

2022
Airport Operating & Capital Plan
Westlock Regional Municipal Airport Advisory
Committee



WESTLOCK COUNTY
and
TOWN OF WESTLOCK

Prepared by:
Westlock Regional Municipal Airport Advisory Committee
November, 2021

Airport Operations Review & Recommendations Westlock County and the Town of Westlock

Dated: Updated November, 2021

AIRPORT OPERATING AGREEMENT & MEMBERSHIP:

The **Westlock Regional Municipal Airport Advisory Committee** current membership appointments:

MEMBERSHIP			
County Representation	Ray Marquette	Councillor - Westlock County	
Town Representation	Abby Keyes	Councillor - Westlock Town	
Public at Large (Town)	Jerald Driedger		780-307-7970
Public at Large (County)	Larry Strilchuk		780-919-8989
Public at Large	Larry Price		780-307-1799
Public at Large	Dan Charrois		780-399-4708
Public at Large	Patty Williams		780-307-7747
ADMINISTRATION			
Transportation & Utilities General Manager	James Plain	Westlock County	780-349-3346
Executive Assistant-Infrastructure Services	Natalie Rains	Westlock County	780-349-3346

The Town of Westlock and Westlock County have agreed to establish the Westlock Regional Municipal Airport Advisory Committee comprised of elected officials and members of the public at large to act in an advisory capacity to the municipalities. The board is tasked with making recommendations on the following:

- ongoing maintenance & service levels
- annual operating & capital budgets
- potential upgrades and development
- other duties as may be delegated jointly by the municipalities

The Westlock Regional Municipal Airport is jointly owned by the Town of Westlock and Westlock County. An **Airport Operation Agreement** signed July, 2021 between the two municipalities outlines obligations of each, and authorizes Westlock County to oversee the airports operations until December 31, 2024.

The Westlock Regional Municipal Airport Advisory Committee has adopted Operating Principles to provide a necessary frame of reference to help balance conflicting motivations and priorities when making decisions on what to do and how to act in different situations. See [SCHEDULE C](#).

RECOMMENDATIONS:**OPERATING BUDGET – 2022**

The Westlock Regional Municipal Airport Advisory Committee recommends the 2022 Balanced Operating Budget of \$123,913 Revenue and \$123,913 Expenses in attached **SCHEDULE A**, be approved.

- **OPERATING SURPLUS** – *Continue* transfer of net annual operating surplus/deficit into Airport Reserve at year end. Ownership of airport operations is equally shared by the Town & County. Currently, joint airport operations are tracked within the airport service function forming part of the Westlock County financial system. The yearend entry is required to ensure neither a surplus or deficit is closed into the County Accumulated Surplus Account.
- **LAND SALES** – *Continue* to transfer proceeds from net land sales (market price less legal fees, development & acquisition costs) to Airport Reserve at year end. See **SCHEDULE G** - Land for Resale.
- **FUEL PRICING-100LL** – Per Policy 14.01 Airport Fuel Pricing Policy implemented in 2019, resale price/litre is established at the cost of bulk fuel rate plus 25%. Net revenue is calculated by 'Sale Price' less the following 'Cost of Goods Sold': bulk fuel, POS transaction fees, certification fees for meter & tanks, annual cardlock system package fees, telephone line.
- **MUNICIPAL CONTRIBUTIONS** – The 2022 Operational funding shortfall is estimated at \$110,450. The Town of Westlock and Westlock County share equally in funding the annual shortfall. The 2018 Airport Operating Agreement changed the historical practice of funding airport operations to annual equal contributions of the operational funding shortfall. Refer to the 2018 Airport Advisory Board Operational Plan for detailed information on the historical funding agreement.
 - It is important to note the change in historical funding policy resulted in an overall reduction of the annual contribution to Airport Reserve, creating **risk** that future development will require funding through sources such as the Municipal Sustainability Initiative, government grants, or municipal transfers from both the Town and County. New in 2020, is a contribution to Equipment Reserve, intended to be made annually for replacement of Airport equipment. See Airport Equipment in **SCHEDULE F**.
 - The annual contribution from each municipality is used to maintain a transportation corridor for aircraft. Generally, the public is familiar with only vehicular roadways as transportation corridors, where the infrastructure is built and maintained from property tax levies and government grants. In Alberta, user fees/tolls are not assessed on transportation corridors.

- **PARKING FEES** – An Aircraft Tie-Down Fee Policy was determined in 2019 charging a rate of \$75/month or \$750.00/year.
 - The fees are levied to resident aircraft owners who store their airplane on non-privately owned areas of the Airport. Its anticipated aircraft owners will support the fees as part of their responsibility to contribute toward the airport operation, similar to residential & non-residential property owners who contribute through tax on airport related assessment.
- **LANDING FEES** – *Not supported:*
 - Airports with scheduled air traffic or airports which serve as an airbase to forest firefighting operations are able to charge landing fees because of supply and demand (the airport is in high demand and therefore able to charge landing fees). Scheduled services are able to pass the cost onto passengers by increasing fares, and contractors supporting firefighting operations are able to add the cost to their service contracts. (ie. Edmonton International Airport Authority/Slave Lake Regional Airport Authority). Fees cannot be compared among airports that do charge landing fees because a number of factors affect the amount of the fee such as weight, number of seats, time of day, aircraft home airport, and operator class.
 - General Aviation Airports do not typically charge landing fees. Large airports charge landing fees to dissuade General Aviation pilots from landing at the airport. Landing fee levies at Westlock would negatively impact the area, resulting in a shut-down of current general aviation activity, loss of business, population, private investment, assessment and tax revenue.
- **RETURN ON INVESTMENT** –Tax revenue generated from Airport Development Area is **\$138,848** in 2021. (See also **SCHEDULE D**)
 - Net budgeted return to the County was \$99,523 (\$138,848 tax revenue and \$15,900 Administration fees less \$55,225 annual contribution.
 - Net budgeted return to the Town is \$TBD (\$ Economic return from operations within the Airport Development Area benefiting business within the town less \$55,225 annual contribution.
 - Tax revenue includes School Division & Foundation requisitions. Requisitions are lump sum requirements, allocated across ratepayers using assessment as a base. The airport development area contributes payment of \$29,074 towards requisitions. Continued airport development reduces this burden to taxpayers as a whole.
 - The Airport development area is identified as all subdivisions within S½ 31-59-25-W4M. Both Residential & non-residential subdivisions were created from historical undeveloped airport lands, and investment within these lands is contingent on existence of the Westlock Regional Municipal Airport.
- **MAINTENANCE/OPERATIONAL PROJECTS** – Infrastructure/Other (See also **SCHEDULE E**)
 - Survey & Subdivision registration of additional land for resale
 - Survey & Subdivision of leased property located within Linc-0034649921 (4;25;59;31;SW)
 - Contract Other - \$0 Creation/Development of Westlock Regional Airport Website to be completed at no cost from expertise within the Westlock Airport Taxpayers Association and Westlock Flying Club.
 - Promote lot availability, fees & rates, amenities, business opportunities, etc.
 - Link to both County & Town websites

CAPITAL BUDGET – 2022

The Westlock Regional Airport Advisory Board recommends the 2022 Capital Budget in the amount of \$250,000 in the attached **SCHEDULE B**, be approved subject to Community Airport Program grant funding, and the Fuel Terminal Upgrade in the estimated amount of \$50,000 be approved subject to information confirming end to magnetic strip technology.

CAPITAL BUDGET POLICIES:

- Asset purchases of a value exceeding \$5,000, as defined in the CICA Public Sector Accounting Board handbook, Section 3150 are recorded as tangible capital assets. (Excludes betterments to maintain the originally anticipated service potential, or it's estimated life).

ASSET ACQUISITIONS - \$1,050,000:

- Runway/Taxiway/Apron resurfacing - \$1,000,000 (est.)
- Fuel Terminal Upgrade (obsolete) - \$50,000 (est.)
- Should funding become available, construction & paving of remaining taxiways C (Charlie) and D (Delta) fronting lots for resale; adjacent lots for resale to be repriced accordingly;
- Survey & Subdivision registration of additional land for resale
- Survey & Subdivision of leased property located within Linc-0034649921 (4;25;59;31;SW)

FUNDING APPLIED - \$300,000:

- From AIRPORT RESERVE – \$300,000
 - Estimated year end reserve balance at December 31 pending close of 2021 financial statements – \$328,900 (See also **SCHEDULE B**)

2018, 2019, & 2020 OPERATING & CAPITAL PLAN EXECUTIVE SUMMARY & RECOMMENDATIONS are included in **SCHEDULE H**, for reference.

BUDGET PLANNING NOTE - WESTLOCK TOWN & WESTLOCK COUNTY

The existing Airport RUNWAY 10-28 was constructed in 1975/76 and opened in June 20, 1976 (AGE-44 YEARS; Size 3000' x 75'). In terms of maintenance since original construction, the runway has received varying programs of crack sealing over the years, and repair of a depression in 2016 that developed midway. Westlock County and Westlock Town are requested to include provision in their budget to fund the resurfacing project if Grant Funding application is not successful. Based on advice from a recent engineering report, the Westlock Regional Airport Advisory Board cautions that delaying a resurfacing project will likely result in deterioration beyond the runway surface requiring significantly greater expense to repair.

SCHEDULE A

2022 OPERATING BUDGET

WESTLOCK REGIONAL AIRPORT - Revenue & Expense Report									
	CODE	NOTES	ACTUAL 2019	BUDGET 2020	ACTUAL 2020	BUDGET 2021	Forecast 2021	BUDGET 2022	
EXPENSES:									
• CONTRACT-Airport Administrator	245	Administrative services (replaces County staff with dedicated contract)						15,900	
• CONTRACT-Airport Maintenance	245	Grass/Snow/Fuel/System, general maintenance of: lighting, building, equipment, with advisory services: NOTAMS, reporting; and supplies: fuel, oil, tools, janitorial	36,000 675	36,720 750	36,000 650	36,000 750	36,000 800	40,000 750	
• CONTRACT-Water	245	Potable water for terminal building							
• CONTRACT-Other	245	ie: Vac Truck, Excavator, Engineering, Website Development		1,000	-	1,000	350	500	
• Materials & Supplies	510	ie: Nav lighting; batteries; (60 Lights total, incl colored)	148	1,000	1,813	3,000	3,000	3,000	
• Grounds Maintenance	240	ie: Weed control, signage:		2,500	-	2,500	-	2,500	
• Equipment/Mobile - Internal Transfer	675	Costs incurred at County shop	2,029	2,000	336	1,000	7,500	4,000	
• Equipment/Mobile - Parts & Repair	240	ie: Yoke/Valve/Cylinder	3,947	5,000	4,017	7,000	7,000	7,000	
• Fuel & Oil		Mostly included in Airport Maintenance Contract above		500		500		-	
• Equipment Rentals	257	ie: Mats, small equipment	184	500	-	500		500	
• Runway/Taxiway/Apron Maintenance	240	Runway/Taxiway Line painting Asphalt Crack sealing; pothole repair; line painting; taxiway signage; Parking Lot Approach	24,997	30,000	19,379	10,000	2,000	3,000	
• Building/Repair & Maintenance	240	Repairs: heating, plumbing, gas, electrical, lighting, locks, sewer system	-	1,000	23	1,000	2,200	1,000	
• Utilities-Gas & Power	540	Yard lights, power, gas (incl Deposit Refunds)	3,911	5,500	6,164	5,500	6,294	6,300	
• Utilities-Waste	540			-		-		-	
• Projects List (airport maintenance/development)		ie: Survey/Register Lots for resale; Marketing strategy: tree removal		-	-	15,000	-	14,900	
• Licenses/Certifications	240	Radio \$41; Fire Extinguisher \$74	115	250	116	250	409	250	
• Advertising/Marketing	220	Historical actuals mostly for board members	132	1,500	108	1,500	250	1,500	
• Legal Fees	237	Development	9,989	-	11,082	13,495	12,515	13,495	
• Insurance - Liability & Property	270	Per agreement until 2021; then potentially internet (office supplies in contract? ... computer? ... printing?)	15,300	15,606	15,600	15,900	15,900	780	
• Administration costs	374								
SUB-TOTAL OPERATING EXPENSES:									
• To/(Frn) Airport Reserve-Net Operating	753		97,427	113,726	95,287	115,895	94,218	116,375	
• To Airport Reserve-Net Landsales	753		12,553	83	14,957	1,148	22,090	38	
• To Airport Equipment Reserve	753		-	7,500	7,500	7,500	7,500	7,500	
TOTAL OPERATING EXPENSE:			\$ 109,980	\$ 121,309	\$ 117,745	\$ 124,543	\$ 123,807	\$ 123,913	

SCHEDULE A – OPERATING BUDGET CONTINUED

WESTLOCK REGIONAL AIRPORT - Revenue & Expense Report									
	CODE	NOTES	ACTUAL 2019	BUDGET 2020	ACTUAL 2020	BUDGET 2021	Forecast 2021	BUDGET 2022	
REVENUE:									
Aviation Fuel Sales 100LL:	402	New policy implemented in 2020 (25% Markup to cover costs)	55,181	59,400	70,874	59,400	83,739	102,905	
Less: COGS-Fuel	575	New policy implemented in 2020 (25% Markup to cover costs)	45,032	47,520	57,543	47,520	61,295	82,313	
Less: COGS-Point of Sale Trans	874	2017 Cost: 6% of sales (Finance allocation review required)	5,540	3,564	7,212	3,564	8,521	8,129	
Less: Telephone Line	272	Required for POS transactions on Fuel System, Monthly cost is fixed rate.	781	800	781	800	781	800	
Less: COGS-Other Inputs	240	AVGas Meter Cert \$1772; Annual Fuel System Pkg \$1299, Storage Tank Reg \$130	3,208	3,200	1,425	3,200	1,922	3,200	
		NET FUEL SALES:	620	4,316	3,913	4,316	11,219	8,463	
Land Sales:	420			-		-	-	-	
Less: Land Purchases	270	Apply cost of initial subdivision development		-		-	-	-	
Less: Commission	245	Determine policy on payment of realtor commissions		-		-	-	-	
Less: Legal Fees	237			-		-	-	-	
Other Revenue:	454	NET LAND SALES:	-	-	-	-	-	-	
	560	New tie-down policy not implemented yet bldg)	2,660	4,755	-	4,755	-	3,000	
				2,000	2,036	2,000	2,138	2,000	
		OTHER OPERATING REVENUE:	2,660	6,755	2,036	6,755	2,138	5,000	
Municipal Contributions:									
• Tnsf Municipal Tax to Airport		Tax Revenue (Municipal Only) Historical		-		-		-	
• Westlock County Allocation	857		53,350	55,119	55,898	56,736	55,225	55,225	
• Town of Westlock Allocation	852		53,350	55,119	55,898	56,736	55,225	55,225	
		TOTAL MUNICIPAL CONTRIBUTIONS:	106,700	110,238	111,796	113,472	110,450	110,450	
		TOTAL OPERATING REVENUE:	\$ 109,980	\$ 121,309	\$ 117,745	\$ 124,543	\$ 123,807	\$ 123,913	
AIRPORT RESERVE:									
		OPENING BALANCE:	\$ (279,391)	\$ (279,391)	\$ (291,943)	\$ (291,943)	\$ (314,401)	\$ (328,990)	
Add Current Year Operating Surplus			(12,553)	(83)	(14,957)	(1,148)	(22,090)	(38)	
Add Current Year Equipment Reserve				(7,500)	(7,500)	(7,500)	7,500	(7,500)	
Add Current Year Net Land Sales			-	-	-	-	-	-	
Remove Current Year Capital Project Cost			-	-	-	280,000	-	300,000	
Add back: Adjustment		2017-GST		-	-	-	-	-	
		AIRPORT RESERVE - CLOSING BALANCE:	\$ (291,943)	\$ (286,974)	\$ (314,401)	\$ (20,591)	\$ (328,990)	\$ (36,528)	

SCHEDULE B
2022 CAPITAL BUDGET

WESTLOCK REGIONAL AIRPORT - 2022 CAPITAL Budget				
YEAR	PROJECT	NOTES	ACTUAL	BUDGET
2018	No projects		\$ -	\$ -
2019	No projects		\$ -	\$ -
2020	No projects		\$ -	\$ -
2022	<i>Projects as follows:</i>			
	Runway; Main Taxiway & Apron Overlay	Pavement at end of life (constructed in 1976)	\$ -	\$ 950,000
	Airport Lighting	Portable Solar Airfield Lighting		\$ 50,000
	East Delta/Charlie Taxiway Development	Required for property sales, majority of lots on paved taxiway are now sold	\$ -	\$ -
	Upgrade Fuel Terminal	Contribution from Reserve (Support for current system ending Jun/2020)	\$ -	\$ 50,000
	TOTAL 2022 CAPITAL PROJECTS:		\$ -	\$1,050,000
	2022 PROJECT FUNDING:	Community Airport Program		\$ 750,000
		Airport Reserve-Runway/Main Taxiway/Apron overlay & solar lighting		\$ 250,000
		Airport Reserve-Fuel terminal upgrade (to be completed when available from supplier - timeline unknown; magnetic strip technology support)		\$ 50,000
	TOTAL 2022 CAPITAL PROJECT FUNDING:			\$1,050,000
2023	<i>Projects as follows:</i>			
	Add Jet B Fuel Tank	Required to expand user base & market property	\$ -	TBD
	Digital Counter	Required to inform user base, market property, and operational planning	\$ -	TBD
	TOTAL 2021 CAPITAL PROJECTS:		\$ -	TBD

SCHEDULE C
WESTLOCK REGIONAL AIRPORT - OPERATING PRINCIPLES

Operating Principles provide a necessary frame of reference to help balance conflicting motivations and priorities when making decisions on what to do and how to act in different situations.

Overall, a culture where the Airport is valued by officials, residents, and business within the Town and County, and persons impacted by the Westlock Regional Airport are informed and have a sense of ownership & responsibility, is desired:

- Place where investment¹ in property ownership is desired, in both commercial hangar and residential Skyparks
- Place where business² is encouraged and can prosper
- Place where all users³ of airport infrastructure are contributing toward costs in some way
- Place where property⁴ owners take pride in aesthetically maintaining their lots
- Place where emergency, military, and government aviation services⁵ are supported and use by industry is encouraged
- Place for learning⁶ where students, the general public, and area pilots can be introduced to aviation or become pilots or improve pilot skills
- Place where aviation sport and recreational activities⁷ are encouraged
- Place where Westlock is known⁸ provincially, nationally, and internationally
- Place where volunteers⁹ want to spend their valuable time
- Place where local politicians, airport operators, volunteers, ratepayers, users, and the public-at-large can present or acquire factual & reliable information¹⁰ about the airport.

NOTES:

1. Westlock airport development area offers significant advantages for individuals considering an investment in property. In addition to amenities such as paved runway and newly reconstructed taxiways, a terminal building, fuel cardlock dispenser, and access to local services, Westlock is located within a reasonable distance of the cities of Edmonton & St. Albert. The Westlock Regional Airport is well maintained by Westlock County through a joint ownership agreement with the Town of Westlock, with advice and recommendations from a Regional Airport Advisory Board. The operating agreement ensures due diligence in protecting private investment.
2. When considering travelling proximity, Westlock offers greater affordability of both commercial and residential property ownership in a non-intimidating rural environment. Greater affordability translates to favorable profit margins for business. The municipalities of Westlock Town & County have supported airport area development since 2007 with approvals of two Residential SkyPark subdivisions, transitioned historical commercially leased properties to ownership, and additionally opened newly subdivided hangar lots for private sale. Currently, only 8 commercial lots remain for sale out of 34 developed lots. Additional lots can be readily available through subdivision of current undeveloped lands at the airport. Accordingly, residential SkyPark properties lots are available from private developers. Various types of aviation-related business have operated successfully out of the Westlock airport for several years.

Edmonton Area General Aviation Airports:

Cooking Lake	SE-30 minutes (Owner-Cooking Lake Condominium Assoc.)
Parkland	W-36 minutes (Owner-Parkland Airport Development Corp.)
Villeneuve	NW-37 minutes (EIA Authority)
Josephburg	NE-40 minutes (Owner-Strathcona County)
Wetaskiwin	S-64 minutes (Owner-City of Wetaskiwin)
Westlock	N-66 minutes (Owner-Joint Westlock Town & County)

**Distance measured by google maps, airport to Edmonton.*

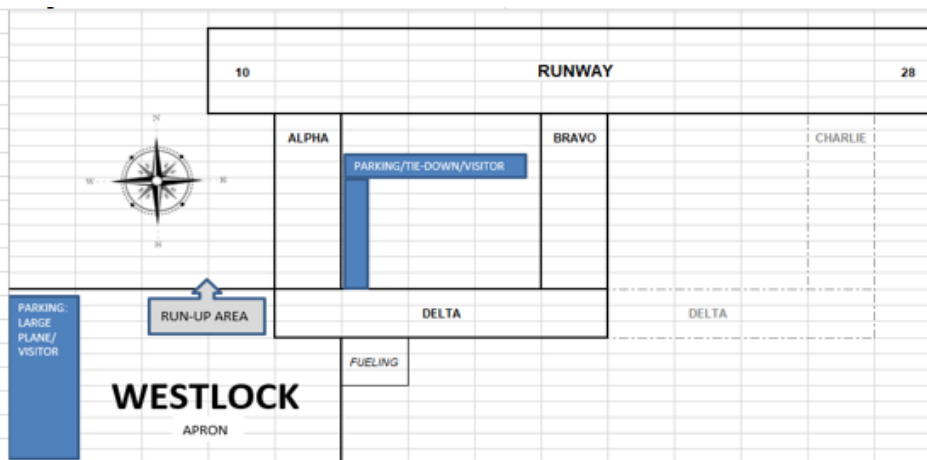
3. Resident airport area users contribute toward operational and capital costs through various means:
 - a. Payment of property taxes
 - b. Payment of monthly tie-down fees (newly implemented 2019)
 - c. Purchase of aviation fuel through airport cardlock system
 - d. Municipal annual contributions from Town & County
 - e. Volunteerism – donating time & materials
4. Owners are including landscaping elements & updated exterior finishes to their properties that contribute to a clean well maintained image of the airport. Grass is kept trimmed.
5. Several instances of fixed wing & STARS Air Ambulance services occur at the Westlock Regional Airport over the course of a year. The military includes Westlock in their routine training exercises and the RCMP fixed wing aircraft is seen on occasion. In 2018, the Westlock Regional Airport was used by helicopters fighting a fire in the eastern part of the County. The airport is used regularly by various business sectors including pipeline, oilfield, agriculture, and business-owned aircraft.
6. Pilot instruction services are offered by private business operating out of the Westlock area. Local pilots host COPA for Kids events where youngsters aged 12-17 are introduced to the science of aviation & receive a free plane ride. COPA for kids events are also sponsored by local business. The Westlock Flying Club hosts an annual Fly-in/Drive-in breakfast where pilots across Alberta can meet and discuss aviation with town & county residents. The club also hosts instructional events to provide continuing education for pilots.
7. Westlock is a destination for individual Skydiving experiences provided by Edmonton Skydive based at the Westlock Regional Airport. Recreational & leisure pilots are regular users of the airport.
8. Westlock is increasingly appearing in google searches thanks to provincial, national, and international skydive competitions hosted by Edmonton Skydive, and their use of social media. North American aviation tourists include Westlock in their flight plan on route to locations across Canada and Alaska. The development of a Westlock Regional Airport website is planned for 2019 featuring Airport attractions, amenities, residential, business & investment opportunities. The website will increase Westlock's presence and market opportunity.
9. A large base of people with an interest the Westlock Regional Airport have, and continue to contribute, countless hours toward ensuring it's viability. Time spent range from problem solving and finding cost effective solutions for repairs & maintenance of grounds, infrastructure, and buildings & equipment, to promotion, policing, beautification, and lobbying activities. Volunteer hours are also spent serving on the Westlock Regional Airport Advisory Board.
10. Factual & reliable information is essential to decision-making, and to dispel rumors, myths, and preconceptions. The development of the Westlock Regional Airport website (directly linked to the Town & County Websites) will allow politicians to be transparent with information including Lot Availability & Pricing, Fuel Rates, User Fees, Tax Impact, Operating & Capital Budgets, and Operating Plans. The website will promote links for social media such as use of hash tag #WestlockAirport.

SCHEDULE D
2021 ASSESSMENT & TAXATION

WESTLOCK REGIONAL AIRPORT - 2021 ASSESSMENT & TAXATION (Developed Lands)					
TYPE	AIRPORT NON-RESIDENTIAL	SKYPARK WEST AIR ESTATES	SKYPARK COSSWIND LANDING	TOTAL	%
	P1120355;B2;L1	0723522;1;1	1222225;1;1		
	P1120355;B2;L2	0723522;1;2	1222225;1;2		
	P1120355;B2;L3	0723522;1;3	1222225;1;3		
	P1120355;B2;L4	0723522;1;4	1222225;1;4		
	P1120355;B2;L5	0723522;1;5	1222225;1;5		
	P1120355;B2;L6	0723522;1;6	1222225;1;6		
	P1120355;B2;L7	0723522;1;7	1222225;1;7		
	P1120355;B2;L8	0723522;1;8	1222225;1;8		
	P1120355;B2;L9	0723522;1;9	1222225;1;9		
	P1120355;B2;L10	0723522;1;10	1222225;1;10		
	P1120355;B2;L11	0723522;1;11	1222225;1;11		
	P1120355;B3;L1	0723522;1;13	1222225;1;12		
	P1220393;B3;L2A		1222225;1;13		
	P1220393;B3;L3A		1222225;1;14		
	P1120355;B3;L4		1222225;1;15		
	P1120355;B3;L5		1222225;1;16		
	P1120355;B3;L6		1222225;1;17		
	P1120355;B3;L7		1222225;1;18		
	P1220394;B3;L8A		1026639;B1;L15		
	P1220394;B3;L9A				
	P1120355;B3;L10				
	P1120355;B3;L11				
	P1120355;B3;L12				
	P1120355;B3;L13				
	P1120355;B3;L14				
	P1120355;B3;L15				
	P1120355;B3;L16				
	P1120355;B3;L17				
	P1120355;B3;L18				
	P1120355;B3;L19				
	P1120355;B3;L20				
	P1120355;B3;L21				
	P1120355;B3;L22				
	P1120355;B3;L23				
ASSESSMENT:	\$ 2,986,340	\$ 2,647,450	\$ 1,985,300	\$ 7,619,090	100.0%
<i>Residential</i>		\$ 2,640,090	\$ 1,980,290	\$ 4,620,380	60.6%
<i>Farmland</i>		\$ 7,360	\$ 5,010	\$ 12,370	0.2%
<i>Non-Residential</i>	\$ 2,986,340			\$ 2,986,340	39.2%
PROPERTY TAXES:	\$ 99,356	\$ 22,575	\$ 16,917	\$ 138,848	100.0%
<i>Residential</i>		\$ 22,345	\$ 16,761	\$ 39,106	28.2%
<i>Farmland</i>		230	157	387	0.3%
<i>Non-Residential</i>	\$ 99,356			\$ 99,356	71.6%

SCHEDULE E
PROJECT LISTING

WESTLOCK REGIONAL AIRPORT - PROJECT LISTING AS AT NOVEMBER 2021				
PROJECTS LISTING (Required or Potentially Required)		Year	ESTIMATED COST	
• Marketing Strategy	Includes new website	2022		
• Lot Development - for Resale or lease; Caveat Registrations (building timelines/right to refusal); lease lot decision; revenue to airport financials; grass taxiway	Subdivision Survey & Land Titles Registration	2022		
• Tree Removal Southeast corner near threshold of Runway 28 & on approach to Runway 10.	Needed for LPV Instrument Approach System (280ft instead of 500ft)	2022		Maximum \$10000
• JET A Fuel tank		2022		
• Instrument approach system	One time & annual cost; other costs ie. rge rd signs	2022		\$5000 Yr1; \$1000/Yrx4
• Resurfacing of Runway (CAP Grant Application submitted)	Grand Opening in 1976; no interim resurfacing	2022		Grant pending
• Remove Displaced Thresholds; update publications	Align with runway resurfacing; Board to undertake in accordance with aviation requirements	2022		Grant pending
• Replace Solar Lighting (CAP Grant Application submitted)	Existing system is obsolete	2022		Grant pending
• Upgrade Cardlock System	Support ending June 2020; Strip/Chip technology	REVISIT		Check strip expiry (in favor of chip)
• Website Development	By Airport User (no cost)	2022		Internal
• Resolution of Westlock Flying Club/Westlock County Agreement	Flying Club Hangar/County Equipment Storage Bay	2022		
• Refurbish Airport Signs & add Terminal Building signage		TBD		
• Windsock Relocation		TBD		Adhoc with grant for solar
• Develop East Section of Taxiway Delta/Charlie	Required for lot sales	TBD		
• Relocate Electrical/Gas Services for Terminal Building; Eliminate Meters; Cleanup Services from former Airport Manager residence		TBD		
• Replace/Repair Exterior Doors at Terminal Building		TBD		
COMPLETED				
CAPITAL-Runway frost heave & taxiway reconstruction		2016		
• Asphalt Crack Sealing - 70%		2018		
• Asphalt Crack Sealing - 30%	Also, inspected 2018 areas & resealed as required	2019		
• Taxiway/Grounds Signage	Taxiway naming; Aircraft Parking Fee Policy	2019		
• Resolution of Adhoc Agreement	Strilchuk Parcel	2019		
• Fuel Policy	Mark-up Rate; Non Private Fuel Storage	2019		
• Airport Tie-Down Policy	Includes Revenue Stream (REQUIRES IMPLEMENTATION BY COUNTY)	2019		
• Installation of tie-down cables (by volunteers except concrete)	Required for Revenue	2019		
• Asphalt Line Painting; additional crack sealing		2020		
OTHER				
Draft Area Structure Plan (ISP)/ Municipal Development Plan (MDP)	Future Development Plan (including Drop Zone provision)	2020		
Asset/Equipment Replacement Plan		2020		
Review location of large rock		TBD		
Amend Tie-down Policy/Agreement	Consider Tool Crib, GrassCutting, SnowPlowing	TBD		
Airport Usage Assessment	STATs-Emergency Services; Forestry; Military; Industry; Recreational; Commercial	TBD		
Road Naming	To include entire Airport Development Area	TBD		



Westlock Airport

Capital Reserve Plan

Westlock Airport Advisory Board
October, 2020

Introduction

The intent of the Westlock Airport Capital Reserve Plan is for the airport to be ready to pay for major capital replacements as key infrastructure reaches its end of useful (and safe) life.

The Capital Reserve Plan (CRP) will take a long-term view of the physical and financial needs of airport property.

The Westlock Airport is currently at the disadvantage of not currently having a CRP in place. There are significant capital costs looming (eg. Runway paving) that have not been planned for. There are aging assets (eg. Terminal building) that will require future maintenance (eg. Furniture, painting, heating, water, sewage, contents) that has not yet been considered. There are funds that have been placed in reserve for airport use, but without full understanding of the future needs.

The intent is to incorporate and update the CRP as part of the annual operating plan, prepared by the Advisory Board, and submitted to the County and Town of Westlock. The CRP will make recommendations to set aside funds each year so that there will be sufficient funds available to pay for large repairs or replacements when they come due.

This plan is a work-in-progress, more of a “plan for a plan”, as the current list and condition of assets will require to be properly assessed as the basis for predicting when we will need replacements. We will also have to more accurately estimate current replacement costs, and make assumptions about funding sources (eg. planned via CRP or extraordinary funding), future inflation, and investment rates.

The first part of the plan will be the replacement schedule, which lists the assets that are part of the replacement schedule, followed by a cash flow forecast showing the funds flowing into and out of the reserve fund for every year covered by the plan.

The goal of this plan is to show us, on an annualized basis, how much money should be included in our operating plan to be contributed to the CRP, as well as how much money will be contributed to our operating budget from the capital reserve fund to undertake capital replacement.

Evolution of the Capital Reserve Plan

2020:

Recognize and approve the use of a Capital Reserve Plan. Identify the inventory of capital assets to be included in our CRP, and the likely source of funds (CRP or otherwise). Make some preliminary assumptions on asset replacement costs and useful life.

2021:

- Assess useful life of assets. We will initiate a survey of our assets to determine current condition and better estimate the remaining useful life.
- Identify preventative maintenance that could prolong the useful life of assets.
- Determine the priority list for replacements.
- Estimate replacement costs. We will talk to contractors and suppliers to determine the likely current cost of replacing capital assets.
- Update the CRP with latest estimates.
- Determine the Capital Reserve Fund contribution going forward in the 2022 operating budget.

Every Year

- Review the condition of capital assets, and if the planned replacement schedule is still appropriate.
- Each year, the assumptions (inflation, investment rates, changing asset condition) used in the CRP should be revisited to determine if the annual contribution level will continue to meet our needs.
- Update the cash flow forecast with the planned contribution and any budget expenditures to be made from the reserve fund.
- Determine if any operating surplus will be added to the reserve fund; thereby reducing the annual contribution requisition.
- Determine the effect of funding programs (County, Provincial, Federal) on our CRP. Funding programs made available from time-to-time by Provincial or Federal Governments may make it advantageous to undertake capital replacements ahead of schedule, and may give us the ability to reduce our contributions to the reserve fund.
- The output from the updated CRP will be used as input to the annual operating budget.

Every 3 Years

- Survey the condition of our assets, that the estimates of remaining useful life continue to be accurate.
- Re-estimate the cost of replacing capital assets to see if the CRP remains accurate in its predictions; that our contribution levels are not too low or too high to meet our future needs.

Capital Reserve Plan Spreadsheet

The attached spreadsheet, when completed with the list of assets, remaining lifespan, and estimated replacement costs, will assist in determining an appropriate annual contribution to the reserve fund. It will calculate an annualized cash flow based on the planned inputs and expenditures to and from the reserve fund.

SCHEDULE F – ASSETS/AGREEMENT/CONTRACTS/ARRANGEMENTS - DRAFT CONTINUED

November 2021

	REPLACEMENT/ IMPROVEMENT COST	REPLACEMENT/ IMPROVEMENT YEAR
ASSET INVENTORY LIST		
Terminal Building		
• Building (XXXX Sq.Ft.)		
• Water & Sewer System		
• Landscaping		
Navigation		
• Windsack		
• Solar Lighting: runway & main taxiway (60 Units)		
• Beacon		
• Signage: Westlock Regional Airport (entrance); Elevation; Westlock Regional Airport (Apron)		
Fuelling Station		
• 100LL AVGas Cardlock Dispenser & Tank		
Mobile Equipment		
• 1998 Valtra Valmet 6800 Tractor with mower attachment		
• 1991 John Deer Rotary Mower		
• 3Pt. Hitch Blade (purchased Dec/15)		
• Snowblower (purchased Dec/15)		
• Hydraulic Rotary Broom (purchased Dec/15)		
Infrastructure		
• Runway 3000 Ft		
• Taxiways (Existing Alpha, Bravo, Delta)		
• Apron		
• Fueling Pad		
• Landscaping		
Other		
• Equipment Storage - Westlock Flying Club Hangar		
• Undeveloped Lands		
AGREEMENTS/CONTRACTS/ARRANGEMENTS (Includes Items Pending Formalization):		EXPIRY:
• Airport Operation Agreement (Westlock Town & Westlock County)		December 31, 2024
• Fuel Cardlock - 100LL		XXX
• Airport Manager/Maintenance Contract		XXX
• Farmland Rental		XXX
• Westlock Flying Club (Arrangement for use of equipment storage area; Land arrangement)		TBD
• Subdivision of L. Strilchuk parcel		Resolved 2019
• Edmonton Skydive Drop Zone-Incorporate in Area Structure Plan? Easement?		TBD

SCHEDULE G
PROPERTY DEVELOPMENT & LAND FOR RESALE

AIRPORT NON-RESIDENTIAL LOT PRICES: \$2.75/SF Phase II, \$1.75/SF Phase III				
	Sq.Ft.	PRICE		with Paved Taxiway
1120355;2;4	15,000	\$	41,250	\$ 41,250
1120355;2;7	15,000	\$	41,250	\$ 41,250
1120355;3;15	15,832	\$	27,706	\$ 43,538
1120355;3;17	15,010	\$	26,267	\$ 41,277
1120355;3;21	15,010	\$	26,267	\$ 41,277
1120355;3;22	15,010	\$	26,267	\$ 41,277
1120355;3;23	15,010	\$	26,267	\$ 41,277
		\$	215,274	\$ 291,145

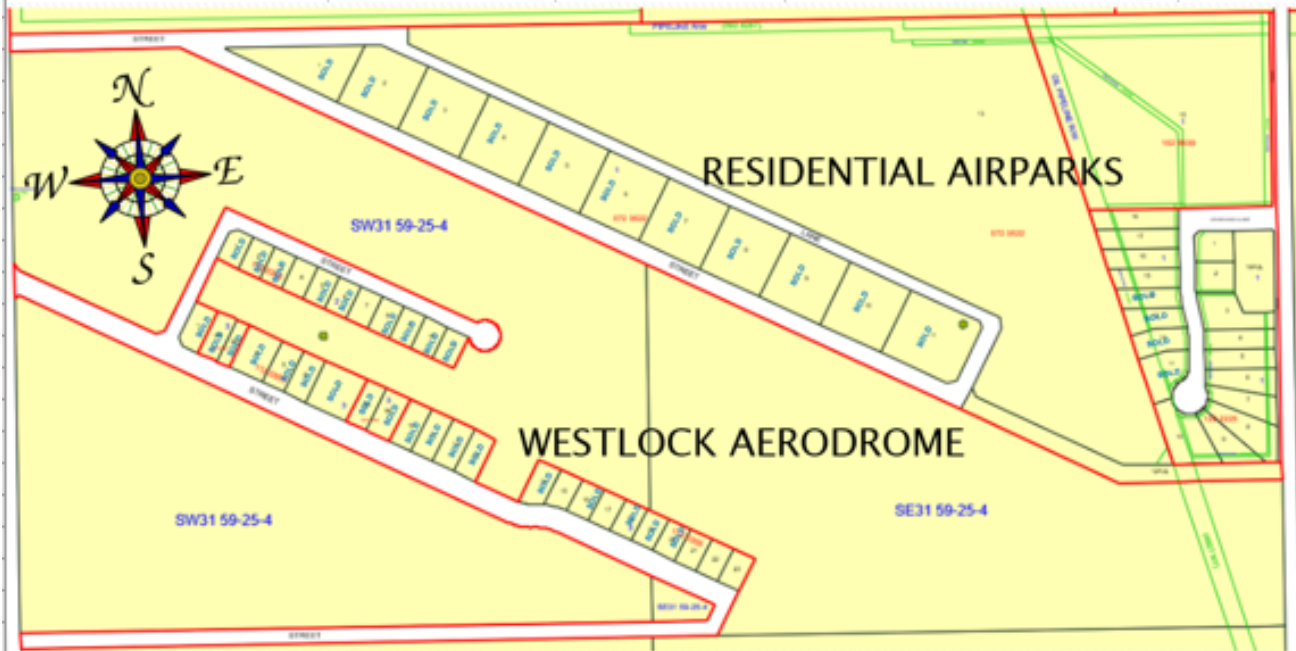
~Prices set Westlock County RES121-2018, March 13, 2018

SW31-59-25-4

PLAN	Date Registered	Type	Description
1220394	2012-01-31	Descriptive Plan	L8A&9A
1220393	2012-01-31	Descriptive Plan	L2A&3A
1120355	2010-01-12	Subdivision Plan	Airport B2&B3;L1-11&L1-23
0928287	2009-08-28	Right of Way	Waterline
0723522	2007-05-01	Subdivision Plan	West Air Estates B1;L1-13
9421982	1994-06-20	Right of Way	Telecommunications (AGT)

SE31-59-25-4

PLAN	Date Registered	Type	Description
1222226	2012-06-04	Right of Way	All within Crosswind Landing
1222225	2012-06-04	Subdivision Plan	Crosswind Landing B1;L1-18
1220020	2012-01-04	Right of Way	Utility (Crosswind Landing)
1026639	2010-12-22	Descriptive Plan	B1;L15
1120355	2010-01-12	Subdivision Plan	Airport B2&B3;L1-11&L1-23
0928287	2009-08-28	Right of Way	Waterline
0840636	2008-12-22	Subdivision Plan	B1;L14
0723522	2007-05-01	Subdivision Plan	West Air Estates B1;L1-13
4607NY	1967-01-31	Right of Way	Pipeline



SCHEDULE H
HISTORICAL OPERATING & CAPITAL PLANS
2021 AIRPORT OPERATING & CAPITAL PLAN
Executive Summary
WESTLOCK REGIONAL AIRPORT ADVISORY BOARD
October 2020

Please refer to the 2021 Airport Operating & Capital Plan document for a comprehensive review:

- Includes recommendations for consideration by Westlock Town & County Councils:
 - 2020-01 Approve 2021 Operating Budget - \$124,543
 - 2020-02 Approve 2021 Capital Budget - \$207,500

- Airport Development Area Taxable Assessment Growth (11 Year): \$7.53M

- Municipal Contributions:

2020		
WESTLOCK COUNTY		
	Annual Contribution - Operational Funding	\$ 55,898
	Airport Capital Project	\$ -
	Revenue from Taxation (2020)	\$ 136,843
	Administration Fees Recovery	\$ 15,600
	<i>Cash Summary - Inflow</i>	<i>\$ (96,545)</i>
WESTLOCK TOWN		
	Annual Contribution - Operational Funding	\$ 55,898
	Airport Capital Project	\$ -
	<i>Cash Summary - Outflow</i>	<i>\$ 55,898</i>

- Effective in the 2018 year, the operating budget included a change to the historical funding policy for airport operations. The change effectively reduced annual funding by 20.5% which subsequently removed the annual operating surplus contribution to Airport Reserve. There is now substantial risk that any future development and capital asset replacement will require funding through municipal sources. The 2021 Budget includes provision to survey additional lots for resale, and resurface the runway, main taxiway, and apron. The 2021 Operational plan project list identifies requirement to develop the final east portion of Taxiway to facilitate Commercial development. The taxiway development is necessary to provide accessibility to lots for resale, and will also improve safety by eliminating the backtracking of traffic on the runway.
- 2021 Maintenance/Other Projects:
 - Lot Development for Resale/Lease
 - Website development (donated)
 - Develop Airport Marketing Strategy
 - Finalize Airport Area Structure Plan (ISP)
- 2021 Capital Projects:
 - Resurfacing runway, main taxiway, and apron
 - Fuel terminal upgrade (pending system availability)
- Capital Projects
 - See Page 5 of 2021 Airport Operating & Capital Plan, notification of municipal funding requirement for Runway Resurfacing Project
- Commercial/Industrial Land for Resale:
 - 2 Lots on paved taxiway
 - 5 Lots on undeveloped taxiway (To be re-priced following taxiway development)

SCHEDULE H
HISTORICAL OPERATING & CAPITAL PLANS
2020 AIRPORT OPERATING & CAPITAL PLAN
Executive Summary
WESTLOCK REGIONAL AIRPORT ADVISORY BOARD
October 2019

Please refer to the 2020 Airport Operating & Capital Plan document for a comprehensive review:

- Includes recommendations for consideration by Westlock Town & County Councils:
 - 2019-01 Approve 2020 Operating Budget - \$121,309
 - 2019-03 Approve 2020 Capital Budget - \$280,000

- Airport Development Area Taxable Assessment Growth (10 Year): \$7.21M

- Municipal Contributions:

2020		
WESTLOCK COUNTY		
	Annual Contribution - Operational Funding	\$ 55,119
	Airport Capital Project	\$ -
	Revenue from Taxation (2019)	\$ 126,425
	Administration Fees Recovery	\$ 15,606
	Cash Summary - Inflow	\$ (86,912)
WESTLOCK TOWN		
	Annual Contribution - Operational Funding	\$ 55,119
	Airport Capital Project	\$ -
	Cash Summary - Outflow	\$ 55,119

- Effective in the 2018 year, the operating budget included a change to the historical funding policy for airport operations. The change effectively reduced annual funding by 20.5% which subsequently removed the annual operating surplus contribution to Airport Reserve. There is now substantial risk that any future development and capital asset replacement will require funding through municipal sources. The 2020 Budget includes estimated cost of developing the final east portion of Taxiway, and development of additional lots for resale from airport reserve. The taxiway development is necessary to provide accessibility to lots for resale, and will also improve safety by eliminating the backtracking of traffic on the runway.
- 2020 Maintenance/Other Projects:
 - Line painting
 - Website development (donated)
 - Develop Airport Marketing Strategy
 - Develop Airport Area Structure Plan (ISP)
- 2020 Capital Projects:
 - Completion of East Taxiways Delta & Charlie
 - Survey and Register Land for Resale
 - Upgrade Fuel Terminal
- 2023 or 2024 – Capital Projects
 - See Page 5 of 2020 Airport Operating & Capital Plan, notification of future municipal funding requirement for Runway Resurfacing Project
- Commercial/Industrial Land for Resale:
 - 2 Lots on paved taxiway
 - 5 Lots on undeveloped taxiway (To be re-priced following taxiway development)

SCHEDULE H
HISTORICAL OPERATING & CAPITAL PLANS

2019 AIRPORT OPERATING & CAPITAL PLAN
Executive Summary
WESTLOCK REGIONAL AIRPORT ADVISORY BOARD
October 2018

Please refer to the 2019 Airport Operating & Capital Plan document for a comprehensive review:

- Includes recommendations for consideration by Westlock Town & County Councils:
 - 2018-01 Adopt Operating Principles
 - 2018-02 Approve 2019 Operating Budget - \$113,110
 - 2018-03 Approve 2019 Capital Budget - \$0
 - 2018-04 Development of Land for Resale (Readiness Planning)
 - 2018-05 Develop Asset Replacement Plan
 - 2018-06 Develop Airport Area Structure Plan
 - 2018-07 Formalize outstanding agreements/arrangements

- Airport Development Area Taxable Assessment Growth (10 Year): \$7.34M

- Municipal Contributions:

WESTLOCK COUNTY	Annual Contribution - Operational Funding	\$ 51,000
	Revenue from Taxation (2018)	\$ 120,692
	Administration Fees Recovery	\$ 15,300
	<i>Cash Summary - Inflow</i>	<u>\$ 84,992</u>
WESTLOCK TOWN	Annual Contribution - Operational Funding	\$ 51,000
	<i>Cash Summary - Outflow</i>	<u>\$ 51,000</u>

- Effective in the 2018 year, the operating budget included a change to the historical funding policy for airport operations. The change effectively reduced annual funding by 20.5% which subsequently removed the annual operating surplus contribution to Airport Reserve. There is now substantial risk that any future development and capital asset replacement will require funding through municipal sources.
- 2019 Maintenance Projects:
 - Completion of asphalt crack sealing on runway
 - Line painting (quotation pending)
 - Signage (taxiway & tie-down user fee policy)
 - Website development
- 2019 Capital Projects - \$0
- Commercial/Industrial Land for Resale:
 - 3 Lots on paved taxiway
 - 5 Lots on undeveloped taxiway



WESTLOCK REGIONAL MUNICIPAL AIRPORT

AIRPORT USERS Gallery-Westlock


Westlock Airport

IATA: none – ICAO: none – TC LID: CES4

Summary

Airport type Public
Operator Westlock County
Location Westlock County, between Westlock and Clyde, Alberta
Time zone MST (UTC-07:00)
 • Summer MDT (UTC-06:00) (DST)

Elevation AMSL 2,214 ft / 675 m

Coordinates  54°08'32"N 113°44'27"W

Map



Location in Alberta

Runways

Direction	Length		Surface
	ft	m	
10/28	3,000	914	Asphalt

Source: Canada Flight Supplement^[1]



AIRPORT USERS Gallery-Westlock



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AIRPORT USERS Gallery-Westlock



AIRPORT USERS Gallery-Westlock



AIRPORT USERS

Gallery–Westlock

From Brandon, Manitoba



From Rankin Inlet, Nunavut



From High Level, Alberta



From Fairview, Alberta



From Blackfoot, Alberta



From Yellowknife, Northwest Territories



AIRPORT Condition Gallery-Westlock

