



North Bay Jack Garland Airport (YYB)



**Strategic Plan
2022 - 2027**

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ACKNOWLEDGMENTS



The strategic planning process was guided by Karen Jones Consulting Inc. and received engagement and support from the YYB Board of Directors and senior management team, as well as the City of North Bay. The strategic framework is a reflection of the thoughtful input and insightful recommendations of those who dedicated their time and effort to this initiative.

MESSAGE FROM THE AIRPORT MANAGER

The North Bay Jack Garland Airport continues to be a regional economic and social services asset for the City of North Bay and surrounding communities.

The North Bay Jack Garland Airport Corporation recognizes the importance of operating this certified airport with a unique 10,000ft runway, significant airside infrastructure, airport industrial park, airspace test corridors, regional forest fire fighting base, aerospace college, diverse aviation businesses, onsite Canada Border Services Agency and the NavCanada Flight Service Station. This Strategic Plan has been developed to expand on the many successes to date and proactively address challenges ahead.

Safe, accessible, and efficient operations at our core position the airport as a critical resource while adhering to complex regulatory obligations. As such it's available to attract and retain important business development opportunities airside and groundside while also meeting the unique requirements of diverse aviation users, residents and established businesses in the surrounding area communities.



CURRENT BOARD 2021-2022

Name	Position	Community Involvement
Wade Wasylciw	Chairman	Voyageur Aviation Corp.
Chris Mayne	Vice Chairman	City of North Bay Council
Thomas Krajci	Treasurer	Community Representative
Nicole Parker	Secretary	Community Representative
Ron Miller	Director	Community Representative
Grant Bailey	Director	Community Representative
Joseph Hansford	Director	Canadore College
Tracy MacPhee	Director	Community Representative
Thomas Waque	Director	Community Representative
Candice Henderson	Director	Community Representative



BACKGROUND

Established in 2003, North Bay Jack Garland Airport is a registered not-for-profit corporation with a diverse governance Board of Directors and multi-functional operational management team. The regional airport is owned by the City of North Bay and is the largest airport in Ontario north of Toronto. North Bay Jack Garland Airport is classified as an airport of entry and is staffed by the Canada Border Services Agency. Also located at the airport is NavCanada's Northern region technical services hub and Flight Service Station (FSS); providing air and ground traffic advisories, weather updates, and other important air navigation functions. The airport is located approximately 7.4 km north of the City of North Bay and serves a regional catchment of over 112,000 people.

Serving as a transportation hub for the northeastern Ontario region, YYB offers passenger air services including scheduled and charter flights within Ontario and select destinations outside of Canada during the winter months. North Bay Jack Garland Airport also provides a strategic base of operations for several aviation and aerospace-related businesses of various sizes and specialties. The airport works closely with the City of North Bay's Economic Development Department to support compatible business and industrial development on groundside and airside properties within the Airport Industrial Park and surrounding area.

Vision Statement

North Bay Jack Garland Airport Corporation utilizes current assets to retain, grow, support and attract businesses, passengers and tenants through strategic partnerships, sustainable practices and innovative service offerings.

Mission Statement

The corporation shall at its core operate a certified airport in a safe, secure and efficient manner while partnering to promote and develop aviation services in order to optimize sustainable revenue generation and operational efficiencies to ensure the commercial viability of the airport while growing, enhancing and maintaining capital assets in support of the overall economic development of the North Bay area.

Supporting Commitment

In consultation with and approval of the City, the corporation will seek to develop and improve city-owned lands within the boundary of the airport.

Core Values

Environmental Sustainability

We are committed to operating a sustainable organization that utilizes environmentally friendly practices, delivers innovative solutions and promotes economic opportunities to stimulate growth.

Strategic Alliances

We are committed to fostering a strong aviation and aerospace industry by fostering partnerships with public, private and industry-related stakeholders while maintaining core operations.

Community Focused

We are committed to servicing the community to enhance quality of life, establish a vibrant business climate and provide a positive experience to visitors arriving/departing in North Bay.

Safety Compliant

We are committed to operating a certified airport in a safe, secure and efficient manner.



STRATEGIC PLANNING PROCESS

The North Bay Jack Garland Airport Strategic Plan 2022 serves as a roadmap to guide the organization in achieving sustainable growth over the next five years. The plan identifies priorities in core areas of focus that align with the North Bay Jack Garland Airports vision, mission and core values.

The Board of Directors, senior management team and the City of North Bay provided valuable input that assisted with identifying organizational strengths, opportunities, challenges and key priorities. The feedback received during the engagement sessions was summarized and used to develop the priorities outlined in this plan. A document review provided insight into the operations, industry practice and standards related to operating a regional airport within Northern Ontario.

The Annual Report and Business Plan are key to the strategic planning process and are driven by the successes and lessons learned during any given year. At approximately 6 month intervals these provide continued direction and prioritization of the goals and objectives during the timeline of the strategic document; dependent on available resources.

INTERNAL & EXTERNAL ANALYSIS



STRENGTHS

- 10,000-foot runway, the only one in Northern Ontario
- Infrastructure assets can accommodate future growth
- Diversity of revenue sources
- Customer-focused operations
- Close proximity to the military base and city centre
- Diverse business community requiring access to larger centres and international markets
- A regional economic driver and investment attraction asset
- Strong working relationships with educational institutions and industry training programs
- A cluster of existing aviation companies/tenancy with strong capabilities
- Dedicated airside aviation campus (aviation maintenance and flight programs)
- Diversionary airport for air operators using Pearson Airport and throughout the region due to infrastructure and proximity
- Regional airport with onsite CBSA and a NavCanada Flight Service Station (FSS)
- Certified air navigation systems and available airspace to accommodate diverse aircrafts
- Strong management team, long-term multifunctional employees and diverse knowledgebase
- Access to fuel, parts and other required resources via other transportation networks (highways, rail services)
- Positive history in leveraging assets to access funding to offset capital investments
- Strong relationships with federal, provincial and municipal levels of government
- Significant support provided by the City of North Bay to support the regional asset initiatives



CHALLENGES

- Close proximity to Toronto can be a challenge
- Stagnant catchment area population
- Stakeholders are unable to differentiate between airport and airline carriers
- Fixed operational costs to meet operational requirements as a certified airport
- Capital investment costs required to maintain 10,000-foot runway and associated infrastructure
- Conveying impact of the airport to community stakeholders
- Access to human capital – specific to aviation-related industry
- Limited internal human resource capacity
- Retaining and attracting qualified workforce due to changing global labour environment



OPPORTUNITIES

- Airport infrastructure can accommodate growth
- Industrial lands and hanger space (airside and ground side) available for development
- Attraction of complementary businesses outside of traditional aerospace and aviation-related companies
- Ground and airspace availability for training, protected Noise Exposure Forecasts (NEFs) and test corridors
- Increased communications with stakeholders to promote assets, amenities and services as well as eliminate misinformation
- Collaboration with educational institutions and training centres to facilitate training to assist in industry workforce shortages
- Hosting of community events that focus on promoting the airport as well as the aviation industry
- Explore environmentally friendly practices, products and processes to reduce carbon footprint



THREATS

- COVID-19 pandemic and length of recovery
- Operating within a government regulated environment that doesn't favour or support regional airports and regional community connectivity
- Retention/attraction of carriers (passenger flows/ financial models)
- Weather conditions, global warming and the changing weather environment
- Increase and continual evolutionary burden of federal regulations
- Changing labour market and labour related regulations

PRIORITY AREAS



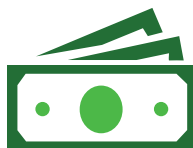
Human Resources



Development



Capital



Financial



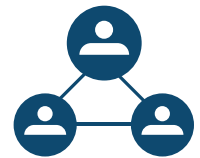
Operations



ESG
(Environment, Sustainability & Green)



HUMAN RESOURCES



Goal: Increase human resource capacity through hiring, retaining and cross-training staff to fulfill the operating needs of the organization.

1. Utilize the Human Resource Transition Plan, Standard Operating Procedures and Training Plan to effectively guide the transition of new management.
2. Increase staff complement to meet capacity requirements.
3. Update Human Resource Plan and training plans as staff complement increases.
4. Develop, promote and implement cross-training opportunities for union and non-union positions.

Goal: To maintain a knowledgeable and diverse Board of Directors that allows the organization to operate in an effective and strategic manner.

1. Conduct a board skills assessment to identify specific skill sets required for future board members.
2. Utilize assessment outcome to ensure a targeted approach for board recruitment. Develop a roster of potential board members to assist with board succession planning and transition.
3. Promote training and professional development opportunities for board members that support the current and future operations of the airport.

Goal: Adhere to all industry regulations while fostering a strong workplace environment for management and employees to thrive within.

1. Ensure long-term sustainability through effective negotiations and the development of a strong labour agreement for the next five years.
2. Complete regulated internal pay equity review through the establishment of an internal committee and develop an internal pay equity plan by 2024.
3. Review Transport Canada regulations including those related to on-site staffing 24-hours per day to meet operational requirements.
4. Encourage professional development opportunities for staff and management to further enhance the organizations' operations and supporting the essential multi-functional workforce.

✓ INDICATORS OF SUCCESS

Seamless transition of new management

Increased staffing to support internal operating requirement

Continued strong, diverse governance Board of Director structure aligned with different areas of expertise

Streamlined board recruitment and succession transition process

Expanded number of training, cross-training and professional development opportunities

Enhanced workplace environment and increased staff retention





Goal: Continue to diversify revenue streams by pursuing opportunities that align with the overall vision and mission of the organization.

1. Partner to host industry conferences and community events to generate revenue while promoting the assets and services available at the airport.
2. Develop a highest and best use plan for available land/existing spaces that stimulates growth and generates increased revenue for the Corporation. Facilitate conversations with current tenants about potential business opportunities and required supports.
3. Seek additional revenue sources outside of traditional passenger air travel. Review potential partnerships and investment attraction opportunities with public and private sector partners. This may include conducting an asset inventory and identifying targeted areas for investment.

Goal: Operate a sustainable business model while building reserves to secure operations and assist with future capital investments.

1. Identify and plan capital infrastructure upgrades over an extended timeframe to ensure the corporation has the financial resources to maintain current and future infrastructure. Continue to share long-term financial planning goals with the Board of Directors on an annual basis.
2. Align decision making and long-term planning with the City of North Bay Capital Asset Plan by working together, reviewing partnership opportunities and identifying strategic ways to offset operational initiatives.
3. Explore and apply for regional, provincial and federal funding programs to assist with capital infrastructure projects, events and programming.

✓ INDICATORS OF SUCCESS

Increased number of hosted conference and events

Secured new tenant business and land/space use opportunities

Established target areas of investment and prioritized infrastructure upgrades

Identified complementary public and private partnership opportunities

Sourced funding program opportunities aligned with organizational projects and needs

Expanded growth and diversity of revenue streams

Increased aviation traffic movements of all forms, both itinerant and local

Increased passenger movements year over year



OPERATIONS

Goal: Develop and maintain policies and procedures to ensure ongoing awareness and adherence to all industry regulations, operational details and organizational policies.

1. Maintain and update Safety Management Systems, Airport Security Program, Standard Operating Procedures and policies and additional overarching regulated processes to ensure the safe, efficient and secure operation of the airport.
2. Communicate critical information such as emergency management, operational disruptions, winter weather procedures and relevant safety information to all users, tenants and employees.
3. Track and share amenities, hours of operation, fuel hours, taxiways/apron scheduling and services available at the airport and disseminate information to tenants, passengers, etc.

Goal: Increase communications with stakeholders including tenants, passengers, community members and businesses.

1. Develop a communications plan that identifies audience groups, key messaging, tactics and key performance metrics to assist with relevant and timely communication to all user groups. Implement new communication tactics to eliminate misinformation and inform users about services and amenities available.
2. Increase online exposure through website updates, consistent use of social media and creation of media releases to showcase success stories and ongoing engagement with stakeholders and their platforms.
3. Continue to collaborate with partners such as the City of North Bay and Tourism North Bay to promote the airport as a regional asset and community event space.
4. Maintain proactive relationships with City of North Bay, emergency services, tenants, Canadian Armed Forces North Bay, Canadore College (Aviation Campus), funding representatives, air carriers and service providers as well as local businesses and associations.

✓ INDICATORS OF SUCCESS

Continued safety, efficiency and security policies and operations

Increased marketing, promotion and public relations to engage stakeholders

Enhanced and streamlined communications with staff, tenants and customers

Increased cross-promotion and marketing partnership opportunities

Strengthened ongoing relationships with community partners



DEVELOPMENT



Goal: Foster investment attraction, business retention and expansion efforts through collaboration with the City of North Bay.

1. Collaborate with City of North Bay and stakeholders to further develop and service future phases of the Airport Industrial Park including the Northwest quadrant.
2. Work with the City of North Bay to promote opportunities and facilitate investment within airside and groundside parcels of land. Utilize the Community Improvement Plan as a tool to attract new investment within the Airport Industrial Park.
3. Build an Industrial Investment Attraction Plan in collaboration with the City of North Bay that identifies industry targets, business investment opportunities and core areas of focus. Identify gaps and review opportunities to diversify tenant base to those who complement the aviation/aerospace sectors.

Goal: Ensure the organization is positioned well to capitalize on new development opportunities that may arise across the region and province.

1. Collaborate and seek new opportunities to position the organization favourably with northern development opportunities including, but not limited to the Ring of Fire.
2. Implement new events with stakeholder groups such as the Canadian Armed Forces, educational institutions, and industry-specific partners.
3. Develop an action plan with Northern Ontario airports and air carrier services to guide the future development of airlines routes including a connection to Ottawa. Once public, use communication plan to strategically disseminate information publicly.

Goal: Take a leadership role within the industry.

1. Foster strong working relationships with relevant organizations and industry regulators to advocate the needs, challenges and opportunities that arise while operating a regional airport.
2. Continue efforts to position YYB as a regional asset.
3. Collaborate with industry associations to advocate the need to establish a federal aviation sustainability policy to ensure continued regional connectivity across the country.
4. Establish a Transportation Committee inclusive of all intermodal carriers to work together to combat challenges and implement new opportunities and partnerships.
5. Collaborate with educational institutions and private sector training institutions to explore and support the development of industry training programs to further support the aviation and aerospace sectors.

✓ INDICATORS OF SUCCESS

Increased collaboration with stakeholders and community partners

Outlined new compatible investment opportunities for airside and groundside land use

Identified diverse tenant prospects that complement the aviation/aerospace sectors

Attracted new aviation-side tenants

Established action plan to guide future services and development

Continued identification of industry challenges, opportunities, best practices and partnerships

Heightened advocacy and awareness for sustainability, continued connectivity, and industry training to support sector





CAPITAL

Goal: Update and maintain infrastructure to ensure it meets the needs of air service carriers, passengers and airport park tenants.

1. Maintain runway capabilities, approach aides and airfield lighting to ensure safe operations of the airport.
2. Maintain fleet renewal program.
3. Complete the rehabilitation of the 08-26 runway and the associated drainage systems.
4. Explore opportunities for public/private partnerships to further develop amenities such as the restaurant within the airport.

Goal: Foster strong communication and collaboration with the City of North Bay to ensure alignment of capital asset planning.

1. Provide feedback during the City of North Bay's capital asset planning process and ensure the current and future infrastructure needs of the airport are communicated.
2. Review funding opportunities in collaboration with the City of North Bay to offset infrastructure upgrades.

✓ INDICATORS OF SUCCESS

Continued maintenance, safety and infrastructure improvements

Identified service partnership opportunities to enhance amenity offerings

Increased City awareness of infrastructure requirements

Identified prospective funding programs for collaboration with the City



ESG (Environment, Sustainable & Green)



Goal: Operate an environmentally conscious, sustainable and green organization with a goal of becoming carbon neutral.

1. Seek funding and partnership opportunities to implement green technologies and services to assist with minimizing the environmental impact of the organization.
2. Explore new innovative processes and products that can be utilized within operations to minimize the impact the organization has on the environment. (E.g., chemical use, solar panel installation).
3. Review opportunities to expand service offerings to align with new market needs including electric charging stations for vehicles.
4. Monitor the environmental impact that the organization has on the environment while implementing new technologies, processes and products to assist the organization in becoming carbon neutral by 2050 based on current federal government goals.

✓ INDICATORS OF SUCCESS

Outlined opportunities to adopt green technologies, innovative processes and products to help minimize organizational environment impact

Identified funding programs and initiatives to assist in offsetting costs of new technologies and products

Expanded service offerings that are aligned with new market demands

Established ongoing environmental impact assessment

Developed and implemented ongoing actions and initiatives to reach carbon neutral goals



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