



Muskoka Airport
Strategic Plan 2019-2022

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Message from the Board Chair



On behalf of the Board of Directors, I am pleased to present the Muskoka Airport's new Strategic Plan. This document was developed by the Board with input from an impressive cross section of the Airport's stakeholders and partners. The document is reflective of the Board's commitment to action and to driving the environmentally sustainable growth and development of the Airport and all of Muskoka.

Message from the District Chair



On behalf of District Council I want to thank and congratulate the Board for delivering an impressive and practical a new strategic plan for the Muskoka Airport. I was very pleased to see the Strategic Plan endorsed by all of Council and I am confident that this document will play an important role in making sure proper governance is solidly in place at the Muskoka Airport.

Message from the District CAO



On behalf of all District staff, including Airport employees, a hearty ‘thank you’ to the Airport Board for the development of the latest Strategic Plan for the Muskoka Airport. Little Norway is one of the many vital services and operations provided to our community through the efforts of talented and dedicated District staff. We look forward to what the Strategic Plan will yield for the future of a significant District of Muskoka asset.

Message from the Airport Chief Executive Officer



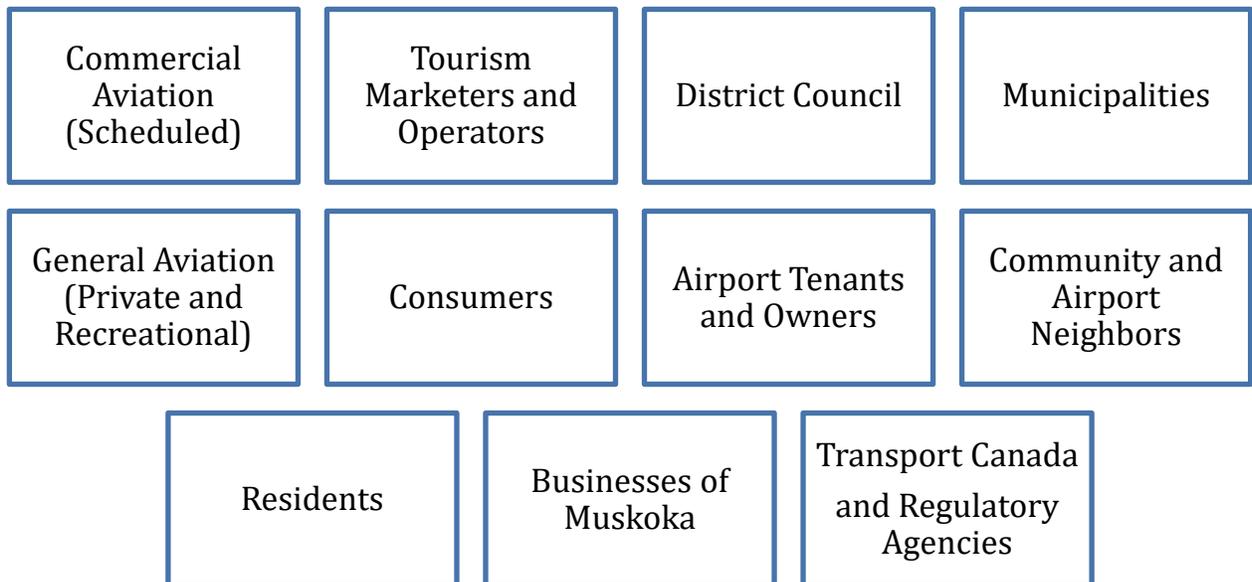
It is my hope and expectation that this strategic plan will guide the actions of airport staff as they make day to day operational decisions to allocate the human, capital and real estate resources of the Muskoka Airport. This plan provides me and my team with the blueprint for significant planned and careful change at the Muskoka Airport. It is my expectation and commitment that this strategic plan will provide the basis upon which we will be reporting regularly to both the Airport Board of Directors and the District Municipality of Muskoka.

Airport Stakeholders

The Muskoka Airport sees approximately 15,000 aircraft movements each year. But the airport's stakeholder community is far larger than just those people who fly in and out of Muskoka Airport.

Airport stakeholders are those individuals, groups, or entities that have an interest in the airport. They play an important role because they can influence the outcome of airport that may be linked to the Airports strategic plan.

Therefore, they are an integral component of the strategic planning process.



Muskoka Airport needs to run the airport safely and effectively and satisfy a broad cross section of the stakeholder groups with a wide variety of needs and concerns.

Vision

To be the transportation gateway to and from the Muskoka experience for people and business

Mission

To operate safe and efficient air transportation facilities that serve the needs of Muskoka residents, businesses and tourists.

In a way that;

Creates access to the Muskoka experience and the Canadian wilderness;

Supports the development of tourism, recreation and the overall economic success of Muskoka;

Demonstrates fiscal responsibility with a drive for continuous improvement;

Respects and develops employees, environment, infrastructure and reputation of the airport; and

Strategically manages the airport's leased and owned real estate assets.

Values

Environmental Sustainability

Operate in a manner that protects Muskoka's natural assets and demonstrates leadership in sound environmental sustainability.



Integrity

Conduct business in an honest, fair, open, and respectful manner and maintain credibility through timely communications with stakeholders.



Teamwork

Work collaboratively to reach common goals while building strong relationships based on trust



Continuous improvement

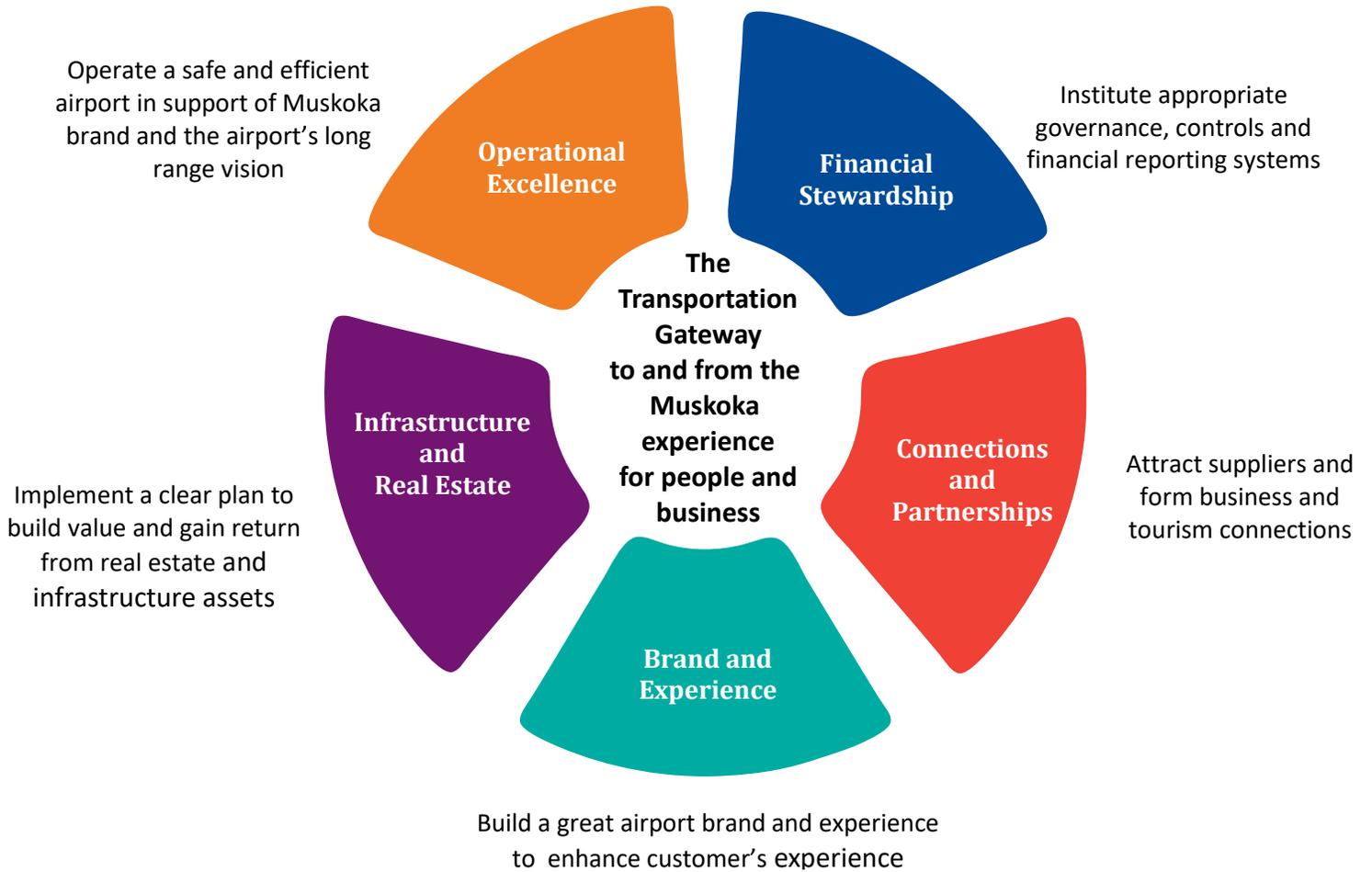
Seek opportunities to improve service and the airport.

Foster a culture of continuous improvement with a focus on overall organizational effectiveness



Key Drivers to Success

The Muskoka Airport has identified a number of key success drivers that both the Board and staff will focus on in the coming months and years.



Action Plan



To achieve its Vision and Mission the Muskoka Airport will focus its action plan on the key drives of success.

OPERATIONAL EXCELLENCE

- Have a strong team of the right people in the right place doing the right things
- Have a sound Operating Plan supporting safe and efficient operations that aligns with the airport's strategy
- Provide excellent customer service in every aspect of airport operations

Strategic Initiatives	Measures of Success	Annual Priorities 2020	Annual Priorities 2021	Annual Priorities 2022
1. Secure adequate resources to deliver on Strategic and Operating Plans	Low tenant turnover Aircraft movement Safety statistics	Complete organizational review Conduct engagement survey of staff and partners	Identify focus areas in order to improve staff and partner engagement	
2. Implement sound Operating Plan including metrics	Fuel volumes Flight volume Safety audit – no	Develop, document and implement Operating Plan Set up metrics and capture historical measures	Design and implement customer service excellence program	
3. Apply sound Governance	material findings Board assessments Customer satisfaction survey results	Undertake regular review of Board Mandate and development of recommendations Complete Board assessment and prepare succession plan	Regular review of Board Mandate and development of recommendations Review and update succession plan	Undertake regular review of Board Mandate and development of recommendations Review and update succession plan

FINANCIAL STEWARDSHIP

- Establish a financial framework, including appropriate authorities, policies and controls
- Institute a clear fiscal plan, with short and long term budgets which align with District processes and airport responsibilities
- Have access to timely financial information with appropriate operational metrics to effectively manage the airport

Strategic Initiatives	Measures of Success	Annual Priorities 2020	Annual Priorities 2021	Annual Priorities 2022
1. Determine and communicate financial information requirements to District	Muskoka Airport provides timely input into the District budgeting process Annual budget created and endorsed by District	Access appropriate financial information		
2. Clearly defined 3 year plan and budget including 10 year capital forecast	Budget met by Muskoka Airport Monthly tracking in place	Create a 3 year plan Develop annual budget and include Muskoka Airport in District budget cycle	Identify sources of strategic investment funding Seek out investors/sources of funding (as required)	
3. Appropriate delegation of authorities		Conduct baseline review of existing authorities and develop recommended changes as needed	Implement recommended changes.	
4. Establish Enterprise Risk Management (ERM) Program			Collaborate with the District to identify the most appropriate approach to ERM for the Muskoka Airport	Monitor ERM and make updates as required

CONNECTIONS AND PARTNERSHIPS

- Continue to develop and maintain strong relationships with all airport partners, suppliers and customers
- Regularly communicate with all stakeholders to promote a connected community
- Seek out opportunities to extend the airport's partner network to better serve our strategy

Strategic Initiatives	Measures of Success	Annual Priorities 2020	Annual Priorities 2021	Annual Priorities 2022
1. Develop and implement a sound Stakeholder Engagement Plan	Number and depth of key relationships Positive feedback from District Council and DSLT Scheduled service maintained	Identify stakeholder roles Develop associated Communication Plan including method for and frequency of engagement	Develop broader Stakeholder Engagement Plan	Complete third party review of stakeholder engagement and Airport reputation (i.e. survey)

BRAND AND CUSTOMER EXPERIENCE

- Build a well defined Muskoka Airport brand strategy which includes external brand definition and is internally aligned
- Continue to promote a unique user experience at the airport
- Build and implement a well developed plan to communicate actively and consistently with the public about what the Muskoka Airport offers

Strategic Initiatives	Measures of Success	Annual Priorities 2020	Annual Priorities 2021	Annual Priorities 2022
1. Build a clearly defined brand	<p>High level of awareness of what Muskoka has to offer</p> <p>Strong media presence (i.e. number of followers)</p>	<p>Leverage existing Muskoka Airport brand including focus on safety, customer service, and efficiency through the airport</p> <p>Create a sense of arrival including the development of design standards for the airport</p>	<p>Begin to implement design standards</p> <p>Conduct regular review of brand and design standards</p>	
2. Develop and implement a sound Communication Plan and consistent messaging across the District		<p>Develop Social Media Strategy and retain the resource(s) to execute</p> <p>Develop accompanying Communications Strategy</p>	<p>Review Communications Strategy and Social Media Plan</p>	

INFRASTRUCTURE AND REAL ESTATE

- Develop and maintain a Real Estate Strategy Policy and Plan for the Airport
- Align airport Facilities and Infrastructure Plans to support the strategic Mission and revenue generation goals
- Work with the District and Municipalities to put in place the enabling processes and authorities to manage and develop the airport's real estate assets

Strategic Initiatives	Measures of Success	Annual Priorities 2020	Annual Priorities 2021	Annual Priorities 2022
1. Develop and maintain a clear Real Estate Strategy, Processes and Authorities	Number and quality of tenants Real estate tenure aligns with the real estate strategy Airport Master Plan in place Environmental Sustainability Plan in place	Develop and secure agreement on Real Estate Plan	Implement Real Estate Plan	Evaluate and identify areas for improvement
2. Develop a comprehensive Facilities and Infrastructure Plan (Airport Master Plan)		Review and update existing Facilities and Infrastructure Plan (Airport Master Plan)	Implement Facilitates and Infrastructure Plan	Evaluate Plan and areas of opportunity
3. Align and monitor Environmental Sustainability Plan		Develop Environmental Sustainability Plan and incorporate into all Airport plans and operations	Monitor Environmental Sustainability Plan and update as required	Monitor Environmental Sustainability Plan and update as required

2019/2020 Key Priorities

- Cost the proposed Action Plan
- Develop an Airport Master Plan
- Develop a phased resource request aligned with the District's budget cycle
- Enhance airport real estate decision-making by developing an interim real estate policy for Council endorsement