



Huronia/Midland Airport, CYEE

HURONIA MUNICIPAL AIRPORT- 2016 TO 2020

1. INTRODUCTION

In 2010, The Huronia Municipal Airport Commission (HMAC) developed a five-year business plan to increase activity levels at Huronia Municipal Airport (HMA), attract new business onsite, increase the visibility of the airport, and improve its role in enhancing economic development and the quality of life for its surrounding communities in North Simcoe region. This document will serve to highlight the successful implementation of the plan and outline measures which will enhance HMA operations and customer experience over the next five years (2016-2020).

The HMAC recognizes the financial contribution of its municipal partners and takes pride in its fiscally responsible operation of the HMA and the economic return generated for those communities by the airport and its related industries. Through the implementation of this plan the HMAC envisions the HMA becoming a more valuable asset for the Town of Midland, Town of Penetanguishene, and Township of Tiny.

The HMAC is pleased to report flight activity and hangar space has grown by more than 50% over the past five years. Archbold Leclerc Consulting Inc observed in the 2010 Economic Impact Study that the business activity associated with the airport was considerably higher than that found at many municipally-owned airports of comparable size and location. Huronia Municipal Airport Commission envisions this growth to continue over the next five years, in part due to the excellent facilities that have been well maintained and improved, such as our Terminal Building.

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In this report the HMA will highlight:

- The physical characteristics of and the services provided by the HMA (Section 2);
- Some of the achievements since 2011 (Section 3);
- Airport finances (Section 4);
- Opportunities assessment and business development strategies (Section 5).

2. Airport Description

- The airport serves an area encompassing the Towns of Midland, Penetanguishene and the Townships of Tiny and Tay – bordering 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.



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- The airport serves the Huronia community by providing airport facilities for:
 - Business Aircraft
 - Recreational Pilots
 - Aircraft Maintenance
 - Emergency Medevac Flights
 - Support for Search and Rescue Aircraft, particularly for Georgian Bay
 - Firefighting Training
- The airport has a 3,996 foot runway (comparable to Buttonville and Toronto Island) capable of handling most multi-engine turbo props and many small-to-medium size executive jets, with a 75,950 sq. ft. asphalt ramp, a modern 3,000 sq ft terminal building, 35 tie-down spaces, a garage and a paved 20,000 sq. ft. vehicle parking area with 77 parking spots.
- The airport also owns a 2,500 sq. ft. maintenance hangar, a 3,960 sq. ft. metal clad commercial hangar, and a 4,800 sq. ft. soft-skin recreational hangar, as well as a new 9,000 sq. ft., 8 aircraft T hanger completed in 2011.
- There are twenty-one individual Hangar buildings. Of these hangars, 18 have been built in the past 5 years
- The Terminal building has full emergency power backup, and can therefore be used as a disaster relief facility.
- 350 acres of land

3. PROGRESS 2011-2015

The Huron Municipal Airport Commission has been hard at work implementing strategies and introducing new initiatives to address the eight opportunities to capitalize on as set out in the 2010 business plan.

Opportunities to Capitalize On:

- attract new aviation-related businesses onsite
- pursue Financial partnerships
- support increased flight training activity
- increase airport-based recreational flight activity
- increase attractiveness as a fly-in destination
- increase community awareness and involvement
- involve the airport in Tourism development
- and attract other non-aviation commercial land use

The following HMA highlights demonstrate how the HMA has made inroads on all of the aforementioned opportunities:

1. The level of flight activity at the airport was the highest on record in 2015 – nearly doubling the number of movements in 2010, confirming a positive shift in the area demographics for this facility.



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2. HMA oversaw the expansion of HMA facilities including the construction of 8 T hangars and 18 new individual hangars – all of which are fully leased.
3. HMA undertook a number of projects to improve building efficiency which have resulted in an excellent return on investment, including terminal building upgrades (a new roof, energy efficient lighting, emergency generator renovation), and the conversion of all airport facilities to Natural Gas from Propane.
4. Neighbouring businesses Midland Instruments and Zenair, which heavily rely on access to the HMA, have increased the number of employees by more than 20% combined.
5. HMA has introduced a courtesy van – available for use by airport visitors wishing to experience the shopping, dining, and attractions offered in the region (generating a new revenue stream for local businesses).
6. HMA has developed Airport Procedure Documents, such as an Emergency Response Plan, Health and Safety Plan and Wildlife Management Plan.
7. HMA has opened its doors to community organizations, such as the Midland District Railway Club, Motorcycle Enthusiasts, and the North Simcoe Astronomy Club.
8. Friends of the Airport erected a new exterior pavilion for use by visitors and guests.
9. HMA hosted the Battle of Britain Airshow attracting over 10,000 spectators to the area – generating revenue for local stores and restaurants.

The HMA notes that the economic impact of increased flight activity, employment growth at related businesses, hangar development, facility efficiencies, and tourist events can be estimated at more than the \$10M quoted in the Huronia Municipal Airport Economic Impact Study, Archbold Leclerc Consulting Inc., 2010. It is also important to underscore HMA's non-monetary impact on the communities. The HMA continues to act as an Emergency Response Hub (during Search and Rescue operations), provides for Medevac of critically injured and ill patients, and can be utilized as a self-contained evacuation centre during an environmental crisis.

4. AIRPORT FINANCES

The HMA is grateful for the contributions made by the Town of Midland, Town of Penetanguishene, Township of Tiny, as well as all of HMA's leasees, aviation customers, and private contributors. The following points illustrate the HMA's current financial position:

- The airport's annual expenditure has averaged approximately \$325,000 – receiving about 40 percent of this from the three supporting municipalities (The towns of Midland and Penetanguishene and the Township of Tiny).
- The airport's revenues became much stronger through the period of 2011 to 2015 (by 30% over the previous best year) due to increases in both lease and fuel revenue. The three main revenue sources are:
 - Aircraft based fees (tie-down and hanger rental)

- Fuel sales
- Facilities leases
- The HMA continues to pursue all available funding from higher level government sources (County, Provincial, and Federal) to support further development at the HMA. Where funding opportunities are not available the HMA may consider borrowing funds to finance projects with a positive business case. The HMA has established a lease line with our banking institution for this purpose – limit of \$150,000.
- The total Economic Impact on adjacent communities was estimated at over \$10 million/year (2010), a figure which has most certainly increased over the past five years due to increased use of the HMA and the growth of the related businesses.

5. Opportunity Assessment & Business Development Strategies

The HMA has conducted careful analysis of initiatives implemented by airports of like size and activity, as well as the local conditions at HMA, to identify opportunities for the further development of HMA.

The HMA found the following to be the principal opportunities, strategies and initiatives to improve airport activity levels, revenue and overall viability:

a. Promote Increased Local Recreational Flying and Attract New Pilots

In spite of the increase in private and airport hangar facilities, there remains a demand for more aircraft accommodation. HMA plans to meet this demand by building additional hangar space in self-financing amounts, which is detailed later in this report. HMA is also investigating other initiatives which include: install self-serve fuelling facilities; make food available on weekends; and increase local community awareness.

b. Attract New Airside Businesses

Attempt to add to the existing cluster of four airside businesses on or adjacent to the site and encourage new tenants to establish here.

c. Provide Flight Training

Support the efforts of the operator to continue an active flight training school at the airport; consider all options to expand current training.

d. Attract More Itinerant Pilots

Organize event-based fly-ins; publicize the availability of weekend food; publicize availability of on-site repair and maintenance; continue to provide courtesy transportation to the local area.

e. Attract New Aviation Uses

Encouraging the provision of services currently unavailable at the airport e.g. Sightseeing Flights, Aerial Photography, and Banner Towing.

f. Involvement with Local Tourist Attractions and Operators

Partner with local tourism operators and attractions to promote accessing the region via fly-in, both organized group activity and individual pilot-tourist families. Keep website up to date.

Hurononia Municipal Airport Infrastructure and Facilities

The HMA is confident that the HMA is positioned to seize on the opportunities presented above and recognizes that HMA will require major capital investments to move forward with some of the initiatives. The HMA is prioritizing the development of a business case, in 2016, to evaluate possible capital expenditures and related returns on investments. The HMA understands the need to secure an appropriate long-term agreement with any companies involved and obtain the necessary support to fund construction.

Capital improvement projects considered in development of the plan are:

Projects Over The Next Five Years

1. New Aircraft Storage/ Maintenance Building to respond to customer demand and core operating needs
2. Upgrade fuel pumping and fuel storage facilities to improve speed of service and remain environmentally compliant
3. Explore land lease solar projects to maximize our real estate assets- "340 acres of land"
4. Explore Airport Café concept to attract/drive new revenue growth
5. Flight school expansion to attract new clients to HMA
6. LED Runway and outside lighting
7. Existing Hangar Maintenance and Upgrades
8. Runway, Taxiway and Apron Maintenance
9. New Commercial Hangar and Office Space

1. New aircraft Storage/ Maintenance Building

The Airport anticipates undertaking this initiative by this fall. We will be trying to attract Federal funding for this project, but if necessary will finance it ourselves. The building will accommodate 6 aircraft as well as a heated indoor maintenance and storage facility for our airside heavy equipment. Our budget estimate is \$200-250,000, and we note that we currently have 9 people on our waiting list for hangar space.

The new hangar will be located north of our parking area and will link with an existing taxiway used by our neighbour, Zenair Aircraft.

2. Upgrade fuel pumping and fuel storage facilities



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At present we have underground fiberglass tanks, which are monitored and tested regularly for any leaking. We will eventually have to upgrade our whole fueling system to meet new government standards for above ground tank and pumping facilities.

We are in the process of reviewing options for this change, and will be applying for federal funding to implement this upgrade to our equipment.

3. Explore land lease solar projects

We are working with a solar organization through EDCNS (Economic Development Corporation of North Simcoe) to develop a scheme for the next FIT program. Potentially this could be a significant revenue generator for the airport. We will not be participating financially in the cost of the project; simply leasing our land to the developer for a 20 period.

4 Explore Airport Café concept

We have for 2 years been operating a part time airport café facility operating out of our existing kitchen area. This has been successful in attracting additional traffic to the airport, and we will continue to explore making this a more permanent feature of our operation. We do not have the benefits of location for drive in attraction but it does seem to have fly in/ fuelling attraction.

5. Flight school expansion

We have just arranged with Extreme flight school to have courses available at the airport. We intend to promote this locally, and beyond, to attract new clients to our facility. Currently we have 5 students taking instruction.

6. LED inside and outside lighting

We are implementing these and other cost saving initiatives

7. Existing Hangar maintenance and up grades

We are budgeting for the maintenance /replacement of fabric on our soft skin hangar, as well as minor maintenance and upgrades on the other hangars.

8. Runway, Taxi-way and Apron Maintenance

Given our recent replacement of 1000 feet of our runway, this project only involves line painting, and regular crack-filling of all areas over the next 5 years. The remaining 3000 feet of runway is not due for renewal for at least 10 years.



9. New Commercial Hangar and Office Space

This has been a long term aim of the airport to cooperate with Midland Instruments to expand their on-site airport accommodation. To date we have not been able to agree on how best to accomplish this, but it remains on our 5 year list.

CONCLUSION

This concludes the 5 year plan for Huronia Airport, and the Commission is hard at work to see the successful implementation over the years to 2020