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**CAMPBELL RIVER**  
AIRPORT

## **2024-2029 STRATEGIC PLAN**

### **CAMPBELL RIVER AIRPORT (CYBL)**





DRAFT



## FOREWARD

Over the years, the City of Campbell River has committed significant resources to developing the Campbell River airport (YBL), with the goal of realizing more of its economic potential for the region. Both a 2016 Master Plan (Tetra Tech) and a 2022/23 Governance Review (Explorer Solutions) compiled significant amounts of data and research, and came up with several recommendations.

This strategic plan is a synthesis of all the information and recommendations contained in the above documents that are still relevant any given changes in the local, regional and global context, and taking into account that some political decisions have already been made that take some recommended actions off the table.

The plan is designed to cover a 3 to 5 year horizon, and reflect a renewed enthusiasm for the strategic development of the airport, as well as a willingness on the part of the City of Campbell River's council to continue investing in the development of this important asset in order to realize its latent benefit.

The purpose of the strategic plan is to develop a list of realistic, concrete, and prioritized actions that, if followed, will achieve the mission, vision and goals for YBL airport.





## TABLE OF CONTENTS

FOREWARD .....	iii
INTRODUCTION .....	1
Why the Airport is Important .....	1
Why Change is Needed .....	1
How a Strategic Plan Can Help Get There .....	2
SITUATIONAL BACKGROUND .....	3
The City .....	3
Governance/Management.....	4
Organization Chart.....	6
Airport Infrastructure .....	7
Land Use & Zoning .....	9
A-1 Zoning .....	9
A-2 Zoning .....	9
SWOT Analysis .....	10
VISION & GOALS .....	14
Vision .....	15
Goals.....	15
DEVELOPMENT CONCEPTS .....	17
MARKETING, COMMUNICATION, & OUTREACH .....	30
Airport Website.....	30
Social Media .....	30
IMPLEMENTATION PLAN .....	31
5-Year Action Plan .....	31
Plan Monitoring and Review.....	33



## **INTRODUCTION**

### **Why the Airport is Important**

Economic impact studies completed as part of the 2022/23 Governance Review draw a clear picture of the positive economic benefits of the current business activity at YBL.

In 2021, operations from the airport and its tenants created a direct output of \$13.59 million, an indirect output of \$8.62 million, and an induced output of \$6.81 million. In total, \$29.03 million of output was generated. Among the total output, roughly 78% was generated by tenant operations, while the remaining 22% was generated by airport operations. The airport's economic impact is in the range of \$52 million dollars annually.

In terms of jobs created that same year, models estimated 39 jobs (33 FTE) were created by airport operations and 114 jobs (90 FTE) were created by tenant operations (for a total of 13 employment opportunities from airport and tenant operations).

Historically, studies have shown that for every job created at an airport there can be as many as 2.25 additional jobs created in the region and to some extent province based on the direct, indirect and induced economic factors.

Campbell River's airport is a critical transportation link, opening and connecting our region's people, businesses, and goods to the rest of the world. This connection is key to the City's economic objectives, which includes strategically positioning itself as a lifestyle destination and technological innovation hub. Not only is the airport key to realizing the City's new economic objectives, the studies commissioned in 2016 and 2022 make it clear that any capital investment in the airport will be an increase in the net economic impact to the City, region, and province.

### **Why Change is Needed**

Currently the airport is well poised for future development, having completed a Master Planning exercise in 2016, a Governance Review in 2023, as well as several critical upgrades, and with ambitious new economic development goals having been laid out by the City of Campbell River's municipal government.

All of the marketing and business development initiatives identified in both the Master Plan and the Governance Review (and reiterated here for the purposes of selection and prioritization) will promote the airport within the community and potentially result in business opportunities at the airport that will provide further economic benefit to the broader community through increased employment and business investment.



There are several reasons why Campbell River needs to carefully consider strategic development priorities for YBL:

- The City does not have a large inventory of light to medium industrial land, therefore it is imperative to manage the development of this land effectively/wisely.
- The presence of nearby competitor airports make it important for YBL to define a particular niche that differentiates it from the competition.
- The airport is surrounded by land owned by other private companies (e.g. TimberWest) and by First Nations; it behooves the City to develop a cohesive plan that will strengthen these relationships and create synergy and cohesion rather than competition.
- Opportunities for increasing and diversifying revenue are restricted by zoning bylaws and a Crown Proviso and increases in revenue from traditional scheduled passenger service may be limited, so identifying and pursuing alternate sources is therefore essential.

If “status quo” is maintained and no progress is made on development initiatives identified in both the Master Plan and the Governance Review, one would expect potential businesses will situate their business at airports that provide a more attractive development investment climate. This can also be true of government related activities (e.g., forestry, CBSA, etc.) that tend to locate at “regional” airports where more varied aviation support services are available. Without increased development and new revenue opportunities the airport generated revenues will remain relatively stable.

### **How a Strategic Plan Can Help Get There**

To begin to achieve the proposed development objectives from the Master Plan and the Governance Review, a strategic plan is necessary. A strategic plan consists of three main elements: identifying the current state of the airport, identifying the desired future state of the airport, and creating a roadmap (strategy) to get from one state to the other.

A strategic plan builds the roadmap: essentially, “a short list of highest impact items” that will lead to the desired future state. It also allows the City of Campbell River, as owner of YBL, to consider the resources required – including infrastructure, staffing levels, and specific expertise - for the airport to move development opportunities forward over the short-, medium-, and long-term.





## SITUATIONAL BACKGROUND

### The City

The City of Campbell River (often touted as the “Salmon Capital of the World”) is located on the east coast of Vancouver Island at the south end of the important Discovery Passage shipping route. It is the fourth largest city on Vancouver Island, and growing. Currently home to over 36,000 residents, the City of Campbell River is also the urban service centre and hub community for approximately 60,000 people living and working in the northern Vancouver Island and central coast region. Campbell River’s neighbouring communities are Quadra and the Discovery Islands, Sayward, Oyster River and Black Creek, Gold River, Tahsis and Zeballos, with Port McNeil and Port Hardy just a little further north. The Comox Valley is the next significant urban area to the south, which is served by the Comox Valley Airport (YQQ - 20.9km south of YBL).

Campbell River is served by the coast-spanning Island Highway, as well as the Campbell River Airport (YBL) located just 8.3 km south of the city center. The city has an advantageous location for aviation, as aircraft can also land on a water aerodrome nearby. Significantly, Campbell River is located in close proximity to major natural resources and abundant natural beauty, both of which can increase the propensity to aviation traffic (business use, as well as recreation and tourism).

Some highlights from the demographic study included in the Governance Review are:

- Between 2016 and 2021, the City of Campbell River experienced a 7.6% growth in population (compared to a 7.6% increase in population by the province as a whole).<sup>1</sup>
- When measuring 2020 individual and household after-tax income (one of the most common metrics to analyze a population’s purchasing power), Campbell River rates higher than both Courtenay and Port Hardy (though individual after-tax income is exactly equal for Port Hardy and Campbell River).<sup>1</sup>
- Campbell River’s labour participation rate is 56.5% (province is 63.9%) and the unemployment rate is 8.5%.<sup>1</sup>
- There are 2445 people who identify as self-employed in Campbell River, or 6.88% of the population. Port Hardy indicates 6.79% of its population is self-employed and Courtenay indicates 7.72% of its population is self-employed.<sup>1</sup>

### The Airport

Campbell River Airport is a certified regional airport. It is classified as an airport of entry for up to 15 passengers by the Canada Border Services Agency and offers customs services for arriving international flights. Two air carriers (of level IV) - Central Mountain Air and Pacific Coastal Airlines - serve the airport and offer direct flights to Vancouver South terminal. YBL also accommodates

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<sup>1</sup> Statistics Canada Census Profile, 2021 Census of Population



General Aviation (GA) traffic ranging from small, single-engine aircraft to business jets. There is a restaurant (Mon-Thurs 6-2pm and Fri-Sun 7-2pm) and a parking lot, car rental, airport shuttle and taxi services. There is also an array of aircraft parking options and fueling services.

The airport's main facilities are accessed through Airport Drive (a north-south road at the western terminus point of Jubilee Parkway, just west of the Inland Island Highway).

TimberWest owns and markets a large tract of land (400 acres) immediately adjacent (east side of Airport Drive to the airport). These lands are sold to potential developers and are not subject to airport related fees and charges with the exception of landing fees. To date, four parcels of land have been sold and Sealand Aviation, one of the largest businesses, owns and operates from one of these parcels. These private lands complement the airport lands for a variety of development opportunities. Agreements are in effect that will require land owners to rehabilitate Airport Drive as part of the initial agreements between the City and TimberWest.

## **Governance/Management**

Since opening in 1959, the airport (YBL) has been owned and operated by the City of Campbell River. The following is an overview of major evolutions since that time:

- Since 1966 YBL has been operated by the City of Campbell River under a lease agreement with Transport Canada.
- In 1966 an airport lands Crown Grant Proviso was created to impose restrictions on non-airport related uses. The Province of BC has stated that the City (or 'organization responsible for the airport') must purchase the area required to remove the restrictions of the Crown Grant Proviso.
- The Tye Spit and estuary lands, including the existing seaplane base, commercial helicopter facility and various other land uses, were acquired by the (then) District of Campbell River in 1994.
- In 2008, the City of Campbell River concluded an agreement with Transport Canada to remove the "Option to Purchase" provision from the transfer agreement, thus enabling the airport to guarantee the tenure of ground leases at the airport.
- A Campbell River zoning bylaw permits some deviations to the Crown Grant Proviso restrictions, distinguishing 2 zoning classifications:
  - A-1 provides for aviation-related uses and/or uses on the airport lands which rely on usage of the airport runway; and
  - A-2 provides for aviation-related and complementary commercial/light industrial uses on privately owned lands adjacent or in proximity to the airport (also referred to as 'ground side' development areas).
- Over time, permitted uses have been added through additional Campbell River zoning bylaws.





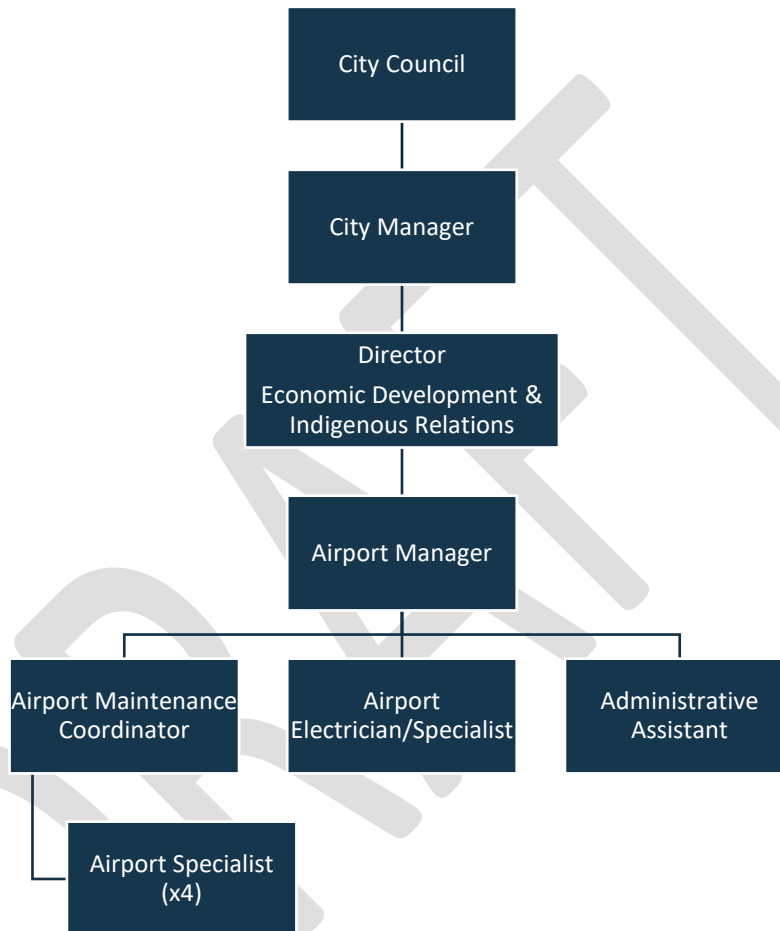
- In December 2010, an Airport Authority Commission was created under Bylaw 3444 (with the City continuing to be responsible for approving the airport's annual budget).
- In 2016 a joint strategy workshop was held to better align the Commission with the Council's vision; the Airport Master Plan was developed by Tetra Tech.
- In 2017, the Airport Authority Commission was changed to the Airport Advisory Committee. The Committee has no direct decision power, but rather acts solely as an advisor on the airport's affairs. All non-daily operational decisions must be approved by the City Council. The Airport Manager reports to the Manager of Economic Development for the City of Campbell River.
- In 2019, and again in 2023 a Campbell River bylaw changes airport fees without change in responsibilities or operation of the airport.
- In 2022 the airport created a revitalization tax exemption program to incentivize revitalization and development of airport lands.
- In 2022/23 a Governance Review was completed by Explorer Solutions, which recommended exploring the implementation of an Economic Development Organization (EDO). This would require the current Economic Development department to incorporate as a nonprofit, with the economic development of the airport as one aspect of its mandate. City Council would retain a certain level of control and oversight of the airport's affairs by ensuring elected officials maintain a seat on the Board of Directors.
- In 2023 Council opted not to proceed with an EDO; the Airport Advisory Committee was wrapped up and closed down, pending a review of the City's advisory committee by the newly elected Council.





## Organization Chart

The airport is staffed by 8 full-time personnel. Various organizations have been in place over the years. The current complement is shown in the organization chart below.





## Airport Infrastructure

Item	Description
Vehicle parking	<ul style="list-style-type: none"> <li>• Main public parking lot accommodates ~192 vehicles</li> <li>• East side parking (for rental vehicles) ~ 31 vehicles</li> <li>• Beside Administration Building ~12 vehicles</li> </ul>
Runway	6,500ft x 150ft (12/30) asphalt; grooved
Taxiway A	Primary taxiway between Apron I and the runway
Taxiway B	Parallels the runway and connects to the original threshold of Runway 12. When the runway was extended by 1,500 feet no extension was made to Taxiway B.
Taxiway C	Parallels the runway and connects to the Runway 30 threshold
Taxiway D	Provides access to airport businesses on private lands east of the main tenant hangar line and includes a powered gate allowing aircraft access across Airport Dr.
Apron I	Has 3 operational stands adjacent to the terminal building and a fueling and medevac area at north end
Apron II	Used primarily for itinerant aircraft parking
Airfield Electrical	Edge lighting on all aprons and taxiways. Runway edge lighting converted to LED in 2022/2023. Runway 12 approach has an ILS and LED SSALSR system; Runway 30 has an LED SSALS system.
Air Terminal Building	Processing systems: check-in, hold baggage screening, passenger security screening, hold room, boarding gates and baggage retrieval
Combined Service Building	Lower section used for storing/maintaining equipment (light vehicles, tractors, loader, etc.); newer, upper part used to house emergency vehicles, now houses front line snow blower and plow trucks



Item	Description
Administration Building	The former Flight Service Station is now used as the airport administration office
Airport Security	Passenger screening services are provided at the main terminal by CATSA (Canadian Air Transport Security Authority); airport staff provide airfield security
Aircraft Fuel Facility & 2 fuel trucks	Jet A-1 sold by the airport; Avgas sold by private enterprise
Equipment Storage Area	Provides storage for surplus equipment
Central Development Area (A-1 zoning)	<ul style="list-style-type: none"> <li>➤ 3 hectares of developable land located between air terminal building and Airport Drive</li> <li>➤ Contains road access, services &amp; utilities</li> </ul>
Northwest Development Area (A-1 zoning)	<ul style="list-style-type: none"> <li>➤ 9 hectares of leasable lands north of the Combined Service Building</li> <li>➤ Requires construction of access road(s), services, utilities and airfield access (i.e., taxiways)</li> </ul>
Southeast Development Area (A-1 zoning)	<ul style="list-style-type: none"> <li>➤ Contains several already leased areas</li> <li>➤ 2 lots are currently under remediation for contamination and are anticipated to be leasable by 2024</li> </ul>





## Land Use & Zoning

### A-1 Zoning

YBL is publicly owned by the City of Campbell River, as is much of the land surrounding the airport (also referred to as 'airport airside development areas'). Applicants seeking to lease land for development must enter into an Airport Land Lease Agreement with the City of Campbell River. All of the airside development land owned by the City is zoned A-1, with the following permitted uses:

- Airport or landing strip
- Aircraft fuel depot
- Vehicle rental and ancillary servicing
- Freight transfer depot
- Heliport, disaster services centre
- Parking lot
- Cannabis operation
- Airport passenger terminal and service facilities
- Aircraft hangar
- Retail store not exceeding 125m<sup>2</sup>/lease
- Self-Storage
- Warehouse
- Agriculture, silviculture
- Office
- Aircraft sales or service
- Ancillary storage yard
- Aviation-related service commercial or light industrial
- Manufacturing, assembly, disassembly, processing, or packaging of materials and goods

### A-2 Zoning

There are several privately owned parcels of land adjacent to YBL Airport (accessed via Airport Drive). These parcels are zoned A-2. This zoning targets aviation-related and other complementary commercial and light industrial uses; the permitted uses are:

- Office
- Retail store not exceeding 125m<sup>2</sup>/lease
- Aviation related light industrial
- Commercial parking lot
- Cannabis operation: processing or packaging of materials and goods.
- Food processing and packaging
- Gas bar/convenience store
- Ancillary storage yard
- Freight transfer depot
- Restaurant
- Accessory dwelling unit
- Gas bar/convenience store



All proposals for land use on BOTH A-1 and A-2 land need to be assessed & approved by NAV CANADA, to ensure that air navigation system and safety and efficiency at YBL are not compromised by the proposed land development (usually approx. 30 day turnaround). Following that, a development permit, and building permit are required.

### SWOT Analysis

The following is a synthesis of the information gleaned from the various tools used in the 2016 Master Plan and 2022 Governance Review to determine the current internal and external environments of YBL.

First, the strengths and weaknesses of the **internal** environment:

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Airport is well run and managed</li> <li>• Airport manager has excellent rapport with staff, tenants, and the Commission</li> <li>• It is an important asset and transportation link for the community</li> <li>• Good partnerships with local businesses</li> <li>• Good domestic connection (to Vancouver’s South Terminal) via two level IV air carriers</li> <li>• Good connections to other North Island locations</li> <li>• Two flight schools near the airport</li> <li>• Ample space (available lands) for future development</li> <li>• Relatively flat topography is favourable to development</li> <li>• Large airside area (dedicated to aeronautical usage) divided into several developable lots</li> <li>• Several options for the development of non-aeronautical concepts on adjacent land</li> <li>• General Aviation (GA) traffic ranging from small single-engine aircraft to business jets</li> <li>• Both Jet A-1 and AvGas are available</li> </ul>	<ul style="list-style-type: none"> <li>• There is a Crown Grand Proviso that stipulates that only aeronautical and aviation development that supports or relies on the airport may occur on airside land</li> <li>• Limited outdoor parking for planes or vehicles; no indoor parking for planes or vehicles</li> <li>• Avgas is serviced by private suppliers, not the airport (sales of which could lead to additional revenue)</li> <li>• No card lock system (indicated as a preference by tenants)</li> <li>• No Fixed Base Operator (FBO)</li> <li>• Lack of equipment such as wider stairs, luggage movers and belt loaders result in missed opportunities to accommodate certain landings</li> <li>• ATB may be limited if larger aircraft were used to transport passengers</li> <li>• Airport’s governance has the potential to stagnate development; business owners want quick decisions, and there is a perceived/potential for lack of flexibility given the current bureaucracy</li> </ul>





Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Runway length is long enough to support most aircraft</li> <li>• Corporate jet apron/parking area</li> <li>• NAV Canada maintains a Flight Service Station at the airport (and no noise complaints have been made by residents)</li> <li>• Ability (of the City/Council as owner of airport) to support existing tenants with business development</li> </ul>	<ul style="list-style-type: none"> <li>• Elections resulting in a change of city council can change the dynamics; results in unpredictability, a lack of common/consistent vision for the airport and possibly conflict</li> <li>• Perceived lack of vision for the airport and its future development</li> <li>• Staffing levels form part of the financial plan as approved by City Council; Airport Manager is already consumed with airport operations, therefore limited capacity for marketing and business development</li> <li>• Required financial reporting complies with Municipal requirements</li> <li>• CBSA onsite presence was removed in October 2014 (relocated to Comox Airport)</li> <li>• Issues with snow removal and de-icing services</li> <li>• Potential cost of PFOS cleanup</li> <li>• Lack of staff dedicated to marketing and business development means residents and businesses aren't sufficiently aware of the existence of YBL</li> </ul>



Next, the opportunities and threats of the **external** environment:

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Geographical location reduces fog which can be a constraint at other airports, therefore could position/promote the airport as the “alternate” choice when adverse weather limits operations at Comox</li> <li>• To position itself as a complementary airport to YQQ, rather than competitive (e.g., flights to Abbotsford rather than Vancouver [south terminal])</li> <li>• Alternatively, secure flights to YVR’s main terminal</li> <li>• Proximity to a (privately owned) float plane water aerodrome (at Tyee Spit)</li> <li>• Proximity to Island Highway and City of Campbell River</li> <li>• Campbell River positioning itself as business oriented, business friendly</li> <li>• City of Campbell River has attractive financing rates to annex/purchase adjacent lands for airport development</li> <li>• Tax Revitalization bylaw 3865 encourages revitalization and development on airport lands</li> <li>• Campbell River is a shopping destination for North Island/First Nations residents</li> <li>• Strong First Nations community and voice in the region; add a First Nations representative (or two – one for each nation?) to the Commission to increase their level of involvement in the ideation and decision-making process of YBLs plans</li> <li>• A strong First Nations partnership(s) could unlock the Crown Grant Proviso; possible side benefit of closing the unemployment gap in Campbell River</li> </ul>	<ul style="list-style-type: none"> <li>• Land outside defined airport land belongs to a private company/First Nations and any growth would require the city to acquire some of this land</li> <li>• Conflict between the restrictions of the Crown Grant Proviso and the exemptions of municipal zoning bylaws; unclear which takes precedence</li> <li>• Amending the bylaw could negatively affect relationship between the Airport Manager and the tenants</li> <li>• Many find lack of clarity in the airport land lots that can be leased for development, which discourages people from leasing, slows development</li> <li>• Perception that there’s a lack of financial programs and support from the city of Campbell River dissuading businesses from investing at the airport (some businesses preferring to acquire private land on the other side of Airport Drive to set up their businesses).</li> <li>• Lack of awareness of the existence of YBL among businesses, residents and visitors due to lack of past promotion and marketing strategies</li> <li>• Presence of the Comox Valley and Nanaimo Airports, which provide access to the Vancouver Airport main terminal, have a larger catchment, bigger airlines and lower cost</li> <li>• Comox Airport currently has incentive in place for corporate jet aircraft parking</li> <li>• Comox has a 48 person fire response</li> <li>• Comox has two runways (one at 10,000ft and one at 5,000ft)</li> </ul>



Opportunities	Threats
<ul style="list-style-type: none"> <li>• Potential increase in First Nations fish processing might mean increased airport needs</li> <li>• Wide variety of tenants (private aircraft owners to aviation businesses) and key business partners</li> <li>• Airlines interested in de-icing and luggage services, under the right conditions</li> <li>• Tenants interested in using solar energy and/or other forms of renewable energy (solar panels, charging stations, electrification of aircraft, etc)</li> <li>• Local demand for improving the airport's services (availability of airlines, commercial flights, more destinations)</li> <li>• High income levels (individual and household) relative to neighbouring communities could result in a higher propensity to fly and/or interest in aviation businesses</li> <li>• Relatively well-off retirement demographic</li> <li>• High in-migration resulting in population increases means more airport customers</li> <li>• Proximity to world-class recreation (hiking, biking, snow sports, fishing, etc.) with equipment transportation frequently by air</li> <li>• An increase in R&amp;D businesses locally, and two new innovation initiative encouraging local companies to develop R&amp;D skills and resources</li> <li>• Build on Campbell River's desire to position the city as a "technology destination"</li> <li>• Amplify 'Discovery Park' (multi-site on V.I. that partners with ag-tech companies to redefine traditional agriculture using indoor technologies)</li> <li>• New federal aviation industry</li> </ul>	<ul style="list-style-type: none"> <li>• Comox Airport currently has onsite CBSA service</li> <li>• Construction costs are increasing, which reduces tenants' desire to expand and build more hangars</li> <li>• Increasing cost of living and fuel in Campbell River</li> <li>• Accommodations are hard to find</li> <li>• The aviation industry is exhibiting some instability; harder for companies to invest and commit long-term, resulting in lack of job security for employees</li> <li>• Pandemic has affected tourism negatively</li> <li>• Economic instability in the forestry and aquaculture industries may also influence future development of the airport</li> <li>• Depending on the type and depth of the relationship created with the First Nations, their involvement could be viewed as a challenge</li> <li>• Developments on adjacent lands may not be paying their share of airport expenses yet they have access to the airfield</li> <li>• Reduced air traffic could result in the loss of NAV Canada service</li> <li>• Carriers and charter companies are sensitive to fuel prices and failure to be competitive can result in these companies seeking alternate airports</li> </ul>



Opportunities	Threats
<p>regulations and goals for net zero emissions, decarbonization and electrification of airport operations (option to participate in these initiatives)</p> <ul style="list-style-type: none"><li>• Recent trend in farming technologies that redefine the way traditional agriculture is carried out (ag-tech) could provide aviation business opportunities</li><li>• Abundant resources in the region (mining, fisheries, tourism, forestry)</li><li>• North Island College is interested in collaborating to build hands-on programs and training opportunities</li></ul>	





## VISION & GOALS

Through a joint process with the City Council, the Airport Manager, and the Economic Development Team, the following vision and overarching goals have been identified for YBL:

### Vision

Campbell River Airport is a thriving transportation hub, where diverse individuals, enterprises, and organizations come together to meet the region's needs for air transportation, and to innovate ways to support the aviation industry. The Campbell River Airport is:

- Naturally Resourceful
- Naturally Collaborative
- Naturally Convenient
- Naturally Inclusive
- Naturally Neighbourly

### Goals

#### 1. Nurture a Positive Business Climate

Nurture and expand a positive business culture that makes best use of City-owned airside lands to support aviation and aviation related businesses and contribute to the Airport's financial success, in alignment with Council's strategic goals. Ensure the airport maintains and enhances its passenger air service to the region, and enhances the services provided to general aviation.

#### 2. Foster a Culture of Innovation

Innovation is about developing new ideas, finding constructive solutions, and exploring new ways of doing things. It may involve high technology, low technology or it may not involve technology at all. Innovation stimulates economies, helping them remain competitive and fueling growth. It addresses industry challenges and helps businesses modernize and adapt. Actions focus on nurturing strategic partnerships; encouraging the development of clean and sustainable aviation technologies, exploring emerging trends and opportunities; championing infrastructure and initiatives to facilitate innovation; and promoting the Campbell River Airport as a forward-thinking, investment-ready place to do business.



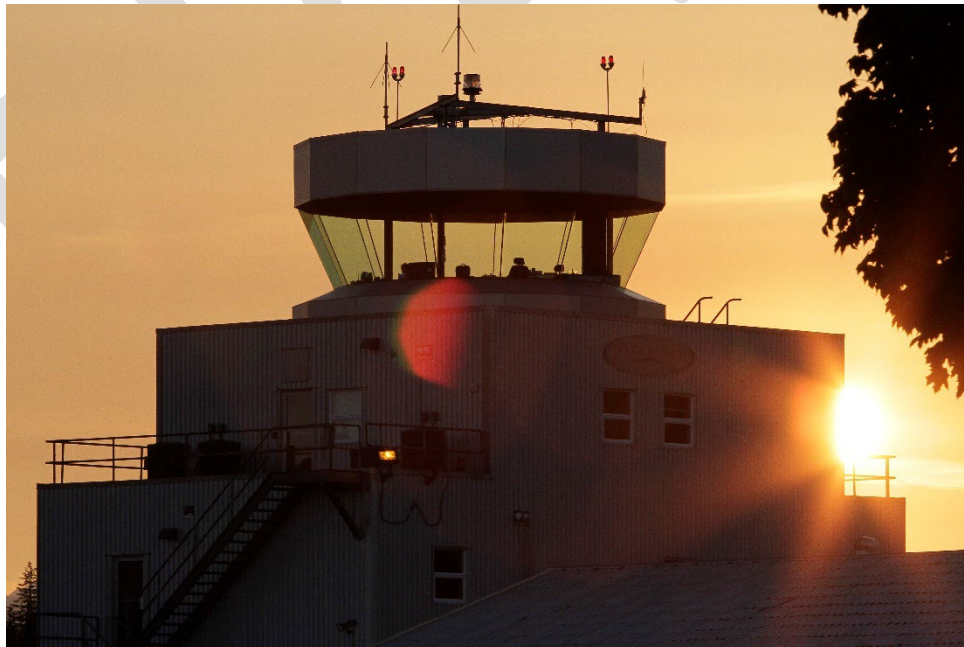


### 3. Prioritize Open, Transparent, and Effective Communication and Marketing Initiatives

Communication creates connections. It is a way to inform, persuade, and learn. The Campbell River Airport undertakes marketing activities for a number of purposes, addressing a variety of audiences. Two key objectives for the Airport's marketing communications are to promote and inform. The Campbell River Airport promotes the transportation options it offers for the region and development opportunities for businesses looking to invest at the Airport. The Airport shares information about services it provides and other happenings at the airport. Emphasis will be placed on communication and marketing initiatives that are clear and consistent, responsive, and efficient.

### 4. Build Strong Partnerships

Collaboration and relationship-building are fundamental to a successful strategy. Many stakeholders have a vested interest in the Campbell River Airport, which acts on behalf of its tenants and passengers. Emphasis will be placed on cultivating constructive, productive relationships that advance the Airport's interests by facilitating the exchange of ideas and information, connecting people with viable transportation options, and attracting new development on airside lands.







## DEVELOPMENT CONCEPTS

A number of development concepts have been proposed in both the 2016 Master Plan and the 2022 Governance and Management Review, as well as by other bodies such as the former Airport Advisory Committee. The table below outlines the proposals. It should be noted that the table below does not include projects that were identified but ultimately not retained due to low levels of either potential revenue generation, interest, high competition, or other constraints.

Idea	Brief Description	Benefits	Constraints
<b>AIRFIELD INFRASTRUCTURE</b>			
Upgrade Taxiway Bravo	<ul style="list-style-type: none"> <li>-Widen taxiway to 23m</li> <li>-Extend to the threshold of Runway 12</li> <li>-Consolidate into Apron I and II to become an apron taxi-lane</li> </ul>	<ul style="list-style-type: none"> <li>-Brings into alignment with TP312 5<sup>th</sup> Edition</li> <li>-Allows for Dash-8 Q400 Aircraft</li> <li>-Provides better access to development lands north of where the taxiway currently ends</li> <li>-increases flexibility and usability of aprons for more parked aircraft</li> </ul>	<ul style="list-style-type: none"> <li>-Loss of some grass parking area</li> <li>-Significant cost to undertake, may not be supported by ACAP</li> </ul>
Upgrade Taxiway Charlie	<ul style="list-style-type: none"> <li>-Widen taxiway to 15m or 23m</li> <li>-Realign Taxiway C with Taxiway B</li> </ul>	<ul style="list-style-type: none"> <li>-Allows development of more airside commercial land on the Northeast side of Taxiway C</li> </ul>	<ul style="list-style-type: none"> <li>-Significant cost to undertake.</li> <li>-Transport Canada has rejected several proposals to fund the widening of Taxiway C in the past</li> </ul>



Idea	Brief Description	Benefits	Constraints
Extend Runway Strip	-Extend Runway Strip to 61m x 122m	-Brings into alignment with TP312 5 <sup>th</sup> Edition	
Request Transport Canada Exemption for Taxiways	-Request current taxiway layout be grandfathered to TP312 5 <sup>th</sup> Edition, allowing taxiways to maintain existing alignment	-No cost solution to provide an airfield certified to TP312 5 <sup>th</sup> Edition  -Allows greater operating flexibility by airlines for larger aircraft (ie. Dash-8 Q400)	
Apron upgrades	-Expand Apron II to provide additional itinerant aircraft parking  -Infill the area between Aprons I and II to provide continuous surface for more efficient aircraft parking  -Relocate airside fence to allow for Apron expansion	-More parking options  -Allows creation of additional commercial operating stands if necessary	-Not eligible for Airport Capital Assistance Program funding  -Should be considered in conjunction with siting for a new Air Terminal Building
De-Icing Services	-Purchase of de-icing equipment and development of a de-icing program	-Greater reliability for commercial flights operating in winter  -Revenue generation	-Liability considerations  -Staffing inadequate for airport to provide service at this time  -Lack of indoor storage for new equipment



Idea	Brief Description	Benefits	Constraints
-Jet Fuel Cardlock System	-Installation of a cardlock system to allow self-fuelling of jet fuel	<ul style="list-style-type: none"> <li>-Some new revenue generated</li> <li>-Reduction in callouts for fuelling medevacs</li> <li>-Allows aircraft to refuel outside of staffed hours</li> </ul>	<ul style="list-style-type: none"> <li>-Existing system installed in 2016 not designed to expand in this manner</li> <li>-Limited return on investment anticipated</li> </ul>
Parking Expansion	-Expand existing public parking lot onto grass area adjacent	-Additional parking for customers	-Should be considered in conjunction with upgrade to public parking lot lighting infrastructure
Equipment storage	-Replacement of lower equipment storage facility circa 1968	<ul style="list-style-type: none"> <li>-Replacement of aging facility</li> <li>-Sized to house current equipment (current overhead doors are too low)</li> </ul>	-Limited Airport Capital Assistance Funding available for mobile equipment storage
New equipment	<ul style="list-style-type: none"> <li>-Purchase of essential new equipment:</li> <li>-Tractor</li> <li>-Grader</li> <li>-Mower</li> <li>-Light Duty Pickup Truck</li> </ul>	<ul style="list-style-type: none"> <li>-Enhanced airside operability</li> <li>-Electrification possibilities</li> </ul>	<ul style="list-style-type: none"> <li>-Lack of indoor storage for new equipment</li> <li>-Airport Capital Assistance Program funding not available for a larger equipment pool</li> </ul>



Idea	Brief Description	Benefits	Constraints
New equipment	<ul style="list-style-type: none"> <li>-Purchase of non-essential new equipment:</li> <li>-Aircraft stairs</li> <li>-Luggage movers</li> <li>-Belt loaders</li> <li>-Lavatory Cart</li> </ul>	<ul style="list-style-type: none"> <li>-Enhances available services for both commercial flights and general aviation</li> <li>-Moves the airport towards more FBO-like services for corporate jet traffic</li> </ul>	<ul style="list-style-type: none"> <li>-Lack of indoor storage for new equipment</li> <li>-Airport Capital Assistance Program funding not available for this type of equipment</li> </ul>
New Air Terminal Building	<ul style="list-style-type: none"> <li>-Construction of a modern terminal building</li> </ul>	<ul style="list-style-type: none"> <li>-Modern infrastructure and building systems</li> <li>-Replaces an aging facility that is nearing end of life</li> <li>-May assist in attracting new air routes with larger aircraft</li> <li>-Could consider incorporating E911 dispatch centre in a new building</li> </ul>	<ul style="list-style-type: none"> <li>-Airport Capital Assistance Program funding not available for new terminal facilities</li> <li>-Requires considerable financial investment</li> <li>-Will not necessarily result in increased passenger traffic</li> </ul>
Airport Viewing Area	<ul style="list-style-type: none"> <li>-Creation of a dedicated viewing area so the public can have a better look at airside operations</li> </ul>	<ul style="list-style-type: none"> <li>-Opens areas currently out of sight to the public</li> <li>-Promotes public awareness of YBL and its facilities</li> </ul>	



Idea	Brief Description	Benefits	Constraints
<p>Airport recreational/picnic area</p>	<p>-Installation of public amenities such as picnic tables, benches, playground</p>	<p>-Provides recreational opportunities at the airport</p> <p>-Combined with a viewing area can provide enhanced public awareness of the airport and its facilities</p>	<p>-Depending on size and scope, may take airport land that could otherwise be leased to business or other tenants</p>
<p>Pilot's Lounge</p>	<p>-Creation of a dedicated lounge space for general aviation pilots</p>	<p>-Provides amenities that many general aviation operators seek</p> <p>-Enhances the desirability of the Campbell River Airport for general and corporate aviation</p>	



Idea	Brief Description	Benefits	Constraints
<p>Low Carbon Infrastructure</p>	<ul style="list-style-type: none"> <li>-Installation of electric ground power units</li> <li>-Public EV charging stations</li> <li>-Airport light duty flight (pickup trucks and others) converted to electric when due for replacement</li> </ul>	<ul style="list-style-type: none"> <li>-Lowers the airport's carbon footprint</li> <li>-Provides a revenue stream for use of equipment</li> </ul>	<ul style="list-style-type: none"> <li>-Electric technology can be expensive</li> <li>-Need to confirm BC Hydro infrastructure could handle increased loads</li> </ul>
<p><b>AIRPORT OPERATIONS</b></p>			

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Idea	Brief Description	Benefits	Constraints
Invest in an Airport Marketing Plan	<ul style="list-style-type: none"> <li>-promote community partnerships</li> <li>-enhance image of the airport</li> <li>-raise community awareness</li> <li>-promote the airport to the flying public</li> <li>-promote business and land development opportunities</li> <li>-improve financial performance of the airport</li> </ul> <p>Target the 'Real Market'</p> <p>Work on:</p> <ul style="list-style-type: none"> <li>a) Polishing the 'product' (signage, access roads, parking, etc)</li> <li>b) Pricing (set attractive, competitive price levels)</li> <li>c) Promotion (eg, fly-in packages to promote recreational tourism &amp; business development; special events, etc)</li> </ul>	<ul style="list-style-type: none"> <li>-Builds and strengthens partnerships with businesses and key sectors (tourism, agriculture, forestry, technology)</li> <li>-Collaboration with local First Nations governments and organizations</li> </ul>	
Staffing Increase	<ul style="list-style-type: none"> <li>-Hire an Airport Operations Supervisor to allow the Airport Manager to focus on economic and business development</li> <li>-Hire additional airport specialists to introduce new services such as de-icing</li> </ul>	<ul style="list-style-type: none"> <li>-Increased operating revenues</li> <li>-Increased services for general aviation</li> </ul>	<ul style="list-style-type: none"> <li>-Additional operating expenses</li> <li>-New services make take time to pay back cost of new staff</li> </ul>



Idea	Brief Description	Benefits	Constraints
Connect YBL with YVR Main Terminal	-Seek main terminal access for current YBL carriers	-Seamless connection options to other destinations	-Some customers prefer South Terminal for easy access to/from Vancouver as a final destination
Connect YBL with YXX (Abbotsford)	-Seek carrier routes between YBL and YXX	-Complimentary service to YQQ offerings (not competitive)	-Current airlines at YBL do not offer service to YXX from any of their bases
Conduct a Level of Service Study	-Identify overdesign, optimum design, and suboptimum level of service	<p>-Would update information on passenger volumes and aircraft movements</p> <p>-Would factor in new technologies for check-in processes which affect how space is used/needed in the ATB</p>	-Should be considered in conjunction with possibility of new ATB
Vehicle Parking Study	-Complete a vehicle parking study to determine current and future public parking needs		
<b>LAND DEVELOPMENT</b>			



Idea	Brief Description	Benefits	Constraints
Central Development Area	<ul style="list-style-type: none"> <li>-“Terminal Reserve” lands for future ATB and/or parking expansion</li> <li>-Has airside access and therefore intended for aviation related types of development</li> <li>-Parcel of land north of the new FEC designated as ‘Groundside Commercial’ and can be used for non-aviation related uses or aviation-related support purposes</li> <li>-Lots can be combined to accommodate developer’s requirements</li> </ul>	<ul style="list-style-type: none"> <li>-Fully “shovel ready”</li> </ul>	<ul style="list-style-type: none"> <li>-Dependant on completion of LOS and/or Vehicle Parking Study (see Airport Operations)</li> </ul>
Development of “Northwest Development Area”	<ul style="list-style-type: none"> <li>-25 acres, zoned A-1</li> <li>-All lots have airside access and therefore intended for aviation related types of development</li> <li>-Requires road, services, utilities and taxiway</li> <li>-Lots could be packaged as 1/2 acre or 1 acre (combined to accommodate developer requirements)</li> <li>-Consideration should be given to the development strategies being taken on TimberWest land</li> </ul>	<ul style="list-style-type: none"> <li>-Maximizes development of lots west of the proposed taxiway</li> </ul>	<ul style="list-style-type: none"> <li>- City must determine whether it is reasonable to invest in the lands in advance of a guaranteed occupancy</li> </ul>



Idea	Brief Description	Benefits	Constraints
Development of "Southeast Development Area"	<ul style="list-style-type: none"> <li>-3 acres, zoned A-1</li> <li>-Some cost if lots are further subdivided (to add road access, services, utilities)</li> <li>-All lots have airside access and therefore intended for aviation- related types of development</li> </ul>	<ul style="list-style-type: none"> <li>-Mostly serviced and "shovel ready"</li> </ul>	<ul style="list-style-type: none"> <li>-Mostly in-filled at this time</li> <li>-Two lots under remediation for contamination</li> </ul>
<b>AIRSIDE COMMERCIAL DEVELOPMENT PROPOSALS</b>			
Aircraft/GA Hangars ("Hangar Park")	<ul style="list-style-type: none"> <li>-Construction of new general aviation hangars.</li> <li>-Could be accomplished by:               <ul style="list-style-type: none"> <li>a. The airport constructing hangars</li> <li>b. Airport users constructing hangars</li> <li>c. A developer constructing hangars</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Tenants are keen for more hangar space</li> <li>- Could attract new tenants</li> <li>-Could increase fuel sales and use of airport services</li> <li>-There is limited hangar space at other Island airports</li> </ul>	<ul style="list-style-type: none"> <li>-Some tenants are already doing this</li> <li>-Some other airports are already doing this</li> <li>-Need to attract other maintenance and supporting services to do this successfully</li> </ul>
Innovation Hub/ Technological Industrial Park	<ul style="list-style-type: none"> <li>- To appeal to Crown Grant Proviso, activities must be related to aviation/aerospace</li> <li>- Partner with NIC (or other institution)?</li> </ul>	<ul style="list-style-type: none"> <li>-Favorable R&amp;D context in Canada and BC</li> <li>-Favorable R&amp;D context in Campbell River, specifically</li> </ul>	<ul style="list-style-type: none"> <li>-Requires sufficient electrical energy</li> </ul>



Idea	Brief Description	Benefits	Constraints
Attract a Fixed Base Operator (FBO)	<ul style="list-style-type: none"> <li>-On-site FBO services for corporate traffic:</li> <li>-There is an increased demand for business jets</li> <li>-There is growth in the business aviation sector</li> <li>-Often operated in conjunction with another business enterprise (eg. A flight school)</li> </ul>	<ul style="list-style-type: none"> <li>-Tenants and air operators have already expressed interest</li> <li>-FBO facility can be used for multiple purposes (charter terminal bldg; warehousing/ storage; freight forwarding; pilot lounge)</li> </ul>	<ul style="list-style-type: none"> <li>- YBL activity mostly seasonal (FBO would be challenged in off-season)</li> <li>-Requires improvements being made to the terminal or other buildings</li> <li>-Workforce availability</li> <li>-Would location of a building for this (hangar) require moving other infrastructure?</li> </ul>
Educational Institution	<ul style="list-style-type: none"> <li>a) For aircraft fabrication and maintenance; aircraft technician training</li> <li>b) For flight school (though this has more challenges due to presence of two flight schools already and a lack of accommodations locally for instructors and students)</li> </ul>	<ul style="list-style-type: none"> <li>-Partnership opportunity with North Island College, which has expressed interest</li> </ul>	
Air Cargo Facility	<ul style="list-style-type: none"> <li>-There may be demand for "just- in-time" daily courier delivery</li> <li>-Online shopping delivery</li> <li>-Specialty seafood delivery</li> </ul>	<ul style="list-style-type: none"> <li>-Increases air traffic</li> <li>-Increased demand for fuel and other airport-provided services</li> </ul>	<ul style="list-style-type: none"> <li>-Requires further study/business case</li> </ul>



Idea	Brief Description	Benefits	Constraints
Aircraft Maintenance & Repair Overhaul (MRO)	-Development of a dedicated aircraft maintenance & repair overhaul facility airside	-Increases air traffic -Increased demand for fuel and other airport-provided services	-Existing tenants and off-site tenants are involved in MRO activities
Manufacturing	-Development of aviation parts and aircraft manufacturing facilities airside	-Increases air traffic -Increased demand for fuel and other airport-provided services	-Limited local workforce -Existing presence on adjacent lands
Warehousing	-Construction of warehousing facilities	-Well suited to non-aviation related areas (without access to airfield) -Complements air cargo opportunities	-Limited City-owned land available
Mini-Storage	-Construction of mini-storage facilities	-Well suited to non-aviation related areas (without access to airfield)	-Limited City-owned land available
<b>GROUNDSIDE COMMERCIAL DEVELOPMENT PROPOSALS<sup>2</sup></b>			
Logistics Hub	-Development of a Logistics Hub on groundside land adjacent to the airport (Southwest), with direct access	-Large economic investment in region	-Significant land area would be required.

<sup>2</sup> See CR Airport Governance & Management Review for a full report on these concepts (validation, market demand, financial analysis)



Idea	Brief Description	Benefits	Constraints
Seaweed Operations	-Land based aquaculture – seaweed farming and cultivation	<ul style="list-style-type: none"> <li>-Seaweed farming is the fastest growing aquaculture sector and BC has over 630 species of seaweed<sup>3</sup></li> <li>-Largest seaweed cultivation companies are located on Vancouver Island</li> </ul>	<ul style="list-style-type: none"> <li>-Significant land area would be required.</li> <li>-Pacific Seaweed Industry remains unsure about the specific opportunity at or near the airport. A more in-depth analysis is required.</li> </ul>
Commercial Development	-Development of a shopping/retail complex	<ul style="list-style-type: none"> <li>-High mobility in Campbell River, significant portion of the population commutes by car/truck</li> <li>-Currently no commercial centre near YBL.</li> </ul>	<ul style="list-style-type: none"> <li>-Significant land area would be required.</li> <li>-Nearby commercial development proposed at Jubilee Heights</li> </ul>

<sup>3</sup> BC Salmon Farmers (2019). Seaweed farming can boost aquaculture opportunities in BC, Article. <https://bcsalmonfarmers.ca/feature-stories/seaweed-farming-can-boost-aquaculture-opportunities-in-b-c/>





## **MARKETING, COMMUNICATION, & OUTREACH**

The Campbell River Airport has not historically engaged in much marketing or outreach activities. Since 2022, the City's tourism function has marketed the airport through a specific campaign designed to promote community awareness and a focus on tourism. In order to better promote the airport, its facilities, and development potential, YBL will engage the services of a professional marketing firm to generate a marketing plan comprised of various outreach tools (website, internet presence, visual and audio ads, social media). Once this plan is generated, an annual operating budget should be established to ensure the plan can be carried out through a mix of in-house and contracted resources.

Marketing and outreach will be undertaken to:

1. Ensure the regional population (both current and prospective users and tenants) that the Campbell River Airport serves has clear and accurate information about the airport and its facilities.
2. Promote development opportunities at the airport.
3. Generate overall awareness of the airport, and the benefits to the region it brings.

While a professional marketing plan is being developed, some easy-to-accomplish items can be undertaken with current staffing resources and budgets.

### **Airport Website**

The Campbell River Airport has recently redeveloped its website to a modern, graphic intensive layout. When this redevelopment took place, the majority of the content was not updated. While basic information on the website is correct, relevant information to prospective customers and tenants isn't always easy to find.

A comprehensive update to the airport website should be undertaken to ensure relevant information is available to aircraft operators, airline passengers, and both current and potential tenants.

Airport websites are often the first point of reference for both prospective tenants and aircraft operators. Ensuring the airport's website is well built and routinely updated is an important aspect of airport operations to always ensure the best information is available to the airport's customers.

### **Social Media**

The Airport maintains social media accounts with both Facebook and Twitter (X). These accounts can be leveraged to provide followers updates about:

- Summaries of seasonal activities
- Development and business opportunities
- Updates on major projects
- Aircraft activity that has some level of public interest



## IMPLEMENTATION PLAN

The table below outlines a list of prioritized projects identified in this strategic plan that could be achieved with approved resources over the lifetime of this strategic plan. Over the lifetime of this strategic plan, an annual tactical plan will be presented to Council outlining a detailed plan outlining the next year’s workplan and how it meets with the proposed implementation plan.

### 5-Year Action Plan

Project	Resources Required	Timeline
<b>Airport Marketing Plan</b>	-Use of remaining strategic plan budget to engage consultant on a marketing plan for the Airport.	2024: Marketing plan developed and approved.  2025: Ongoing marketing budget used to carry out the plan.
<b>De-Icing equipment and services</b>	-Acquisition of airport owned de-icer  -Additional staffing to operate de-icer for itinerant aircraft	October 2023: Acquisition approved  2024: Commissioned and in service for airlines by October 2024; preparation of business plan for expansion of service to other users  2025: Assuming there is a business case, airport to provide de-icing to itinerant aircraft when needed
<b>Expansion of Jet Fuel storage</b>	-Funding for construction (approximately \$1,000,000)	2023: Consultant engaged on initial design and grant application  2024: Construction
<b>Aircraft Viewing Lookout Area</b>	-\$40,000 funding for design and construction of an airside aircraft viewing area	2024: Design and construction



Project	Resources Required	Timeline
<b>Pilot's Lounge</b>	-\$10,00 funding for the renovation and furnishing of an unused area in the Administration building into a functional pilot's lounge	2023: Initial prep work completed 2024: renovation and furnishing
<b>Pilot's Lounge washroom</b>	-\$15,000 funding towards the installation of plumbing to a suitable storage room adjacent to proposed pilot's lounge	2024: construction
<b>Lavatory Cart</b>	-\$25,000 funding towards the acquisition of a lavatory cart	2025: acquisition and implementation of service
<b>General Aviation Entrance Shelter</b>	-\$30,000 funding to create a sheltered environment for general aviation passengers to wait outdoors	2025: Construction of shelter.
<b>Apron Expansion</b>	-\$2,200,000 funding to expand Apron II onto current grass tiedown area to provide more parking for corporate jet traffic	2024: Design works 2025: Construction
<b>Low Carbon Infrastructure</b>	-Funding for installation of low-carbon infrastructure -Transition of light duty fleet to electric vehicles	2025: Conceptual design of low carbon program 2026-2035: Installation of infrastructure and conversion of light duty fleet
<b>Extension of Taxiway Bravo</b>	-\$2,750,000 funding to extend Taxiway Bravo to threshold of Runway 12	2025: Design works 2026: Construction



Project	Resources Required	Timeline
<b>Airport recreational/picnic area</b>	-Funding towards installation of public recreational amenities	2026: Conceptual design and budgeting 2027: Installation
<b>New Air Terminal Building</b>	-Initial funding to explore concepts, costing, and siting	2027: Engage consultants to provide concept and siting of new terminal building 2028: Public consultation and debt acquisition 2029-2030: Construction

## Plan Monitoring and Review

The strategic plan and tactical plan have been prepared using the best available information in 2023. It is understood that these plans must be somewhat variable in nature as economic and other factors evolve over the lifetime of the plan.

The annual tactical plan will address any such changes and will demonstrate how the overall strategic plan may shift as operational or capital needs change. The City's annual report will summarize progress made on the initiatives approved in the airport's strategic plan.

The overall strategic plan should be updated in 2028 to outlay a new set of strategic goals and initiatives for the subsequent five-year period.

