

A wide-angle photograph of an airfield under a clear blue sky with light clouds. In the foreground, a green grassy field with small yellow wildflowers leads to a paved tarmac. Several small, white, high-wing aircraft are parked on the tarmac. One aircraft in the foreground has the registration 'N8853' and 'C-ECCG' visible. In the background, there are hangars, a control tower, and other airport buildings.

Canadian Community Airports Profile

Canadian Owners and Pilots Association
Final Report | August 24, 2022

Foreword

The Canadian Owners and Pilots Association (COPA) is a federally registered not-for-profit association that was founded in 1952 to speak as the unified voice for general aviation in Canada. In 2022, COPA represents over 15,000 members across the country. The mission of COPA is to:



“Advance, Promote, and Preserve the Canadian Freedom to Fly”

In 2017, COPA added significant value to the national understanding of the importance of the general aviation sector through its commissioning of the report entitled: Economic Impact of General Aviation in Canada, 2017. This report has been repeatedly used by COPA and other aligned organizations at the national, provincial, and local levels in support of advocacy efforts. In 2022, COPA is once again taking steps to support effective advocacy through the preparation of the Canadian Community Airports Profile with HM Aero Aviation Consulting. COPA’s leadership has increasingly observed community airports across Canada being subjected to numerous challenges that threaten their future viability – without the nation’s network of community airports, the economic and social benefits that aviation can support are unable to be realized at the local or regional level. Ensuring the continued availability and vitality of Canada’s community airport infrastructure is inseparable from COPA’s mission.

This study has been developed to serve as a comprehensive body of information on the economic and social impacts of community airports, their challenges, and to provide case studies of real-world success with best practices that can be adopted by other airport operators. It is anticipated that this study will serve as an educational resource for aviation and non-aviation stakeholders alike, as well as a starting point for informing meaningful discussions at the airport-specific level when decision-makers, advocates, and other parties consider the future of their facility.

Sincerely,

A handwritten signature in black ink that reads "James Ferrier".

James Ferrier
Interim President,
Chief Executive Officer

A handwritten signature in black ink that reads "Doug Ronan".

Doug Ronan
Chair – Board of Directors

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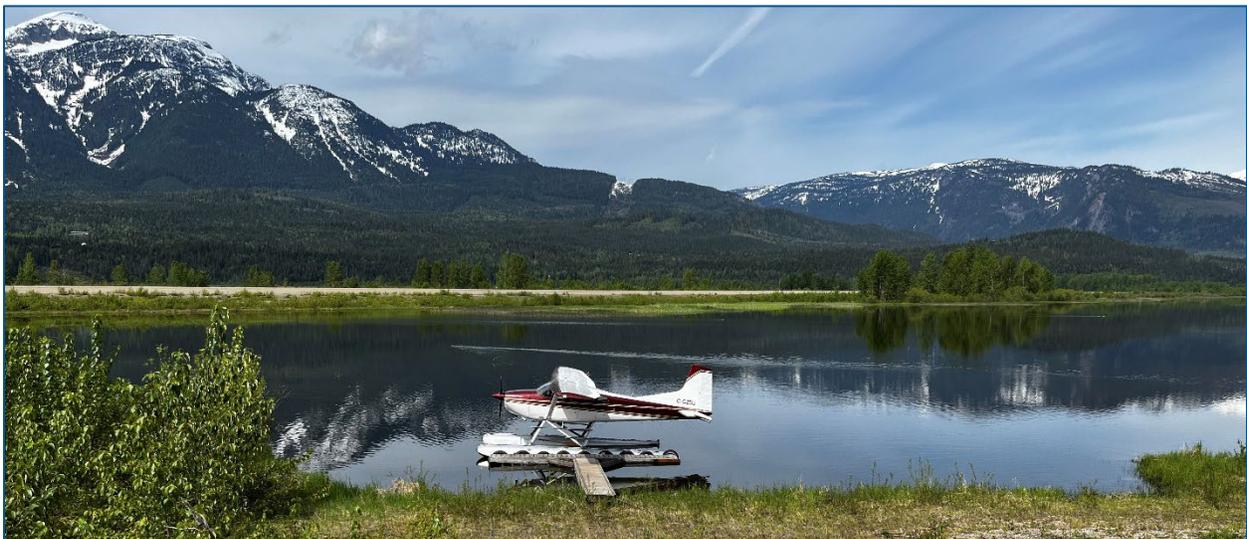
1 INTRODUCTION

The Canadian Owners and Pilots Association (COPA) is a federally registered not-for-profit association that was founded in 1952 to speak as the unified voice for general aviation in Canada. In 2022, COPA represents over 15,000 members across the country. The mission of COPA is to:

“Advance, Promote, and Preserve the Canadian Freedom to Fly”

In recent years, COPA’s leadership has increasingly observed community airports across Canada being subjected to numerous challenges that threaten their future viability – without the nation’s network of community airports, the economic and social benefits that aviation can support cannot be realized at the local or regional level. Ensuring the continued availability and vitality of Canada’s community airports is therefore inseparable from COPA’s mission.

COPA retained HM Aero Aviation Consulting in 2022 to complete the Canadian Community Airports Profile (the “Profile”). This Profile was commissioned to serve as a tool for advocacy and education at the national and local levels on the value of Canada’s community airports. It is recognized that each community airport in Canada faces unique circumstances, opportunities, and challenges that will influence its future. Through this Profile’s exploration of the key characteristics, economic value, and social benefits of the country’s community airports, the intent is to motivate local leaders and advocates to undertake meaningful context-specific explorations of their airport to support informed decision-making.



Floatplane operations at Revelstoke Airport, BC

2 COMMUNITY AIRPORTS OVERVIEW

2.1 Defining Community Airports

There is no official definition as to what constitutes a community airport; therefore, classifying facilities as community airports entails a degree of subjectivity. In the context of this Profile, community airports generally share the following common characteristics:

- **Regulatory Classification:** Facilities that are registered or certified and are listed in the Canada Flight Supplement (the national directory of aerodromes published by NAV CANADA);
- **Availability:** Airports that are operated as public-use facilities to support social and economic benefits within their surrounding regions, as opposed to being operated for the benefit of a single or limited interest (e.g., a farmer’s airstrip, soaring clubs, resource extraction airports);
- **Ownership:** Airports that are owned publicly (e.g., by a municipality or provincial government) or by a not-for-profit entity (e.g., an airport commission). Privately owned airports may also function as community airports if they share the other criteria described herein; and
- **Role:** Airports that support aviation-related activities that confer economic and / or social benefits to their surrounding region. Typically, community airports serve a more limited role in supporting scheduled passenger air carrier operations – for classification purposes, this Profile defines community airports as serving a maximum of 100,000 annual passengers, acknowledging that larger passenger processing airports have other revenue generating streams and experience different challenges and opportunities.

Based on the review and classification of 1,365 facilities based on the criteria described above, it is estimated that there are approximately 625 community airports located throughout Canada. The distribution of Canada’s community airports across the 13 provinces and territories is summarized in Table 2.1 and shown visually in the figures on the following pages.

Table 2.1 - National Distribution of Community Airports

Province / Territory	Estimated Community Airports	Province / Territory	Estimated Community Airports
Ontario	109	Yukon	26
Alberta	96	Nunavut	24
Saskatchewan	88	Newfoundland and Labrador	24
Québec	77	New Brunswick	10
British Columbia	74	Nova Scotia	7
Manitoba	63	Prince Edward Island	1
Northwest Territories	26	Total	625

It is also noted that numerous Canadian water aerodromes and heliports not included in the estimated total fulfill many of the functions typical of community airports. While these facilities are not explored in detail through this Profile, fulsome consideration should be given to the social and economic value that water aerodromes and heliports provide to their surrounding regions, where applicable.

Figure 2.2 - Community Airports: Ontario, Québec, New Brunswick, Prince Edward Island, Nova Scotia, and Newfoundland and Labrador

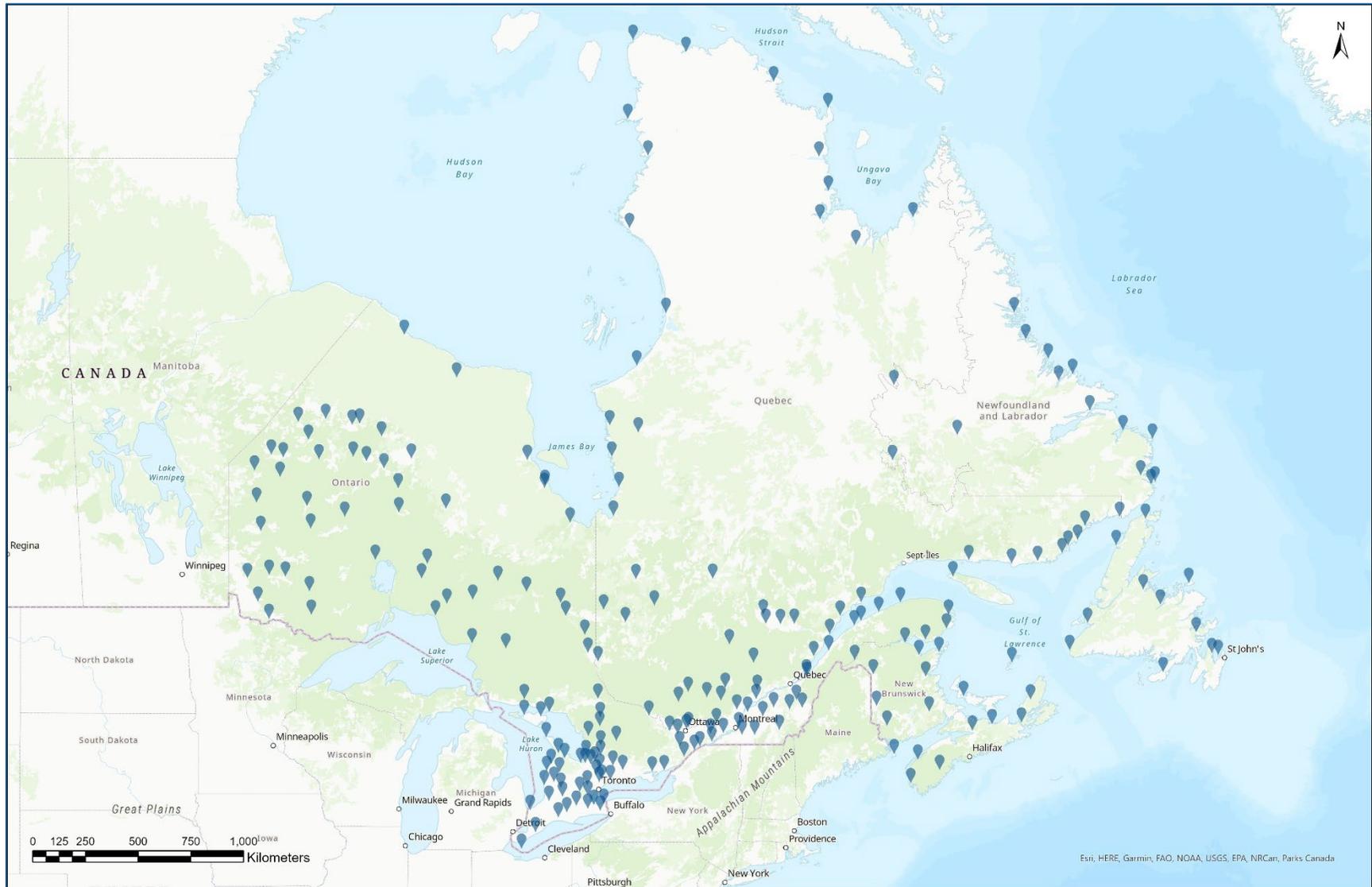


Figure 2.3 - Community Airports: Yukon and Northwest Territories

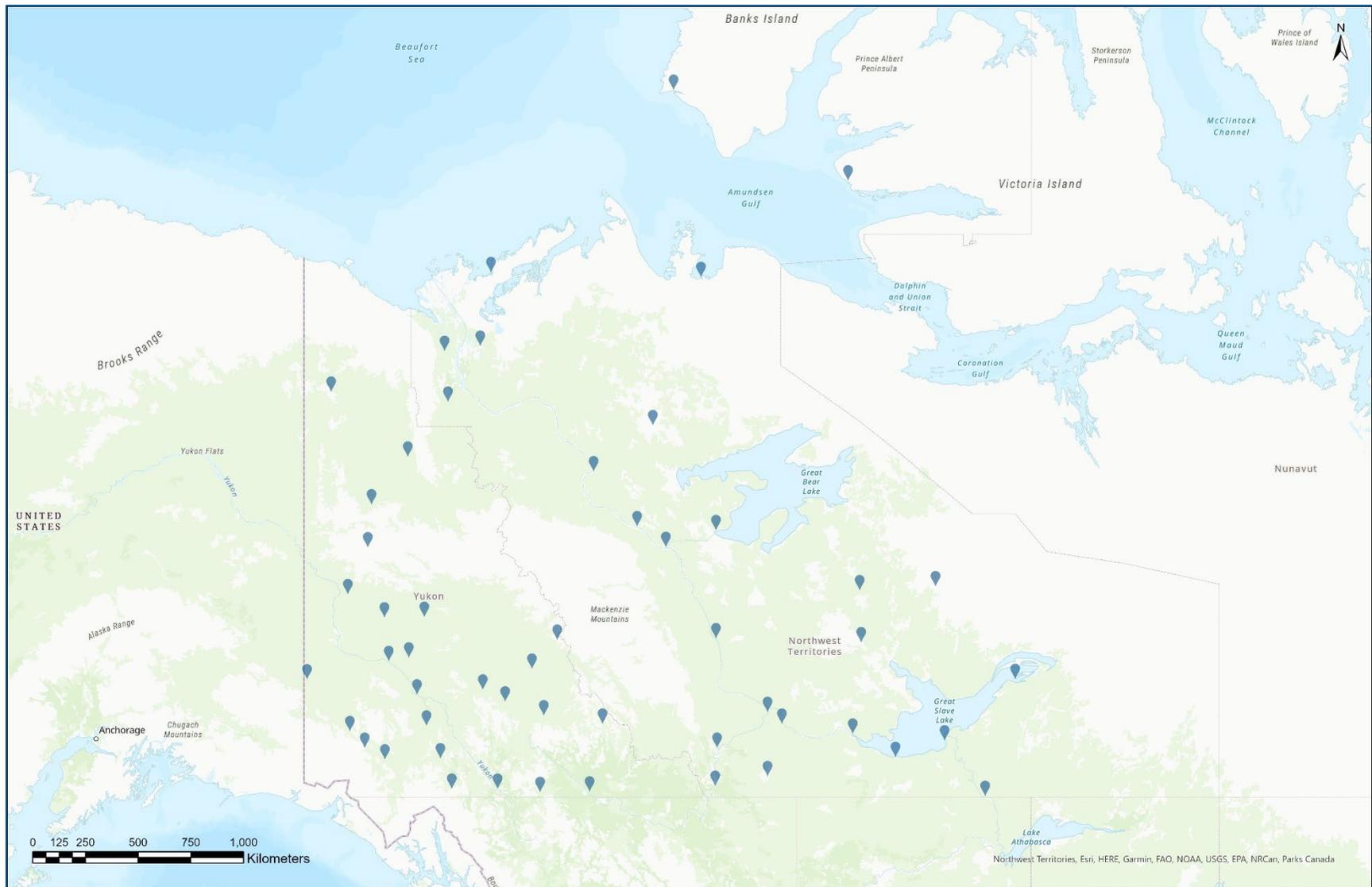
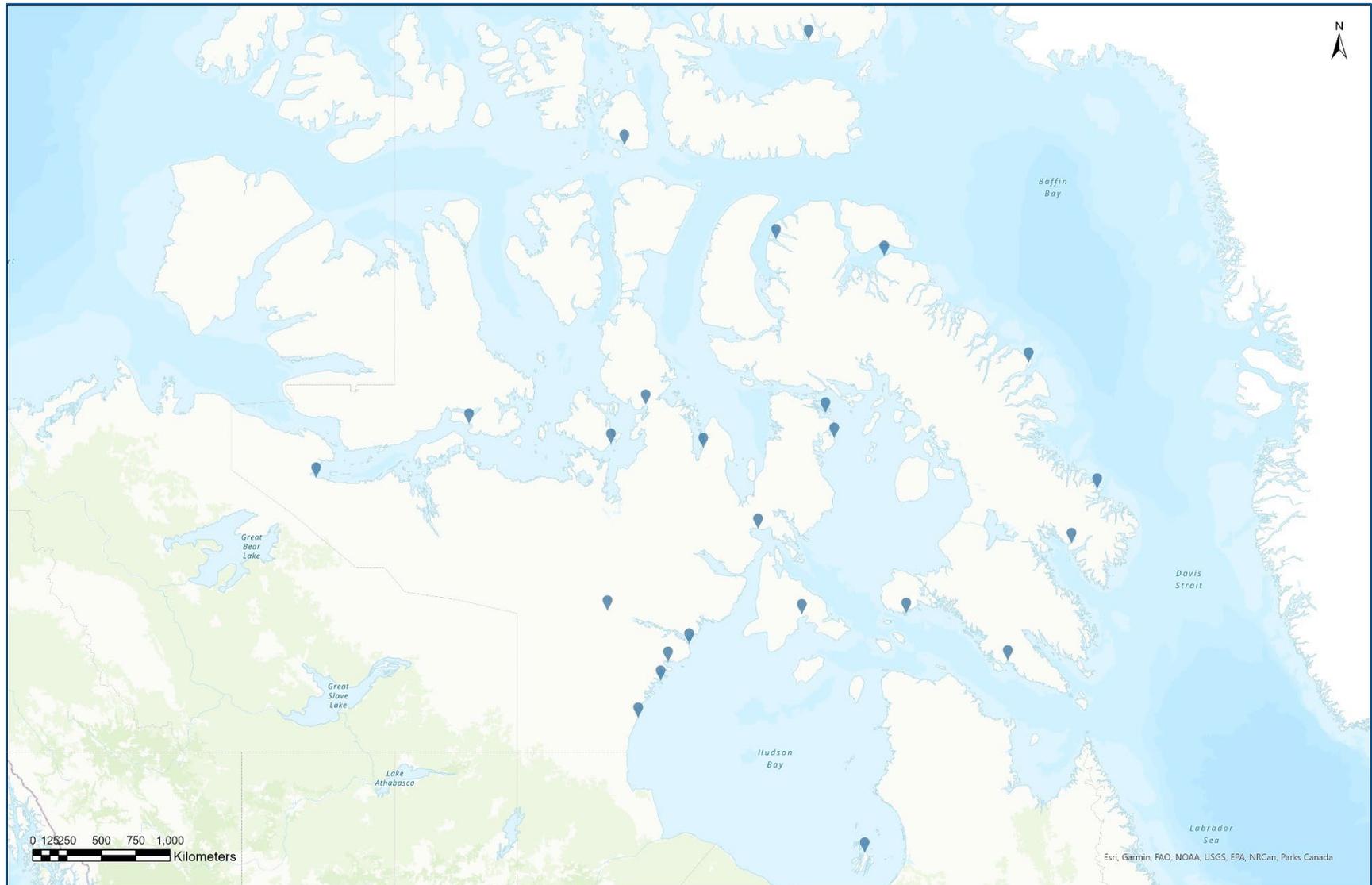


Figure 2.4 - Community Airports: Nunavut



As shown in Table 2.2, there is an estimated average of one community airport per 59,000 residents, nationally. The average number of community airports per capita varies across Canada:

- Prince Edward Island and Nova Scotia have the lowest number of community airports per capita, with between 138,000 and 154,000 residents served per community airport in these provinces. Both provinces are served by additional commercial airports excluded from the analysis (e.g., Charlottetown, Halifax). Despite its limited population, New Brunswick is supported by 10 community airports (78,000 residents per airport) in addition to its primary commercial airports (Fredericton, Moncton, and Saint John);
- The two most populated provinces, Ontario and Québec, are each served by an extensive network of community airports with between 110,000 and 130,000 residents per facility;
- Western Canada’s provinces (Alberta, Saskatchewan, and Manitoba) each are supported by considerable networks of community airports, ranging from 63 facilities in Manitoba to 96 in Alberta. Transportation in the northern portions of Manitoba and Saskatchewan is facilitated by provincially operated remote airports. British Columbia similarly has a well-developed network of community airports that serve an average of 68,000 residents per facility;
- In Newfoundland and Labrador, the smaller provincial population (511,000 residents) is served by a larger network of 24 community airports in addition to excluded commercial service airports, primarily because of the network of remote airports providing essential access throughout Labrador;
- The Northwest Territories, Yukon, and Nunavut have an average of one community airport per 1,500 to 1,600 residents, highlighting the essential role of air services given the remoteness and lack of alternative transportation options in these regions. This dimension is highlighted given the considerable size of each territory and correspondingly large average land areas per airport – while each airport serves a comparatively small population, these facilities function as essential transportation assets given the geographic vastness of each territory.

Table 2.2 - National Distribution of Community Airports versus Population

Province / Territory	Estimated Community Airports	2021 Population	Residents per Community Airport
Prince Edward Island	1	154,331	154,331
Nova Scotia	7	969,383	138,483
Ontario	109	14,223,942	130,495
Québec	77	8,501,833	110,413
New Brunswick	10	775,610	77,561
British Columbia	74	5,000,879	67,579
Alberta	96	4,262,635	44,402
Manitoba	63	1,342,153	21,304
Newfoundland and Labrador	24	510,550	21,273
Saskatchewan	88	1,132,505	12,869
Northwest Territories	26	41,070	1,580
Yukon	26	40,232	1,547
Nunavut	24	36,858	1,536
Total	625	36,991,981	59,187

2.2 Governmental Context and Involved Organizations

2.2.1 Federal Level of Government

In Canada, the federal government has exclusive jurisdiction over aeronautics through a series of interpretations made over time regarding Section 91 of the Constitution Act, 1867. Specifically, the federal government has the authority to make laws pertaining to “peace, order, and good government”; aviation and aeronautics has been assigned under this category. Within the Government of Canada, the Minister of Transport and Transport Canada are the entities primarily responsible for matters relating to community airports. The roles served by Transport Canada that influence the operation of community airports include:

- **Airport Regulator:** Transport Canada establishes rules and regulations pertaining to the operation of community airports, including separate regulatory structures for registered aerodromes and certified airports as described in Section 2.3.
- **Airport Operator:** While the role of Transport Canada as an airport operator has been significantly reduced following the implementation of the National Airports Policy in the 1990s and the divestment of most of its airport portfolio nationwide, Transport Canada continues to own and operate 18 community airports in British Columbia (4), Manitoba (1), Québec (11), and Newfoundland and Labrador (2). The federal crown corporation Ingenium also retains ownership of the Ottawa / Rockcliffe Airport, which is operated by the Rockcliffe Flying Club. The 23 facilities that continue to be owned by Transport Canada or the three territorial governments and are designated within the National Airports System have been excluded from this study.
- **Airport Funder:** Transport Canada administers the Airports Capital Assistance Program, the only national airport-focused capital grant program for community airports. During the COVID-19 pandemic, Transport Canada also launched the Regional Air Transportation Initiative that was successfully leveraged by community airports across the country to fund essential infrastructure expansions, renewals, and other projects. Separate from Transport Canada, non-airport specific funding programs administered by the Government of Canada have included the Investing in Canada Infrastructure Program and the Canada Community Building Fund.

Beyond these primary roles, other examples of federal involvement in community airports include the Canada Border Services Agency (Section 2.2.5); participation in the governance of NAV CANADA, the national air navigation services provider (Section 2.2.4); and approving select airport infrastructure projects through the Impact Assessment Act. Aircraft operated by federal entities (e.g., Canadian Coast Guard, Transport Canada, Royal Canadian Mounted Police, Royal Canadian Air Force) are also frequent users of community airports to assist in accomplishing their respective organizational mandates.



Aircraft parking apron at St. Catharines / Niagara District Airport, ON

2.2.2 Provincial / Territorial Levels of Government

While the federal level of government has the primary jurisdictional purview over aviation, the provincial and territorial levels of government are also integrally involved in Canada's community airports. The two primary roles served by provincial and territorial governments in Canada include:

- 1 **Airport Operators:** Six provinces are directly involved in the ownership and operation of community airports: Alberta, Saskatchewan, Manitoba, Ontario, Québec, and Newfoundland and Labrador. Community airports operated by provincial governments primarily serve remote communities with limited alternative access options and / or are operated to support essential wildfire suppression and air ambulance missions. The territorial governments of Yukon, Northwest Territories, and Nunavut are the principal entities responsible for the ownership and operation of community airports within their jurisdictions.
- 2 **Airport Funders:** Recognizing the gaps that exist in funding for community airports at the federal level, five provinces currently or have recently provided direct capital or operating financial support to community airports: British Columbia, Alberta, Saskatchewan, Manitoba, and Québec. As the territorial governments of Yukon, Northwest Territories, and Nunavut are directly involved in community airport ownership and operation, these entities are responsible for assuming operating and capital expenses.

As will be explored in Section 4, community airports nationwide are extensively used by aircraft providing essential public air services on behalf of provincial and territorial governments, including air ambulance operations, wildfire suppression, law enforcement, and emergency management.

2.2.3 Regional / Municipal Levels of Government

Nationwide, upper-tier (e.g., Regional Municipalities, Regional Districts, Counties) and lower-tier (e.g., Districts, Cities, Towns, and Townships) municipal governments are the primary entities responsible for the ownership, operation, and funding of community airports. The prevalence of community airport municipal ownership is a result of several factors, including:

- The divestment / downloading of airports from the federal and provincial levels of government as part of broader policy shifts;
- Municipalities assuming ownership of airports that were initially developed by private or not-for-profit entities;
- Local governments proactively developing airports out of an internally identified need, potentially through the assistance of support programs from the provincial and / or federal levels of government.

Using research commissioned in 2022 by the Airport Management Council of Ontario as one example, 81% of a total of 42 studied airports were owned by a regional or municipal government. As community airport owners, municipalities assume responsibilities that commonly include providing ongoing operating and capital financial support, serving as the governing entity, and establishing appropriate structures for administrative and operational duties.

2.2.4 NAV CANADA

NAV CANADA is the private not-for-profit corporation that, since 1996, has been responsible for the ownership and operation of the Canadian civil air navigation system. NAV CANADA manages approximately 18M km² of airspace and maintains over 100 staffed sites across the country. With respect to Canada's community airports, NAV CANADA's primary roles include:

- Providing air traffic services at select airports with sufficient traffic volumes and operational needs in accordance with the NAV CANADA Level of Service Policy, including sites with Air Traffic Control Towers and Flight Service Stations;
- Designing and maintaining the various technologies and procedures used as part of the air navigation system, including meteorological observation systems, electronic navigation aids, and instrument arrival and departure procedures; and
- Publishing aeronautical information through resources such as the Canada Flight Supplement and Canada Air Pilot for use by pilots.

2.2.5 Canada Border Services Agency

The Canada Border Services Agency is the federal agency that is responsible for supporting the international movement of people and goods while ensuring national security and public safety. The Canada Border Services Agency is responsible for providing customs clearance services at designated Airports of Entry across Canada in accordance with the agency's Air Services Policy Framework. Smaller community airports are commonly designated as:

- **Airport of Entry / 15:** Facilities used for clearing unscheduled arriving private and corporate general aviation aircraft with fewer than 15 travellers; and
- **Airport of Entry / CANPASS:** Facilities that can only be used by CANPASS permit holders.

The provision of Canada Border Services Agency services at eligible community airports can be a significant asset that primarily facilitates travel to and from the United States.

2.2.6 Advocacy Organizations and Associations

The priorities of Canada's community airports and their users are represented both provincially and nationally by aligned industry organizations and associations. These organizations are critical in communicating challenges and priorities of community airport operators, including:

- Nationally, the Regional and Community Airports of Canada and associations with aligned mandates or overlapping interests, such as COPA, Canadian Business Aviation Association, Helicopter Association of Canada, and the Air Transport Association of Canada;
- Provincial level organizations such as the British Columbia Aviation Council, Alberta Aviation Council, Saskatchewan Aviation Council, Manitoba Aviation Council, Airport Management Council of Ontario, Community Airports Group of Ontario, Association Québécoise du Transport Aérien, and the Atlantic Canada Airports Association; and
- Advocacy groups at the local level, including local or regional COPA and Experimental Aircraft Association chapters.

2.3 Regulatory Context

As described previously, Transport Canada is the primary regulatory authority over aviation. Community airport owners and operators are responsible for ensuring that their facilities are compliant with all applicable provisions of their respective regulatory context.

An aerodrome is defined as any area of land, water, ice, or other supporting surface used, designed, prepared, equipped or designated for the arrival and departure, movement or servicing of aircraft. Despite the widespread and often interchanged usage of terms such as “airports”, “aerodromes”, and “airstrips”, there are two overarching categories for airports in Canada:

1. **Registered Aerodromes:** An aerodrome that is registered in the Canada Flight Supplement or Canada Water Aerodrome Supplement; and
2. **Certified Airports:** An aerodrome for which an airport certificate has been issued by the federal government.

In the context of this document, the term “community airports” includes both registered aerodromes and certified airports.

Limited regulatory requirements are established for registered aerodromes through the Canadian Aviation Regulations, with provisions for such facilities generally limited to registration matters; markers, markings, and lighting; the provision of wind direction indicators and warning notices; and prohibited activities and fire prevention. Registered aerodrome operators have considerable discretion in the way they maintain their facility, scaling the level of service provided for key matters such as winter maintenance with operational requirements. Except where community airports fulfill one of the criteria for certification described below, these facilities are predominantly operated as registered aerodromes.

Certification is required if an aerodrome fulfills one or more of the following three criteria, per Canadian Aviation Regulation 302.01:

1. The facility is located within the built-up area of a city or town;
2. The facility is used by an air operator for the purpose of a scheduled passenger service; or
3. If certification is deemed to be in the public interest by the Minister of Transport.

Certified airport operators are subject to a considerably higher level of regulatory oversight by Transport Canada versus registered aerodromes, including:

- Ensuring that all infrastructure and the obstacle environment is designed and upkept per TP312 – Aerodrome Standards and Recommended Practices;
- Maintaining an Airport Operations Manual and associated plans and policies addressing matters such as safety management, winter maintenance, wildlife control, and emergency responses; and
- Undertaking recurring audits to assess compliance with all applicable regulatory provisions.

As a result of these requirements, the level of effort, costs, and organizational structure associated with securing and maintaining an Airport Certificate can be significant – as noted above, these forces underlie the predominance of community airports being operated as registered aerodromes, except where scheduled air carrier services are supported or they are located near built-up areas.

Other examples of regulatory standards applicable to community airports include:

- **Instrument Approach Procedures:** The protection of three-dimensional Obstacle Limitation Surfaces is a requirement for certified airports to limit the infringement of natural growth and human-made obstacles on aircraft flightpaths. For community airports in the registered aerodrome category, Transport Canada implemented Advisory Circular 301-001 Issue No. 2 in 2018 (and Issue Nos. 3, 4, and 5 between 2020 and 2022) requiring that these facilities maintain Obstacle Limitation Surfaces similar to certified airports if they are to support Instrument Approach Procedures.
- **Planning and Development:** The Aerodrome Work Consultations Regulation (Canadian Aviation Regulation 307) was adopted by Transport Canada. Canadian Aviation Regulation 307 prescribes minimum stakeholder consultation requirements for the development of new aerodromes and select infrastructure expansion projects at existing aerodromes (e.g., building a new runway or extending an existing runway by the greater of 100 m or 10% of its existing length).
- **Impact Assessments:** The adoption of the federal Impact Assessment Act in 2019 resulted in a more expansive approach to the airport infrastructure projects that require assessment through a new multistep process. Select classes of airport infrastructure projects are subject to detailed federal impact assessments, in addition to the Canadian Aviation Regulation 307 requirements described previously.

As described in Section 2.2.1, the federal government has the constitutional jurisdiction over aviation, including the operation of community airports. However, instances whereby provincial and municipal levels of government have attempted to regulate airport-related matters have frequently arisen through the justice system, including examples whereby provinces and municipalities attempt to directly regulate aviation, and cases where these levels of government attempt to exercise authority that is otherwise within their jurisdiction (e.g., land use planning) but that infringes on federal jurisdiction. While this report does not offer an in-depth analysis of past case law, the regulatory relationship between the federal, provincial, and municipal levels of government is influenced by the limitation of lower-level legislation that impairs core federal jurisdiction, as well as the protection of federal legislation from otherwise valid yet inconsistent provincial or municipal legislation.

For detailed commentary on the federal powers over aeronautics, COPA has published [The Federal Aeronautics Power in Canada, 2022 – A Primer for the Canadian Owners and Pilots Association](#) authored by McMillan LLP.



Beechcraft King Air at Lachute Airport, QC

2.4 Ownership, Governance, and Funding

2.4.1 Federal and Provincial / Territorial Models

As described in Section 2.2.1, the federal government through Transport Canada continues to own and operate 18 facilities classified as community airports in British Columbia, Manitoba, Québec, and Newfoundland and Labrador. Although the federal level of government has the primary jurisdictional authority over aviation and airports, it is no longer directly involved in the ownership of community airports except as noted above. Federally owned community airports are overseen by the Regional Director General's Office of each applicable region (Pacific, Prairie and Northern, Québec, and Atlantic), with operations being the responsibility of each region. Transport Canada is responsible for the funding of these 18 community airports.

Six provinces and three territories are directly involved in the ownership and operation of community airports: Alberta, Saskatchewan, Manitoba, Ontario, Quebec, Newfoundland and Labrador, Yukon, Northwest Territories, and Nunavut. In these jurisdictions, the prevailing model is for owned community airports to be operated within a provincial or territorial department through public and / or contracted private employees. Saskatchewan, for example, owns 17 airports through its Ministry of Highways and Infrastructure, primarily located throughout the Northern Administrative District. Ontario's Remote Northern Transportation Office owns 29 airports that serve remote Indigenous communities, while the Government of Yukon's Transportation – Aviation Branch owns and operates 26 facilities classified as community airports. Except where federal grant funding is received, each provincial or territorial government assumes the responsibility for funding their airport networks.

2.4.2 Regional and Municipal Models

As noted previously, the ownership of Canada's community airports is commonly held by upper-tier and lower-tier municipalities, as well as partnerships of two or more municipalities. For municipally owned airports, governance models commonly include:

- Oversight by the municipal council of elected representatives, similar to how decisions regarding other public services are administered. Municipal councils are typically supported in their governing capacity by senior staff and, in select cases, by advisory committees or task forces; and
- Independent airport commissions and authorities with varying degrees to delegated authority per their specific terms of reference. For municipal airport owners, the mechanism used for the formation of an airport commission and authority varies based on their unique local needs, priorities, and permissions from the provincial level of government.

For community airports that incur operating deficits and / or capital costs that cannot be funded solely from operating revenues, the owning municipality (potentially with external support through intermunicipal agreements) is typically responsible for addressing the financial needs of its airport. Commonly, this support is provided through the allocation of other sources of municipal revenue to the airport's funds, similar to how other municipal services that are operated at a deficit are funded to achieve broader objectives such as connectivity and mobility for public transit, and resident health and wellbeing for recreational services.

Numerous approaches have been developed nationally for how operational duties are completed at regional and municipally owned community airports. The structure and level of service provided for municipal community airports generally scales with local operational needs, the availability of municipal resources and funding capacity, and the overarching priority assigned to the airport in question. Examples of operational models employed at community airports include:

- The airport being the responsibility of a non-dedicated municipal department (e.g., Public Works, Transportation, Economic Development) and required tasks such as winter maintenance being completed on an as-required basis, pending the availability of departmental resources based on their other competing mandates. This is the prevailing model at many smaller municipally owned community airports with limited levels of service;
- An internal airport-specific department being formed for the municipality's airport, dedicated to its operation and administration; or
- Operations and / or administration being contracted to third-party corporations with subject matter expertise

2.4.3 Private and Not-for-Profit Models

The third primary category of community airport ownership is by private entities on a for-profit or not-for-profit basis. While community airports may be owned by private interests, their operators may continue to make them available for public use, satisfying the classification criteria provided previously. The governance and financial inputs for these facilities is the responsibility of the private entity, with common models under this category including airports that are owned by independent airport commissions, authorities, or development corporations, as well as airports owned by an individual or corporation.

In the private ownership model, the entity that assumes ownership and oversight of the community airport typically has a vested interest in its advancement and success – the airport may be operated to support the core business of the entity (e.g., a flight school that also owns the airport where its operations are based), or the ownership of the airport is the primary focus of the entity by purpose (e.g., airport commissions and authorities).



Port Elgin Airport, ON

2.5 Infrastructure and Operations

The continued availability of community airports to fulfill their social and economic roles requires effective upkeep of airfield infrastructure and supporting assets, as well as safe operational and maintenance practices. These tasks are the responsibility of community airport owners and operators, including the associated operating costs.

While typically more modest in their infrastructure networks compared to larger passenger airports, community airports are comprised of a series of common infrastructure assets that are required to support aircraft operations. The design, specifications, and number of each class of assets varies extensively between airports based on factors that include:

- Local operational requirements, such as the provision of adequate airfield capacity to support annual and peak hour movement activity;
- Meteorological conditions, which inform design choices such as the alignment of the runway(s) and requirements for Instrument Approach Procedures;
- The financial capacity of the airport funder; and
- Historical development context, such as the common three-runway triangle alignment of former British Commonwealth Air Training Program airfields located throughout the country.

Community airport operators are responsible for both routine and periodically recurring operational and maintenance tasks, as summarized in Table 2.3. The operating and capital expenses associated with each task will vary depending on the scale of the community airport – while the annual operating costs for smaller facilities maintained on an ad hoc basis may be less than \$100,000, larger facilities that are maintained at a higher level of service with dedicated staff may incur operating expenses exceeding \$1,000,000, not including the significant costs of lifecycle asset rehabilitation and replacement projects. As noted by Transport Canada through its 2004 study of regional and small airports, a significant proportion of these operating expenses are largely fixed, meaning that a baseline level of effort is required to ensure the continued availability of community airports.



Perimeter access controls and wind direction indicator at Iroquois Falls Airport, ON

Table 2.3 - Sample Community Airport Infrastructure Operational and Maintenance Requirements

Infrastructure Category	Routine Operational Requirements	Maintenance Requirements
Airfield Surfaces (e.g., runway(s), taxiway(s), and apron(s))	<ul style="list-style-type: none"> • Routine (e.g., daily) inspections • Foreign Object Debris removal • Winter snow and ice control 	<ul style="list-style-type: none"> • Crack sealing and pavement repairs • Vegetation and weed control • Line repainting • Regrading and packing (gravel and turf surfaces) • End of lifecycle rehabilitation / reconstruction
Aviation Fuel Facilities	<ul style="list-style-type: none"> • Fuel quantity monitoring and replenishment • Fuel quality testing and inspections • Fuel sales and dispersion 	<ul style="list-style-type: none"> • Periodic recertification • End of lifecycle repairs / replacement
Airfield Visual Navigation Aids (e.g., signage, lighting systems, windsocks)	<ul style="list-style-type: none"> • Routine (e.g., daily) inspections • Recurring repairs (e.g., bulb replacement) 	<ul style="list-style-type: none"> • End of lifecycle rehabilitation / replacement
Privately Sponsored Instrument Approach Procedures	<ul style="list-style-type: none"> • Monitoring of obstacle environment 	<ul style="list-style-type: none"> • Recertification and flight checking costs • Obstacle environment assessments and attestations
Privately Sponsored Weather Observation Systems	<ul style="list-style-type: none"> • Instrument and system monitoring 	<ul style="list-style-type: none"> • Instrument and / or system repairs and replacement
Perimeter Access Controls	<ul style="list-style-type: none"> • Fencing and gate inspections 	<ul style="list-style-type: none"> • Fencing and gate replacement repairs

3 ECONOMIC IMPACTS

Canada’s community airports generate economic benefits at local / regional, provincial, and national scales, depending on the types of activities that occur at each facility. The economic impact of a community airport can be articulated through metrics such as Full-Time Equivalent (FTE) employment positions; labour income, or the total dollar value of wages, salaries, and benefits; and Gross Domestic Product (GDP), a macroeconomic measure of the total economic contribution of a business or organization. These metrics can then be applied in one of three ways:

1. **Direct Impacts:** Wages, expenses, and economic contributions of businesses, tenants, and activities directly associated with the core aviation functions of a community airport. For example, the wages that are earned by Certified Flight Instructors based at an airport.
2. **Indirect Impacts:** The wages and expenses added to the region by the employees or users of a community airport. For example, the reinvestment of Certified Flight Instructor wages into the community through spending on accommodations, groceries, and other local services.
3. **Induced Impacts:** The direct and indirect salaries and expenditures on goods and services generate income for residents of the region. The residents spend a part of this income, thereby providing income to additional persons. These recipients will in turn spend a portion of this added income. The induced impacts will continue in many successive iterations.

An additional measure of economic value is catalytic impacts – the degree to which the availability and operations of a community airport enhances the efficiency and productivity of other sectors of the economy. For example, an aerial surveying company based at a community airport that contributes to the functioning of the resource extraction sector.

The impacts of each community airport and the role that they serve in the regional economy must be determined on a case-by-case basis – described herein are a series of the most common economic dimensions for community airports.

3.1 General Aviation Sector National Economic Impacts

In 2017, COPA commissioned the preparation of the Economic Impact of General Aviation in Canada, 2017 by InterVISTAS Consulting (the “2017 General Aviation Study”). The 2017 General Aviation Study examined the economic value on a national scale of the broadly encompassing general aviation sector, including civilian air operations associated with business aviation, helicopter operations, medevac, flight schools, personal business, personal leisure, fishing, agriculture, etc.

The 2017 General Aviation Study estimated that on a national scale in 2016, 18,500 FTE employment positions were directly attributable to the general aviation sector, with a total of \$1.37B in wages (Figure 3.1). When accounting for indirect and induced economic relationships, the general aviation sector was estimated to support over 35,000 FTE positions and \$2.47B in wages.

Figure 3.1 - 2016 General Aviation Sector Economic Impacts (InterVISTAS, 2017)

				
Impact	Employment (FTEs)	Wages (\$ Billions)	GDP (\$ Billions)	Output (\$ Billions)
Direct	18,510	\$1.37	\$2.21	\$5.43
Indirect	11,000	\$0.76	\$1.20	\$2.57
Induced	6,150	\$0.35	\$0.79	\$1.27
Total	35,660	\$2.47	\$4.21	\$9.28

Note: Totals may not add up due to rounding.

As described throughout this Profile, the types of activities and users defined as “general aviation” within the 2017 General Aviation Study are commonly accommodated at Canada’s community airports. Community airports function as conduits that enable the national economic benefits of the general aviation sector to be experienced on a local or regional scale. The strength and vitality of the general aviation sector is inseparable from the continued availability of the community airport network located throughout Canada. These facilities serve as permanent and temporary bases of operation for fixed-wing and rotary-wing operators and bring with them local economic stimulation through employment (with average wages estimated by InterVISTAS at \$73,800 per FTE annually) and added GDP.

3.2 Intercommunity Access

One of the primary economic roles served by community airports is the facilitation of intercommunity access by air. For most community airports in Canada, these facilities provide access in addition to other modes, such as travel by road, rail, or sea. For communities in remote regions of Canada with limited or no year-round access by alternative modes of transportation, community airports serve an even greater role as the primary gateway to the area, facilitating the regular movement of passengers, cargo, and essential services such as air ambulance flights.

Intercommunity air access can be broadly classified into the facilitation of three types of transportation:

1. The movement of travellers for business-related purposes, such as travel by corporate executives and the movement of workforce employees to job sites;
2. The movement of travellers for non-business purposes, such as individuals travelling on vacation and visiting friends and relatives; and
3. The movement of goods and cargo.

Each type of intercommunity access facilitated by community airports can also be understood by the type of operator completing the flight, including:

- Air carriers offering tickets for sale on a predetermined scheduled basis for general purchase;
- Operators, such as air carriers and air taxi providers, providing chartered service according to the needs of a specific customer; and
- Individuals or businesses operating privately or corporately owned aircraft.

With an understanding of the varying purposes of intercommunity air travel and the different entities that operate such services, it is also important to understand that the aircraft operated under this category are wide ranging. A community airport may handle an individual travelling for business or personal reasons in a privately-owned general aviation aircraft, such as the four-seat Cessna 182; a business delegation flying on a fractionally owned corporate aircraft such as the six-passenger Cessna Citation CJ3; or a workforce charter operated by a regional air carrier using the 50-passenger De Havilland Canada Dash 8-300.

3.2.1 Passenger Air Services

Passenger air services are typically the most publicly understood economic role of community airports for facilities that support such operations. Given the focus of this Profile, community airports that support up to 100,000 annual enplaned and deplaned passengers in a typical year are included. Prior to the COVID-19 pandemic in 2019, Statistics Canada reported that approximately 163M passengers were enplaned and deplaned at airports across Canada, including 93M domestic passengers. The majority of passenger air travel activity is concentrated at the nation's largest airports – based on analysis by InterVISTAS Consulting in 2016, 61 airports represented by the Canadian Airports Council supported 98% of all commercial air passenger traffic in that year. Of these 61 airports, only 17 (28%) are categorized in this Profile as community airports, with several of these facilities not supporting scheduled passenger air services.

The community airports examined in this Profile that support scheduled passenger air services are primarily used by:

- The regional affiliates of Air Canada (Air Canada Express) and WestJet (WestJet Encore and WestJet Link) using regional turboprop and turbofan airliners with between 34 and 78 seats, including the Saab 340, CRJ-200, and Dash 8-400; and
- Independent regional airlines operating turboprop aircraft with fewer than 78 seats. Examples of operators in this category include but are not limited to Air North, Canadian North, Pacific Coastal Airlines, Central Mountain Air, Rise Air, Bearskin Airlines, Calm Air, Wasaya Airways, Pascan Aviation, Air Creebec, Air Inuit, and PAL Airlines. These carriers may operate fully independent route networks or provide onward connectivity with larger national carriers through codeshare or interline agreements.

Regional air carriers offer seats for sale to the public on predetermined schedules through a unit toll basis, enabling travellers to make transportation plans that fit the needs of their intended journey. In communities served by regional air carriers, these scheduled services may function as either an additional form of intercommunity transportation (e.g., in addition to travel by private vehicles, buses, ferries, or rail), or the year-round or seasonal sole form of access, particularly in remote and northern communities.

Although Canada's community airports do not serve the same scale of passenger activity as the larger commercial airports of the country, the connectivity supported by these facilities is essential for the catchment areas that they serve. The economic impacts of community airports supporting scheduled passenger air services are most aligned with the concept of catalytic benefits – by providing options for time-effective transportation, these facilities contribute to the efficiency and interconnectedness of local buildings with broader markets. By providing improved access, community airports can also assist in facilitating the arrival of tourists into local markets. Community airports also serve as entry points into the broader domestic and international air travel networks; enable residents to travel to other destinations for discretionary and essential purposes; and support businesses associated with facilitating these services, including local airline staff, ground handling companies, fuellers, and taxi and transportation providers.

Snapshot: Lloydminster Airport



In 2018, WestJet Link commenced service between Lloydminster and Calgary using the 34-passenger Saab 340. Over a 12-month period, it was estimated that 800 new visitor trips to Lloydminster that would not have otherwise occurred were stimulated through WestJet Link service, with an incremental total economic benefit of \$210,000 in added GDP and \$190,000 in labor earnings. Catalytic benefits of WestJet Link's services in Lloydminster include improved connectivity for local businesses and additional travel options for residents through onward connections at WestJet's Calgary hub.

3.2.2 Corporate and Business Aviation

In the context of this Profile, operations in this category encompass the use of privately owned, fractionally owned, chartered, and rented aircraft for purposes that are directly associated with meeting the intercommunity transportation needs of the staff, management, executives, or customers of a given business or company. This encompasses aircraft of all types and sizes, including fixed and rotary-wing aircraft ranging from small general aviation platforms such as the four-seat Beechcraft Bonanza up to long-range turboprop aircraft (e.g., Dassault Falcon 900) and commercial airliners (e.g., the Boeing 737). Further, this discussion of intercommunity transportation is separate from the use of aircraft by companies to complete specialized tasks, such as aerial application, infrastructure inspections, etc., broadly referred to as aerial work and discussed in Section 3.3.

Through research completed on behalf of the Canadian Business Aviation Association by InterVISTAS Consulting in 2017, the direct economic benefits of the business aviation operations sector were estimated at 11,500 FTE positions, \$0.9B in labour earnings, and \$1.3B added to the national GDP. When considering total economic impacts, it is estimated that the business aviation sector supports 24,100 FTE positions, \$1.5B in labour earnings, and \$2.6B in added GDP nationally. On a per aircraft basis, it is estimated that each business aviation aircraft directly supports 6.1 person years of employment, \$460,000 in annual labour earnings, and \$690,000 in added GDP.

Beyond the quantitative estimates prepared for the Canadian Business Aviation Association, the economic value of corporate and business aviation operations at community airports can be articulated in terms of the catalytic impacts, including improved:

- Investment attractiveness for prospective entities with air service needs;
- Market access to customers and clients both domestically and internationally; and
- Business productivity and efficiency by enabling employees and senior leadership to travel between numerous destinations on their schedule, without being hindered by air carrier availability or timings.

In the context of corporate and business aviation, a community airport (depending on the needs of its users) serves as an economic enabler – in this case, the airport itself may not generate the tangible economic outputs, but instead contributes to the ability for businesses to operate effectively in the airport's surrounding region.

Snapshot: Lake Simcoe Regional Airport

Lake Simcoe Regional Airport is located north of Toronto and in recent years has taken proactive steps to improve the attractiveness of the facility to corporate operators, capitalizing on capacity constraints at Toronto Pearson International Airport. Based on analysis prepared by WSP in 2018, 49% of the 2016 top 100 employers in Simcoe County are users of the airport which cumulatively employ close to 35,000 people. The airport is currently completing an infrastructure upgrading program to improve its usability for corporate users, including the announcement of a new Fixed-Base Operator.



3.2.3 Air Cargo

The movement of goods and cargo by air can be a significant opportunity for businesses moving high value or time sensitive items, and for communities with limited forms of alternative cargo access in remote and northern regions. Like the discussion of passenger air carrier services, the community airports examined in this Profile support a fraction of the overall tonnage of goods and cargo moved by air in Canada – at these airports, this type of activity is commonly supported by:

- Passenger air carriers providing cargo services using supplementary hold capacity, including in specialized passenger-cargo combi aircraft (e.g., Canadian North);
- Regional air cargo operators, operating either independently or on a contracted basis by entities such as FedEx and Purolator; and
- Charter and air taxi operators.

The value of air cargo services facilitated by a given community airport varies according to specific local circumstances. For a remote or northern airport, air cargo may be essential for the transportation of food, consumer goods, medical supplies, and other essential products. For other community airports, air cargo may connect local businesses with their domestic and international customers and enable the time-efficient delivery of products and services, increasing their ability to function effectively. The inbound delivery of parts and supplies is also essential, particularly for businesses that rely on just-in-time or hot shot cargo deliveries to maintain equipment that supports their operational processes.



Beechcraft 190 operating at a northern community airport

3.2.4 Recreational General Aviation

A final category of intercommunity access facilitated by community airports is by pilots flying general aviation aircraft for recreational or other discretionary purposes. Operations in this category are profiled separately given the uniquely high proportion of total movements that such users comprise at many community airports. While traditional community tourism development efforts focus primarily on local attractions and pull factors for visitors, general aviation pilots often structure discretionary trips around the availability of a community airport that provides a welcoming and positive experience, in addition to local attractions. A community airport that is welcoming to general aviation users and provides or facilitates services of interest (e.g., on-site amenities, transportation to nearby attractions) may succeed in stimulating discretionary activity by such users. As a result, stimulated visitor spending may be distributed through the local economy at on-airport businesses, accommodations, restaurants, attractions, and transportation providers. The economic magnitude of these benefits is in turn scalable with the number of stimulated general aviation visitors.



3.3 Aerial Work

Aerial work encompasses the use of fixed-wing and rotary-wing aircraft to complete specialized tasks beyond the traditional intercommunity movement of persons and goods to support the operations of a given business or customer. Aircraft are used in aerial work roles on account of their unique capabilities to fulfill the given mission profile, and oftentimes are the only platform that can fulfill the task at hand on account of the remoteness of a given working location. The full range of uses for aircraft in the aerial work category is extensive, with examples including:

- The inspection of utilities and critical infrastructure, such as pipeline patrols and powerline inspections;
- Aerial construction and infrastructure repairs;
- Providing access to remote jobsites that may be inaccessible by road
- Supporting outdoor recreation, such as helicopter-based skiing, hiking, rafting, and biking expeditions;
- Aerial logging and support to the resource extraction sector;
- Surveying, wildlife patrols, and support for field research; and
- Filming and photography.

Aerial work providers based at a community airport contribute directly to the surrounding economy through employee wages and regional spending. In 2016, research commissioned by the Helicopter Association of Canada estimated that each commercial helicopter based at an airport directly generates 3 FTEs, \$240,000 in labour earnings, and \$430,000 in added GDP. However, the catalytic benefits of aerial work providers are of equal or greater significance. By serving customers in industries that provide significant value to the regional economy (e.g., the outdoor recreation sector in the interior of British Columbia, the agricultural cropping sector in Saskatchewan), aerial work providers operating from community airports enhance the productivity and effectiveness of sectors of local value, thereby indirectly supporting employment, labour earnings, and added GDP in these sectors.

Snapshot: Agricultural Aviation



The aerial application sector operates fixed-wing and rotary-wing aircraft across Canada to support the national agricultural sector through the dispersion of pesticides and fungicides over crops. Aerial application has many benefits, including reduced soil compaction, reduced crop trampling, and more efficient and effective dispersion. Community airports located in prime agricultural areas commonly host aerial applicators on a temporary or permanent basis, with examples including Taber Municipal Airport, which hosts Kinniburgh Spray Service, and Yorkton Municipal Airport, which hosts MICCAR Aerial. Community airports can be advantageous for aerial applicators if located in proximity to agricultural cropping areas due to their less congested airspace environment, flexibility available for the ground loading of aircraft, and favorable fee environments.

Snapshot: Whitecourt Airport

Aerial work providers based at Whitecourt Airport serve a unique series of roles in supporting the regional forestry and resource extraction sectors. The airport supports six fixed and rotary-wing aircraft operators as tenants that provide charter services to customers in the surrounding region. The 2020 Airport Master Plan Update estimated that the facility's tenants have a total economic impact of 173 FTE positions and provide \$13.6M in added GDP, in addition to their catalytic benefits of providing aerial survey, crew transportation, and equipment maintenance services to forestry and resource extraction customers.

3.4 Flight Training and Aviation Sector Workforce

Professional pilot training is completed at federally approved Flight Training Units across the country, as students progress through curricula established by Transport Canada to attain their Commercial Pilots License and associated ratings. The entry of new talent into the aviation sector is critical to replacing individuals leaving the workforce through retirement or pursuing new careers and to accommodate forecast growth in air travel demand in the coming years. Through literature produced both before and during the COVID-19 pandemic, a recurring message has emerged regarding the need for new professional pilots to enter the workforce:

Snapshot: Langley Regional Airport

Langley Regional Airport has grown to become a significant hub for fixed-wing and rotary-wing flight training through the operations of Heli-College Canada, Acadia College, Sky Quest Aviation, and Langley Flying School. The airport supported 71,000 aircraft movements in 2021, including 39,000 local movements.

- The Canadian Council for Aviation & Aerospace in 2018 estimated that 7,300 new professional pilots would be needed in Canada by 2025,
- In 2020, CAE through its 2020-2029 Pilot Demand Outlook forecasted the need for over 260,000 new professional pilots globally over the next decade; and
- Consultancy Oliver Wyman, in March 2021, forecasted the requirement for approximately 34,000 new pilots globally by 2025.

The training of new pilots is inseparable from the overall health of the Canadian aviation industry – therefore, the Flight Training Units based at airports throughout the country are equally tied to this outlook. Based on Transport Canada’s online database, there are 187 unique Flight Training Units that operate at a total of 242 main and satellite bases (Table 3.1). Of the 242 Flight Training Unit bases, 151 are located at facilities classified as community airports within this Profile. Therefore, 62% of all Flight Training Unit bases are located at a community airport. Of the 147 airports that support one or more Flight Training Units, 93 are classified as being a community airport within this Profile (63%).

Table 3.1 - Flight Training Units at Community Airports

Flight Training Units		Airports Supporting Flight Training Units	Flight Training Unit Main and Satellite Bases
187	Total	147	242
	At Community Airports	93 (63%)	151 (62%)

Community airports are favourable locations for flight training on account of factors such as their:

- Proximity to airspace designated for practicing air work, reducing aircraft transit times, and thereby increasing fleet utilization and decreasing student costs and fuel burned;
- Less congested airspace and decreased prevalence of higher speed conflicting traffic (e.g., airliners) – by diverting flight training from busier commercial airports, overall capacity at these facilities can be more effectively used;
- More favourable financial environments, with typically lower aeronautical fees that align with the limited margins of Flight Training Unit operators and reduce costs borne by student pilots; and
- Complementary on-site businesses, with supporting services such as Aircraft Maintenance Organizations specialized in smaller aircraft potentially located at the same airport.

The importance of community airports to the national professional pilot training capacity was reflected by the House of Commons Standing Committee on Transport, Infrastructure, and Communities in April 2019 through its report titled: “Supporting Canada’s Flight Schools.” Among the numerous themes articulated through the report, the importance of smaller rural airports (comparable to how community airports are defined in this Profile) in the national flight training system was articulated. Further, several witnesses shared their views that the lack of financial support and services at rural community airports may lead to the concentration of flight training activity in larger urban centres.

Beyond the economic value of Flight Training Units and community airports as conceptualized through their role in the national aviation system, these facilities also bring direct, indirect, and induced economic benefits on a local or regional scale:

- **Employment:** Flight Training Units based at community airports employ a range of staff positions, with total employees scaling with the size of the operation. This includes Certified Flight Instructors, ground school instructors, administrative / support staff, Aircraft Maintenance Engineers, and simulator instructors. The livelihoods of each of these employees is supported by the Flight Training Unit at the community airport, with their earnings reinvested into their associated community to generate indirect and induced benefits;
- **Student Attraction:** Flight Training Units serve both local students, as well as individuals temporarily residing in the community to complete their training. For new students that temporarily relocate to the area near the community airport, economic benefits are realized through spending on accommodations, local services, and at other businesses. Seneca College’s flight training operation that opened at Peterborough Municipal Airport in 2015, for example, has an enrollment of approximately 150 individuals undergoing professional pilot training that in turn participate in the regional economy; and
- **Post-Secondary Affiliations:** Select Flight Training Units in Canada are affiliated with post-secondary colleges, universities, and other institutions, offering professional flight training in combination with aligned degrees or diplomas. For community airport-based Flight Training Units that partner with post-secondary institutions, these arrangements increase the overall academic offerings of the institution and support the staff at these organizations.



Flight training aircraft at Red Deer Regional Airport, AB

3.5 Airport Capital Projects

As described in Section 2.5, the assets that are required to support operations at community airports (e.g., runways, taxiways, aprons, terminal buildings, lighting systems) require ongoing maintenance and periodic rehabilitation / reconstruction to ensure their continued usability. Local contractors and construction firms directly benefit from airport maintenance and construction projects.

Research completed on behalf of the Airport Management Council of Ontario in 2022, for example, found that for a sample of 14 community airports in Ontario, an average of \$661,000 in capital project costs will be required annually between 2022 and 2025. The same study identified that the estimated runway rehabilitation / reconstruction projects at these facilities averages \$1,868,000 per airport. Airfield capital projects commonly last multiple weeks and directly result in contracts to local vendors and suppliers, supporting employment by skilled tradespersons, engineers, and support staff during these periods.

An economic impact estimated prepared in 2020 by WSP for the Whitecourt Airport in Alberta, for example, estimated that for each \$100,000 in capital project costs, direct economic benefits would include 0.5 FTE positions, \$31,600 in labour earnings, and \$10,800 in GDP contributions (Table 3.2). Applying these multipliers to a hypothetical \$1,900,000 runway rehabilitation project, this activity would directly support 9.5 FTE positions, \$600,400 in labour earnings, and add \$205,200 to the regional GDP – significant benefits primarily realized on a local / regional scale from a one-time capital project.

Snapshot: Tillsonburg Regional Airport

Tillsonburg Regional Airport has experienced significant growth in private hangar construction and is a large base for private aircraft operators. Explorer Solutions, through the 2021 Tillsonburg Regional Airport Economic Impact Study, estimated that for on-airport construction projects with a total direct value of \$728,000, the total economic impact would reach \$1,106,560 including indirect and induced metrics.

Table 3.2 - Capital Project Estimated Economic Impacts (Adapted from WSP, 2020)

Project Cost	FTE Positions	Labour Earnings	GDP Contribution
\$100,000	0.5	\$31,600	\$10,800
\$1,900,000	9.5	\$600,400	\$205,200



Apron rehabilitation project underway at Goderich Regional Airport, ON

3.6 Quantitative Economic Impact Estimates

Impact estimates are a tool that are commonly used by airports across Canada to articulate their contribution to the regional economy, at a snapshot in time in terms of quantitative metrics such as FTE positions, labour earnings, and added GDP. As noted previously, the rippling effects of these indirect and induced economic benefits through a region or province are estimated using standardized input-output multipliers. While quantitative economic estimates may not perfectly capture the true value of a community airport to its region, these reports are useful tools to conceptualize the economic scale of different types of facilities more easily. By comparing a given community airport with an airport with a published impact estimate of a similar employee base, tenant composition, and / or operational scale, individuals can begin to understand the potential value of their facility.

Publicly available impact estimates have been retrieved for 32 facilities to illustrate the economic role of community airports across the country. The sample airports represent a diverse range of sizes and operational scales, ranging from facilities with limited infrastructure and on-site tenants (e.g., Drumheller Municipal Airport, Taber Municipal Airport), to larger community airports with significant business presences (e.g., Villeneuve Airport, Calgary / Springbank Airport, Peterborough Municipal Airport, and Montréal Saint-Hubert Longueuil Airport). The full economic impact dataset is shown in Table 3.3 and explored in the following pages. The approach most used in these studies is for economic impacts to be estimated based on the number of individuals employed directly by the airport and by tenants and businesses located on-site, with these values used to inform the indirect and induced multipliers.



Rotary-wing operations at Prince Rupert Airport, BC

Table 3.3 - Community Airport Economic Impact Estimates

Province	Airport	Year	Direct Benefits			Total Benefits (Direct, Indirect, and Induced)		
			FTE Positions	Labour Earnings	GDP Contribution	FTE Positions	Labour Earnings	GDP Contribution
British Columbia	Trail Regional Airport	2012	7	\$409,253	-	-		
	Golden Municipal Airport	2019	13	\$1,340,633	\$1,480,545	27	\$2,546,578	\$2,971,382
	Vernon Regional Airport	2015	97	-	\$6,459,518	458	-	\$19,705,330
	Langley Regional Airport	n.d.	870	-	\$70,000,000	-		
Alberta	Drumheller Municipal Airport	2003	4	\$155,000	\$875,000	9	\$293,000	\$1,827,000
	High River Regional Airport	2003	9	\$575,000	\$1,330,000	19	\$1,086,000	\$2,695,000
	Taber Municipal Airport	2003	9	\$650,000	\$1,900,000	19	\$1,228,000	\$3,892,000
	Manning Municipal Airport	2003	15	\$700,000	\$2,514,000	32	\$1,322,000	\$5,188,000
	Lloydminster Airport	2019	34	\$1,971,409	\$2,496,827	56	\$2,944,562	\$3,942,352
	High Level Municipal Airport	2003	49	\$3,956,000	\$15,531,000	104	\$7,473,000	\$32,139,000
	Whitecourt Airport	2019	89	\$10,520,741	\$6,048,453	173	\$19,129,580	\$13,574,817
	Lethbridge Airport ¹	2003	100	\$3,757,000	\$10,787,000	213	\$7,097,000	\$22,078,000
	Peace River Regional Airport	2003	109	\$5,604,000	\$10,099,000	232	\$10,586,000	\$20,165,000
	Villeneuve Airport	2016	-			235	-	\$62,000,000
	Red Deer Regional Airport	2003	206	\$13,154,000	\$38,525,000	439	\$24,848,000	\$78,914,000
	Calgary / Springbank Airport	2004	218	\$9,515,000	\$31,298,000	792	\$51,569,000	\$98,580,000
Saskatchewan	Moose Jaw Municipal Airport	2014	15	\$850,000	\$2,100,000	32	\$1,615,000	\$4,240,000
	Yorkton Municipal Airport	2004	-			71	-	\$5,700,000
Ontario	Smith Falls Airport	2007	12	\$286,000	\$718,000	14	\$355,000	\$920,000
	Stratford Municipal Airport	2014	-			27	-	\$3,300,000
	Tillsonburg Regional Airport	2020	20	\$632,600	-	30	\$961,552	-
	Haliburton / Stanhope Municipal Airport	2005	-			46	-	\$4,100,000

Province	Airport	Year	Direct Benefits			Total Benefits (Direct, Indirect, and Induced)		
			FTE Positions	Labour Earnings	GDP Contribution	FTE Positions	Labour Earnings	GDP Contribution
	Sarnia Chris Hadfield Airport	2018	-		\$1,255,538	-		\$7,165,564
	St. Thomas Municipal Airport	2005	-			66	-	\$12,000,000
	Huron Airport	2009	51	\$2,400,000	\$6,517,550	-		\$10,152,000
	Muskoka Airport	2019	77	\$5,200,000	\$10,000,000	179	\$11,300,000	\$46,700,000
	Lake Simcoe Regional Airport	2018	100	\$8,400,000	\$11,800,000	236	\$16,100,000	\$26,000,000
	Oshawa Executive Airport	2005	215	\$8,566,000	\$28,322,000	438	\$16,007,000	\$57,815,000
	North Bay Jack Garland Airport	2018	424	\$19,381,965	\$27,703,614	733	\$35,492,641	\$57,227,256
	Peterborough Municipal Airport	2022	507	\$43,540,000	\$51,830,000	682	\$52,790,000	\$90,340,000
Québec	Montréal Saint-Hubert Longueuil Airport	2018	2,206	\$144,802,000	\$270,216,000	3,546	\$202,873,000	\$394,733,000
Prince Edward Island	Summerside Airport ²	n.d.	-			1,691	-	\$141,331,076

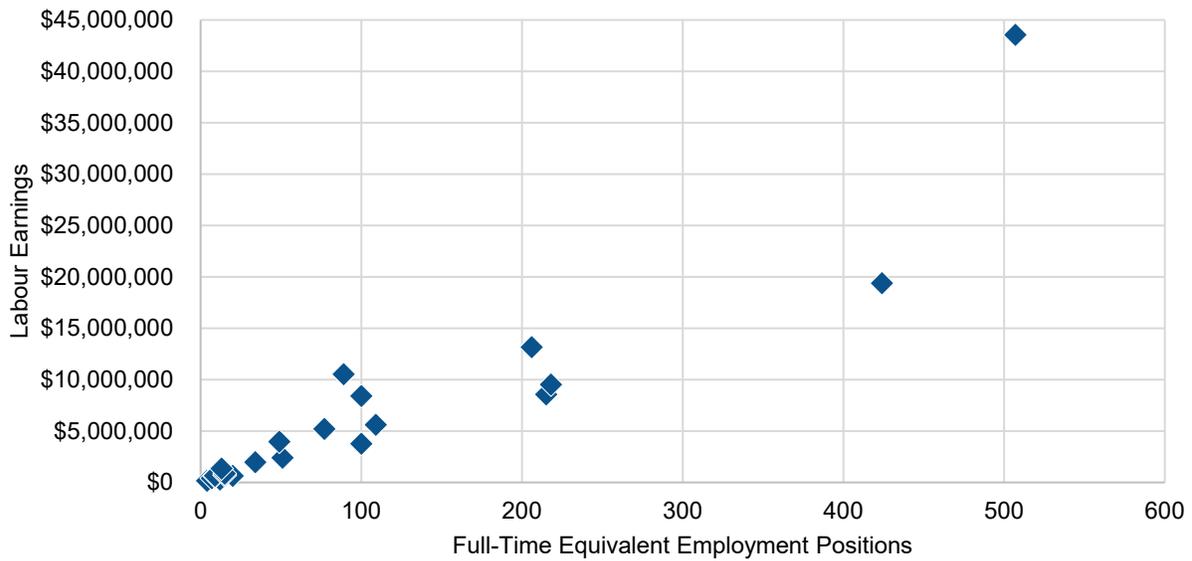
Notes

¹ Limited to aviation-related on-airport employment.

² Includes the broader economic impacts of Slemon Park, including non-airport related activities.

As shown in Figure 3.2, the majority of the reviewed community airports reported between 4 and 110 direct FTE positions, resulting in typical regional labour earnings of between \$150,000 and \$10,500,000. At airports with greater numbers of on-site employees (Calgary / Springbank Airport, Oshawa Executive Airport, North Bay Jack Garland Airport, Peterborough Municipal Airport, and Red Deer Regional Airport), labour earnings increased in a corresponding manner, ranging between \$8,600,000 and \$43,500,000 annually. Montréal Saint-Hubert Longueuil Airport, which is excluded from Figure 3.2 due to significant reported economic impacts that would distort the data presentation, supports direct labour earnings of approximately \$145,000,000 through its base of 2,200 FTE positions.

Figure 3.2 - Community Airport Full-Time Equivalent Employment Positions vs. Labour Earnings (Direct)

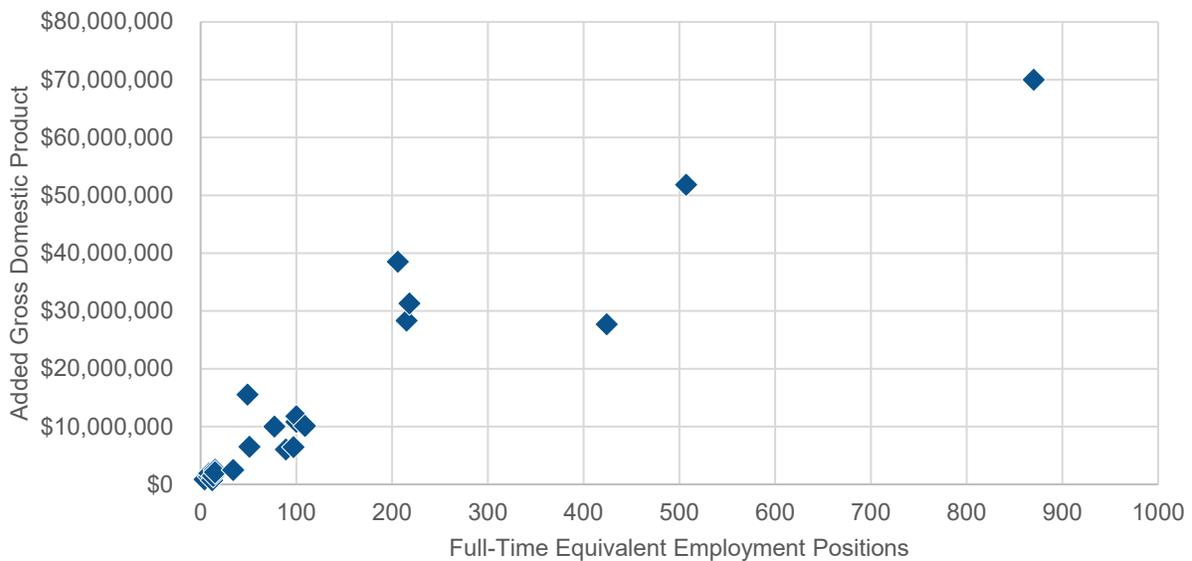


Each blue diamond represents the Full-Time Equivalent employment positions and corresponding labour earnings for a given community airport

When considering the value added by reviewed community airports to the regional GDP, Figure 3.3 illustrates that most sampled facilities directly contribute between \$700,000 and \$15,500,000 annually. At airports with larger tenant and business presences on-site, GDP impacts increase to between \$27,700,000 and \$70,000,000 annually. Montréal Saint-Hubert Longueuil Airport, while again not shown to ensure clear data presentation, generates significant added GDP through its economic base.

Based on both datasets, the economic impact estimates prepared for the 32 sampled airports demonstrate the scales of economic value that Canada’s community airports have in their surrounding regions. By growing aviation and non-aviation on-airport employment through business environments that are conducive to such activities, the economic value in terms of labour earnings and added GDP of these facilities can become considerable, assisting in achieving regional economic prosperity as indirect and induced benefits ripple outwards.

Figure 3.3 - Community Airport Full-Time Equivalent Employment Positions vs. Added Gross Domestic Product (Direct)



Each blue diamond represents the Full-Time Equivalent employment positions and corresponding added Gross Domestic Product for a given community airport

4 SOCIAL BENEFITS

Beyond their economic value, community airports frequently serve roles of equal or greater importance through the facilitation of air services with direct benefits to resident health, wellbeing, and overall quality of life. The support of these air services is commonly conceptualized as the social benefits of a community airport. The primary types of social benefits commonly supported at Canada's community airports are profiled herein.

4.1 Air Ambulance Operations

While the specific structure of each provincial or territorial healthcare system varies between jurisdictions, a generalized hierarchy of medical infrastructure is commonplace whereby smaller population centres are served by limited capacity medical centres and higher level of care / capacity facilities are in major urban areas. For patients requiring medical care that cannot be provided at their local medical centre, these individuals are transferred to higher level of care centres by road or by air, commonly referred to as interfacility patient transfers. Under this category, patients may also be moved between medical centres to balance overall system capacity or returned to their originating community for further care.

Each of Canada's 13 provinces and territories have established arrangements as part of their healthcare systems for the operation of interfacility patient transfers by air, either by fixed-wing or rotary-wing aircraft. These systems include the contracting of operations to third-party air carriers (e.g., British Columbia, Nunavut, Nova Scotia), the operation of aircraft in-house by the provincial government (e.g., Saskatchewan), and the operations of not-for-profit service providers.

Snapshot: Sarnia Chris Hadfield Airport

Sarnia Chris Hadfield Airport serves the Sarnia-Lambton region and facilitates fixed-wing and rotary-wing air ambulance missions by Ornge and subcontracted air carriers. In 2021, the airport supported 39 air ambulance missions, including interfacility critical care patient transfers and organ donation flights. While a significant proportion of rotary-wing air ambulances are anticipated to operate in the future at a newly developed helipad at the local hospital, the airport will continue to be required for fixed-wing flights, refueling, and operations in select weather conditions.



Ground to air ambulance transfer at Golden Municipal Airport, BC

Community airports provide the local or regional operational capability to support fixed-wing air ambulance flights, as well as rotary-wing operations where the origin or destination healthcare center does not have a helipad. The frequency of interfacility patient transfer flights reflects local patient requirements and the service delivery system of the applicable healthcare service provider. The benefits can be significant, including:

- Enabling timely access for high severity patients to the medical resources that they require, improving patient outcomes;
- Reducing instances of local ground ambulance and medical team being dispatched to a transfer call, occupying these resources for multiple hours and preventing them from responding to emergent calls; and
- Providing enroute care that may exceed the level of care that a community medical center or a ground ambulance team can provide.

Aircraft are also commonly used as part of transplant missions to move the organ from the donor to the recipient, if these two individuals are separated by distance. This allows for the transportation of the organ(s) in a time effective manner and improves transplant outcomes for patients.

The role served by charitable organizations such as Hope Air and Angel Flight in facilitating intercommunity medical transportation flights is discussed in Section 4.6.

4.2 Wildfire Suppression

Wildfire events have the potential to cause wide-ranging negative outcomes, including threats to human safety, damage or destruction of infrastructure, and ecological impacts. Under the broader theme of wildfire management, wildfire suppression / response involves the use of ground and air-based resources to reduce the threat posed by an active wildfire to people and prioritized values.

Fixed-wing and rotary-wing assets are valuable tools that are operated for a variety of purposes by provincial and territorial governments as part of their wildfire management strategies. Nine of the ten provinces, with Prince Edward Island being the exception, make regular use of wildfire suppression aircraft in-house and / or on a contracted multiyear or ad hoc basis. The Northwest Territories and Yukon also maintain arrangements for wildfire suppression aerial resources. Through the Canadian Interagency Forest Fire Centre, aircraft and crews can be flexibly redeployed throughout the country to respond to emergent priorities. Aircraft operated as part of wildfire operations are used for purposes that include, but are not limited to:

- Applying water or retardant to active fire areas to extinguish fires or limit / control their spread;
- Detecting, observing, and assessing fire areas; and
- Transporting wildfire crews throughout expansive or difficult to reach areas.

Snapshot: Gimli Airport

Gimli Airport serves as a satellite base of operations for the wildfire suppression aircraft operated by Babcock Canada on behalf of the Manitoba Wildfire Program. In 2019, 251 wildfire suppression missions were operated from Gimli using the CL-215 and CL-415 suppression aircraft, as well as twin-engine observation aircraft.



**CL-415 wildfire suppression aircraft
at Kenora Airport, ON**

Community airports serve as essential components of provincial and territorial wildfire management infrastructure through their support of fixed-wing and rotary-wing assets, primarily through three ways:

1. A community airport may be designated as an airtanker base and developed with permanent infrastructure to support such operations, including administrative and crew facilities, retardant loading stations, fuelling infrastructure, and dedicated apron space. These airtanker bases may be prepositioned with assigned aerial suppression teams or activated on an as-required basis. Examples of community airports serving this role include Pincher Creek Airport, AB; Prince Albert Airport, SK; Aéroport de Roberval, QC; Miramichi Airport, NB; and Hay River Airport, NT. These facilities typically support frequent suppression operations in a given year, depending on regional fire activity.
2. Community airports without dedicated wildfire suppression infrastructure may be activated as forward attack bases, reloading, and refuelling locations for aircraft responding to nearby wildfire events. At these airports, existing infrastructure (e.g., fuelling facilities, apron space, terminal buildings) may be temporarily repurposed to support wildfire operations for the duration of the fire event, before crews and aircraft are assigned elsewhere. Lillooet Airport in British Columbia, for example, typically supports high-intensity wildfire helicopter operations every three to four years, including in 2021. During these periods, up to 15 wildfire suppression helicopters may be stationed in Lillooet based on operational requirements; and
3. For wildfires that pose sufficient risk to require a partial or full community evacuation, airports that serve communities with limited alternative transportation routes may be activated to support aerial transportation efforts. Recent examples include the use of Pukatawagan Airport, MB in 2022 and Pikangikum Airport, ON in 2021.



Wildfire suppression aircraft parked at Prince Albert Airport, SK

4.3 Search and Rescue

Given Canada's vast expanses of uninhabited land, extensive areas of water, and challenging topographical regions, search and rescue operations are essential components of governmental health and safety efforts at all levels. Given the importance of search and rescue nationwide, the National Search and Rescue Program has been developed to integrate the required organizations and resources, including:

- The Canadian Armed Forces, responsible for aeronautical incidents;
- The Canadian Coast Guard, responsible for marine incidents;
- Parks Canada, responsible within national parks; and
- Provincial and territorial governments that are responsible for ground search and rescue, often through the delegation of responsibility to the provincial or local law enforcement service.

In addition to the entities described above, volunteer organizations serve an important role in providing search and rescue services. Local search and rescue associations (e.g., Pemberton District Search and Rescue) commonly partner with rotary-wing aircraft operators to provide the aerial lift for a variety of rescue missions. The Civil Air Search and Rescue Association (CASARA), through its provincial and territorial organizations, aids the Royal Canadian Air Force using general aviation aircraft in search and rescue roles. The response that is launched in a search and rescue scenario will vary between provinces based on the mission type, available resources, and systems in place in each area. Aerial assets, including fixed and rotary-wing aircraft, are commonly used as part of search and rescue efforts for detecting missing persons, delivering emergency supplies, coordinating ground-based personnel, and extracting individuals from the rescue site.

For searches requiring aerial assets, community airports may serve numerous valuable roles:

- Search and rescue assets, including general aviation aircraft operated by CASARA, volunteer search and rescue organizations, or air operators contracted to provide search and rescue services, may be based at a community airport near a search event;
- For protracted search and rescue operations in the vicinity of a community airport, the facility may serve as a refuelling and crew support facility, enabling timely access to a proximate search area with minimal downtime;
- Community airports may facilitate transfers between transportation platforms (e.g., helicopter to fixed-wing air ambulance) for extracted individuals; and / or
- A community airport may support recurrent training by one or more search and rescue providers, including specialized activities such as parachute training by Royal Canadian Air Force search and rescue technicians and interagency cooperation.

Snapshot: Squamish Municipal Airport

Squamish Municipal Airport is owned and operated by the District of Squamish. The area surrounding Squamish is characterized by a mountainous environment with extensive outdoor recreation and backcountry work. Blackcomb Helicopters is based at the airport and collaborates with Squamish Search and Rescue and the Technical Evacuation Advanced Aero Medical Society to provide rotary-wing services for SAR missions. On an annual basis, Squamish Search and Rescue and the Technical Evacuation Advanced Aero Medical Society cumulatively complete approximately 80 helicopter-based missions from the airport.

Snapshot: Sauvetage et recherche Aériens du Québec (SERABEC)

SERABEC is the provincial-level division of CASARA in Québec and provides aerial SAR support, trained personnel, and participates in training activities. Of SERABEC's 10 regional primary bases, 7 are located at community airports: Rivière-du-Loup, Saint-Honoré, Victoriaville, Sherbrooke, Lachute, Chapais, and Kuujuaq. SERABEC aircraft are also flown at other community airports through Québec during training and operational missions.

4.4 Law Enforcement

Aerial assets are used by the Royal Canadian Mounted Police, Ontario Provincial Police, Sûreté du Québec, and select regional and local agencies to support effective law enforcement operations. As part of the diverse roles served by federal, provincial, and municipal law enforcement agencies, fixed-wing and rotary-wing aircraft are used to fulfill an extensive range of roles, including:

- Traffic enforcement;
- Crime scene observation and data collection;
- Searches for persons of interest; and
- For federal and provincial agencies, transporting personnel between geographically distanced locations.

In addition to core law enforcement roles, aerial assets are also commonly deployed for overland searches for missing or vulnerable persons, as described in Section 4.3. By utilizing aerial assets, law enforcement agencies can realize benefits that include improved response times, acting as a “resource multiplier” through the effective coordination of ground-based resources, and the removal of ground-based officers from hazardous environments such as rapid pursuits.

For the multi-community operations of the Royal Canadian Mounted Police, Ontario Provincial Police, and Sûreté du Québec, community airports are important gateways that facilitate the expedient movement of law enforcement personnel on a scheduled or emergency basis and mid-mission refuelling. Community airports also serve as the base of operations for the aerial divisions of select law enforcement agencies, such as the Durham Regional Police Service (Oshawa Executive Airport), Edmonton Police Service (Villeneuve Airport), Calgary Police Service (Springbank Airport), and York Regional Police (Toronto / Buttonville Airport).

4.5 Emergency Response and Management

Canadian communities can be faced with a myriad of natural and human-caused emergencies, with the hazards that are applicable to each location contextualized by circumstances such as weather patterns, the surrounding topography, the exposure of residences and built-up areas to areas of risk, and higher risk land uses. The degree to which community airports will be activated in an emergency management situation is highly situation-specific – however, these facilities have the potential to support a range of critical functions such as evacuation efforts, access by responding agencies, the transportation of goods and supplies, and aerial operations by fixed-wing and rotary-wing responding aircraft. The importance of community airports in emergency management operations is accentuated when other forms of transportation into / out of the area are unavailable, either as a function of distance, access routes, or damage from the ongoing emergency.

Snapshot: Oshawa Executive Airport

Oshawa Executive Airport is the base for the Durham Regional Police Service’s “Air 1” helicopter. The Bell 206 has been used to support law enforcement operations throughout the region since 1999, including tracking impaired drivers, searches for missing or vulnerable persons, and pursuits. In 2018, Air 1 was tasked to over 1,000 calls.

Snapshot: Chilliwack Airport

During the significant flooding in British Columbia’s Lower Mainland in 2021, community airports such as Chilliwack were activated for use by military and civilian aerial resources to support response activities. During this period, Chilliwack Airport supported resupply flights by volunteer general aviation pilots, refueling for Air Force aircraft, and intercommunity medical transportation flights, positioning this community airport and others as critical elements of the emergency response system.

4.6 Charitable Flying and Youth Development

Numerous charitable organizations have been founded across Canada that operate smaller general aviation aircraft to provide valuable social services to residents. Examples of charitable general aviation organizations include:

- **Hope Air**, a registered charity that seeks to address the challenges faced by Canadians in accessing out of community medical care through the provision of free flights. A significant proportion of Hope Air's flights are operated by volunteer pilots using general aviation aircraft – similar to the discussion in Section 4.1 regarding interfacility patient transfers, these flights commonly originate at airports serving small communities and transport individuals to larger urban centres with higher level of care facilities. In 2021, volunteer pilots operating on behalf of Hope Air transported individuals a cumulative total of approximately 30,000 nautical miles to medical appointments, primarily from community airports that are not well-served by scheduled passenger air carriers.
- **Angel Flight** and **Angel Flight East Kootenay** provide medical transportation flights on a volunteer basis in British Columbia using smaller single and twin-engine general aviation aircraft.
- **Canadian Wings of Rescue** is a 100% volunteer-based registered charity that supports animal rescue operations by providing free or low-cost options for domestic travel to not-for-profit animal welfare organizations.

Snapshot: Angel Flight East Kootenay

Angel Flight East Kootenay is a volunteer-operated charitable organization that was founded in 2019 to provide medical transportation services to residents of British Columbia's East Kootenay region, primarily linking smaller communities with larger medical centres in Kelowna. Community airports in the region, such as Golden, Nelson, and Creston, are frequently used to facilitate Angel Flight's missions and are accessible by the organization's primary Cessna 414 aircraft. Over a two-year period, Angel Flight East Kootenay operated over 180 flights and assisted 127 patients.

While the airports used by each charitable flying organization will vary based on the specific purpose and requirements of each flight, community airports supporting residents with less extensive healthcare infrastructure are common focal points for this type of activity. The continued availability of community airports in proximity to residents with intercommunity transportation needs ensures that charitable organizations such as Hope Air, Angel Flight, and Canadian Wings of Rescue can continue to fulfill their respective missions that in turn improve the quality of life for Canadians.

A significant array of groups nationwide are also dedicated to providing youth and underrepresented groups with exposure to the aviation sector. Community airports are frequent hubs for youth aviation events that are held by organizations such as:

- **The Ninety-Nines Canada** is dedicated to promoting the advancement of women in aviation. The Ninety-Nines, through its 11 chapters across Canada, provide numerous resources for women seeking to learn more about the aviation sector, including hosting introductory flying days at no cost to participants through the Girls Take Flight event series. Oshawa Executive Airport, for example, supports the Girls Take Flight Oshawa event that includes static aircraft displays, informational booths, and in 2022 included almost 200 introductory flights. These community airport-based events are complementary to both the broader activities of the Ninety-Nines and those of organizations such as Elevate Aviation and the Northern Lights Aero Foundation.

- The **Royal Canadian Air Cadets** is a quasi-military youth program with over 400 squadrons in all 13 provinces and territories and provides a myriad of aviation opportunities to individuals aged 12 to 18. Community airports support the aviation training needs of the Air Cadet program through:
 - Hosting cadet training at private Flight Training Units for their Private Pilots Licenses;
 - Supporting cadets completing their Glider Pilots Licenses at Regional Gliding Schools. Community airports that will host Regional Gliding Schools in 2022 include Brandon, MB; Picton, ON; and St-Jean-Sur-Richelieu, QC; and
 - Serving as bases for powered familiarization flights and seasonal (fall and spring) gliding centres. With respect to the latter, gliders, towplanes, and winches are transported to community airports closer to concentrations of regional squadrons to support weekend gliding exposure flights. Examples of community airports supporting seasonal glider exposure flights include Oliver, BC; Wingham, ON; Lachute, QC; and Miramichi, NB.
- Local chapters of **COPA** and the **Experimental Aviation Association** frequently host familiarization flying events for youth, including the Experimental Aviation Association Young Eagles program.



Air Cadet gliding operations at Gimli Airport, MB

5 KEY CHALLENGES FACED BY COMMUNITY AIRPORTS

With an understanding of the varying elements that contribute to the social and economic value of Canada's community airports, consideration must also be given to common challenges that influence their futures. This discussion is intended to provide a primer for local decision-makers that contextualizes identified challenges with their respective community airport. While meaningful action must be taken to overcome airport-specific challenges, it is important that these issues be framed within the broader operational realities and contextual factors that influence community airports.

Five of the primary challenges commonly experienced by community airports are profiled herein. While this is not an exhaustive account of all factors that may influence community airport owners and operators, it captures a series of the primary applicable forces including infrastructure degradation, financial sustainability, community land use compatibility, increased regulatory requirements, and climate change resiliency.

5.1 Infrastructure Degradation and Rehabilitation Costs

Airfield assets, including pavements, lighting systems, structures, and mobile equipment, each have multiyear lifecycles. Over the course of a given asset's lifecycle, routine maintenance (e.g., pavement repairs, crack sealing, equipment servicing) is required to preserve the useful service life, as well as periodic rehabilitation, reconstruction, or replacement. As community airports are inseparable from their airfield infrastructure and supporting equipment, effective asset management is key to ensuring their continued operational availability.

As described in Section 5.2, a considerable number of community airports are either partially or fully reliant on external funding (e.g., grant programs, municipal reserve funding, external financing) for capital upgrades given their limited revenue generating abilities. At the federal level, the Airports Capital Assistance Program is available to community airports serving at least 1,000 annual scheduled passengers. However, limitations of the Airports Capital Assistance Program include but are not limited to:

- Approximately 200 airports nationwide competing for the limited annual allocation of Airports Capital Assistance Program funding;
- While project costs have increased over time, the Airports Capital Assistance Program's annual allocation has remained unchanged for approximately two decades, aside from a temporary two-year funding increase provided during the COVID-19 pandemic;
- The Airports Capital Assistance Program only funds airfield assets that support scheduled passenger air services. For other assets, such as secondary runways used by flight training aircraft, funding will not be awarded; and
- As explored in Section 3.2.1, a significant proportion of the 625 facilities classified as community airports in this document do not support scheduled passenger services and are therefore ineligible for the Airports Capital Assistance Program.

Snapshot: British Columbia Air Access Program

The Province of British Columbia administers the British Columbia Air Access Program to support communities and enhance the long-term potential of the provincial aviation sector, including associated economic and social benefits. On an annual basis, approximately \$8M in funding is provided to regional and community airports, including smaller facilities that would not otherwise be eligible for federal Airports Capital Assistance Program funding. For airside projects (e.g., runway rehabilitations), the Province funds up to 75% of project costs for public use facilities supporting fewer than 1,000,000 annual passengers.

British Columbia, Alberta, Saskatchewan, and Québec currently, or are expected to, provide capital funding support for community airports, with programs in place to fulfill gaps in Airports Capital Assistance Program eligibility. These actions recognize that many facilities without scheduled services continue to confer significant economic and social benefits to their surrounding regions. In other jurisdictions (Manitoba, Ontario, Nova Scotia, New Brunswick, Prince Edward Island, and Newfoundland and Labrador), community airport owners must seek external funding through non-airport specific programs and compete with other project priorities, or develop other capital funding strategies.

As airfield infrastructure degrades over the course of each asset's lifecycle and cost-effective interim rehabilitation strategies are foregone due to lack of funding, asset conditions worsen to the point where more cost intensive reconstruction work may be required, further challenging the ability of community airport owners to fund these works. If the point is reached where aviation safety cannot be ensured, the degradation of airfield infrastructure can require the closure of the affected asset – for select critical assets (e.g., the sole or primary runway), this can in turn necessitate the closure of the airport. Therefore, the degradation of critical airfield infrastructure is a threat to the continued ability for community airports to confer regional social and economic benefits.

5.2 Revenue Generation and Financial Sustainability

Given the operating costs associated with ensuring the year-round availability of community airports and the significant recurrent capital expenses required for rehabilitation, reconstruction, and replacement projects, a key priority for airport owners and operators is the maximization of operating revenues from aeronautical and non-aeronautical sources. The financial performance of community airports can generally be classified as 1) not financially self-sustaining, where revenues are insufficient to cover operating and capital costs; 2) financially self-sustaining, where revenues cover operating costs but not capital expenses; or 3) financially viable, where revenues exceed both operating and capital costs. Community airports have had mixed success in transitioning from facilities that are not financially self-sustaining to being self-sustaining or fully viable:

- Research commissioned by the Airport Management Council of Ontario in 2022 found that among a sample of 11 community airports, an average annual operating deficit of \$107,000 was incurred. The same study found that among 15 community airports, 60% were not financially self-sustaining, 40% were financially self-sustaining, and none were fully financially viable;
- Research completed on behalf of the Ontario Ministry of Transportation in 2011 resulted in similar findings. At that time, 84% of smaller airports not eligible for federal capital funding were identified as being not financially self-sustaining, and the remaining 16% were self-sustaining but not fully viable;
- Data from 72 community airports in Alberta in 2005 found that 53 (75%) were in a deficit position, 16% were in a break-even position, and 9% posted a surplus; and
- Transport Canada, in its 2004 Regional and Small Airports Study, found that 48% of reviewed airports incurred operating deficits and that among the 52% of facilities that generated operating surpluses, only 25% of capital expenditures were self-financed indicating continued need for external support.

The proactive pursuit of additional sources of aviation and diversified non-aviation revenues is imperative to the long-term financial sustainability of community airports – however, the ability for community airports to pursue increased revenues is influenced by several key factors:

- Select revenue generation opportunities have prerequisite capital investments that must be fulfilled prior to their attainment. A community airport may identify local demand for new hangar development lots that would generate additional leasehold revenues over a multiyear period. However, this development model may require airside access through a taxiway or apron, groundside access, and supporting services that would have to be borne pre-emptively by the airport and recovered over time. For operators with limited financial capacity, pursuing growth-supportive projects may be precluded, in turn limiting their ability to secure new revenues;
- User fees (e.g., landing fees, parking fees) are commonly framed as an opportunity to directly recoup revenues from aircraft operators. While aeronautical fees can be a useful tool, their implementation must be approached in a careful manner and consider the composition of the affected users. For example, a community airport that implements an uncompetitive landing fee versus other airports in the area without such fees may reasonably expect a decrease in activity over time and reduced revenue generation versus expected levels. Prohibitively high fees may also affect the vitality of on-airport businesses that generate economic benefits, such as Fixed Base Operators, Flight Training Units, and Aircraft Maintenance Organizations;
- For certain types of revenue opportunities, there may be a finite amount of local or regional demand and therefore may have limited growth potential. For example, basing projected year-over-year increases in hangar lease payments on continued general aviation growth may present an unrealistic expectation if the local base of pilots and owners is not increasing over time; and
- Business development opportunities must be consistent with regional contextual forces, such as the composition and trajectory of the local economy, consumer behaviour, and the unique strengths of a given community airport. A community airport serving a small population that is within driving distance of a commercial service airport may struggle to attract scheduled passenger air services or cargo operators, for example.

For municipally owned community airports, it is recognized that there is growing pressure to transition these facilities to being financially self-sustaining or fully viable with the objective of reducing tax-supported deficits. Municipalities with limited revenue generating sources and numerous competing priorities for operating and capital funding (e.g., core infrastructure and public works, recreational services, economic development), have been observed in recent years to be increasing their focus on improving the financial performance of airports under their oversight.

While community airports may strive to pursue new or increased revenue generation opportunities, the continued challenges that a significant proportion of these facilities share in becoming self-sustaining or fully viable is recognized. Ultimately, a key question that must be asked by owners is whether their facility is to be operated as a revenue-generating entity, or whether its primary purpose is to confer economic and social benefits that justify the associated expenses. Adopting the latter mindset does not absolve continued efforts at business development and revenue generation but shifts the overall conceptualization of what financial sustainability means with respect to the justification for operating and capital expenses.



Aéroport de Gatineau, QC

5.3 Community Land Use Compatibility

The noise associated with aircraft operations at community airports is one of the primary externalities of these facilities with the highest potential to disturb residential areas and other sensitive land uses in the vicinity. Transport Canada, in TP1247 – Land Use in the Vicinity of Aerodromes, recognizes that assessing the annoyance resulting from exposure to aircraft noise is often essential for appropriately planning the development of lands near airports. The subjective reaction to aircraft noise from residents living in the vicinity of community airports is a function of factors that include, but are not limited to, aircraft noise levels, the frequency of overflights, times of day, and days of the week. Non-acoustic factors also influence resident noise concerns, such as concerns over aviation safety, uncertainty regarding the purpose or value of aircraft causing noise events, mistrust of aircraft and airport operators, and misconceptions regarding the measures that can be taken to address noise.

Based on recent examples of escalated community airport noise concerns, flight training activities that would otherwise be well-suited at community airports are understood to be a common cause for concern for residents given the high frequency of overflights resulting from training circuits. Preliminary evidence also suggests that the increased prevalence of working from home as a result of the COVID-19 pandemic may also contribute to increased noise concerns, as residents that would otherwise be away from their residence near an airport throughout the workday are instead exposed to noise throughout the day.

Achieving a balance between the operational needs of community airports, tenants and users, and the quality of life of surrounding residents can be a challenging endeavour. As of August 2022, four facilities classified as community airports in this document have mandatory noise abatement procedures approved and enforced by Transport Canada pursuant to Canadian Aviation Regulation 602.105 (St. Hubert, Peterborough, Qualicum Beach, and Toronto / Buttonville). Additional community airports have implemented modified traffic circuits, voluntary noise abatement procedures, or identified noise sensitive areas in their Canada Flight Supplement entries. These procedures encourage considerate flying by aircraft operators to minimize community disturbance. Despite these measures, residents and other sensitive land uses in the vicinity of community airports may continue to be disturbed, submit concerns to airport operators and / or local politicians, and apply public and political pressure for further action. Where significant measures are taken, such as curtailing airport hours of operation or implementing restrictions on flight training or other activities, the viability of tenants and users may be impacted.



Urban development in the vicinity of Montréal Saint-Hubert Airport, QC

Effective land use planning that separates the new development of noise-sensitive land uses, such as residential areas, from community airports is a crucial proactive tool to limit future compatibility concerns. Transport Canada has established the Noise Exposure Forecast system that produces a series of contours surrounding airports providing guidance on land use acceptability based on the current and anticipated future traffic levels at each airport. The preparation and use of Noise Exposure Forecast contours in land use planning processes is a significant opportunity, in addition to the proactive notification of prospective residents near community airports of the potential for disturbance from aircraft noise. Despite the foregoing, the significant growth pressures being experienced by numerous municipalities across Canada accommodated through lateral urban and suburban expansion has led to instances of new residential development and sensitive land uses being approved near community airports.

The difficulties of achieving a balance between the operational requirements of airport users and the quality of life of residents is observed to be accentuated at municipally owned community airports. Where the municipal council serves as the governing body for a community airport and is responsible for its oversight and funding, elected officials may be faced with the challenge of balancing this role with their responsibility to their constituents. Where actual or perceived resident concerns rise to sufficient levels, the support of elected officials for the community airport may waver.

5.4 Increased Regulatory Requirements

The regulatory context for community airports operated as certified airports and registered aerodromes is established at the federal level by Transport Canada, as described in Section 2.3. Adapting to new regulatory requirements that are based on achieving improved aviation safety and operational outcomes is essential for community airport operators; however, the costs and level of effort associated with achieving and maintaining compliance can be significant. Certified airports are particularly affected by such changes. In the past 15 years, community airport operators in this category have navigated new requirements that include but are not limited to Safety Management Systems (2008-2009), TP312 – Aerodrome Standards and Recommended Practices, 5th Edition (2015), the Global Reporting Format for runway condition assessment and reporting (2021), and hours of operation revisions (2021).

Although community airports that are operated as registered aerodromes are subject to fewer and less onerous federal regulatory requirements, the implications of Advisory Circular 301-001 are being explored by community airport operators in 2022. The Advisory Circular requires the protection of three-dimensional Obstacle Limitation Surfaces to limit the infringement of natural growth and human-made obstacles on aircraft flightpaths. While Obstacle Limitation Surface requirements are applicable to all certified airports, registered aerodromes supporting Instrument Approach Procedures will be required through the Advisory Circular to implement and protect similar areas. For registered aerodromes with constrained obstacle environments and / or that have permitted airfield development (e.g., hangars) and infrastructure that is non-compliant with the Advisory Circular, significant costs may be anticipated in correcting deficiencies. Where the minimum requirements of the Advisory Circular cannot be met, the incremental improvement of airport availability in Instrument Meteorological Conditions may be affected.

5.5 Climate Change Resiliency

An increasing challenge that is being faced in unique ways by community airports across Canada is building resiliency to the impacts of climate change. The impacts of climate change will be experienced in distinct ways at community airports throughout the country, given the size of Canada, regional climate and topographic characteristics, the types and conditions of each airport's capital assets, and the operations that occur. As articulated by Natural Resources Canada, climate change has resulted in increased temperatures throughout much of the country, altered precipitation patterns, shifted hydrological conditions, and changes in some extreme weather events.

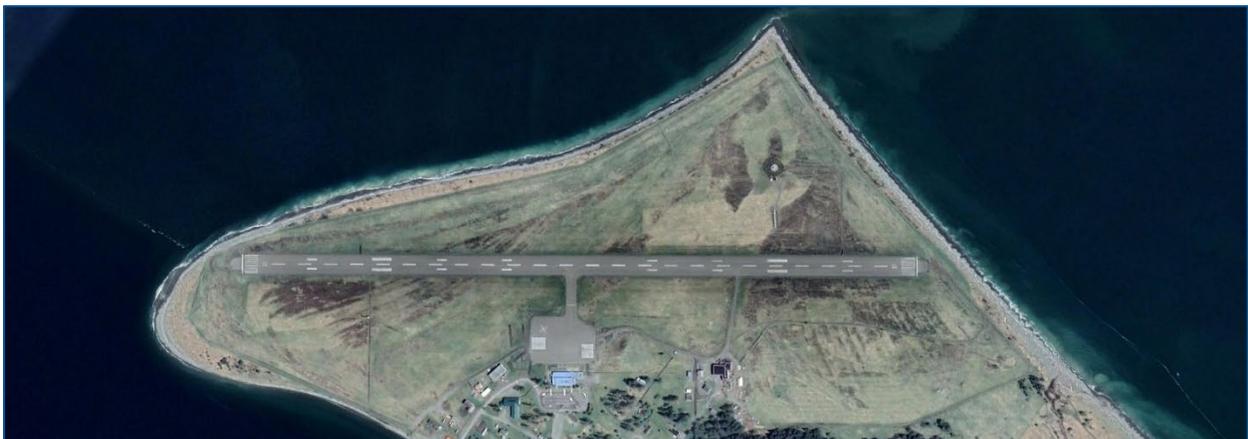
Community airport infrastructure and operations can be susceptible to an extensive range of implications from climate change on a regional scale, such as:

- The melting of permafrost and the degradation of runways, taxiways, aprons, and supporting infrastructure at northern community airports;
- Extreme temperature events affecting the health and safety of operational staff and degrading paved surfaces;
- Wildfire events increasing smoke coverage and threatening airport infrastructure;
- More frequent freeze-thaw cycles degrading airfield pavements; and
- Increased freezing rain affecting flight operations and requiring adapted winter maintenance practices.

Through proactive climate risk assessments, community airport operators can begin to understand how the local impacts of climate change will affect their facility, identify infrastructure and operational vulnerabilities, and prepare strategies to limit the disruption that may occur. For airports that are unable to fund proactive measures to improve resiliency or that are faced by climate vulnerabilities that are insurmountable, disruptions in the future may result in damage to infrastructure, disruption to operations, and affect the overall degree to which the community airport can economically and socially support its region.

Snapshot: Penticton Airport

In 2020, Transport Canada commissioned a Climate Change Risk Assessment Report for Penticton Airport. This study found 31 medium risk and 8 high risk climate-infrastructure interactions, with climate factors of importance including extreme heavy rains, sustained high temperatures, and extreme heat. Vulnerabilities were identified with the airfield infrastructure, lighting and electrical systems, and supporting buildings, with short-term recommendations made for matters such as drainage improvements, heat load analyses, and equipment replacement.



Sandspit Airport, BC – Given this facility's proximity to the Pacific Ocean, Transport Canada has identified its susceptibility to storm surge events and flooding as being a key area of concern

6 COMMUNITY AIRPORT CASE STUDIES

To offer real-world examples of the social and economic value of community airports of different types across Canada, a series of case studies has been prepared documenting nine facilities:

1. Golden Municipal Airport;
2. Villeneuve Airport;
3. Moose Jaw Municipal Airport;
4. St. Andrews Airport;
5. Peterborough Municipal Airport;
6. Lachute Airport;
7. Charlo Regional Airport;
8. Summerside Airport; and
9. Port Hawkesbury Airport.

Through consultations with key case study representatives and research, each case study is explored through an overview of the airport and explanations of their economic and social benefits and value. Best practices have also been identified that may be applied by other community airport owners / operators to make progressive improvements towards the future viability of their facility, based on the unique circumstances.

The distinctive roles, operational scales, opportunities, and challenges faced by each of the nine case study airports further highlights the diversity that exists among the approximately 600 community airports nationwide. For airport owners and advocates, these case studies demonstrate the need for careful analysis, planning, and initiative implementation that respond to the local conditions and the unique circumstances.



Flight training aircraft parked at Peterborough Municipal Airport, ON

6.1 Golden Municipal Airport



Owner	Community	Annual Activity	Roles Served
Town of Golden	Golden, BC	6,200 aircraft movements (2021)	<ul style="list-style-type: none"> • General Aviation • Corporate Aviation • Skydiving • Commercial Operators • Air Ambulance • Wildfire Suppression • Search and Rescue

6.1.1 Overview

Golden Municipal Airport is located immediately west of the Town of Golden at the confluence of the Columbia and Kicking Horse Rivers. The airport was developed in 1970 by local volunteers with federal financial support, and the facility today is owned and operated by the Town of Golden under the oversight of the Chief Administrative Officer and Director of Public Works. Activity at the airport has increased from approximately 5,000 movements in 2017 to a record high 6,200 movements in 2021. In 2020, the Town of Golden commissioned the preparation of an Airport Assessment and Business Case Report to determine the future of the facility, including the evaluation of options including its closure and redevelopment or its continued operation. In October 2020, Town Council unanimously voted to continue to operate the airport and initiated the preparation of a Strategic Plan to ensure its future.

Aircraft movements are supported on the airport's 4,500 ft. unlit paved runway. Supporting services at the airport include a small terminal building, jet fuel and avgas, Instrument Approach Procedures, and a staffed NAV CANADA weather observation site.

6.1.2 Economic Benefits

Five commercial tenants and businesses are based at Golden Airport, including two rotary-wing operators (Alpine Helicopters and Whitetooth Helicopters), Skydive Extreme Yeti, a fixed-wing charter and sightseeing operator (Kicking Horse Aviation), and East Kootenay Fuel Sales. The 2020 Airport Assessment estimated that the on-site tenants and businesses directly contributed \$1.5M to the regional GDP, supported 13 full-time employees, and generated \$1.3M in annual labour income. Accounting for indirect and induced benefits, the airport's tenants added an estimated \$3.0M to the regional GDP and supported 27 full time employees in the area. Despite being a smaller facility, 84% of the aircraft activity at the airport is commercial in nature.

Other dimensions of the economic value of Golden Airport include supporting:

- The arrival of approximately 300 visiting aircraft per year. Visitor parties spend an average of between \$600 and \$1,250 in Golden per trip;
- Avalanche control operations on Highway 95 and the Trans-Canada Highway – for each hour the Trans-Canada Highway is closed, economic damages are estimated at \$1M;
- Aviation-based recreation that contributes to the regional adventure tourism sector, which include heliskiing / biking / hiking, and rafting; skydiving; and aerial sightseeing; and
- Aerial access to 15 backcountry lodges by approximately 5,000 visitors annually, in addition to the movement of staff and supplies.

6.1.3 Social Value

In addition to the economic value of Golden Airport, the facility is a key asset for the protection of life and emergency management. The airport is used by BC Air Ambulance and STARS for fixed-wing and rotary-wing medevac missions, with an average of 20 fixed-wing air ambulance missions recorded annually between 2017 and 2020. Golden Airport also supplements the local hospital helipad that is constrained in its ability to accept next-generation air ambulance helicopters. The availability of air ambulance services from Golden is important given the extended transfer times to alternative facilities by ground ambulance; the possibility for highway closures due to avalanches, crashes, and other blockages; and the frequent occurrence of high-severity injuries associated with outdoor recreation.

Golden Airport is also the base for Golden and District Search and Rescue, the busiest search and rescue organization in British Columbia outside of the Lower Mainland. Golden and District Search and Rescue responds to between 60 and 80 calls annually and collaborates with Alpine Helicopters on approximately 90% of its taskings to complete complex response missions.

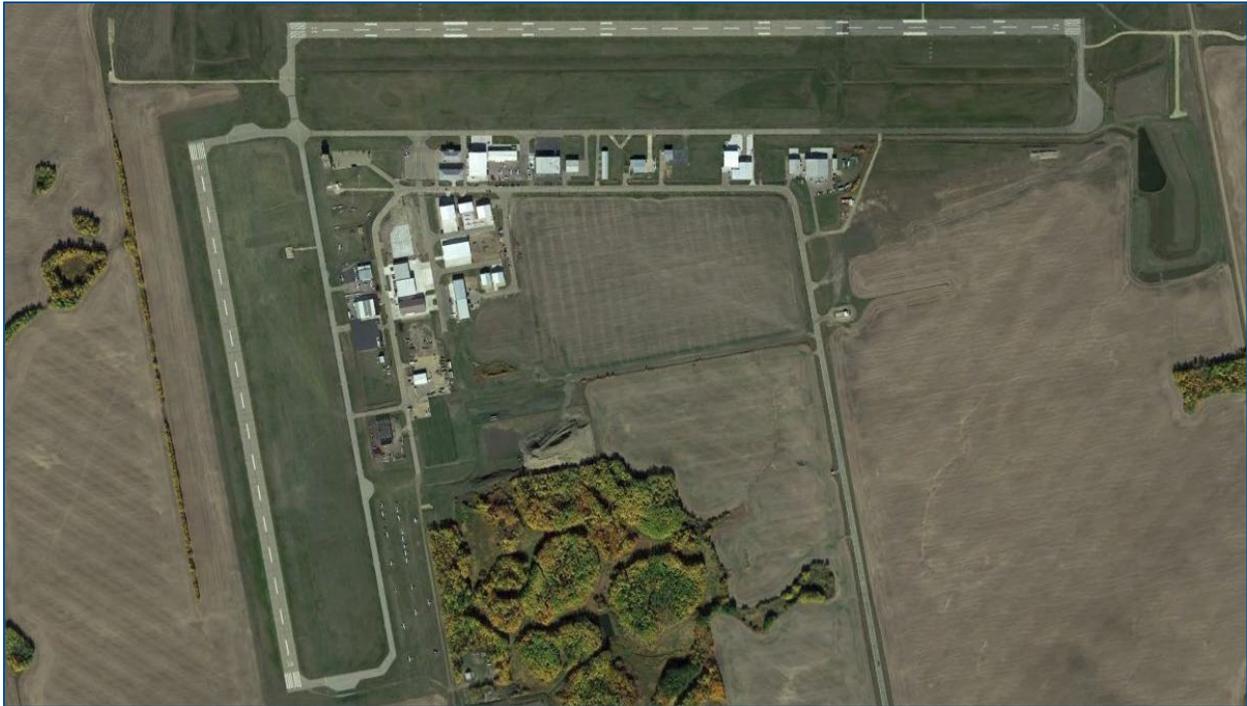
The BC Wildfire Service maintains a forward attack base that is activated on an as-required basis to respond to wildfire events in the area and quickly deploy rotary-wing assets to reduce transit times and maximize the time on scene. Both helicopter operators based at the airport are contracted by the BC Wildfire Service for aerial attack and logistics efforts. During the 2021 wildfire season, the airport supported six helicopters responding to fire events in the surrounding area.

Golden Airport also functions as a valuable planned and emergency diversion point for aircraft transiting the Trans-Canada Highway and Highway 95 Visual Navigation Routes.

6.1.4 Best Practices

1. **Evidence-Based Support:** The decision by Golden Town Council in October 2020 to continue to operate Golden Airport was based on a comprehensive and transparent analysis of the economic and social value of its continued availability, as well as anticipated future costs and requirements. Through the preparation of a comprehensive Airport Assessment, Town Council was equipped with the facts required to make a data-driven and defensible decision as to the future of the airport.
2. **Commitment and Action:** Following Town Council's commitment to the airport, a pragmatic plan was established, with implementation following. In 2021, the Town successfully secured federal funding through the Regional Air Transportation Initiative to complete the detailed design for the rehabilitation of its airfield surfaces. Other initiatives have included obstacle removals, sign replacements, and the implementation of improved procedural documentation.
3. **Community Engagement:** The Airport Assessment process was supported by extensive community and stakeholder outreach. Through these processes, considerable interest in the airport was generated and residents were heavily engaged in an online survey process, with over 600 responses received.

6.2 Villeneuve Airport



Owner	Community	Annual Activity	Roles Served
Edmonton Regional Airports Authority	Edmonton, AB	65,000 aircraft movements (2021)	<ul style="list-style-type: none"> • General Aviation • Flight Training • Corporate Aviation • Commercial Aviation • Air Ambulance

6.2.1 Overview

Villeneuve Airport is located within Sturgeon County to the northwest of St. Albert and Edmonton. Unique to the other case studies in this Profile, the airport is owned and operated by the Edmonton Regional Airports Authority (Edmonton Airports), a non-profit entity that is also responsible for Edmonton International Airport. The original development of the airport was undertaken by Transport Canada in 1976, with Edmonton Airports assuming ownership in 2000. Villeneuve serves as a reliever facility for Edmonton International Airport and is primarily used by general aviation, corporate and commercial, flight training, and air ambulance operators.

Villeneuve Airport is maintained on a year-round basis by Edmonton Airports and has a well-developed infrastructure network, including two paved and lighted runways, Instrument Approach Procedures, air traffic control services, and a full range of fuelling and support services. In 2013, the primary runway was extended to 5,000 ft. and an Instrument Landing System was added to offer improved availability.

6.2.2 Economic Benefits

The economic impacts of Villeneuve Airport in 2017 were estimated at 235 direct and indirect employment positions and a total output of \$62M annually. The airport currently supports approximately 30 hangars and over 25 owners and tenants, including businesses engaged in aircraft and engine maintenance and overhaul, hangar providers, fixed and rotary-wing commercial operators, and specialty businesses engaged in activities such as aircraft appraisals and sales. The Villeneuve Airport 2019-2023 Strategic Plan focuses on increasing general aviation and flight training activity.

Through the Villeneuve Airport Area Master Plan developed on behalf of Sturgeon County in 2021 for the lands surrounding the airport, four priority economic sectors have been identified as targets for new growth: the Villeneuve Aviation & Aerospace Centre; Villeneuve ecoPark; Villeneuve Agri-Innovation Hub; and the Great Northern Logistics Park. The development vision of the Airport Area Master Plan will in turn be implemented through the Airport Area Structure Plan, the draft version of which was presented for consideration by County Council in June 2022 and is undergoing public engagement at the time of this Profile's preparation. Through the full build-out of the lands surrounding Villeneuve Airport over a 20-year horizon, the Airport Area Master Plan estimates that the four business concepts could generate up to 1,755 full-time employment positions, adding significant value to the regional economy. This would also include \$14M in annual municipal taxes, \$171M in recurring economic impacts, and \$1.0B in non-recurrent economic impacts.

Villeneuve Airport also hosts the Edmonton International Airshow, a significant driver of tourism to the region. In 2017, over 40,000 individuals attended the Edmonton International Airshow. It is estimated that the Edmonton International Airshow generates approximately \$3.0M in economic activity each year that the event occurs.

The strategic value of Villeneuve Airport also comes from its complementary role to Edmonton International Airport. By serving as a reliever airport, Villeneuve reduces the volume of less compatible general aviation and flight training traffic at Edmonton International Airport and assists in the effective use of the capacity at the larger international airport. Villeneuve Airport was also a key asset in ensuring regional aviation capacity following the closure of Edmonton City Centre Airport in 2013.

6.2.3 Social Value

Villeneuve Airport serves a key role as an air ambulance alternate airport – when air ambulance flights are unable to operate to their primary base at Edmonton International Airport due to weather or operational factors, Villeneuve is the designated backup site to ensure that missions can proceed. The Edmonton Police Service also bases its Airbus H-125 helicopter (“Air 1”) at Villeneuve Airport which is used to support law enforcement operations.

6.2.4 Best Practices

1. **Context-Responsive Opportunities:** During the development of the Villeneuve Airport Area Master Plan and Villeneuve Airport Strategic Plan, growth opportunities were carefully studied and assessed based on the context-specific strengths and potential of Villeneuve Airport. Opportunities that would be unlikely in the regional context considering factors such as regional economic drivers and the local workforce composition were not advanced for implementation to ensure efforts target the highest potential outcomes.
2. **Regional Collaboration:** The Villeneuve Landing Network is a collaborative, non-share organization that includes local municipalities, Indigenous groups, the regional economic development agency, and Edmonton Airports with the aim of pursuing growth opportunities at the airport, including joint development planning and the preparation of business cases.
3. **Purposeful Action:** Recognizing that the identification of opportunities must be accompanied by tangible actions to pursue these markets, Sturgeon County has proactively begun work on a series of investments to improve the economic environment at the airport, including the allocation of economic development staff capacity, \$7.3M budgeted for a broadband internet pilot project, \$2.2M to provide potable water services to tenants, and \$131,000 for a business and jobs creation centre. Edmonton Airports has similarly invested in the airport infrastructure, including the lengthening of Runway 08-26 and Instrument Approach Procedure upgrades.

6.3 Moose Jaw Municipal Airport



Owner	Community	Annual Activity	Roles Served
City of Moose Jaw	Moose Jaw, SK	Not Recorded	<ul style="list-style-type: none"> • General Aviation • Corporate Aviation • Aerial Application • Skydiving • Flight Training • Air Ambulance • Government Air Services

6.3.1 Overview

Moose Jaw Municipal Airport is located approximately 8 km northeast of the City of Moose Jaw in the Rural Municipality of Moose Jaw. The airport is owned by the City of Moose Jaw and is overseen by the Moose Jaw Municipal Airport Authority, a non-profit corporation established in 2018 through a bylaw of the City. The Moose Jaw Municipal Airport Authority was formed following the concerted efforts of a working group of motivated stakeholders over a multiyear period. The working group identified an opportunity in transitioning the airport, which was previously the responsibility of the municipal engineering department, to an independent authority that would champion its future growth and development.

Moose Jaw Airport is equipped with a paved and illuminated runway that was extended to its current length of 4,000 ft. in 2021. Supporting services at the airport include jet fuel and avgas, a terminal / clubhouse operated by the Moose Jaw Flying Club, and Instrument Approach Procedures. The expansion of the airport's runway and rehabilitation of its airfield surfaces was a \$3.7M investment that was made possible through federal (Investing in Canada Infrastructure Program), provincial (Community Airport Partnership Program), municipal, and private support.

6.3.2 Economic Benefits

Moose Jaw Municipal Airport is a key economic asset for the region through its support of:

- **Intercommunity Connectivity:** The airport frequently supports based and itinerant private and corporate aircraft, enabling improved access for visitors to Moose Jaw and the region for both business and pleasure. For business travellers and prospective investors, the airport enables time-effective transportation into the region;
- **Aerial Application:** Provincial Airways is an aerial applicator based at the airport that supports the regional agricultural sector through the application of pesticides and fungicides;

- **Aircraft Maintenance:** Numerous maintenance facilities are based at the airport that support the general aviation sector and provide apprenticeship and career opportunities.
- **Flight Training:** Since September 2021, Provincial Airways has offered recreational and professional pilot training at the airport. As of March 2022, over 30 students have completed their Private Pilots License, with additional students continuing through their training;
- **Military Support:** Following the extension of the airport’s runway, the facility now supports occasional operations by the CT-156 Harvard II trainer operated by 2 Canadian Forces Flying Training School at the nearby 15 Wing Moose Jaw; and
- **Adventure Recreation:** Moose Jaw is the base for Skydive South Sask.

6.3.3 Social Value

Moose Jaw Airport contributes to the wellbeing of the region and its residents through:

- **Air Ambulance Operations:** The airport serves a critical role in supporting air ambulance patient transfer missions on an approximately biweekly basis by Saskatchewan Air Ambulance. The airport’s capabilities for supporting patient transfers improved in 2021 with the extension of its runway, which now permits less restricted operations; and
- **Youth Outreach and Career Development:** In May 2022, Moose Jaw Municipal Airport hosted Saskatchewan’s first General Aviation and Career Fly-In Conference. This conference, and potentially additional events in the future, successfully exposed youth to aviation opportunities, allowed individuals to receive guidance on career paths and education requirements, and aligned with the airport’s training role.

6.3.4 Best Practices

1. **Targeted Investments:** The successful attainment of government funding support for the extension of the airport’s runway and the rehabilitation of its airfield has significantly improved the facility’s economic and social role by increasing the types of aircraft and missions that can be accommodated. This has resulted in direct benefits for air ambulance operators, corporate aircraft, aerial applicators, and other users.
2. **Team Skillsets:** A contributing factor to the success of the original working group and the current airport authority is the skillsets and positive local reputation of each of its members. By integrating individuals with aviation and business expertise (among other strengths) that are dedicated to advancing the airport, the organization has been able to make noteworthy progress on its mission.
3. **Clear Role and Mission:** Through forward-looking strategic planning, the airport authority has established a clearly defined role and mission to guide focussed decision-making based on the unique strengths and opportunities applicable to the airport. This role and mission has widespread support among the airport authority and stakeholders, ensuring that all individuals are moving in a common direction.
4. **Proactive Communication:** To combat misconceptions about the airport and to clearly articulate the facility’s role, mission, and benefits, proactive and fact-based communication has been a priority for the airport authority.



6.4 St. Andrews Airport



Owner	Community	Annual Activity	Roles Served	
Rural Municipality of St. Andrews	Winnipeg, MB	115,000 aircraft movements (2021)	<ul style="list-style-type: none"> • General Aviation • Flight Training • Aviation Commercial Businesses 	<ul style="list-style-type: none"> • Scheduled / Charter Services • Air Ambulance • Government Air Services

6.4.1 Overview

St. Andrews Airport is located northeast of Winnipeg in the Rural Municipality of St. Andrews. The airport was opened in 1962 with the original intent of serving as a reliever facility for the nearby Winnipeg International Airport. The facility has been owned by the Rural Municipality since its divestiture by Transport Canada in 1999, and operational oversight of the airport is currently the responsibility of St. Andrews Airport Inc., an independent corporation. The airport corporation is overseen by an Executive Director that reports to a Board of Directors.

A well-developed infrastructure network is used to support aircraft operations, including three paved and lighted runways ranging in length between 2,850 ft. and 3,000 ft., Instrument Approach Procedures, NAV CANADA air traffic control services, jet fuel and avgas, and a range of aviation support businesses. In 2021, St. Andrews Airport was Canada's eleventh busiest facility by aircraft movements.

6.4.2 Economic Benefits

St. Andrews Airport is the second largest economic generator within the Rural Municipality of St. Andrews and plays a key role in the regional and provincial economies more broadly. The airport added \$36.0M to the local economy in 2018, a 26% increase from the estimated contribution of \$28.5M in 2006. With respect to the airport's connections across Manitoba more broadly, the facility is an important base for charters used by Manitoba Hydro and Manitoba Telephone Systems, and scheduled service is also provided to 14 remote communities located throughout the province.

The airport has experienced considerable growth since its transfer from Transport Canada in 1999; using hangar development as an example, the facility supported 42 hangars in the year of transfer. By 2018, an additional 32 hangars had been developed, or an increase of 76%. 10 additional lots were prepared through a \$2.3M land development project in 2018/2019 to support future growth.

St. Andrews Airport is the base for over 20 aviation-oriented businesses resulting in significant local employment, including:

Flight Training	<ul style="list-style-type: none"> • Harv's Air 	<ul style="list-style-type: none"> • Winnipeg Aviation
Air Operators	<ul style="list-style-type: none"> • Amik Aviation • Eagle Air • SkyCare Air Ambulance • Missinippi Airways 	<ul style="list-style-type: none"> • Aquatics Environmental • Custom Helicopters • Northway Aviation • Yukon Helicopters
Aviation Support Businesses	<ul style="list-style-type: none"> • Acro Air Industries • Air Ross • DSE Aircraft • J&J Aero • Monarch Fuel Cap • Olekson Enterprises • Thranda Design 	<ul style="list-style-type: none"> • Aircraft Maintenance Solutions • Arctic Covers • Fly 4 Fun • Hartwig Aircraft Fuel Cell Repair • Mobile Air Service • Saskatoon Avionics

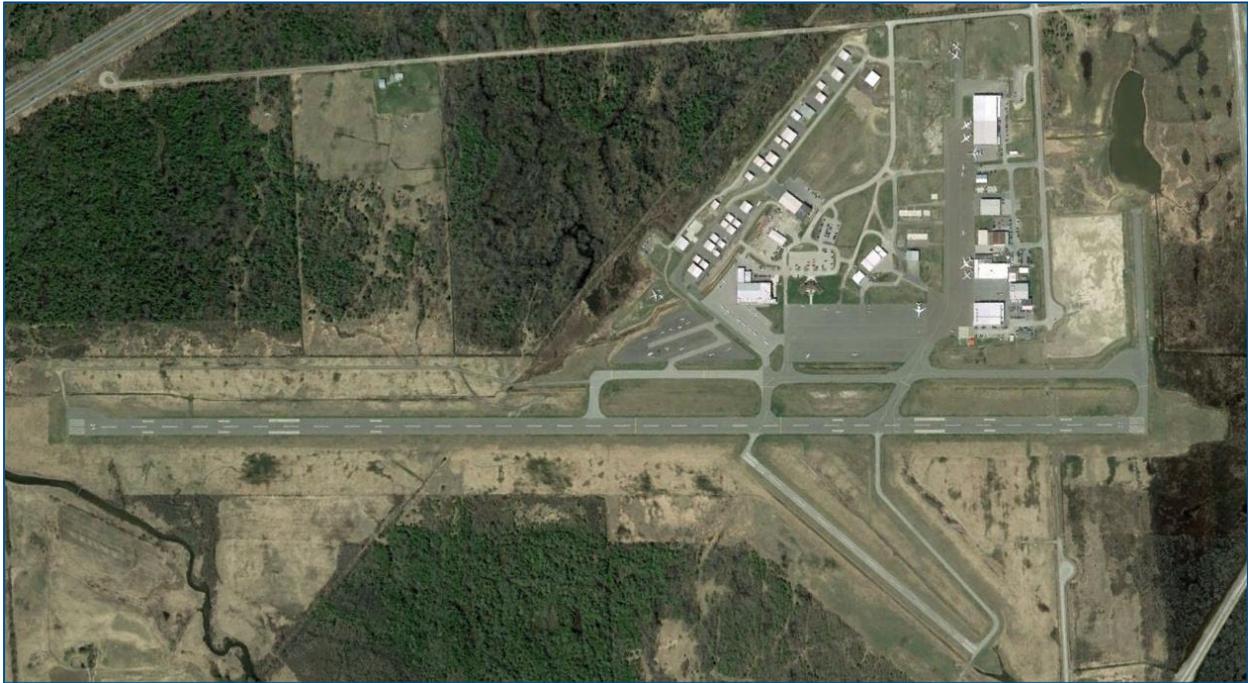
6.4.3 Social Value

St. Andrews Airport is a key base for SkyCare Air Ambulance, which provides medical transportation primarily in Manitoba and Northern Ontario. The airport is also actively used by the general aviation community, supports flight training for the next generation of aviation professionals, and is the base for the Winnipeg Flying Club.

6.4.4 Best Practices

1. **Financial Environment:** Landing fees are reviewed to ensure their market competitiveness and are maintained in a stable manner to provide predictability for operators and tenants. Landing fees are not levied on private aircraft and are only charged for itinerant commercial aircraft.
2. **Land Development:** Following the transition in oversight to the airport corporation, the airport's lease environment was reviewed. Lot sizes that matched local needs were established, lease rates were evaluated for market competitiveness, and provisions that were not conducive to tenant success were removed. As noted previously, the airport has experienced considerable hangar development activity because of these steps.
3. **Tenant Cooperation:** A key focus of the airport's leadership is ensuring that tenants are continually engaged in the facility's future, including through the circulation of proposed changes to existing tenants for discussion. This improves the relationship between the airport's management and tenants and contributes to an environment favorable to retention.

6.5 Peterborough Municipal Airport



Owner	Community	Annual Activity	Roles Served
City of Peterborough	Peterborough, ON	44,000 aircraft movements (2021)	<ul style="list-style-type: none"> • General Aviation • Corporate Aviation • Flight Training • Aerospace Sector • Government Air Services

6.5.1 Overview

Peterborough Municipal Airport is located approximately 3 km southwest of Peterborough in the adjacent Township of Cavan-Monaghan. The airport was jointly developed by the City of Peterborough and a private individual in the 1960s, with ownership of the airport assumed by the City in 1967. As of 2022, the airport continues to be owned by the City and is operated by a contracted third-party under the oversight of municipal staff.

The airport is maintained on a year-round basis as a certified facility, and aircraft operations are supported through an extensive network of airfield infrastructure. The primary runway (7,000 ft.) and secondary runway (2,000 ft.) support aircraft arrivals and departures, with Instrument Approach Procedures and lighting provided to support year-round operations. Private businesses based at the airport offer a full range of support services, including jet fuel and avgas, Fixed-Base Operator services, hangar storage, and pilot facilities. Customs services are also provided when required.

6.5.2 Economic Benefits

Peterborough Airport is a significant regional economic driver and has experienced considerable growth in its tenant base over the past 15 years, and now supports more than 20 private businesses and 27 private hangar tenants. An economic impact study prepared in 2022 estimated that 507 full-time employees are directly supported at the airport, resulting in \$44M in direct labour income and \$52M in value added to the regional GDP. Accounting for indirect and induced metrics, a total of 682 employees are supported by the airport, \$53M in labour income, and \$90M in value added to the GDP.

Peterborough Airport has become a hub for flight training and aerospace education. In 2014, Seneca College relocated its campus for the Bachelor of Aviation Technology and Airline Pilot Flight Operations programs to Peterborough. The Seneca College facility has an enrollment of approximately 150 students, generating significant flight training activity and increasing the student presence in the community. WM Aeroflight also provides single and multi-engine flight training from Peterborough Airport. Fleming College hosts its Altitude Aircraft Interior program at the airport with funding through SkillsAdvance Ontario, resulting in trained graduates in aircraft interiors and upholstery. Finally, Loomex Group hosts a private experiential aviation learning program for Grades 5-10 at the airport. Together, these four tenants serve a critical role in inspiring youth and supporting the flow of qualified professionals into the aviation sector.

A significant aerospace cluster has also developed at the airport, anchored by Flying Colours Corporation. Flying Colours is an industry-leading provider of aircraft maintenance, repair, and overhaul; aircraft completion; refurbishment; avionics; and paintwork services. In addition to Flying Colours, four additional businesses (Airtech, Kadex Aero Supply, Toronto Avionics, and Vector Air) provide services that include aircraft maintenance and repair, the distribution of aircraft parts, aircraft sales, and avionics repairs and overhaul.

While Peterborough Airport does not support scheduled passenger air services, the facility is a key intercommunity transportation asset. Approximately 4,500 itinerant aircraft movements occur on an annual basis, including private general aviation aircraft and corporately owned or privately chartered aircraft operated for business purposes. Since 2014, BST Vacations has also offered boutique passenger air charter services and vacation packages from Peterborough to destinations in Canada and the United States, such as New Orleans, Las Vegas, St. John's, and Cape Breton. Access by itinerant aircraft improves the connectivity of Peterborough for individuals visiting for recreational and business-related purposes, while also offering residents the opportunity to travel to vacation destinations throughout North America.

Hydro One also uses Peterborough Airport as recently as June 2022 for the repositioning of crews and staging air operations to coordinate repairs to their infrastructure networks.

6.5.3 Social Value

The proximity of Peterborough to Canadian Forces Base Trenton allows the facility to support military training on a frequent basis, and the Airport is used on a mission-specific basis by both the Ontario Provincial Police and the Royal Canadian Mounted Police. The airport also supports air ambulance patient transfers and medical evacuation flights by Ornge, as well as evacuation, conservation, and monitoring activities by the Ministry of Northern Development, Mines, Natural Resources and Forestry.

6.5.4 Best Practices

1. **Business-Supportive Infrastructure Investments:** Following opportunity analyses that identified the potential for significant aviation growth at Peterborough Airport, the City took a proactive approach to readying the site to attract new investment. The City successfully secured provincial and federal funding for a \$30M expansion program that included the extension of the primary runway, apron construction, new development lots, and a new terminal building. Other projects to support growth opportunities included the upgrading of the secondary runway to support additional flight training and new taxiway infrastructure to facilitate access for airside development by Flying Colours. The City's capital investments of approximately \$40M since 2010 have contributed to the creation of almost 380 full-time employment positions.
2. **Future-Oriented Planning:** The City has, at regular intervals, conducted future-oriented planning exercises to evaluate its current conditions, identify new opportunities, and establish a systematic plan for the future. This has included Airport Master Plans in 2009 and 2022 and an Airport Strategic Plan in 2017.

6.6 Lachute Airport



Owner	Community	Annual Activity	Roles Served
Ville de Lachute	Lachute, QC	150 based aircraft (approx.)	<ul style="list-style-type: none"> • General Aviation • Flight Training • Aerial Work • Air Cadet Gliding

6.6.1 Overview

Lachute Airport is located immediately southwest of Lachute, approximately 25 km west of Montreal's Mirabel Airport. The first landing in the community occurred in 1919, with the airport originally built between 1955 and 1956 by a private business. The municipality assumed ownership of the airport in 1973, with Lachute Aviation serving as the contracted management provider since 2007. The airport supports aircraft operations through its paved and illuminated 4,000 ft. runway. The airport is maintained on a year-round basis, and services available at the airport include jet fuel and avgas, customs services, and Instrument Approach Procedures.

6.6.2 Economic Benefits

Lachute Airport serves a unique role in the regional economy and supports between 75 and 125 permanent and temporary employees through 15 businesses that are located on-site. Major employers based at Lachute Airport include:

- Lachute Aviation, a recreational and professional Flight Training Unit that trains approximately 250 active students. Lachute Aviation's role has become increasingly important with the loss of airport capacity in the Montreal area;
- Sifec North Inc., an electrical, plumbing, heating, and ventilation service provider / construction company that primarily operates throughout Nunavik and Nunavut utilizing their two Beechcraft King Air aircraft;
- Héli Mistral provides aerial spraying, surveillance, fertilization, transportation, and other commercial services using its fleet of helicopters; and
- Griffon Technical Services provides aircraft maintenance and support services.

Lachute Airport also supports a significant number of itinerant aircraft visiting the region for tourism and pleasure purposes.

The airport has experienced a considerable level of new hangar construction and now supports 47 aircraft hangars on privately owned lots on the northern side of the facility, as well as a small residential airpark community with more than 20 homes.

6.6.3 Social Value

Lachute Airport is a popular hub for general aviation and now supports over 150 aircraft based on-site. Social roles served by the airport include:

- Serving as a base for seasonal gliding operations by the Royal Canadian Air Cadets, exposing youth to opportunities in aviation through the organizations fleet of Schweizer 2-33 aircraft;
- Supporting annual fly-ins that include informational displays on local businesses and aviation organizations, aircraft static displays, and fundraisers for local causes;
- In past years (from 2013 to 2017), hosting the annual Girls Discover Aviation event to highlight the opportunities available to women in the aviation sector, acknowledging the under-representation of this demographic. Over the course of this event's history, over 2,000 girls and women experienced introductory flights from Lachute.

6.6.4 Best Practices

1. **Financial Environment:** Lachute Airport does not charge landing fees or user fees that would decrease its competitiveness in attracting itinerant aircraft activity.
2. **Noise Abatement:** Acknowledging the proximity of noise-sensitive residential land uses in the vicinity of the airport, steps have been taken to introduce noise abatement measures on a voluntary basis.
3. **Community Exposure:** The annual fly-in is a key tool to increase the integration of the airport with its community while also promoting opportunities in the aviation sector for local youth.



Aerospatiale AS 350 B-2 operated by Lachute-based Héli Mistral

6.7 Charlo Regional Airport



Owner	Community	Annual Activity	Roles Served
Charlo Regional Airport Authority	Charlo, NB	2,200 aircraft movements (2021)	<ul style="list-style-type: none"> General Aviation Corporate Aviation Wildfire Suppression Aerial Application Air Ambulance Government Air Services

6.7.1 Overview

Charlo Regional Airport is located in Charlo within Restigouche County and is strategically positioned to serve northern New Brunswick and the Gaspé Peninsula. The airport opened in 1963 as a municipal airport and was subsequently expanded in the 1970s to support scheduled passenger services. Since its divestiture from Transport Canada's ownership in the late 1990s through the National Airports Policy, the airport has been owned and operated by the not-for-profit Charlo Regional Airport Authority, which is comprised of a 15-member Board of Directors.

Charlo Regional Airport is well-equipped to support a full range of aircraft operations through its 6,000 ft. paved and lighted runway, Instrument Approach Procedures, and terminal building. Supporting services provided by the airport authority include aircraft fuelling, de-icing, and ground handling. Customs services are provided by the Canada Border Services Agency on a call-out basis. The airport is maintained on a year-round basis and in recent years a series of infrastructure upgrades have been completed through federal Airports Capital Assistance Program funding, including the replacement of the airfield lighting system, new maintenance equipment, and perimeter wildlife fencing.

Aircraft movement activity has exhibited positive signs in 2022, with international arrivals up 95% over a three-month period versus 2021, and Canadian chartered flights up by 19% versus 2021.

6.7.2 Economic Benefits

The Charlo Regional Airport Authority has pursued a diversified approach to business development, and the airport now generates a range of economic benefits to the surrounding region:

- The airport supports domestic and international tourists travelling to Restigouche County for salmon fishing, including a significant influx of visitors from the United States and Europe. It is estimated that the airport facilitates \$12M in regional tourism activity through this role;

- Aerial application aircraft are seasonally based to perform spruce budworm insecticide spraying, ensuring the health of softwood lumber stocks and the strength of the associated forestry sector;
- The airport frequently supports refuelling by aircraft conducting powerline inspections, wildlife surveys, and aerial surveys;
- Student pilots completing their cross-country training requirements from Flight Training Units in Québec and New Brunswick are frequent users; and
- Corporate aircraft are regular visitors to the airport, and the facility serves as a piece of economic infrastructure that improves the investment readiness potential of the region.



Aerial application (top) and Royal Canadian Air Force (bottom) aircraft at Charlo Regional Airport

Historically, the airport also supported scheduled passenger air services that provided improved regional connectivity and workforce transportation until December 2020. The airport authority continues to pursue the restoration of scheduled air services.

6.7.3 Social Value

Charlo Regional Airport provides social benefits to residents of New Brunswick and Québec, including:

- Supporting air ambulance flights, including 110 missions in 2020 and 140 missions in 2021. The airport serves patients in both New Brunswick and Québec by enabling timely access to higher level of care facilities in Saint John, Moncton, Québec City, and Halifax. The airport is available on a 24-hour basis to support these essential medical flights;
- During wildfire events, the airport serves as a base for aerial suppression operations and is well-suited in this role given its central location in northern New Brunswick;
- Search and rescue operations are staged on an as-required basis, including multiweek searches involving the Royal Canadian Air Force and law enforcement agencies; and
- The airport authority provides exposure for youth to the opportunities of the aviation sector through its summer secondary and post-secondary internship program

6.7.4 Best Practices

1. **Municipal Funding Support:** The municipalities of Restigouche County each provide operational funds to the airport on an annual basis as part of local property tax assessments. This funding support is essential to sustaining the airport’s operating deficit and ensuring that its economic and social benefits can continue.
2. **Proactive Communication:** A key priority for the airport authority has been building regional awareness and support among residents and politicians of its social and economic value, particularly with the withdrawal of scheduled passenger services. The airport authority has proactively used its social media presence and other platforms to communicate the numerous activities supported by the facility.
3. **Customer Service Excellence:** As the airport authority is responsible for customer-facing services (e.g., refuelling, ground handling), staff prioritize excellence in this respect to ensure a positive user experience, improved awareness, and recurrent future usage.

6.8 Summerside Airport



Owner	Community	Annual Activity	Roles Served
Slemon Park Corporation	Summerside, PE	350-400 aircraft movements (average)	<ul style="list-style-type: none"> • Commercial Aerospace • General Aviation • Corporate Aviation • Air Ambulance • Government Air Services

6.8.1 Overview

Summerside Airport is owned by the Slemon Park Corporation and is located in the western portion of Prince Edward Island in the community of Summerside. Summerside Airport, formerly known as Canadian Forces Base Summerside, historically supported a range of military operations including maritime reconnaissance / patrol activities and search and rescue. Following the closure of Canadian Forces Base Summerside in 1992, Summerside Airport was transferred to the Slemon Park Corporation to support the organization’s mandate of creating jobs and wealth in Prince Edward Island.

Aircraft operations at Summerside Airport occur on the facility’s 8,000 ft. paved and lighted runway, with supporting services including customs clearance upon callout, jet fuel and avgas, and Instrument Approach Procedures. The facility is maintained by an Airport Manager and supporting operations specialists.

6.8.2 Economic Benefits

Slemon Park’s impact on Prince Edward Island’s GDP is estimated at \$141.3M, or approximately 2.6% of the provincial total. A significant proportion of this economic impact is derived from on-airport aerospace employers. Summerside Airport has become a significant economic hub through its role in supporting several aerospace sector businesses, and the 2021-2024 Slemon Park Corporation Strategic Plan underscores the importance of retaining existing aerospace employers and attracting new companies.

Summerside Airport is home to four major aerospace sector employers, with these organizations collectively employing approximately 375 FTE positions:

1. Honeywell, providing after-market support for propellor controls;
2. MDS Coating Technologies, providing turbine blade coating services;
3. StandardAero, providing turbine engine overhaul services; and
4. Tronosjet, a Bae-146 and Dash 8 Maintenance Repair and Overhaul organization.

Slemon Park's success in attracting aerospace sector tenants primarily stems from the financial environment of the airport and Prince Edward Island, with corporations able to realize significant savings while continuing to have access to a talented workforce. Holland College's Aircraft Turbine Technician program also generates approximately 30 graduates annually, ensuring a consistent supply of newly trained prospective employees for aerospace employers at the airport.

The airport's role in supporting training for the Canadian and United States militaries, Department of Fisheries and Oceans contract flying, and occasional corporate traffic also increases its economic role by facilitating visitor spending (e.g., accommodations, food and beverage, transportation, recreation) in the community and province.

6.8.3 Social Value

Summerside Airport is a key component of the provincial healthcare system through its support of air ambulance transfers of patients to higher level of care facilities in Halifax, Nova Scotia. The airport supports 2-3 fixed-wing and rotary-wing air ambulance missions per month, enabling timely access to medical care.

The airport is also used to support highly successful COPA familiarization events that expose youth and families to the opportunities of the aviation community. These events are co-hosted by the COPA Charlottetown and Summerside chapters.

6.8.4 Best Practices

1. **Economic Development Lens:** The airport and business park are prioritized and marketed as an economic development asset, consistent with Slemon Park's mandate as a provincial crown corporation supporting job creation.
2. **Diversified Approach:** Under the oversight of Slemon Park, the airport is only one part of the organization's diversified approach that includes complimentary non-aeronautical activities such as law enforcement and governmental agency training. Slemon Park has successfully utilized surplus airport infrastructure from its military history to accommodate non-aeronautical users, contributing to the overall success of the organization and furthering the economic impacts realized in the community and province.
3. **Financial Environment:** Understanding that a key element of Summerside Airport's competitive advantage is its cost competitiveness, the facility's fee environment (e.g., landing fees, lease rates) has been structured to prioritize this strength. In a 2016 study of aerospace cost competitiveness completed by KPMG, Prince Edward Island had the third highest net profit after tax among over 100 reviewed cities.
4. **Digital Presence:** Recognizing that the airport's website is often the first resource reviewed by prospective users, Slemon Park has prioritized creating a strong digital presence that clearly communicates the opportunities that are available.

6.9 Port Hawkesbury Airport



Owner	Community	Annual Activity	Roles Served
Town of Port Hawkesbury	Port Hawkesbury, NS	1,100 aircraft movements (average)	<ul style="list-style-type: none"> • Corporate / Private Aviation • Air Ambulance • Governmental Air Services • General Aviation

6.9.1 Overview

Allan J. MacEachen Port Hawkesbury Airport is located immediately north of Port Hawkesbury at the southwestern edge of Cape Breton, near the Canso Causeway. Port Hawkesbury Airport was originally developed by the local flying club with a gravel runway that was later paved and extended through the leadership of local Member of Parliament Allan MacEachen. The favourable location of Port Hawkesbury Airport positions it as one of the primary airports serving Cape Breton, with the airport acting as a central point of access to the quad-counties of Antigonish, Guysborough, Inverness, and Richmond, as well as western Cape Breton more broadly.

The airport is owned by the Town of Port Hawkesbury and is overseen by an intermunicipal committee with representation from the Town, County of Inverness, and County of Richmond. The airport committee provides oversight of the facility's operation and growth, and each of the three municipal members are responsible for contributing a fixed sum annually to its operating costs.

Since 2017, Celtic Air Services has been responsible for the year-round operation and maintenance of the airport. Celtic Air Services undertook a series of improvements at the airport, including the development of a new terminal building, opening a Fixed-Base Operator, upgrading the fuelling infrastructure, and improving safety policies. Port Hawkesbury Airport is equipped with a 5,000 ft. paved and lighted runway, Instrument Approach Procedures, customs services, jet fuel and avgas, and the previously mentioned Fixed-Base Operator. Through the revenue-share lease model with Celtic Air Services, the operator's contributions are reinvested into an infrastructure reserve fund to support future capital projects.

6.9.2 Economic Benefits

The primary economic role of Port Hawkesbury Airport is facilitating the arrival of visitors to Cape Breton, with a significant proportion of this activity being individuals travelling to Inverness County for golf tourism at the Cabot Cliffs and Cabot Links courses. Activity at the airport began to increase significantly beginning in 2012 as increased numbers of visitors travelled to Cape Breton by private aircraft. In a typical year, the airport supports approximately 4,000 visitors to the region with most of these individuals having high net incomes and travelling by privately owned or fractional / shared ownership aircraft, including operators such as FlexJet, NetJets, and AirSprint. Each visitor to the region generates a range of direct, indirect, and induced economic impacts through passenger and aircrew spending on accommodations, food and beverages, transportation, and regional attractions (e.g., the golf courses of Inverness). Celtic Air Services, which provides concierge services on behalf of visiting aircraft operators, is one of the largest customers for hotel rooms in the region, as one example.



Port Hawkesbury Airport is also the base for AxAir Charters, a wholly owned subsidiary of Celtic Air Services. AxAir Charters provides fixed-wing charter and sightseeing services using its fleet of two-aircraft fleet (Cessna 421 and 441). The availability of AxAir Charters improves air connectivity for business and private customers by providing a time-effective option throughout Canada and the United States.

6.9.3 Social Value

Approximately 15% of the airport's annual activity stems from supporting essential government air services, including air ambulance providers, the Canadian Coast Guard, and the Department of Natural Resources and Renewables. Port Hawkesbury Airport is maintained year-round to enable access for contracted air ambulance service providers through EHS LifeFlight, including the Sikorsky S-76 rotary-wing platform and fixed-wing Beechcraft King Air 200. Port Hawkesbury Airport contributes to the provincial healthcare system and improving patient outcomes by supporting timely critical care transfers, as well as mid-mission refuelling for helicopters travelling to and from northern Cape Breton from Halifax.

6.9.4 Best Practices

1. **Business Development:** Celtic Air Services has proactively pursued business development on behalf of the airport, including attending trade shows, direct outreach with key operators such as AirSprint and FlexJet, and joining organizations such as the Canadian Business Aviation Association. Concerted efforts are being made to boost activity at the airport.
2. **Regional Awareness:** A priority in gaining resident and political support for the airport has been the proactive communication of its economic and social role, addressing misconceptions, and identifying linkages that may not be well known within the community.
3. **Customer Needs:** Proactive investments have been made by Celtic Air Services and the funding municipalities to ensure that the facilities and services needed for its core customer base are available, including a well-equipped terminal, Instrument Approach Procedures, and ground handling. The prioritization of the customer experience is a competitive advantage of the airport.

7 CLOSING

The network of community airports located across Canada are key assets that enable the direct, indirect, and induced economic and social benefits of aviation to be realized at the local and regional scales. From enabling life-saving access to air ambulance and wildfire suppression operators to improving intercommunity connectivity and supporting the training of the next generation of aviation professionals, community airports serve an important role in the national aviation system.

Ensuring the continued availability and vitality of the country's community airports is inseparable from COPA's mission of advancing, promoting, and preserving the Canadian freedom to fly, and this Profile has been prepared as a tool to spark meaningful conversations, analysis, and planning for community airport owners and operators to ensure the future viability of these facilities. COPA encourages readers to use this document as a starting point in studying their community airport, understanding its economic and social value, identifying specific opportunities and challenges, and developing realistic and tangible action items to advance its future.

For community airport owners, operators, or advocates, a range of tools are available to champion your facility:

1. This Profile can be used as a first step to guide conversations regarding your airport and serve as an educational resource;
2. A social and economic impact assessment can be completed to clearly articulate the current value of your airport. Where possible, widespread consultation is encouraged to fully describe the different roles served by your airport, and careful consideration should be made for how your airport contributes to the specific priorities of residents and businesses;
3. Long-term planning (e.g., a strategic plan or master plan) that is scaled to the needs of your airport can be an effective tool to better understand your specific challenges, identify opportunities, and establish a systematic approach to advancing future priorities;
4. The expertise of COPA's national leadership team and regional directors are available to community airports to answer questions, seek guidance on best practices, or find information on resources that may be of value; and
5. COPA, alongside aligned advocacy organizations, will continue to champion the priorities of community airports and the general aviation sector at the national level.



Kincardine Airport, ON



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