



SAUGEEN
MUNICIPAL AIRPORT

Saugeen Municipal Airport Strategic Planning Session Report

A summary of the activities, insights and
recommendations for future growth.

October 18, 2018

Prepared by:



Economic Development Departments

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INTRODUCTION

The Saugeen Municipal Airport (CYHS) is a Transport Canada registered airport located 2.5 km northwest of the town of Hanover and is the aviation hub for the three partnering municipalities – Municipality of Brockton, Town of Hanover and the Municipality of West Grey.

The airport serves as a base for flight training, sightseeing tours, air ambulance services, corporate jets, and recreational pilots.

The 250-acre airport complex offers two paved runways with full instrument-approach systems, hangars for airport and private use, a main terminal that houses airport operations, The Airport Restaurant, rental spaces for partnering businesses and venues to hold public events and meetings.

The SMA Commission began to meet with economic development representatives from the partnering municipalities in early 2018 in an effort to strengthen and promote cohesion and to identify opportunities to help leverage and grow this shared asset so that it is an economic driver for the communities that it supports. The following sessions were conducted in support of this report:

April 12, 2018	Session with Saugeen Municipal Airport Commission
June 20, 2018	Session with Municipal Economic Development Committees
August, 2018	Electronic Survey with SMA Stakeholders

THE STRATEGIC PLAN

It is important to note that through the various stakeholder engagement sessions, a common view and vision was shared by all. Three strategic directions are the foundation of this report. These priorities have been identified from the input received at the planning sessions with the noted stakeholder groups. The associated action plans compliment the shared goals, to support outcomes that the SMA Commission can pursue over the next 2-4 years.

Strategic Direction #1: Planning

Goal: To prepare a formal statement of business goals and information about the organization so that all stakeholders are working towards a shared vision and have a clear understanding of the role they play.

Strategic Direction #2: Marketing & Communication

Goal: To strengthen and enhance SMA's position as a regional aviation hub.

Strategic Direction #3: Tourism

Goal: To strengthen and promote cohesion with partnering municipalities and their tourism efforts. To position SMA as an attraction and support partnership development that builds tourism alliances.

ACTION PLANS

Action plans answer the question: what do we need to do to achieve the goals and objectives? An action plan describes in detail the specific steps a group will take to meet its goals, objectives and performance measures. For each action, the timeframe, the resources required, who will be responsible and the status of the actions will be identified.

Each Action plan as also been signed a level of priority as follows:

Short (S) – to be acted upon in the short term and ideally fully implemented in 1-2 years

Medium (M) – to be initiated with the next 2 years and implemented within the 4 year time frame of the Strategic Plan.

Long (L) – to be acted upon as time and resources permit, but within the next 3-4 years. These initiatives may not be fully implemented with the 4 year time frame of the Strategic Plan.

Ongoing (O) – these action have been initiated but not completed.

Legend

SMAC	Saugeen Municipal Airport Commission
SMAM	Saugeen Municipal Airport Management
EDM	Economic Development Managers
ACS	Airport Community Stakeholders

GOAL AND ACTION PLAN		
PLANNING - To prepare a formal statement of business goals and information about the organization so that all stakeholders are working towards a shared vision and have a clear understanding of the role they play		
Strategy	Lead	Priority
<ul style="list-style-type: none"> • Update Terms of Reference • Grow representation on Commission • Establish a Memorandum of Understanding with municipal partners • Create an Asset Management Plan • Develop a Strategic Plan (airport specific) • Establish Restaurant Criteria • Review current job descriptions <ul style="list-style-type: none"> ○ Ensure business needs are being met ○ Offer continuous training 	SMAC SMAM	S – M
Evaluation <ul style="list-style-type: none"> • Terms of Reference has been updated • Sectors that compliment SMA initiatives are identified and representation exists on SMAC (knowledge / roles / working groups contribute to overall goals) • A MOU is created and presented to partnering municipal Councils that clearly identify the Purpose & Scope, Responsibilities, Reporting Mechanisms and Terms of Understanding between the partners • An Asset Management Plan is created • A airport specific Strategic Plan is created • Criteria is established in regards to the Restaurant • A review of job descriptions is conducted, business management gaps are identified and addressed / training is offered to further staff's role and knowledge 		

GOAL AND ACTION PLAN		
MARKETING & COMMUNICATION - To strengthen and enhance SMA's position as a regional aviation hub.		
Strategy	Lead	Priority
<ul style="list-style-type: none"> • Create and distribute a SMA Prospectus • Create and distribute a SMA Brochure • Create a marketing and public relations plan • Increase Signage 	SMAC SMAM EDM	S-M, O
Evaluation <ul style="list-style-type: none"> • A Prospectus is created highlighting SMA stats, opportunities (like meeting space, training, etc.) and incentives, tailored towards potential partners and investors. The prospectus is delivered to stakeholders, including Bruce Power and other local businesses and is used by municipal partners in their economic development efforts • A Brochure is created for the public and distributed to attract visitation to SMA. Also displayed and promoted online • A marketing review and plan for the future is created. A plan is established to promote successes / quick wins to build excitement at SMA • Signs are erected throughout partner municipalities – in partnership with EDM's 		

GOAL AND ACTION PLAN		
TOURISM - To strengthen and promote cohesion with partnering municipalities and their tourism efforts. To position SMA as an attraction and support partnership development that builds tourism alliances.		
Strategy	Lead	Priority
<ul style="list-style-type: none"> • Host a stakeholder event • Develop a product or tourism initiative 	SMAC SMAM EDM ACS	S-M
Evaluation <ul style="list-style-type: none"> • An event is hosted with stakeholders to identify opportunities for collaboration (I.e., expand COPA for Kids with market, entertainment, etc.) to develop large annual event • An annual event is identified and implemented in 2019 • A tourism initiative is developed (I.e., Stay and Sight See, Park and Ski, Snowmobile Races, Vendors Market, Touch a Truck or Pat a Plane) 		

SUMMARY

In conclusion, you will note that this report concentrates on short to medium actions, as we feel from the feedback received that these are quick wins to help in the airports journey in growth and building awareness/recognition. The sessions revealed the need for partners and stakeholders to be more engaged and have more information as it relates to current uses, sales and financials, successes and direction. Accountability and transparency needs to be addressed and improved upon. A clearer understanding of SMA financials was a common request that should be addressed. It is suggested that working groups be established to handle the identified goals and that stakeholders participate. It is also suggested that quarterly reports be delivered to partnering Economic Development Committees that reflects reporting and record keeping (usage, sales and financials, visitation, etc.) and that an annual presentation be delivered to partnering municipal Councils.

Saugeen Economic Development Corporation has a connection with a comparable airport that has gone through similar exercises and has experience to share. They have provided the opportunity to bring this connection to us to share their story and provide some insight/advice on how best to proceed.

Saugeen Municipal Airport is a gem in our region and we would like to see it prosper and grow to the mutual benefit of all stakeholders.

APPENDIX A: SAUGEEN MUNICIPAL AIRPORT COMMISSION PLANNING MEETING WITH ECONOMIC DEVELOPMENT APRIL 12, 2018 – 10AM TO 4PM

Attendance

Airport Commission

Dave Kennedy – Airport Management
Susan Kirkpatrick – Airport Management
David Inglis – Municipality of Brockton, Airport Commission
Ed King – Town of Hanover, Airport Commission
Dave Schmidt – Airport Commission

Economic Development

April Marshall – Economic Development Manager from the Town of Hanover
Cathy Sweeney – Economic Development Officer from the Municipality of West Grey
Kathleen Arseneau – Community Development Coordinator from the Municipality of Brockton
Jamie Doherty – Business Community Counsellor from the Saugeen Economic Development Corporation

1. Background Discussion/Development of a Vision and Mission Statement

History

Ross Sibbitt made the property into an airport in the 1950's. The Airport still uses the same log book from 1950's. In the 1970s, a volunteer group from the Volunteer Flying Club hosted the famous "\$2 Dollar Breakfast". It was such a success that it put Hanover Airport on the map. During the late 1980's, Interforest came to West Grey and was interested in flying aircraft out of the airport. They lobbied the provincial government to put money in the airport. The runway was built first and in 1993 the airport building. At the time, Interforest flew out two to three times a week, and later had a second plane.

Process

The airport has a complicated financial formula where the municipality of Brockton has the largest responsibility, the Commission can't figure out the formula. According to the Commission, Hanover gets the most traffic from the airport. Subtle traffic coming in on a daily basis. Emergency services such as OPP, Airbus Ambulances and Orange have used the airport for emergency purposes. Regional businesses are using the airport. Business people aren't open to disclose the nature of their business. Transport Canada have the flight plan, but the nature of the trip is never disclosed to the airport. There is a voluntary log book should pilots chose to fill out. Pilots only have to report arrival of an aircraft when they're ten to fifteen miles away. All-in-all, it is difficult for airport staff to collect information about travelers as it is not required and it is an unregulated airport.

How does the airport make Revenue?

- Fuel Sales
- Tie-Down Fees (\$60/month)
- Lease property to hangar owners – cents per sq ft

- Access fees via runway taxiways. Annual rate - \$360 per year
- Hangar Rental - owns 6 hangars that are full. Charge for hydro. Main income
- Rent from flight school and Tilly's
- Lease farm land
- Municipality Levies

*Note: No landing fees at this time, but it is a competitive advantage as it attracts more pilots.

** Note: Manager has done research and has correspondingly increased the SMA's prices to reflect the average.

Vision and Mission Statement

Make the airport an economic driver for the communities it supports.

How?

- Tourism
- Attraction of airport related business
- Recruit businesses that are getting pushed out of the larger passenger based airports.

2. What's worked well/what hasn't worked well?

Successful	Unsuccessful
<ul style="list-style-type: none"> - \$2 breakfast - Local affiliation with COPA - Flight 54 training and seminars—organize activities through the year. - COPA for kids – promote flying to youth - Home to a flight school (sight seeing tours) - Uncertified airport (lower cost) - Lease agreements - Air cadets - Private partnership 	<ul style="list-style-type: none"> - Concert – can't control intake of flights because it's an uncontrolled airport. - Racing - Non promoted events creates too much liability - Airplane raffle - Over regulations - Emergency response centre - In 1980s a car was available to travelers. Insurance and liability was too expensive

3. SWOT Analysis = Strengths/Weaknesses/Opportunities/Threats

Strengths	Weaknesses
Partnerships – Location – Expanding Opportunities <ol style="list-style-type: none"> 1. Municipal owned 2. Volunteers/ people knowledge 3. Access to local advisors 4. Location 5. Partnerships i.e. Flight 54 6. Rental revenue streams 7. Land 8. Revenue stream from events, restaurant, fuel, 9. Hours of operation 10. Unregulated 11. Strong infrastructure 	<ol style="list-style-type: none"> 1. Time and Money – lack of resources 2. Red Tape 3. Public perception, image and promotional freedom
Opportunities	Threats
Communication – Tourism – Emergency Preparedness - Development <ol style="list-style-type: none"> 1. Emergency services/ resource 2. Public relations and communication 3. Tourism 4. Business development and land development (hangars, solar panels, aviation businesses, etc.) 5. Build awareness with events/ fundraiser/ Weddings and Family Reunion 6. Non airport revenue 7. Aviation theme escape room 8. Outdoor rink 9. Emergency response center – climate controlled hangars and access to water 10. Educational AMO 11. Resident aero mechanic 12. Recurrence training 13. Restaurant on snowmobile trail 14. Billboard ad 15. Air shows 	Policy and Economic downturns - <ol style="list-style-type: none"> 1. Regulation 2. Fuel prices 3. Infrastructure depletion 4. Infrastructure at capacity – high cost 5. Weather 6. Lack of collaboration 7. Lack of support 8. Lack of municipal support

Discussion:

J. Doherty reached out to Bill Spinney who was involved in bring business Development to the Perry Sound airport. He asked about Funding, what were the objections, challenges and successes. He shared that the industrial area at the airport that is unrelated to the airport. J. Doherty mentioned the value an independent consultant can bring to an airport development strategy, and to review the successes that they provided to a large number of airports.

Action: SEDC to look into funding opportunities and potential partnerships. J. Doherty stressed the importance of getting a consultant, and to review a larger number of airports that utilized their services (not just the local ones).

4. Next Steps

- a. Set up a meeting in May to conduct SWOT with Airport Stakeholders
- b. Create an online survey
- c. SEDC to contact Perry Sound about the development process of their airport
- d. Complete SWOT at the joint EDC meeting in June
- e. Follow up with the commission in July

APPENDIX B: BROCKTON, HANOVER AND WEST GREY JOINT ECONOMIC DEVELOPMENT COMMITTEE MEETING NOTES – JUNE 20, 2018

What is working well?	What has not
Location is unique	Not revenue generating
Room for additional longer runway growth	Improve flow of communication (commission to municipality)
Breaks even with municipalities funds	Not well promoted
Lots of volunteers (pilots, sense of community)	Need Skill based board members
Collaboration of municipal partners works well	Lack of champions for this municipal asset
Maintained well	No green initiatives, lack of recycling at facilities
Opportunity of creating local events	Alternate revenue resources not explored
Emergency access alternative landing site	Lack of progressive thinking
Emergency fuel	Lack of regional approach planning
Crossing air strips & length to accommodate larger aircraft	Small proportion of population actually uses the airport
Room for expansion of business opportunity	Commission actually owns an insulated hanger
Multi use buildings with restaurant	Airport mechanic has not materialized
Municipal assets proximity to our community	Want to capitalize on the fixing aircraft for other local airports
Opportunities for growth with Bruce Power	Managers job description
Airport finance is stable	Financial reporting
Opportunity for stronger partnership between municipalities	Transparency/communication
Hanger buildings available	Data collection
Incentive for new business	Marketing
Fly "in's"	Failure to embrace change
Flight schools	Misaligned skill sets
Air Cadets	Reliance on municipal funding, no new revenue streams
Flight school	Not maximizing asserts
Meeting facilities	Inconsistent restaurant operators
Air cadets	Capital funding
Provides important emergency service to communities / regions	Budgeting for future (capital, life cycle)
Well maintained	No long term plan
Strong base volunteers	Succession plan?
Growth potential	What is our future market/demand?
Automation features - Self fuel	No marketing plan
3 funding partners seem to be on the same page	Are we capitalizing on all or alternative sources of revenue?
Fuel sales	What is the real purpose/function of the airport?
Piolets like airport	Does the airport have support of a long term plan
Sunday Bruch	Transparency of financials
Facility & runway well maintained	Fundamental look at the continuation of the airport as a municipal asset
Devoted management	Long term plan question: is do we need it?
Good signage, clear & concise	
Host events - snowbirds	
Successful at keeping local plane owners	

Top 3 Priorities as defined by each group		
1)	2)	3)
Outreach/Marketing	Annual Events	Governance
-presentation to Bruce Power & their suppliers	-ie air show	-long term MOU between 3 municipalities and a Commission "Terms of Reference"
Hire a business development and Expansion Manager	Municipalities re-evaluate who is appointed to commission that has airport background and skill sets needed	Keep operations manager
Asset management plan specific	Consult -purpose / commitment -board -communications -financial Then make decisions	Long term plan
Complete Financial Data disclosure / Comparisons + Benchmarks, consultant needed?	Strategic Plan	Marketing Plan

APPENDIX C: STAKEHOLDER SURVEY RESULTS

How are you involved in the Saugeen Municipal Airport (SMA)?

- Answered: 8
- Skipped: 0

7 (87.50%)

Resident Pilot

Business

Owner/ Servi...

Community GroupEvent Organizer

Other (please specify)

Answer Choices – Responses –

Resident Pilot 87.50%

7

Business Owner/ Service Provider 25.00%

2

Community Group 0.00%

0

Event Organizer 12.50%

1

Responses

Other (please specify) 12.50%

1

Total Respondents: 8

Q2 w0

List what is currently and/or has previously worked well at SMA?

- Answered: 8
- Skipped: 0

RESPONSES (8)

The restaurant that is proper run. Returning to a full service fuel. For the past two years we have returned having a properly maintained throughout the year

8/6/2018 9:54 PM

Cross-runways make it a safe haven for aircraft in windy conditions. IFR approaches enable air ambulances to provide service in bad weather. Cutting trees at approaches has improved safety for all flights.

7/28/2018 9:18 AM

Good maintenance and grooming.

7/24/2018 9:15 AM

Last few years of positive overall quality of keeping of the airport infrastructure including grounds.

7/23/2018 10:32 PM

Everything is working well at this time considering what funding is available

7/23/2018 7:47 PM

Dave Kenedy

7/23/2018 6:59 PM

Organized events have worked in the past.

7/23/2018 5:14 PM

Staff is very good

7/23/2018 4:27 PM

Q3 w0

List what is currently and/or previously not worked well at SMA?

- Answered: 7
- Skipped: 1

RESPONSES (7)

Self serve fuel. The airport is not being marketed and promoted. We need commission members interested in promoting the airport.

8/6/2018 9:54 PM

Lack of altimeter settings and weather advisory. Lack of tie-downs.

7/28/2018 9:18 AM

Previously-Year round complete access maintained & business hours radio contact. Now: Great

7/24/2018 9:15 AM

Nothing significant as of 2017 and beyond....

7/23/2018 10:32 PM

COPA convention

7/23/2018 6:59 PM

Nothing positive is being done to promote the airport.

7/23/2018 5:14 PM

Restaurant

7/23/2018 4:27 PM

Q4 w0

List your top 3 priorities for the future of the SMA.

- Answered: 8
- Skipped: 0

Answer Choices – Responses –

Responses

Priority 1 100.00%

8

RESPONSES (8)

Promoting the airport to different markets

8/6/2018 9:54 PM

Promote business-related airport use.

7/28/2018 9:18 AM

Continued manicuring and maintenance is very important.

7/24/2018 9:15 AM

Retain quality of runway surfaces and lighting

7/23/2018 10:32 PM

lower fuel prices

7/23/2018 7:47 PM

IFR approach with LPV

7/23/2018 6:59 PM

Change the management attitude.

7/23/2018 5:14 PM

Maintain or lower parking fees

7/23/2018 4:27 PM

Responses

Priority 2 100.00%

8

RESPONSES (8)

Reserve fund for future maintenance

8/6/2018 9:54 PM

Promote tourism-related airport use.

7/28/2018 9:18 AM

Up to date facilities including restaurant open daily is a huge attraction.

7/24/2018 9:15 AM

Maintain gas pump quality

7/23/2018 10:32 PM

Maintain high standards

7/23/2018 7:47 PM

Better informed direction by conseil

7/23/2018 6:59 PM

Positively promote airport to entice a scheduled airliner so that can become a regional hub.

7/23/2018 5:14 PM

Empower staff

7/23/2018 4:27 PM

Responses

Priority 3 100.00%

8

RESPONSES (8)

Set up annual or biannual events such as flyins

8/6/2018 9:54 PM

Promote ag-related airport use.

7/28/2018 9:18 AM

Continue to have activities - big and small - to attract people to our airport.

7/24/2018 9:15 AM

Gravel-free taxi ways and runways

7/23/2018 10:32 PM

Good restaurant

7/23/2018 7:47 PM

Less grandstanding

7/23/2018 6:59 PM

Attract a courier company to base here.

7/23/2018 5:14 PM

Improve restaurant

7/23/2018 4:27 PM

Q5 w0

If you're interested in getting more involved (stakeholder meeting or a planning meeting for the SMA), please provide your contact information.

- Answered: 5
- Skipped: 3

Answer Choices – Responses –

Responses

Name 100.00%

5

RESPONSES (5)

Steve Tanner

8/6/2018 9:54 PM

Burt Hodgins

7/28/2018 9:18 AM

Rob Olds

7/23/2018 6:59 PM

Philip Englishman

7/23/2018 5:14 PM

Mark Gaertner

7/23/2018 4:27 PM

Responses

Company 0.00%

0

RESPONSES (0)

Responses

Address 0.00%

0

Responses

Address 2 0.00%

0

Responses

City/Town 100.00%

5

RESPONSES (5)

Hanover

8/6/2018 9:54 PM

Hangar V

7/28/2018 9:18 AM

Walkerton

7/23/2018 6:59 PM

Walkerton

7/23/2018 5:14 PM

Conn

7/23/2018 4:27 PM

Responses

State/Province 0.00%

0

Responses

ZIP/Postal Code 0.00%

0

Responses

Country 0.00%

0

Responses

Email Address 100.00%

5

RESPONSES (5)

sktanner@gmail.com

8/6/2018 9:54 PM

burvie@hurontel.on.ca

7/28/2018 9:18 AM

robdolds@gmail.com

7/23/2018 6:59 PM

mickeyd@wiggtman.ca

7/23/2018 5:14 PM

r985@yahoo.com

7/23/2018 4:27 PM

Responses

Phone Number 80.00%

4

RESPONSES (4)

519 525 3472

7/28/2018 9:18 AM

5192803252

7/23/2018 6:59 PM

5193773777

7/23/2018 5:14 PM

2892186257

7/23/2018 4:27 PM

Q6 w0

Additional comments:

- Answered: 5
- Skipped: 3

RESPONSES (5)

We did a committee set up of people that have a knowledge of aviation and business he experience. That has the full support of the commission and member municipalities. That can work together and promote the airport . Committee that can promote getting more aircraft and businesses to the airport .

8/6/2018 9:54 PM

I would like to thank all the past and present staff and volunteers for providing such a great facility. Burt

7/28/2018 9:18 AM

Since Dave has taken over we see many improvements that were much needed. Our airport is our future ... please continue to let it grow, attract tourists etc. It is an extremely valuable tool for this area ... continue to upgrade, maintain & support the restaurant. All factors are a positive link to the tourist industry and our community.

7/24/2018 9:15 AM

Its a great airport, lets work at keeping it that way.

7/23/2018 6:59 PM

Improve fuel sales. Attract a mechanic to base at the airport. If you are serious in keeping and improving the airport, call me.

7/23/2018 5:14 PM