

STRATHCONA AIRPORT (JOSEPHBURG) STRATEGIC PLAN



Prepared for Transportation and Agriculture Services,
Strathcona County

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1. INTRODUCTION

The Strathcona Airport (Josephburg) is owned and operated by Strathcona County. The airport is located immediately north of the Hamlet of Josephburg, on Secondary Highway 830, approximately 16 km north of Highway 16 and approximately 5 km east of the City of Fort Saskatchewan. The airport is located adjacent to Alberta's Industrial Heartland area.

The County manages the airport through the Transportation and Agriculture Services Department.

The County determined that this was the correct time to prepare a strategic plan for the airport to ensure that the airport takes advantage of opportunities in the future for growth and development.

The County engaged a consultant to facilitate the development of the Strategic Plan. The scope of work and process to prepare the Strategic Plan was put forward in the Request for Proposals by the County.

This plan was developed through consultation with the County, users of the airport, adjacent landowners and other stakeholders.

Figure 1 – Airport Location



2. HISTORY

The Strathcona Airport (Josephburg) was constructed in 1990 by Strathcona County.

The airport has historically provided the function of a local community airport that provides local recreational flyers, aerial applicators, charter and small corporate aircraft with the opportunity to use the local area. The County, as the owner and operator of the airport, are responsible for the day to day operations, annual maintenance and capital upgrades.

In 2006, 2007 and 2008, the County has extended the runway length, installed new navigation aids and completed a pavement overlay.

Strathcona County installed an automated flight recorder in March of 2008 that allows the Airport Manager to record the number of take-offs and landings at the airport. It is critical for an airport to understand the volume of traffic that uses the facility. The take-offs and landings recorded between April 1st and August 14th, 2008 totaled 330 with an additional 1,081 touch-and-go's.

This reflects an average of 75 take-offs and landings per month. It is evident that this traffic will increase with the extended runway, the overlay and the blast wall installation, which will facilitate use by jet aircraft.

3. ECONOMIC ENVIRONMENT

There are several economic elements that have lead to the opportunities for the Strathcona Airport (Josephburg) to grow and develop, including:

- Oil and gas Industry – The opportunity to use the Airport as an alternative to either the Edmonton International or the Edmonton City Centre Airport to service both Fort Saskatchewan and Fort McMurray with specialists, employees and consultants. The oil sands have a projected life of 40 to 60 years of production. This will keep the Airport potentially busy for many years to come. Even with an industry slow down and lower oil prices, this document will guide the development into the future.
- Proximity to Alberta's Industrial Heartland – Strathcona Airport (Josephburg) is strategically located adjacent to Alberta's Industrial Heartland and close to Fort Saskatchewan. This will cut down on travel time, reduce the need for driving and provide the workforce a more convenient location for flying access.
- Edmonton Airport policies – The Edmonton Regional Airports Authority (ERAA) has developed policies that have restricted the use of the City Centre Airport for commercial flights. The Edmonton International Airport has increased the fees and is located 35 km outside of the city. These policies and directions have proven to be negative to the oil and gas industry for transporting staff.
- Growth and Development of Sherwood Park – Sherwood Park continues to grow, currently over 60,000. Charter flights become feasible forms of transportation to locations such as Calgary, Vancouver, Kelowna and the Fort McMurray area.

The reality of airport finances is that airports do not “make money”. They are not profitable operations. There is only one airport in Alberta that could be said to turn a profit – and that airport is the Calgary International Airport. Airports are capital intensive, require regular maintenance and the fees charged for landing and fuel never generate sufficient funds to cover all of the costs.

An airport requires a healthy economy to survive. While local flying clubs are the heart of a community airport, and they donate significant time and effort in the maintenance and operation of an airport, they do not replace the need for financial investment. The flying club at the Strathcona Airport (Josephburg) has provided an excellent service to the County and the airport by monitoring and maintaining the terminal building, cutting grass, and supervision of the facility.

The Strathcona Airport (Josephburg) must develop a long term financial plan to match the long term land use plan to ensure the financial viability of the airport and to reduce the dependence on the general tax base of the County.

4. CURRENT DEVELOPMENT

The Strathcona Airport (Josephburg) was upgraded and expanded in 2006 and 2007 to accommodate larger private and corporate aircraft that would carry employees and consultants between Calgary, Edmonton and Fort McMurray with access to Fort Saskatchewan.

Runway 08-26 was lengthened to 4,560 feet and widened to 100 feet. An asphalt overlay was completed and the pavement can now accommodate an aircraft with a load rating of up to 8.0. High intensity runway edge lights, approach lights (ODALS) for Runway 26 and runway end identification lights for Runway 08 were installed. Visual Approach Slope indicators (PAPI) were installed for visual guidance of the approach. An Automatic Weather Observation System (AWOS) was installed to provide incoming flights with current local weather conditions. A new airport beacon and illuminated windsocks were also installed. An instrument approach was constructed and published for use at the airport.

The Taxiway was widened and the apron was expanded to accommodate larger corporate aircraft, while at the same time providing access to taxiways and hangars for local airport users and short term parking for itinerant aircraft.

The old fuel tanks and pumps were removed and replaced with new AvGas and Jet Fuel storage tanks and dispersing cabinets capable of handling all aircraft expecting to use the airport in the future.

The Field Electric Centre (FEC) was upgraded.

The terminal building is currently a trailer that provides a location for pilots to plan and register their flight plans. The building also provides washroom facilities.

The parking lot is gravel and provides sufficient area for parking. There are no electrical plug-ins or markings for parking.

There is a controlled gate to provide access to the hangar buildings.

In an attempt to be sensitive to the community and their concerns regarding noise and aircraft movements, the circuits for jets were changed to “Right Hand Circuits” – jet aircraft will not be turning over the Hamlet of Josephburg.

Figure 2 – Strathcona Airport (Josephburg)



5. PLAN PROCESS

The following provides a summary of the process to develop a Strategic Plan for the Strathcona Airport (Josephburg).

5.1 Scope of Work

In March 2008, Strathcona County prepared a Request for Proposals to hire a consultant to facilitate the preparation of this Strategic Plan. The consultant (Patricia Maloney and Associates) prepared a work scope which was negotiated with the County Staff. The work scope included the following steps:

- A start up meeting with County staff
- Data collection and analysis
- Meetings with a Steering Committee of County Staff
- Meeting with representatives from the oil and gas industry
- Community meetings with users of the airport, residents of the area and other organizations
- Preparation of a vision, long term land use plan and draft strategic plan
- Meeting with Transport Canada representatives, and communication with NavCanada representatives and Alberta Transportation Representative
- Review of the long term capital needs for the airport to achieve the vision
- Held a Public Open House (October 29th, 2008)
- Conduct a working meeting with Strathcona County Council (November 6th, 2008)

This scope of work has allowed the County to incorporate the ideas and comments from the public and many other interested parties while meeting the goals and objectives of the County to maintain the Strathcona Airport (Josephburg) as a successful community airport.

5.2 Consultation

During the preparation of this strategic plan, a series of consultative meetings were held. The meetings included a Steering Committee of County staff, a meeting with users of the airport, a meeting of residents and pilots in the area, a meeting with industry representatives and a meeting with Mr. Dean Zimmer of Transport Canada. A SWOT¹ analysis was conducted with each group and Figure 3 provides a summary of the analysis.

Figure 3 – Strengths, Weaknesses, Opportunities and Threats Analysis

Strengths and Opportunities	Weaknesses and Threats
<ul style="list-style-type: none"> • New Infrastructure and recent upgrades • Proximity to well trained and equipped fire department • Ownership by municipality • Not in a built-up area • Large area for parking • Located adjacent to Alberta's Industrial Heartland • Potential alternative to both Edmonton International and Edmonton City Centre Airports • Planned for a daily flight (6 am and 6 pm) • Close to Fort Saskatchewan for executives and specialists • Strong aviation community and existing tenants • Airport zoning • Wireless tower at the fire hall • Keeps attractive appearance • Strong oil and gas industry • Access to major highways • Partnership with industry for facilities • Car rental service • Fixed Base Operation² (FBO) • Strategically placed to serve northern Alberta • Growth to corporate aviation 	<ul style="list-style-type: none"> • Adjacent residents • Current policies (limiting the number of seats) • Unserved land • No room for additional runway extension • Lack of car rental and parking space • Lack of available lots for lease • Airport will add traffic to the area • Parking lot and roads are soft and sensitive to weather • Commercial operator lacks public access • Terminal and apron not large enough to handle passenger loads • Changes in oil and gas development and upgrader construction • Uncontrolled airspace • Lack of Provincial funding • Increasing fuel prices • No fire suppression for individual buildings • Future of City Centre Airport • Lack of ramp space for larger aircraft • No hangar lots available

5.3 Findings

¹ SWOT Analysis stands for an assessment of the Strengths (internal to the organization) and Weaknesses (also internal to the organization), Opportunities (external to the organization) and Threats (also external to the organization). These items identified are used to either improve upon a situation or take advantage of a situation for the betterment of the organization.

² A Fixed Base Operation is a service center at an airport that may be a private enterprise or may be a department of the municipality that the airport serves. At a minimum, most FBO's offer fuel, oil, and parking, along with access to washrooms and telephones. Some FBOs offer additional aircraft services such as hangar (indoor) storage, maintenance, aircraft charter or rental, flight training, deicing, and ground services such as towing and baggage handling. FBOs may also offer services not directly related to the aircraft, such as rental cars, and lounges.

In addition to the round table meetings, the County mailed a survey to every household within a 5 mile radius of the airport including the Hamlet of Josephburg. A total of 53 surveys were returned and tabulated.

The survey asked a total of five questions as well as an opportunity for the respondents to provide open comments. In all cases the responses to the questions were mixed. While many respondents said that commercial and industrial aviation related development at the airport was appropriate, a similar number of people also commented that there should be no development at the airport, that in fact the airport should not exist and that they would like to see the airport closed. Many residents are concerned with the air traffic and its negative impact on their quality of life and property values. While it is easy to be sympathetic to those people who may live in close proximity to the airport, the County has made a significant financial investment of public money and it would be irresponsible to see that money wasted by either closing or under utilizing the airport. For this reason, it appears that the best forward motion is to develop the airport in a sensitive, well planned and well managed manner.

When asked what potential risks people associated with the airport development, respondents identified noise, increased traffic, migratory bird disruption, pollution, loss of productive farmland, devaluation of land, and accidents or crashes of aircraft. Strathcona County manages the airport to minimize any of these impacts or risks and the Strategic Plan will aide in the continued good management of a safe and efficient airport.

When asked what opportunities or improvements they would like to see as part of the future development of the airport, the following ideas were expressed:

- Full time staff and better security
- Commercial support uses (restaurant, car rentals, lodging, customs clearance)
- Improvements to the terminal building
- Aircraft repair shops and hangars
- Air ambulance service
- Flying school

Appendix A provides a summary of the consultative meetings.

5.4 Design / Critical Aircraft

A design or critical aircraft is the maximum size of aircraft that can be accommodated at the airport based on runway length and pavement strength.

The initial design aircraft was a Beechcraft and was based on the 3,000 foot x 75 foot runway. However, in 2007, the runway was extended to 4,560 x 100 feet using the Dornier 378 as the design aircraft . The pavement load rating has been upgraded to accommodate an aircraft load rating up to 8.0 which can now accommodate the Embraer 175 and similar aircraft, which may use the runway in the future.

Appendix B provides a summary of the Embraer 175.

Figure 4 – Dornier



Figure 5 – Embraer 175



5.5 Adoption Process

The County has adopted a very public process for the preparation of this document including a number of round table meetings with residents and users of the airport as well as a mail out household survey. All of the information gathered through these consultations has been considered and incorporated into this document.

The adoption process for the draft Strategic Plan included an open house to the public and a presentation to Strathcona County Council. A final adoption, by resolution by Strathcona County Council, will follow in 2010.

6. VISION

To lead and guide the development at the airport, it is important to develop a vision for the airport. All policies, actions and strategies will be measured against this vision. This vision was prepared in consultation with County staff, local residents, airport users and government agencies. The following vision has been prepared for the Strathcona Airport (Josephburg).

This vision reflects the fact that the current users are primarily recreational users based at the airport. However, there is significant interest from oil and gas companies to use the airport to transport a variety of employees.

This vision also reflects the long term function of the airport as being general aviation. A general aviation airport is one defined as servicing recreational, commercial, charter and industrial traffic but not accommodating regularly scheduled passenger flights. Charter flights can run at the same time every day but they cannot sell tickets to the general public. A general aviation airport is a registered aerodrome but not a certified airport, under Transport Canada regulations.

An important element of this vision is the definition of “successful”. A successful airport is one that is safe, well managed, generates revenue to cover the operational costs and a portion of the capital costs, well used and has a good reputation.

The Strathcona Airport (Josephburg) will provide balanced services and infrastructure that will support the oil and gas industry, in addition to local recreational users, with aviation-related businesses on airport property, forming an integral component of the economic development of the County while considering the well-being of the surrounding residents.

7. GUIDING PRINCIPLES

The Strathcona Airport (Josephburg) is a public community airport funded primarily by public money. The following are the guiding principles for the Strathcona Airport (Josephburg) and should be considered as measurement tools for every future action and development at the airport.

- **Safe** – An airport should be operated in the safest possible manner. For this reason all development and operations at the airport should be managed in the safest manner possible. All users of this airport should expect the operations to be as safe as possible. This reflects all operations of the airport including providing the best possible navigation aids, the best runway maintenance and snow removal, the most up to date weather and reporting, supervision of the activities at the airport and monitoring of the users of the airport to ensure that they follow the safest procedures and all aviation rules and regulations. Any user of the airport must be confident that the Strathcona Airport (Josephburg) is safe for them and their families to use.
- **Publicly Accessible** – As an airport owned and operated by a municipality, supported with public funds, this airport should be accessible to all public members at all times (or within reasonable expectations of operating hours). As per the federal aviation regulations, the airport is listed in the Flight Supplement³, the municipality posts NOTAMS⁴ as required and fees should be reasonable. This does not mean that the use of the airport should be free, but it should not be unaffordable to the local community.

³ The Canada Flight Supplement is a joint civil/military publication and is a supplement of the Aeronautical Information Publication (AIP Canada). It is the nation's official airport directory. It contains information on every registered and certified airport in Canada. The CFS is published every 56 days. The CFS is published by NavCanada.

⁴ **NOTAM** is the quasi- acronym for a "Notice To Airmen". NOTAMs are created and transmitted by government agencies under guidelines specified by Transport Canada. A NOTAM is filed with an aviation authority to alert pilots of any hazards *en route* or at a specific location. The authority in turn provides means of disseminating relevant NOTAMs to pilots. NOTAMs are issued (and reported) for a number of reasons, such as: hazards such as air-shows, parachute jumps, kite flying, rocket launches; flights by important people such as heads of state; closed runways; inoperable radio navigational aids; military exercises with resulting airspace restrictions; inoperable lights on tall obstructions; temporary erection of obstacles near airfields (e.g. cranes); passage of flocks of birds through airspace; notifications of runway/taxiway/apron status with respect to snow, ice and standing water ; or software code risk announcements with associated patches to reduce specific vulnerabilities.

- **Fiscally Responsible** - Because the airport is generally supported with public funds and it is a fairly select group of people that use the airport, the financial plan of the airport must be transparent and the operator should strive to generate revenue whenever possible. The issue of user fees is a rather delicate subject – however, there are user fees for all municipal facilities (library card, swimming pool entrance fee etc) and an airport must not be any different. In addition to user fees for local pilots, the corporate or business use of the airport must pay a reasonable, competitive fee to use the site and facilities.

8. OBJECTIVES

With the vision and the guiding principles determined, the objectives begin to outline the actual strategy to implement the vision. The objectives have been defined as follows:

- To promote the airport as an economic support for the County** – While an airport is rarely financially self sustaining, an airport can support significant economic activity in a region. For example, it can create employment either at the airport or the businesses operating out of the airport. An airport can encourage development to occur in a region. Often access to a location is a key criterion for companies and the ability to fly key staff into the area to work is a great advantage. In the case of the Strathcona Airport (Josephburg), the proximity to Alberta's Industrial Heartland and the ability to provide a staging area to Fort McMurray or Calgary is a great advantage that will create economic opportunity.
- To continue to operate the airport in a safe and responsible manner** – The Strathcona Airport (Josephburg) has had an excellent safety record since its opening in 1990. As a registered aerodrome, the airport does not undergo Transport Canada inspections, but it is required to meet many federal regulations which it has done successfully including constructed to certified standards. With the proximity to the County fire department, as well as the training and ability of the staff to handle significant accidents and incidents, the County is confident that the continued safety record will be maintained. It must be remembered that the large majority of accidents and incidents at airports are pilot or mechanical error, rarely airport operations error. Airport management will continue to monitor weather, post NOTAMS, clear snow and maintain all public areas in a responsible manner.
- To provide opportunities for further development of the airport** – As the owner operator of the airport, most of the upgrades and developmental responsibilities fall on Strathcona County. There is demand for additional hangar lots, terminal building expansion, increased services for airport users and continued increase in service available to the oil and gas industry. The strategic plan identifies a long range planning and development strategy. The County will recoup a portion of the capital expenditures through rents, lease and fees. The County will also pursue partnerships to develop facilities such as a Fixed Base Operation (FBO). While federal grant money is not available to community airports with no regularly scheduled passenger traffic, provincial money is available. Historically, Strathcona County has applied for this funding and been declined. The County will continue to pursue this grant money for future projects.

- d) **To increase the revenues at the airport through fair and competitive rates and fees** – Strathcona County is reviewing their fee structure for use of the airport (landings, passenger charges, fuel charges etc.), to ensure that it truly reflects the costs of providing the services, is comparative and competitive with other community and regional airports and provides revenue to cover the operating and maintenance costs for the airport. There is also a demand for more hangar lots, for a relatively small capital cost, can generate significant funds for the airport. In addition, the increase of services with increased fees (such as car rental, charge for long term plug-in parking, food services, etc) will add to the total revenue source.
- e) **To facilitate ongoing communication with adjacent residents** – With the proximity of the Hamlet of Josephburg and a small number of rural residents in proximity to the airport, it is important to maintain open communications between the Airport Management and the residents. This could take the form of regular information meetings, newsletters, articles in local newspapers and other consultative tools. The Airport Manager will prepare a communication strategy for the airport.

9. LAND USE STRATEGY

With the support of the Municipal Development Plan, it is the intention to promote increased usage of the Strathcona Airport (Josephburg) by industry, and support the economic opportunities that may be available by providing improvements to this existing facility. The long range land use strategy for the Strathcona Airport (Josephburg) envisions significant expansion of hangar line development and the opening of a second hangar line on the south side of the runway. This requires a second access to the airport off of Range Road 215. There is a need for taxiway construction, construction of a second apron and expansion of the northern parking lot and construction of a southern parking lot. Figure 6 illustrates the long range development for the airport. The following policies will guide the development of the airport.

9.1 Overall Strategy

- Strathcona County will continue to support the operation of the Josephburg Airport both financially and through strategic policy decisions.
- The Strathcona Airport (Josephburg) will remain an important and integral component of the transportation network in Strathcona County.
- Strathcona County will promote the use of the Strathcona Airport (Josephburg) for general aviation serving both the local recreational flying community and industry.
- The Strathcona Airport (Josephburg) will not pursue regularly scheduled passenger flights or any action that will require certification of the airport.
- Strathcona County will ensure that all future development in the vicinity of the airport does not restrict the continued safe operation of the airport or cause any change in the designation of the airport as a registered aerodrome.

- No development will be permitted by the County within the Obstacle Limitation Area of the Airport, including the take off and approach areas.
- The Strathcona Airport (Josephburg) will strive to obtain financial sustainability for the operation and maintenance of the airport and will strive to contribute to a Capital Reserve Fund for future projects and developments at the airport.
- All development will be undertaken in conformance with the Josephburg Area Structure Plan and the Land Use Bylaw.

Figure 6 – Land Use Concept



9.2 Airside Development

- Airside lots will be created and leased for airside uses including hangars and associated aviation related uses.
- Fees will be charged to reflect market prices and will be adjusted as required.
- Tenants are required to meet all of the requirements of the lease and will pay fees and keep their property in clean and tidy manner.
- All development will meet the requirements of the County Land Use Bylaw.
- Architectural guidelines may be prepared by the County to ensure the appropriate appearance of the airport.
- Strathcona Airport (Josephburg) will improve the terminal building and facilities at the airport through the provision of structures and opportunity for companies to participate, such as vehicle rentals, food and beverage and plug-in parking.
- Strathcona Airport (Josephburg) will seek a partner to develop a Fixed Base Operation (FBO) that will service the oil and gas industry and their need for waiting rooms, security checks and facilities.

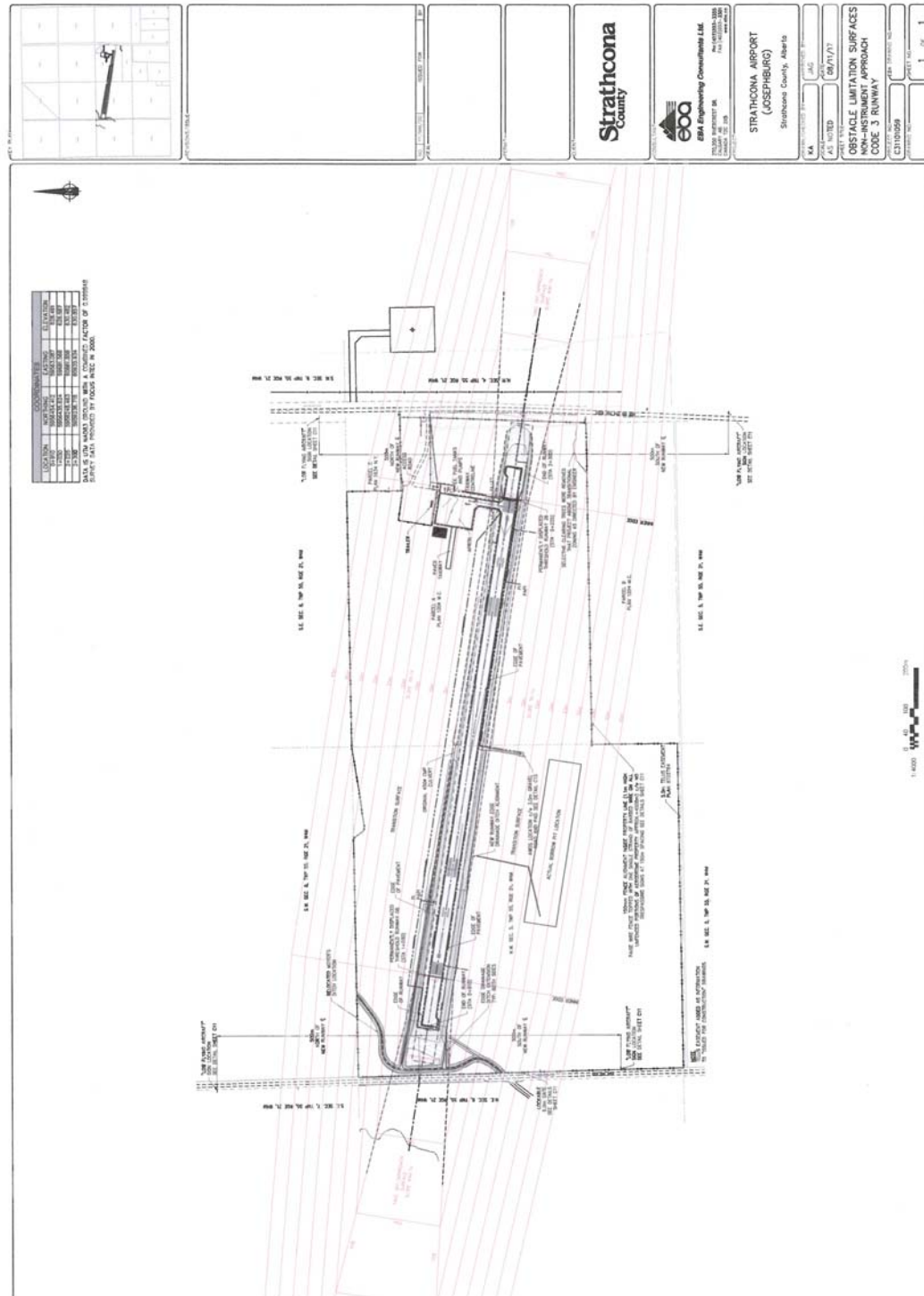
9.3 Airport Operations

- The airport will continue to be managed through the Transportation and Agriculture Services Department.
- All Transport Canada regulations will be followed.
- Strathcona County will continue to maintain the runways, taxiways, aprons, navigational aids, weather station and related airport instrumentation.
- The Airport Manager will maintain an Emergency Response Plan in collaboration with the County Fire Chief and industry.
- A rates and fees schedule will be adopted and reviewed annually.
- The Airport Manager will strive to utilize dependable volunteers, such as the Flying Club and local pilots, whenever possible for functions at the airport such as flight recordings and security.

9.4 Groundside Development

- The lots available for groundside development at the airport will be utilized for airport and aviation related uses only.
- Aviation related uses are considered to be any use that provides a service to aircraft, air travelers or the airport and may include aeronautical businesses; repair, rental, maintenance of aircraft, radios and interior; food related to air travel; pilot accommodation, offices; and the structures to house the business.

Figure 7 – Obstacle Limitation Map



9.5 Servicing

- When available, the Strathcona Airport (Josephburg) will ultimately be serviced by piped municipal water and sanitary sewer services. Costs for providing these services will be recovered through a local improvement levy or provided by a developer.
- A Master Storm Water Management plan will be prepared for the airport, the County building and yard to ensure that the storm water is managed responsibly.
- Rain water harvest is encouraged for on-site use such as landscape irrigation, on-site cisterns for use in hangars and fire protection sprinkler systems.
- When available, the Airport will be serviced with high speed internet or wireless capability to ensure the highest level of service to the airport users.

9.6 Partnerships

- Strathcona County is willing to work with partners in the private sector, both individuals and corporations to develop the airport to meet the needs of the community.
- Strathcona County will strive to develop partnerships with provincial agencies and departments that may provide funding for the future capital needs of the airport.

9.7 Phasing of Development

- Capital improvements/developments will be based on industry request and funding.
- Circumstances may shift the order of capital projects based on special funding or partnerships, or other County projects.
- Local developer driven projects may also shift the phasing of the development at the airport.
- Development will be phased based on the Capital Needs Assessment, Figure 8.
- The Phasing of the development has been identified by triggers which are special events or other developments that indicate a need for the “next steps”.

10. CAPITAL NEEDS

Based on the land use strategy, the following capital plan has been developed using phases. However, it should be noted that the timelines are also dependent on triggers in the economy and in partnership development. Figure 8 provides a table outlining the capital needs and trigger for development as well as any funding options.

Cost estimates have been provided by Scheffer Andrew using 2008 summer construction prices.

It is noted that all development is dependent on the availability of funding, continued development in the oil and gas industry, continued extraction and processing of the Fort McMurray Oil Sands and the value of oil and gas. Both phases and triggers have been identified. The following costs are based on order of magnitude estimates based on the land use concept plan.

10.1 Current

Strathcona County previously determined that upgrades to the Strathcon Airport (Josephburg) were required due to the potential demand for use by the oil and gas industry. In 2006, the County extended the runway to the maximum length based on the property boundaries and the requirements for take-off and approach heights over the adjacent roads. In 2007, the County installed Navigational Aids including a GPS Approach. Strathcona County has completed pavement load rating tests on the runway and has completed a runway overlay and the installation of jet blast walls to minimize the impact of the future jet aircraft that are proposing to use the airport. These upgrades were funded by the County with a large portion being funded from the use agreement fees. While applications for funding through the Provincial Community Airport Program have been submitted, they have been rejected and no funding has ever been provided by Alberta Transportation.

10.2 Phase I

The overall plan for Phase I is to develop more hangar lots for rent, create a location for larger industrial hangars and to increase the services to airport users. One of the first tasks is to develop more hangar lots on the north side of the runway by extending the lot lines, improving the controlled access road, upgrading the parking lot and extending a taxiway to service the extended hangar line. This phase will also include expanding the terminal building and providing a temporary structure for other services to be located such as a car rental office and possibly a small coffee shop, until such time as a Fixed Base Operation is constructed. One final upgrade is to develop a dedicated helipad for helicopter use. This will provide a specific location for helicopter landings with the appropriate paint markings and separation from the fixed wing operations, thereby further increasing the safety of airport operations. All of these upgrades will be funded by the County. Revenue will be generated by many of these upgrades such as lease payments from the hangar lots and concession building; passenger fees for the terminal building; landing fees from aircraft and helicopters; and potential provincial funding for the helipad through either Alberta Transportation, Alberta Infrastructure or Alberta Health. These upgrades will significantly improve the local and small operator use of the airport while facilitating industry and corporate use of charter flights. Many oil and gas companies now inspect the baggage of the employees flying to the camps and they will require some space to do this, even on a spot check basis. The trigger for this development is current demand.

Another significant item in Phase I is the construction of a Fixed Base Operation (FBO). An FBO is a structure that is owned and operated by a company and provides services to aircraft and passengers. These are generally charter flights and include: waiting lounges, meeting rooms, washrooms, food services and other services required by the pilots, the companies and the travelers.

The County is not able to pay for the construction of this building, or are they in the business of operating such a service centre. However, private companies are in this business. Some examples of FBO facilities are the Shell and Esso Avitats at the Calgary International Airport, the London Aviation Centre operated by Esso at the South Terminal of Vancouver Airport, FBO's located at the City Centre Airport and the Esso Avitat located at Edmonton International Airport. The County will initiate discussions with companies for the construction and operation of one of these facilities for the Strathcona Airport (Josephburg).

It has been estimated that 2,500 sq. ft. would be an appropriate size for this facility. It would accommodate a fairly large waiting room (potentially to accommodate 2 Embraer flights of 78 passengers each, plus crew), a small cafeteria (or vending machines), offices, a large meeting room, washrooms with showers, accommodation for pilots and general storage and administration space.

The development of this facility will reflect a partnership between the County and the Company where the County may relax lease fees in exchange for the provision of this structure. This could also include management of the vehicle parking lots and paying a percentage back to the County. These partnerships are familiar to the aviation industry.

The total cost of the infrastructure for the first phase of development, in the 2009 to 2013 time frame is estimated at \$3,752,000 with \$750,000 of this being allocated to the FBO construction. The cost of constructing the FBO would not be the County's responsibility.

10.2 Phase II

In the second phase, the Airport could see the construction of a second taxiway to runway 26-08. This will increase the capacity of the runway by allowing aircraft to exit the runway faster. The trigger for this development would be the development of the new hangar lots and the increased traffic at the airport.

This phase would also see the expansion of the north apron and the north parking lot. The trigger for these construction items would be the development of the Fixed Base Operation and lack of capacity and congestion on the apron. If the apron has aircraft waiting to get onto the apron for more than 20 minutes up to 4 times per week, then the apron is too small to accommodate the traffic at the airport.

The cost for this phase of development is estimated at \$5,486,000.

10.3 Phase III

This phase of development sees the jump from the north side of the airport to the south. It is anticipated that by this time the County will have developed their new County yard and building off RR 215 and the extension of the water and sewer to the County development. The development of both airside and groundside lots on the south side of the airport means that the County has the opportunity for an aviation related industrial park, as indicated in the Josephburg Area Structure Plan. This allows for diversity in the future should the oil and gas industry decline.

The initial costs of the development are reduced due to the construction of the County yard, but to develop this land the access road has to be extended, lots need to be surveyed and leased and serviced with water and sewer. In addition, a taxiway to the runway requires construction for the development of the airside lots. Airside lots are those that house aviation uses that require direct access to the runway, including all hangars and charter companies. The groundside development provides the opportunity for users and businesses that do not require direct access to the runway to service the aviation industry. This can include engine repair, paint and body work, upholstery, radio and electronics and any other service to the aircraft and the pilots. The groundside

development does not necessarily have to be aviation related, however it is strongly recommended that the aviation theme be maintained. Regular industrial lots can be acquired in Sherwood Park, Edmonton or Fort Saskatchewan, but aviation related lots are not as easy to find.

The total cost for this phase of development is \$11,200,000.

10.4 Phase IV

The final phase of development completes the southern portion of the airport. There may also be continued expansion of the northern hangar lots but the incremental costs are low and would not constitute a capital cost. The continued south side development includes the construction of the south parking lot, the south access road extension east to the parking lot and terminal building site, the construction of the public apron and the connection of the water and sewer through the airport site to connect to the north side. This will provide a loop in the system.

The total cost of this phase is \$7,180,700.

Figure 8 – Capital Needs

Phase I			
Capital Item	Trigger	Cost Estimate	Phase Total
North hangar lot expansion – 12 lots in the first phase	Current demand for lots	\$360,000	
Controlled access road upgrade (including extending the road to the new lots)	Required for new lots	\$300,000	
North parking lot upgrade (including paving and electrical plug ins)	Current demand	\$600,000	
Terminal building expansion – this includes an ATCO trailer type expansion.	Immediate need, temporary until the Fixed Base Operation is open	\$150,000	
Concession Building – to include car rental, parking payment terminal and vending machines	When Embraer starts flying, temporary until the Fixed Base Operation is open	\$150,000	
Fixed Base Operation – estimated at 2,500 sq. ft. to include lounge, waiting rooms, washrooms, food services, car rental, parking pay area, pilot facilities	When a partnership is established	\$750,000	
North taxiway extension	When new lots are leased	\$822,000	
Piped water – an extension of the County system paid for primarily by a developer.	When the FBO is constructed and founded by FBO owner	\$350,000	
Construction of a dedicated helipad – to separate fixed-wing and rotary aircraft to increase safety.	When users increase and cost share with helicopter operators.	\$270,000	
Phase 1 Total			\$3,752,000
Phase II			
Capital Item	Trigger	Cost Estimate	Phase Total
Taxiway to 26-08 – to improve access and capacity of the runway	When new hangar lots are constructed	\$550,000	
Northern apron expansion – the current apron can accommodate two aircraft simultaneously.	When the existing apron has aircraft waiting for more than 20 minutes more than 4 times per week.	\$1,936,000	
North parking lot expansion	When the FBO is constructed	\$3,000,000	
Phase 2 Total			\$5,486,000
Phase III			
Capital Item	Trigger	Cost Estimate	Phase Total
South access off RR 215 – to access the south side of the airport at the new County office and yard	When the County yard and building is complete	\$160,000	
South hangar access road		\$3,700,000	
Southwest hangar lots – Airside. Lots along the south side of the runway accessed off RR215		\$440,000	
Water and sanitary connection to south airport development – extending from a hook-up at the County yard/building	When the County yard and building is constructed	\$1,500,000	

South taxiway construction	When the new southwest hangars are constructed	\$4,800,000	
Southwest hangar lots – Groundside. Lots across the road from the airside lots.	When demand for lots warrants	\$600,000	
Phase 3 Total			\$11,200,000
Phase IV			
Capital Item	Trigger	Cost Estimate	Phase Total
South parking lot construction	When 80% of the southwest hangar lots are developed	\$800,000	
South access road extension to parking lot and terminal building site	When the terminal building and parking lot are scheduled for construction	\$3,700,000	
South terminal building (utilizes the two temporary structures from the north side – cost includes moving and hook up to power, telephone, water and sewer).	When the parking lot is constructed	\$80,000	
Sewer connection to north side of airport	When the hook up and capacity is available.	\$500,000	
South public apron	When the demand warrants	\$2,180,000	
Phase 4 Total			\$7,260,700

11. OPERATIONAL NEEDS

An airport is a capital intensive operation and is a business that needs as much flexibility as possible to meet increasing demands and encourage new businesses. At the time that this strategic plan was commissioned, there were several items that needed to be reviewed to ensure the smooth operation of the airport.

- a) **Current County Policy** – The County policy limits the number of passengers on all aircraft. This policy was adopted to reflect the Edmonton Airport policies at City Centre Airport. This has no bearing on the operations of the County and the County is not beholden to match any policies that the ERAA adopts. The policy of limiting passengers must be removed. No passenger limit should be applied. The airport is limited by runway length and this automatically limits the size of aircraft, and by that the number of passengers. It is also County policy that requires Council to make all decisions related to any changes in operations of the airport (such as the rates and fees schedule).

In addition, the Land Use Bylaw has the obstacle limitation mapping for the shorter runway and the new mapping should be included in the Land Use Bylaw.

- b) **Rates and Fees** – One of the only ways an airport can earn revenue is to charge rates and fees for landings, parking, leases and concessions. The Airport Manager has proposed a new rates and fees schedule for Councils consideration that will contribute to the increased revenues. This schedule should be reviewed annually and adjusted accordingly.
- c) **Timing and Decision Making** – There are many situations where an Airport Manager must be able to make timely decisions. It is the recommendation of this Strategic Plan that Strathcona County Council establishes a scope of responsibility for the Airport Manager to allow the Manager to run the business within the parameters identified by the County. Good airports require some autonomy for the Airport Manager. If there is a clear strategy for the airport, with a capital plan and clear direction, there should be no need for all decisions to pass through County Council.

Figure 9 Aerial view of the Strathcona Airport (Josephburg)



12. FUNDING OPTIONS

Airports are capital intensive facilities. While the Strathcona Airport (Josephburg) runway is approximately one mile long, the cost of constructing and maintaining the runway and its companion lighting and navigation aids is far greater than a mile of highway. A runway is wider, thicker and has more complicated painting than any stretch of road. While it is a public facility, most public facilities have user fees. Airports should be no exception. However, there are options for applying the rates and fees to ensure that the local recreational flyer is not over penalized while industry pays appropriate fees.

12.1 Revenue Generation

There are many ways an airport can generate revenue. The following is a summary of the ways and discussion on how these means may be applied to Strathcona Airport (Josephburg).

- a. **Rates and Fees** – Currently the Airport does not charge a landing fee for local air traffic. The fee for Shell and the larger aircraft is currently being defined. Based on the comparative rates and fees schedule in Appendix B, it is recommended that the County initiate a revised rates and fees schedule as follows:

Landing Fees	0 – 2,500 Kgs. 2,501 – 21,000 Kgs. Over 21,000 Kgs. Passenger Fee for Aircraft with more than 10 passenger seats	No Fee \$4.75 / 1000 Kg \$5.75 / 1000 Kg \$2.50 per passenger
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- b. **Leases** – A major source of revenue for all airports is the lease of land. Many airports have a distinction between airside and groundside land leases. In the case of Josephburg we are only proposing airside leases for hangars. This will ensure that all uses are aviation related and do not compete with industrial or commercial uses in the Hamlet of Josephburg or the surrounding area.

Private Bare Land Leases	\$680.00 per year
Commercial Bare Land Leases	\$840.00 per year
Turf Tie Down / Month	\$35.00 per year
Transient Aircraft Parking / Day	\$12.00

- c. **Functions** – A source of revenue for airports are functions. This can take many forms including air shows (Abbotsford), fly in breakfasts, use of the runway for non aviation uses (car racing such as City Centre and Fairview) or driver training (Boundary Bay) and all types of other events and shows. The Airport Manager will consider applications for special events, consider their appropriateness, recommend fees and bring to Council for approval.
- d. **Airport Improvement Fee** Airports have the ability to apply an airport improvement fee. This fee can be collected but must be dedicated to airport upgrades and those upgrades should be publicly identified. Strathcona Airport (Josephburg) has elected to apply an airport improvement fee to cover the infrastructure costs unsupported by federal or provincial grants. This fee will be applied to the Terminal Building Upgrades, the upgrades to the controlled access road to the hangars, the development of the access road and hangar line for the south side development, the north parking lot expansion and upgrade and the north apron expansion.

Aircraft over 13,000 Kgs.	\$100.00 per landing
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- e. **Vehicle Parking** – while free parking is a huge draw, airports make a very large portion of their revenue through parking fees. While it may be appropriate for single day or short term parking to be free at the Josephburg Airport, long term parking for people who are flying to the north for work should have a parking charge.

Parking Fees	Free Day Parking	
	\$30 / week	
	\$60 / month	
	\$600 / year	Increases to \$50 with electrical hook up increases to \$100 with electrical hook up increases to \$800 with electrical hook up

- f. **Fuel** – Fuel charges can be a very lucrative source of income for the airport. In this case, it is recommended that one standard charge be applied for both Av Gas and Jet Fuel A. This represents an average of the fees charged by other airports in Alberta.

Fuel Charges	\$0.05 per litre
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- g. **Car rentals** – Most airports, both those with regularly scheduled passenger traffic and those with charter flights only, make significant revenue from car rentals both in the rental of the facility and by taking a fee for every car rented. Currently at regional and international airports the fee charged per car rental varies from a flat fee of \$1.50 to a percentage of the estimated rental cost. There was significant support from the airport users for a car rental company at the airport. This was a service that was particularly important to the consultants and specialists that were flown in to spend a day in Fort Saskatchewan or in the Heartland. The County could be the catalyst in this matter and contact car rental companies to see who would be interested in locating at the airport. For the first year they may not have a permanent facility at the airport but rather deliver the vehicles to the terminal building when booked by the travelers. The County could assign an escalating fee schedule to allow the business to get established at the airport. In the future, the car rental business(es) could be located either in a stand-alone facility they supply that could be located in the parking lot adjacent to the Terminal Building or could be located in a Fixed Base Operation structure if/when constructed. Ultimately, this may require two rental offices (one on the north side of the runway and the second on the south side of the runway). Not only does this opportunity have the potential to generate revenue for the airport, but it also provides an identified service for the travelers that would serve to give Strathcona Airport (Josephburg) an advantage and attract more travelers to the airport.

12.2 Grants

Airports are very capital intensive and rarely generate sufficient revenue to cover all of the expenses, particularly capital upgrades or major maintenance projects. This section provides a summary of the minimal grants available to municipally owned airports.

12.2.1 Federal

There are no existing federal grants for small community airports. The federal grant available for certified airports is ACAP (Airports Capital Assistance Program). This program is only available for airports that have had regularly scheduled passenger flights for a minimum of 3 years. The main criteria for this grant are safety and security projects. This grant would not be available to Strathcona Airport (Josephburg).

12.2.2 Provincial

The Province of Alberta has the Community Airport Program (CAP). This provincial program recognizes community airports in Alberta. The province recognizes these airports as a necessary part of the transportation infrastructure. While the program has been in existence since 1999, the administration of the program is rather ad hoc. The total provincial budget for this program is approximately \$2 million, which is not a large budget for airport construction.

The goal of the program is to maintain and protect the existing network of public licensed community airports in support of:

- Safe airport operations
- General aviation operations and commercial air charters
- Forest fire suppression and medi-vac operations
- Local and regional economic development
- Protection of provincial investment in airports

The objective of the Community Airports Program is to provide financial assistance for the rehabilitation and construction of Alberta's community-owned / public-use airports. The eligible projects include major capital rehabilitation of the airside portion of the airport specifically the aircraft operation areas such as:

- Primary runway
- Apron
- Primary taxiway from main/terminal apron to runway

Typical projects would include pavement rehabilitation, including fog seals, slurry seals, and overlays. Consideration will be given to runway extensions where benefits can be demonstrated in terms of the overall goals of the program.

Up to 100% funding for a project is available. The municipality must undertake the projects on a contract basis using private sector contractors and suppliers to carry out all work. The GST is the responsibility of the municipality.

Applications must be submitted to the Regional Director prior to October 1st. The application should include condition assessment of the infrastructure, economic and service level rationale for the project, description of the work, estimate of the costs, timing of the project, additional sources of funding (ie: private sector) and annual aircraft movements.

Projects not eligible for funding are:

- All buildings, including terminals and storage areas/sheds
- New cross wind runways, secondary runways, taxiways and runway extensions
- Development areas, access roads, fencing and drainage
- Lighting, navigation aids, runway marking painting, water/sewer, power and utilities
- Operating and normal routine maintenance
- Land acquisition

Municipal labour and equipment are not eligible under this program, nor are private airports that do not permit public use. Any airports eligible for federal assistance programs are not eligible under this program.

Strathcona County has applied for this grant every year since its inception and has been declined every year. One of the requirements of an application is record of flights and

numbers. The County has recently installed a voice activated recording device at the airport that allows an accurate account of all of the aircraft using the facility. The Airport Manager will select a project and apply for the grant again next year. Due to the increased use by industry, the County may be able to recruit the support of industry in their request for funding.

12.2.3 Municipal

There are many ways a municipality can contribute to the infrastructure of a municipally owned airport. There are three operational alternatives:

- Municipality provides an annual budget for the operation of the airport and provides capital for major projects through municipal borrowing capacity.
- The airport is a separate “crown” corporation that has to generate revenue and find other sources of revenue for major projects.
- The airport is run as a department of the municipality and general tax revenue supports the airport

The goal is that the increased revenues from the operation of the airport will cover the total cost of operation and maintenance and contribute to a capital reserve fund in greater amounts than in the past.

12.3 Partnerships

A common way to stretch municipal funding and limited revenues from the airport is to look for partnerships to complete some of the projects. There are many examples of partnerships in municipal airport. For example, the Sundre Airport, owned and operated by Mountain View County and managed by the flying club, was approached by a forestry company from the west coast to install lighting for 24 hour use. The County had not budgeted for any capital projects and the flying club had no financial resources. The forestry company understood the financial restrictions but recognized their need. The forestry company provided the funding for the lights and the County had them installed. This increased the hours of operation at the airport serving the needs of the forestry company but also increasing the value of the airport for all other users. This is a small example of a partnership between industry and municipally owned airports.

Oil and gas companies are the catalyst to the expansion and the increased use of the Strathcona Airport (Josephburg). However, much of their business is outside of the County and therefore the argument that they are paying taxes to gain these airport upgrades is not totally valid. One of the uses for the airport is to transport oil and gas workers to Fort McMurray, which is of no real benefit to the County. Any involvement in the Heartland Industrial area does have some benefit to the County. However, the very large capital cost to undertake the projects requested by industry cannot be warranted merely from taxes paid. Other contributions are required.

The oil and gas companies have indicated that several infrastructure items would be of benefit to the users of the airport. One of these is a Fixed Base Operation (FBO). The FBO is not only expensive relative to construction, but it also requires ongoing maintenance and operation. However, the FBO has several sources of revenue that can pay for the ongoing expenses of operation and there are other activities that could be negotiated with the County. For example, the FBO could manage the parking, collect the fees and pay portions of the fees back to the County.

13. SUMMARY

The Strathcona Airport (Josephburg) is well positioned to take advantage of the continued growth in the oil and gas industry. Even with the economic unrest at the time of preparing this report, the price of oil is still strong. The Alberta economy has seen many “booms and busts”. It is the feeling of most economists that this downturn or recession will create an adjustment in the market and while growth may be slower, it will continue. The Canadian banking system is strong and the demand for oil and gas will not completely diminish. This may mean that the 20 year capital plan for the airport may be increased to a 25 or 30 year time frame.

The airport is also well positioned to take traffic currently going to other airports. The proximity to Fort Saskatchewan, good highway access and lower rates and fees than those charged by Edmonton Airports, will allow this airport to provide a cost effective alternative.

While the revenues from the airport will never totally pay for the capital costs of the airport, the revenues will cover all of the regular maintenance and operation costs and contribute significantly to an airport reserve fund. In addition, future funding from partners will add to the capital required for the completion of the full capital program for the airport.

The County owns and manages the airport. As a major infrastructure project in the County, there is a great deal of investment in the airport. This investment must be protected and county policies and land use planning should reflect this. The airport must be recognized in all County documents as an economic support and an integral component to the continued economic development of the County.

This Strategic Plan provides direction for the County to move forward in the planning and development of the airport and the surrounding lands. This provides a financial path forward and creates direction for future investment. This Plan should be updated every few years to ensure that the policies and the direction are still relevant to the County. This would also allow for a reassessment of the capital needs and the financial commitments.

Appendix A – Consultation Summary

The following are summaries of the meetings held with the community, staff and government representatives.

Appendix A – 1 Community Meeting at Josephburg Community Hall – June 26, 2008

1. Pat Maloney of Patricia Maloney and Associates explained the reason for the meeting – she has been hired to facilitate the preparation of a Strategic Plan for the Strathcona Airport (Josephburg) and County staff have been selected to function as a form of Steering Committee.
2. Attendees were asked to participate in a short SWOT analysis. The following was the summary of that discussion.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong aviation community • Township Road 550 and Highway 830 • Building guarantees – within 12 months and appearance and upkeep in new leases • People and business from Fort Saskatchewan use the Airport as a small charter base • Airport zoning • Wireless tower at firehall to be recieveable at the airport 	<ul style="list-style-type: none"> • Flight path over the house, noise issue, smell from jet fuel • Lack of available lots for lease • Buses already travelling down 830, Shell planes will add cars and bus traffic to the area • Parking lot and roads are soft and sensitive to weather • Zoning may need to be addressed to expand uses appropriate at the airport • Runway length is maxed out and limits types of aircraft • Very limited transient aircraft parking without power • Tie down area is limited • Mud and gravel collection on the runway • Springtime the agricultural spray corporations come and go and damage the parking lot and runway area • Commercial operator lacks public access.
Opportunities	Threats
<ul style="list-style-type: none"> • Fixed Base Operation • Oil and gas industry can support the County with taxes on and offsite from the airport • T-hangers and row hangers necessary to improve efficiency • Possibility for airport related facilities without airplanes to develop on the airport lands 	<ul style="list-style-type: none"> • Not a high priority to have piped sewage and water, will have to be developer driven • County not likely motivated to construct and manage a Fixed Base Operation

3. Other issues and concerns raised were:
 - a. Strategic marketing is necessary
 - b. Need for more control and education regarding operations and safety, particularly ultra lights and aerial applicators
 - c. Some participants felt that the runway and airport should be treated like a mile of highway. It was pointed out that the County thinks of the airport more as a facility. The concern with user fees was expressed but it was noted that all facilities, even if built with tax dollars, generally have user fees (library membership, pool fees etc)
 - d. It was noted that at 8am and 4:30pm 5 days a week, the King Air flies for Shell
 - e. One attendee commented on a loud plane around 8 or 9pm a couple days a week and then disappear
 - f. Create a back road to get large trucks into airport to load spray planes
4. The vision was discussed;

“The Strathcona Airport (Josephburg) will be a successful general aviation airport serving primarily the oil and gas industry, in addition to local recreational users, with aviation related businesses on airport property and will form an integral component of the economic development of the County.”

Success was defined as financially successful, well run, safe, benefiting the community, and generating revenue. General consensus was that the draft vision fit the participant’s idea of the future of the airport as well.
5. The participants were advised of the timing for the project and told that there would be an open house to present the draft strategic plan in the fall.

Appendix A -2 Industry Committee Meeting - June 27, 2008, Heartland Hall

In attendance: Pat Maloney, Patricia Maloney & Associates
 Morgan Huber, Patricia Maloney & Associates
 Heather Horner, Strathcona County
 Cynthia Cvik, Strathcona County
 Ryerson Morely Christie – Statoilhydro
 David Ballicki – Petro Canada

1. Pat Maloney explained the reason for the meeting – she has been hired to facilitate the preparation of a Strategic Plan for the Strathcona Airport (Josephburg) and County staff have been selected to function as a form of Steering Committee.
2. Attendees were asked to participate in a short SWOT analysis. The following was the summary of that discussion.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Located in the centre of the NEW industrial heartland • Petrocanada is in the planning phase • Potential alternative to Edmonton City Centre • Large business travel contingent associated with the industrial heartland • Something other than Edmonton is appealing, • Transit time is key 	<ul style="list-style-type: none"> • Customer services do not exist, • Lack of car rentals and parking space

<ul style="list-style-type: none"> • Drop-off point b/w Fort McMurray and Calgary and Edmonton • Planned for a daily flight (arrive 6am and come back 6pm) for executives • Timing is less important for crews because they are in for 6 weeks and 1 week out • Transit time and convenience for executives and specialists is key 	
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Car rental service to facilitate other uses than just shuttle bus to upgrader facilities. • SH running a Dash8 to pick up workers and to transport office staff from Calgary to upgrader offices. • Plans for a 737 long range. • FBO/hangar where company vehicles and other terminal facilities are located. • Joint-hangar usage b/w other oil companies. Opportunity for a repair facility onsite (Edmonton airport is a long drive) 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • If Edmonton City Centre Airport closes down, where does everyone go? • Potential for proposed upgraders not to be built which decreases the demand

3. Other issues and concerns raised were:
 - a. 2009 – begin upgrading service, Beechcraft 18, Dash 8 and by 2010 a jet aircraft
 - b. Daily flights and eventual decrease to smaller aircraft
 - c. Daily flights – 1 large aircraft or 2 smaller ones
 - d. Need both Jet A and Jet B fuel
 - e. Ultimate water and sewer servicing (several miles away from a tie in)
4. Attendees were advised that the consultant would meet with the regulatory authorities, the County and then once a draft plan is prepared it will be presented at an open house and at a working meeting with Council in October 2008.

Appendix A – 3 County Steering Committee #1 - June 16, 2008, 370 Streambank Ave

In attendance: Pat Maloney, Patricia Maloney & Assoc.
 Heather Horner, Transportation and Agricultural Services, Strathcona County
 Cynthia Cvik, Planning and Development, Strathcona County
 Kyle Reiling, Economic Development & Tourism
 Peter Elzingo, Heartland Services Project Team

1. Pat Maloney explained the reason for the meeting – she has been hired to facilitate the preparation of a Strategic Plan for the Strathcona Airport (Josephburg) and County staff have been selected to function as a form of steering committee.
2. Attendees were asked to participate in a short SWOT analysis. The following was the summary of that discussion.

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • New infrastructure • Existing tenants • Rural area • Proximity to well trained and equipped fire hall • Ownership by municipality • Not in a built up area • Large area for parking 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Adjacent residents • Current policies • Flight paths over communities • Unserved land • Limited for future expansion
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Strong oil and gas industry • Proximity to Heartland • ERRA policies • Access to major highways • Partnership with Industry 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Changes in oil and gas development • Lack of provincial funding

3. Other issues and concerns raised were:
 - a. Fire protection (response time and ability to deal with aircraft accidents)
 - b. Flight paths (over the hamlet and the Town of Fort Saskatchewan)
 - c. Hamlet growth (identified as a growth node)
 - d. Ultimate water and sewer servicing (several miles away from a tie in)
 - e. Recreational uses directed to Cooking Lake (concern of conflict of use)
 - f. Confusion over who Shell wants to fly in and out of the airport
4. Committee was advised of the timing for the project and told that they would be invited to another meeting in mid July. Public consultation and other agency meetings would be held at the end of June.

Appendix A – 4 Airport Users and ERAA – June 26, 2008 – County Office

In attendance: Pat Maloney
Cynthia Cvik, Strathcona County
Diane Tran, ERAA
Jeff Goyen, Pilot

Heather Horner, Strathcona County
Morgan Huber
Dale Staklee, Pilot

1. Pat Maloney explained the reason for the meeting – she has been hired to facilitate the preparation of a Strategic Plan for the Strathcona Airport (Josephburg). We invited the participants to have the opportunity to participate in the creation of the Strategic Plan. A brief history of the airport was provided. Four other airports were used as examples of general aviation airports that could provide some direction for the future of Josephburg; Vernon, Wetaskiwin, Boundary Bay, and Red Deer.
2. Attendees were asked to participate in a short SWOT analysis. The following was the summary of that discussion.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Shell and other businesses have the opportunity to use the airport • Apron area is small and suitable for GA and light aircraft • Recent upgrades have been very good • Keeping an acceptable appearance and maintain grass and weeds and other aesthetic issues • New Lease with building requirements 	<ul style="list-style-type: none"> • Emergency response plan does not include the firehall, should at least cover the size and scale of aircraft coming in. Fire hall needs to be briefed to be capable of handling emergencies • Not enough infrastructure to handle passenger loads • Little terminal capacity • Apron will reach capacity very soon • Lack of ramp space for larger aircraft • No hangar lots available • Need shower and facilities for pilots • Natural recharge area and a natural salinity problem, adjacent to landfill, drains working at only 50%.
Opportunities	Threats
<ul style="list-style-type: none"> • Strategically placed to service northern Alberta • Private company to do a fixed base operation and upgrade the terminal • Small local partnerships with industry can help fund projects • Growth in corporate aviation frontside of a 5-6 year growth in Canada 	<ul style="list-style-type: none"> • Safety concerns regarding some pilots lack of radio use – particularly aerial applicators • PLR is unknown and larger planes could damage asphalt and apron • Uncontrolled airspace and need for pilots to follow the rules, no one is monitoring • Rural sprawl • No fire suppression for individual buildings • Increasing fuel prices

3. Other issues and concerns raised were:
 - a. Parking lot is soft, rain and heavy vehicles damage the parking lot
 - b. Plug-in parking needed in the area during the winter
 - c. Do not lose focus on general aviation, grass roots
 - d. Balance of commercial and General Aviation
 - e. Need piped water and sewer
 - f. Edmonton Airports was concerned that we were promoting too many airports in the region
4. The vision was discussed;
"The Strathcona (Josephburg) Airport will be a successful general aviation airport serving primarily the oil and gas industry, in addition to local recreational users, with aviation related businesses on airport property and will form an integral component of the economic development of the County."

Success was defined as financially successful, well run, safe, benefiting the community, and generating revenue. General consensus was that the draft vision fit the participant's idea of the future of the airport as well.

5. The participants were advised of the timing for the project and told that there would be an open house to present the draft strategic plan in the fall.

Appendix B – Rates and Fees Comparison

The following is a summary of the rates and fees of various airports in Alberta based on the Aviation Alberta, Airport Operators Chapter survey of airports. Note that Strathcona Airport (Josephburg) did not have an approved rates and fees schedule at this time and as such are not included on this list. The survey is based on self reporting by the airports.

Landing and Terminal Fees

The following are excerpts from the selection of landing and terminal fees provided in the survey. Community and Regional airports have been selected for comparison.

<u>Airport</u>	<u>Size</u>	<u>Fee / 1000 kg weight</u>	<u>Other fees</u>	<u>Comments</u>
Athabasca	All	\$10/landing		
Bonnyville		Piston \$20/1000 kg Turbine \$40/1000 kg		
High Level		\$2.47/1000 kg		
St. Paul	All	\$5.00 if overnight		
Calgary	Less than 10,000 kg \$10,000 – 45,000 kg All	\$4.14/1000kg \$4.77/1000kg Minimum \$30	Terminal Fees Less than 20 seats = \$2.61 / seat 21 – 80 seats = \$3.00 / seat	
City Centre/Edmonton International	Less than 21,000 kg 21,001 – 45,000 All	Turbine \$4.29/1000 kg Piston \$4.45/1000kg Turbine \$4.59/1000kg Piston \$5.63/1000kg Minimum \$15.00	Terminal Fees Range between \$1.59 and \$1.89 per person	
Grand Prairie	Less than 21,000 21,001 – 45,000 All	\$4.15/1000 kg \$5.28/1000 kg Minimum \$13.55		
Lethbridge	Less than 21,000 20,001 – 45,000 All	\$4.85/1000 kg \$6.10/1000 kg Minimum \$15.12		
Manning	Less than 10,000 10,001 – 20,000 Greater than 20,000 All	\$2.75/1000 kg \$3.00/1000 kg \$3.25/1000 kg Minimum \$12.00		
Medicine Hat	Less than 21,000 21,001 – 45,000 Greater than 45,000	\$4.75 / 1000 kg \$5.25 / 1000 kg \$5.75 / 1000 kg	Terminal Fees \$1.80 / person with 7 seats or more	
Rainbow Lake	Less than 21,000 21,001 – 45,000 Greater than 45,000 All	\$2.50/1000 kg \$2.75/1000 kg \$3.00/1000 kg Minimum of \$15.00		
Red Deer	Less than 2,000 2,001 – 21,000 21,001 – 45,000	No charge \$3.50/1000 kg \$4.50/1000 kg	Facility Fee Ranges from 6 – 12 seats = \$25.00 To 61 – 89 seats = \$125.00 No landing fees for private aircraft based at the airport Training flights – first landing of the day full fee, each subsequent landing 25%	
Slave Lake	Less than 21,000 21,001 – 45,000	\$3.00 / 1000 kg \$3.35 / 1000 kg		
Springbank	Less than 10,000 More than 10,000 All	\$2.89/1000 kg \$3.50 /1000 kg Minimum \$11.75		

Aircraft Parking Rates and Fees

<u>Airport</u>	<u>Rates</u>
Bonnyville	Tarmac - \$10 / day and \$100/month Grass - \$5 / 48 hours and \$200 / year
Cooking Lake	\$30 /month and \$350 / year
Rainbow Lake	\$10 /day, \$60 / month and \$400 / year
Wetaskiwin	\$25 / month and \$250 / year
Grande Prairie	Between \$7.54 and \$38.36 / day
Red Deer	Between \$7 and \$30 / day and \$285 and \$3350 / year
Rocky Mountain House	\$7 / day and between \$187 and \$259 / year
Slave Lake	\$5 / day, \$100 / month and \$350 / year
Springbank	Between \$11.94 and \$15.41 per day and \$502 and \$750 / year

Fuel Flow Fees

Piston Ranges between \$0.03 and \$0.07 / litre
Turbine Ranges between \$0.0075 and \$0.055 / litre

Annual Land Rental Rates

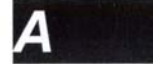
<u>Airport</u>	<u>Rates and Comments</u>	
Athabasca	Annual rate per sq.metre of building lot = \$0.65 (Private) \$0.70 (Commercial)	
Beaverlodge	Land owned by First Five: 5yr lease = \$300/yr	Land owned by Mr. Gordon Weldon: 5yr lease = \$150/yr
Bonnyville Regional	Annual rate per sq. metre of building lot = \$0.05	
Boyle	\$20/yr per hangar	
Brooks	Annual rate per sq. metre of building lot = \$0.56 (Private) \$0.70 (Commercial)	
Calgary International	\$320000/acre	
Camrose	\$0.95/m3 of Hangar Lot Area	
Cooking Lake	Condominium Fees = varies by lot size rages \$500 - \$1500/yr	
Drayton Valley	Annual rate per sq. metre of building lot = \$0.30 (Private)	
Edmonton City Centre	Annual rate per sq. metre of building lot = \$3.50 - \$4 (Private & Commercial)	
Elk Point	Annual rate per lot = \$500 (Private) \$1000 (Commercial)	
Grande Prairie	\$0.94/sq. metre/yr	
High Level	Annual rate per sq. metre of building lot = \$1.50 (Private & Commercial)	

High River Regional	Annual rate per sq. metre of building lot = \$2.15 (Private & Commercial)	Rate per lineal foot of property frontage = one time fee of \$100/front foot at lease signing
Jasper Hinton	Annual rate per sq. metre of building lot = \$0.65 (Private & Commercial)	Annual rate per sq. metre of building footprint = \$100 (Commercial)
Lac La Biche	Annual rate per sq. metre of building footprint = \$0.53 (Private)	
Lacombe	Annual rate per sq. metre of building footprint = App. \$1.65+GST (Private) App. \$1.65+GST (Commercial)	
Manning	Annual rate per sq. metre of building lot = \$1 (Private & Commercial)	
Medicine Hat Regional	Annual rate per sq. metre of building lot = \$1.77 (Private & Commercial)	
Pincher Creek Municipal	Annual rate per sq. metre of building lot = \$0.75 (Private & Commercial)	

Appendix C – Land Use Bylaw

Section 11: Airport

11.1 A Airport



11.1.1 Purpose

The purpose of this district is to provide for the orderly operation of an airport with a range of associated uses that are directly related to, compatible with, and in support of the airport. This district is not intended to control aeronautics.

11.1.2	Permitted Uses	11.1.3	Discretionary Uses
	agricultural, general agriculture, intensive horticultural aircraft sale/rental airport, private airport, public bulk fuel depot convenience vehicle rental emergency service fleet service office outdoor storage utility service, minor		food service, restaurant food service, speciality gas bar* residential security/operator unit retail, convenience

11.1.4 Subdivision Regulations

- a) N/A

11.1.5 Development Regulations

- a) The maximum height is 10 m.
- b) The minimum front yard is 10 m.
- c) The minimum side yard is 10 m.
- d) The minimum rear yard is 10 m.

11.1.6 Other Regulations

- a) In addition to the regulations listed above, other regulations apply. These include the general development regulations of Section 6 (accessory development, yards, projections into yards, lighting, environmental setbacks, etc.), the landscaping and screening provisions of Section 7, the parking and loading regulations of Section 8, the specific use regulations of Section 9 for those uses noted with an asterisk (*), and the sign regulations of Section 10.

11.2 A-O Airport Vicinity Protection Overlay**A-O****11.2.1 Purpose**

The purpose is to protect development within areas adjacent to an airport by avoiding conflicts from incompatible land use and development.

11.2.2 Permitted and Discretionary Uses

- a) Permitted and discretionary uses are the same as those in the underlying district unless they are prohibited by this overlay because they will cause objectionable or dangerous conditions that would interfere with safety by reason of causing excessive:
- (i) discharge of toxic, noxious or other particulate matter into the atmosphere;
 - (ii) radiation or interference by the use of electronic equipment such as industrial x-ray, diathermy equipment, or equipment for commercial purposes that causes electrical interference with navigational signals or radio communications;
 - (iii) conflicting aircraft movements from private airports;
 - (iv) fire and explosive hazards;
 - (v) accumulation of any material or waste edible by or attractive to birds; or
 - (vi) development that creates glare or lighting that interferes with lights necessary for aircraft landing or take-off.

11.2.3 Subdivision Regulations

- a) The subdivision regulations of the underlying district apply.

11.2.4 Development Regulations

- a) The development regulations of the underlying district apply except the maximum height for any use and development including all appurtenances, including temporary construction equipment, shall not penetrate the following surfaces for those airports as shown on *Schedule "H"*:
- (i) The inner horizontal surface: a plane established at a consistent elevation of 45.73 m above the airport reference point (centre of runway) and extending outwards to a radius of 2438.4 m;
 - (ii) The conical surface: a surface extending outward and upward from the outer rim of the inner horizontal surface at a 1:20 slope to 76.21 m above the level of the inner horizontal surface;
 - (iii) The take-off/approach surface: inclined planes diverging at 10% outwards from the threshold limit (the beginning of that portion of the runway usable for landing) at a slope of 1:25 until they intersect the conical surface;
 - (iv) The transitional surfaces: inclined planes diverging outwards at a slope of 1:5 from the sides of the take-off/approach surfaces until it intersects the inner horizontal surface.
- b) Notwithstanding Section 11.2.4 a), these height limitations may be penetrated if an aeronautical study satisfactory to Development Officer determines that the penetration would not adversely affect safety

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11.2.5 Other Regulations

- a) In addition to the regulations listed above, other regulations may apply. These include the general development regulations of Section 6 (accessory development, yards, projections into yards, lighting, environmental setbacks, etc.), the landscaping and screening provisions of Section 7, the parking and loading regulations of Section 8, the specific use regulations of Section 9 for those uses noted with an asterisk (*), and the sign regulations of Section 10.

Section 11: Airport

11-3

