Final Report
July 2019

# STRATEGIC DEVELOPMENT PLAN FOR THE HURONIA MUNICIPAL AIRPORT

PRESENTED TO:
THE CORPORATION OF THE TOWN OF MIDLAND, THE TOWN OF PENETANGUISHENE & THE TOWNSHIP OF TINY

The Loomex Group
925-550 Airport Road
Peterborough, ON K9J 0E7
loomex.ca
705-775-5022

# Executive Summary

**Purpose and Method**

The Loomex Group has been contracted by the Corporation of the Town of Midland, the Town of Penetanguishene and the Township of Tiny to prepare a comprehensive business review that includes the following;

- Collections and review of relevant background information including stakeholder consultations and public survey
- Regional economic review and economic impact assessment of the Huronia Airport
- Infrastructure and commercial inventory review
- Overview of current and potential governance options
- Foreign investment review
- Opportunity costs, value add proposition and strategic positioning for Huronia Airport
- Passenger activity forecasts and overall growth outlook and projections
- Recommendations and costs estimate for the future development of the airport

For the purpose of drawing comparisons, seven airports have been identified in the table below, based on size (economic output) and functional use as well as general proximity to the Huronia Airport.

| Airport | Airport Identifier | Location | Owner |
|---|---|---|---|
| Huronia Airport | CYEE | Township of Tiny | Township of Tiny, Town of Penetanguishene, Town of Midland |
| Kawartha Lakes Municipal Airport | CNF4 | City of Kawartha Lakes | City of Kawartha Lakes |
| Collingwood Regional Airport | CNY3 | Township of Clearview | Private |
| Edenvale Aerodrome | CNV8 | Township of Clearview | Private |
| Lake Simcoe Regional Airport | CYLS | Township of Oro-Medonte | Simcoe County, City of Barrie, Township of Oro-Medonte |
| Pembroke and Area Airport | CYTA | The Town of Petawawa | City of Pembroke<br>Town of Petawawa<br>Town of Deep River<br>Town of Laurentian Hills<br>Township of Laurentian Valley<br>Township of Whitewater Region |
| Stanhope Airport | CND4 | Township of Algonquin Highlands | Township of Algonquin Highlands |
| Stratford Municipal Airport | CYSA | Township of Perth East | City of Stratford |

## Findings and Conclusions

The Towns of Midland and Penetanguishene and the Township of Tiny contracted the Loomex Group, an aviation management and consultant firm, to conduct a business review of the Huronia Airport (CYEE). The purpose of this study is to identify the socio-economic impact of the airport, assess the existing infrastructure and facilities and provide recommendations for viable growth and development opportunities to improve the airport impact as an economic driver for the North Simcoe region.

Stakeholder consultations were conducted as part of the preparation of the economic impact and infrastructure review. The consultations included face-to-face and telephone meetings with elected officials and economic development representatives for the various communities in the County. General Aviation users and businesses in the community were also consulted through an online and in-mail survey as well as group and individual consultations sessions. The consensus from the stakeholder meetings revealed a renewed desire to fully utilize and leverage the Huronia Airport's potential as an alternate transportation mode and a vital component for regional economic development.

The airport currently handles approximately 6,000 aircraft movements per year. The airport supports a range of activities from General Aviation, local event space and medevac services.

The economic impact of the Huronia Airport to the North Simcoe region is estimated to be 3.1 million per year with 28 full time equivalents (FTEs). The airport runs various annual events, including having 25 aircraft for the winter fly-in, as well as 100 aircraft during the spring/summer events. Event attendees arrive by aircraft and they draw large groups of "walk-ins" from the local communities totalling an estimated 1,000 to 1,500 participants during each of the spring/summer events. Whether by air or car, the attendees arriving from outside of the community directly contribute to the economy by shopping, visiting local restaurants, use of hotel accommodation and visiting other local attractions.

This report evaluates the airport facilities against industry norms and provides recommendations on opportunities for development that contribute to economic stability of both the airport and North Simcoe Region.

## Huronia Airport Revenues & Expenses

The airport attracts approximately $355,000 per annum in revenues, with one-third derived from municipal levies ($115,337) and the remaining income flows from aircraft fuel sales ($100,000) and various hangar and property leases ($118,758). Revenues typically offset operating costs. Expansion of leasable assets and card-lock fuel systems will provide opportunity for these revenue flows to expand with future airport development. A proposed capital project of $450,000 is imminent and included in economic impact projections.

Airport operations expenses are $348,764 annually with staff salaries ($124,308) and fuel purchases ($80,000) accounting for 59% of total operating costs. There are 2 full-time and

2 part-time employees on staff at the airport. Maintenance costs make up the next highest annual expenditure totalling $45,250.

**Key Recommendations**

The Huronia Airport Commission has positioned the airport predominantly to serve the General Aviation sector. This sector is most likely to produce the greatest level of short-term economic benefit to the airport and to the region. It is recommended that the Huronia Airport Commission position the airport to become a full service and maintenance airport for General Aviation aircraft. The airport should also focus on development opportunities including business opportunities on and off the airfield through the development of vacant land.

The Airport Management and Commission should strengthen their relationship with regional tourism agencies, local economic development and align initiatives to position the airport with the entire region; this alignment will help to attract both aviation and non-aviation related opportunities.

| Aviation Related Opportunities | | Non-Aviation Related Opportunities | |
|---|---|---|---|
| **High Prospect** | **Medium to Low Prospect** | **High Prospect** | **Medium to Low Prospect** |
| Private Hangar Development | Fixed Based Operator | Special Event Space | Government Agencies |
| Public Owned T-Hangar | | Self-Storage and Outdoor Storage | Builders and Construction Contractors |
| Inbound Charter Flights | | Professional Service Offices | Restaurant |
| Fly-In Packages for General Aviation Pilots | | Recreational Facility | |
| Flight Training School | | Warehousing and Logistics Centre | |
| Attraction Aviation/ Aerospace Businesses | | Professional Business Offices | |

Developing a well-defined Mission and Vision would provide direction to the management and governance team, as the team works to manage future growth.

The communication channels between the administrative staff at the Towns of Midland and Penetanguishene and the Township of Tiny have been disconnected from the activities at the Huronia Airport. It is recommended that a change to overall governance structure take place to include director level (or above) municipal staff that have intimate knowledge of the planning and budgeting requirements of their communities, join the Commission in place of council representatives. To avoid the potential disconnect

between the Commission and the Municipal Councils, an increase in the number of airport updates has been recommended so that the Councilors can be informed about the regional asset.

The airport infrastructure was reviewed in detail and recommendations have been put forward for short, medium and long-term upgrades, based on expected usefulness of each asset. Initially, the need for a card-lock fuel system was identified, as fuel upgrades were budgeted for 2019. The team also reviewed infrastructure upgrades that would improve the safety and connectivity of the airport.

All short-term recommendations would have immediate improvement for the users of the airport. Medium and long-term recommendations have been made to improve the infrastructure components that may have a larger cost and will need to be upgraded as the use of the airport increases over time.

| Timeline | Goals/Tasks |
|---|---|
| **Short-Term**<br>**2019-2024** | • Improve internet provision<br>• Fuel tank upgrade<br>• General maintenance of runway and taxiway surfaces<br>• Identify major risks<br>• Operational preparedness |
| **Medium-Term**<br>**2025-2030** | • Extend current taxiway<br>• Construct revenue generating hangars<br>• Airfield lighting and signage<br>• Tree removal<br>• Access road connection |
| **Long-Term**<br>**2031-2040** | • Runway extension and resurfacing<br>• Removing slope hazard<br>• Regrade the sloping property<br>• Airfield Maintenance Building |

# TABLE OF CONTENTS

# LIST OF FIGURES



# LIST OF TABLES

# 1. Airport Background

The Huronia Airport was established in 1967 as a not-for-profit entity. The purpose was to provide aviation-related services to local and regional business, general private aviation, support for search and rescue/military services and support for air ambulance services.

The runway is 3996’ long x 75' wide. The airport also plays an integral role in the area's disaster plan, as it has a generator, a potable water system and a 3,500 square foot terminal building which can be used for emergency shelter or as a command centre.

The Huronia Airport was incorporated in 2000 by three municipal owners, the Towns of Midland, Penetanguishene and Tiny Township, to provide control and management. Since then, the airport has enjoyed continued growth funded by the municipalities, including 1,000 feet of runway resurfacing, construction of hangar spaces, and has an average of 5,000 to 6,000 aircraft movements per year. These aircraft movements include landing and taking offs.

The airport runs various annual events, including having 25 aircraft for the winter fly-in, as well as 100 aircraft during the spring/summer events. Event attendees arrive by aircraft and they draw large groups of “walk-ins” from the local communities totalling an estimated 1,000 to 1,500 participants during each of the spring/summer events. Whether by air or car, the attendees arriving from outside of the community directly contribute to the economy by shopping, visiting local restaurants, use of hotel accommodation and visiting other local attractions.

Services include:

- Aircraft arrival and departure runway, 3996 feet
- Aircraft storage facilities
- Aircraft maintenance facilities
- Refueling of commercial/private jet and piston aircraft
- Medical emergency: air ambulance, media, and emergency/disaster relief
- Access to local aircraft manufacturers
- Access for local businesses

The airport is imperative to medical emergency services for the community with provision of air ambulance, medivac, and emergency/disaster relief services. Currently, the airport is in the process of regaining a precision approach with its federal aviation partner Nav Canada. This 2-year project is scheduled to be implemented in the summer of 2019, aiming to improve commercial aircraft landing capabilities and allowing the airport to operate in poor weather conditions.

Air ambulance services to the Georgian Bay General Hospital (GBGH) will be improved, as the hospital will be able to utilize Huronia Airport as an alternate place to land during periods of inclement weather, rather than diverting to Barrie or Collingwood.

Thirty-five percent of the airport's annual movements are recreational, bringing tourists from outside the area, averaging three persons per arrival. This represents approximately 6,000 visitors arriving annually by air. Annual events attract up to 3,000 attendees, with many travelling from outside the area.

The Municipal Property Assessment Corporation (MPAC) last assessed the Airport lands in 2016 for a total value of $1,882,000. In the coming year, MPAC will be re-assessing the property for value. In the interim the Towns and Township may opt to source a formal valuation from a qualified AACI who would conduct research on the property and follow a process per the guidelines of the Appraisal Institute of Canada.

## 1.1. Stakeholder Consultations

Between May 21st and May 30th, 2019, the Loomex Group Consultant Team sent meeting invitations and consultations were held with 23 participants, including:

- Local government representatives from the Councils of the municipalities that hold ownership of the Huronia Airport (Town of Midland, Town of Penetanguishene, and the Township of Tiny)
- Economic Development Corporation of North Simcoe
- County of Simcoe Economic Development
- Tourism Simcoe County
- Heart of Georgian Bay
- Local aviation community members
- Local business leaders

The Consultant Team conducted these meetings to provide an update on the review project and listen to feedback. Furthermore, the Consultant Team asked probing questions to learn more about the perceptions and realities of the Huronia Airport, including the current use of the airport by the community members and how the airport is leveraged by economic development and tourism agencies.

### 1.1.1. Elected Officials, Economic Development & Tourism Agencies

The Loomex Group hosted two separate elected official consultation groups with multiple representatives from each of the municipalities that have ownership of the Huronia Airport. In addition to consultations with elected officials, the consultant group met with local and regional economic development and tourism representatives. **Appendix B** displays a list of stakeholders contacted during the planning process for this report.

**Common questions from the elected official sessions included:**

- Should this airport exist?
- Does North Simcoe need an airport?
- Is this a complementary asset that serves the community? Or, does the community serve the airport needs?
- Who uses the airport?
- Is there opportunity for a commuter service to Toronto?

**Highlighted areas of concern were identified:**

- Internet access is not adequate for businesses to operate
- General awareness and communication;
  - Gaps in communication back to Councils
  - Gap in communicating events to the public
- Highly competitive area with private airports in proximity;
- Perception of the airport expenses and return on value to the community is negative;
- Airport could do more to support the business community

**Consensus was achieved on opportunities for the airport:**

- Utilizing social media for communicating to the public;
  - Facebook and twitter were cited specifically;
- It would be beneficial if there was more consistent information flow to the three municipal councils about the needs and operations of the airport;
- Council to be presented the business case for construction of additional hangars;
- Unique ties to francophone, German and Indigenous tourism attractions;
  - Desire from Quebec based tourist to visit the North Simcoe Region;
- Opportunity for charter flights to connect passengers with the international cruise ships at the Port of Midland;
  - Connecting ship passengers with sight seeing flights;
- Expected to build two (2) new hotels in the region, increasing the capacity for more visitors;
- Opportunity to improve data collection at the airport to capture the location that visitors (transient flight traffic) are arriving from;
- Closer coordination with Economic Development and tourism initiatives;
- Discussion about alternative land use such as;
  - Driving range;
  - Storage facility;
  - Concert and event space.

### 1.1.2. Airport Tenants

- Huronia Airport is a conveniently located place to fly – uncontrolled airport, less traffic, friendly staff;
- The current airport infrastructure, including runway, taxiways and lighting systems should be upgraded;
- There is an opportunity to capitalize on the rivers/lakes around the region to attract sightseeing tours;
- Fuel prices are low, which is attractive for transient traffic to fly-in;
- In addition to low fuel, a restaurant facility in the air terminal building should be considered;
- Less regulation to build private hangars, cost to get engineered drawing for hangar is too high;
    - Could have pre-approved drawings that potential tenants could use to build from;
- The airport should capitalize on the success of Simcoe County and consider attracting aerospace industry to the airport;
- Cost is a driving factor (e.g., lease rates, landing fees, fuel charges etc.) for pilots in selecting a base or flying into an airport;
- Card-lock fuel system can be a benefit for pilots that are planning their route or requiring fuel outside of manned hours;
- 5000 ft runway would help to bring in larger jets;
    - Support the onsite mechanics shop and the fuel sales revenue;
- No issues with airport operation and snow removal equipment in 2019, however, in past years the equipment caused issues with the operations and snow removal efforts of the staff.

### 1.1.3. Airport Stakeholder Survey

Airport stakeholder surveys were conducted from April 28, 2019 to May 26, 2019. The purpose of the surveys was to determine the perception of the socio-economic importance of the airport to businesses and communities in the region, assess business travel patterns and the desired facilities as well as services improvement needs. The survey showed a mix of respondents from all North Simcoe Region, 23% of which were aircraft owners or pilots and 77% general public respondents. The survey results are provided in **Addendum A – Airport Stakeholder Survey Results.**

**Responses from Aircraft Owners and Pilots**

The aviation related questions (3-16) were intended to help understand the perception of the local aviation community and pilots' behaviors at Huronia Airport. The responses helped to uncover the most common type (e.g., single, twin, jet) of aircraft, the purpose of flying and the average number of movements per pilot per year. In addition to the behaviors of the pilots, the responses helped to determine the most frequently visited locations by pilots that are consistent users of Huronia Airport. Additionally, the responses helped identify the reasons for visiting other competing and complementary locations.

The survey demonstrated a mix of respondents from all North Simcoe Region 23% were aircraft owners or pilots and 77% were general public. The survey results showed that 94% of aircraft using Huronia are single engine aircraft, 80% of which have a value between $20,000-$110,000 and 78% of the aircrafts are personally owned as opposed to rented or fractional ownership.

When asked about the facility needs at the airport the aircraft owners and pilots identified a restaurant and self-serve fuel as the top two answers at 31% and 25% respectively and 39% identifying restaurant as the most desirable draw to a regional airport. The vast majority (89%) of the aviation community responded that the Huronia Airport supports the local economy.

**Responses from the General Public**

The general public questions (17-26) were asked to identify the perception of the local community and to provide a platform for information exchange to understand how the airport fits into the community. A significant number of respondents (89%) were aware an airport in Tiny Township existed, however, 50% had never visited the airport grounds. The majority (74%) of non-aviation stakeholders indicated the importance for North Simcoe having access to a regional airport, and 60% (as seen in Figure 1) believe it supports the local economy. This demonstrated support at a local level from non-aviation stakeholders.

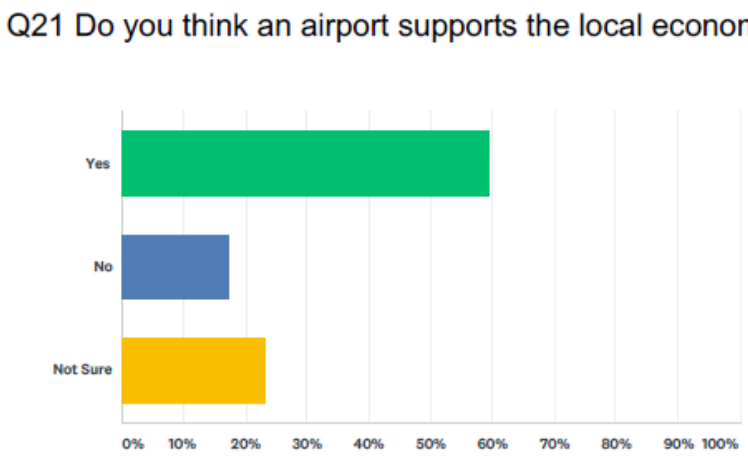



Figure 1. Survey results demonstrating 60% of respondents agree that the airport supports the local economy.

In contrast to the aviation responses, the survey results related to a demand for a good restaurant was not significant from the general public, as only 8% indicated this was desirable. Private passenger flights and tourism were most demanded from the general public as depicted in Figure 2.

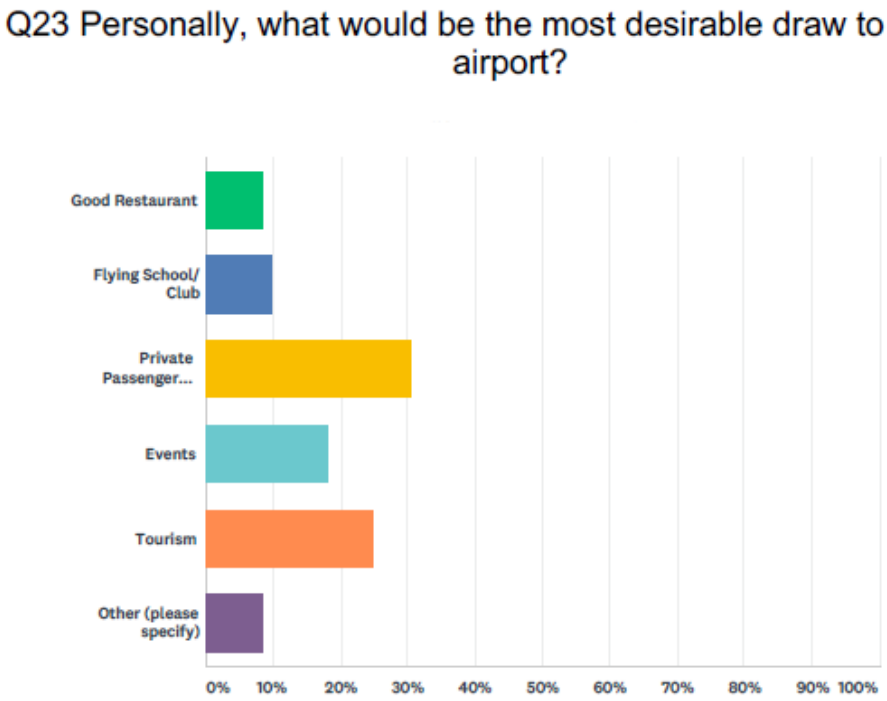



Figure 2. Survey results demonstrating what would be the most desirable draw to the regional airport.

## 1.2. SWOT Analysis

From the feedback received in the stakeholder consultations, discussions with municipal staff and in touring the airport facilities, the Loomex Group Consultant Team has developed a SWOT analysis to assist in identifying the priority areas for the Huronia Airport, to help identify what is working well in the current state, and to highlight areas for improvement.

A SWOT analysis is a strategic planning technique used to help Huronia Airport identify strengths, weaknesses, opportunities and threats related to business competition or project planning. It is intended to specify the objectives and identify the internal and external factors that are favourable and unfavourable to achieving those objectives.

***Strengths:*** characteristics of the business or project that give it an advantage over others.

***Weaknesses:*** characteristics of the business that place the business or project at a disadvantage relative to others.

***Opportunities****:* elements in the environment that the business or project could exploit to its advantage.

***Threats*****:** elements in the environment that could cause trouble for the business or project.

### Strengths

Strengths are internal items accomplished particularly well, or are a unique asset to the Huronia Airport, especially in comparison to competitive and comparable airports. Strengths need to be preserved, built on, and leveraged.

Table 1. Comparative examination of airport landing fees and fuel prices at neighbouring airports.

| Airport | Landing fees | Fuel Price 100LL (*May 2019) |
|---|---|---|
| Huronia Airport | $44.95 commercial only | $1.69/L |
| Kawartha Lakes Municipal Airport | No Landing fees | $1.90/L |
| Collingwood Regional Airport | $60 twin engine only | $1.90/L |
| Edenvale Aerodrome | Not Available | $1.98/L |
| Lake Simcoe Regional Airport | $5.5 per thousand kg | $1.88/L |
| Pembroke and Area Airport | $7 per a thousand kg | $1.65/L |
| Stanhope Airport | No Landing fees | $1.90/L |
| Stratford Municipal Airport | $100 Jets<br>$50 twin engine | $1.86/L |

Strengths that were identified at the Huronia Airport are as such:

- Low cost fuel/competitive land leases, competitive tie down costs and lower costs for airlines (lower landing fees). Table 1 highlights the landing fees and fuel price (100 LL as of May 2019) for comparable airports.
- The airport's proximity to cottage country and tourism events/destinations such as the Great Lakes Cruise Port and butter tart festival
- Terminal building is well maintained
- 3996 ft is an adequate size for bringing in small charters, commercial and larger General Aviation (GA) aircraft
- Strong GA base with many tenants, 27 private hangar and 40 tie-down spaces
- 300 acres of land, room to grow
- Utilities (natural gas and hydro)
- Low tax costs
- Simple/streamlined construction and development process
- Support from three municipalities to share the costs of operation and capital investment
- Courtesy vehicle

**Weaknesses**

Weaknesses that may place the Huronia Airport at a disadvantage relative to others are as such:

- Internet access is weak at the airport
- Underutilized runway, low aircraft movements
- No kitchen for restaurant, no draw for transient aircraft traffic
- Outdated machinery, equipment
- Outdated fuel system (2.5 hours to fill Hercules) versus 30 mins at a better facility
- Rely heavily on airport generated revenue, low operating budget, no capital budget in place.
- Lost instrument approach (*to be resolved in August 2019)
- Website is outdated (*resolved in June 2019)
- Runway sloping on south approach/end
- Identified communications gap between airport activities and community partners and general public
- Revenues not collected for access to runways (neighbours (Zen Air and other))
- Fuel Sales are limited to operating hours and staff availability
- Lacking a flight school

**Opportunities**

Opportunities are external items that could help the mission and vision for the Huronia Airport. Opportunities may be identified by studying changes or trends within the industry, the marketplace, or the community; opportunities need to be seized or capitalized on.

Opportunities for the Huronia Airport are identified as such:

- Communications
  - Social Media: currently utilized by all three partnered municipalities, social media could become a way to bridge the communication gap between the airport and general public.
  - Politically, more information flow to councils
  - Working with tourism agencies, chamber of commerce and local economic development professionals to enhance messaging and coordinate initiatives
- Low cost land leases, strong outlook for future development
- Additional hangar spaces
- Excess capacity in terminal basement for additional lease income (3500sq ft)
- Food Vendor
  - Operate by airport staff
  - Lease by restaurateur
- Attract visitors to the airport/ region through events
- Flight School
- Georgian College could be a potential partner for co-op positions in various roles to support the Airport's growth with the close proximity to the Airport
- Growth in regional tourism is beneficial for the Huronia Airport, as it will provide new aviation opportunities
  - Chartered aircraft
  - Site seeing tours
  - Event space rental

**Threats**

Threats are external items that could threaten the Huronia Airport's mission and vision. As with opportunities, threats are typically identified by studying changes or trends within the industry and the local marketplace. Threats need to be managed, or if possible, eliminated.

- Strict environmental rules and regulations to remove fuel tanks with potential major financial implications
- Approach certification currently not in place
- North Simcoe's growth is lagging Simcoe County as a whole
- Airport is in the snow belt and receives a lot of snowfall in the winter. See Figure 3 below for a comparable demonstrating snow fall amounts among other airports, in comparison to the Huronia Airport.

- Lacking capital reserve to build:
  - Aprons
  - Taxiway extension
  - Complete crack sealing
  - Replace/ repair aging equipment
  - Correct runway slope
  - Enhance runway lighting
- Competition in the region at neighboring airports
- Undefined policies and procedures for development, lease agreements, and building approvals process

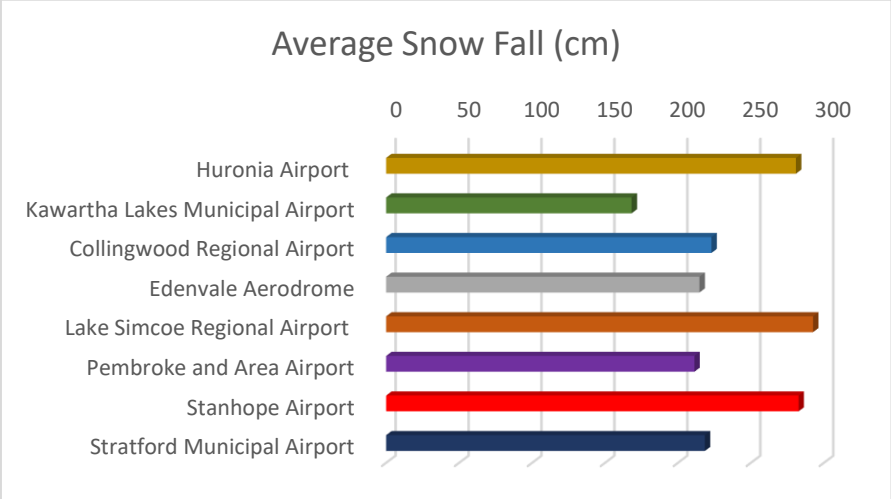



Figure 3. Average snowfall comparable. Adapted from Environment Canada (2019).

# 2. Infrastructure Development

## 2.1. Airport Assessment

The Loomex Group team undertook a visual inspection of the airport's infrastructure for the purpose of (1) assessing the condition; and (2) ensuring regulatory compliance (i.e., CARs, TP312). As well, the team observed airport operations for the purpose of (3) assessing the efficiency and appropriateness based on industry best practices; (4) identifying any airfield safety risks; and (5) ensuring regulatory compliance.

## 2.2. Airside Infrastructure

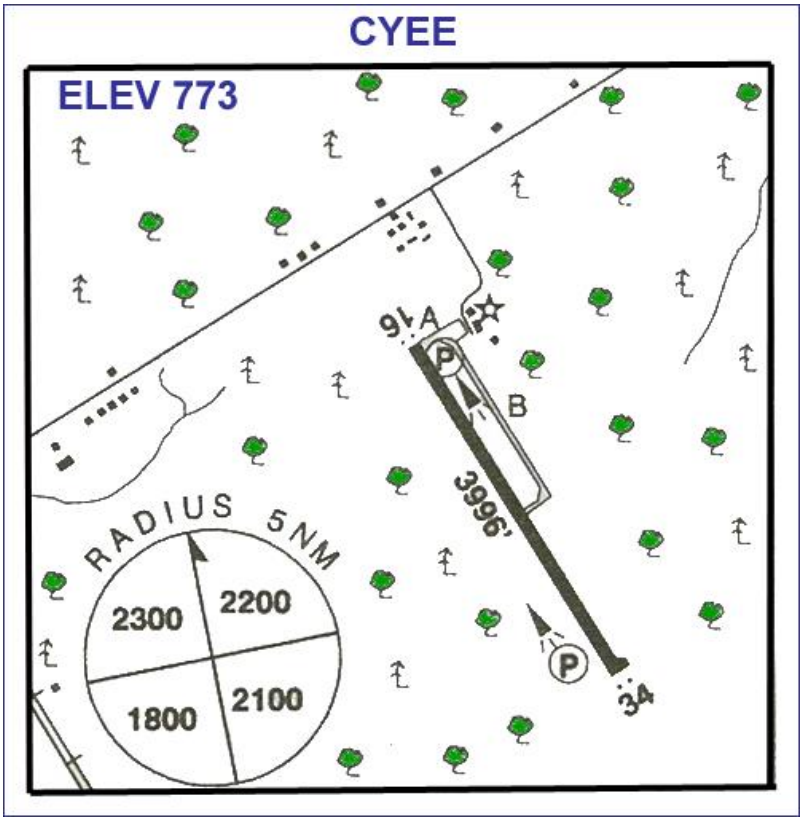



Figure 4. CYEE Airport layout as depicted in the Canada Air Pilot (published by Nav Canada).

## 2.3. Runway 16/34

Runway 16/34, the primary runway at Huronia Airport, has a published length of 1217.98 metre (3996') and width of 22.86 metres (75 ft). As per the Government of Canada (2015), the runway is considered to have an Aircraft Group Number (AGN) of (II), based on the critical design aircraft and temporary non-precision approaches (p.22). Based on information published in the Canada Air Pilot (CAP), Runway 16 take-off path includes a 182.9 metre (600 ft) by 150 metre (492 ft) clearway, while Runway 34 has a measured distance of 150 meters (492 ft) wide by 250 meters (820 ft).

The runway pavement was last tested in 2013 and is currently in fair condition. During the inspection of the runway, it was observed that the south end of the runway requires

rehabilitation. The south 1000 ft of runway was repaved in 2017. The north section of the runway is in fairly good condition with occasional cracking throughout the asphalt. There is no Pavement Classification Number (PCN) published for the runway.

It has been reported that the characteristics and bearing strength of the subsurface soils at the airport are competent. Typically, full runway pavement rehabilitations are required every 10 to 15 years. Given the subsurface conditions, and, provided that annual crack filling and periodic spot repairs are undertaken, the runway may not require a full rehabilitation for at least 7 years. However, it is recommended that the Commission undertake a full assessment of the Runway 16/34 pavement, including a determination of the current runway PCN value (so that it may be published for use by aircraft operators).

Additionally, the runways have a significant slope which can cause a safety hazard. Moreover, the runway has a gradual slope which can cause pilots to lose visibility of other aircraft on opposing ends of the runway. In turn, this can create a hazard if two aircraft are taking off, or on approach, or a combination of the two.

As stated by Gold (2015), a runway with an upslope can cause disorientation for pilots because it can be perceived as the aircraft being too high on approach. The pilot may judge the aircraft altitude as too high because the perceived terrain continues up sloping. The correction by the pilot, without knowing the conditions of the runway, can result in the aircraft landing short of the runway (p.336). Figure 5 illustrates the illusion that can be created with an upsloping or downsloping runway.

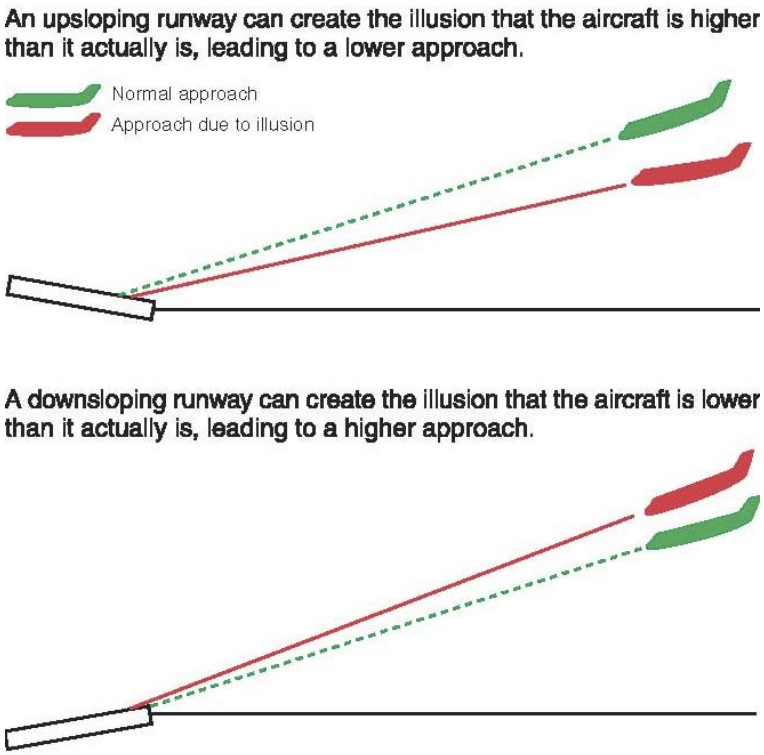



Figure 5. Runway Slope Illusion. Image reprinted from americanflyers.net.

## 2.4. **Critical Design Aircraft**

Confirmation of the design aircraft for the future is an essential consideration in developing the Huronia Airport Strategic Development Plan. The current design aircraft for Huronia Airport based off the AGN II classifications is the De Havilland Canada Dash-8.

The physical dimensions of this aircraft are presented in Figure 6. This aircraft will be able to use Huronia Airport's existing infrastructure, as it shares a common Aircraft Group Number (AGN) pursuant to the Government of Canada (2015) Aerodrome Standards and Recommended Practices TP 312.

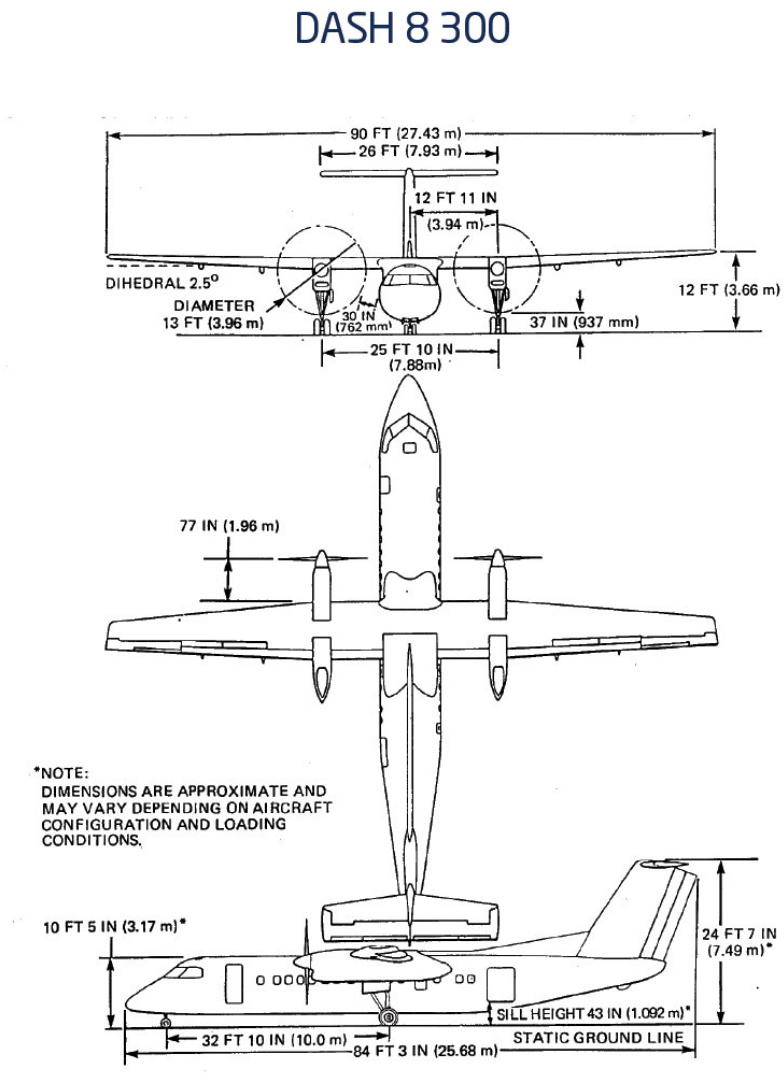



Figure 6. Critical Design Aircraft De Havilland Canada Dash-8. Image reprinted from Air-Tec Global.

## 2.5. **Taxiways**

The airport has two (2) taxiways (designated “A” and “B”) providing efficient aircraft taxi routes to and from the parking aprons and the runway ends. The taxiways are 11 metres (36.08 ft) in width. According to the Government of Canada (2015) TP312, the width of taxiways makes the airport eligible to fit into certification to fit aircraft with the AGN (II) (p.49). Both taxiways are in poor to very poor condition. While the Commission is undertaking an assessment of Runway 16/34 pavement, it would be advisable to also inspect aprons and taxiways. Table 2 displays the minimum taxiway widths for each AGN.

Table 2. Minimum Taxiway Widths (m).

| Minimum Taxiway Widths | |
|---|---|
| **AGN** | **Taxiway Width (m)** |
| I | 7.5 |
| II | 10.5 |
| III(A & B) | 15 |
| IV | 23 |
| V | 23 |
| VI | 25 |

*Note.* Data from this table was adapted from the Aerodrome Standards and Recommended Practices by Government of Canada (2015).

## 2.6. **Aircraft Parking Apron**

The airport has one transient aircraft parking apron as shown in Figure 7, with an approximate area of 8,134.72 m² (87,561 ft²). The apron has enough tie-down spaces to accommodate a maximum of 15 light General Aviation (GA) aircraft, as well as an additional 10 spaces for transient aircraft. The apron pavements are in good to very good condition with some areas which are in fair condition and will most likely require localized repair or rehabilitation within the next 7 to 10 years.


Figure 7. Huronia Airport aircraft apron parking.

## 2.7. Fuel System

CYEE currently has three in-ground fuel tanks with one being inoperable. The other two tanks are becoming outdated and require future replacement, including pumps and the fuel tanks themselves. The municipalities are currently exploring an upgrade of the fuel system. When exploring an upgrade, it is important to look at both the size of tanks required to service the airport and the type of distribution delivery (full serve, and self-serve options). Through analyzing comparative airports, the recommendations of tank size and delivery method were developed. Figure 8 displays the Huronia Airport Fuel Sales in Litres, from 2009 to 2018.

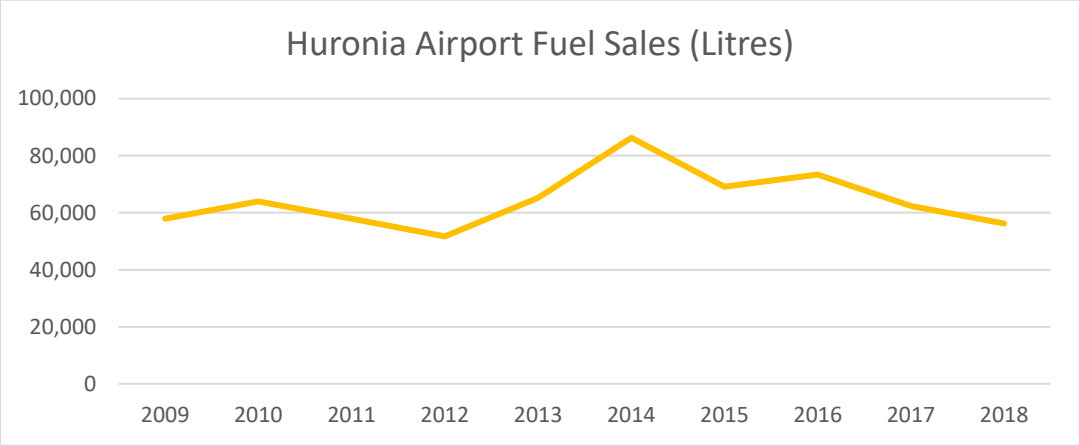



Figure 8. Huronia Airport Fuel Sales (Litres)

### 2.7.1. Comparative Fuel Systems

Table 3 displays the type of fuel service that each comparable airport offers, along with the fuel price (100 LL) as of May 2019.

Table 3. Comparative analysis of type of fuel service and fuel price based on airport.

| Airport | Fuel Service | Fuel Price 100LL (*May 2019) |
|---|---|---|
| Huronia Airport | Full Service | $1.69/L |
| Kawartha Lakes Municipal Airport | Card Lock System | $1.90/L |
| Collingwood Regional Airport | Moving to Card Lock in 2020 (Currently Manual Service) | $1.90/L |
| Edenvale Aerodrome | Card Lock System | $1.98/L |
| Lake Simcoe Regional Airport | FBO Provided Manual and Mobile Service | $1.88/L |
| Pembroke and Area Airport | Full Service | $1.65/L |
| Stanhope Airport | Card Lock System | $1.90/L |
| Stratford Municipal Airport | Full Service | $1.86/L |

*Note:* Data adapted with permission from identified airports listed in the table.

### 2.7.2. Current Fuel Pump Method

The staff at the Huronia Airport state that the airport staff manually fuel aircraft. The current method is manually intensive and has a slow pumping system. The duration of the fuel pumping task requires 4 times as long as a more modern pump. Comparatively, with a more modern pump, the amount of time to fuel a C-130 Hercules aircraft is 30 minutes. The current tanks at the Huronia Airport take approximately 2 hours. Upgrading to a modern pump will become increasingly important, as fuel sales are expected to increase when the instrument approach is back in place.

### 2.7.3. Fuel System Recommendation

While looking at a replacement, the recommendation would be self service, above-ground tanks, as modern card-lock fuel stations offer airports several benefits. The most important benefit being the bottom-line return on investments. Self-service has lowered the cost of acquisition of such systems while making numerous advances to safety, reliability and convenience. Modern self-service fuel stations are allowing airports the opportunity to offer necessary services to pilots without incurring high personnel, training and equipment costs.

### 2.7.4. Benefits of a Card-Lock Fuel System:

- Available 24/7
- Convenient, safe and pilots prefer it
- Self-service fuel can be sold at a lower cost, as personnel costs and call-out fees are avoided
- Reduces fuel theft through sophisticated pump controllers
- Web-based tools allow owners to monitor fuel operations 24/7 from any hand-held device
- Allows private or public cards, as well as proximity keys for authorization
- Pre-engineered and pre-fabricated to lower engineering, site preparation and installation costs
- Modest-capacity systems sized for General Aviation are highly affordable
- Strong cash flow makes private financing possible and allows quick amortization
- Trucks are very expensive and require trained personnel to operate them (Russell & Cohn, 2012, p. 43).

### 2.7.5. Approximate Costs to Operate Self-serve Fuel System

Annual operating costs can vary based on the service plan. A similar sized airport estimates $800 per year is spent on the service plan with QT Petroleum. In addition to the service plan, annual maintenance costs can range based on the specific maintenance

required, however, estimating a budget of $1,500 annually would be reasonable. The highest yearly expense to be expected is for credit card transaction processing. At a comparable airport, Global Payments extracts approximately 5% of all transactions, which, based on 2019 forecasted fuel sales, you can expect a cost of $5,000. In total, the costs of the self-serve fuel system operations would approximate an annual cost of $7,300 – $10,900 for the fuel system.

### 2.7.6. Tank Size

Table 4. Fuel tank size for comparable airports and annual movements.

| Airport | Fuel Tank Capacity (Litres) | | Annual Movements (Approximate) |
|---|---|---|---|
| | 100-LL | Jet-A | |
| Huronia Airport | 22,000 | 22,000 | 6000 |
| Kawartha Lakes Municipal Airport | 20,000 | 10,000 | 6600 |
| Collingwood Regional Airport | 36,000 | 45,000 | 15,096 |
| Edenvale Aerodrome | No information | | |
| Lake Simcoe Regional Airport | N/A | Mobile Fuel Service | 19,000 |
| Pembroke and Area Airport | (2) 25,000 | (1) 45,000<br>(1) 50,000 | 4300 |
| Stanhope Airport | 20,000 | 20,000 | 500 |
| Stratford Municipal Airport | 5,000 | 10,000 | 13,000 |

*Note.* Adapted from "Aircraft movement and statistics: Small airports," by Statistics Canada, 2019a. Retrieved from https://www150.statcan.gc.ca/n1/daily-quotidien/190207/dq190207e-eng.htm.

When exploring the fuel tank replacement, it is important to consider the tank size. For instance, there can be savings when buying fuel in bulk (i.e., greater than 10,000 litres), however, those savings are nominal and can be offset by reducing the personnel costs when administering the fuel. While looking at comparable airports and their respective tank sizes in Table 4, each airport took a different approach to sizing their fuel tanks to cater to the needs of the tenants and users. In locations such as Stratford, a 15,000 litre tank services the 13,000-annual movement. Pembroke has a low movement rate of 4,300, however, Pembroke sees fuel sales of $291,000 (2016), due to the military use. When considering fuel tank size, it would be beneficial to examine the type of aircraft that are primarily purchasing fuel and cater to the required number of litres sold per year.

With the reinstating of the approach at Huronia Airport, jet fuel sales will gradually increase, with the heightened use by DND and Medivac aircraft. Based on the comparable airports, it is recommended to revise the Request for Proposal specifications in the Aviation Fuel System Updated RFP. With similar movement numbers and aviation use at Kawartha Lake Municipal Airport, a single 30,000 litre tank with a 20,000 and 10,000 litre compartment for 100LL and Jet-A respectively, would adequately service the

needs of Huronia Airport. The recommended fuel tank specifications can be found in **Appendix F**.

## 2.8. Runway Lighting

Runway 16/34 has medium intensity edge, end and threshold lighting as well as Runway Identification Lighting System (RILS). At the time of the site assessment, the age of the lighting system is not known, however, it appears that much of the system is from the mid-1980's and, therefore, changes such as including cabling, is expected to be required within the next 5-7 years.

## 2.9. Wind Direction Indicators

The airport has four (4) illuminated wind direction indicators: one serving each end of the primary runway. Each of the wind direction indicators appear to be in good condition.

## 2.10. Visual Approach Slope Indictors

There exists a Visual Approach Slope Indicator (VASI) unit located on the south side of Runway 16/34 serving the Runway 34 approach. Given the number of obstacles in proximity to Runway 16 and Runway 34 approaches, it is recommended that new Precision Approach Path Indicator (PAPI) units be installed to serve both runway approaches, including new cabling back to the electrical distribution room.

A four-bar PAPI system is also recommended, as this would allow the ability to fly the path more precisely. Moreover, with the added units, pilots would have a more precise indication of their height during the approach.

## 2.11. Airfield Guidance Signs

There are several non-illuminated airfield guidance signs at the airport. The Commission should identify all airfield guidance signage to determine their condition, location and panel colours/legend (in accordance with current TP312 standards). The guidance signs associated with Runway 16/34 should be upgraded or replaced within the next 5 years. With the addition of illuminated signs, pilots can taxi around the airport during IFR operations or at night, as there may be increase in evening and night flying with 24/7 access to fuel service.

## 2.12. Airfield Lighting Distribution and Controls

The electrical distribution panel and regulators serving the airfield lighting system and other visual aids are in the terminal building. The room also includes lighting controls, which can be manually activated at the terminal building or remotely by pilots using the Aircraft Radio Control of Aerodrome Lighting (ARCAL) system. No issues were reported with the electrical distribution system or the airfield lighting controls.

## 2.13. Approach Procedures

Visual Flight Rules (VFR) and Instrument Flight Rules (IFR); depending on the weather conditions, a pilot may opt for one set of rules or the other. As under VFR, the pilot is responsible for seeing other aircraft and avoiding a collision with a minimum horizontal visibility. Depending on the altitude of flying, that is between 5 km and 8 km. Flying under VFR allows the pilot to choose their preferred flight path, which could be a simple straight line between origin and destination.

The runways temporarily have no published instrument approaches and runway operations are conducted under VFR. The airport is anticipating regaining an IFR approach in 2019.

## 2.14. Air-to-Ground Communications

The CFS indicates that an Aerodrome Traffic Frequency (ATF) is active at CYEE through a UNICOM (Universal Communications) station which is situated in the terminal building and monitored by the Airport Manager. The ATF is established to provide a means for radio-equipped aircraft operating on the ground or travelling in the local airspace to communicate and listen on a common frequency. When looking at UNICOM, the Loomex Group Consultant Team identified a deficiency in night operations where movements were not being tracked. It is recommended that a telerecorder device be used to track radio calls throughout the night for an accurate number of movements for the year. Collecting accurate movement numbers will help the airport staff and commission measure the success in attracting visitors and transient traffic to the airport

## 2.15. Runway 16/34 Approach Surface

Where the facility is an airport, objects penetrating any of these surfaces may affect airport operations and the certification status of the airport. Where the facility is a non-certified aerodrome, penetration of these surfaces may affect the operations at the aerodrome. Where the facility is a noncertified aerodrome, the standards in TP312 Aerodrome Standards and Recommended Practices can be used but are not enforceable; however, the operational integrity of the non-certified aerodrome is enhanced if the designation of the use of land adjacent to the facility is done in line with technical portions of the standards.

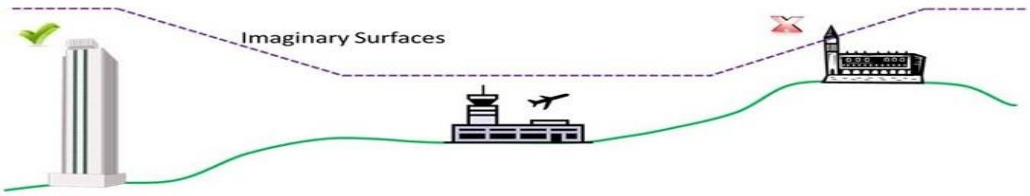



Figure 9. Obstacle Limitation Surface represented by dotted line. Image reprinted from PagePower.com.

If the Huronia Airport was to become a certified aerodrome in the future, it would be necessary for the Commission to contract an engineering firm to conduct a detailed survey of all potential obstacles along the approach path. Should obstacle(s) be infringing the approach surface, then the obstacles will either need to be removed or the Runway 16/34 threshold displaced. There may be trees or buildings within an existing agricultural property (located immediately to the north/south of CYEE), which may be infringing the approach surface. It is important for the Commission to have the details of the Obstacle Limitation Surface in order to identify areas that could become future causes of a displacement and for protecting future airport developments. Figure 9 demonstrates the Obstacle Limitation Surface, which is represented by the dotted line.

## 2.16. **Airside Security**

Within the commercial area of the airport, there are sporadic sections of fencing ranging from 1.2 to 1.8 meters in height, including manual swing gates. Beyond the commercial area, most of the airport does not have fencing or is in various states of disrepair. Based on site observations, several gates are regularly left open and users as well as the general public occasionally drive out onto the airside apron unchallenged. Such actions can increase safety and security risks on airside. It is recommended that the Commission identify high risk areas that need immediate improvements to the perimeter security and strengthen security procedures for the airport's airside areas.

## 2.17. **Roadways and vehicle parking**

Ed Connelly Road, an 8.0-metre-wide, asphalt paved roadway with no barrier curbs, is the main access into the airport lands and is connected to a county road – Concession Road 8. The roadway, owned by the township, is in good condition and is not expected to require major rehabilitation or replacement within the next 10-year period.

An asphalt-paved vehicle parking lot, with approximately 64 spaces (1,891.23 m²), is provided in front of the terminal building. Parking appears to be provided next to individual hangars, allowing tenants to park their vehicles airside while working on or flying their

aircraft. Tenants tend to use the terminal parking, or park on airside next to their hangars. All vehicle parking pavements are in good condition and are not expected to require major rehabilitation within the next 10-year period.

### 2.18. Storm Drainage

Storm water from Ed Connelly Road and the airport commercial area is collected by a series of drainage ditches, the age and condition of the airports airside storm system is unknown.

### 2.19. Sanitary Sewage/Water supply

The terminal building is connected to a septic tank near the terminal building. The condition of this tank is unknown. The terminal building is also connected to a well, which is in good condition and will not require major rehabilitation within the next 10-year period.

### 2.20. Electrical Supply

The airport is fed from an overhead transmission line, which is reported to have enough capacity to satisfy future development at the airport. All commission owned T-hangars are connected to the power lines and are monitored by Hydro One.

### 2.21. Natural Gas Supply

Natural gas service is available within the groundside area of the airport, but only a small number of the existing buildings are connected. The services (hydro, natural gas) that have been brought to the airport grounds make Huronia Airport an ideal location for commercial development and employment lands. It is recommended to protect the lands and be cautious and demanding on development on the airport grounds to ensure the greatest value for the investment made by the municipalities.

# 3. Airport Ownership and Governance

## 3.1. Airport Governance Approaches Huronia Airport

There are a variety of governance structures used by Canadian airports. The application of these governance approaches varies in size, role and activities on the airfield. The options available to an airport owner can range from ceasing to operate the airport to the development of an airport authorities. For each option there are different operating configurations.

Airports are typically managed and operated by municipal, provincial or federal agencies. Operations can be contracted to a third party who reports to an employee of the airport owner, or an arrangement could be established so that a contractor would be responsible for reporting to a Commission or Committee.

An effective airport governance structure should be measured by how successful the planning, marketing and development is executed. Since there are a spectrum of governance structures, it is possible for an airport to fall into one of the categories of governance structure listed below or a variation/ hybrid of multiple structures.

### 3.1.1. Divesture of Airport

More recently this has become an appealing option for small and medium sized municipalities that have aging infrastructure at their local municipal owner airports. The sale of the airport has advantages and disadvantages for the current owner. If the community feels there is no defined or identified need for the airport to exist, this remains a viable option. In this case, it could be worthwhile to sell the airport to an appropriate buyer who will keep it, maintain it and run it as an airport. However, it may be difficult to integrate the initiatives of the new ownership and the community.

The option to sell the airport would be challenging to negotiate, as there are obligations to be met by the owner. If the airport is to be sold, the risks and obligations need to be evaluated and represented in the sale price.

Furthermore, private investors' return on investment calculations do not account for the revenues generated by the business development of a region. As a result, they may take profits away without reinvesting them back into the airport. North Simcoe is creating a thriving tourist industry and the airport could conceivably play a key role in the future of that industry. An investment at the airport may not have a direct dollar for dollar return but could be made up for with municipal revenues collected elsewhere.

Another challenge with a private airport structure is managing noise and other environmental externalities generated by airports. Seldom, costs of noise pollution are included in the profit and loss sheet of a private airport. Often, politicians spend tax dollars to cover the costs of noise mitigation; this would remain a burden on the municipality, regardless of ownership structure, in order to calm neighbouring voters/

taxpayers.

If the airport is sold to a third party, the previous owner (if a municipality or region) will have lessened control over the activity that may take place on the airport property, reducing the ability to coordinate the airport activities and land development to serve the community it is in. It is also possible that a private owner could no longer support the operation of the airport. The community would experience a loss in the level of social services for fire protection, emergency activation site and medical evacuations. The cost to re-establish an airport would far exceed the revenue received through the sale of the property.

The advantages to selling an airport include:

- Revenue gained from the sale of the property
- Reduced liability
- Smaller government, reduced operating costs
- Safety regulations become the responsibility of new owner

The argument could be made that privatization rids inefficiency and introduces customer-oriented management styles. Some government owned enterprises have had issues with overstaffing and carry the costs of various benefits and pension obligations to these employees. However, this is not the case at Huronia Airport. The development process is streamlined, and the airport has been moderately successful in operating on a minimal budget. As well, perceptions exist that governments have been known to overbuild at the taxpayer's expense; excess capacity tends to be the trademark of many public airports. Conversely, private investors ensure that only economically sound projects are undertaken.

Due to the location of the Huronia Airport, it may be challenging to find a private investor that would be willing to invest in the local asset to develop the airport to better serve the community, as seen in neighboring municipalities of Edanvale Airport and Collingwood. Both of those airports have easier access and a larger catchment area, leading to an improved ROI potential for a private ownership model.

### 3.1.2. Municipally Owned, Managed and Operated

With this governance structure, the airport is operated by the municipality and managed by Airport Staff or a Committee comprised of elected officials. Elected officials who are appointed to airport committees are the direct line of communication between the municipalities and the airport. As elected officials, Committee members may have conflicting priorities when making decisions for what is ideal for their constituents and the airport. There may be times when the priorities of one asset may be at odds with the priorities of the other. When you have representatives from multiple councils, there may be disputes regarding the priorities of the communities.

The airport owner has the responsibility and is accountable for overseeing the day to day staff needs at the airport, and to ensure appropriate training, skillset, licensing and continuity are in place to be compliant with airport regulations. This can be an administrative burden for the ownership organizations and committee members.

The advantages of a municipally owned and operated airport are:

- Maximize the ability to control the development of the airport, ensuring it is complimentary to the regional transportation initiatives and master plan
- Coordination of efforts in conjunction with tourism, economic development and planning efforts by municipal staff
- Ability to tap into funding available only to government agencies
- Marketing the airport in coordination with other economic development initiatives to outside businesses interested in making a location decision

### 3.1.3. Municipally Owned with Contracted Management and/or Operations

This option is like the municipally owned and operated option, with the exception that a private entity would operate the airport under a contractual agreement. The contract conditions typically have a company manage the operations and could include maintaining the facilities for a predetermined fee. This option eliminates the day to day operational obligations, however, there are costs associated with this model. The cost usually includes a profit margin for the contracted company, but the contract company would provide some continuity to the position with a support team, as well as efficiencies with scale and expertise in aviation management and operations. The benefit to partnering with a contractor is that they have a vested interest in additional revenue generation, most likely to occur with the growth of the airport lands.

Some of the key incentives to using a contractor include:

- Experience, scale and support resources in airport and aviation regulations
- Thorough understanding of best practices and new regulations
- Experience working with municipal governments and budget cycles
- Municipality becomes a client and not a service provider
- Addition of an aviation partner with a network and association contacts
- Vested interest in growth of airport revenues (as infrastructure develops, airport operations scale up)

The advantages to a municipally owned and contracted operations approach to governance is similar to municipally owned and operated, in that the owner can control the development of the facility, they can ensure that growth contributes to the overall economic health of the region and can maintain consistency with the municipality's overall transportation master plan. Under this governance model, the owner of the airport would carry legal and regulatory obligations. The overall integration of the airport in regional plans and site planning would remain with the airport owner. The main benefit of this option is that day to day operations are removed from the direct responsibility of the

owner. Any responsibility related to staffing, hiring and recruiting, aviation compliance, emergency preparedness, capital budget forecasting, liaising with Transport Canada and other agencies is passed on to the contractor. The main concern with this option is that it can be more costly upfront, versus the municipally owned and operated approach. Nonetheless, given the correct incentives this model could expedite the growth at the airport (Reimer, Putnam and McDaniel, 2009, p.421).

### 3.1.4. Federal and/or Provincial Owned and Operated

Airports that are owned, managed and operated by federal and provincial governments are primarily in remote regions. This type of airport structure typically would provide essential evacuation, healthcare and fire prevention services to the small community that it serves.

Most higher levels of government will cluster or group the management and operation of numerous airports. The nature of their remote location impedes economies of scale, except for services which can be provided by a corporate or head office.

### 3.1.5. Airport Commission

An Airport Commission consists of a group of appointed individuals with expertise in planning, management, development, and promotion of the airport. An Airport Commission brings a business-style focus to airport governance to identify and manage the financial stability of the airport operations.

When compared to an Airport Committee, an Airport Commission should have fewer, if any, elected officials and a more consistent membership, as their appointments could be for an extended term, beyond that of a municipal election cycle. Under a Commission governance model, the commissioners would bring the necessary skills that are crucial to the ongoing operations and development of the airport. In addition to heightened skills and knowledge, commissioners would use their local and industry contacts to promote and encourage airport growth.

### 3.1.6. Municipally Owned and Airport Authority Operated

This option is only suitable when an existing large Airport Authority wishes to have a smaller airport to improve or find efficiencies to their network of services, or as a competitive advantage. This model is highly dependent on an Airport Authority seeing value in the location and facility as a reliever to over-capacity at its home airport facility.

## 3.2. Governance Recommendations

There are various approaches to the governing of an airport. It is important for municipal and regional airports to identify and implement the most appropriate governance model to oversee the daily budget and expenses, identify and execute on revenue opportunities and communicate the economic and social benefit to the regions they serve.

The selection of an appropriate governance model will:

- Allow the airport to streamline the decision-making process
- Provide the airport with a team of individuals that have aviation/airport operational planning experience required to run the airport
- Allow the airport to navigate the requirements to host events that will drive visitors to the facility (e.g., air show, fly in's, drag racing, concerts, community BBQ's, etc.).
- Identify Capital Investments needs, in advance, supporting the planning departments and future of the airport's viability

Based on extensive consultation with the individuals tasked with the governance of Huronia Airport, users of the airport and local elected officials, the governance model associated with the Huronia Airport is a hybrid between municipally owned and operated and a commission model. The Huronia Airport Commission is comprised of elected officials from Midland, Penetanguishene and Tiny, and non-elected officials based on the Airport Agreement by-law.

As the current Commission model includes councilors on the Huronia Airport Commission, it could pose a challenge where the Commission may be conflicted when asked to independently make decisions in the best interest of the airport, as some members may be burdened with considering competing municipal requirements. In addition to the conflicts that may arise, the Commission lacks a direct link to the administration that would support the ability to unify and budget airport development, in with the municipal initiatives in Midland, Penetanguishene and Tiny.

The Consulting Team has identified that the current governance structure could have difficulties connecting the municipal administrations to effectively budget, plan, fund and operate the Huronia Airport. This is likely an outcome of having a Commission that is comprised of individuals that include elected officials that may or may not have the technical aviation operations knowledge to make decisions that are in the best interests of the airport. As a result, this could negate the independence that is required to successfully govern an airport.

Many organizations undertake this type of governance review on a semi-regular basis to determine if enhancements are necessary. It should not be considered as a punitive measure or in such a way that should be construed as implying there are leadership issues. Rather, this is a check to ensure the legal structure, member nomination process, funding, and voting process allows for the development of the interests of the airport.

A direct link to the director level (or above) municipal staff from each municipality creates positions of authority that would influence capital budgets. These individuals are also informed of high-level municipal initiatives that would provide improved oversight and council to the Commission.

The recommendation is that the Commission that governs the management and operations at Huronia Airport be replaced with an advisory board that has a direct link to the administration and the aviation community. The airport agreement (BY_LAW 2000-68) will need to be revisited if the administration is to make changes or disband to the Commission. It is also recommended to ensure the necessary skills are represented for the success of the Airport Commission's ability to govern. These changes would provide the experience to Huronia Airport, assist in building ties to the business community, connect initiatives back to the staff at the municipality and will allow the general public to recognize the benefits and importance of the airport to the community.

Board Members should be chosen on their ability to contribute to the following activities;

- To make recommendations to the Airport Manager supporting their ability to create strategies, policies and operational decisions
- To review Airport Strategic Plans and make recommendations regarding the long-term development of the Huronia Airport
- To review Airport Operating and Capital Budgets and make recommendations
- To be cognizant of general airport operations and make recommendations that may be of assistance to the Airport Manager
- To provide a source of expertise that can be called upon by the Airport Manager when required.

The Airport Manager position is key to the future development and expansion of the airport. This Airport Manager would now become accountable for overseeing the daily budget and expenses, executing on revenue opportunities and providing airport related planning for Huronia Airport. Management must have clear, established revenue targets, expense budgets, and operational expectations, which should be reported on monthly, reviewed in detail quarterly with staff from the three municipalities and be established yearly by the same group. Certainly, there is potential benefit from the existence of a resource (airport advisory board) that can provide input and advice, but the authority for decisions should rest with management in consultation with municipal staff.

Crucial to making these changes with a seamless transition, it is recommended that the Airport Manager's skillset would include;

- Post-Secondary aviation education or equivalent aviation knowledge/experience
- TP312E course or equivalent experience
  - Experience working with OLS, AOMs and ERPs
- Restricted Radio Operators Certificate (ROC-A)
- Communication skills, written and verbal, to respond to customers, provide event information and complete required airport documentation procedures

- Presentation skills, with the ability to present airport updates to councils, municipal staff and economic development and tourism agencies
- Proficiency with Microsoft Office software and social media platforms
- Airfield Lighting Maintenance Course
- Private Pilot's License or flight training experience
- Chainsaw safety certification
- Firearms Possession and Acquisition Permit
- Current C.P.R. and First Aid training
- Working knowledge of runway surface condition reporting (Prather, 2015, p. 4).

Additionally, it is recommended that the intervals of communication that flow from the Airport Commission to elected officials and municipal staff increase in frequency. Currently, the airport presents the budget annually as a check-in with Councils, along with the three councilors representing their respective municipalities, as Airport Commissioners are informed with airport activities. It is recommended that monthly meetings with the staff representatives from the municipalities occur to monitor the operation, and, in addition to the annual budget approval presentation, the Airport Manager present a mid-year review of activities and budget forecasts to all three councils.

It appears that the four North Simcoe communities (Midland, Penetanguishene, Tiny and Tay) have regular meetings with the Head of Councils, consisting of Mayors, Deputy Mayors and CAOs. It would be beneficial to include the airport update as an annual agenda item for that group, as this platform may increase the level of understanding the Heads of Councils possess about the municipal asset.

### 3.3. **Partnering with Tay Township**

In evaluating the current business climate and initiatives in the region, most of the resources for economic development is led by the Economic Development Corporation of North Simcoe (EDCNS) and the Heart of Georgian Bay. Both agencies are supported by all four North Simcoe municipalities: the towns of Midland and Penetanguishene and the townships of Tiny and Tay. EDCNS has identified priority sectors to target for economic development, including advanced manufacturing, agribusiness, healthcare and tourism. The agency advocates as "one voice" for all four municipalities; the collaborations adds a critical mass to the North Simcoe region (Economic Development Corporation of North Simcoe, 2019, p.1).

The Huronia Airport has shown that the economic benefit to the region, particularly through the tourism spending, make the asset a benefit for all four municipalities. The addition of Tay Township to the ownership group of the Huronia Airport will distribute the operation and capital costs across the critical mass that is used to promote the region. The addition of Tay Township to the ownership group will help to synchronize the initiatives at both EDCNS and the Heart of Georgian Bay.

Table 5. Current per capita subsidy for Midland, Penetanguishene and Tiny.

| Township | Subsidy | Population | Per Capita Subsidy |
|---|---|---|---|
| Midland | $57,668.50 | 16,864 | $3.42 |
| Penetanguishene | $32,294.36 | 8,962 | $3.60 |
| Tiny | $25,374.14 | 11,787 | $2.15 |
| | **$115,337.00** | **37,613** | **$3.07** |

The benefit of adding an owner could work in one of two ways: the owners could keep the total subsidy of $115,337 annually and spread the cost across the additional population. Alternatively, it is recommended that Tay Township match the lowest per capita subsidy of $2.15 paid by residents of Tiny Township. The most significant advantage to this alternative is that the overall subsidy increases by 18% and the subsidy per capita is reduced to an average of $2.87 per resident. This model could look something like that shown in Table 6.

Table 6. Per capita subsidy (with Tay Township)

| Township | Subsidy | Population | per capita subsidy |
|---|---|---|---|
| Midland | $57,668.50 | 16,864 | $3.42 |
| Penetanguishene | $32,294.36 | 8,962 | $3.60 |
| Tiny | $25,374.14 | 11,787 | $2.15 |
| Tay | $21,598.26 | 10,033 | $2.15 |
| | **$136,935.26** | **47,646** | **$2.87** |

# 4. Economic Review

## 4.1. Regional Profile

Situated in central Ontario, the County of Simcoe has a population of 446,063 including the cities of Barrie and Orillia. It is situated between Lake Simcoe and Georgian Bay, 45 minutes north of Toronto. The County of Simcoe Economic Development Office promotes the region as a strategic location in Central Ontario ideal to access local and international markets with more than 130 million people within a one-day drive. This highlights connections to Provincial Highway 400 and arterial highways 11, 12, 26, and 27, facilitating transport throughout Ontario, US, and international markets. Furthermore, there are available employment lands surrounding Lake Simcoe Regional Airport, offering Canada Customs on-site and a 6,001-foot runway suitable for commercial aircraft.

Simcoe County has a diverse economy with strengths in various employment sectors as highlighted in Figure 10. It is a pictograph promoting global markets for locally produced goods.

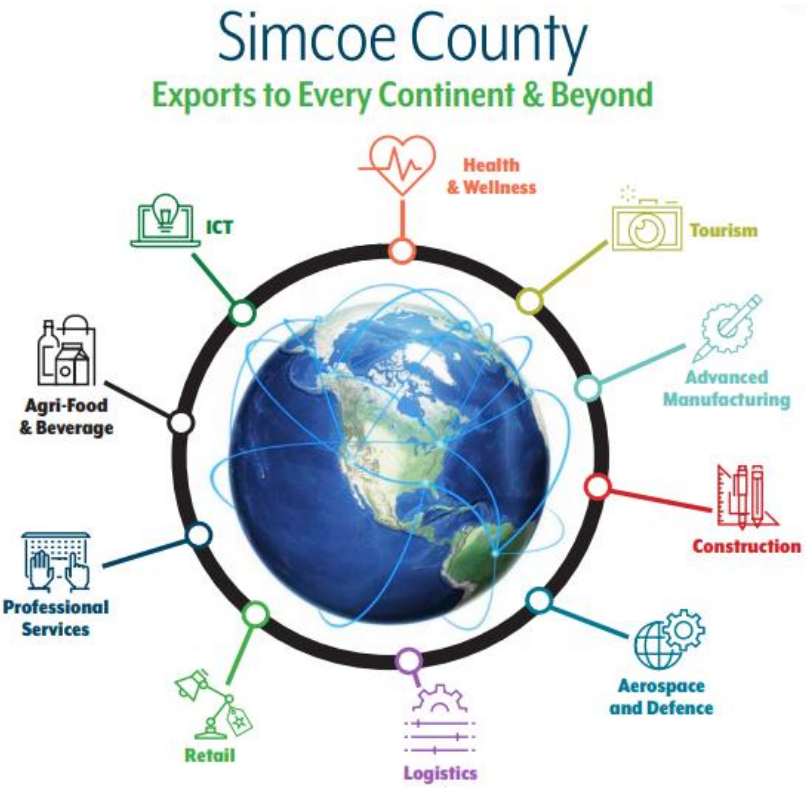



Figure 10. Simcoe County - Promoting Global Markets for Locally Produced Goods. Image reprinted from “Creating greater opportunities,” by County of Simcoe. Retrieved from https://edo.simcoe.ca/SiteCollectionDocuments/Creating%20Greater%20Opportunities%20-%20Central%20Ontario%20(reduced).pdf

#### 4.1.1. North Simcoe County

Huronia Airport is operated through a Commission supported by three of the four municipalities in the northern region of the county (Midland, Penetanguishene and Tiny Township). There are 16 municipalities in the County. This section of the study highlights the manufacturing and professional, technical and scientific jobs of which aviation and aerospace are subsets. This provides a snapshot of the importance of these sectors, the strength of the labour force and future growth trends.

#### 4.1.2. Simcoe County

The region (Simcoe County) has consistently outpaced the province and Nation in overall job growth and this is predicted to continue through 2025. There was 7.3% job growth from 2014-2017 in the County (12,378 jobs in all sectors). For further details, see **Addendum B – Municipal Economic Overviews**. (Economy Overview Simcoe (in Ontario)), page 40.

There are 21,371 manufacturing and 5996 professional, technical and scientific jobs in Simcoe County some of which comprise the aerospace and aviation industries.

### 4.2. Comparison To Neighbouring Communities

A comparison of job growth in all industries from various counties in Ontario with airports, indicates that Simcoe County has seen an 18% job growth since 2010, second only to York Region (24%) on the selected comparators. See **Addendum D – Regional Comparison by Industry** (Comparing 7 Industries Across 4 Regions), page 3, for a chart displaying the Industry Change Summary, indicating the percentage change over the years.

#### 4.2.1. Town Of Midland

The Town of Midland is lagging the Province and Simcoe County in job growth from 2014-2017, with only 42 net jobs in all sectors created during this timeframe. This is depicted in **Addendum B – Municipal Economic Overviews** (Economy Overview, Midland (in Ontario))**,** page 11, which demonstrates the regional job trends from 2001 to 2025.

Despite this limited growth, most likely attributable to significant plant closures, there remains 2,375 manufacturing and 260 professional, technical and scientific jobs in the region (Town of Midland). Midland has a robust percentage of jobs in manufacturing compared to most communities in Ontario, indicating strength overall in the sector at 23% of all jobs in the town.

#### 4.2.2. Town Of Penetanguishene

Penetanguishene has seen a decline in jobs during 2014-2017 (net loss of 15) lagging the province and County of Simcoe. The negative growth indicates that remedies should be identified and implemented to offset this trend in future. See **Addendum B – Municipal Economic Overviews** (Economy Overview, Penetanguishene (in Ontario)), page 25 for the regional trends and percent change for Penetanguishene.

Penetanguishene retains 550 manufacturing and 41 professional, technical and scientific jobs. With 15% of jobs in manufacturing the community has a higher than average reliance on this employment sector.

#### 4.2.3. Tiny Township

Tiny Township is outpacing both the Province and Simcoe County in overall job growth with 42% increase since 2104. The percentage is significantly higher than other airport communities and while this may be expected given the smaller numbers, it represents an increase of 275 jobs, by far the highest job growth of the three study communities. As the host community for the airport, this trend is important to attract future opportunities and investment. For further details, see **Addendum B – Municipal Economic Overviews** (Economy Overview, Tiny Township (in Ontario))**,** page 54, for Tiny Township regional job trends and percent changes.

There are 46 manufacturing and 43 professional, technical and scientific jobs in Tiny Township.

### 4.3. Labour Flows Analysis - Simcoe County & Huronia Airport Municipalities

Labour Flow Analysis provides a picture of the movement of labour in and out of a municipality. It compares the number of jobs in each sector held by residents (who may work outside the community) with the number of jobs in the same sectors held by people working in the community (some of whom may live outside the community). This analysis also includes a measurement of the relative concentration of employment in each sector, based on the resident employed labour force and the workforce employed by local establishments.

#### 4.3.1. Labour Flows - Simcoe County

Simcoe County is a commuter region with substantial labour outflow of over 40,000 each day. See **Addendum B – Municipal Economic Overviews** (Economy Overview, Simcoe (in Ontario))**,** page 42 for a graph illustrating the labour flows for Simcoe County.

#### 4.3.2. Labour Flows - Town Of Midland

Midland is a net importer of labour with inflow of 2,900 workers each day. Full details can be reviewed in **Addendum B – Municipal Economic Overviews** (Economy Overview, Midland (in Ontario)), page 13.

#### 4.3.3. Labour Flows - Town of Penetanguishene

Penetanguishene labour outflow matches its inflow with a net import of 1. Full details can be reviewed in **Addendum B – Municipal Economic Overviews** (Economy Overview, Penetanguishene (in Ontario)), page 27.

#### 4.3.4. Labour Flows - Tiny Township

Tiny Township has an outflow of 2446 workers daily. Full details can be reviewed in **Addendum B – Municipal Economic Overviews** (Economy Overview, Simcoe (in Ontario)), page 56, for a table displaying the labour flows for Tiny Township.

### 4.4. Study Region Growing and Declining Occupations

The charts labelled 'Growing & Declining Occupations' in **Addendum B - Municipal Economic Overviews,** indicate the occupations with the highest growth from 2014-2017 (and declining occupations). This identifies trends in the various sectors in each of the airport communities and Simcoe County for reference. Please note that unclassified ranks as a growing occupation per definition note. The unclassified occupation is a special code used for the Extended Proprietors class of worker. The unclassified occupation is used as an occupational bucket for industries that don't have self-employed staffing patterns. Extended Proprietors covers the same job types as the "Self-Employed" class of worker, and includes minor or underreported self-employment, investments trusts and partnerships, certain farms, and tax-exempt non-profit cooperatives. It is related to growing self-employment. Aerospace and aviation are not identified as high growth or declining occupations in any community.

For a table displaying the growing and declining occupations for Simcoe County, see **Addendum B – Municipal Economic Overviews (Economy Overview, Simcoe (in Ontario)),** page 42.

For a table displaying the growing and declining occupations for the Town of Midland, see **Addendum B – Municipal Economic Overviews (Economy Overview, Midland (in Ontario)),** page 13.

For a table displaying the growing and declining occupations for the Town of Penetanguishene, see **Addendum B – Municipal Economic Overviews (Economy Overview, Penetanguishene (in Ontario)),** page 27.

For a table displaying the growing and declining occupations for Tiny Township, see **Addendum B – Municipal Economic Overviews (Economy Overview, Simcoe (in Ontario)),** page 43.

## 4.5. Economic Overview - Aerospace And Aviation In Airport Communities

Simcoe County has 182,073 jobs in all industries with an estimated 300 directly related to aerospace, aviation (<1%) and 1554 (9%) in other technical sectors (electronics, engineering and architectural) that support aerospace and aviation activities or impact available labour force for future growth in the sector. There are 14,692 jobs in Midland, Penetanguishene and Tiny Township with less than 1% in aerospace and aviation. Overall there is demonstrated growth in aerospace and related sectors in the broader region (Simcoe County) since 2010 with an addition of close to 500 jobs. According to the latest available data, within the Huronia Airport communities there was a net decline of 10 jobs. Midland had a 54% decline (47 jobs lost); Penetanguishene a 67% decline (8 jobs lost) while Tiny Township saw an increase of 427% (47 jobs added). As the airport is in Tiny, it can be assumed that a portion of this increase is directly related to airport activity. Overall, job growth in the region is trending upwards or will remain stagnant/stable if current conditions continue and no actions are taken to enhance opportunities.

Table 7. Consensus Division and Census Sub-Divisions used for the report

**Region**

| Code | Description | Level |
|---|---|---|
| 3543 | Simcoe (in Ontario) | CD |
| 3543074 | Midland (in Ontario) | CSD |
| 3543072 | Penetanguishene (in Ontario) | CSD |
| 3543068 | Tiny (in Ontario) | CSD |

Table 8. NAICS Code - Aerospace, Aviation & Related Sectors used for this report.

**Industries**

| Code | Description |
|---|---|
| 3364 | Aerospace product and parts manufacturing |
| 3369 | Other transportation equipment manufacturing |
| 4811 | Scheduled air transportation |
| 4812 | Non-scheduled air transportation |
| 4881 | Support activities for air transportation |
| 5413 | Architectural, engineering and related services |
| 8112 | Electronic and precision equipment repair and maintenance |

Simcoe County, Midland and Penetanguishene are not keeping pace with the National baseline in aerospace and related sector growth, however, Tiny Township is trending based on the most recent data available with strong growth and forecasted growth in this sector. Since the overall numbers in this sector are small, these data may be impacted with minimal changes in employment levels. For trendline history, please see **Addendum D – Regional Comparison by Industry** (Comparing 7 Industries Across 4 Regions), page 3.

### 4.6. Location Quotient - Simcoe, Midland, Penetanguishene, Tiny

**Location quotient** (LQ) is a valuable way of quantifying how concentrated an industry, cluster, occupation, or demographic group is in a region as compared to the nation. It can reveal what makes a region “unique” in comparison to the national average. In the aviation and aerospace parts sector Simcoe County is losing strength, this could indicate an emerging market of a forecast decline compared to the baseline. Both Midland and Penetanguishene are weak, showing a decline and Tiny indicates strong growth and forecast growth. For Location Quotient Breakdown, please see **Addendum D – Regional Comparison by Industry** (Comparing 7 Industries Across 4 Regions), page 14.

# 5. Economic Impact Study

## 5.1. Methodology – Direct, Indirect and Induced Economic Impacts

The three major components of economic impact are direct, indirect, and induced impacts. These distinctions are used as a base for the estimation of total economic impact of an airport. Each of these three components requires different tools of analysis. Employment impact analysis determines the economic impact in terms of jobs created and salaries and wages paid. In the case of the airport, the direct, indirect, induced, and total numbers of full-time equivalent jobs created at the airport are examined to produce an economic snapshot of airport operations.

Direct impacts account for the economic activity of the target sector itself. Direct employment impacts are measured by counting those individuals who work in a sector of the economy. In the case of an airport, all the people who work in an aviation-related capacity either on-site or off-site would be considered direct employment. An estimate of this impact is included in this analysis.

Indirect impacts are those that result because of the direct impacts. For an airport, indirect impacts encompass the economic activities of off-site firms that serve airport users. Indirect employment includes the portion of employment in supplier industries that are dependent on sales to the air transport sector.

Induced impacts are economic impacts created by the spending of wages, salaries, and profits earned in the course of the direct and indirect economic activities. Induced employment is employment generated from expenditures by individuals employed indirectly or directly. For instance, if an aviation firm employee decides to re-model his/her home, this would result in additional (induced) employment hours in the general economy. The home renovation project would support hours of induced employment in the construction industry, the construction materials industry, etc. Induced impact is often called the household spending effect. Total impacts are the sum of direct, indirect, and induced effects.

The process for calculating the economic impact of Huronia Airport was determined by identifying employment, operating expenditures and capital investment from all sources.

## 5.2. Direct and Induced Impacts and Value per Job Model

Direct Impact for the Huronia Airport operation and employees only is based on an annual expenditure of $348,764 with an assumption that 50% of expenditures are local, the Indirect Impact using the accepted multiplier of 2 for the aviation sector.

The impact of all employees in the aviation industry at the airport was derived using an accepted model that divides Ontario's Gross Provincial Product (GPP) divided by Total Labour

Force in the province[1]. For this purpose, a GPP of **$854,272,000 (2018)** and Total Labour Force of **7,673,000** was used to determine estimated value per job in Ontario of **$111,334.** In addition to the airport employees, this analysis includes aviation employment on and in immediate vicinity of airport property to determine economic impact of airport operations. There are three aviation related companies operating at Huronia Airport with a complement of 21 employees.

There is a total of 24 (FTE) aerospace and aviation jobs at or near the Huronia Airport indicating an overall economic activity of approximately $2,700,000 per annum from the airport and businesses located in vicinity.

The inclusion of the $450,000 capital project represents an addition four jobs (FTE) for estimate purposes.

As indicated in the chart below the airport alone represents14 FTE, or just over 1,500,000 in economic impact on an annual basis.

### 5.2.1. Economic Impact of Ongoing Operations at Huronia Airport

| | Direct | Indirect | Induced | TOTAL |
|---|---|---|---|---|
| **Employees (FTE)*** | 1.5 | 3 | 10 | **14.5** |
| | | | | |
| **Output/Year**** | 174,382 | 348,764 | 1,113,340 | **1,614,343** |

*Note.* *For this calculation an FTE = 111,334, the airport actually employees 2 - FT and 1 - PT.
**For this calculation expenditures are estimated to be 50% local.

### 5.2.2. Capital Projects - Estimated per Year 2018

| | Direct | Indirect | Impact per Year | Job Equivalent |
|---|---|---|---|---|
| **Projected per Year** | 450,000 | | | |
| **Locally Sourced Factor*** | X 50% | 225,000 *2 | **450,000** | **4** |

*Note*.*For this calculation expenditures are estimated to be 50% local.

### 5.2.3. Expenditures by Other Employers

Annual expenditures by airport businesses was not available, the GPP/Labour Force Model has accounted for this to attain estimated total.

[1] The methodology employed to determine the above economic impact is based on a model developed and endorsed by economist Dr. Thomas F. Phillips, Ph.D.

## 5.3. Estimates for Other Operations Operating at Airport

| | GPP/LF | Job Equivalent |
|---|---|---|
| **Output/Year** | 2,338,014 | **21** |

Total Economic Impact per Year (all airport operations & capital) $ 3,135,000

Job Equivalent per Year (non-adjusted, operational, capital) 28

## 5.4. Ontario Tourism Regional Economic Impact Model (TRIEM)

In addition to the methodology to determine the economic impact of airport operations and business, an analysis of visitor spending impacts related to events hosted at Huronia Airport was conducted using attendance numbers provided by the client and conservative spending scenarios, all were consistent with the example contained in this section. The estimated impact on total GPP is approximately **$200,000**.

The Ontario Tourism Regional Economic Impact Model is a regional economic impact model that makes it easier for organizations and individuals working or interested in tourism to determine the economic impact of tourism-related activities on the local and provincial economies.

TREIM produces estimates of the:

- **Direct**, **Indirect** and **Induced** impacts of tourism-related activities on **Gross Domestic Product (GPP)**, **Labour Income** and **Employment**
- **Direct** and **Total** impacts of tourism-related activities on Federal, Provincial and Municipal **Tax Revenues**

Tourism is defined as all activities that people engage in when traveling outside their usual environment for any purpose. For the purpose of this tool, a visitor is someone who takes an overnight out-of-town trip or an out-of-town same-day trip of 40 kilometres or more away from his/her home for purposes other than commuting to work or school, being on a diplomatic mission, going shopping as part of a regular activity, and going to regular appointments for doctors or religious ceremonies. TREIM is a multi-region input-output model and differs from a standard input-output model in several aspects. The first different aspect is its treatment of time. Where other input-output models are static – that is their results are independent of the date of the simulation -TREIM explicitly adjusts the model for changes in prices and labour productivity for the year chosen for the simulation. The model provides users with the options to conduct analysis for an event in the past, the present, or several years into the future. The impact results are reported in the current year (nominal) dollars of the year in which the event takes place.

The second different aspect between TREIM and other standard input-output models is its treatment of income earned by households and businesses. Direct and indirect activity by businesses provides income for workers and generates profits. The re-spending of this

income yields what is referred to as the induced impacts. Users can elect to either include or exclude the induced impact.

The third different aspect is TREIM's estimates of government tax revenue. Standard input-output models only provide information on indirect tax revenues arising from sales and excise taxes. However, in addition to these revenues, TREIM also includes estimates, by level of government, of personal and business income taxes, social insurance payments and other transfers to government.

## 5.5. Report - The Economic Impact of Huronia Airport - Visitor Spending

This report provides an estimate of the economic impact that Huronia Airport - Visitor Spending is expected to have on Ontario's economy, in terms of Gross Domestic Product, employment and taxes generated. The analysis is based on the following information the user has provided to the MTCS Tourism Regional Economic Impact Model:

Number of Visitors for Activity (or Event) of Type Any Outdoors

| | Total Number of Visitors | Same Day (% of visitors' origin) | Overnight (% of visitors' origin) | Average Length of Stay (nights) |
|---|---|---|---|---|
| Ontario | 3,000 | 90.00% | 10.00% | 1 |
| Rest of Canada | 0 | 0.00% | 0.00% | 0 |
| USA | 0 | 0.00% | 0.00% | 0 |
| Overseas | 0 | 0.00% | 0.00% | 0 |
| **Total** | **3,000** | | | |

The user also has selected the following parameters:

- The visits take place in Simcoe (3543) in 2019
- The impact is to be shown for Simcoe (3543)
- Induced impacts of household spending are included
- Induced impacts of business investment are excluded
- Local government property tax revenue impacts are excluded

## 5.6. Summary of Findings

Table 9. Summary of findings for Simcoe versus rest of province of Ontario.

| | Simcoe (3543) | Rest of Province |
|---|---|---|
| **Total Visitors' Spending** | $273,191 | |
| **Gross Domestic Product (GDP)** | | |
| Direct | $128,444 | $0 |
| Indirect | $24,427 | $10,030 |
| Induced | $28,669 | $10,696 |
| Total | $181,540 | $20,726 |
| **Labour Income** | | |
| Direct | $62,531 | $0 |
| Indirect | $16,038 | $6,224 |
| Induced | $17,041 | $6,971 |
| Total | $95,610 | $13,195 |
| **Employment (Jobs)** | | |
| Direct | 2 | 0 |
| Indirect | 0 | 0 |
| Induced | 0 | 0 |
| Total | 2 | 0 |
| **Direct Taxes** | | |
| Federal | $25,650 | $0 |
| Provincial | $38,025 | $0 |
| Municipal | $433 | $0 |
| Total | $64,108 | $0 |
| **Total Taxes** | | |
| Federal | $36,313 | $3,196 |
| Provincial | $45,542 | $2,181 |
| Municipal | $740 | $121 |
| Total | $82,595 | $5,499 |

Table 9 displays the TREIM estimates of how the 3,000 annual visitors to the Huronia Airport would spend local tourism dollars, the impact on labour requirements and the taxes paid. This model provides estimates by using regional methodology to estimate how much of the spending is direct in the community. It also provides estimates as to the direct and induced output from the community.

## 5.7. Summary of Findings

Table 10. Summary of findings based on industry and impact on Simcoe versus rest of province of Ontario.

| Industry | Impact on Simcoe (3543) | | Impact on Rest of Province | |
|---|---|---|---|---|
| | Direct GDP | Total GDP | Direct GDP | Total GDP |
| Crop and Animal Production | $0 | $174 | $0 | $702 |
| Forestry, Fishing and Hunting | $0 | $36 | $0 | $106 |
| Mining and Oil and Gas Extraction | $0 | $277 | $0 | $348 |
| Utilities | $0 | $732 | $0 | $678 |
| Construction | $0 | $2,125 | $0 | $1,026 |
| Manufacturing | $4,566 | $8,039 | $0 | $3,006 |
| Wholesale Trade | $3,288 | $5,797 | $0 | $3,699 |
| Retail Trade | $21,858 | $26,787 | $0 | $1,037 |
| Other Transportation and Warehousing | $396 | $1,659 | $0 | $831 |
| Ground Passenger Transportation (excl. Rail) | $210 | $432 | $0 | $241 |
| Information and Cultural Industries | $412 | $2,141 | $0 | $1,125 |
| Other Finance, Insurance, Real Estate and Renting and Leasing | $0 | $11,481 | $0 | $3,551 |
| Car Renting and Leasing | $1,262 | $1,480 | $0 | $67 |
| Owner Occupied Housing | $0 | $6,242 | $0 | $447 |
| Professional, Scientific and Technical Services | $0 | $3,914 | $0 | $927 |
| Other Administrative and Other Support Services | $0 | $2,143 | $0 | $519 |
| Travel Agencies | $0 | $130 | $0 | $37 |
| Education Services | $399 | $1,410 | $0 | $147 |
| Health Care and Social Assistance | $144 | $1,754 | $0 | $229 |
| Arts, Entertainment and Recreation | $15,004 | $15,352 | $0 | $326 |
| Accommodation Services | $2,427 | $2,574 | $0 | $27 |
| Food & Beverage Services | $22,987 | $24,152 | $0 | $340 |
| Other Services (Except Public Administration) | $6,025 | $6,953 | $0 | $426 |
| Operating, Office, Cafeteria, and Laboratory Supplies | $0 | $0 | $0 | $0 |
| Travel & Entertainment, Advertising & Promotion | $0 | $0 | $0 | $0 |
| Transportation Margins | $0 | $0 | $0 | $0 |
| Non-Profit Institutions Serving Households | $1,545 | $2,023 | $0 | $246 |
| Government Sector | $1,526 | $2,663 | $0 | $301 |
| Net Indirect Taxes on Production | $46,393 | $51,071 | $0 | $335 |
| **Total** | $128,444 | $181,540 | $0 | $20,726 |

Table 10 outlines, by industry, how the tourism dollars brought in by the 3,000 annual visitors to the Huronia Airport impact the GDP of the local economy and provides an estimate as to what the impact is on the rest of the province through direct, indirect and included spending.

## 5.8. Total Economic Impact - Annual Basis

| | |
|---|---|
| Visitor Spending (see TRIEM report) | $ 200,000 |
| Total Economic Impact per Year (all airport operations & capital) | $ 3,335,000 |
| Job Equivalent per Year (non-adjusted, operational, capital visitors) | 30 |

# 6. Foreign Investment Review

## 6.1. Introduction

The Huronia Airport and the aviation businesses located in the immediate vicinity, employ a relatively small number of people in the aerospace and aviation sector. Available data indicates that overall, the region is not a significant employer in the aviation and aerospace sector compared to the national baseline. This does not preclude opportunities to attract foreign direct investment (FDI), however, it highlights the importance of incorporating and leveraging regional partnerships to ensure that the airport can build on its strengths and identify new opportunities that align with its ability to accommodate from both an infrastructure and operational perspective.

Real potential in FDI is measured by looking at 1) the strengths that the region has in each of its target sectors, 2) the other jurisdictions with which the targeted companies are competing and, 3) the growth of the companies sought, in the region, the province, the country and in the world, and assessing the potential for growth in the community.

## 6.2. Market Overview - Canada's Aerospace Industry

### 6.2.1. Economic Impact

- The industry's $31 billion in revenues has contributed over $25 billion to GDP and over 213,000 jobs in the Canadian economy [1]
- The aerospace industry and its value chain contributed over $20.3 billion in GDP and 160,000 jobs to the Canadian economy (direct and indirect).
- Consumer spending by associated employees contributed an additional $5.2B to GDP and supported 53,000 jobs (induced).
- Positive year-over-year growth in revenue, GDP, and jobs.

### 6.2.2. Ecosystem

- The Canadian aerospace industry ecosystem is interlinked with the defense and space industries.
- Close to 70% of the industry's activity (GDP) is dedicated to manufacturing while the balance is focused on maintenance, repair and overhaul (MRO).

### 6.2.3. Global Value Chain

- Over 90% of Canadian aerospace manufacturing firms are exporters[2]
- Aerospace manufacturing is 30% more export intensive than total manufacturing
- Medium-sized aerospace manufacturing firms are 3X more trade diverse[3] than those in total manufacturing
- Close to 50% of exports are supply chain related[4]

6.2.4. Innovation and Skills

- Aerospace is the number one R&D player[5] among all Canadian manufacturing industries
- Canadian aerospace manufacturing invested $1.4 billion in R&D, contributing close to a quarter of total manufacturing R&D in Canada[6]
- Aerospace manufacturing is 6 times more R&D intensive[7] than the manufacturing average
- STEM[8] employment in aerospace manufacturing is 2X higher than in total manufacturing[9]
- The aerospace-manufacturing sector is one of the most research and development (R&D) intensive in the Canadian economy. Manufacturing R&D performed by the aerospace sector totalled $1.64 billion in 2016, representing nearly 30 percent of all manufacturing industry R&D in Canada. Canada's expertise in flight training is also recognized around the world. In 2015, Canada's 169 certified flight schools issued 1,186 commercial-pilot licenses. Canadian flight schools provide training in diverse climates and geographies, enabling pilots to develop superior professional skills. Canada's Maintenance, Repair and Overhaul (MRO) sector generates $7.7 billion in annual revenues and directly employs 31,000 highly skilled workers.

*All data is from 2018 unless otherwise stated, source Aerospace Industries of Canada.*

---

[1] ISED's model estimates direct, indirect and induced employment and GDP impacts based on revised data from Statistics Canada, National Input-Output Multipliers (2015 adjusted to 2018 employment), Canada Revenue Agency, OECD and firm level observations, 2019
[2] Statistics Canada Survey of Innovation and Business Strategy (2017), 2019
[3] Trade diversity is measured as a share of non-US exports
[4] Global Trade Atlas (2018), 2019
[5] In terms of value of R&D activity
[6] Statistics Canada Table: 27-10-0333-01 (2018), 2019
[7] R&D intensity is calculated using the ratio of R&D to GDP
[8] Science, Technology, Engineering and Math
[9] Statistics Canada Labour Force Survey (LFS) custom tabulation (2018), 2019

## 6.3. Canada's Key Strengths in Aerospace & Aviation

- Commercial and business aircraft
- Helicopters
- Utility and General-Aviation aircraft
- Aircraft engines
- Avionics
- Aerostructures
- Flight simulation, pilot and air-traffic-control training
- Landing gear systems
- Advanced-composites manufacturing
- Airframe, engine and component MRO
- Satellites, robotics and space-based services
- Product development and testing for cold weather conditions

## 6.4. Ontario's Aerospace Sector

The Ontario aerospace sector generates annual sales of over $6 billion with a GDP impact of $3.2 billion, employing over 21,000 in direct aerospace employment. Ontario accounts for over 30% ($500 million) of all aerospace R&D in Canada. The Canadian aerospace manufacturing sector outpaced key industrial sectors, the total manufacturing average, and the total of all industries in terms of R&D intensity. Approximately a quarter (25%) of all Canadian aerospace activity is done in Ontario.

Ontario's aerospace industry is a world leader in several areas including: turboprop aircraft, business jets, turbine engines, landing gear systems, avionics, environmental systems and space robotics and 18 universities and colleges offering over 40 aerospace-specific programs.

Foreign companies operating successfully in Ontario include Airbus Helicopters Canada, Bombardier, United Technologies Aerospace Systems, Honeywell Canada, Magellan Aerospace, MDA, Safran Electronics & Defense, L-3 Electronic Systems Services, MHI Canada Aerospace, Northstar Aerospace and Pratt & Whitney.

An increasing number of innovative small and medium-sized businesses have unique capabilities in composites, precision machining, coatings and component system design.

## 6.5. Investment Readiness

In order to effectively promote opportunities for foreign direct investment (FDI) it is important to identify unique value proposition that differentiates a location from competitors. In the aerospace and aviation sector in Ontario and Canada there are many smaller airports with an interest in attracting both domestic and foreign investment. The key component of developing an FDI for any sector is to assess sector strengths and align with investor requirements. Area Development, a US-based economic development publication undertakes annual surveys to determine key "site selection" factors for investors and their consultants. As seen in Figure 11, availability of skilled labour is a primary determinate (95%) followed by major highway accessibility (70%), available land and buildings (60%), proximity to major markets (53%).

**CONSULTANTS SURVEY 2017***

| Site Selection Factors | Very Important % | Important % | Minor Consideration % | Of No Importance % |
|---|---|---|---|---|
| **Labor** | | | | |
| Availability of skilled labor | 95.0 | 5.0 | 0.0 | 0.0 |
| Availability of unskilled labor | 33.3 | 38.3 | 21.7 | 6.7 |
| Training programs/ technical schools | 45.0 | 46.7 | 8.3 | 0.0 |
| Labor costs | 60.0 | 38.3 | 1.7 | 0.0 |
| Low union profile | 35.0 | 45.0 | 20.0 | 0.0 |
| Right-to-work state | 28.3 | 50.0 | 21.7 | 0.0 |
| **Transportation/Telecommunications** | | | | |
| Highway accessibility | 70.0 | 25.0 | 5.0 | 0.0 |
| Railroad service | 13.3 | 40.0 | 46.7 | 0.0 |
| Accessibility to major airport | 38.3 | 56.7 | 5.0 | 0.0 |
| Waterway or oceanport accessibility | 8.3 | 33.3 | 46.7 | 11.7 |
| Inbound/outbound shipping costs | 44.1 | 44.1 | 11.9 | 0.0 |
| Availability of advanced ICT services | 13.6 | 54.2 | 30.5 | 1.7 |
| **Finance** | | | | |
| Availability of long-term financing | 15.0 | 26.7 | 38.3 | 20.0 |
| Corporate tax rate | 33.3 | 36.7 | 30.0 | 0.0 |
| Tax exemptions | 45.0 | 48.3 | 6.7 | 0.0 |
| State and local incentives | 63.3 | 33.3 | 3.3 | 0.0 |
| **Other** | | | | |
| Available buildings | 60.0 | 35.0 | 3.3 | 1.7 |
| Available land | 60.0 | 35.0 | 5.0 | 0.0 |
| Occupancy or construction costs | 26.7 | 58.3 | 15.0 | 0.0 |
| Expedited or "fast-track" permitting | 43.3 | 45.0 | 11.7 | 0.0 |
| Raw materials availability | 13.3 | 53.3 | 26.7 | 6.7 |
| Water availability | 13.3 | 41.7 | 43.3 | 1.7 |
| Energy availability and costs | 26.7 | 63.3 | 10.0 | 0.0 |
| Environmental regulations | 15.0 | 60.0 | 25.0 | 0.0 |
| Proximity to major markets | 53.3 | 45.0 | 1.7 | 0.0 |
| Proximity to suppliers | 38.3 | 51.7 | 10.0 | 0.0 |
| Proximity to innovation commercialization/R&D centers | 5.2 | 46.6 | 43.1 | 5.2 |
| Quality-of-life | 10.2 | 61.0 | 25.4 | 3.4 |

* All figures are percentages and are rounded to the nearest tenth of a percent.

Figure 11. Consultants Survey, 2017. Data adapted from "*32nd Annual Corporate Survey & the 14th Annual Consultants Survey"* by Area Development. Retrieved July 23, 2019 from https://www.areadevelopment.com/Corporate-Consultants-Survey-Results/Q1-2018/32nd-annual-corporate-survey-14th-annual-consultants-survey.shtml

The survey results outline the level of importance each Site Selector Factor is to the company Executives or Site Selector Consultant when making a location decision. Site Selectors identified key decision criteria related to labour, transportations & telecommunications connectivity, available funding & finance as well as other community factors that would indicate the level of business friendliness.

The Government of Ontario supports an "Investment Ready - Certified Site" designation program for industrial properties that highlights the minimal requirements for attracting investment promoted by the province. This designation is issued to properties that have successfully completed a set of program requirements to demonstrate that the property is primed for development and ready for investment. A property with an Investment Ready: Certified Site designation is attractive to investors and site selectors because it provides important background information on the site's availability, utilities, transportation access and environmental records and encourages faster site selection decisions.

Minimum eligibility requirements include:

- All properties must be designated for industrial uses in the approved municipal Official Plan and zoned within the municipality's comprehensive Zoning By-Law to permit a wide range of industrial uses.

- A Plan of Subdivision must be available for properties located within designated business and industrial parks.

- Property size:

  **Properties located outside of business or industrial parks:** The property must consist of at least 4 hectares or 10 acres of contiguous area that can be developed. The property may be a grouping of multiple lots or parcels.

  **Properties located within a business or industrial park:** The property size must be a minimum **cumulative total of 10 acres** of that can be developed. The total can either represent an individual lot or a grouping of multiple lots.

- The property or Business/industrial Park must have existing public road access or must be accessible by public road by the completion of certification.

- The property or business/industrial park must either already be serviced by municipal water and wastewater at or adjacent to the lot line or must be serviced by the certification date.

- Where available, the property or Business/industrial Park must be serviced or serviceable by natural gas.

- The property or Business/industrial Park must be serviced or serviceable by hydro and telecommunication services.

## 6.6. Regional Foreign Direct Investment Attraction Strategies

The County of Simcoe, through its Economic Development Office (EDO), has conducted several FDI studies to determine appropriate strategies for attracting new investment, and have an active marketing and outreach program in place for various sectors, including aerospace and aviation. The EDO works with the County's sixteen member municipalities (includes Tiny, Midland and Penetanguishene) as well as the Cities of Barrie and Orillia with efforts in foreign direct investment to advance regional economic development priorities. The county has undertaken many investment readiness initiatives, FDI research and outbound missions and has also retained external expertise for investment lead generation.

The Economic Development Corporation of North Simcoe (EDCNS) is a sub-regional collaborative organization that promotes four municipalities, including the three Huronia Airport partner municipalities a location for site selection. The EDCNS focuses on four key industries – Advanced Manufacturing, Agribusiness, Healthcare, and Tourism with investment attraction being a highlighted priority. The EDCNS promotes that the opportunities and regional focus in these four sectors reinforces provincial initiatives to drive growth and improve the environment for producing and offering goods and services from North Simcoe. EDCNS advocates as “one voice” for all four municipalities. By collaborating and sharing information, knowledge, and partnerships, they can identify and create business cases for investments.

Specific to the aerospace and aviation sector the Lake Simcoe Regional Airport is aligned with a multi-regional industry organization, the Southern Ontario Airport Network (SOAN). By ensuring that Huronia Airport's assets and opportunities are effectively shared and communicated with these established resources the airport will be able to advance its interests by promoting its unique value proposition to potential investors. The following is an annotated excerpt from the Lake Simcoe Regional Airport Strategic Plan (April 2018) for context.

The Southern Ontario Airport Network is a forum for Southern Ontario’s leading commercial airports to work together to support the region’s growth and amplify the overall impact of air service to the region. This forum is the best way to identify such synergistic business opportunities and to enhance air transportation service and capacity for the region rather than on an airport-by airport basis. Airports will continue to make their own business decisions based on their local business drivers and community input, but they will be supported by a group of airports dedicated to ensuring the economic and social benefits of the region’s growth remain in Southern Ontario. Realizing this long-term vision of having all Southern Ontario’s aviation needs supported by a network of airports across the region with convenient connectivity will take decades. That is why members have prioritized the following activities in the first five years:

1. Raise the awareness and profile of airports within the Southern Ontario Airport Network as:
    - Key enablers of trade, tourism and foreign direct investment (FDI) in Ontario and Canada;
    - Sources of jobs in each airport community and beyond;
    - Providers of diverse airport options for passengers, shippers,
    - Businesses and air carriers; and
    - Enablers of Toronto Pearson's role as Canada's mega hub airport.

2. Promote Southern Ontario to attract greater tourism, trade and FDI.

3. Develop a common source of data that will allow all airports to understand the future needs of this growing region and identify future air service development opportunities.

To accomplish this, network airports are committed to updating and expanding economic impact analyses to assess how airports collectively and individually support trade, tourism and foreign direct investment; engaging with businesses in Southern Ontario and aviation industries, and developing an assessment of current and future aviation industry growth needs, including for labour, security screening and technology; completing a catchment/demand study of the region to identify opportunities for future point-to-point growth in leisure, business aviation and passenger markets at our airports; understanding the ground transportation needs in Southern Ontario and advocating for investment in ground transportation improvements that will reduce congestion and greenhouse gas emissions; and developing best-in-class strategies for responsible and sustainable airport growth, including community engagement and noise management.

## 6.7. **Recommendations**

The aerospace and aviation industry in Canada and Ontario is in a growth mode with opportunities in a variety of key sub-sectors. Identifying the most appropriate opportunities and ensuring there is a capacity to attract and accommodate new business will be the key to the future growth and success of Huronia Airport in foreign investment.

The Huronia Airport should review its investment readiness based on information in this report and further investigations to determine its value proposition for foreign investment. The region shows stability and growth in the aerospace and aviation sector and there may be a niche market for the airport to build on the type of companies already in place or associated support services.

While there is significant employment in the manufacturing and technical sectors the availability of skilled labour remains a challenge in North Simcoe and is endemic throughout southern Ontario. This can be a barrier to attracting new employers as identified in the Area Development survey included in this summary. Available serviced land and access to major (400 series) highway 30 km away may also be a challenge to investment growth opportunities.

Without financial and human resources dedicated to business development it is recommended that Huronia Airport engage with its regional partners already focused on foreign investment and take advantage of the skills, resources and strategies in place to actively pursue foreign direct investment. The regional economic development and airport associations include Huronia Airport communities in their jurisdictions, and it is important for the airport to ensure that its product and opportunities are promoted to these key partners. Ongoing communications and updates will keep Huronia Airport and its potential top of mind for suitable opportunities that may not be a fit for other communities in the region or will allow the airport to compete for new investment.

All business development activity should be aligned with upper tier, provincial and national efforts in the aerospace and aviation sector to position Huronia Airport for business growth, investment promotion and infrastructure funding opportunities.

# 7. Strategic Positioning

## 7.1. Current Positioning

The Huronia Airport Commission has positioned the airport predominantly to serve the General Aviation sector. This sector is still most likely to produce the greatest level of short-term economic benefit to the airport and to the region. General Aviation flights are conducted for pleasure, private business and public services that need flexible transportation. General Aviation provides easy access to small communities and tourist areas across North Simcoe.

A well-maintained General Aviation airport is generally considered to be a valuable transportation asset when businesses are seeking a new community to establish operations.

Based on Transport Canada's Civil Aircraft Register (2017), there are a total of 32,000 General Aviation aircraft in Canada. Approximately 8,800 are registered in Ontario. 83% of all General Aviation aircraft in Canada are registered privately, 15% are registered commercially and approximately 2% hold state registration.

## 7.2. Recommended Positioning

It is recommended the Huronia Airport Commission position the airport to become a full service and maintenance airport for General Aviation aircraft. The airport should also focus on development opportunities including business opportunities on and off the airfield through the development of vacant land.

It should be a strategic priority to diversify the revenue portfolio and support necessary investments to create dynamic, long-term economic growth and stability. The current conditions (vacant office space, low fuel prices, low number of aircraft movements) at the Huronia Airport are favourable to attract a pilot training centre. Various stakeholders have indicated interest in expanding the airport to grow other sectors, such as inbound leisure passenger charters and the corporate aircraft sector.

Huronia's ideal airport would accommodate a wide, diverse variety of aviation users with various uses and services. Fixed-based operator services and airport businesses would provide a comprehensive range of aviation products and services. The airport would provide high quality amenities for tenants, pilots, charter passengers and visitors. It would be a pleasant place to work or visit, with a strong sense of community and a professional and friendly atmosphere. Huronia Airport can be the leader and model for best practices among General Aviation airports in the region and could be an asset in which stakeholders and surrounding communities can take immense pride.

## 7.3. Mission and Vision Statements

For strategic planning to be effective, there are two important tools that are needed – a vision statement and a mission statement. These serve as a guide for creating objectives and goals for the airport, thus providing a roadmap that is to be followed by everyone. It is recommended that the Huronia Airport Commission develop a vision and mission statement for the Huronia Airport.

### 7.3.1. Suggested Vision Statements

A vision statement is used to describe the future state of the organization and what the organization hopes to become in the future. It is a long-term goal that provides direction for the organization. Vision statements communicate the purpose of the organization to the employees and other stakeholders and provides the inspiration to achieve that purpose.

*Two examples of vision statements…*

1) "By the year 2025, the Huronia Airport will be the leader for the General Aviation sector in the region. By developing partnerships with the community, businesses and residents, the Huronia Airport will provide airport facilities and services that are economically sound. Huronia Airport will support our region's economic growth and provide safe, convenient and customer focused facilities."

2) "To be a safe, thriving General Aviation airport that delivers superior services, an attractive appearance and an enhanced sense of community. Huronia Airport will offer a high-quality experience for tenants, businesses, visitors and all stakeholders. Huronia Airport will lead the way in environmental and fiscal responsibility within a culture of excellence and regard for others."

### 7.3.2. Suggested Mission Statement

A mission statement describes the current state of an organization and its primary goals or objectives. It provides information about what the organization does, how it does it, and who it does it for. Unlike the vision statement, it is short-term in nature. However, it is related to the vision statement in that it outlines the primary goals that will help to achieve the future the organization desires (i.e., the vision).

*Two examples of mission statements*

1) "The mission of the Huronia Airport is to support the economic vitality of the region, to provide safe and continuous General Aviation airport services to businesses and residents and to serve as the gateway to North Simcoe. The airport will be a good neighbour and an environmental steward and will provide quality facilities to airport tenants and operators in an efficient and fiscally prudent manner."

2) "The Huronia Airport provides a safe, secure and welcoming airport, where the economic environment drives aviation opportunities for both residents and business communities".

# 8. Passenger Activity Forecasts

As air travel increases, airports that lack the funding and/or space to expand their facilities must find ways to minimize disruptions and deliver exceptional service or risk losing market share. The key to success is to adopt technology-driven capabilities that provide greater end-to-end visibility and planning across landside and airside operations and facilitates, as well as increased collaboration and information sharing between airport stakeholders (International Civil Aviation Organization, 1981).

Airlines prefer to operate from airports where their aircraft can take-off with unrestricted (100%) payloads, leading to the best overall route economics and financial returns. The takeoff weight of an aircraft is affected by the runway environment and characteristics, as well as environmental conditions such as wind, temperature and pressure. The existing runway length at an airport is one of the key factors that can limit the aircraft takeoff weight and consequently, the payload.

At a payload limited airport (where the runway is shorter), an airline may be forced to reduce the number of passengers it carries on the affected aircraft type in order to reach the desired destination. If the payload reduction is too great, the airline will not serve that airport with the affected aircraft type. This is to be expected since ultimately, the payload, be it passenger or cargo, represents the revenue earning capability of an aircraft.

The Huronia Airport should be focused on careful planning and execution to ensure that the region can continue to count on Huronia Airport for trade, tourism and economic growth. The Airport Management and Commission should strengthen their relationship with The Heart of Georgian Bay Tourism and the local Regional Tourism Organization (RTO7) to attract charter opportunities and fly-in packages for visitors and tourists that do not have a direct travel route to North Simcoe region via the traditional highways, and would otherwise travel through Toronto Pearson Airport or Toronto Island Airport.

# 9. Short, Medium- and Long-Term Recommendations

Table 11 displays the timeline, recommendations and associated estimated cost to complete that project.

Table 11. Short, medium, and long-term opportunity recommendations and cost estimates.

| Timeline | Recommendation | Estimated Cost | |
|---|---|---|---|
| Short Term (2019-2024) | Addition of wireless internet to airport grounds and airport terminal building | Project underway and funded through other local initiatives | |
| | Reinstate instrument approaches | Project completed and approaches are expected to be reinstated August 2019 | |
| | Fuel tank upgrade | Request for Proposal has been posted and budgeted at $425,000 | |
| | Airfield line painting | $6,000-$10,000 | |
| | Conduct an Obstacle Limitation Surface survey | $5,300 | |
| | Runway and taxiway crack sealing | $3.9 / linear metre | |
| | **Operational Equipment and Vehicle Replacement** | | |
| | Dump Truck with Plow | New | $250,000 |
| | | Used | $25,000 |
| | Loader with blade and Snow Blower Attachment | New | $485,000 |
| | | Used | $250,000 |
| | Telecorder Installment (track movements) | $1,500 | |
| | Airside Perimeter fencing | $8-12 liner foot | |
| | | | |
| Medium Term (2025-2030) | Extend taxiway bravo to end of runway 34 (2000 ft) | $200,000 - $300,000 ($100-$150 / linear ft) | |
| | Add additional airport owned and operated 8 bay T-Hangar | $475,000 | |
| | Airfield lighting upgrade to LED system | $900 / light | |
| | Update airfield signage to luminated ground indication signs | $4,200 / light | |

| | | |
|---|---|---|
| | Upgrade VASI to PAPI - Unit Includes Base Can, Isolation Transformer, Connector Kits, and Installation | ($28,000 / runway approach) $56,000 |
| | Tree removal based on results of OLS Survey | Dependent on results of survey |
| | Create access road connection between airport and concession road 7 E | $150-200 linear ft |
| | | |
| **Long Term (2031-2040)** | Extend runway 16/34 to 5000 ft | |
| | Runway resurface existing north 3000 ft | $3.56M (3,900 / linear metre) |
| | Prepare lands for extensions including grading of the south airport lands to bring in line with existing north 3000ft. | $3.50M |
| | Runway Extension (New South 2000ft) | Runway $2.40M |
| | Extend taxiway bravo to end of runway 34 (2000 ft) | $200,000 - $300,000 ($100-$150 / linear ft) |
| | Construct new airfield maintenance building. (4000 sq ft) | $500,000 |
| | | |

# 10. Airport Land Use

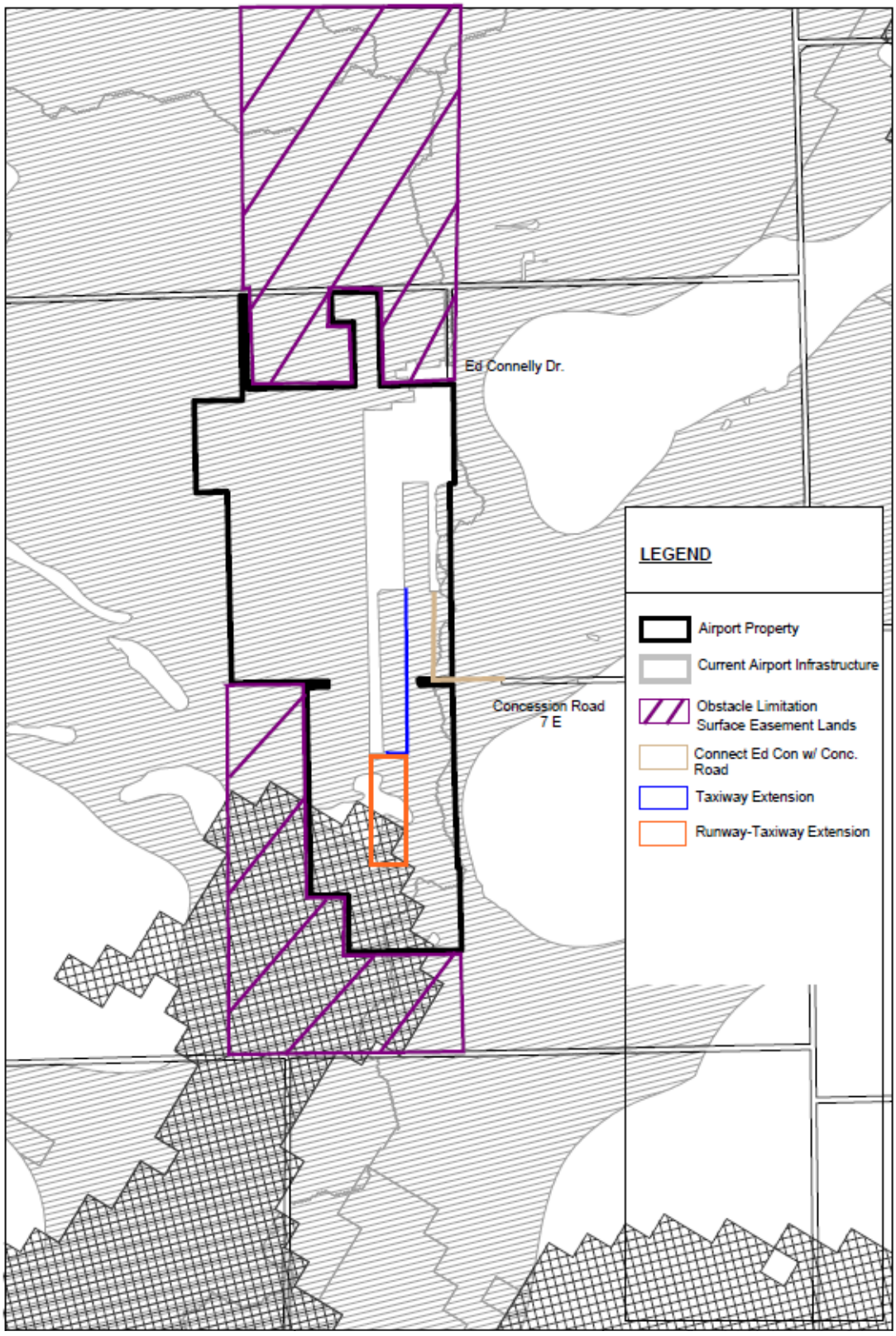



Figure 12. Airport land use map displaying the recommended short, medium and long-term infrastructure upgrades.

Figure 12 provides a visual summary of the short, medium, and long-term infrastructure upgrades that are recommended. The four main recommendations highlighted in Figure 12 are in the order that will assist in the development and safety of the Huronia Airport and will help to attract aviation and businesses to the airport.

- The airport should undergo an *Obstacle Limitation Surface Survey* to help identify areas that have significant tree growth or to identify man-made obstructions to the runway approach. Once identified, it would be crucial for the municipalities to establish easements to make protecting the current and future approaches more efficient and timelier.
- Extending Taxiway Bravo in its current state to the end of runway 34 will aid in the safety of air traffic. Understanding that the south 1000ft of the runway has a significant slope, reducing the time that an aircraft spends on the runway taxiing, will help to mitigate the risk associated with not having full sight of the airfield.
- Connecting Ed Connelly Drive with Concession Road 7 E will support the growth of the airport in the following ways: it will aid the business community in having a separate entrance and exit point to better serve clients as well as delivery and shipping needs, it will reduce the impact of road construction on either of the entrances, it will increase the safety of the airport by adding a second service road for first responders and evacuees when the airport is used as an emergency evacuation zone.
- Extending the runway to be a length of 5000ft will allow the servicing of larger twin-engine aircraft and small jets, will assist in servicing larger charters, will help to increase fuel sales, will attract businesses and will support existing businesses on and off the airfield.

# 11. Growth Opportunities and Value Add Proposition

## 11.1. Aviation Related Opportunities

### 11.1.1. Hangar Development

Hangars are a key component of airport activity supporting both the recreational flyer and commercial businesses. Significant hangar development often results in the development of spin-off aviation related business interests (e.g., aircraft maintenance and overhaul companies).

Based on current and future demand, the Airport Commission should consider constructing hangars and rent the space to users. In this scenario, the airport would provide capital for the construction of the hangars and secure a return on investment through lease agreements over a longer term. The advantage is that the airport would be able to attract potential customers who may not want to or be able to obtain financing for their own hangar construction.

The Huronia Airport owns and operates two soft-shell hangars approximately 60 ft. x 120 ft. in size. The latest soft-shell hangar was completed in 2018 at an approximate cost of $120,000. The airport budgets for an occupancy of five aircraft rental spaces in each of the soft-shell hangars. Rental rates are $300 per month, per aircraft, for a total of $1,500 - the income per month for each hangar ($300 X 5 aircraft).

Annual income is $18,000 for each of the soft-shell hangars ($1,500 per month x 12 months). The construction cost of a soft-shell hangar is recovered in approximately 6.7 years ($120,000 divided by annual income of $18,000).

The Huronia Airport also owns and operates an eight-plane T-hangar, approximately 261 ft. x 34 ft. in size. The T-hangar was completed in 2010 at an estimated cost of $392,000. Rental rates are $360 per month for each of six interior units and $450 for each of two end units for a total of $3,060 per month ($360 X 6 aircraft + $450 x 2 aircraft). The annual income is $36,720. ($3,060 per month x 12 months).

The construction cost of the T-hangar built in 2010 will be recovered in approximately 10.7 years ($392,000 divided by annual income of $36,720). *Note*: this calculation does not consider the grant that was received by the Huronia Airport from FedDev in 2010 to help build the T-hangar.

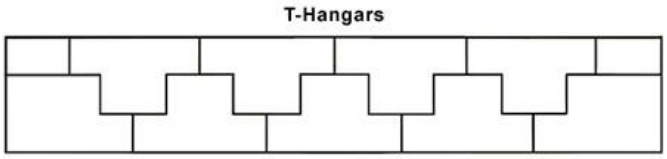



Figure 13. Diagram of a T-Hangar layout.

As an example, Edenvale Aerodrome has built over 8 rows of modern T hangars. All hangars have electric overhead doors with a man door. End units have extra space for an office or lounge. All T-Hangars available for lease are owned and operated by Edenvale Aerodrome. Over 80 units exist at the aerodrome and represent several different pricing levels.

Examples of T-hangar pricing at Edenvale Aerodrome (Edenvale Aerodrome, 2017) are listed below:

**Hangar C**

- Middle unit 1,118 sq. ft., $ 500. per month

**Hangars D, E**

- Middle unit 870 sq. ft., $ 383. per month
- End Unit 1,015 sq. ft., $ 447. per month

**Hangars G, H**

- Middle unit 1,024 sq. $ 440. per month
- End unit 1,752 sq. ft. $ 660. per month

**Hangar N**

- Unit 1,880 sq. ft. - $ 828.00 Plus HST per month

### 11.1.2. Fly-In-Packages for General Aviation Pilots

General Aviation (GA) pilots are looking for places to visit for a day, a weekend or longer. Developing turn-key packages to entice pilots to visit the region has the potential for Huronia Airport to become a destination stop for the GA pilot community. The Airport Commission should consider developing ‘Tourism Fly-In’ packages, promoting the regions tourism attractions to recreational pilots and business aircraft owners.

The development of the ‘Tourism Fly-In’ packages, as well as the marketing material that will accompany the promotional efforts, should be done in collaboration with North Simcoe Tourism.

Packages should meet the needs of tourists and provide turn-key solutions, offering convenience and a simplified booking process. Developing and promoting the packages to the GA audience will generate additional traffic at the airport, leading to increased fuel sales and economic activity for the region. The plan to develop additional hangars should also be marketed to those new visitors.

A compelling bundle offered to pilots could including the following: rebates on key activities, coupons for local partner restaurants, preferential rates with partner hotels, preferential rates on outdoor activities and preferential rates on car rental companies and taxis.

The airport should monitor the success of the promotional efforts by measuring monthly transient traffic while also identifying areas of improvements for subsequent years.

### 11.1.3. Attracting Aviation/Aerospace Businesses to the Airport

The Ontario Aerospace Council (n.d) noted that "Ontario's aviation/aerospace industry is a world leader in several areas, including; turboprop aircraft, business jets, turbine engines, landing gear systems, avionics, environmental systems and space robotics" (p.1). Furthermore, "Ontario-made aerospace parts are used on virtually every passenger aircraft in the world" (Ontario Aerospace Council, n.d, p.1).

The result of locating an aviation/aerospace company to the Huronia Airport is job growth for the region. Highly skilled worker salaries can rank substantially above the national average, resulting in a jump-start in economic prosperity for the North Simcoe region.

Target markets for the Airport Commission to consider attracting include aerospace manufacturing, maintenance shops, aircraft paint shops, engine shops, propeller shops, avionic shops, parts and components sales and distribution as well as an upgraded maintenance, repair and overhaul (MRO) operator.

### 11.1.4. Inbound Charter Flights

The airport's strategic location could potentially serve as the gateway to Georgian Bay, a region known for its pristine waterways, scenic views and outdoor activities. Seasonal charters between Toronto, Montreal and Huronia Airport, as well as from Ports of Call (e.g., Chicago) for passenger cruises on the Great Lakes (Great Lakes Cruises) that stop in Midland should be explored as part of a broader tourism strategy.

Quebec holds untapped potential, with roughly 500,000 non-visitors (to Ontario) open to the idea of visiting Ontario under the right conditions. Quebecers who express any interest in visiting Ontario express a wide range of interests which fit well with the existing tourism offered. Those from Quebec would like to visit small towns and villages, parks, hiking trails, natural landmarks, family attractions and would like to stay at a Bed and Breakfast or Country Inn. Winery tours and theme parks are also high on the list of intended activities. The main reasons for travel among Quebecers are seeing or learning something new and different; resting and relaxation; and enjoying nature and outdoor activities (Government of Ontario, 2018; Statistics Canada, 2019b).

In addition to the scenic attractions, fishing and boating in North Simcoe, the history of French settlers in the area, the Francophone community (of two and a half thousand in Penetanguishene, Tiny and Midland) and cultural attractions such as Sainte-Marie Among The Hurons, the Martyrs' Shrine and Le Festival Du Loop (a festival of Francophone cultural heritage in Lafontaine) all align well with the main travel motivators for Quebecers.

Any development of Francophone packages as well as marketing activities should be done in collaboration with North Simcoe Tourism, Regional Tourism Organization 7 (RTO7) and the Ontario Ministry of Tourism, Culture and Sport. Consideration should be given to the potential of partnering with another airport such as Collingwood and the Blue Mountain Resort to jointly market Francophone packages in Quebec. Seasonal charters from Quebec could bring tourists to Huronia Airport and then continue onto a second airport such as Collingwood.

### 11.1.5. Flight Training and Sightseeing Tours

The Huronia Airport Commission should consider attracting or developing a pilot training school. The presence of a flight training program at the airport will provide a significant boost for the airport, as it increases aircraft movements, fuel sales and will likely provide a revenue source for MRO services.

Training staff at the flight training school to offer scenic flight tours to visitors in the area would be popular with tourists in many areas of Ontario, including Georgian Bay Airways in Parry Sound. Offering sightseeing tours would support potential seasonal charters from Toronto, Montreal and passenger cruises docking in Midland.

A recent article by Pole (2019) found the following related to flight training:

> *The federal government is being urged by a parliamentary committee to forestall a looming shortage of pilots by addressing serious shortcomings in how flight training is financed, managed and regulated. In a report tabled in the House of Commons on April 9, the Standing Committee on Transport, Infrastructure and Communities cited ballooning domestic passenger traffic as part of a global trend which will require more pilots–as many as 620,000 worldwide by 2036, 80 per cent of whom have yet to be trained. (p.1).*
>
> *The committee referenced a 2018 report by the Canadian Council for Aviation and Aerospace (CCAA) which pointed out that fewer than 1,200 new commercial licences are issued annually in Canada. Moreover, "a large proportion of Canadian licences (nearly half in 2015) are issued to international students and only 70 per cent of new pilots choose to remain in the aviation industry. As such, fewer than 500 new pilots become available to the Canadian aviation industry each year." (p.1).*
>
> *The CCAA predicts that Canada will be short nearly 3,000 (fixed-wing and rotary-wing) pilots by 2025, a number it says does not consider the reality that even more will be needed to address the impact of Transport Canada's new flight and duty time rules, announced four month ago. (p.1).*

## 11.2. Non-Aviation Opportunities

Non-aviation related opportunities encompass a broad range of activities, such as rent on land and non-terminal facilities, as well as fees collected for activities and services on airport property. A driving range, paintball facility or a solar project are examples of non-aviation developments. There are other viable airport-compatible businesses that may be considered by the Airport Commission as alternative revenue sources to daily activities. The following are a list of possible multi-use development options for the Airport:

- Commercial & Industrial Park, including:
  - Government agency offices
  - Professional business offices
  - Regional emergency management training centre for police & fire departments
  - Warehousing, logistics and distribution centres
  - Maintenance facilities
  - Light industrial manufacturing facilities
  - Machine shops
  - Builders and construction contractors
- Self-storage units
- Outdoor storage - boats, RV's, vehicles, heavy equipment etc.
- Recreational facilities - go kart track, driving range
- Special events - fundraisers, fairs etc.
- Kennel facility
- Agriculture - farming of specialty crops that don't attract birds or animals
- Greenhouse & nursery

There are various types of non-aviation related businesses that could be located at Huronia Airport, beyond the aforementioned list. However; it is critical to ensure that only land developments compatible with airport uses are encouraged. It is important that each proposed development be assessed in detail to determine the level of impact on airport development long term.

# 12. References

Airport management: Administration. (1981). Montreal: International Civil Aviation Organization.

COPA. (2017, April 26*). Economic Impact of General Aviation in Canada 2017*. Statistics from the Transport Canada Aircraft Registry.

Economic Development Corporation of North Simcoe. (2019). *Who we are.* Retrieved from https://www.edcns.ca/about/who-we-are/

Edenvale Aerodromes. (2017). Edenvale aerodrome Airport in Ontario (Stayner) Canada. Retrieved July 24 from https://www.edenflight.com/hangar-rentals.html

Environment Canada. (2019, June 26). “Analysis Charts - Environment Canada.” Analysis Charts - Environment Canada. Retrieved 26 June 2019 from www.weather.gc.ca/analysis/index_e.html.

FedDev Ontario Supports Aerospace and Defence Manufacturer in Halton. (n.d.). Retrieved July 22, 2019, from https://www.coordinate-industries.com/feddev-ontario-supports/

Gold, N. (2015). *Human Factors.* Tabernash, CO: Aircraft Technical Book Company.

Government of Canada. (2015, July 21). *Aerodromes Standards and Recommended Practices* (5th ed.). Ottawa, Ont.: Transports Canada, Aviation, Air Navigation System Requirements Branch. Retrieved from https://www.tc.gc.ca/eng/civilaviation/publications/tp312-menu-4765.htm

Government of Ontario. (2018). Ontario Ministry of Tourism, Culture and Sport. Retrieved from http://www.mtc.gov.on.ca/en/tourism/ontourism/q4_2017.shtml#whatsnew

Ontario Aerospace Council. (n.d). Aerospace quick facts. Retrieved July 22, 2019, from https://theoac.ca/page/AerospaceQuickFacts

Pole, K. (2019, April 10). Parliamentary committee issues recommendations to support

Canadian flight schools. Retrieved July 22, 2019, from https://www.skiesmag.com/news/parliamentary-committee-issues-recommendations-to-support-canadian-flight-schools/

Prather, C. D. (2015). *Airport management*. Newcastle, WA: Aviation Supplies & Academic Functions and roles of airport managers.

Reimer, D. S., Putnam, J. E., & McDaniel, J. B. (2009). *Airport governance and ownership*. Washington, DC: Transportation Research Board.

Russell, J., & Cohn, R. (2012). *Aviation fuel.* Edinburgh, Scotland: Lennex.

Statistics Canada. (2019a). Aircraft movement statistics: Small airports, October 2018. Retrieved July 21, 2019, from https://www150.statcan.gc.ca/n1/daily-quotidien/190207/dq190207e-eng.htm

Statistics Canada. (2019b, July 17). Census Profile, 2016 Census. Retrieved from https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E

# 13. Appendix A – Airport Stakeholder Survey

**Huronia Airport Stakeholder Questionnaire**

The Huronia Municipal Airport is owned and operated by the Town of Midland, Penetanguishene, and the Township of Tiny. The airport serves an area encompassing the Towns of Midland and Penetanguishene and the Townships of Tiny and Tay, with a catchment area that runs from Wasaga Beach to the west, Honey Harbour to the north, Moonstone and Highway 400 to the east and Hillsdale and Phelpston (and highway 400) to the south.

The airport serves the Huronia Region by providing airport facilities for:

- Business Aircraft
- Recreational Pilots
- Aircraft Maintenance
- Emergency Medical Evacuation Flights
- Support for Search and Rescue Aircraft
- Firefighting Training

The airport is looking to engage the local community to ensure that the aviation community and the general public have the opportunity to provide feedback to the municipalities as they explore the economic impact of the Huronia Airport to the region.

**Huronia Airport Stakeholder Questionnaire**

1. **Please indicate which municipality you reside in?**
   - ☐ *Midland*
   - ☐ *Penetanguishene*
   - ☐ *Tay*
   - ☐ *Tiny*
   - ☐ *Other : Please specify_____*
2. **Are you an Aircraft Owner or Pilot?**
   - ☐ *Yes*
   - ☐ *No* **(If no skip to question 17)**
3. **What Type of Aircraft do you own?**
   - ☐ *Single Engine Piston*
   - ☐ *Twin-Engine Piston*
   - ☐ *Glider*
   - ☐ *Helicopter*
4. **Please indicate your ownership type?**
   - ☐ *Personally Owned*
   - ☐ *Fractional Owner*
   - ☐ *Rental/Lease*
   - ☐ *Other: please specify _____*
5. **Please provide an estimated value of your aircraft**
   - ☐ *$20,000 or less*
   - ☐ *$20,001 - $50,000*
   - ☐ *$50,001 - $80,000*
   - ☐ *$80,001 -$110,000*
   - ☐ *>$110,000*
6. **Is your aircraft equipped for GPS-based approaches?**
   - ☐ *Yes*
   - ☐ *No*
7. **Please indicate the main purpose of your flying**
   - ☐ *Recreational*
   - ☐ *Training*
   - ☐ *Business*
   - ☐ *Other : please specify _____*
8. **Please indicate your approximate number of movements (takeoff & landings) at CYEE per year**
   - ☐ *10 or less*
   - ☐ *11-49*
   - ☐ *50-99*
   - ☐ *100 or more*

**9. Please indicate the airports you visit most. Select all that apply.**

- ☐ *Collingwood Regional Airport (CNY3)*
- ☐ *Lake Simcoe Regional (CYLS)*
- ☐ *Orillia Airport (CNJ4)*
- ☐ *Muskoka Airport (CYQA)*

**10. Please indicate the reasons you base/use Huronia Airport. Select all that apply.**

- ☐ *Proximity to Home/ Office*
- ☐ *Proximity to tourism destination*
- ☐ *Availability of Hangar Space*
- ☐ *Fuel Prices*
- ☐ *Land Lease Rates*
- ☐ *Friendly Airport Staff*

**11. In your opinion, what do you believe to be the five top facility needs/ service improvements at Huronia Airport?**

- ☐ *Aircraft Hangar Development*
- ☐ *Infrastructure Upgrades*
- ☐ *Business Development*
- ☐ *Restaurant*
- ☐ *MRO/ AMO*
- ☐ *Flying School/Club*
- ☐ *Self-Serve Fuel*

**12. Do you think it is important for North Simcoe County to have a regional airport?**

- ☐ *Yes*
- ☐ *No*
- ☐ *Not Sure*

**13. Do you think the activity at Huronia Airport supports the local economy?**

- ☐ *Yes*
- ☐ *No*
- ☐ *Not Sure*

**14. Personally, what would be the most desirable draw to regional airports? Select all that apply.**

- ☐ *Good Restaurant*
- ☐ *Flying School/ Club*
- ☐ *Private Passenger Flights*
- ☐ *Other : please specify* _____

**15. Do you think Huronia Airport could be a gateway for tourism traffic?**

- ☐ *Yes*
- ☐ *No*
- ☐ *Maybe*

**16. Do you have any additional comments or suggestions you would like to make?**

**Non- Aircraft Owners/ Non- Pilots**

**17. Were you aware there is an airport located in Tiny Township?**

- ☐ Yes
- ☐ No

**18. When was the last time you visited the Huronia Airport?**

- ☐ Within the last month
- ☐ 1 month – 6 months
- ☐ 6-months – 1 year
- ☐ 1 year – 2 years
- ☐ > 2 years
- ☐ I have not visited the Huronia Airport

**19. Do you think it is important for North Simcoe County to have a regional airport?**

- ☐ Yes
- ☐ No
- ☐ Not Sure

**20. Do you think the activity at Huronia Airport supports the local economy?**

- ☐ Yes
- ☐ No
- ☐ Not Sure

**21. Personally, what would be the most desirable draw to regional airport?**

- ☐ Good Restaurant
- ☐ Flying School/ Club
- ☐ Private Passenger Flights
- ☐ Other : please specify _____

**22. Do you think Huronia Airport could be a gateway for tourism traffic?**

- ☐ Yes
- ☐ No
- ☐ Maybe

**23. Do you have any additional comments or suggestions you would like to make?**

For questions about the survey or to provide feedback over the phone please contact (705)775-5022 or email info@loomex.ca. This survey can be mailed to 925 - 550 Skyway Drive, Cavan-Monaghan, ON K9J 0E7.

To access this survey and provide feedback online please visit https://www.surveymonkey.com/r/HuroniaAirport.

# 14. Appendix B – Airport Stakeholder Consultation Sessions

## Municipal Council Consultations

| | | |
|---|---|---|
| **Wednesday May 22<br>7pm-9pm** | | |
| Mayor Cornell (T) | | |
| Gibb Wishart (T) | | |
| William (Bill) Gordon(M) | | |
| **Thursday May 23<br>10:30am-12:30pm** | | |
| Tony Mintoff (T) | | |
| Jon Main (M) | | |
| Mayor Strathearn (M) | | |
| Jill St.Amant (P) | | |
| Cindy Hastings (T) | | |
| **Phone Interviews** | | **Status** |
| Deputy Mayor Mike Ross (M) | Phone Call | Complete |

Airport Commission Consultations

| **Member** | **Method** | **Status** |
|---|---|---|
| Roy Ellis | In Person & Over the Phone | Complete |
| Robert Gowe | May 22 aviation consultation | Complete |
| Dan LaRose (P) | Phone interview | Complete |
| Tony Mintoff (T) | Attended May 23 Council Consultation | Complete |
| Cody Oschefski (M) | Phone interview | Complete |

## General Stakeholder Consultations Groups

| **Wednesday May 22<br>1:00-3:00pm** | | |
|---|---|---|
| **Economic Development and Tourism Agencies** | | **Status** |
| County of Simcoe Economic Development - Adam Kallio | | Complete |
| Tourism Simcoe County – Brittany Black | | Complete |
| Economic Development Corporation of North Simcoe – Sharon Vegh | | Complete |
| County of Simcoe Economic Development – Nancy Huether | | Complete |
| Heart of Georgian Bay – Briana Dubeau | | Complete |
| **Wednesday May 22<br>3:30-5:30pm** | | |
| **Aviation Community** | **Method** | **Status** |
| Ian Reed | In Person | Complete |
| Dennis Vogan | In Person | Complete |
| Leigh Rigden | In Person | Complete |
| Paul Richardson | In Person | Complete |
| Rob Macdonald | In Person | Complete |
| Dave Rivitt | In Person | Complete |
| Bob Gowe (Avionics Design) | In Person | Complete |
| **Individual Sessions** | | |
| **Business Community** | **Method** | **Status** |
| ZenAir – Michael Heintz | In Person/ Tour Facility | Complete |
| Aircraft Sales - Joe Kane | In person | Complete |
| Duker Aviation – Stan Soloduka | Phone Call | Complete |
| Bill Snelgrove (aviation) | Phone Call | Complete |
| Industrial Filter Manufacturing Ltd. - Dan Williams | Phone Call | Complete |
| William C. Aitken Insurance - Tom Watson | Phone Call | Complete |
| North Simcoe Tool & Mfg Ltd. – March Losch | Phone Call | Complete |
| Weber Manufacturing – Tom Schmitz | Phone Call | Complete |
| Baytech Plastics – Paul Goyette | Phone Call | Complete |
| Ratheon – Mark Rugman | Phone Call | Complete |

**Stakeholder Consultation Questions**

1. Do you think it is important for North Simcoe County to have a regional airport?
2. In your opinion, what do you believe to be the five top facility needs/ service improvements at Huronia Airport?
3. In your opinion, is the Huronia airport adequately serving the region in its present state?
    a. what could be done to improve the airport to better serve the region?
4. Personally, what would be the most desirable draw to regional airports?
5. Do you think Huronia Airport could be a gateway for tourism traffic?
6. In your opinion, how is Huronia airport generating or otherwise supporting commerce (businesses, tourism etc.) in the region?

Revenues generated from activities at Huronia Airport are not sufficient to enable the airport to undertake capital and operational improvements. Currently Midland, Penetanguishene and Tiny Townships provide a combined total of approximately $133k annually to the Huronia Airport budget. This amount represents approximately 40% of the operating budget.

7. Would you support an increase in financial assistance from the three Townships for capital and operational improvements at Huronia Airport?
    a. How much more or why not?
8. In your opinion, what are the strengths of the airport?
9. In your opinion, what are the weaknesses of the airport?
10. In your opinion, what do you see as the opportunities to grow the airport?
11. In your opinion, what do you believe to be the five top facility needs/ service improvements at Huronia Airport?

# 15. Appendix C – Airport Budget

THE LOOMEX GROUP

## Huronia Airport — Final 2019 Budget

Oct. 25/2018

| Revenue | Jan. | Feb. | Mar. | Apr. | May | June | July | Aug. | Sept. | Oct. | Nov. | Dec. | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Municipal Levies | 115337 | | | | | | | | | | | | 115337 |
| Runway Support | 19629 | | | | | | | | | | | | 19629 |
| Thanger Leases | 3032 | 3032 | 3032 | 3032 | 3032 | 3032 | 3032 | 3032 | 3032 | 3032 | 3032 | 3032 | 36385 |
| Commercial Leases | 2194 | 2194 | 2194 | 2194 | 2194 | 2194 | 2194 | 2194 | 2194 | 2194 | 2194 | 2194 | 26328 |
| Green Hangars | 1999 | 1999 | 1999 | 1999 | 1599 | 1599 | 1599 | 1599 | 1599 | 1599 | 1999 | 1999 | 21588 |
| Hangar Leases | 2671 | 2671 | 2671 | 2671 | 2671 | 2671 | 2671 | 2671 | 2671 | 2671 | 2671 | 2671 | 32057 |
| Tie Downs & Seasonal Storage | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 2400 |
| Aircraft fuel and oil sales | 1025 | 2025 | 5025 | 5025 | 11025 | 13025 | 20025 | 18025 | 18025 | 3725 | 2025 | 1025 | 100000 |
| Misc.-Vending, Room Rent, Call-out | 100 | 100 | 100 | 100 | 100 | 300 | 300 | 300 | 300 | 100 | 100 | 100 | 2000 |
| **Total Revenue** | **146187** | **12221** | **15221** | **15221** | **20821** | **23021** | **30021** | **28021** | **28021** | **13521** | **12221** | **11221** | 355724 |
| **Expense** | | | | | | | | | | | | | |
| Utilities | 1200 | 1200 | 1200 | 1200 | 1200 | 1200 | 1200 | 1200 | 1200 | 1200 | 1200 | 1200 | 14400 |
| Telephone & Internet | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 3600 |
| Vehicle | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 1200 |
| Administration | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 12000 |
| Runway Interest | 389 | 385 | 344 | 377 | 361 | 370 | 354 | 362 | 358 | 343 | 350 | 335 | 4328 |
| Runway Loan Payment | 1247 | 1250 | 1291 | 1258 | 1273 | 1267 | 1281 | 1273 | 1277 | 1292 | 1285 | 1300 | 15294 |
| Interest & Service Charges | 300 | 300 | 400 | 400 | 400 | 400 | 400 | 400 | 400 | 400 | 300 | 300 | 4400 |
| Aircraft fuel and oil purchases | 0 | 0 | 20000 | 0 | 20000 | 0 | 20000 | 0 | 20000 | 0 | 0 | 0 | 80000 |
| Insurance | 1500 | 1500 | 1500 | 1500 | 1500 | 1500 | 1500 | 1500 | 1500 | 1500 | 1500 | 1500 | 18000 |
| Professional Fees | 325 | 325 | 325 | 325 | 2625 | 325 | 325 | 325 | 325 | 325 | 325 | 325 | 6200 |
| Maintenance - Field | 750 | 750 | 750 | 750 | 14000 | 750 | 1750 | 750 | 750 | 750 | 1750 | 750 | 24250 |
| Maintenance - Building | 900 | 900 | 900 | 900 | 900 | 900 | 900 | 900 | 900 | 900 | 900 | 900 | 10800 |
| Maintenance - Equipment | 850 | 850 | 850 | 850 | 850 | 850 | 850 | 850 | 850 | 850 | 850 | 850 | 10200 |
| Realty Taxes | 335 | 335 | 335 | 335 | 335 | 335 | 335 | 335 | 335 | 335 | 335 | 335 | 4020 |
| Food Service Expense | 75 | 75 | 75 | 75 | 75 | 75 | 75 | 75 | 75 | 75 | 75 | 75 | 900 |
| Marketing | 150 | 150 | 500 | 500 | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 2500 |
| Employee Salary | 9358 | 9358 | 14036 | 9358 | 9358 | 10022 | 10022 | 10022 | 10022 | 9358 | 14036 | 9358 | 124308 |
| Employee Benefits | 945 | 945 | 1343 | 945 | 945 | 1002 | 1002 | 1002 | 1002 | 945 | 1343 | 945 | 12364 |
| **Total Expense** | **19724** | **19723** | **45249** | **20173** | **55372** | **20546** | **41544** | **20544** | **40544** | **19823** | **25799** | **19723** | 348764 |
| **Surplus/Deficit** | **126463** | **-7502** | **-30028** | **-4952** | **-34551** | **2475** | **-11523** | **7477** | **-12523** | **-6302** | **-13578** | **-8502** | 6960 |

# 16. Appendix D – Infrastructure Photos

AIRPORT OWNED FABRIC KWANZAA HUT(S) – EXTERIOR

AIRPORT OWNER T-HANGAR

SNOW BLOWER


AIRPORT OWNED FABRIC KWANZAA HUT - INTERIOR

LOADER


SHUTTLE VEHICLE


TRACTOR AND SWEEPER

AIRPORT BASEMENT FACILITY

AIRPORT TERMINAL LOBBY

# 17. Appendix E – Fuel Tank Photos


HURONIA AIRPORT – FUEL PUMP STATION


# HURONIA AIRPORT MANUAL SERVICE FUEL STATION


HURONIA AIRPORT JET FUEL PUMP STATION

# 18. Appendix F – Fuel Tank Specifications Recommendations

| Specifications |
| --- |
| **MANDATORY** |
| The above ground aviation jet fuel storage tank must be new and built to meet or exceed the specifications and must conform to all applicable legislation for the storage of bulk aviation jet fuel products in Ontario, Canada. |
| The aviation fuel tank must be above ground tanks designed and constructed in accordance with the National Fire Code of Canada, CCME, API, ORD, CAN/ULC, CSA and TSSA standards for above ground aviation fuel storage tank systems. |
| All components must meet CSA B836-2014 standards |
| **TANK** |
| One (1) new above ground tank with three (2) compartments |
| One (1) compartment with minimum of 20,000 litre storage capacity. One (1) compartment with minimum 10,000 litre capacity |
| Tank must be double walled steel with vacuum monitoring system |
| Epoxy lined interior |
| Each compartment equipped with overfill protection |
| Vent pipes, caps and emergency vents |
| Support saddles to be welded to tank and sealed to prevent rusting |
| Two (2) grounding lugs |
| Two (2) lifting lugs on top of tank – must be strong enough to support empty fuel tank |
| ULC approved thread sealant to be used on all threaded connections |
| Manhole must be weatherproof and in centre of fuel portion of tank. Minimum 60.96 cm in diameter, bolted with stainless steel fasteners |
| Secondary Spill containment built into cabinet bases |
| **PLATFORM** |
| Fill platform, stairs with handrail and spill containment for daily operations/maintenance |
| Platform, stairs and handrail corrosion resistant/dipped in galvanized coating |
| Fill platform brackets welded to tank, all must meet Occupational Health and Safety standards |
| **DELIVERY SYSTEM** |
| Card-Lock style fuel delivery system for Avgas (100LL) (200 lpm delivery volume) |
| High volume self-serve system for Jet A1 fuel with single point filling |
| Pre-wired for remote secondary emergency stop |
| Compatible with future self-server kiosk |
| Aviation fuel compatible pumps, meters, and hose reels |
| Minimum 100’ hose reel and appropriate aircraft grounding/bonding reels |
| **OTHER** |
| Lighting for nighttime fueling operations |
| Concrete pad(s) for storage tank and delivery system with vehicle protection |
| **TRAINING** |
| On-site training for fuel handling, system operations, fuel management and aircraft refueling |

# 19. Appendix G – Fuel Sales and Aircraft Movements

# Huronia Airport

## Year To Year Statistics Comparison

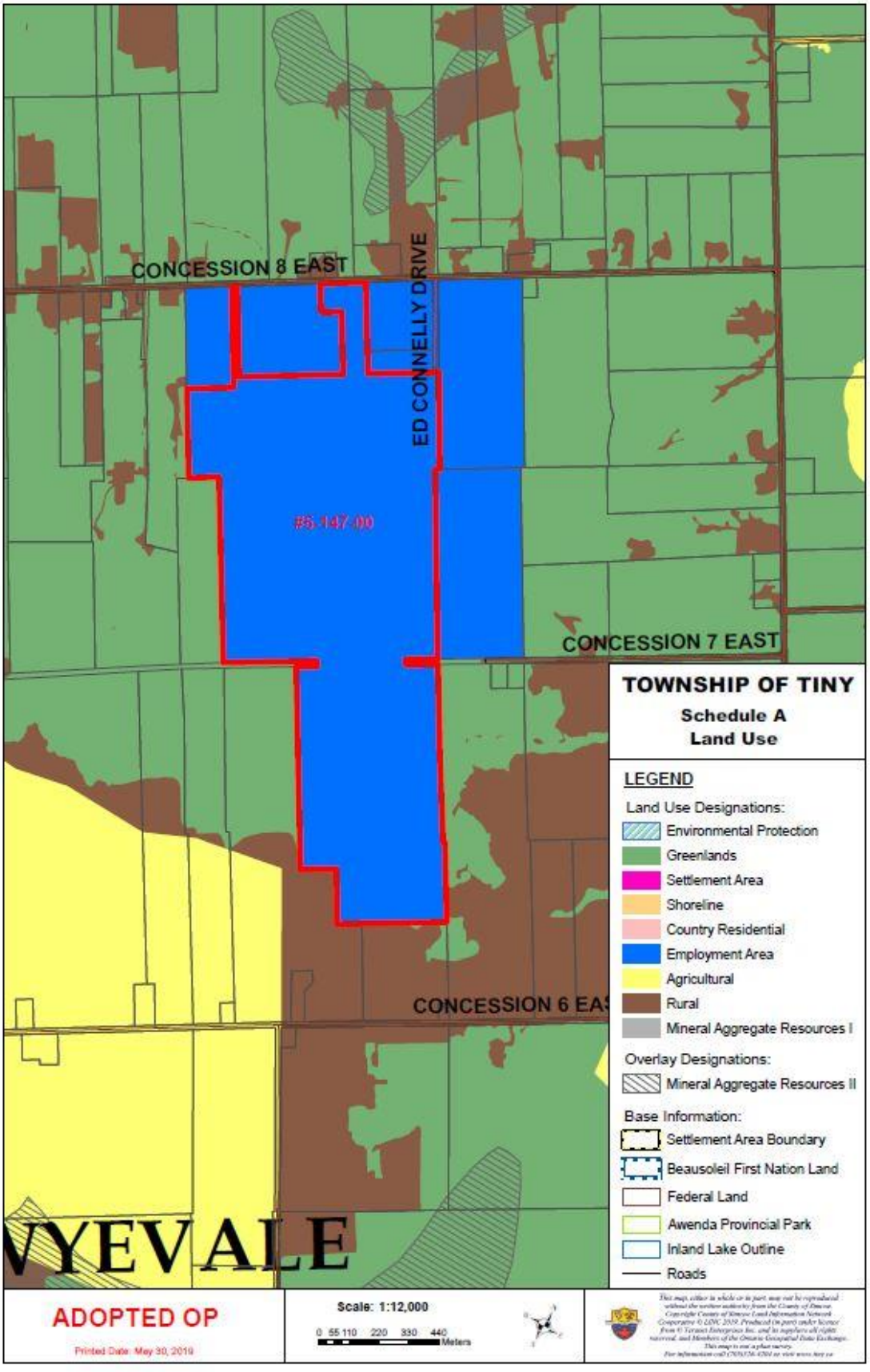
**Movements**

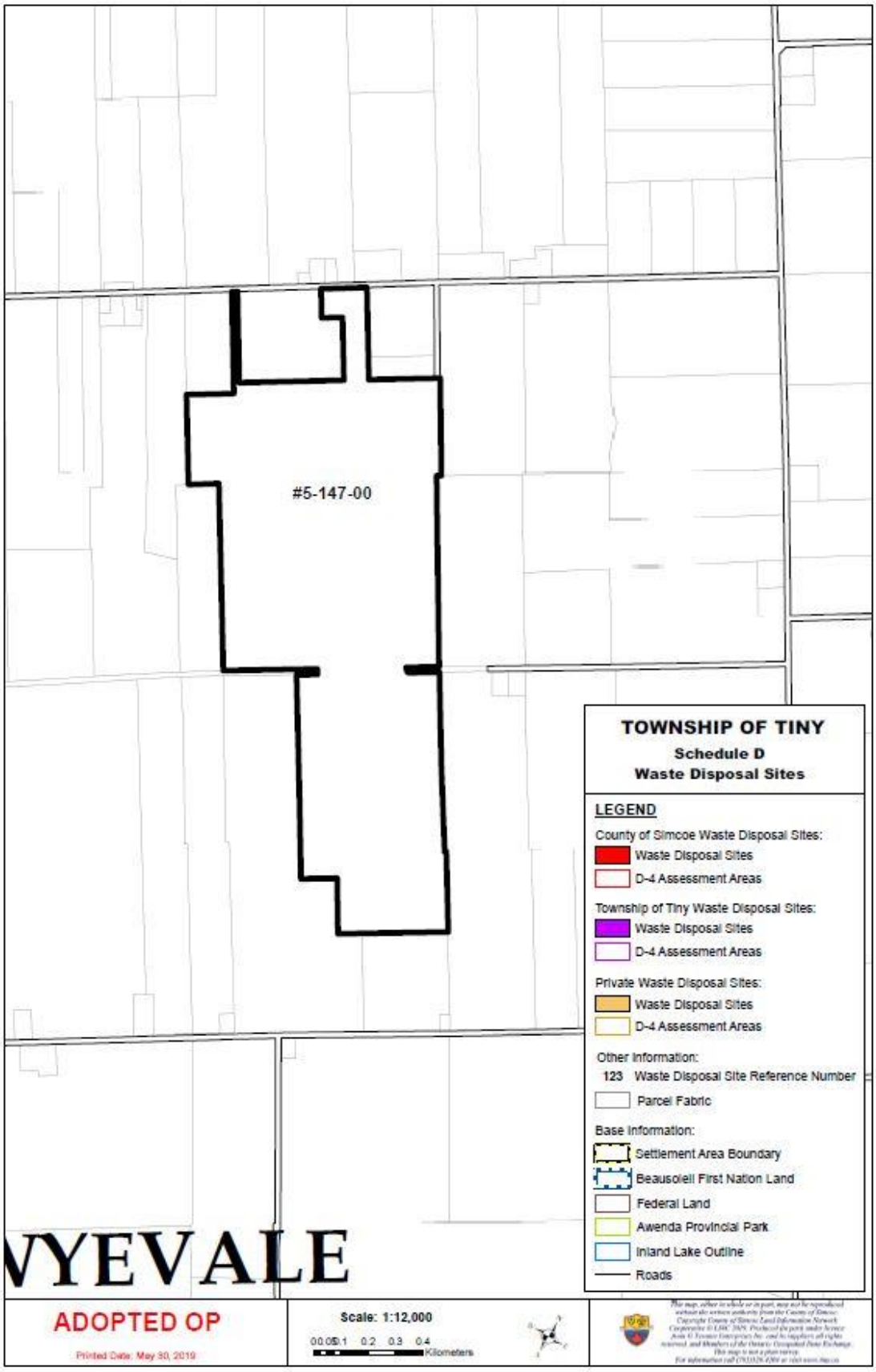
| Year | Jan | Feb | Mar | Apr | May | June | July | Aug | Sept | Oct | Nov | Dec | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 2009 | 168 | 65 | 129 | 218 | 234 | 248 | 272 | 269 | 407 | 177 | 274 | 72 | 2,533 |
| 2010 | 97 | 100 | 248 | 258 | 307 | 262 | 418 | 340 | 354 | 302 | 263 | 64 | 3,013 |
| 2011 | 69 | 129 | 218 | 206 | 297 | 404 | 722 | 566 | 403 | 429 | 342 | 152 | 3,937 |
| 2012 | 114 | 151 | 225 | 270 | 449 | 446 | 575 | 563 | 457 | 224 | 268 | 95 | 3,837 |
| 2013 | 77 | 105 | 171 | 194 | 411 | 433 | 743 | 878 | 603 | 348 | 183 | 67 | 4,213 |
| 2014 | 40 | 187 | 203 | 254 | 435 | 629 | 797 | 756 | 728 | 219 | 131 | 139 | 4,518 |
| 2015 | 88 | 127 | 168 | 370 | 566 | 826 | 1,234 | 894 | 817 | 300 | 349 | 138 | 5,877 |
| 2016 | 100 | 177 | 210 | 357 | 546 | 828 | 648 | 841 | 745 | 407 | 398 | 75 | 5,332 |
| 2017 | 108 | 181 | 197 | 301 | 410 | 614 | 817 | 569 | 641 | 467 | 193 | 59 | 4,557 |
| 2018 | 86 | 159 | 282 | 211 | 600 | 574 | 651 | 570 | 570 | 330 | 114 | 236 | 4,383 |
| 2019 | 144 | 183 | 344 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 671 |
| Average | 95 | 138 | 205 | 264 | 426 | 526 | 688 | 625 | 573 | 320 | 252 | 110 | |

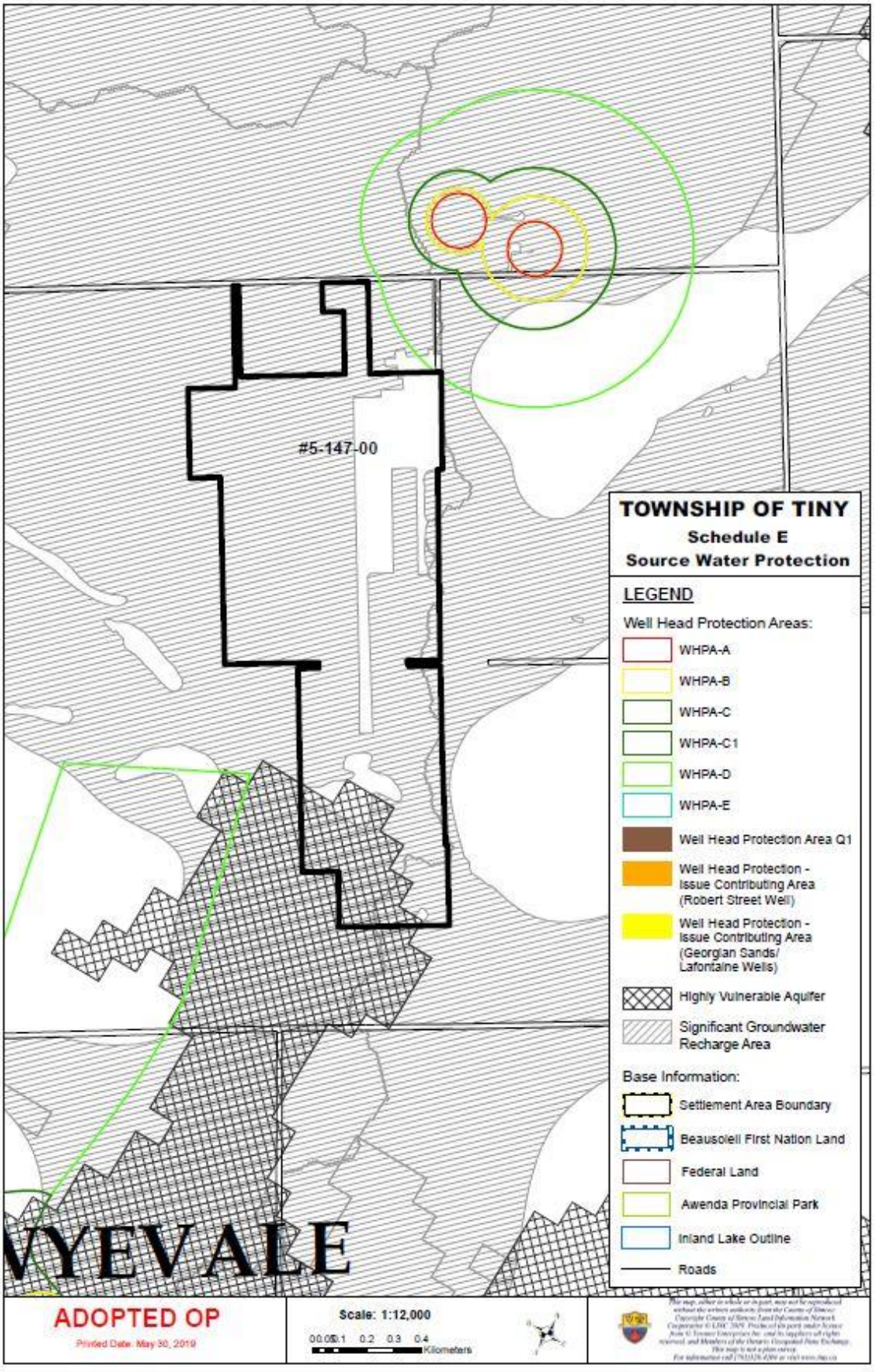
**Fuel Sales**

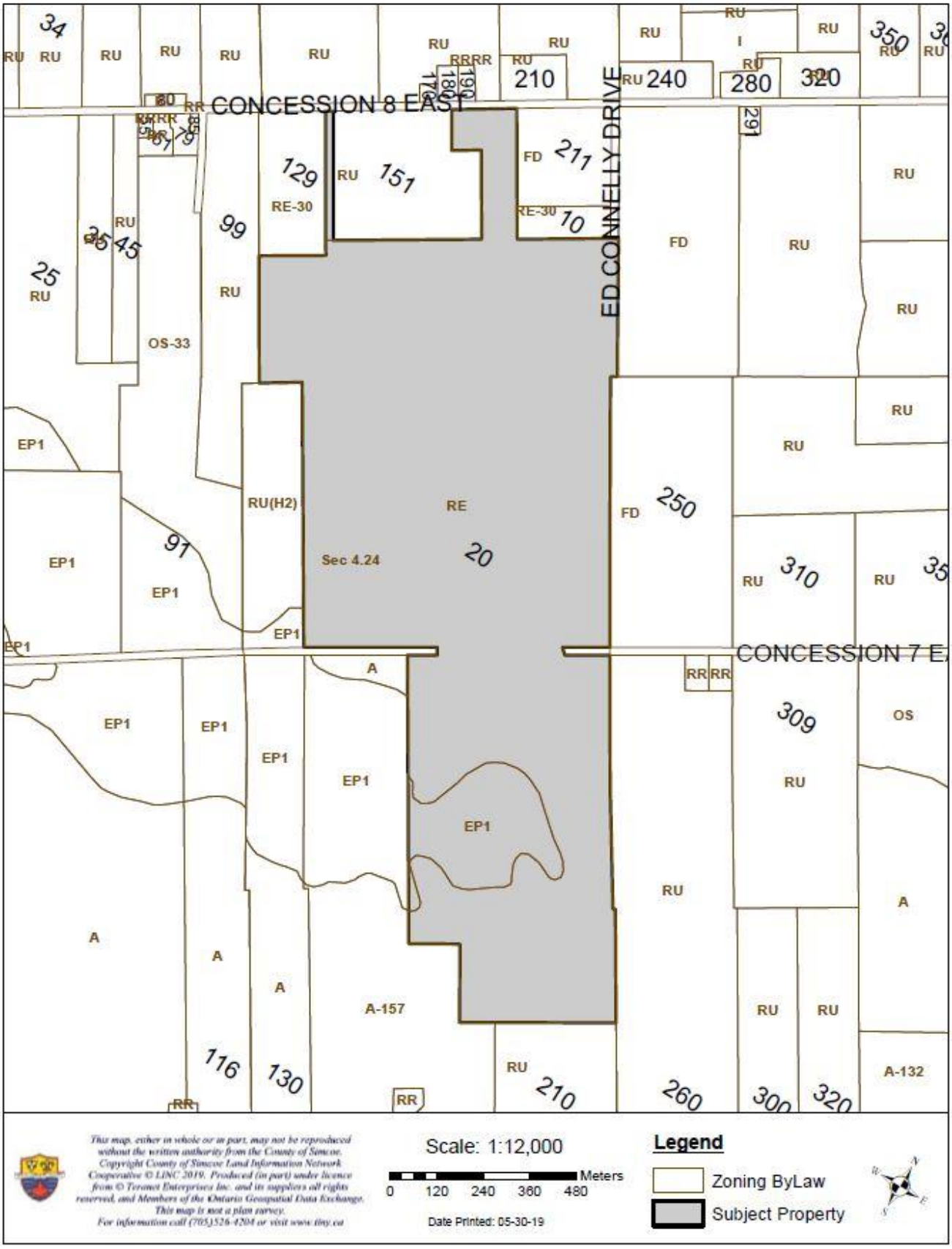
| Year | Jan | Feb | Mar | Apr | May | June | July | Aug | Sept | Oct | Nov | Dec | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 2009 | 2,019 | 1,925 | 2,961 | 7,787 | 4,926 | 5,039 | 6,931 | 7,285 | 11,089 | 3,757 | 3,325 | 803 | 57,847 |
| 2010 | 1,574 | 1,197 | 4,161 | 4,462 | 5,038 | 7,091 | 13,233 | 8,657 | 6,099 | 5,885 | 4,644 | 1,952 | 63,993 |
| 2011 | 1,047 | 1,926 | 2,613 | 3,304 | 5,714 | 7,151 | 8,932 | 9,130 | 6,999 | 5,114 | 2,798 | 3,131 | 57,859 |
| 2012 | 1,725 | 1,549 | 2,624 | 5,643 | 5,586 | 4,410 | 8,229 | 9,202 | 5,521 | 2,657 | 3,642 | 915 | 51,703 |
| 2013 | 1,280 | 2,740 | 1,877 | 1,870 | 6,405 | 5,079 | 11,812 | 16,030 | 8,654 | 4,434 | 3,138 | 1,868 | 65,187 |
| 2014 | 3,308 | 10,840 | 9,062 | 2,315 | 10,094 | 11,019 | 9,558 | 12,210 | 12,616 | 3,180 | 1,220 | 864 | 86,286 |
| 2015 | 242 | 1,215 | 2,600 | 3,611 | 6,857 | 7,672 | 14,429 | 10,780 | 13,082 | 4,959 | 2,506 | 1,220 | 69,173 |
| 2016 | 305 | 1,474 | 4,083 | 3,971 | 6,276 | 13,358 | 10,476 | 14,755 | 6,929 | 4,157 | 6,930 | 656 | 73,370 |
| 2017 | 1,392 | 962 | 2,712 | 4,066 | 5,335 | 9,798 | 12,554 | 9,197 | 9,119 | 5,322 | 1,019 | 857 | 62,333 |
| 2018 | 546 | 1,066 | 3,784 | 2,017 | 8,881 | 10,123 | 10,275 | 7,726 | 7,276 | 2,200 | 1,049 | 1,276 | 56,219 |
| 2019 | 957 | 1,351 | 4,374 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,682 |
| Average | 1,344 | 2,489 | 3,648 | 3,905 | 6,511 | 8,074 | 10,643 | 10,497 | 8,738 | 4,167 | 3,027 | 1,354 | |

# 20. Appendix H – Tiny Township Airport Maps


CONCESSION 8 EAST
ED CONNELLY DRIVE
#5-147-00
CONCESSION 7 EAST
CONCESSION 6 EA
VYEVALE
TOWNSHIP OF TINY
Schedule A
Land Use
LEGEND
Land Use Designations:
Environmental Protection
Greenlands
Settlement Area
Shoreline
Country Residential
Employment Area
Agricultural
Rural
Mineral Aggregate Resources I
Overlay Designations:
Mineral Aggregate Resources II
Base Information:
Settlement Area Boundary
Beausoleil First Nation Land
Federal Land
Awenda Provincial Park
Inland Lake Outline
Roads
ADOPTED OP
Printed Date: May 30, 2019
Scale: 1:12,000
0 55 110 220 330 440
Meters


#5-147-00
TOWNSHIP OF TINY
Schedule D
Waste Disposal Sites
LEGEND
County of Simcoe Waste Disposal Sites:
Waste Disposal Sites
D-4 Assessment Areas
Township of Tiny Waste Disposal Sites:
Waste Disposal Sites
D-4 Assessment Areas
Private Waste Disposal Sites:
Waste Disposal Sites
D-4 Assessment Areas
Other Information:
123 Waste Disposal Site Reference Number
Parcel Fabric
Base Information:
Settlement Area Boundary
Beausoleil First Nation Land
Federal Land
Awenda Provincial Park
Inland Lake Outline
Roads
VYEVALE
ADOPTED OP
Printed Date: May 30, 2019
Scale: 1:12,000
0 0.05 0.1 0.2 0.3 0.4
Kilometers


#5-147-00
TOWNSHIP OF TINY
Schedule E
Source Water Protection
LEGEND
Well Head Protection Areas:
WHPA-A
WHPA-B
WHPA-C
WHPA-C1
WHPA-D
WHPA-E
Well Head Protection Area Q1
Well Head Protection - Issue Contributing Area (Robert Street Well)
Well Head Protection - Issue Contributing Area (Georgian Sands/ Lafontaine Wells)
Highly Vulnerable Aquifer
Significant Groundwater Recharge Area
Base Information:
Settlement Area Boundary
Beausoleil First Nation Land
Federal Land
Awenda Provincial Park
Inland Lake Outline
Roads
WYEVALE
ADOPTED OP
Printed Date: May 30, 2019
Scale: 1:12,000
0 0.05 0.1 0.2 0.3 0.4
Kilometers


CONCESSION 8 EAST
CONCESSION 7 E.
ED CONNELLY DRIVE
RE
Sec 4.24
RU(H2)
OS-33
A-157
RU
FD
RE-30
EP1
A
OS
A-132
Scale: 1:12,000
0 120 240 360 480 Meters
Date Printed: 05-30-19
Legend
Zoning ByLaw
Subject Property
This map, either in whole or in part, may not be reproduced without the written authority from the County of Simcoe. Copyright County of Simcoe Land Information Network Cooperative © LINC 2019. Produced (in part) under licence from © Teranet Enterprises Inc. and its suppliers all rights reserved, and Members of the Ontario Geospatial Data Exchange. This map is not a plan survey.
For information call (705)726-4204 or visit www.tiny.ca