

**NORTH BAY JACK GARLAND
AIRPORT CORPORATION**



STRATEGIC PLAN 2016-2021

Introduction or Preamble

The initial strategic plan developed in 2005 reflected the board's priorities and concerns at that time. The North Bay Jack Garland Airport Corporation had just been created to operate the airport on behalf of the City of North Bay and needed to develop its initial plan to meet the immediate financial obligations of the Airport and protect its assets. The strategic plan was updated in 2011 and 2016.

The Strategic Plan developed today reflects a Board that is prioritizing the operation of a safe and efficient airport, protecting its assets and enhancing its present revenue stream.

This Strategic Plan clearly defines the role of the Board and Management.

The Mission/Mandate

- The corporation shall operate a certified airport in a safe, secure and efficient manner while promoting and developing 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.
- 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.

The North Bay Jack Garland Airport Corporation Vision

North Bay Jack Garland Airport Corporation will respond to regional economic development initiatives and pursue a strategy that will, build strategic partnerships, increase utilization of current assets to retain, grow, support and attract aviation/aerospace businesses, passengers and tenants.

Key Objectives

The Key objectives listed are assembled and maintained as necessary, to best reflect the operational activities and requirements of the organization. The objectives may be carried out simultaneously to achieve the mandate and overall goals of the Corporation. The Corporation prioritizes objectives during the development of the yearly business plan to meet the resources and commitments of the Airport.

Implementation is dependent on available resources.

Human Resources

- Maintain Human Resources Plan
- Maintain and keep current a Training Plan
- Maintain Organizational Structure for current operations
- Maintain a healthy & safe work place

Financial

- Prepare and maintain Robust Business Plan
- Prepare and maintain Capital Financial Plan
- Continue to leverage Operating and Capital Budgets with government funding

Operations

- Continue to Maximize Operational Efficiencies
- Maintain Safety Management System
- Maintain Standard Operating and Administrative procedures
- Maintain Airside signage /Improve Groundside Signage
- Maintain a high level of service to airport tenants and the travelling public.
- Foster a healthy & safe, professional, and respectful work place, where every employee is a member of the team and shares in NBJGA successes and challenges.
- Support airport based community events that meet the requirements of the Safety Management System
- Support Aviation related events within the Community

Development

- Continue to foster relationships with airlines and other ground transportation service providers to build passenger traffic
- Support the identification of new business opportunities and the development of strategic marketing initiatives to grow existing businesses and build new complimentary businesses
- Respond rapidly and correctly to new business opportunities as they arise
- Finalize the Land Sale Agreement with the City of North Bay
- With the City of North Bay's Economic Development Department and/or Invest North Bay, assist with the development of airport industrial and commercial properties that are consistent with the Land Sale Agreement
- Review Airport Community Improvement Plan with City and expand to existing businesses according to criteria
- Broaden non-passenger revenue opportunities by expanding contracted services where activities fit airport operations
- Regularly review economic development initiatives with the City to ensure efforts are aligned
- Investigate land leasing opportunities that do not conflict with airport operations
- Support growth of existing businesses/tenants
- Pursue new aviation/aerospace manufacturing/maintenance businesses

- Pursue government aviation businesses
- Continue to support and market new YYB Branding
- Work with airlines, businesses, partners and the community to strongly encourage airline passenger ridership
- Increase utilization of current assets
- Build strategic partnerships

Capital

- Develop an asset management plan
- Rehabilitate runway 18/36
- Rehabilitate Main Power systems
- Maintain runway capabilities – approach aids - runway/taxiway lighting
- Maintain fleet renewal program

