

Exploring Airport Development

Planning and Consultation Guide

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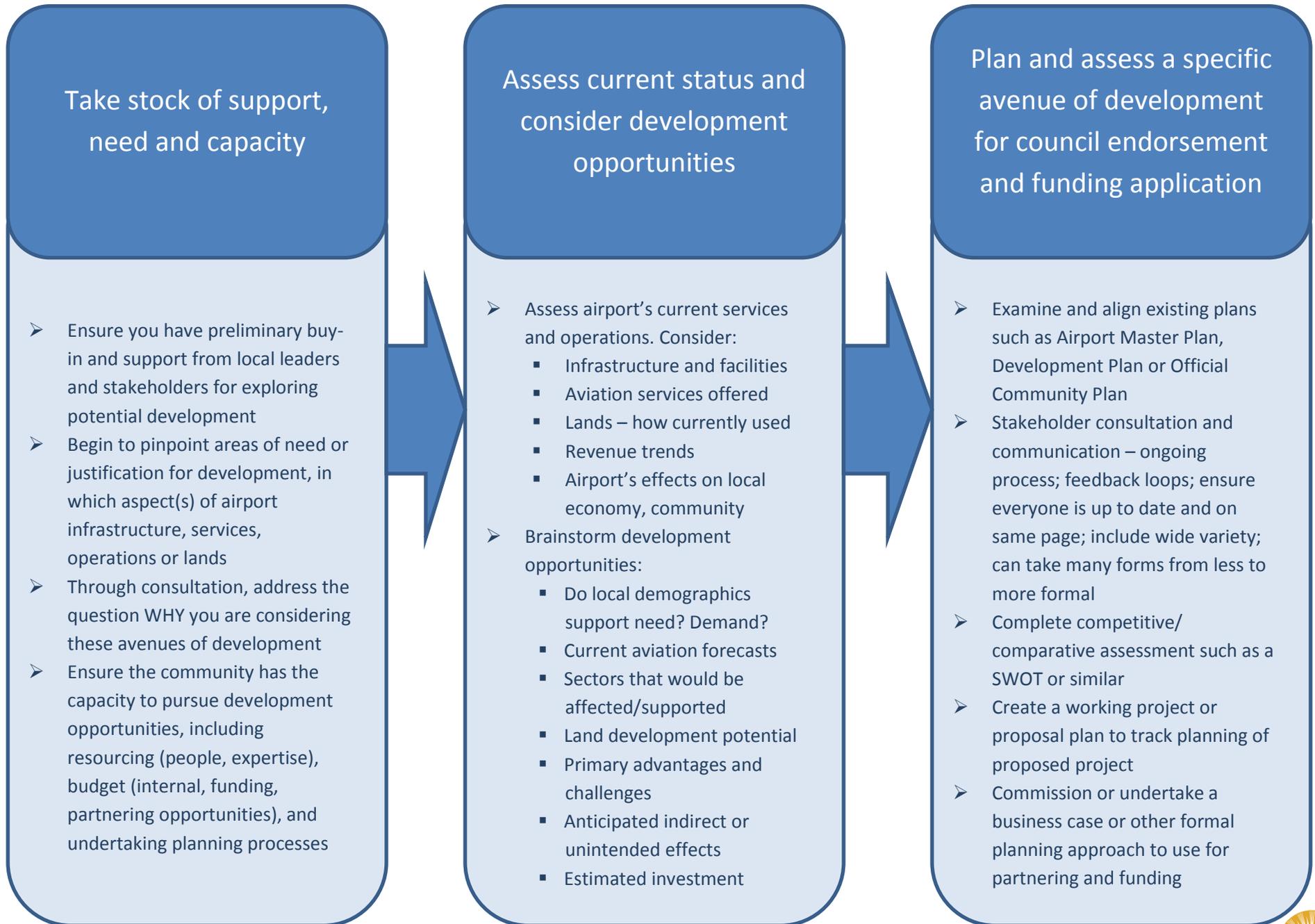


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Exploring airport development: A summary of the key stages of planning and consultation



Introduction

The Exploring Airport Development planning guide has been developed by the Ministry of Jobs, Tourism and Skills Training for use by communities that are interested in pursuing airport-related economic development projects. This resource is intended to assist communities and airport officials in the assessment and analysis of their local airport infrastructure, services and operations in the context of potential airport improvement or related development projects. This guide will support communities as they work through a preliminary assessment of their development opportunities and will help inform communities' decision making processes. It is recommended that the guide be coupled with guidance from your economic development regional manager from the province and/or community contacts with airport development experience and expertise.

Guide rationale and objectives

The objective of this guide is to help airport, community, or economic development planners systematically navigate the early planning and consultation stages related to potential airport development leading up to council approval. While it is not intended to be a technical guide in terms of the air transportation industry's regulations, funding and specific approaches to airport development, it does serve as a project management and planning tool to ensure that:

- A robust approach is taken to early planning and consultation;
- A good understanding of local and regional trends, needs and gaps is achieved;
- Conversation among key stakeholders and interest groups is purposeful, timely and useful; and
- Users are aware of and able to choose between various approaches to pre-approval planning.



How to use this guide¹

This guide can be worked through sequentially, although you may find that some parts apply to your situation more than others. Feel free to choose the elements that are relevant to your context. The sections of this guide include:

Section 1: Taking stock of support, need and capacity – this section provides a guide to the preliminary consideration of options relating to any type of airport development.

Section 2: Airport assessment – the first part of this section guides the planning group in taking inventory/assessing the airport's current services, operations, infrastructure and lands. The second part consists of a brainstorming guide to encourage consideration of the different options for development and their associated advantages and disadvantages.

Section 3: Planning and assessment –provides a description of the various planning approaches for potential development, including examining existing plans, stakeholder consultation, competitive/comparative assessments, and the components of a more formal business case.

Resources: This final section includes relevant resources for regulations, funding sources, outlook and trend information, land use planning and related associations. Note that examples and other resources can also be found throughout the guide.

¹ Please note that all examples and links used within the guide are for reference only; the Province does not endorse any content not produced by the B.C. government.



Section 1: Taking stock of support, need and capacity

The initial consultation and inclusion of key stakeholders is an imperative starting point for exploring any potential development opportunities. By undertaking a thorough collaborative process in order to understand gaps, need, levels of support and ramifications of potential development (particularly changes to services or operations), the likelihood of costly and time-consuming disruptions to project progress is significantly decreased.

It is recommended that the planning team works through each of the self-assessment questions in this section, using the decision points as a guide through the process.

Do you have a baseline level of buy-in for exploring potential development opportunities?

- Does the Official Community Plan, or other specific economic development or airport planning strategy, recognize and identify airport development or expansion as a priority?
 - Do potential developments support the long-term vision of the community?
- Have you had initial consultations or conversations with community stakeholders, including:
 - Local leaders
 - Airport representatives
 - Local business or industry leaders, particularly those directly impacted by airport operations or services
 - Other areas of local or regional government/organizations
- Are there any indications of support among your community, industry, local government, and other stakeholders in pursuing airport development or expansion?
 - Is there a champion for this initiative?
 - Do you have a preliminary understanding of their priorities and objectives?
 - Does your group have the capacity for more extensive stakeholder consultation?

“To effectively communicate, we must realize that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others.”
~ Anthony Robbins



If you answered “no” to any of the above, make it a point to begin scoping out the overall interest and support of your community, business and airport leaders. This doesn’t need to look like a full and rigorous consultation, but rather a series of conversations to assess the general outlook and attitude of various stakeholders. Beginning from a common understanding regarding the interest and potential in airport development is an essential foundational piece of this process and will save time, resources and headaches down the road.

Is there an overall sense of need or justification for development?

- Is there any anticipated or articulated demand for airport development or expansion?
 - Is there a geographical advantage to your location in the province?
 - Consider adjacent airports and their services and operations and how they complement or conflict with your own existing or potential services and operations.
 - Are you filling a specific niche as compared to other airports in your area?
- What would the overall benefits to the community, industry, businesses, the region and the province be?



- Is there a perceived need to develop the airport infrastructure itself (e.g., terminal or runway expansion, cargo storage), enhance the services it provides, or to develop lands surrounding the airport?
 - What regulatory or other restrictions apply to the potential development (including land)? To what degree could this pose a challenge down the road?
- What are the main reasons you're looking at developing or expanding the airport?
 - Is it receiving the kinds of aircraft it was designed for? Why or why not?
 - Is there a need to generate more revenue?
 - Are there anticipated new revenue streams within the airport or on its lands?
 - Is there an identified demand for a new or different type of support or expanded capacity required to serve the aviation needs of the airport (e.g., longer/larger runways, infrastructure updating or expanding)?



At this point, you should have a general idea based on your initial scoping conversations about the overall sense of need in the area. Be sure that you can answer the above questions in a preliminary way, and that there is at least some general direction, demonstrated need or expressed interest in development.

Does your community have the capacity (time, money, people and know-how) to pursue airport development opportunities?

- Is there personnel/resource support (time, buy-in, expertise) available to commit from a planning perspective (e.g., local economic development function, other municipal staff, airport management)?
 - Do you have the capacity (time, money, expertise or ability to hire experts) to fully consult on, plan and implement a development initiative?
- Do you have or have access to expertise on subjects such as airport development, regional aviation trends and best practices, and all airport-related regulations (Transport Canada, provincial regulations, local-level developmental stipulations and municipal laws such as zoning)?

“The airport runway is the most important mainstreet in any town.”

~ Norm Crabtree



Decision Point: With the initial assessment complete, the airport and community officials will have a good understanding of the support for and feasibility of continuing to pursue potential airport development opportunities.

- ✓ If the initial scoping conversations indicate that an airport development project would likely be supported by local stakeholders, with adequate capacity available, Section Two below will provide a more in-depth self-assessment of the current status of the airport and its activities, as well as a closer look at potential development opportunities.
- ✗ If the initial scoping conversations indicate little or no interest, support or need for airport development, further action is not advised.



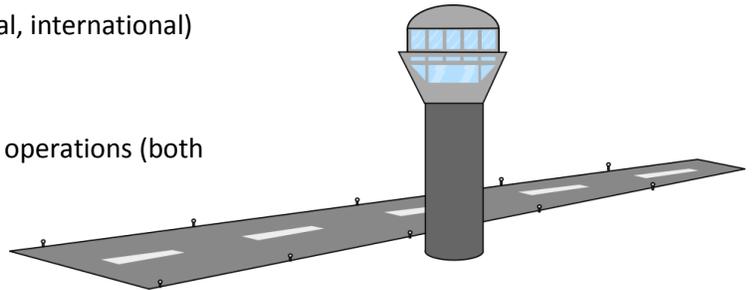
Section 2: Airport assessment

This section is intended to help guide a discussion around inventorying current airport operations and services in the context of exploring potential development opportunities. If the airport has an up-to-date master plan or development plan that already includes a similar inventory, it is recommended to revisit as a group and discuss the development and operational goals outlined. If there is no formal plan in place, completing the brainstorming exercise will help direct further discussion around potential development.

Self-assessment: Current airport operations and services

Use the prompt questions below to complete a self-assessment of the airport's current services and operations. These questions can be used as a starting point to gain a clear picture of the current airport context.

- What does the airport currently offer in terms of infrastructure and facilities?
 - Does existing infrastructure require improvement or updating?
- What is the current airport capacity?
 - What types of planes can currently use the facility? What is the largest type of aircraft that can land there?
 - What is the traffic pattern?
 - What are the current capacity issues or concerns?
 - What are the runway dimensions? Does one or more have lighting?
 - What is the capacity and services offered by the terminal building?
 - What are the refuelling capabilities?
- What does the airport currently offer in terms of aviation services? What information or statistics are available for the following, as applicable?
 - Passenger traffic (regional, national, international)
 - Cargo/freight service
 - Charter service
 - Commercial services and business operations (both aviation and non-aviation related)
 - Emergency/medical service
 - Private use or general aviation
 - Use of surrounding lands
- How does the airport generate revenue?
 - What are the overall airport revenues (both directly and indirectly related to aviation)?
 - Does the current revenue model support the current operations?
 - What services and operations generate the most significant revenue?
- In what ways do the airport operations support the local economy and community?
 - Jobs:
 - How many people does the airport or its related services employ?
 - Does it serve as a hub or transportation point to getting skilled workers to/from a work site?
 - Is there a sense of what proportion of the area's workforce is indirectly affected by the airport's operations?



- Industry and business:
 - Does it play a role in the supply chain for local industry or business operations?
 - How many and what types of businesses or industry do airport operations directly or indirectly impact? Which most significantly?
- How do the airport activities affect the community?
 - Does it play a significant role in business or personal travel?
 - Does it serve an emergency services (including fire-fighting) or medical transport capacity?
 - Does it impact the community in any other way?
- How is the land surrounding the airport being used?
 - Is it part of the Agricultural Land Reserve (ALR) or does it have other designations that restrict development?
 - Is any of the land developed for industry or business use? If so, what is it currently being used for? Is it being used effectively? Does it generate adequate revenues?
 - Does the potential exist to redevelop the land (either directly or offering as a development opportunity?)

Discussion guide: Exploration of potential development opportunities

The following discussion guide provides a framework for key stakeholders to work through considerations regarding potential development. The discussion questions would work best in the form of a brainstorming session by the project leaders and/or key stakeholders.

- Do the demographics of the community and region demonstrate a need for airport development or expansion?
 - Can the local workforce support the expansion activities (either directly or via housing additional workers)?
 - If the potential activities include adding services, amenities or businesses, is there a demand/market for them?
 - Does the local economic activity support airport development or expansion and is there a demand for it?
- What are the current aviation forecasts?
 - What are the forecasts for future passenger, aircraft and air cargo volumes for the province and region? How does this impact your community (see Resources section for related links)?
 - What are the locally expected demands for future aviation-related operations or services in your location? This can be anecdotal, based on the feedback and anticipated needs expressed by local experts.
- What sectors would utilize and support potential airport development?
 - Tourism, oil and gas, forestry, mining, etc.
 - Business clusters/aerospace clusters
 - Other industry
 - Local business



- Are there lands on or around the airport that could be developed or offered for development?
 - Who would the target market be for the available land?
 - Is there a demonstrated need (by the target market) for additional land for development?
 - Would the airport or municipality be leading the development, or would the parcels be marketed for outside investment?
 - Is there a vision (e.g., in the Official Community Plan, Airport Plan, etc.) for these lands?
 - Is there a general inclination as to the types of activities/development that would be encouraged there?
 - What potential development would require airside access? Which would not?
 - What zoning or regulatory barriers could pose a challenge?
- What is the estimated investment that would be required for the development project(s)?
 - What are the anticipated funding sources or partners?
 - Would the project require substantial shifting of the airport or municipal budget? If so, are there any anticipated challenges associated with approval for this?
- What are some of the primary benefits or advantages of the potential development?
 - Consider all stakeholders
 - What markets might airport development open up?
 - How will it affect the airport's revenue streams?
 - Will it bolster the local workforce via job opportunities?
- What are some preliminary challenges or concerns that you can anticipate?
 - What are some of the environmental concerns or impacts?
 - Are there any community-based impacts such as construction or noise pollution?
 - Regulatory restraints that may limit development
 - Lack of support from users/secondary stakeholders (e.g., community members, other business owners, general aviation, etc.)
- Are there any indirect or unintended effects that you can anticipate, good or bad?
 - Consider the ripple effect on key stakeholders
 - Consider from a number of perspectives: aviation, local business, industry, emergency services, hobbyist, airport users, and existing businesses and services
- Big picture: If Development A (B, C, etc.) were to take place this year, what would the airport and its activities look like in one, three, five and ten years?

Existing businesses are one of your most important stakeholders: they have the greatest potential to grow and expand.





Decision Point: The discussions surrounding the self-assessment and exploration of potential development opportunities should give you a good understanding of whether there is any need and capacity for development at your airport, and what opportunities you could target for further exploration.

- ✓ If a clear gap or need has been identified during the consultations, proceed to the next section, in which more formal plans and strategies begin to take shape for that particular avenue of development.
- ✗ If these discussions reveal that the airport does not require further development, if there are significant challenges to overcome or if there is a lack of clarity and initial direction surrounding potential development, discontinue this process and return to scoping conversations and a broader assessment of the current direction/model being used.

Section 3: Planning and assessment

Once a specific need, gap or opportunity has been identified, initial consultation complete and preliminary buy-in established, the planning group is ready to proceed to more defined planning processes including the eventual creation of a business case or similar document to be used to secure funding, approvals and formal partnerships after support from council has been established. This section provides an overview of the more advanced planning stages related to development, including:

- Examining, adapting and expanding upon existing development plans;
- How to approach and integrate stakeholder consultation and feedback; and
- Overview and guidance around various products of the planning process, from less formal (working project plan and comparative/competitive needs assessment) to more formal (estimates, business case, economic impact assessment and/or feasibility study).

Examining existing plans

Before beginning a formal consultation and planning phase, be sure to consult with the planning documents that are already available.

- Inventory planning documents related to the airport (and its land). These documents could include:
 - Official Community Plan or other municipal development plan
 - Airport Master Plan, development plan, or other airport-specific strategy
 - Economic development strategy or plan
- Discuss if the current proposed project(s) are in line with the plans, and how they may differ (including effects on the intended outcomes of the original plans).
- Use the plans, if applicable, and their surrounding context and bigger picture objectives as a guide for planning the potential development.
- If no plans are in place, consider starting there as the first step.

Below are some examples of development (land use and airport) plans in small/mid-sized regions.



It is often beneficial to start with an overarching strategy that looks at the bigger picture and long term goals for the airport and associated development. It should be noted that they represent a range of approaches to meet the unique needs of each airport.

[Smithers Regional Airport Business and Land Use Plan](#)

[Vanderhoof Airport Land Use and Development Plan](#)

[Shuswap Regional Airport Development Plan](#)

[Northwest Regional Airport Master Plan](#)



Stakeholder consultation and communication

Throughout the planning process, consulting the airport's stakeholders (from current airport services to local government and end users) is essential. Consultation should be an ongoing process, and should work to ensure that the proposed development's status is widely known and understood. By doing so, you not only will create a better end product, but will also have a lower likelihood of encountering unexpected resistance or roadblocks. There are many cautionary tales of initiatives stalling out due to resistance late in the process, often from groups who were not included during the planning process.

Stakeholders and groups of interest to consult and communicate with (as applicable) include:

- Local government officials, including elected officials – **be sure to include at all stages of the process**
- Provincial and federal officials to advise on regulatory and funding processes
- Economic development organizations in the area
- Regional representatives
- Chambers of Commerce
- Trusts
- Aviation associations
- Local businesses, particularly those operating within the airport
- Companies or industry representatives that currently or will potentially use the airport
- Current and potential end users of airport services, including those who use alternate airports
- Airlines or carriers (current and potential), including pilots
- Professional organizations related to economic development or aviation
- Local educational institutions that may be able to provide insight on trends or partner to do a study or analysis
- General public and airport neighbours
- Airport users

Consultation and communication can take many forms, including:

- Creation of a working group made up of a range of stakeholders
- Regular emailed updates to a list of relevant parties
- Open meetings with public for input
- Regular meetings and check-ins between the groups closest to the potential development
- Phone calls or visits to local businesses, companies and airlines
- Check-ins and solicitation of advice and feedback from professional organizations and/or educational institutions, provincial government or Trusts
- Survey to key stakeholders
- Interviewing a range of stakeholders (one-on-one or within a facilitated group discussion)

“When minds meet, they don’t just exchange facts: they transform, reshape them, draw different implications from them, engage in new trains of thought.”
~ Theodore Zeldin

Be sure to use an approach that matches the stage of planning the process is at. Early consultation should take the form of open meetings, and simple, open-ended questions of stakeholders concerning their ideas and perspective of potential development opportunities. This is also a great chance to further develop your stakeholder list. Surveys can also be useful at this point.



As the process moves further along and becomes more focused on a specific development, you will want to build in check-points and target specific feedback from your stakeholder groups. Be sure to provide regular updates on the progress of your planning so you can address any resistance or challenges at this point as opposed to further down the road. There will, of course, be the formal approval mechanisms to go through for the various stages of planning and development, but be sure to also keep the public and other stakeholders up to date.



Don't undervalue the importance of the consultation process in the planning stages of development. The old adage "an ounce of prevention is worth a pound of cure" applies particularly in contexts with multiple stakeholders with varying (and sometimes competing) needs and perspectives.

Planning and research processes

This phase of clarifying the concept and developing a plan can take many different forms. The approaches listed below are suggestions to help guide this process. They are loosely organized by least to most formal, the latter of which typically requires external expertise or a subject matter expert to assist or lead in its development. A brief overview is provided, with links to helpful resources to guide you. Not all of these steps are required, although the ultimate creation of a business case (containing some economic impact assessment information) is a necessary step to moving forward with approvals and funding applications. Many of these approaches can be undertaken by local economic development, municipal or airport planning staff, although there are a range of consultants available in the province to commission planning or strategy direction services from. Overall, keep in mind that although you cannot be everything to everyone, stay nimble and adapt to change, including concerns from stakeholders. Set specific targets and goals, and work to establish a defined plan that is backed by both evidence and stakeholder support.

Where to start

Address the following questions within your planning group:

- Who are we involving in the planning process? Are all key stakeholder voices represented?
- What is our objective for this process? What is our timeline and intended output?
- How is larger stakeholder consultation built into this process?
- How are political dynamics and acknowledgement of competing needs built into this process?
- What issues or challenges can we anticipate and address up front with both the planning and potential execution processes?
- What is our appetite for and tolerance of risk?
- What kind of budget are we working with? Where would we go for funding?



Comparative and competitive assessment

Description

A comparative and/or needs assessment is a useful exercise to go through with the planning group to compare potential development plans with other airports in the region (or others who have gone through a similar process elsewhere in the country or internationally), as well as a competitive assessment in the context of the proposed project.

What it could include

- Conversations with regional and community airports, giving consideration to their role and functions as related to your airport.
- Identifying and connecting with other airports in the province (or country) that have gone through a similar project. Explore what worked for them (and the challenges they faced), the process they went through and how the development has been received, and if it is viewed as successful.
- Conduct a competitive assessment such as a SWOT analysis, where you examine and discuss the Strengths, Weaknesses, Opportunities and Threats related to your airport in general in the context of the proposed project in particular.
- A preliminary cost/benefit analysis to begin mapping out the potential impacts (direct and indirect) of development as related to its initial and ongoing costs.

Resources

[Ministry of Jobs, Tourism and Skills Training](#): SWOT analysis overview and resource for economic development

[An Essential Guide to SWOT analysis](#) (includes templates – free online resource)

[SWOT overview](#) (includes free worksheet)

[Effective Practices for Preparing Airport Improvement Program Benefit-Cost Analysis](#) (Airport Cooperative Research Program, 2009)

[Cost-benefit analysis of investments in airport infrastructure: A practical approach](#) (independent report out of Europe; contains some useful points and is aimed at organizations with limited analyst time, research budget and data availability)

[Airport Planning and Development Handbook](#) - Paul Stephen Dempsey (physical book by Canadian air industry expert)

See also: statistics, trends and outlooks links in the Resources section at the end of this guide. Please note that all examples and links used within the guide are for reference only; the Province does not endorse any content not produced by the B.C. government.



Working project proposal plan

Description

Before moving on to the more formal stages, it can be useful to have a working project or proposal plan developed where the planning team draws together the feedback and points developed during the initial information gathering phases. This working plan will help stakeholders and active participants in the planning and development process to clearly map out the objectives, rationale and timelines for the project, particularly for more complex or possibly controversial initiatives.

What it could include

Project plans and proposals take on a variety of forms, depending on the size, scope and other contextual elements of the proposed project. What is important is for the document to be clear, purposeful and actionable, as well as providing enough context and rationale to support the initiative. In the context of this discussion guide, the working project plan/proposal document is internally created and updated by the project team for planning purposes, versus a more formal document to be used for funding application and approvals. Components of this internal planning document could include:

- Description: brief overview of the project, its objectives and rationale.
- Rationale: expand here upon why the project is being proposed and what need it will fulfill. Provide here the feedback gathered from the consultation stages.
- Objective: what will the project achieve when it has been completed?
- Stakeholders: list and describe the roles of the various stakeholders in the process, including current and potential partners. You could also include some context surrounding their position (quotes, summaries, etc.).
- Communication plan: describe your consultation and communication plan for your broader stakeholder base.
- Project process/plan: this will evolve over time. In the initial working draft, before the development of a business case and prior to approvals and actual project commencement, it is useful to rough out a plan for all of these elements, including what needs to be done (and by whom) and then how the development would unfold, including approximate timelines.
- Estimated costs and funding sources: provide an overview of the estimated costs of the project, including the initial planning stages (i.e., consultant fees). Include a list of potential funding sources (both partners and funding sources to apply to) and an overview of what will be required in the application or partnering proposal process. See below for more details

“Planning is bringing the future into the present so that you can do something about it now.”
~Alan Lakein

Cost estimates

Before proceeding to formal planning stages, you will want to get a rough estimate of how much your proposed development will cost, and if it is feasible from an engineering perspective. Typically, for any infrastructure projects, the next stage in the process would be hiring an engineer to produce an **order of magnitude estimate**. This relatively brief process involves the engineer assessing the current dimension and capacity of the existing infrastructure, and providing an estimate of both feasibility and cost based



on the intended size, design costs, materials required and labour. This general estimate (which could vary as much as 50% when the approved project goes through a full engineering design process) will help direct conversations about the project budget and funding sources.

Another method of generating a working estimate for project work is if another airport has done comparable development; some will look to these examples for baseline cost estimates. Be sure to adjust this estimate if costs for labour or materials vary significantly in your area from the comparison airport.



Decision Point: At this point, your project team will have a fairly good idea of the development that is being proposed, the justification for why it is needed, and approximately how much it will cost. This is when you will want to have a meeting with council or board members to decide if and when to proceed with formally seeking out partnerships, funding and commissioning a business case or similar. This typically requires formal approval by council.

Business case

Description

A business case is a formal document which describes the need or issue being addressed, profiles the proposed solution(s) in a more robust and in-depth way, and is often used for both internal approvals and to secure partners or funding. The business case focuses on logistical and financial elements of the proposed project(s), including partners, potential economic impacts, working budget and viability. While a business case can be assembled in-house if the capacity needs are met, many communities hire a consultant that specializes in the industry and/or business assessment processes. In either case, developing a well-informed business case takes a considerable amount of time and resources, though it is an invaluable and often necessary final assessment as to whether or not to proceed with a project. Note that many funding sources (such as the [New Building Canada Fund](#), [BC Air Access Program](#), Transport Canada's [Airports Capital Assistance Program](#)²) require a project justification or business case be submitted as part of the application, and it is recommended to include all components that are required by your potential funding sources.³ For some regions, there is funding available (such as the Northern Development Initiative Trust's [Capital Investment Analysis program](#)) to help with costs associated with business case analysis.

A business case can include (but is not limited to):

- Problem statement: description of current situation, including gaps or issues necessitating a change or development
- Project objective/rationale/justification: description of proposed solution(s), including value-add to community and region as well as identified services and uses
- Current situation: description of the current airport operations, services, usage and revenues

² Note that this program focuses on rehabilitative funding for existing infrastructure.

³ Some funding sources require specific elements of a business case to be fulfilled – for example, refer to the New Building Canada Fund [business case guide](#) for infrastructure projects.



- Overview of strategic alignment (with Official Community Plan, Airport Master/Strategic Plan, Economic Development Plan)
- Evidence of community and business consultation and support
- Profile of provincial, regional and local benefits
- Profile of business and operational impacts
- Viability and risk assessment
- Cost/benefit analysis and/or economic impact assessment
- Estimated budget and potential funding sources
- Potential partners and estimated contribution (time, money, resources, etc.)
- Implementation strategy (timelines, milestones, proposed activities)
- Assessment of viability over the short, medium, and long term
- Potential challenges and plan to overcome
- Identification, analysis and recommendation of options (address capital and life cycle expenditures, annual operating costs, emerging technologies, environmental considerations and societal impacts)
- Appendices: letters of support, testimonials, results of consultation

Examples

Small/regional:

Alberni-Clayoquot: [Airport Runway Extension Business Case](#)

Sechelt: [Business case for the Sechelt Airport](#)

Golden: [Business Case Selective Airport Initiatives – Golden Airport](#)

Mid-sized/Large:

Kingston, Ontario: [Business Case for Expansion \[of\] Kingston Airport](#)

Red Deer, Alberta: [Business Case Study with Socio-Economic Impact and Benefits](#)

Other planning documents

Other planning or scoping documents could be useful in this assessment process, depending on the nature of the development. Be sure to look to your potential funding sources for details on required components in an application. Other studies or processes could include (or could be integrated into your business case):

- Economic impact assessment
- Feasibility study
- Options assessment
- Cost/benefit analysis



Examples

[Kelowna Economic Impact Assessment](#)

[Trail Regional Airport Economic Impact Assessment](#)



Next Steps

With the pre-planning process complete, airport and community officials will have the information necessary to determine if a viable business case exists to support airport development or expansion. If the project team feels that the business case is strong, the municipal or regional council will decide whether to give approval to the development as proposed and initiate the next stage of the process to secure funding, apply for regulatory approval and proceed with project planning.



Resources and links

The additional links provided in this section can assist your planning team in the consideration of possible approaches, resources, funding sources and regulations. Feel free to also contact your provincial economic development regional manager for further guidance and resources.

Regulations

- [Transport Canada](#)
- [UBC Air Transportation Industry Database](#)
- [TP312: Aerodromes Standards and Recommended Practices](#) (Transport Canada)

Economic Development Strategy

- [Business Attraction Toolkit for BC Communities](#) – Preparing a Community Economic Development Strategy
- [Strategic Planning in the Airport Industry](#) (Transportation Research Board, US, 2009)

Potential Funding Sources

- [Economic Development Funding and Grants database](#)
- [Northern Development's Feasibility Study Program](#)
- [Northern Development's Economic Diversification Infrastructure](#)
- [Civic Info BC Grants Database](#)
- [Ministry of Transportation and Infrastructure](#)
- [Transport Canada's Air Capital Assistance Program](#)
- [British Columbia Air Access Program](#)

Provincial and National Aviation Resources

- [BC Aviation Council](#)
- [Regional Community Airports of Canada](#)
- [Connecting with the World](#) – An Aviation Strategy for BC
- [Canadian Airports Council](#)
- [Air Transport Association of Canada](#)

Land Use Planning

- [NAV Canada's Land Use Program](#)
- [Transport Canada: Land Use in the Vicinity of Aerodromes](#)
- [Nanaimo Airport Planning Process](#)
- [Regina Airport Authority – Airport Land Development](#) (overview and regulations)
- [Terrace Airport Lands Area Concept Plan](#)
- [Charlottetown PEI Business Park – Development Approval Process for Potential Tenants](#) (success story)

Air Transportation Industry Trends, Outlook and Statistics

- [One Size Doesn't Fit All: The Future Growth and Competitiveness of Canadian Air Travel](#) (Standing Senate Committee on Transport and Communications – 2013)



- [Growing Canada's Economy: A New National Air Transportation Policy](#) (Conference Board of Canada – 2013)
- [AirportInfo](#) digital publication on latest trends and developments emerging within the business of airports (North America-wide)
- [ACI North America's survey database](#) for airports benchmark operational statistics against other airports/industry standards.
- [Conference Board of Canada](#) – ongoing publications related to the air transportation industry (outlook and trends)
- [Canadian Civil Aviation](#) – annual report from Statistics Canada presenting financial and operational data from Canadian air transport industry
- [Aircraft Movement Statistics](#) – monthly report from Statistics Canada
- [UBC Library Air Transportation Industry Statistics Database](#) (links and resources)
- [Connecting Canada: An Aviation Policy Agenda for Global Competitiveness and Economic Prosperity](#) (Canadian Airports Council, 2015 – contains some good trends/outlook information)