

# Staff Report to Council

**Title:** Kincardine Airport Operations Review

**Report Number:** Operations-2024-04

**Director:** Infrastructure & Development

**Manager:** Operations

**Meeting Date:**  
Wednesday, February 14, 2024

**Date to be considered by Council:**  
Wednesday, February 14, 2024

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## Recommendation:

That Council receive report Operations-2024-04 for information purposes.

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## Executive Summary:

Staff have reviewed the 2013 Airport Strategic Plan and have provided a summary of completed recommendations below. Additionally, the airport is managed by an Airport Service Provider (ASP) who was retained in early 2019 to manage the site and its services. Below includes a summary of the key deliverables from the ASP from their submitted proposal.

## Strategic Priorities:

B.7-Ensure municipal facilities and owned lands make the best use of each asset

## Financial Considerations:

Significant investment would be required to extend runway 13-31, obtain lands and construct additional items within the strategic plan.

## Policy:

N/A

## Context and Background Information:

### 2013 Strategic Plan

In 2013 the Municipality completed a strategic plan for the municipal airport. The strategic plan identified a number of recommendations to address existing issues along with opportunities for future growth of the site. The completed plan is appended for review. Below is a summary of items that were completed from section 8: Recommended function, operational & infrastructure improvements.

- Rehabilitation of the primary runway, Runway 13-31 to address concerns of pavement degradation.
- Rehabilitation of Taxiway Bravo.
- Extension of Taxiway Charlie west to connect with Runway 05-23 is recommended to provide increased access to Hangar facilities.
- Rehabilitation of Taxiway Delta.
- Rehabilitation of Taxiways Alpha and Charlie. It is recommended that their rehabilitation coincide with the rehabilitation of apron pavements and the extension of Runway 13-31.
- Replacement of the existing edge lighting system (was completed for 13-31 only).
- Installation of airfield guidance signage.
- Relocation of the existing windsock to allow an extension of Taxiway Charlie to occur. With the relocation of the existing windsock the airport should consider the installation of a secondary windsock position near the threshold Runway 13.
- Upgrade of the Abbreviated Precision Approach Path Indicator (A-PAPI) systems to standard Precision Approach Path Indicators is recommended based on the length of Runway 13-31.
- Installation of A-PAPI's for Runway 05-23 is recommended where instrument approach procedures are planned.
- Improvements to resolve mold issues and repair water damage to the terminal building (roof and window replacements).
- Removal of the Airport House.
- Improvements to existing fuel facilities to resolve issues of capacity and system reliability.
- To improve weather monitoring and reporting, an Automated Weather Observation Systems (AWOS) could be installed.

From section 12, key recommendations 4, 5, 6 and 11 have been completed. The remaining key recommendations are outstanding and primarily relate to runway and site development and expansion.

### **ASP RFP deliverables**

In late 2018 a request for proposal was conducted as the existing ASP's contract was set to lapse. In February of 2019 the proposal from Pheonix AMG INC. was selected and a contract was entered into for a 3-year term which was renewed and extended for an additional 3 years

and is set to expire March 31 2025. Within the ASP proposal they indicated the following deliverables:

- Bring a flight school to the airport within six (6) to twelve (12) months, ensuring the ongoing licensing of new pilots in the area.
- Reducing fuel purchasing costs as the ASP was operating other airports at the time and intended to work with fuel suppliers on bulk purchase pricing.
- Bring a food truck to the site to attract aviators and visitors to the airport.
- Identified hanger construction as a major source of income, and the potential to attract an airport mechanic (AME) to the site.

Unfortunately, the pandemic hit which impeded progress for the ASP on delivering on items above. To date they have successfully attracted a food service whom the Municipality continues to work with at the site. The ASP no longer manages the other sites so bulk pricing was not achieved. There have been discussions with private parties on hangar builds, however nothing has materialized to date. The ASP has had discussions to attract a flight school to the airport, however, has been unsuccessful to date in bringing that service to Kincardine.

### **Consultation Overview:**

Plans were reviewed amongst staff involved in airport operations.

### **Origin:**

Budget deliberations and Council request

### **Implementation Considerations:**

Additional resources would be required to consider additional development aligning with the strategic plan. Planning and development processes would need to be reviewed and market assessment to understand if the recommendations are still beneficial. Runway expansion is challenging due to the location of Highway 21 and the western bluff at the site.

### **Risk Analysis:**

Significant investment could be made with no known interest from tenants which would result in stranded debt and a municipal asset with limited use.

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**Attachments:** Kincardine AP Strategic Plan 2013

**Prepared by:** Adam Weishar, Director of Infrastructure & Development

**Submitted by:** Adam Weishar, Director of Infrastructure & Development