St. Stephen (Giddens Memorial) Airport

Master Plan

Final Report | April 15, 2026

Table of Contents

List of Figures

List of Tables

1 INTRODUCTION

1.1 Context

St. Stephen (Giddens Memorial) Airport (the "Airport") is owned and operated by the Municipal District of St. Stephen (the "M.D."). The *St. Stephen's Municipal Plan*, enacted in October 2025, provides the following direction with respect to the Airport:

> ***Future Management of St. Stephen's Airport***
>
> *Council proposes to either sell the Municipal Airport to a private entity that agrees to a restrictive covenant limiting its use to an airport, or to gift the airport to another public entity. Council may also follow the recommendation of an independent expert consultant that demonstrates the cost-benefit analysis of continued municipal ownership of the airport with improvements under the long-term Asset Management Plan.*

1.2 Objectives

In response to the direction established through the Municipal Plan, the M.D., alongside the Town of Saint Andrews (the "Town") and the Southwest New Brunswick Service Commission (the "Service Commission"), have identified the need to comprehensively examine the Airport's current state and prospects, including the:

1. Development of a clear understanding of what value the Airport provides to the region today;
2. Consideration of whether the Airport represents a viable and regionally valuable facility that justifies the ongoing use of public resources;
3. Establishment of a realistic vision for how the Airport can provide economic and social benefits in the future; and
4. Identification of the steps to attain the future vision for the facility.

HM Aero Aviation Consulting was retained in October 2025 to address the objectives identified above through the preparation of the St. Stephen (Giddens Memorial) Airport Master Plan (the "Master Plan"). Oversight of the project was provided by the Chief Administrative Officers of the M.D. and Town and the Chief Executive Officer of the Service Commission.

1.3 Stakeholder and Community Engagement

A stakeholder and community engagement strategy was jointly developed by HM Aero and the project partners. Project stakeholders encompass parties with a vested interest in, or knowledge of, the Airport, such as tenants and operators; experts on subject matter of relevance to the Master Plan, such as the regional economy; and organizations that directly or indirectly benefit from the Airport. Stakeholders were engaged by in-person interviews and videoconference.

A total of 12 stakeholders were engaged during the development of the Master Plan:

- Bridges Brothers;
- Cooke Inc.;
- Flying 2C Helicopter Tours;
- Forest Protection Limited (FPL);
- Future St. Stephen;
- Kingsbrae Garden;
- Moncton Flight College;
- Royal Canadian Mounted Police (RCMP) Atlantic Region Air Services;
- St. Andrews Chamber of Commerce;
- St. Croix Valley Flying Club;
- St. Stephen Area Chamber of Commerce; and
- Synergi.

Input from residents and business in the region was facilitated through an online survey. A total of 229 responses were received through the Master Plan survey, with the composition by respondent type and municipality summarized in Table 1.1. The majority (61%) of responses were received from individuals residing in the M.D., with a further 31% of respondents residing in Saint Andrews, Fundy Shores, and Eastern Charlotte. When assessing by self-identified respondent type:

- Residents and household representatives comprised 74% of survey responses;
- 10% of responses came from representatives of businesses or organizations;
- Pilots and aircraft operators were responsible for 9% of responses; and
- Local elected officials and other types of respondents jointly provided 7% of responses.

Table 1.1 - Master Plan Survey Responses Overview

Municipality	Residents and Households		Businesses and Organizations		Pilots and Aircraft Operators		Elected Officials		Other / Blank		Total	
St. Stephen	114	50%	11	5%	7	3%	3	1%	4	2%	**139**	**61%**
Saint Andrews	11	5%	8	3%	5	2%	1	< 1%	2	1%	**27**	**12%**
Fundy Shores	21	9%	1	< 1%	1	< 1%	2	1%			**25**	**11%**
Eastern Charlotte	13	6%	2	1%	1	< 1%	2	1%	1	< 1%	**19**	**8%**
Rural District 10	4	2%			1	< 1%					**5**	**2%**
Campobello Island					1	< 1%					**1**	**< 1%**
Other	7	3%	1	< 1%	4	2%			1	< 1%	**13**	**6%**
Total	**170**	**74%**	**23**	**10%**	**20**	**9%**	**8**	**3%**	**8**	**3%**	**229**	**100%**

2 AIRPORT OVERVIEW

2.1 Service Delivery

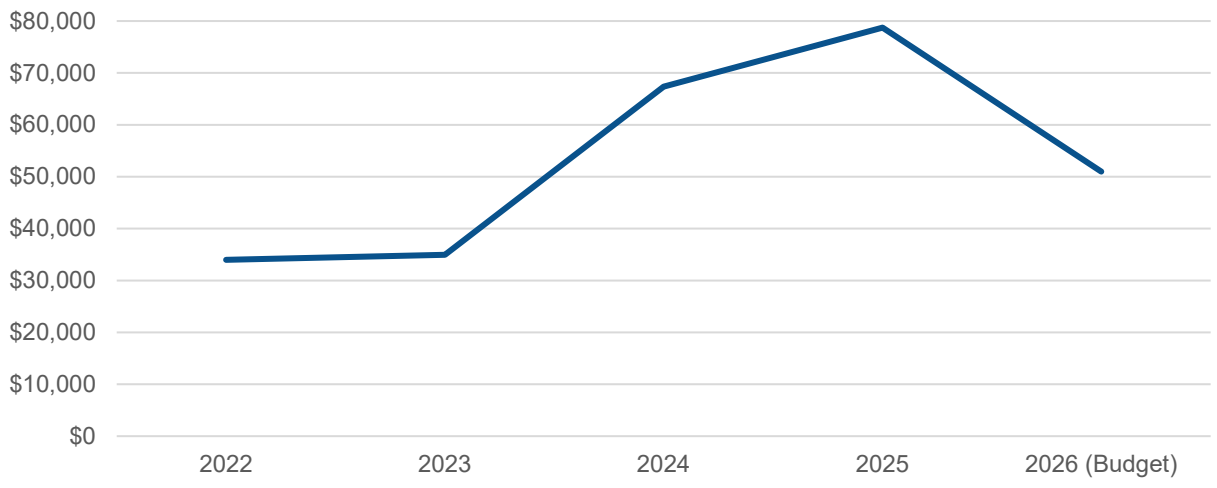
The Airport is owned by the M.D. and is governed by the nine elected officials comprising the Municipal District Council. The facility is operated as a registered aerodrome under the federal oversight of Transport Canada, with generally limited aeronautical regulatory obligations. No permanent staffing is assigned by the M.D. to the administration or operation of the Airport; management oversight is jointly provided on an as-required basis by the Chief Administrative Officer and Director of Infrastructure, with such duties generally being limited.

The Public Works Department completes routine maintenance at the Airport, including snow clearing, grass cutting, maintaining the airfield lighting system, and periodic repair and replacement projects. Three pieces of equipment within the Public Works Department's fleet are assigned to the Airport, including a ¾ ton truck and plow, utility tractor and bush hog, and mower. No permanent Public Works staff are assigned to the Airport and the maintenance service levels provided (e.g., snow clearing) are influenced by available resources, other municipal priorities, and requests from aircraft operators.

Limited revenues are generated through the Airport; accordingly, the facility's operating expenses mean that it is provided as a tax-supported municipal service and is allocated financial resources through the M.D.'s General Operating Fund. The financial performance of the facility over the previous four years and budgeted for 2026 is shown in Figure 2.1. During this period, the financial resources allocated to maintaining the Airport increased from a baseline of approximately $34,000 in 2022 and 2023 to between $67,000 and $79,000 in 2024 and 2025 because of one-time increases in property maintenance and license costs. A review of previous years (2019 and 2020) indicates similar financial performance, with tax-supported operating expenses of between $31,000 and $66,000 annually. The budgeted financial performance of the Airport in 2026 anticipates a decrease to a total tax-supported expense of approximately $51,000, representing 2% of the approximately $2.5 million budget of Transportation Services.

The preceding discussion of the Airport's financial performance is strictly a reflection of its operating expenses. Aside from limited scope maintenance projects, such as line painting and crack sealing, no investments have been made in the facility's capital assets and no transfers to capital reserves are made on an ongoing basis. Accordingly, the Airport is neither financially self-sustaining from an operating nor a capital perspective.

Figure 2.1 - Airport Operating Expenses (2022-2026)



2.2 Infrastructure and Services

The Airport is located on a 32-hectare parcel of land owned by the M.D. The facility's site plan is shown in Figure 2.2. The primary infrastructure assets and supporting services of the Airport include:

- **Runway 13-31**, an approximately 3,004 ft. (916 m) by 67 ft. (21 m) asphalt surfaced runway.
- The taxiway system, comprising three separate segments:
    - **Taxiway A** is a 43 ft. (13 m) wide asphalt surfaced facility connecting the Runway 13 threshold and Apron I over an approximately 223 ft. (68 m) length;
    - **Taxiway B** extends northwest and southeast of Apron I along the private hangar line and connects with Runway 13-31. Taxiway B is comprised of an asphalt surface for approximately 443 ft. (135 m) of its length, before transitioning to a gravel and grass surface for the remaining 541 ft. (165 m); and
    - **Taxiway C** connects the private Apron II with Runway 13-31.
- The apron system, with two separate assets:
    - **Apron I** is the Airport's public use area for aircraft parking, servicing, and fuelling. Apron I is comprised of an asphalt surface and has a total area of approximately 38,500 ft^2 (3,580 m^2); and
    - **Apron II** serves hangars located on privately owned lands.
- **Visual navigation aids** include low-intensity incandescent airfield lighting on Runway 13-31 and Taxiway A and a wind direction indicator north of Taxiway A.
- RNAV (GNSS) **Instrument Approach Procedures** are published for Runways 13 and 31.
- **100 Low Lead ("avgas") aircraft fuel** is available for purchase from the St. Croix Valley Flying Club from an above-ground tank located on the western side of Apron I.
- A single-storey **terminal building** is located adjacent to Apron I, providing basic rest and washroom facilities for crew and passengers.
- The Canada Border Services Agency (CBSA) designates the facility as an **Airport of Entry / 15**, which permits the clearing of up to 15 persons arriving by private or company general aviation aircraft on an unscheduled basis.

No on-site weather observation and reporting services are available; NAV CANADA maintains a weather camera collocated with the terminal building. Groundside access is provided from Route 170 through Sawmill Lane. Domestic water consumption is supported by a well servicing the terminal building; no sanitary sewer services are available at the Airport. Chain link fencing and gates enclose the Airport's perimeter.

ST. STEPHEN (GIDDENS MEMORIAL)
AIRPORT MASTER PLAN

FIGURE 2.2
AIRPORT SITE PLAN

0 100 200
Meters

*FOR PLANNING PURPOSES ONLY

2.3 Airport Use and Regional Value

2.3.1 Tenants and Based Users

A total of seven hangars are located at the Airport on lands leased from the M.D. that are used to store privately owned general aviation aircraft. Hangars and non-aviation warehouses are located on privately owned lands contiguous to the Airport with direct airside access to the runway. Based on data available through the Canadian Civil Aircraft Registry, 13 privately owned aircraft have the Airport identified as their base of operations, including single-engine piston aircraft and ultralights.

The St. Croix Valley Flying Club is the nucleus of the general aviation community in the region and in recent years has organized fundraising events, fly-ins, and runway runs. The Flying Club also maintains the 100 Low Lead aviation fuel system.

Flying 2C Helicopter Tours, an air taxi and aerial work provider, uses the Airport as a base for sightseeing tours around the region, including popular attractions such as St. Andrews by-the-Sea, Passamaquoddy Bay, St. Croix Island National Historic Site, Bay of Fundy, and Campobello Island. The company is based off-site at a private hangar and uses the Airport for the passenger-facing elements of its sightseeing business.

Environment and Climate Change Canada leases an area on the groundside portion of the Airport adjacent to Sawmill Lane for a weather observation station.

Private aircraft hangars

2.3.2 Aircraft Activity Levels

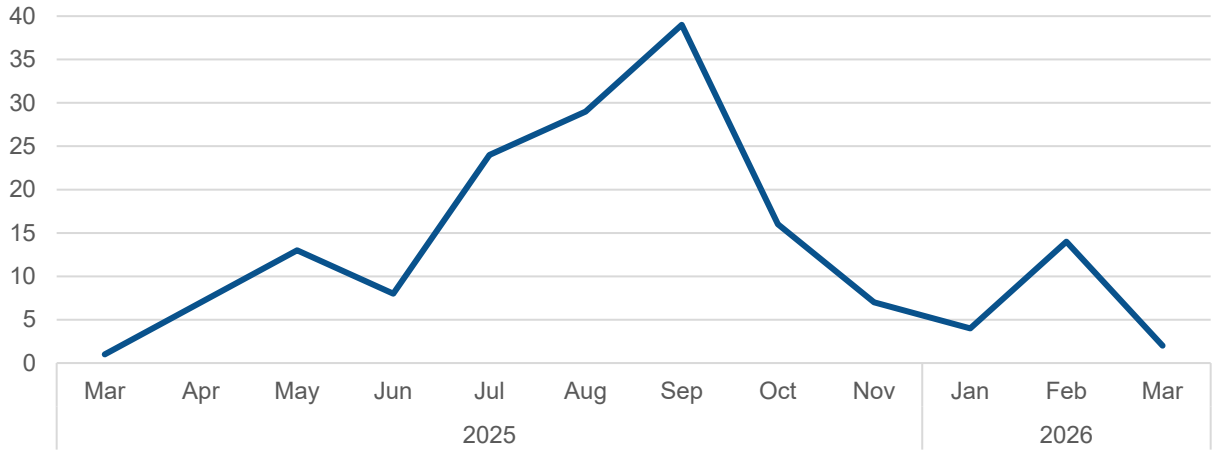
Activity levels, in terms of arriving and departing passengers and aircraft, are not tracked at the Airport. To provide an overview of aircraft activity, data for the 12-month period of mid-March 2025 to 2026 was procured from FlightAware. This dataset is based on inputs from air navigation service providers, ground and space-based ADS-B ground stations, and major provider datalinks. Actual aircraft activity levels exceed those included in the FlightAware data, as not all aircraft operating at the Airport are captured through the above-noted data collection methods. Certain aircraft operators may also be blocked from public viewing on request.

A total of 164 aircraft arrivals and departures were logged in the 12-month FlightAware data period, with activity peaking in the summer months as shown in Figure 2.3. Actual activity at the Airport is higher than the 164 reported movements due to the FlightAware data limitations. Aircraft arrivals and departures were predominantly to communities in Eastern and Atlantic Canada and the Northeastern United States, including New Brunswick, Nova Scotia, Prince Edward Island, Quebec, Ontario, Maine, and New York, as shown in Figure 2.4. 55% of records had an aircraft type reported; based on this subset of the data, the most common aircraft types included:

- Twin-engine piston and turboprop aircraft, which cumulatively comprised 38% of all activity. The Beechcraft King Air 200, Cessna 340, and Cessna 441 led activity in this segment;
- Single-engine turboprop aircraft, representing 36% of movements. Examples include the Pilatus PC-12 and Socata TBM-850; and
- Single-engine piston aircraft such as the Piper PA-24, 28, and 32; Cessna 150, 172, and 182; and Beechcraft Bonanza. This category represented 27% of activity.

Based on the data limitations, this breakdown likely underreports activity by users such as private piston-engine general aviation aircraft and rotary-wing activity not captured in FlightAware's records.

Figure 2.3 - Aircraft Arrivals and Departures (March 2025 to 2026)



Data sourced through FlightAware and underrepresents overall activity in the reviewed period.

Figure 2.4 - Aircraft Origins and Destinations (March 2025 to 2026)

Graphics prepared through Great Circle Mapper. Data sourced through FlightAware and underrepresents overall activity in the reviewed period.

2.3.3 Primary Forms of Activity and Baseline Value

Based on the review of the data presented in Sections 2.3.1 and 2.3.2, information shared through stakeholder consultations and community engagement, and research by HM Aero, the primary types of aviation activity that routinely occur at the Airport are as follows.

Activity attributed to operators based at the Airport primarily includes:

- The use of privately owned single-engine aircraft for recreational and business purposes;
- The facilitation of community-oriented aviation programming by the St. Croix Valley Flying Club, including events such as fly-ins and runway runs;
- Rotary-wing sightseeing flights by Flying 2C Helicopter Tours; and
- Flight instruction to initial stages of licensing.

The use of the Airport by operators not based in St. Stephen (i.e., itinerant or visiting traffic) includes:

- Private, corporate, and chartered aircraft being used by individuals or groups travelling to the region. This includes parties travelling for private or discretionary purposes, such as tourism and accessing seasonal residences; as well as business reasons. As noted previously, visiting aircraft are primarily from Eastern and Atlantic Canada and the Northeastern United States;
- Aircraft entering Canada from the United States and clearing customs through CBSA before continuing onwards to destinations in Atlantic Canada (e.g., Fredericton, Halifax, Saint John);
- Aircraft from Flight Training Units, such as Moncton Flight College, completing navigation training exercises between airports (“cross country flights”); and
- Aircraft operated by or on behalf of the provincial and federal governments, including fixed-wing patient transfers operated on behalf of Ambulance New Brunswick and rotary-wing assets used by the RCMP for border patrols, search and rescue, law enforcement, and training.

Considering the primary forms of activity that occur at the Airport alongside the frequency of such uses, the Airport’s baseline economic and social impacts are best categorized as positive in value to the region, but modest in scale. For the residents and community members of Southwest New Brunswick, the economic value of the Airport is primarily attributed to its support of the visitor economy through the:

- Helicopter-based tours of the area that are an attraction for tourists; and
- Facilitation of access to major attractions (e.g., Algonquin Resort) as well as seasonal residences. Consulted stakeholders indicate that inbound tourism to the region through the Airport is primarily individuals from Eastern Canada and the Northeastern United States with the financial means to afford travel by private or chartered aircraft.

Consulted stakeholders noted that the Airport also yields economic value by supporting business travel by major employers, such as Cooke and Carver. Consulted stakeholders have noted that the scale of this use has decreased due to factors such as the relocation of the Cooke headquarters to Saint John and concurrent increase in use of Saint John Airport; ongoing use by Carver was identified.

The degree to which the aviation services facilitated at the Airport add to quality of life and resident wellbeing throughout the region is most closely tied to RCMP law enforcement and search and rescue operations, and air ambulance patient transfers at a more limited scale. The support of private general aviation confers social value for individuals with the means to participate, and to the community more broadly through the Flying Club hosting public-facing events.

3 STRATEGIC EVALUATION AND PRIORITIES DEFINITION

3.1 Regional Priorities

In considering the future of the Airport, including the allocation of public financial resources at the local and potentially provincial and / or federal levels, a clear public interest case must be established. As a municipal service, the Airport should be responsive to the priorities of the residents and businesses of the region and should serve as a force for the economic and social betterment of the area.

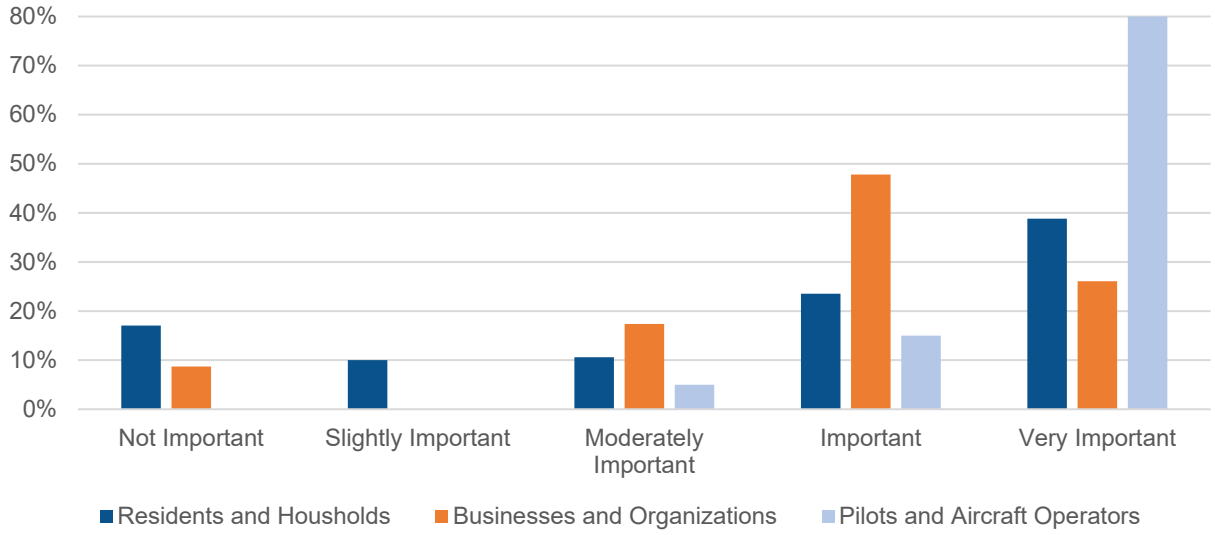
Through the surveying process described in Section 1.3, residents, businesses, and aviation stakeholders in Southwest New Brunswick were engaged to understand the degree to which the Airport addresses their priorities. The findings add value to the baseline understanding of the relationship between the Airport and the region it serves, but are influenced by several factors:

- Participation in the survey was self-initiated, as opposed to targeted outreach. Individuals with strong opinions regarding the Airport, whether positive or negative, are more likely to respond. Findings may therefore overrepresent strong opinions relative to the broader population with more moderate feelings or that are unaware of the Airport altogether;
- Geographic and population-based representation is uneven, affecting the degree to which conclusions by municipality or region can be drawn. Responses are heavily concentrated in St. Stephen, which accounts for more than 60% of all responses. Other communities in Southwest New Brunswick are represented by fewer respondents or are absent altogether;
- Aviation stakeholders (e.g., pilots, aircraft operators) comprise a larger portion of responses compared to their share of the region as a whole; and
- Respondents were presented with limited supporting baseline information on the Airport. Individuals were reliant on their preexisting level of awareness on the Airport.

Respondents were posed a question regarding the importance of having an airport serving St. Stephen and the surrounding region. Responses to this question are summarized in Figure 3.1, broken down by respondent type for the three primary categories, excluding local elected officials and other stakeholders given their limited composition of the responses received. Across the dataset, generally high levels of importance were assigned – 67% of respondents deemed having an airport serving the region as being “important” or “very important”. When considering perspectives by respondent type:

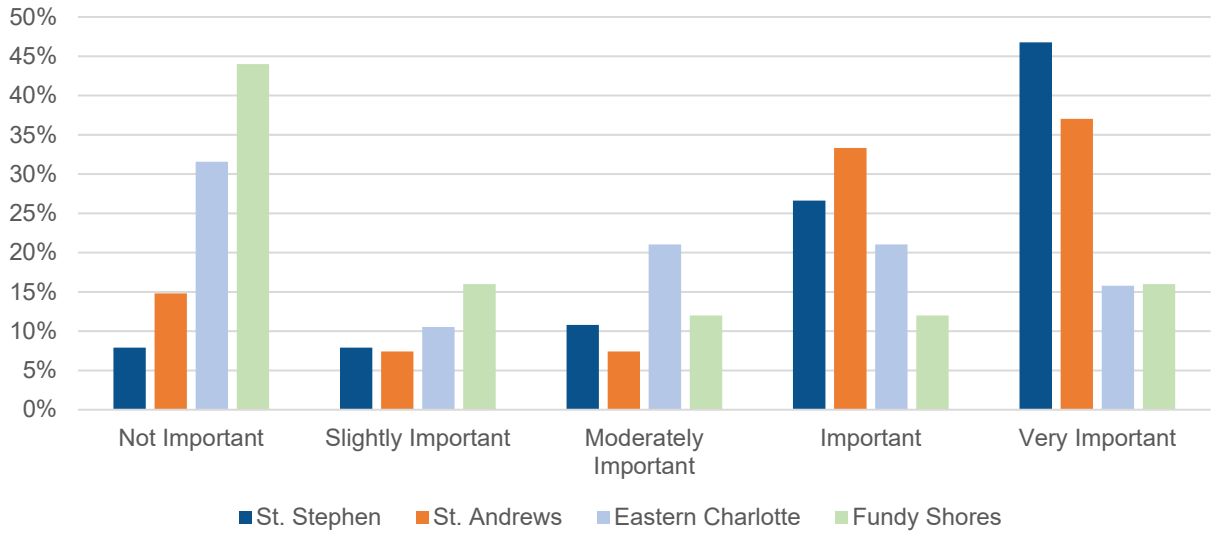
- **Aviation stakeholders** expressed the strongest support for the Airport, with 95% assigning the two highest levels of valuation. These perspectives were grounded in the respondents’ prioritization of emergency response services (e.g., air ambulance, wildfire, search and rescue) and private and business general aviation activity. A prevailing viewpoint among this group was that the Airport is an underutilized access with growth potential, but that this outlook is constrained by the facility’s infrastructure and services, requiring investment;
- **Business respondents** expressed positive sentiments, with 74% deeming the facility as being “important” or “very important” and emphasizing the Airport’s role in economic development, investment attraction, business travel, and support of the visitor economy; and
- Support across **residents and households** was more mixed compared to the preceding respondents but still positive. 62% of individuals assigned the highest levels of support, while 27% deemed the facility to be “not important” or only “slightly important”. Supportive residents emphasized the Airport’s emergency services role, whereas individuals that assigned less value to the facility generally cited its usage by a limited number of individuals (i.e., not representing a broad public benefit) and municipal financial pressures that warrant resources assigned to the Airport being directed in different manners. Noting the foregoing, less supportive individuals still routinely acknowledged the emergency services role of the Airport.

Figure 3.1 - Respondent Valuations of the Airport by Category



Note: *213 of 229 survey responses included, excluding Local Elected Official and Other respondents due to limited sample size.*

Figure 3.2 - Respondent Valuations of the Airport by Municipality



Note: *210 of 229 survey responses included, excluding Rural District 10, Campobello Island, and Other respondents due to limited sample size.*

Perspectives also varied by municipality of residence, noting the limitations described previously about the geographic representativeness of the dataset. As shown in Figure 3.2, support was strongest among respondents in the immediate area and decreased with distance. A similar proportion of respondents in **St. Stephen** and **St. Andrews** (73% and 70%) assigned the two highest levels of importance; support in St. Andrews was slightly more divided, with a higher proportion of individuals deeming the facility as being “not important” compared to St. Stephen. A minority of respondents in **Eastern Charlotte** and **Fundy Shores** (37% and 28%, respectively) deemed the facility to be “important” or “very important”. Limited data was available with which to assess the views of respondents in other communities.

Based on the surveying process, the following key themes have been identified:

- The airport is widely viewed as essential emergency infrastructure, not primarily as a commercial airport. The most consistent case cited for the Airport across respondent types was its role in supporting air ambulance, emergency response, wildfire suppression, and border patrol operations. The facility's current and potential economic value was cited more commonly by respondents with aviation and business interests;
- Support is strongest among those closest to the facility and those who use it and weakens with distance and lack of direct exposure. Residents of St. Stephen and St. Andrews, aviation stakeholders, and businesses generally assign high levels of value to the Airport, while more distant communities (e.g., Eastern Charlotte, Fundy Shores) or groups with less exposure to the facility (e.g., residents and households) show more skepticism, largely tied to a perceived lack of personal benefit; and
- Respondents that are more hesitant to see investment in the Airport commonly support such views less by opposition to the facility itself, and more by factors such as cost, perceived benefit, and lack of awareness for what would justify such investments. Concerns regarding municipal financial capacity amid competing priorities were also raised.

3.2 Aviation System Context

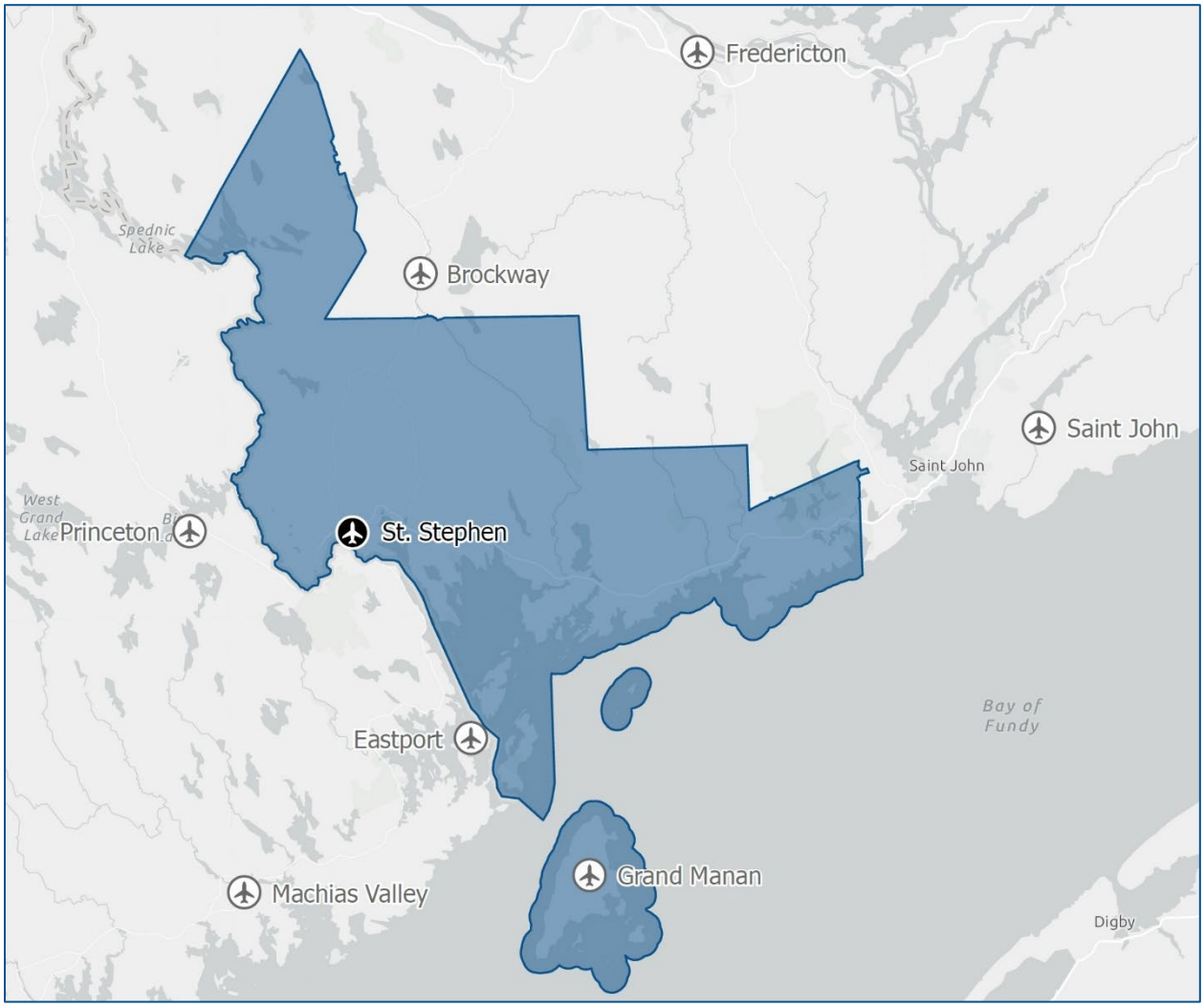
The Airport is one of two publicly owned and operated aerodromes located within the municipalities of the Southwest New Brunswick Service Commission and the only facility located on the mainland. Considering how demand for aviation services in Southwest New Brunswick may be served by the Airport requires an understanding of the roles and influences of other airports, including those shown in Figure 3.3 and discussed in the following subsections.

3.2.1 Grand Manan Airport

Grand Manan Airport is located 65 km to the southeast of St. Stephen and is owned and operated by the Village of Grand Manan. The sustainment of year-round fixed-wing air ambulance operations represents the primary role of the airport, with an agreement established between Ambulance New Brunswick and Voyageur Airways in 2024 for an aircraft to be permanently based on the island. The Village undertook a $2 million project over 2024-2025 to construct a new hangar to support the air ambulance service. Submissions have also been made for the potential extension of the 3,000 ft. runway by approximately 1,000 ft. to better support air ambulance services. A $6.3 million runway, taxiway, and apron reconstruction project was completed in 2023 to bring the airfield assets back into a state of good repair.

Given its location on Grand Manan, the airport poses limited competitive pressures on St. Stephen in terms of meeting demand for aviation services on the mainland catchment area.

Figure 3.3 - Southwest New Brunswick Public-Use Airports



Municipalities that are part of the Southwest New Brunswick Service Commission are shown in blue

3.2.2 Brockway Airport

Brockway Airport is located 40 km northeast of St. Stephen. The facility is owned by the Government of New Brunswick, with oversight provided by the Department of Natural Resources. Public use of the airport requires prior notice to the provincial government, with the facility's primary role being to support wildfire suppression and aerial application operations by FPL.

Given its limited infrastructure and restricted provincial use, Brockway Airport does not serve as an influence on meeting demand for public aviation services in Southwest New Brunswick. However, its proximity, provincial ownership, longer runway, and established role of supporting wildfire suppression operations were identified by FPL as factors that cumulatively negate the likelihood of fixed-wing airtankers using St. Stephen in the future.

3.2.3 Saint John Airport and Fredericton International Airport

Saint John Airport and Fredericton International Airport are located 110 km east and 90 km northeast of St. Stephen, respectively; both airports are approximately 1h30m by road from St. Stephen in normal conditions. The Saint John and Fredericton airports are federally owned and are operated by independent airport authorities as part of the National Airports System.

The proximity of both airports to St. Stephen is a significant influence on how demand for aviation services in Southwest New Brunswick is met:

- The two facilities cumulatively served over 500,000 airline passengers in 2024 and are connected to numerous destinations in Canada by Air Canada, Flair Airlines, Pascan Aviation, Porter Airlines, and WestJet. The competitive influence of both airports in this capacity renders scheduled passenger air services as being an unviable opportunity for St. Stephen;
- The airfield infrastructure, supporting services, and standard of year-round maintenance mean that the two airports have disproportionate impacts in attracting certain forms of aviation activity. In particular, demand by individuals travelling to and from Southwest New Brunswick using twin-engine turbofan aircraft (e.g., private, charter, and fractionally owned aircraft used for business and discretionary purposes) is significantly influenced by the longer, wider, and better maintained runways; Fixed Base Operator services; and reliable year-round maintenance of Fredericton and Saint John. Replicating and sustaining the level of infrastructure, services, and maintenance provided at the two airports is not economically viable for St. Stephen, either independently or with other local governments; and
- Fredericton is the primary base of operations for FPL – fixed-wing airtanker operations in Southwest New Brunswick are sustained from Fredericton, decreasing the need for such services to occur from St. Stephen.

3.2.4 Eastport Airport and Princeton Airport

The public airports serving Eastport and Princeton are located between 30 minutes and 40 minutes by road from St. Stephen and approximately 60 minutes from St. Andrews. Both airports feature longer (4,000 ft.) paved runways maintained in states of good repair, 100 Low Lead, and jet fuel.

Consulted stakeholders indicate that a proportion of the private, corporate, and charter traffic destined to Southwest New Brunswick for business and discretionary purposes is served through the two airports owing to their superior airfield infrastructure and availability of jet fuel.

3.3 Aviation Activity Segments Scan

A central theme established for the Master Plan is the identification of strategies to expand the Airport's utilization; economic and social value to the region; and operating revenue generation. Table 3.1 profiles a series of 10 current activity segments with the potential to grow, prospective forms of use not currently taking place, and opportunities repeatedly cited through the engagement process that warrant explanation as to their potential or lack thereof. Critical path items in terms of the infrastructure and services available at the Airport are identified, excluding lifecycle asset management obligations to ensure the state of good repair of existing infrastructure (e.g., the maintenance of the airfield pavements and lighting system).

Miscellaneous other forms of aviation activity may also be considered for the Airport that are not profiled below, such as aerial surveying and asset inspection. Emergent opportunities may be identified and pursued on an ongoing basis, and the critical path items of such prospects are anticipated to be encompassed through the recommendations made to serve the noted activity segments.

Table 3.1 - Aviation Activity Segments Scan

Activity Segment	Potential	Value	Critical Path Items
Air Ambulance Operations The use of the Airport by fixed-wing aircraft completing interfacility patient transfers on behalf of Ambulance New Brunswick to higher levels of medical care.	**Further Investigation Required** Ambulance New Brunswick and Voyageur Airways could not be consulted during the preparation of the Master Plan. Occasional use by fixed-wing air ambulance is identified in past movement records. Further engagement is advised to verify the requirements of Ambulance New Brunswick for the Airport.	• Social value through the timely connection of residents and visitors to higher levels of medical care • Increased alignment of the Airport with Government of New Brunswick departmental mandates	Further investigation with Ambulance New Brunswick required; *tentative critical path items may include*: • The extension of the runway (to 3,500 ft. or 4,000 ft.) for reliable year-round access • Improved terminal building facilities for air and ground crews
Wildfire Suppression The use of the Airport as a temporary base of operations (i.e., staging, maintenance, refuelling) as part of the response to nearby wildfires.	**Rotary-Wing – Moderate** Aviation stakeholders indicate that rotary-wing assets are being integrated in the provincial wildfire response strategy. Rotary-wing assets have more limited operational endurance and slower speeds, making nearby refuelling points advantageous. The closest facilities with jet fuel (Fredericton and Saint John) are each approximately 100 km away. **Fixed-Wing – Not Viable** Fixed-wing wildfire operations (airtankers and birddogs) are not deemed to be viable. Consultations with FPL note that response operations in Southwest New Brunswick can be effectively sustained from Brockway and Fredericton, and that the province is in the process of consolidating its base infrastructure from 11 to 6 or 7 locations.	• Revenue generation through fuel sales and facility use fees • Social value through enhanced protection of communities, infrastructure, and natural resources • Increased alignment of the Airport with Government of New Brunswick departmental mandates	• Availability of self-service jet fuel facilities • Suitable parking facilities (grass or paved) for multiple rotary-wing aircraft • Improved terminal building facilities for air and ground crews
Search and Rescue The support of rotary-wing search and rescue operations by the RCMP, Canadian Coast Guard, Royal Canadian Air Force, and other responding agencies. The support of fixed-wing searches by the Civil Air Search and Rescue Association.	**High** Consultations with the RCMP indicate that rotary-wing assets routinely train and deploy in a marine search and rescue capacity over Passamaquoddy Bay and the Bay of Fundy and confirmed that the Airport is ideally situated to support training and operations.	• Revenue generation through fuel sales • Social value through the enhancement of public safety • Increased alignment of the Airport with provincial and federal departmental mandates	• Availability of self-service jet fuel facilities • Suitable parking facilities (grass or paved) for rotary-wing aircraft • Improved terminal building facilities for air and ground crews • Extension of the runway (e.g., to 4,000 ft.) may permit occasional training by the Royal Canadian Air Force CC-295 Kingfisher from CFB Greenwood; routine operations are not anticipated due to the limited time in transit to Greenwood

Activity Segment	Potential	Value	Critical Path Items
Law Enforcement and Border Sovereignty The support of rotary-wing border patrols and law enforcement operations by the RCMP and other supporting agencies.	**High** The CBSA actively uses rotary-wing assets for monitoring the international border and has expanded such operations over the past year. The Airport is located at the end of the New Brunswick patrol route when aircraft commonly require refuelling; the availability of fuel would be advantageous by limiting the 90 km transit to Saint John for such services, reducing operating costs and productive downtime.	• Revenue generation through fuel sales • Social value through enhanced protection of border sovereignty • Increased alignment of the Airport with Government of Canada departmental mandates	• Availability of self-service jet fuel facilities • Suitable parking facilities for short duration rotary-wing parking • Improved terminal building facilities for RCMP personnel
Visitor Air Access The support of individuals and groups entering the region to engage with the visitor economy, such as staying at local accommodations or attending seasonal residences, and for business purposes. This encompasses use by private, corporate, chartered, and fractionally owned aircraft, up to single and twin-engine turboprop aircraft (e.g., Pilatus PC-12, Beechcraft King Air).	**Single / Twin-Engine Turboprop – Moderate** The Airport has an established role of serving visiting aircraft from Eastern and Atlantic Canada and the Northeast United States. Consulted stakeholders consistently cited high levels of out-of-region interest in Southwest New Brunswick on account of major attractions such as the Algonquin Resort and second homeowners. Stakeholders also suggested that current demand is being served by other airports, such as Saint John and Princeton. **Turbofan / Large Turboprop – Not Viable** A significant topic of past consideration for the Airport has been extending the runway beyond the property boundary (e.g., to 5,200 ft.) to support operations by large twin-engine turbofan and turboprop aircraft, such as the Cessna Citation X and the De Havilland Canada Dash 8-300. The Master Plan does not carry forward planning for this bracket of user due to 1) the significant costs associated with land acquisition, road realignment, runway construction, and ongoing maintenance; 2) the proximity of well-established competitor airports (Fredericton and Saint John) that have the potential to continue to attract such target forms of activity; 3) the anticipated limited scale of this activity; and 4) the financial capacity available and inability to generate a positive return on investment through user-based revenues.	• Revenue generation through fuel sales and facility use fees • Economic value through increased activity in the visitor economy • Economic value by enabling time-effective access by major employers • Increased alignment with local and regional priorities regarding economic development through the visitor economy and supporting major employers	• Availability of self-service jet fuel facilities • Suitable parking facilities for multiple single and twin-engine turboprop aircraft • Improved terminal building facilities for crew and passengers • Extension of the runway (e.g., to 4,000 ft.) may permit expanded access by larger aircraft and flights operating to further destinations
Aviation Tourism Experiences Aviation businesses that provide tourist-oriented experiences, such as sightseeing.	**Limited** An incumbent provider has stimulated demand for aerial sightseeing services in the regional market. The scale of future activity in this segment and whether it is served through the Airport or elsewhere (e.g., at a private hangar) remains to be seen over the short to medium term.	• Revenue generation through fuel sales and facility use fees • Economic value to the visitor economy through the support of value-added tourism experiences • Increased alignment with local and regional priorities regarding economic development through the visitor economy and supporting major employers	• Availability of self-service jet fuel facilities • Improved terminal building facilities for crew and passengers

Activity Segment	Potential	Value	Critical Path Items
Local General Aviation Use The facilitation of locally based general aviation aircraft operated for private and / or business purposes, including private hangar development.	**Limited** General aviation activity in the region is modest based on the views shared by stakeholders and available records of aircraft based in New Brunswick. However, consultations suggested that reinvestment in the Airport may stimulate further general aviation interest, supported by the availability of flight training locally and the spillover of demand from the larger Fredericton and Saint John airports.	• Revenue generation through fuel sales and land lease fees • Social value through the continued vitality of the general aviation community	• Delineation of new airside lots for hangar development • Further facility development is not a critical path item but certain investments (e.g., the extension of the runway) may stimulate interest by prospective users
Local Aviation Commercial Use The support of locally based aviation businesses, such as flight training, aircraft maintenance, etc.	**Limited** The scale of demand for general aviation services in Southwest New Brunswick is generally limited. While flight training currently occurs on-site by a private individual, demand is likely insufficient for a dedicated business with multiple employees, and Moncton Flight College absorbing most of the in-province training demand. Interest may be received from small businesses seeking to locate at the Airport may be received and should be facilitated; however, active business development efforts are not likely to generate a significant return.	• Revenue generation through fuel sales and land lease fees • Economic value through local aviation-based employment	• Delineation of new airside lots for hangar development • Further facility development is not a critical path item but certain investments (e.g., the extension of the runway) may stimulate interest by prospective users

3.4 Strategic Assessment

To support the establishment of a clear vision and intended role for the Airport and the preparation of a planning framework for its future advancement, an evaluation is provided of the internal and external factors of greatest impact to the facility's prospects. This includes strengths and opportunities that may be seized upon to effect positive change, alongside weaknesses and threats that, if not appropriately addressed, may hinder the future of the Airport.

3.4.1 Strengths

- **Community and Stakeholder Support:** As considered in Section 3.1, surveying completed during the development of the Master Plan suggests that there is a positive level of support in St. Stephen and the surrounding area for the Airport, subject to variation by community and respondent type. Interviewed stakeholders provided feedback that, while pragmatic in acknowledging the headwinds faced by the Airport, was optimistic in terms of attaining prospects with proper steps being taken. Together, this may suggest local and potentially regional support for improvements to the Airport that substantiates a public mandate.
- **Geographic Location:** The Airport's unique geographic location underpins several of its current use cases and prospects, including its proximity to the U.S. – Canada border; major visitor destinations, such as St. Andrews; and the marine areas of the Bay of Fundy and Passamaquoddy Bay. Considering its border location in particular, the Airport is ideally situated to serve aircraft transiting along established corridors through Maine and extending throughout Atlantic Canada.
- **Airport of Entry:** The designation of St. Stephen as a 24-hour Airport of Entry / 15 by the CBSA leverages its geographic location and sustains traffic by itinerant aircraft.
- **Established Visitor Economy:** The established visitor economy of the region, primarily anchored through St. Andrews and reinvestment in attractions such as the Algonquin Resort, represents a source of sustained air access demand from individuals with sufficient financial means. Such parties often generate higher levels of visitor spending based on their financial means. Stakeholders suggest that visitor levels have remained strong in the region despite recent economic and geopolitical uncertainty.
- **Baseline Use:** While limited in scale and economic impact, the Airport benefits from its established base of private general aviation users and itinerant traffic, as discussed in Section 2.3.3. This baseline activity represents a starting point upon which further growth can be built.

3.4.2 Weaknesses

- **Limited Baseline Public Impact:** While the baseline use of the Airport yields varying forms of economic and social value to the region, stakeholders identified a common viewpoint that the small scale of such activities mean that the accompanying magnitude of public benefit is limited. Although the comparatively limited operating expenses incurred by the M.D. in maintaining the Airport may be aligned with this baseline value, major increases in capital costs to rehabilitate existing assets may be disproportionate to the benefit received without a significant increase in economic and social value.
- **Critical Infrastructure Deficit:** As discussed further in Section 4, limited investments have been made in maintaining the infrastructure assets that are essential to sustaining future aviation operations – most notably, Runway 13-31, Taxiway A, Apron I, and the airfield lighting system. These core assets are beyond their standard service lives, are in poor condition, and will require financially intensive measures to ensure their future usability and safety. Airport-specific reserve funds have not been amassed to prepare for such works.

- **Inadequacy of Supporting Services:** A central theme shared during stakeholder consultations and identified by the project team is the absence of supporting services that are critical path items to greater levels of aviation operations with more significant economic and / or social impacts and revenue generating potential. As identified through Section 3.3, factors such as the unavailability of jet fuel and degraded condition of the terminal building are deterrents on forms of aviation services with greater economic impacts, social value, and / or revenue generating potential.
- **Minimal Revenue Generation:** As discussed in Section 2.1, the operating expenses of maintaining the Airport, while limited in scale and comparable to those of similar airports, and covered almost entirely through the M.D.'s General Operating Fund due to the near complete absence of revenue generation. Although the revenue generating potential of existing and potential future users is unlikely to sustain operating expenses and will not fully fund capital projects, incremental progress in revenue generation results in a corresponding benefit through the reduction of tax-supported allocations and represents good stewardship of public resources.
- **Municipal Financial Capacity:** The M.D., as the owner of the Airport, is presently responsible for sustaining the facility's operating and capital costs. Based on the municipality's 2026 budget, $9.4 million in tax revenues and $14.9 million in total revenues are expected for the full year. The Airport is one of many services delivered by the M.D. as a municipal government and is generally viewed as a discretionary or lower priority item compared to core functions tied to public safety, mobility, and health, such as the maintenance of roads, utilities, and recreation facilities. The M.D. has a finite and oversubscribed financial capacity that is a function of its limited ability to raise revenues, municipality-wide infrastructure deficit, downloading of responsibilities from upper levels of government, the legacy of increasing obligations stemming from its recent amalgamation, and cost-side pressures of delivering municipal services. The former Town of St. Stephen's 2018 Asset Management Plan identified an infrastructure deficit of approximately $47 million when considering roads and sidewalks; water, sewer, and storm mains; and transportation assets. The requirements of the Airport will compete with those of the municipality more broadly when contending with finite financial resources and may hinder project deliverability, such as road and sidewalk improvements, downtown revitalization, housing, and new recreational facilities.

  While the Master Plan will introduce concepts of intermunicipal collaboration in tackling Airport-related expenses by spreading the financial obligations over a larger assessment base, it must be understood that other municipalities in Southwest New Brunswick share financial capacity constraints like those contended with by the M.D.

3.4.3 Opportunities

- **Pursuing Opportunities of Greatest Potential:** The scan presented in Section 3.3 identifies a series of opportunities for growth and diversification that are anticipated to yield expanded economic impacts, social benefits, and revenue generation that will jointly improve the public value and financial sustainability of the Airport. By proactively investing in resolving critical path items and advancing towards the attainment of these forms of activity, meaningful progress can be made on addressing the underutilization and unclear public benefit of the Airport, while simultaneously substantiating the case for provincial and / or federal investment in major lifecycle capital projects.

- **Airport Development through Asset Optimization:** Past planning completed for the Airport has focused on opportunities that are contingent on projects with significant capital costs and considerable barriers to delivery. Previous planning in 2016, for example, was centred on the extension of the runway to 5,200 ft. and supporting services to permit access by the 50-seat De Havilland Canada Dash 8-300 and the Cessna Citation X turbofan aircraft. Capital costs for the runway were estimated at $11 million in 2016, or approximately $14 million when adjusted through the Consumer Price Index. Engaged stakeholders have suggested that the lack of progress made following the completion of the 2016 planning study can be tied to the considerable capital costs and lack of a clear economic justification.

  As profiled through the activity scan, attracting new and expanded forms of aviation services will require investments with associated capital costs – however, targeted enabling investments in projects such as jet fuel services and the replacement of the terminal building can be delivered at a considerably lower cost versus major airfield projects while resulting in increased value. The Master Plan prioritizes the efficient use of existing assets to attract high value opportunities in its initial phases, with the deferral of major capital expansion projects to later years once momentum has been established.

- **Adopting a Regionalized Approach:** Despite being owned and operated by the M.D., the baseline and anticipated future benefits of the Airport transcend the boundaries of St. Stephen and extend to other communities in Southwest New Brunswick. Adopting a model of intermunicipal collaboration may reduce the barriers to progress associated with reliance solely on the M.D.'s financial capacity, leverage respective strengths held by each local government that can add value to Airport-related governance, and more appropriately align financial participation with the municipalities receiving value from the facility.

3.4.4 Threats

- **Low Public Awareness:** Despite the positive valuations assigned to the Airport through the surveying process, a recurring theme was that respondents are unclear on the operation, users, and benefits provided through the Airport. Misconceptions may prevail in absence of clarity regarding the Airport's value and long-term strategy, potentially threatening local support for future investments.

- **Opportunity Cost of Inaction:** The Master Plan is being prepared at a juncture for the Airport, as recognized through the St. Stephen Municipal Plan. The continuation of the status quo approach will result in the Airport remaining underutilized, with an unclear public value proposition, and an increasing infrastructure deficit without a mandate or resourcing for action. If the M.D. chooses to explore the divestment of the Airport, that direction should be established with limited delay to offset the allocation of further public funds that can be directed to other priorities. If meaningful progress in line with the Master Plan is the preferred scenario, the M.D. and its partners will need to transition to proactive management.

- **Long-Term Sustainability of Privatization:** While other comparable airports in New Brunswick and elsewhere in Canada have been divested by municipal owners to the private sector, the long-term sustainability of this model may be challenged by the limited revenue potential of the Airport and its significant infrastructure deficit. The inability of the Airport to be financially self-sustaining does not mean that its operation is unjustified – its current and potential economic and social value represent a public good that may warrant its provision as a tax-supported municipal service, but this is at odds with private ownership where the financial capacity to sustain deficits may be lesser.

3.5 Airport Vision, Mission, and Role

Based on the strategic assessment, the Vision Statement established for the Airport that will guide the Master Plan is:

> *To collaboratively develop and sustain St. Stephen Airport as a regional asset to Southwest New Brunswick that supports public health and safety, welcomes visitors to the area, and contributes to economic vitality.*

The Mission Statement is:

> *To operate and steward the St. Stephen Airport in a safe, reliable, and financially responsible manner in partnership with regional stakeholders for the betterment of Southwest New Brunswick.*

The prioritized role of the Airport in alignment with the Vision and Mission Statements is to support:

1. Governmental and civilian air services that contribute to public health and safety. This includes air ambulance, wildfire response, search and rescue, border sovereignty, and law enforcement operations conducted by or on behalf of parties such as Ambulance New Brunswick, FPL, RCMP, Canadian Coast Guard, Royal Canadian Air Force, and the Civil Air Search and Rescue Association;
2. Aviation services that provide additive value to the regional economy, including private and business visitor access, aviation-based tourism experiences, and general aviation commercial tenancies that yield local employment; and
3. Community-oriented and private forms of aviation activity that are complementary to, and compatible with, the preceding elements of the Airport's role.

Terminal building and aerodrome beacon

4 FACILITY REQUIREMENTS DEFINITION

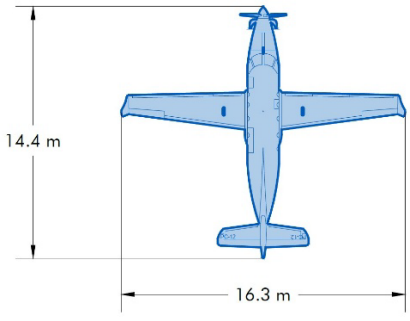
Section 4 provides a systematic evaluation of the infrastructure and services of the Airport to identify requirements for lifecycle asset management and improvement to respond to the strategic role. All cost estimates are developed at the Class D level of detail in 2026 Canadian dollars and are subject to refinement through engineering design and supporting due diligence, including but not limited to topographic surveying and geotechnical investigations.

4.1 Design Aircraft Identification

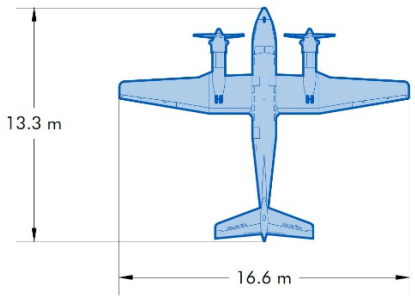
In the context of the Master Plan, the Design Aircraft is the aircraft with the most demanding operational requirements with respect to the determination of runway, taxiway, and apron dimensions, and other physical characteristics of the Airport. The single-engine turboprop Pilatus PC-12 and twin-engine turboprop Beechcraft King Air 200 (Table 4.1) are the two most operationally demanding aircraft types that make routine use of the Airport. Both platforms will serve as the Design Aircraft for planning purposes within the Master Plan, owing to their widespread use for regional private, corporate, and charter services in Canada and the Unites States; established air ambulance role in New Brunswick (King Air 200); and continued production and future lifespans.

Table 4.1 - Design Aircraft Specifications, Fixed-Wing

Specifications	Pilatus PC-12	Beechcraft King Air 200
Aircraft Group Number (AGN)	II	II
Length	14.4 m	13.3 m
Wingspan	16.3 m	16.6 m
Tail Height	4.3 m	4.6 m
Outer Main Gear Wheel Span	4.6 m	5.2 m
Maximum Take-Off Weight	4,740 kg	5,670 kg
Passenger Capacity	6 to 9 passengers	7 to 9 passengers
Primary Uses	Visitor Access – Private, Corporate, Charter	Air Ambulance Visitor Access – Private, Corporate, Charter



PILATUS PC-12
PASSENGERS: 6 to 9



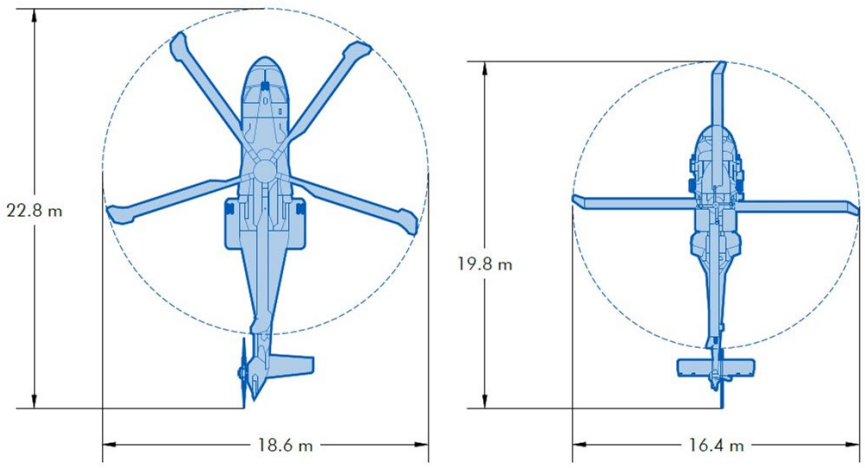
BEECHCRAFT KING AIR 200
PASSENGERS: 7 to 9

As noted previously, past planning for the Airport has considered larger Design Aircraft types, such as the twin-engine turbofan Cessna Citation X and twin-engine turboprop De Havilland Canada Dash 8-300. The Master Plan's Design Aircraft have been selected to reflect the refocused stance on optimizing use of the Airport with more cost-effective improvements versus the high capital costs associated with extending the runway for Cessna Citation and Dash 8 use.

The critical platforms designated as the Design Aircraft from a rotary-wing perspective are the Sikorsky UH-60 Black Hawk, which is operated on behalf of the RCMP for border patrol operations; and the AgustaWestland CH-149 Cormorant, which is operated by the Royal Canadian Air Force's 413 Transport and Rescue Squadron for search and rescue purposes from Canadian Forces Base Greenwood. The specifications of both aircraft are provided in Table 4.2. The rotary-wing Design Aircraft mix also accommodates for operations by smaller types, such as the Bell 206 used for sightseeing in the region and the RCMP Airbus Helicopters AS350 B3.

Table 4.2 - Design Aircraft Specifications, Rotary-Wing

Specifications	AgustaWestland CH-149 Cormorant	Sikorsky UH-60 Black Hawk
Length	22.8 m	19.8 m
Rotor Diameter	18.6 m	16.4 m
Height	6.7 m	5.1 m
Maximum Take-Off Weight	14,600 kg	9,979 kg
Primary Uses	Search and Rescue	Border Patrol Law Enforcement



4.2 Movement Area and Transitional Infrastructure

4.2.1 Runway 13-31

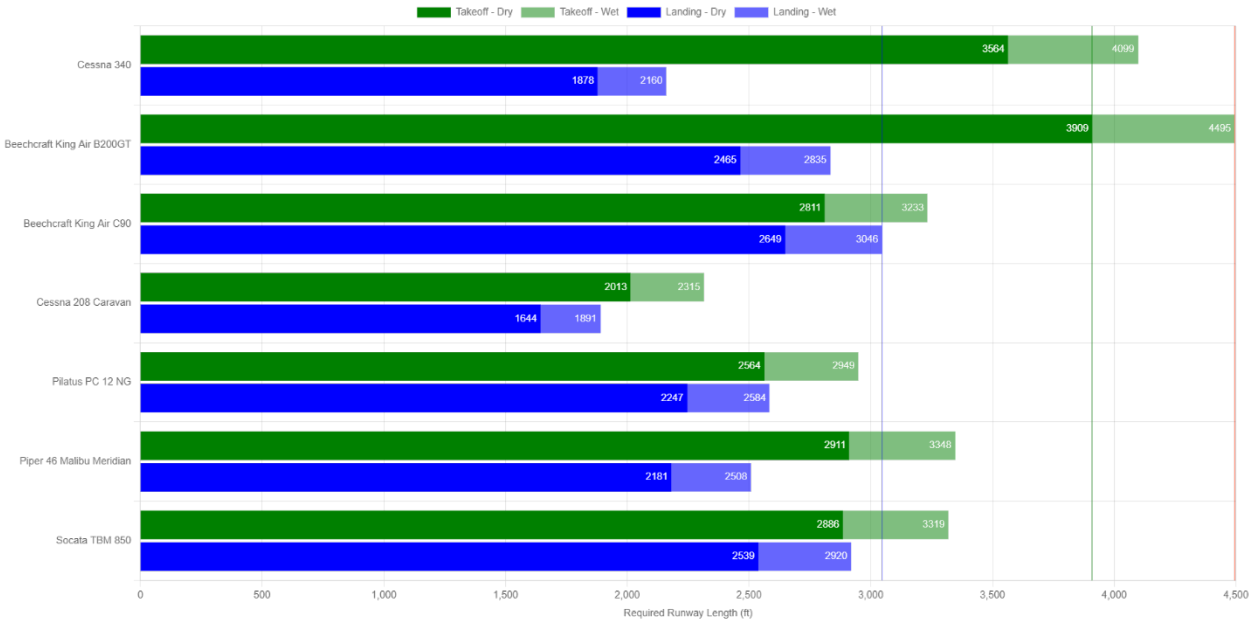
Operating Characteristics

Runway 13-31 is comprised of a 3,004 ft. (916 m) x 67 ft. (21 m) asphalt paved surface and is attested as meeting AGN II requirements[1].

The length of Runway 13-31 is one of the most significant influences on the aircraft types capable of operating at the Airport, based on the minimum takeoff and landing distances required on a given day on account of factors such as aircraft payload, temperature and density altitude, winds, and runway surface conditions. Both the Pilatus PC-12 and Beechcraft King Air 200, as well as other single and twin-engine piston and turboprop aircraft with similar capacities, routinely operate at the Airport in a range of conditions that influence performance.

The Small Aircraft Runway Length Analysis Tool developed by the U.S. Airport Cooperative Research Program has been used to provide a general overview of the runway length requirements of select aircraft types, including the two Design Aircraft, on a representative 25°C summer day with light winds, and using Runway 31 (uphill direction). All aircraft types are modelled as operating at 75% of their maximum useful load, reflecting a general concept of operations to destinations in Eastern and Atlantic Canada and the Northeastern United States. The findings of this exercise are shown in Figure 4.1.

Figure 4.1 - Aircraft Runway Performance Comparison



Notes: *Analysis per the U.S. Airport Cooperative Research Program Small Aircraft Runway Length Analysis Tool (Version 1.2.8). Pressure altitude set at 99 ft., temperature at 25°C, runway slope at 0.4% (Runway 31 operations), and winds at 5 knots. Analysis assumes all aircraft are operating at 75% of useful load.*

[1] Aeronautical publications that are current at the time of the Master Plan's preparation identify a 2,963 ft. (903 m) length and 75 ft. (23 m) width which were identified as being incorrect. The length and width reported in the Master Plan are based on aerial imagery and have not been surveyed to verify accuracy.

Based on the findings of the runway length analysis:

- Landing distances are less operationally constraining than takeoff distances, with the current runway length suitable for the fleet mix shown in both dry and contaminated surface conditions;
- The 3,000 ft. runway length is generally suitable for the modelled operations of single-engine turboprops in uncontaminated conditions, including the Pilatus PC-12, Cessna 208 Grand Caravan, Piper PA-46 Malibu Meridian, and Socata TBM-850. Operations with wet runway surface conditions for two of these platforms would be constrained, with a target length of between 3,300 ft. and 3,400 ft.; and
- The runway is suitable in dry conditions for the smaller Beechcraft King Air C90, although contamination poses a limitation. Use by the larger twin-engine turboprop Beechcraft King Air 200 and twin-engine piston Cessna 340 becomes more constrained, with a target length of between 3,500 ft. and 3,900 ft. for operations in dry runway conditions or as much as 4,500 ft. for contaminated runway conditions.

When considering the records of aircraft operations at the Airport, repeated use is identified by single and twin-engine turboprop aircraft (e.g., Pilatus PC-12, Beechcraft King Air 200) that have more demanding runway length requirements identified through the analysis process. The extension of Runway 13-31 to a target length of approximately 3,900 ft. would permit unrestricted operations by an extensive range of single and twin-engine turboprop aircraft and significantly reduce the performance limitations experienced by the largest aircraft modelled – the Beechcraft King Air 200. As described in Section 5, the extension of the runway to this length can be accomplished within the current property boundary without the realignment of Old Bay Road or the acquisition of private lands. A 3,900 ft. runway length would align with the length being considered for Grand Manan Airport to support optimized operations by the Beechcraft King Air 200 and is comparable to other community airports in the Maritimes, including Pokemouche (3,400 ft.), Digby (3,900 ft.), Liverpool / South Shore Regional (3,900 ft.), and Brockway (4,000 ft.).

While the extension of Runway 13-31 to a target length of 3,900 ft. will significantly improve the operating capabilities of the Airport, this represents a high capital cost project that will exceed the financial capacity of the M.D. and prospective local government partners, necessitating external contributions from the provincial government, federal government, and / or private sector. As articulated throughout the Master Plan, growth in aircraft activity and associated economic and social value can be supported independent of the extension of the runway through investments in enabling services, most notably jet fuel. Accordingly, the extension of Runway 13-31 is identified as a recommendation for the medium-term planning horizon (6-10 years) – pending the availability of suitable financial resources, completion of the extension concurrent with the reconstruction of the asset is recommended to achieve financial efficiencies in construction.

The width of Runway 13-31 is substandard based on TP312 – Aerodrome Standards and Recommended Practices (5th Edition) for the Outer Main Gear Wheel Spans of the Design Aircraft – for the Beechcraft King Air 200 and Pilatus PC-12, a runway width of 75 ft. (23 m) would be required. The width of Runway 13-31 was also raised as a challenge during winter operations when windrows further constrain the usable surface width. As part of the future reconstruction of Runway 13-31, it is recommended that the asset be expanded to a 75 ft. width – this recommendation is independent of whether the decision is made to extend the runway.

Information on the pavement structure is unavailable with which to assess its suitability for the loading of the Design Aircraft. As both the Beechcraft King Air 200 and Pilatus PC-12 routinely operate from Runway 13-31 without issue, the current pavement structure is assumed to be suitable for continued use, pending geotechnical investigation during engineering design for the future rehabilitation project.

Asset Condition

Runway 13-31 was originally constructed in 1985. Based on available data, there is no record of comprehensive rehabilitation projects having been completed since the original construction of the asset and crack sealing has been completed on an ad hoc basis, with multiple years typically elapsing between sealing projects. Based on a typical estimated service life of 20 years for airfield asphalt pavements, Runway 13-31 is 21 years beyond its useful service life.

Previous assessment by Dillon Consulting in 2016 when the asset was at 31 years in service identified signs of wear, oxidation, serious cracking, and areas of undulation and settlement, with the performance of the asset noted to likely be influenced by the high ground water table, poor surface drainage, and limited depth of the granular subbase. The 2016 assessment concluded that the asphalt condition was beyond rehabilitation through resurfacing and recommended the pulverizing of the surface course, regrading with additional granular, and repaving.

Runway 13-31 was visually inspected by HM Aero in November 2025 during the preparation of the Master Plan and assessed as being in fair to poor condition. Observed distresses included moderate to high severity longitudinal and transverse cracking; moderate severity alligator cracking; moderate severity ravelling; low severity edge cracking; and vegetation growth.

Pavement surface conditions at the Runway 31 threshold (left) and approximate midpoint (right)

Runway 13-31 has exceeded its useful service life by two decades and its assessed condition, based on the findings of Dillon Consulting and HM Aero, confirm that reconstruction will be required to ensure its continued safety and usability. Although Runway 13-31 represents a candidate for reconstruction in the short-term planning horizon, this project is tentatively recommended for completion in the medium-term planning horizon due to the following rationale:

- Recognizing the financial resources of the M.D. and its potential local government partners, this project will be contingent on securing support from upper levels of government and / or the private sector. Support of this magnitude may take several years to arrange, and the M.D. and potential local partners may also need to reserve funds over multiple budget cycles;
- While the condition of the asset is degraded, active hazards to aviation safety were not identified. Continued monitoring and routine inspection of the asset is recommended to ensure that pavement degradation does not result in hazardous conditions, such as Foreign Object Debris. Should such conditions arise in the years prior to reconstruction, localized repairs may represent an appropriate strategy to resolve hazards; and

- As reconstruction is already identified as being the preferred construction strategy owing to the current condition of the asset, pre-emptive rehabilitation to offset degradation that would preclude more cost-effective interventions (e.g., a surface overlay) is not an available option. Accordingly, further degradation is unlikely to influence the preferred rehabilitation strategy.

The cost estimate of the Master Plan assumes that Runway 13-31 is reconstructed as opposed to the completion of a more limited scope pavement overlay or milling and paving project, as reflective cracking is anticipated to result from either method owing to underlying structural deficiencies. The recommended rehabilitation strategy will be determined based on a future geotechnical investigation during the engineering design process. Continued monitoring of the condition of Runway 13-31 is advised to ensure that continued degradation does not result in hazards to aviation safety. Operating expenses may be incurred prior to reconstruction for the completion of localized repairs.

Recommendation	Category	Planning Horizon	Cost Estimate
Runway 13-31 Reconstruction and Widening	Asset Management and Core Service Delivery	Medium-Term	$7,750,000
Runway 13-31 Extension	Level of Service Improvement	Medium-Term	$1,490,000

4.2.2 Taxiway System

Three taxiways facilitate aircraft ground maneuvering. The requirement has not been identified through the Master Plan to widen any of the three taxiways or make changes to their operating characteristics. The aggregate and grass portions of Taxiway B are anticipated to require periodic maintenance through rolling and localized repairs, but comprehensive improvements are not expected to be required within the Master Plan period. Taxiway A's asphalt surface exhibited distresses like those identified for Runway 13-31; reconstruction is recommended to be completed concurrent with the runway in the medium-term planning horizon. As Taxiway C exclusively serves the privately owned lands of Apron II, lifecycle asset management requirements are the obligation of the landowner.

Recommendation	Category	Planning Horizon	Cost Estimate
Taxiway A Reconstruction	Asset Management and Core Service Delivery	Medium-Term	$410,000

4.2.3 Apron System and Aircraft Parking

Apron I is the sole public use aircraft parking area and is comprised of a 3,580 m^2 asphalt paved surface. Apron I connects to Taxiways A and B at its southern edge end and supports aircraft fuelling at its western edge. Parking positions are not delineated except for general aviation tie-down anchors located in the grass area west of the apron.

During peak summer operations, Apron I routinely handles a range of aircraft types and operations that, in absence of a preestablished apron management strategy, can introduce conflicts owing to the asset's small size and configuration. This can include downwash and propwash from larger aircraft interfering with smaller aircraft (e.g., rotary-wing downwash near light aircraft), aircraft at the fuel facility blocking taxiing routes, and conflicts between parked aircraft that precludes efficient apron usage. The latter consideration is of particular concern when larger single and twin-engine turboprop aircraft, such as the Pilatus PC-12 and Beechcraft King Air 200, are using the apron.

Two initiatives are recommended in the short-term planning horizon to improve the operational capabilities of Apron I and meet known demands:

- The delineation of aircraft parking areas and an apron taxilane through paint markings, with separate areas established for light single-engine aircraft and larger turboprop aircraft. Tie-down anchors may be considered for the light aircraft parking area to encourage extended duration stays and ensure safety; and
- The expansion of the apron in the vicinity of its western intersection with Taxiway B to support the installation of a jet fuel facility, as discussed in Section 4.3.1. This expansion is designed to accommodate the ground maneuvering of the fixed-wing and rotary-wing Design Aircraft and decrease the exposure of parked aircraft to downwash from larger rotary-wing aircraft. The pavement structure of this expansion area should be appropriately designed to accommodate larger rotary-wing aircraft with more demanding pavement loading.

As with previous limitations noted regarding data on the pavement structure of Runway 13-31, the structure of Apron I is unknown. As the asset routinely supports operations by the fixed-wing Design Aircraft, it is anticipated to be sufficiently designed for continued use by such types. During the engineering design for its reconstruction, consideration of the pavement load requirements of other aircraft types, such as the CH-149 Cormorant, may be made.

There are no records of rehabilitation being completed for Apron I since the asset's construction in 1985, and the facility has exceeded its useful service life. Observed distresses included moderate to high severity longitudinal, transverse, edge, and alligator cracking; high severity ravelling; and high severity rutting in several locations. Vegetation growth is observed throughout most cracked areas and previously sealed cracks appear to be reopening. Pavement degradation leading to surface irregularities and Foreign Object Debris was observed in select locations, posing a hazard to the safety of aircraft operations. The reconstruction of Apron I is recommended in the medium-term planning horizon concurrent with Runway 13-31 and Apron I. During the expansion of the apron in the short-term planning horizon, localized repairs should be completed (e.g., through limited area milling and repaving) for areas exhibiting extensive degradation affecting operations.

Recommendation	Category	Planning Horizon	Cost Estimate
Apron Management Paint Markings	Level of Service Improvement	Short-Term	$10,000
Jet Fuel Facility Apron Expansion	Level of Service Improvement	Short-Term	$190,000
Apron I Reconstruction	Asset Management and Core Service Delivery	Medium-Term	$1,320,000

Apron I representative high severity rutting and raveling

4.2.4 Airfield Lighting System and Visual Navigation Aids

Aircraft operations during hours of darkness and inclement weather are supported by the airfield lighting system, comprised of:

- Low intensity incandescent edge, threshold, and end lighting on Runway 13-31;
- Low intensity edge lighting on Taxiway A;
- An illuminated wind direction indicator located north of Taxiway A; and
- An aerodrome beacon collocated with the terminal building, which also houses the constant current regulars and aircraft radio control of aerodrome lighting system.

The airfield lighting system, electrical distribution system, and supporting infrastructure was originally installed between 1985 and 1988 based on available records, reaching up to 41 years in service – well beyond the estimated useful service life of 20 years. Lighting fixtures were observed in numerous locations to be misaligned and damaged, and it is anticipated that the availability of spare parts and the overall maintainability of the system may be negatively impacted by its legacy nature. The degree to which the low intensity fixtures provide adequate visual cues to pilots could not be verified.

The continued provision of an airfield lighting system is essential to sustaining 24-hour operations, which is justified by the Airport's intended role of supporting emergency aviation services and establishing its position as a reliable facility for visiting aviation traffic. The full replacement of the airfield lighting system and supporting infrastructure is recommended through the Master Plan. The replacement of the airfield lighting system in the medium-term planning horizon is recommended, with this timeline predicated on completing replacement works following or concurrent with the recommended reconstruction and widening, and potential extension, of Runway 13-31 to limit the need to relocate electrical infrastructure following the airfield pavement recapitalization project. Approaching this project in the medium-term planning horizon will also provide the M.D. and its prospective partners with the opportunity to pursue external financial support and budget reserve funds.

Noting the foregoing, the existing system is assessed as being highly vulnerable to failures that may be beyond economical repair. A widespread failure prior to the recommended replacement of the airfield lighting system in the medium-term planning horizon will have a corresponding impact on operations and may warrant an accelerated approach to project implementation.

From a costing perspective, the Master Plan assumes that replacement will be based on a traditional airfield lighting system meeting established specifications, including medium intensity LED runway edge, threshold, and end lights and taxiway edge lights; pullpits and cabling in trenched ducts; and associated works, such as the replacement of electrical control and distribution infrastructure and the wind direction indicator. Depending on available financial resources, consideration may be given to adding additional operational capabilities, such as Precision Approach Path Indicators.

Recommendation	Category	Planning Horizon	Cost Estimate
Airfield Lighting System Replacement	Asset Management and Core Service Delivery	Medium-Term	$1,590,000

4.2.5 Instrument Flight Procedures

Area Navigation (RNAV) Instrument Approach Procedures are privately sponsored by the M.D. and maintained by an External Design Organization to permit arrivals in reduced visibilities and ceilings. Runways 13 and 31 are supported with satellite-based RNAV (GNSS) Instrument Approach Procedures that provide Lateral Navigation (LNAV) guidance. The RNAV (GNSS) procedures permit arrivals when visibility is at and above 1 ¾ to 2 Statute Miles, with Minimum Descent Altitudes of between 583 ft. and 672 ft. Above Ground Level. The aerodrome environment is currently attested as AGN II Non-Instrument.

The provision of Instrument Approach Procedures with lower Minimum Descent Altitudes stands to increase the Airport's year-round availability and is recommended in the short-term planning horizon through the development of Instrument Approach Procedures to Localizer Performance with Vertical Guidance (LPV) criteria. LPV procedures can permit operations with a minimum visibility of 1 Statute Mile and Minimum Descent Altitude of 250 ft. Above Ground Level, depending on the application of design criteria to a given airport.

Continued reliance on the Princeton Airport Automated Weather Observation System as a Remote Altimeter Setting Source will result in a modest penalty (estimated at 50 ft. to 100 ft.) being applied to the approaches, but a marked improvement will still be achieved by implementing LPV procedures. These penalties could be addressed through the installation of an Automated Weather Observation System to establish an on-site altimeter setting source – however, the costs associated with installing and maintaining such a system are unlikely to be matched by a corresponding benefit in Minimum Descent Altitude and availability, assuming the continued availability of the Princeton station.

Depending on the surveying of the AGN II Non-Precision Obstacle Limitation Surfaces, tree clearing on a portion of the private lands south of the Airport may be required.

Recommendation	Category	Planning Horizon	Cost Estimate
LPV Instrument Approach Procedures Development	Level of Service Improvement	Short-Term	$20,000

4.2.6 Perimeter Fencing and Access Controls

The entirety of the Airport's perimeter is enclosed in chain link fencing, with access controlled through unpowered vehicle and person swing gates. Based on the observed condition of the fencing, replacement is unlikely to be required within the short or medium-term planning horizons aside from localized repairs to failing or damaged sections.

A recurring theme during consultations with aircraft operators was the ease with which unauthorized persons and vehicles can access the airside through the gates located at Apron I near the terminal building. The primary vehicle gate serving Apron I was observed to be securable through a padlock – however, its manual operation and reliance on keyed entry may lead to instances of it being left unsecured, opening unauthorized airside access. The replacement of the vehicle gate with a powered and coded rolling access gate and the person gate with a coded access is recommended in the short-term planning horizon.

Recommendation	Category	Planning Horizon	Cost Estimate
Apron Powered / Coded Vehicle and Person Gates	Asset Management and Core Service Delivery	Short-Term	$30,000

4.3 Aircraft Support Services

4.3.1 Aviation Fuel Services

100 Low Lead or "avgas" is sold by the St. Croix Valley Flying Club to piston engine general aviation aircraft. Avgas is stored in an above-ground tank located adjacent to Apron I – the history of this tank could not be verified but it appeared visually to be in fair condition with no obvious signs of damage or leaks. A cardlock system is unavailable, with attendance by representatives from the Flying Club required for avgas purchases. The continued availability of avgas services is a strategic priority for the Airport due to the predominance of piston engine general aviation users.

Jet fuel services are unavailable at the Airport. The nearest facilities with jet fuel are Fredericton International Airport, Saint John Airport, Eastport Airport, and Princeton Airport. The availability of self-service jet fuel at the Airport was a significant and recurring area of feedback received from aviation and economic stakeholders – consulted parties repeatedly cited that the availability of jet fuel would increase the Airport's capability to support rotary-wing law enforcement, search and rescue, and wildfire response operations and visiting private, chartered, and corporate aircraft accessing the region for tourism and business purposes. Exemplifying this requirement, the RCMP maintains a small cache of drummed jet fuel in a storage shed adjacent to Apron I for use on an emergency basis.

One of the most significant recommendations of the Master Plan in the short-term planning horizon is the development of the infrastructure required for self-service jet fuel to support expanded use by economically and social productive aviation service providers and establish an ongoing source of operating revenue generation through fuel sale margins. This includes the installation of a concrete pad and aboveground storage tank, fuel dispensing cabinet, and cardlock / payment system. Pending further assessment of fuel demand volumes, a 15,000 to 20,000 L jet fuel storage tank is assumed to be suitable for the Airport. The expansion of the apron will also be required to accommodate aircraft maneuvering to and from the preferred fuel tank location, as described in Section 4.2.3.

During project planning, it is recommended that the St. Croix Valley Flying Club be engaged to assess their long-term strategy with respect to the avgas tank and fuel services. Transitioning existing avgas infrastructure to the Airport operator and upgrading (e.g., through cardlock services) may represent a mutually beneficial strategy for both parties.

Recommendation	Category	Planning Horizon	Cost Estimate
Jet Fuel Services Development	Level of Service Improvement	Short-Term	$700,000

4.3.2 Aircraft Ground Handling

No aircraft ground handling services are available at the Airport, such as de-icing / anti-icing, ground power, towing / pushback, water / lavatory servicing, or public hangar storage. These services are provided to aircraft through Fixed-Base Operators, with the nearest such businesses being located at the Fredericton and Saint John airports. Based on the aircraft types that align with the target roles recommended for the Airport, the requirement for the provision of such services is not established through the Master Plan. While an entity providing Fixed-Base Operator services would be of value, the demand for such services is unlikely to render such a business as being commercially viable, and operators of single and twin-engine turboprop aircraft familiar with the limited services of smaller airports are generally accustomed to arriving and departing on a self-sufficient basis.

4.3.3 Airport of Entry Services

The facility's Airport of Entry / 15 designation is set by the CBSA according to its Air Services Policy Framework. The designation of St. Stephen as a 24-hour Airport of Entry by the CBSA is of considerable value as expressed previously in the Master Plan. No defined recommendations are required with respect to the Airport of Entry services provided by the CBSA, and positive working relationships should be maintained on an ongoing basis to ensure the continuation of such services.

4.3.4 Terminal Building

The approximately 480 ft^2 (45 m^2) single-storey terminal building located adjacent to Apron I provides basic rest and washroom facilities for crew and passengers and houses the airfield electrical control and distribution equipment. The condition and functionality of the terminal building was repeatedly cited during stakeholder consultations as a limitation of the Airport, including its:

- Dated appearance, which stakeholders suggested is misaligned with its role as the gateway to the region for arriving passengers and crew;
- Rudimentary amenities, including the washroom and crew rest facilities; and
- Limited floor area, which hinders the ability to accommodate larger groups and leasable office space for aviation commercial tenancies.

While these limitations were raised, stakeholders also expressed that a simple, functional, and cost-effective replacement solution should be prioritized, considering the Airport's role and scale of use. The replacement of the terminal building is recommended for completion in the short-term planning horizon to improve the Airport's capabilities for crews and passengers, support further aviation-based community programming, and serve as a temporary base of operations for emergency personnel during sustained response operations (e.g., searches for missing persons, wildfire responses).

The Master Plan conceptually recommends the demolition of the existing terminal building and its replacement with a 24 ft. (7 m) x 48 ft. (15 m) prefabricated building solution. Functionalities recommended for the replacement terminal building include barrier free access; washroom and kitchen facilities; crew and passenger rest and waiting areas; facilities for CBSA, if required; and leasable office space.

Recommendation	Category	Planning Horizon	Cost Estimate
Terminal Building Replacement	Level of Service Improvement	Short-Term	$400,000

4.3.5 Weather Observation and Reporting

Aviation weather observation and reporting services are unavailable at the Airport, except for a weather camera maintained by NAV CANADA. The nearest Automated Weather Observation Systems are located at Princeton Airport, 25 km to the west; and Eastport Airport, 40 km to the southeast. The proximity of both systems to St. Stephen, supplemented by the NAV CANADA weather camera, mean that the installation of an Automated Weather Observation System (costs for which can exceed $150,000) is not warranted within the Master Plan horizons.

4.4 Groundside System

Facilities dedicated for groundside vehicle access (Sawmill Lane and the public parking lot) were observed to be in fair to good condition; future maintenance and rehabilitation will be considered as part of the M.D.'s broader roads asset management. The capacity of utilities and services was not assessed through the Master Plan but have not been identified as a constraint on future objectives.

5 AIRPORT DEVELOPMENT PLAN

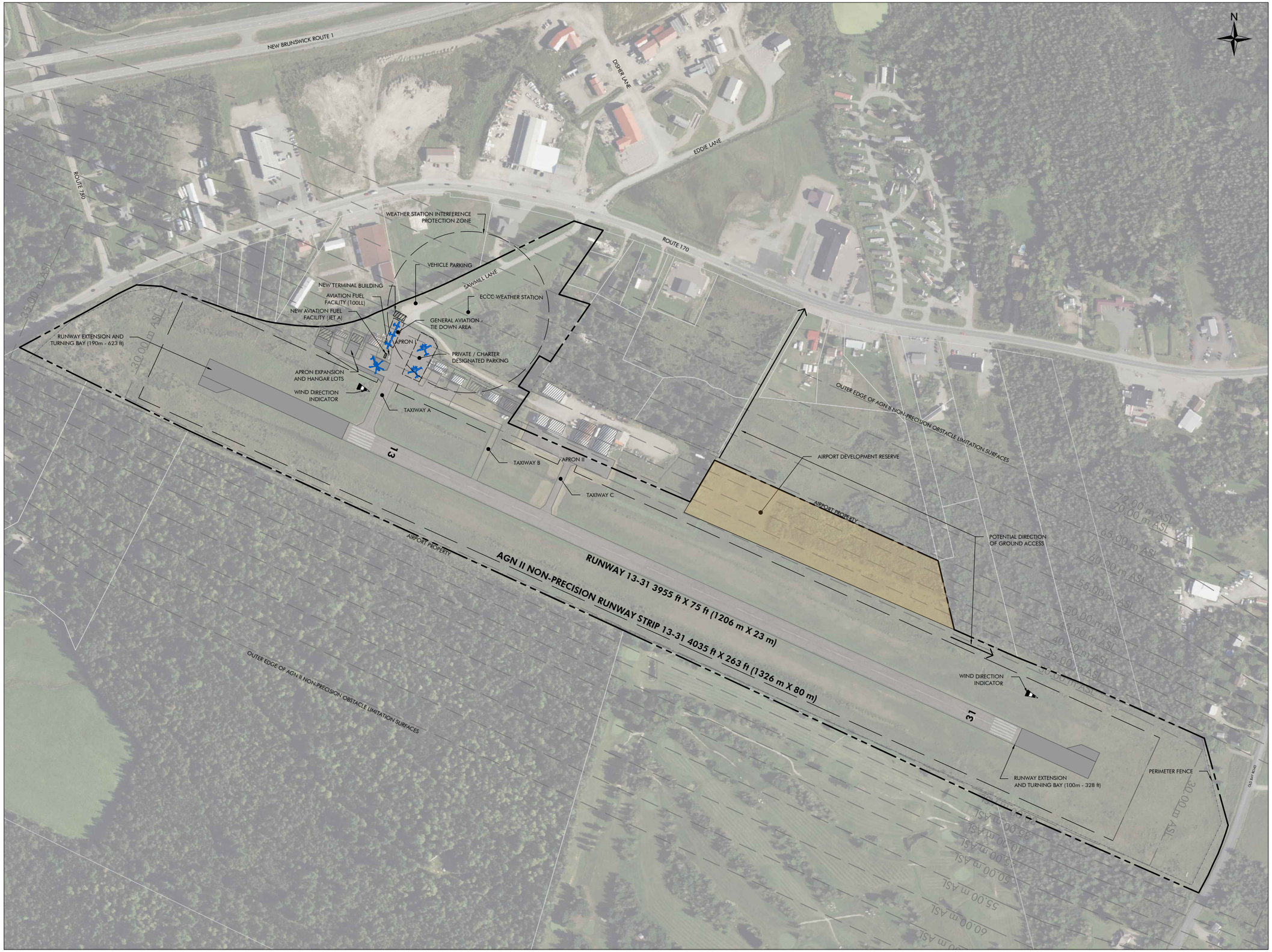
The Airport Development Plan, presented in Figure 5.1, identifies the configuration of recommended airfield infrastructure projects and areas targeted for new airside development over the Master Plan horizons. Considerations identified that influence development include:

- The protection area established around the Environment and Climate Change Canada weather station. A 100 m setback surrounding the station is normally requested to limit interference with the monitoring instruments. Consultations with Environment and Climate Change Canada indicate that redevelopment and infill of a similar scale along the Taxiway B hangar line and near Apron I should be acceptable;
- The runway environment will be safeguarded to AGN II Non-Precision standards (Runway 13-31 is currently attested to Non-Instrument standards) to protect for the attainment of improved Instrument Approach Procedures in the future;
- Conditions approaching the western and eastern property boundaries influence the extension potential of Runway 13-31. Grades decrease to the west approaching Route 170, affecting the distance the runway can be extended in this direction when accounting for the grading requirements of the pre-threshold area without significant earthworks. The topography of the property grades upwards towards Old Bay Road to the east, and the runway extension potential is influenced by the protection of Obstacle Limitation Surfaces that clear the protected roadway corridor; and
- The lands located east of Apron II that may represent a candidate for further airside development are challenging to access owing to the contiguous private land ownership.

The Airport Development Plan depicts the comprehensive implementation of the projects recommended in Section 4, with key features including the:

- Extension of Runway 13-31 to a length of 3,955 ft. (1,206 m) and its widening to 75 ft. (23 m). Turning bays are identified at both ends to facilitate aircraft backtracking. The expanded runway will be designed to AGN II – Non-Precision standards;
- Delineation of assigned parking positions and a taxilane on Apron I and the expansion of the apron surface to serve the new jet fuel facility;
- Replacement of the current terminal building in or near its current location adjacent to Apron I and the vehicle parking lot;
- Facilitation of private and commercial airside hangar development through two new lots located west of Apron I. The costs of the incremental extension of taxiway and apron infrastructure are anticipated to be the requirement of the benefiting tenant(s); and
- Protection of lands located east of Apron II as an Airport Development Reserve. Specific requirements for this area have not been identified through the Master Plan, but its retention is recommended to afford flexibility in the future development of the Airport, including if hangar demand exceeds the capacity of the Taxiway B area.

The configuration of all infrastructure and development projects identified through the Airport Development Plan is subject to further due diligence and change in subsequent engineering design exercises. While the provisions on airfield infrastructure identified in TP312 5th Edition are not binding on the facility given its status as a registered aerodrome, TP312 will be used as the basis of subsequent design efforts in the interest of providing a safe and predictable operating environment.



ST. STEPHEN
THE MIDDLE OF EVERYWHERE

HM

ST. STEPHEN (GIDDENS MEMORIAL)
AIRPORT MASTER PLAN

FIGURE 5.1
AIRPORT DEVELOPMENT PLAN

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Meters

*FOR PLANNING PURPOSES ONLY

6 IMPLEMENTATION FRAMEWORK

6.1 Future Service Delivery Model

The strategic evaluation presented in Section 3 identifies three factors of significant impact from an ownership, governance, and funding perspective:

1. While the M.D. has independently sustained the Airport's operating expenses over the facility's history, the municipality faces fiscal pressures that underscore the need to carefully examine all aspects of its budget. Further, the M.D.'s capacity to finance major capital improvement and rehabilitation projects, as identified in Section 4, is expected to be greatly challenged – this will negatively influence the degree to which the recommendations of the Master Plan and their associated value can be realized;
2. The economic and social benefits currently provided through the Airport and anticipated in the future based on its expanded role extend beyond St. Stephen to other municipalities in Southwest New Brunswick. However, municipalities that receive a benefit from the Airport do not presently have a mandate to participate in its funding and improvement; and
3. The integration of other municipalities in the governance of the Airport can allow for nuanced and varied areas of expertise to assist in steering the facility's future.

A critical path item following the completion of the Master Plan is the holistic evaluation of the preferred long-term model of ownership, governance, and funding by the M.D., Service Commission, and the municipalities of Southwest New Brunswick. While the status quo model with sole responsibility by the M.D. represents the path of least resistance, this approach is expected to be detrimental to the overall ability to effect positive change and generate further economic and social value. A series of high-level alternative models are presented for consideration:

- **Intermunicipal Financial Support:** The M.D. continues to be the sole entity that owns and governs the Airport. Other municipalities that derive value from the Airport are engaged on a project-specific basis to provide financial support or on an ongoing basis through an intermunicipal collaboration agreement. This model presents less challenges from an implementation standpoint but entails considerable uncertainty for the M.D. on the degree to which it may be able to secure partners with each project; ultimately, the M.D. retains all existing obligations associated with the facility and is susceptible to partner municipalities no longer participating.
- **Transition to Service Commission:** The ownership, governance, and financial obligations of maintaining the Airport are transitioned to the Southwest New Brunswick Service Commission, with the facility delivered as a regional service. The Airport is governed by a Board of Directors comprised of representatives of its constituent municipalities, with each local government financially contributing to the shared regional service. The accompanying administrative and maintenance model would require further due diligence and could include in-house staffing by Service Commission employees, third-party contracted operations, the establishment of an independent entity engaged on a long-term basis, or continued maintenance by the M.D. on a cost recovery basis.

  One community airport is delivered in New Brunswick by a service commission. Pokemouche Airport has been owned, overseen, and funded by the Acadian Peninsula Regional Service Commission since 2017. Based on perspectives shared by the Commission, the primary justification was to ensure the continuity of public air services of regional social value, including air ambulance transfers and emergency management, alongside economic development.

- **Regional Airport Authority:** An independent non-profit corporation is established with membership from multiple participating municipalities for the purpose of maintaining the airport, including a defined structure for shared ownership, governance, and funding.

  This model has been implemented through the non-profit Charlo Regional Airport Authority since the divestiture of the airport from Transport Canada's ownership in the late 1990s. The airport authority is comprised of a 15-member Board of Directors.

A central question that significantly influences the consideration of intermunicipal participation and, especially, financial support is the degree to which a given municipality perceives that they realize sufficient economic and / or social value to justify investment. As demonstrated through the survey data, awareness and support for participation in the Airport appears to decrease with distance. 71% of survey respondents from St. Stephen favoured a regionalized approach whereby all municipalities that benefit from the Airport contribute to its operation – in contrast, this perspective was held by 52% of respondents from Saint Andrews, 24% of surveyed individuals from Fundy Shores, and 22% of Eastern Charlotte participants. Communities further to the east or north may perceive greater value from Saint John Airport or Fredericton International Airport, respectively, as "their" airports. The Village of Grand Manan is responsible for maintaining its own airport with limited intermunicipal support, and residents further to the northwest in communities such as McAdam may contend with limited knowledge of the Airport. Limited empirical data on the distribution of benefits by municipality is available to further support these deliberations.

The determination of a preferred model for the long-term delivery of the Airport among the municipalities of Southwest New Brunswick represents the single greatest priority in the immediate term (2026 / 2027). Whether these deliberations result in the continuation of the status quo or an alternative strategy, a clear decision and certainty is needed to enable decisive action in the future.

6.2 Building External Financial Support

In addition to the consideration of how other local governments in Southwest New Brunswick may become financially involved in maintenance and development of the Airport, it is recognized that major capital initiatives will require financial support from entities other than communities in the region owing to established municipal fiscal pressures. The sources of external funding that can be leveraged to advance the Airport evolve over time and require ongoing monitoring. The provincial Regional Development Corporation and federal Atlantic Canada Opportunities Agency are identified as prospective partners from a financial support perspective, particularly where investments in the facility demonstrate clear and impactful alignment with provincial and federal priorities such as economic development, public health and safety, and border sovereignty.

The viability of securing private sector financial contributions will require further due diligence. Private support has previously been leveraged on a limited basis to advance initiatives such as the original design of the Instrument Approach Procedures. For projects that present significant value to major employers and visitor economy stakeholders, opportunities for collaboration may exist.

6.3 Leveraging Partnerships

In addition to the formation of intermunicipal partnerships from a service delivery and funding perspective, the Airport will benefit from the expertise held in-region on subject matter areas of relevance, including:

- Business and economic development, through organizations such as the Service Commission, Synergi, Future St. Stephen, the respective Chambers of Commerce, and major employers;
- Aircraft operations, including locally based pilots and major itinerant aircraft operators; and
- Intergovernmental advocacy, including current and former elected officials and government relations professionals.

As deliberations are made regarding the future governance model for the Airport, the consideration of opportunities for integrating skills-based participation in a governance and / or advisory role according to the Airport's varying priorities is recommended.

6.4 Phased Implementation Strategy

Table 6.1 consolidates the facility-related recommendations and major strategic initiatives into a phased approach to implementation over the 10-year period encompassed through the Master Plan. Flexibility is held by the M.D. and its prospective partners in the actual strategy to how the Airport is advanced over time; however, the overarching prioritization of project flow is designed to balance attainability with impact creation and permit major capital initiatives to be prepared for over longer lead times. Accordingly, any adaptations to the implementation strategy should continue to embrace a multiyear view to the future of the Airport.

Table 6.1 - Phased Implementation Strategy

Short-Term Planning Horizon	**Year 1 – 2026**	Determination and implementation of preferred ownership, governance, and funding strategy Engineering design and establishment of external financial support for Year 2-3 fuel service and terminal upgrade projects Implementation of apron management paint markings
	Year 2 – 2027	Jet fuel services development and apron expansion project LPV Instrument Approach Procedures development
	Year 3 – 2028	Terminal building replacement project Apron powered / coded vehicle and person gates
	Year 4 – 2029	Engineering design and establishment of external financial support for the Year 6-9 airfield recapitalization and upgrading works
	Year 5 – 2030	
Medium-Term Planning Horizon	**Year 6 – 2031**	Comprehensive airfield infrastructure recapitalization and upgrades – Runway 13-31, Taxiway A, and Apron I reconstruction; Runway 13-31 extension and widening; and airfield lighting system replacement
	Year 7 – 2032	
	Year 8 – 2033	
	Year 9 – 2034	
	Year 10 – 2035	Evaluation of Master Plan implementation and strategy development for the next 10-year period

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