

2017-2020 Strategic Plan



Shifts in the Plan

- From a small municipally run airport catering to private and seasonal charter flights ...
- To a bustling regional airport offering scheduled passenger service and tenants that help build the airport's reputation for VIP service.

Vision, Mission & Goal

- **Vision:** We are Niagara Region's hassle-free aviation hub offering VIP service to leisure and business travelers, and recreational flyers.
- **Mission:** To contribute to the economic prosperity of the Niagara Region by providing air connectivity for business and leisure travelers.
- **Goal:** 15% growth in revenue within the next 3 years by introducing scheduled passenger service and increasing the number of tenants in the airport.

Key Priorities

1. Implement scheduled service year round to domestic and international destinations
2. Construct hangars to meet the demand for lease space
3. Offer outstanding VIP airside service to differentiate ourselves with our target customers
4. Engage partners to promote the airport
5. Build our reputation for organizational excellence and strive for financial self-sufficiency in the operations of the airport

Values and Guiding Behaviours

- Integrity
 - We maintain the highest aviation safety standards
 - We do business in an honest, fair, open and respectful manner.
 - We live up to our responsibilities, meet our objectives, and fulfill our commitments.
 - We maintain our credibility through timely communication with customers, employees and stakeholders.
 - We instill confidence in all who deal with our organization that we can be depended to act with the highest moral and ethical standards.
- Fiscal Responsibility
 - We make sound financial decisions that balance the interests of the community, partners, stakeholders and customers.
 - We make decisions that help to drive the economic vitality of this region.
 - We maintain policies to provide adequate revenues to operate without general tax support or the exercising of our authority to levy taxes.

Values and Guiding Behaviours (cont'd)

- Innovation and Excellence
 - We seek creative and innovative solutions to complex challenges.
 - We set high standards in all aspects of our organization and focus on continuous improvement.
- Commitment to the Community and the Environment
 - We are responsive to the environmental concerns of the community.
 - We demonstrate leadership in sound environmental management.
 - We promote open and honest communication about environmental concerns.
- Teamwork
 - We reach common goals through strong relationships based on trust.
 - We commit ourselves to open and respectful communication.

OBJECTIVES

1. Increase Aviation Revenue

- Implement scheduled passenger service
 - Secure CATSA
 - Secure CSBA
 - Improve infrastructure
 - Secure airlines
- Secure excess capacity from Toronto Pearson
 - Raise awareness of NDA capacity
 - Formally establish system of small airports
 - Undertake joint marketing, advocacy and stakeholder engagement
- Construct hangars
 - Finalize business plan
 - Secure funding
 - Build hangars

1. Increase Aviation Revenue (cont'd)

- Investigate air freight service
- Expand flight training schools
- Expand aviation maintenance services

2. Increase Non-Aviation Revenue

- Expand solar farm
- Add additional communications tower
- Offer internet and phone service to airport users
- Increase rental of airport space for events
- Offer catering service
- Offer advertising opportunities
- Charge for parking

3. Offer Outstanding VIP Service

- Deliver uniquely Niagara VIP service
 - Welcome material
 - Self-service fueling
- Offer car rental service
- Offer taxi and limo service
- Connect to public transit

4. Develop Partnerships

- Engage tourism partners to promote the airport
- Engage the business community to use the airport

5. Pursue Organizational Excellence

- Maintain safety standards
- Deliver effective communication
- Secure sustainable funding
- Ensure high-functioning board with good governance practices
- Build an engaged team