to be paid in advance monthly, for the temporary location of a trailer home on the airport and that all services that are provided be appropriately invoiced to the custodian.

That the local Air Cadet Squadron be permitted continued free siting of its two storage trailers in exchange for a monthly pickup of strewn garbage on the airport.

AVIATION FUEL

It is important to the future financial stability and management of the airport that the airport (District) own and operate all fuel outlets and control fuel pricing. Until this becomes a reality it is most important that fuel be available for sale, as coordinated under District approval, by enterprising businesses. AvGas 100LL fuel is available through the Elphinstone Aero Club at present although from an unkempt and poorly signed underground tank and pump area at indeterminate times. Jet A fuel for turbine helicopters is not available for sale but stored in two company-owned above ground storage tanks. One is owned by Airspan Helicopters and located on its leased area and the other by Goldwing Helicopters on its leased area.

Considering the airport indirectly provides the fuel market and otherwise obtains no fuel sales revenue, it should charge an acceptable level of royalty on all fuel available for total sale and on

all bulk commercial use fuel brought onto the airport via fuel barrels and fuel truck for company use. Initial investigation of bulk fuel source pricing indicates that better source prices are available that could more than offset a modest District royalty fee per liter.

Estimated annual royalty income to District is \$5000 based on conservative consumption of 55,000 liters of AvGas 100LL and 45,000 liters of Jet A or B.

Sechelt-Gibsons Air has formally requested District permission to locate a fuel retail outlet on the airport. This would be in competition to the outlet operated by the Elphinstone Aero Club. If granted it would provide for its own use and likely capture most of the visiting aircraft market due to the likely newer appearance and better service at the site. It would likely not sway many at the airport to switch loyalty in fuel source due to their connection with either or both of the Elphinstone Aero Club and the Suncoast Recreational Aircraft Association. The result would likely be unsatisfactory to all concerned including District who would eventually wish to own and operate the only airport fuel site. Due to the precedent set on the airport in company owned fuel storage for sole use, a like opportunity should not be denied Sechelt-Gibsons Air to have its own fuel storage tank to serve solely its own needs. However, it should be located on its own lease lot. Sechelt Gibsons Air is not currently purchasing fuel from the Elphinstone Aero Club site because of differences that have developed.

RECOMMENDATION

That a royalty of \$.05 a liter be charged by District on all AvGas 100LL and Jet A & B fuel brought onto the airport and placed into bulk storage either for retail sale or for sole user consumption and that the fuel delivery bill-of-lading or bulk meter reading receipt be presented to District office on delivery for invoicing on 30 day payment.

That a penalty of \$250 be charged in addition to royalties on fuel that is delivered into bulk storage without presentation of fuel delivery bill-of-lading or bulk meter reading receipt within seven working days.

That all bulk fuel storage and dispensing sites and its user access and operation be approved by District and pass a fire and environmental inspection.

That all fuelling facilities be adequately insured by the operator for product liability and handling and that the District and its appointed staff and contracted persons be saved harmless.

That the Elphinstone Aero Club be advised to refurbish the appearance of its fuel site and that appropriate asphalt line marking be painted and service signage and safety bollards be installed at the site and that service information be published in the Transport Canada Flight Supplement.

That an attempt at reconciliation be facilitated between Sechelt Gibsons Air and the Elphinstone Aero Club regarding fuel service.

That Sechelt Gibsons Air be permitted to locate a bulk fuel storage tank on its leased area, following assumption of lease, to solely serve its own company needs.

AIRCRAFT PARKING

Annual Tie-down Fee – At present aircraft that are not stored in privately owned hangars are assessed a fee of \$120.00 annually whether parked on grass/gravel or asphalt. There is no established tie-down area with parking spots numbered or provided with anchoring points. Approximately 20 aircraft are currently on long term parking which provide revenue of \$2400.

If new lease areas are established with the Elphinstone Aero Club and the Suncoast Recreational Aircraft Association the majority of the 20 aircraft would likely thenceforth choose to park on one of the leased areas and should not be assessed parking fee. This, therefore, provides an opportunity for these clubs to raise funds for aircraft parking to offset their annual property lease fee. Because lease lots might not have available room and because some aircraft owners prefer an independent parking spot or one on asphalt there will always remain a demand for long-term tie-downs provided on non-leased property at the airport. Tie-downs, therefore, should be available and attractive to general aviation with individual spots provided with anchor points and numbered and in a clearly marked area. Annual tie-down fees are currently too low but should be established at a lower than market average to encourage demand.

RECOMMENDATION

That the annual tie-down fee be increased to \$250 for grass/gravel and \$300 for asphalt commencing January 1, 2000.

That only users of tie-downs on non-leased property be assessed tie-down fees.

That all annual tie-down fees be based on the calendar year and batch invoiced in advance.

That new customers who wish to rent an annual tie-down be invoiced pro-rated to and including December 31, of the year they apply.

That commencing January 1, 2001, the annual tie-down fee be changed to reflect adjustment to the Vancouver Consumer Price Index for the immediate previous calendar year.

It is estimated that 15 of 20 aircraft owners will opt to lease tie-down spots on lots leased by the Elphinstone Aero Club or the Suncoast Recreational Aircraft Association. Net tie-down annual revenue would therefore fall from \$2400 to \$1400 (2 grass/gravel, 3 asphalt). Thenceforth it should show an annual growth as room available for new tie-downs on lease areas decrease.

Establishment of a District tie-down area will be covered at Part 2 – Maintenance.

Visitor Overnight Tie-down Fee – There is presently no visiting aircraft parking area. A sign indicating an overnight fee of \$2.00 is posted by the Elphinstone Aero Club at the gas pumps but it is understood that the fee is rarely collected from the few who stay overnight. This fee should accrue to airport account.

Although not a large source of income, visitor parking should initially bring in the order of \$5.00 per night. This service is widely appreciated by the touring and corporate pilot. Fees should be established at a rate that really promotes a longer stay saving. Similar to a number of other community airports solutions to the provision of reasonable transportation can be found which would have a very positive impact on visitor frequency. A business opportunity of some form could be possible in this area for the Elphinstone Aero Club.

RECOMMENDATION

That a Visiting Aircraft Parking Fee of \$5.00 per night be levied via an honour system of payment at a clearly signed and secure steel box, and at which NCR forms are provided for the visitor to show Registration #, dates of Tie-down use, amount deposited, and signature.

That a longer term Weekly Visitor Parking Fee of \$20.00, and a Monthly Visitor Parking Fee of \$50.00, be levied.

The establishment of the Visiting Aircraft Tie-down area will be covered under Part 2 – Maintenance, and Part 3 – Governance.

DRAG RACING

From all reports the drag racing event at the airport on August 8, 1999, was a success. Event organizers carried out security and safety commitments as requested as well as some field preparations that added meaningfully to airport maintenance and appearance, i.e. brush cutting, mowing, road grading. An estimated 4000 persons attended. The entrance charge was \$8.00 per adult. It is understood that the Sunshine Coast Drag Racing Association paid \$2500 to airport account as an event fee for use of the airport.

RECOMMENDATION

That the Sunshine Coast Drag Racing Association be permitted to conduct no more than two events annually at Sechelt Airport at a fee of \$4000 per event, paid in advance and accrued to airport account.

Drag-racing events will be further covered under Part 2 – Maintenance, and Part 3 – Governance.

GOVERNMENT GRANTS

Provincial Air Transport Assistance Program (ATAP) - Although the British Columbia Government has only made available an annual average of \$1.6 million total in grants to airports over recent years, it is important to submit an annual request for grant of no less than \$25,000. Projects selected should be those directly related to safety, i.e. crack filling, line marking, tree clearing, in order to qualify for 100 percent coverage of project costs.

RECOMMENDATION

That application be made under the Air Transport Assistance Program by November 1, 1999, for a grant of no less than \$25,000 to cover 100 per cent of the estimated cost of a safety related maintenance or capital project at Sechelt Airport.

Federal Airport Capital Assistance Program (ACAP) – Financial assistance provided to airports under the federal program can be sizeable for those that qualify. In recent years this program has been undersubscribed. A qualifying requirement for successful application, which may exclude Sechelt Airport, is the criteria that an airport must carry a minimum of 1000 passengers a year for three consecutive years on scheduled passenger service. This policy is under scrutiny and may be changed or softened in the very near future. Further, Sechelt Gibsons Air

may come close already to providing the passenger totals required. District should assume the initiative in directly determining if it may qualify.

RECOMMENDATION

That a District delegation visit with Michael Pritchard of Transport Canada, Vancouver, who heads the regional office responsible for the Airport Capital Assistance Program grant submissions, with the aim of obtaining information and support, if possible, concerning qualification, project parameters, process and timing and to report findings to Council.

FINANCIAL SUMMATION – PART 1

Should recommendations as presented be approved and successfully implemented revenue generated at the airport would increase substantially. Further, the airport would be more marketable to business and more attractive to general aviation use. A comparison of the current 1999 revenue budget with a potential revenue budget from this report is as follows:

	Potential Revenue	Current Revenue
Aviation-use Property Leases	\$23,251.61	\$10,000.00
Trailer Storage	1,500.00	
Airport Custodian Lease	2,100.00	
Trailer Lease to Sechelt-Gibsons Air	900.00	1,800.00
Aviation Fuel Royalties	5,000.00	
Annual Tie-down Fees	1,400.00	2,400.00
Visitor Tie-down Fees	500.00	
Sunshine Coast Drag Racing	8,000.00	2,500.00
Provincial/Federal Grants	?	?
Other	?	2,500.00
Total	\$42,651.61	\$19,200.00

PART 2 – MAINTENANCE

GENERAL

Sechelt Airport presents an appearance of a generally clean facility but gives an impression of one that is ‘laid back’ and indifferent to business. There is no evidence of a focal airport entrance or direction signage. Some areas of approach fencing have been torn down. There is no paved road directly leading onto the airport and except for the runway, a narrow and irregular taxiway and a small ramp there are no clearly defined and paved road, tenant use taxiways and aircraft parking areas.

The following discussions, followed by recommendations, are aimed at improving the ongoing appearance and utility of the airport and to present a welcoming ‘open for business’ look within the capability of airport generated funds and grants.

AIRPORT NAME

The name Sechelt Airport gives a too localized and minor facility impression considering its potential service value to the region. It does not give an impression of embracing the possible commercial catchment area thereby making it more difficult to encourage interest and investment from outside the Sechelt area. Likewise the population of the region and its representatives would feel a sense of ownership indirectly implied in a name inclusive of the coastal area. The name should include ‘regional’ and give a sense of wide area identification, i.e. ‘Suncoast Regional Airport’.

RECOMMENDATION

That the name Sechelt Airport be changed to “_____ Regional Airport”.

That notwithstanding other sources of revenue realized by the airport that the Regional District be asked to contribute a standing annual grant to airport improvement, i.e. \$5,000.

That a large attractive, business-like sign denoting the airport be placed in advance of the preferred entrance and that its immediate area be appropriately landscaped.

That public, i.e. schools, submissions be invited for design of an airport logo to be incorporated into appropriate signage, letterhead and other approved purpose.

That a tourist/visitor welcome and information directory be located near the entrance gate with an added historical and ownership/service perspective.

FENCING

Some areas of perimeter fencing are in poor repair due to breeches by all terrain vehicles, dirt bikes and hikers. It is important to general security and appearance that fencing be repaired. Concrete ‘no-posts’ could be used at access points to vehicle trespass trails, i.e. at the north end of Field Road, reinforced with appropriate signage.

RECOMMENDATION

That fence breeches be repaired and supplemented, where appropriate, with 28 inch ‘no-post’ concrete barriers.

That periodic ‘No Trespassing’ signs be mounted on the perimeter fence.

ON-SITE AIRPORT MANAGEMENT

Despite the best efforts of current management from District Office there is little on-site contact and liaison with users and no on-site person, responsible to District, for overseeing general upkeep whether by volunteers or contracted service. Likewise there is no representative on site to monitor compliance with District directives and agreements as well as to monitor the general conduct of operations on the airport in the interest of safety and the promotion of cooperative understandings between various user groups and tenants. Although, at present, airport revenue is unable to support a fulltime airport manager, it could support a part time manager if those recommendations at Part 1 that significantly added to revenue were successfully adopted. A retired local resident, respected in general aviation activity and notably possessing interpersonal and general management skills could be sought who would be content to spend about 10 hours a week at the airport for a nominal contracted fee or wage. The person selected should have no current organizational, business affiliation or commitment at the airport. A modest airport manager’s office at the airport in a neutral location with posted times would suffice. Widespread knowledge of the roles and responsibilities of the Airport Manager would be necessary.

RECOMMENDATION

That, when the airport budget permits, an Airport Manager be contracted for \$5,000 to \$10,000 per year.

That an Airport Manager’s office be located at the airport.

That the Airport Manager be accountable to the Director of Finance, or the senior staff member responsible for the airport at the time, to fulfill rolls and responsibilities as approved by District Council.

ON-SITE IMPROVEMENT/MAINTENANCE

Taxiways/Ramps – There are no asphalted tenant use taxiways and ramps directly serving the present and planned hangar areas. The result is an unkempt appearance and an impact on the safety of aircraft operations due to stone and gravel impact on propellers and fuselages as aircraft taxi. This is a particular hazard for aircraft with tri-cycle undercarriage where the propeller may be as close as six inches from the gravel surface.

RECOMMENDATION

That a taxiway and ramp layout be designed for multi-tenant use that would allow asphalted access from present and planned hangar areas to the main taxiway and ramp serving the runway.

That application be made for ATAP funding of 75 percent of the cost of the project, i.e. \$60K of an estimated \$80K, and at a time when airport revenue will permit the remaining 25 percent to be amortized over a period to be approved by Council, i.e. 3 years.

Brush/Grass/Weed Control – It is important to appearance that growth on airport grounds be trimmed on a scheduled basis. Contracted service within budget limitations can be supplemented by volunteer work and through airport user agreements, i.e. cadets, service clubs, drag racing association.

RECOMMENDATION

That minimum and preferred maintenance schedules be established for brush/grass/week control on the airport and immediate exterior area along the approach roadway and fence line.

That the minimum maintenance schedule be based on contract service within the capability of the airport budget and that the preferred maintenance schedule be based on added work provided at no cost through volunteers and special user agreements.

Garbage Retrieval – Should the recommendation be approved at Page 6 of the study that would permit the Air Cadet Squadron to site two storage trailers on the airport in exchange for a monthly pickup of strewn garbage it should adequately keep the facility clean. Further retrieval can be under arrangements negotiated by the Airport Manager, if that position is approved and filled. The cadet trailer area should, however, be appropriately dressed up in appearance and identified with the cadet squadron in a manner that would bring it and the airport credit.

RECOMMENDATION

That the cadet squadron trailers and their immediate area be favourable presented to a standard of appearance and identification by the Air Cadet Squadron that would be a credit to the squadron and airport.

AIRCRAFT TIE-DOWNS

Long Term Tie-downs – An area should be designated for an initial 12 long term tie-downs as discussed previously under Part 1 – Aircraft Parking.

RECOMMENDATION

That a clearly marked tie-down area be established for long term parking of 12 aircraft and that each aircraft spot be numbered and provided with anchor points.

Visitor Tie-downs – An area should be designated for overnight parking of visiting aircraft as discussed previously under Part 1 – Aircraft Parking.

RECOMMENDATION

That an area clearly designated by a ‘Visitor Parking’ sign, and easily seen by arriving aircraft, be established for overnight parking of three aircraft and that each aircraft spot be provided with anchor points and ropes.

DRAG RACING

Should the Sunshine Coast Drag Racing Association be permitted further drag racing events at the airport it should be under negotiated agreement that would provide for prior completion of certain airport maintenance work, particularly grading and grounds improvement. This could include some modest paving contribution.

RECOMMENDATION

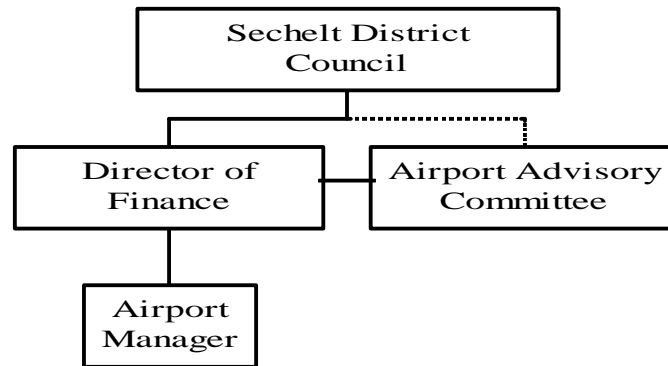
That approval of further use of the airport by the Sunshine Coast Drag Racing Association would require an established agreement for pre-event completion of certain airport maintenance work as negotiated with District.

PART 3 – GOVERNANCE

GENERAL

Sechelt Airport is not presently governed and guided through clear lines of responsibility from District Council to airport user. Current management of the facility at arm's length is working as well as can be expected but does not have the benefit of a compendium of guiding policies from Council, access to collective deliberations of a standing advisory committee or an on-site manager through which policy and direction may be effected and enforced.

Discussions and recommendations that follow are based on levels of responsibility for governance as depicted here:



COUNCIL POLICY MANUAL

There is no Airport Policy Manual issued by District Council to provide guidance to staff and airport users and to provide transparent authority under which good management actions and decisions may be made. An Airport Policy Manual should provide policy on:

- Airport Governance
- Budget and Financial Control
- Property Leases
- Fees
- Lease Property Development and Use
- Fuel Storage, Handling and Point of Sale Outlets
- Provision of Utilities and Services
- Maintenance
- Environmental Issues (including noise complaints)
- Airport Insurance

RECOMMENDATION

That an Airport Policy Manual be issued by District Council to provide guiding policies for the airport and that copies be forwarded to tenants.

AIRPORT ADVISORY COMMITTEE

In order to take advantage of the collective wisdom of individuals known to be supportive of the community and the airport’s general welfare, and who are able to work in harmony in a committee structure, it would benefit airport governance for Council to form an Airport Advisory Committee comprised of such persons and appointed by Council. The Committee would advise and assist the Director of Finance on airport matters. Preferably the Director of Finance, as Director responsible for airport management would chair the Committee. He would establish meeting agenda based on current and committee generated issues and requests as well as Council taskings. Meeting frequency of once every two months is suggested with additional meetings as required.

It is further suggested that members be appointed to a one-year term with options for consecutive terms on approval of Council. Barring other preferred members by Council, it is suggested the Director of Finance annually forward to Council a list of potential candidates to fill the four airport representative positions only, from which Council would appoint members to the Committee.

Should Council approve the recommendation at Part 2 to hire an Airport Manager, he should attend committee meetings in an ex-officio capacity as liaison staff.

RECOMMENDATION

That Council form and appoint member to an Airport Advisory Committee.

That the Airport Advisory Committee be comprised of seven voting members as follows:

- Chairman – Director of Finance or the senior staff member responsible for the airport at the time (1)**
- District Council (1)**
- Airport Commercial Tenants (2)**
- Airport Non-Commercial Tenant (1)**
- Airport Non-Tenant User (1)**
- City of Sechelt Resident (1)**

AIRPORT CERTIFICATION

Sechelt Airport is not presently certified by Transport Canada though it may continue operating without it under present configuration. However, it does not present a favourable marketing image without certification.

RECOMMENDATION

That Transport Canada be invited to conduct an inspection of the airport to detail any deficiencies that would need to be corrected to obtain certification.

That cost estimates be obtained for eliminating deficiencies that prevent certification and that recommendation be made to Council through an airport strategic planning process as to how and when deficiencies could be corrected.

That on receiving certification an Airport Operations Manual (AOM) be produced for the airport as required by Transport Canada.

STRATEGIC PLAN

That the 1992 Airport Development Plan prepared by Accuratus Engineering Ltd. is considered a very creditable base document from which to renew airport strategic planning. It is suggested that the aim be to establish and maintain a current Airport Strategic Plan that would undergo an updating process approximately every five years.

RECOMMENDATION

That Council approve the formation of an Airport Strategic Planning Committee.

That terms of reference for a Strategic Planning Committee be prepared by staff for consideration of approval by Council.