

2022-2027

Setting A New Course For the Future...



2022-2027 STRATEGIC PLAN FOR THE PARRY SOUND AREA MUNICIPAL AIRPORT & BUSINESS PARK

The Parry Sound Airport Commission has developed a new Strategic Plan for the Parry Sound Area Municipal Airport and Business Park. This new Strategic Plan provides a corporate flight path that will guide the Airport Commission toward its Vision of ensuring that the Parry Sound Area Municipal Airport and Business Park are the engines that drive prosperity and growth...for the entire West Parry Sound Region.

Parry Sound Area Municipal Airport & Business Park Strategic Plan

2022–2027

Setting A Corporate Flight Path for the Future...Parry
Sound Area Municipal Airport & Business Park...The
Beating Heart of Seguin

**“We have a Strategic Plan...it’s called Getting
The Job Done and Exceeding Expectations.”**

[Parry Sound Airport Commission]

Message from the Airport Manager & Commission Chair

The Parry Sound Airport Commission is extremely pleased to present its 2022-2027 Strategic Plan. Identified as a key priority by the Airport Commission, work began to develop the Strategic Plan in April 2022. This document was developed by the Airport Commission, with input from members of the community through the 'Let's Connect Seguin' platform, through a digital survey of existing business owners and hangar owners, and from individual one-on-one interviews with Commission Members, Airport staff, key partners and clients. On July 5th, members of the Commission together with key partners met to develop a high level strategic plan for the Airport and the Business Park. The strategic planning workshop held on July 5th resulted in the development of a Vision, Mission, Goals and key strategic actions that individually and collectively, will guide the Commission in effectively overseeing the management and successful, sustainable and responsible growth of the Parry Sound Area Municipal Airport and Business Park over the next five years and beyond.

This Strategic Plan is our billboard. It is our flight path for the future. Within the pages of this document, you will find our Vision for the Airport and our Vision for the Business Park. You will learn about our Mission as a Commission – our reason for being and why we exist. You will be able to read about the six Goal Areas we have identified that will uphold our Vision and Mission as well as the key strategic actions that we will undertake, both in the short and longer-term.

The Parry Sound Area Municipal Airport and Business Park are Regional assets. They belong to you. They are critical infrastructure that hold the key to future growth, development and prosperity for the Region. Our belief is that the Airport has had an important role in the past, but will have an even more critical role in the future. There are tremendous opportunities to modernize the Airport, build our Business Park, further local employment at both the Airport and Business Park and utilize these unique attributes to set our Region apart from all others. The Parry Sound Area Municipal Airport and Business Park is a facility that is already viewed by other Ontario airports and aerodromes as an innovative leader – one that others turn to for advice and guidance. We have accomplished what others could not. The runway expansion is a prime example of our success in securing support from upper levels of government and, from our lens, the possibilities are indeed endless. With our eyes on the future, we believe our Strategic Plan will allow us to broaden our horizons, secure new opportunities and make our Region a Destination of Choice.

Neil Pirie, Manager
Parry Sound Area Municipal Airport
& Business Park

Ingrid Muller, Chair
Airport Commission

Airport & Business Park: The Most Significant Regional Asset

The Parry Sound Area Municipal Airport and Business Park is a regional success story. Established in 1979, the Airport (CNK4) has continued to evolve since its early beginnings and today plays a vital role in driving growth, opportunity and advantage across the West Parry Sound Region. A hub for private air traffic and a location for critical essential regional services, **the Parry Sound Area Municipal Airport contributes \$6,700,000 in labour earnings and \$9,800,000 in GDP to the regional economy.** A number of critical organizations and agencies operate out of the Parry Sound Area Municipal Airport including Air Ornge (providing essential patient transfer, organ and tissue transportation flights, as well as healthcare system capacity redistribution missions), search and rescue operations (Royal Canadian Air Force, OPP, Canadian Coast Guard, Civil Air Search and Rescue Association) as well as numerous law enforcement aerial assets used by the OPP and RCMP. Aerial assets for wildfire suppression that are key elements of the provincial approach to wildfire detection and management also recognize the strategic location and advantages that this facility offers. The Airport is registered with the Canadian Border Service Agency for CANPASS, which facilitates private and commercial aircraft movements annually. It has 37 aviation hangars plus an Air Terminal Building. There are, notably, more than 30 municipalities and native communities that benefit from medevac services that operate from the Airport.

Since 2003, the Parry Sound Airport has **outperformed its peer airports** in central Ontario by most measures and today, remains among the **top-performing general aviation airports** in Ontario. This leadership has attracted capital funding from the federal and provincial government to support infrastructure development and general improvements. In 2021, the province provided \$5 million for runway upgrades, with the federal government providing an additional \$3 million that once completed, will enable the Airport to serve an even broader client base. This represents the largest runway and business park refurbishment to date. The success story, however, is not limited to the Airport alone. The Airport Business Park currently serves industrial and commercial business in the Region, and consists of approximately 164 acres, of which 145 are considered developable. A highly desired location for business development and expansion, the Business Park is the site of seven (7) non-aviation-related buildings, as well as a land lease with Superior Propane. The site has room for expansion. Revenues from the Business Park provide essential financial support for the Airport and consequently, a new Strategic Plan must consider the constellation of opportunities that exist for both the Airport and Business Park from an economic and from a tourism perspective.

The Parry Sound Area Municipal Airport and Business Park are regional assets. **The Airport plays an essential role in the transportation infrastructure of northern Ontario** and the Business Park serves as a location for both emerging and established businesses. The role of the Business Park in building opportunity for the entire West Parry Sound Region is only expected to grow as more building lots become available and more ancillary and support services are located here.

The strong and sustained growth of the Airport and Business Park over the last twenty years, and the recent fiscal support received from upper and municipal governments suggests that the Parry Sound Area Municipal Airport and Business Park will continue to remain on the leading edge of innovation and opportunity. The Airport Commission is committed to building a bright future for the Parry Sound Area Municipal Airport and Business Park. That is why the time is right to focus on the future.

This Strategic Plan is built on the knowledge that the Parry Sound Area Municipal Airport and Business Park are key regional assets that play an essential role in the transportation infrastructure of northern Ontario, and act as key points of leverage for building opportunity, prosperity and advantage across the entire West Parry Sound Region. The Parry Sound Area Municipal Airport and Business Park are ‘the beating heart of Seguin.’

Seismic Shifts...Challenges & Opportunities for the Parry Sound Area Municipal Airport & Business Park

The air transportation sector has faced many challenges, some associated with the pandemic and others emerging in response to increasing regulatory and legislative requirements imposed by government, shifting municipal priorities and political will and ongoing financial pressures particularly at the municipal level. Fuel costs and inflation add an additional degree of complexity to the seismic changes that have emerged as a result of the pandemic. For the air transportation sector, decreased demand, particularly for business travel, consolidation across the airline sector (with the bigger airlines getting bigger) and shifting regulations and government expectations have required many individual organizations to rethink the way in which they conduct business. Asset management is at the forefront of concern, as is an ongoing concern with operational efficiency and effectiveness improvements.

The Parry Sound Airport Commission is aware of the need to focus on the business bottom line. At the same time, the Commission acknowledges that many of these challenges present unique opportunities for the Parry Sound Area Municipal Airport and Business Park. Ideally situated within close proximity to the Greater Toronto Area and as the gateway to Northern Ontario, the Parry Sound Area Municipal Airport and Business Park is perfectly poised to take advantage of emerging areas of opportunity, including

- The growth in recreation, tourism, eco-tourism and leisure-based travel; all of which is on the upswing post pandemic;
- The demands for more customized air travel services (i.e., shuttle services from dockside to airports in the Toronto Area and into Northern Ontario, for example);
- The exponential growth in the demand for cargo facilities and 'just in time' delivery;
- Better understanding the future needs of smaller aircraft operators to ensure that operations continue to emphasis efficiency and effectiveness (i.e. flight requirements, infrastructure investments)

Remaining a leader and innovator requires a commitment to the future. It requires an eye on the horizon and it requires remaining abreast of trends that are impacting the air travel sector as a whole. Across the industry, ESG - environment, social and governance efforts are at the forefront – particularly for investors. Climate change and CO² emissions, the safe and efficient handling of fuels and other hazardous materials and the move toward sustainable aviation (while not on the immediate horizon line) provides a critical opportunity for the Parry Sound Area Municipal Airport and Business Park. This Strategic Plan contains a number of goals and strategic actions. The intent over time is to build a sustainable aviation facility – the first of its kind among smaller operators.

Our Vision for the Parry Sound Area Municipal Airport

Change is not coming...it is already here. There are a constellation of opportunities for the Parry Sound Area Municipal Airport.

Our Vision for the Airport is as follows:

A Best in Class Airport, valued by all as a regional asset and known as an innovative leader in the aviation sector and beyond. A welcoming destination and point of entry. One of the most important gateways to Northern Ontario.

Our Vision for the Airport Business Park

At the Parry Sound Airport Commission, we dream **BIG**. We recognize the value of the Business Park and the opportunities that exist to create an economic hub and driver of growth, employment and opportunity.

Our Vision for the Airport Business Park is as follows:

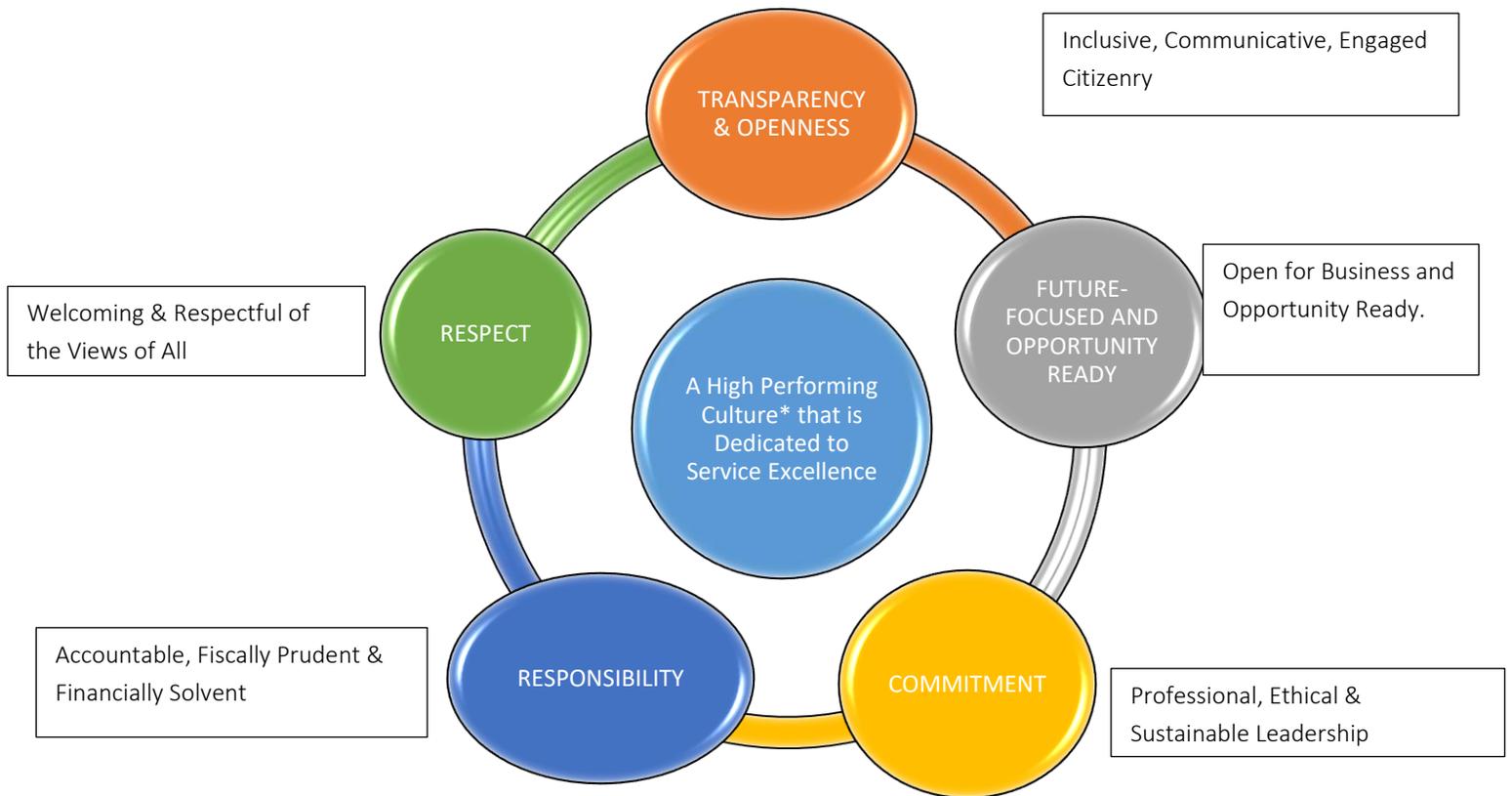
To be the economic hub and driver of growth, prosperity, employment and opportunity for the West Parry Sound Region. To be the most well run, well equipped, well-respected and desirable place to establish and grow a business in Northern Ontario.

Our Mission

The Mission of the Parry Sound Airport Commission is as follows:

To ensure the Parry Sound Area Municipal Airport and Business Park are managed as a 'Best in Class' facility: safe, sustainable, and truly remarkable.

Governing Fundamentals



*A High Performing Culture refers to an organization that is driven by service excellence, management excellence and the achievement of exceptional results. High Performing organizations are innovators and leaders who not only get the job done, they lead the way.

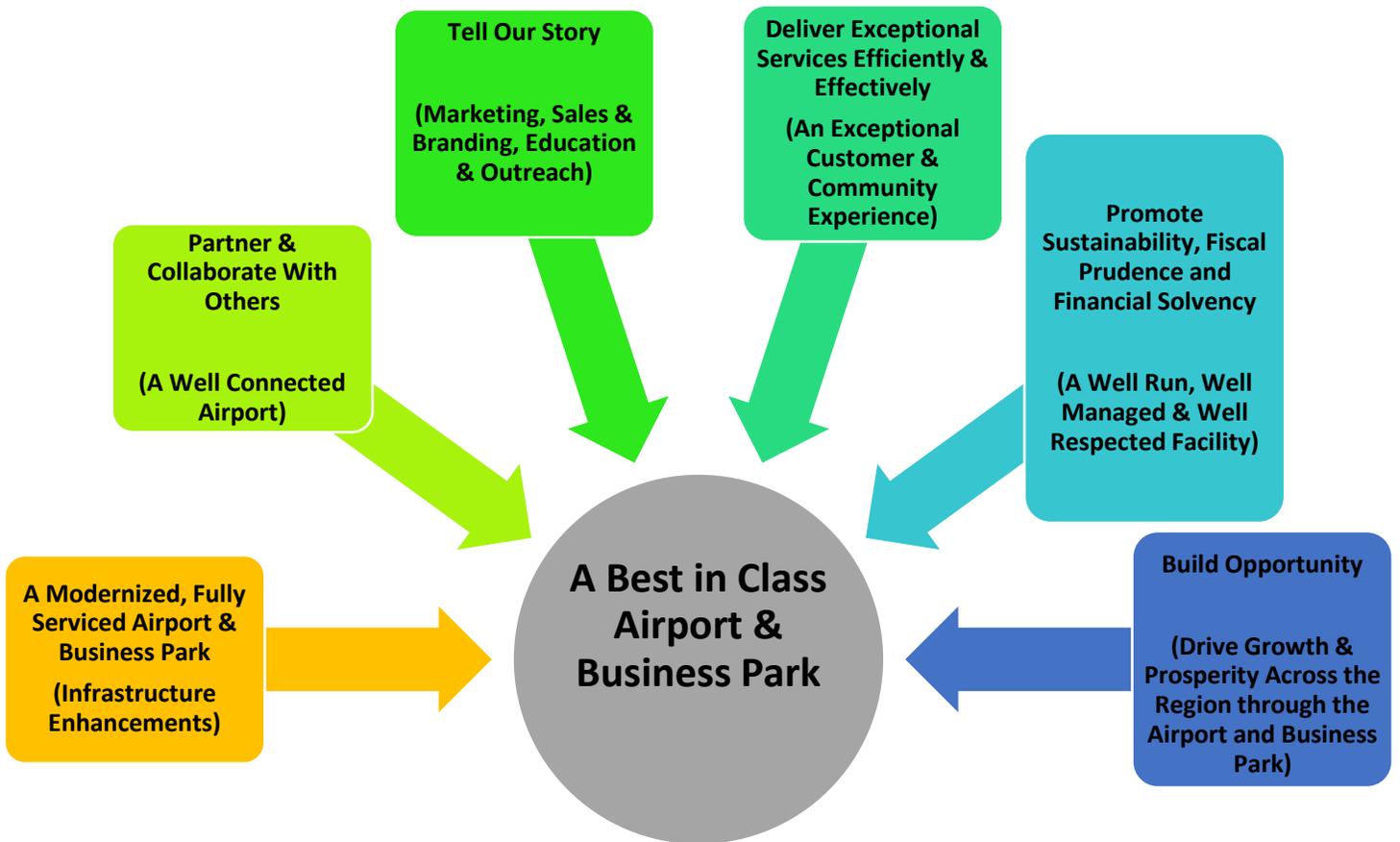
A high performing culture, efficient and effective leadership from a committed and responsive Airport Commission and Management team.

Respect for all, by all, at all times.

1. Openness and transparency in decision making.
2. Committed leadership, alignment with a common purpose, focusing on what is best for the Airport and the Business Park as a whole.
3. Responsibility and accountability, to airport users and non-users alike. Responsibility and accountability to one another.
4. A commitment to think strategically, to be focused on the future and ensure the Airport and Business Park are 'opportunity ready.'

Strategic Plan 2022-2027: Draft Framework

Strategic Goals & Actions



AT THE CORE: A 'BEST IN CLASS' AIRPORT & BUSINESS PARK

At the very core of the Strategic Plan is a recognition that the Parry Sound Area Municipal Airport and Business Park is a **leading-edge facility, run by innovative and forward-thinking strategic leaders and champions of positive change.**

The Parry Sound Area Municipal Airport and Business Park is focused on the future. The Airport Commission recognizes that change is not coming...it is already here.

This Strategic Plan will ensure that the future remains bright with promise for both the Parry Sound Area Municipal Airport and the Business Park. The Strategic Plan is premised on six (6) Goals. The six goals focus on:

- Continuing to build a modernized, fully serviced Airport and Business Park;
- Partnering and collaborating with others;
- Marketing, selling, branding and educating others about the value of the Airport and Business Park from a regional perspective;
- Delivering exceptional service and an exceptional customer experience;
- Promoting sustainability, fiscal prudence and remaining financially solvent; and
- Building opportunity that will drive growth and prosperity across the Region.

Each goal is supported by key objectives or outcomes, and these outcomes, in turn, are driven by strategic actions.

The Strategic Plan goals, together with the strategic actions are outlined in detail below.

GOAL 1: A MODERNIZED, FULLY SERVICED AIRPORT & BUSINESS PARK

Objectives:

- **Build Competitive Advantage**
 - Enhance the Suite of Airport Services
 - Be A Champion of Sustainable Aviation for Smaller Facilities
- **Modernize the Airport & Business Park**
- **Strategically Identify Future Land Needs & Promote Whole Airport Growth**
- **Address Land Tenure Issues**
- **Promote whole airport growth at the Airport & Business Park by supporting a range of ancillary services, supporting the construction of a range of housing choices (e.g. dormitory style accommodation; high density residential construction within close proximity to the Airport and Business Park) and advancing more integrated and more diverse ground transportation options (i.e. rental car availability).**

Strategic Actions:

We will achieve our objectives by focusing on the following specific strategies/actions (* = Top Order Priority)

Build Competitive Advantage

Build Competitive Advantage by:

- Enhancing the Suite of Airport Services: with particular attention to essential services. Convene discussions with existing and potential emergency service partners including fire suppression, COVID response, Air Ornge, OPP, RCMP, and Coast Guard to name a few. Explore additional issues including overnight space, ice control, security, auxiliary power source, enhanced weather equipment and the like.
- Promote holistic Airport and Business Park growth to make the Parry Sound Area Municipal Airport and Business Park truly unique: Consider the range of opportunities for the Airport and Business Park as a truly remarkable facility, including its designation as a provincial/national centre for the production, testing and maintenance of light aviation, airships (dirigibles) and drones. Advocate and support others who are in the business of providing ancillary services including housing, ground transportation and other services that will enhance what is there.
- Advocating for & be a Champion of Sustainable Aviation for Smaller Facilities: Take a leadership role as an advocate for and champion of sustainable aviation among smaller airport operators by developing a Sustainable Aviation Strategy to advance environmentally friendly practices throughout the Airport and Business Park operations that includes strategies to improve operational efficiency and effectiveness associated with Airport operations (i.e., take offs and landings; noise abatement; etc.). Identify key staff positions that will be required to address sustainable aviation practices (i.e., fuels and hazardous materials specialist).
- Developing an **Environment, Social and Governance (ESG) Strategy** that emphasizes environmental sustainability with a view to building a sustainable aviation facility – the first of its kind among smaller operators.

****Modernize & Fully Service the Airport & Business Park***

Develop a Master Site Servicing Plan [2-Year and 10-Year] to identify needed infrastructure improvements including water and wastewater, electricity, hydro, natural gas, roads and buildings, as well as runway-related requirements. The Master Site Servicing Agreement is to be commenced in 2023 and completed in 2025.

Identify Future Land Needs

Take a strategic approach to identifying future land needs and develop an acquisition plan to secure land that is available now to meet those future needs (e.g. parking, restaurant facilities, high density residential/dormitory style accommodation as well as other forms of housing including innovative housing, ground transportation, Town Square, creative hub, etc.)

****Address the Issue of Land Tenure***

Develop a Land Tenure Policy by December 2022 to address the issue of land tenure and resolve the ongoing discussions concerning lease, ownership or a hybrid model.

GOAL 2: PARTNER & COLLABORATE WITH OTHERS

Objectives:

- **Build a Well Connected & Well Serviced Airport & Business Park**
- **Strengthen Effective Partnerships**
- **Build New Partnerships**
- **Involve & Inspire Youth**

Strategic Actions:

We will achieve our objectives by focusing on the following specific strategies/actions (* = Top Order Priority)

Strengthen Existing Municipal & Community-Based Partnerships

Explore opportunities to work more closely with existing partners, including the Town of Parry Sound to position the Airport and Business Park as the engine for economic growth across the Region.

Strengthen Existing & Build New Partnerships with Government

Develop a strategy to liaise and partner more effectively with upper levels of government [Federal and Provincial] as well as other municipalities across the Region to strengthen the positioning of the Airport and Business Park as a key driver of economic growth and opportunity across the Region.

Build New Partnership With Other Airports & Aerodromes

Take the lead to facilitate a stronger partnership with other Ontario airports and aerodromes for the purpose of sharing information and good practices as well as the identification of opportunities to develop new, better integrated service offerings.

Build New Partnership With Aircraft Operators & Business Owners

Explore opportunities to attract new, unique and potentially customized services provided by others (i.e., dockside shuttle services; cargo service providers).

Explore opportunities to engage with, partner and support Indigenous Business Owners and encourage their location at the Airport Business Park.

Build New Partnership With Indigenous Business Owners & Community Members

Explore opportunities to connect with Indigenous business owners and community members.

Explore opportunities to build connections between Indigenous and non-Indigenous businesses through dialogue with the Canadian Council for Aboriginal Business.

Connect with the Indigenous Tourism Association of Canada (ITAC) to identify opportunities for mutual gain and ways in which the Parry Sound Area Municipal Airport and Business Park could support their work and, in turn, be supported by them.

Connect with operators who provide unique/customized services. (i.e., dockside shuttle services; cargo service providers).

GOAL 3: TELL OUR STORY

Objectives:

- Increase Visibility, Awareness & Education
- Develop Our Brand
- Market Our Success
- Engage Customers & Community Members
- Involve & Inspire Youth

Strategic Actions:

We will achieve our objectives by focusing on the following specific strategies/actions (* = Top Order Priority)

****Marketing , Sales & Branding Campaign***

Develop a Marketing Strategy for the Airport & Business Park focusing on image building, branding and visibility. The Marketing Strategy is to be initiated once the Land Tenure Policy and New Business Incentives Package have been developed. There are components of the Airport that could be marketed immediately, not the least of which is the runway expansion. Other elements of the branding campaign will have to wait until the issue of Airport ownership has been determined.

Communications Strategy (Internal & External)

Improve the way information is shared both at the Airport and the Business Park with existing users of the Airport and existing business owners as well as non-users and those not currently situated at the Business Park. Identify target audiences and key messages to 'get the word out.'

Community & Stakeholder Engagement

Develop a Community & Stakeholder Engagement Strategy to identify opportunities to include community members and stakeholders in Airport and Business Plan related initiatives. Continue to emphasize youth engagement and early career development. Identify and draw on the wealth of knowledge that exists at the community level.

Engage Customers – Ambassador Program

Develop an Airport & Business Park Ambassador Program and invite existing business owners and hangar owners to 'spread the word' about the opportunities that exist to locate here.

Explore opportunities to enhance and grow the Flight School.

Inspire & Involve Youth

Continue to inspire and involve youth through career development and through exposure to opportunities that exist in the field.

GOAL 4: DELIVER EXCEPTIONAL SERVICES EFFICIENTLY AND EFFECTIVELY

Objectives:

- **Provide an exceptional customer and community experience**
- **Be An Employer of Choice**
- **Use Technology to Advantage**

Strategic Actions:

We will achieve our objectives by focusing on the following specific strategies/actions (* = Top Order Priority)

Terminal Improvements

Develop a plan to make improvements to the Terminal building, restaurant and overall customer experience.

Explore the opportunity to provide additional service offerings including enhanced border services at the Airport.

Housing Supply

Work with Seguin Township and the Town of Parry Sound to support the development of a municipally driven Supportive Housing Strategy.

Explore opportunities to increase housing choices at or near the Airport and Business Park to attract new and retain existing customers/clients. Housing options should also be explored from the lens of the Business Park, and the opportunity to house employees that may be associated with Business Park operations (e.g. condominium development; dormitory style housing). The provision of more housing choices at or near the Airport and Business Park would also provide additional housing choices for existing Township residents including seniors, young families, as well as those who have recently retired to the area.

Promote Continuous Improvement

Explore opportunities to improve communications with clients, partners and community members through regular newspaper articles, an improved website and other forms of social media.

Use Technology to Advantage

Develop a comprehensive Technology Strategy to modernize all processes at the Airport, using technology to advantage with a view to improving the customer experience.

GOAL 5: PROMOTE SUSTAINABILITY, FISCAL PRUDENCE & FINANCIAL SOLVENCY

Objectives:

- **Continue to Support a Well Run, Well Managed & Well Respected Facility**
- **Be An Employer of Choice**
- **Focus on Fiscal Responsibility & Cost Containment**
- **Be A Champion of Environmental Sustainability**
- **Promote Transparent and Open Decision Making**

Strategic Actions:

We will achieve our objectives by focusing on the following specific strategies/actions (* = Top Order Priority)

****Organizational Excellence Strategy***

Develop an comprehensive Organizational Excellence Strategy that focuses on doing things right and doing the right things. Define optimal levels of service, revisit the operational structure of the Airport and Business Park to determine the most efficient and effective way to deliver key services.

Fill current staffing vacancies immediately and re-examine current roles and responsibilities to ensure all staff are performing key tasks efficiently and effectively. The Organizational Excellence Strategy should promote a 'whole team' approach and explore opportunities to improve all aspects of internal service delivery from the lens of efficiency, effectiveness, value for money and sustainability.

****Governance/Business Model Review***

Undertake a Governance/Business Model Review of the current governance structure, specifically as it relates to the composition, role and responsibilities of the Airport Commission. Determine whether a different governance structure [i.e. retain the status quo; two Commissions – one for the Airport and one for the Business Park; a Commission with Sub-Committees to address Business Park Operations, Marketing, Airport Operational Improvements, etc.] would be more efficient and more effective. The Business Model Review should include current Commission composition and representation, recruitment of new Commission Members as well as succession planning and knowledge transfer.

In addition to conducting a Governance/Business Model Review that is aimed at the Commission, the issue of Airport ownership should be discussed between the Town of Parry Sound and Seguin Township, and resolved.

Lead By Example: Organizational Readiness

Together with Seguin Township, identify opportunities to further streamline the development approvals process.

Be Proactive By Tracking Trends & Drivers of Change:

Track key trends and drivers of change through environmental scanning to provide an early warning system of critical changes/trends that could impact the safe and effective management and operations of the Airport and Business Park and, at the same time, allow the Airport Commission to remain 'ahead of the curve' and make decisions today that will continue to shape the future.

Be A Champion of Environmental Sustainability

Proactively Address Climate Change by taking a leadership role as a sustainable aviation champion for smaller airports by:

- identifying the potential impacts of climate change on the airline industry in general, and the Parry Sound Area Municipal Airport and Business Park in particular;
- developing a mitigation strategy to address climate change; and
- identifying strategies to address and build resilience in airport and business park operations.

****Financial Plan***

Develop a Debt Repayment Strategy to address the \$4 million debt and develop a comprehensive financial plan to assess capital and operating costs as well as income and expenses.

- **Explore New Funding Sources**
Explore opportunities to diversify funding sources. Identify potential sources of new funding (i.e. Federal, Provincial, etc.) to support and advance the sustainable operation of the Airport and Business Park.
Explore existing funding programs available from upper levels of government to support Indigenous (and Non-Indigenous) employment and recognize that the availability of supportive funding for Indigenous business and employment could be a key differentiator for the Parry Sound Area Municipal Airport and Business Park.
Identify opportunities for joint funding with others (e.g. local municipalities that were part of the Airport & Business Park collaborative).
- **Demonstrate Financial Value-Added**
Profile the contribution that the Airport and Business Park make to the regional economy (labour and GDP) and communicate same. Demonstrate the value that the Provincial and Federal Government investment in the runway expansion has made, not only to the Parry Sound Area Municipal Airport and Business Park, but to the West Parry Sound Region.

6: BUILD OPPORTUNITY

Objective:

- **Drive growth and prosperity across the West Parry Sound Region**
- **Continue to create a welcoming environment**
- **Be Open for Business & Opportunity Ready**
- **Promote Tourism As A Key Visitor Destination**

Strategic Actions:

We will achieve our objectives by focusing on the following specific strategies/actions (* = Top Order Priority)

Open for Business

Identify opportunities to ensure the Airport and Business Park are widely understood by the business community and the airport sector as 'Open for Business.' As noted previously, the land tenure issue requires resolution. Explore opportunities to provide a range of land tenure options with fully serviced lots pre-zoned industrial to ensure no new business opportunities are lost.

Opportunity Ready

Ensure the Airport is 'opportunity ready' by identifying the diversity of opportunities to bring existing interested parties to the Airport and Business Park. This may include the construction of a row of hangars that would be leased back and in turn, provide a land lease and would offer a ready source of capital for future Airport and Business Park growth and enhancement.

****New Business Incentives Policy***

Develop an Incentives Policy for new Business Owners together with Seguin Township. In this regard, considering good practices in place in other jurisdictions (e.g. Niagara Falls Regional Airport, North Bay) should be examined to determine their application to the Parry Sound Area Municipal Airport & Business Park. The Incentives Policy is to be developed by October 2022. A formal Incentives Package should be uploaded to the Airport website and prepared for distribution to interested parties.

New Aircraft Operators Incentives Policy

Develop an Incentives Policy for new Aircraft Operators together with Seguin Township. Reviewing fees to ensure they remain competitive in the market is key, but the policy and associated Incentives Package should also explore additional incentives that could be offered in return for benefits to the airport (e.g. expanding into new areas and bringing in new services could focus first on securing a 'commitment to cycle' – the number of trips in and out; commitments to use existing maintenance services and/or existing hangar space).

Access to Market Strategy

Develop an Access to Market Strategy. Focus on the Airport & Business Park's strategic geographic location and proximity to market. Build on the 400 connections as well as the proximity to Northern Ontario, Toronto and Hamilton. Identify opportunities for regular charter flights to and from Toronto, Hamilton and North Bay.

Leverage the Airport & Business Park to Grow the Tourism, Culture & Eco-Tourism Industry

Complete an optimization study of the Airport to determine whether there are additional opportunities to build on current recreation, culture, tourism and eco-adventure trends to advantage [i.e. overnight camping at the Airport, creating connections with existing tourism operators including cruise ships that dock in Parry Sound, etc.]

Top 6 Strategic Priorities – The ‘Must Do’ List

Our key priorities will focus on the following six (6) key initiatives:

Five-Year Priority List

Priority Level	Details	Timing
Immediate	‘Fill the Void’ and Address Capacity Issues (Airport/Business Park Staffing & Airport Commission Membership)	Initiate Immediately
	Financial Plan	Initiate Immediately
By Fall 2022	Incentives Policy/Package for New Business Park Business Owners	By October 2022
By End of 2022	Land Tenure Policy	By December 2022
	Initiate Marketing, Sales & Branding Strategy	Once the Land Tenure Policy & Incentives Package have been developed/finalized
Launch in 2023	Initiate the Master Site Servicing in 2023, with completion in 2025: Runway Expansion (2-Year Site Plan & Land Servicing; 10-Year Site Plan & Land Servicing)	Initiate in 2023 with completion in 2025.

It is our belief that these six areas offer an important and balanced focus for the Commission to address the economic, socio/cultural and environmental priorities, all supported by a high performing culture of excellence.

Implementation & Evaluation

The most critical next step is operationalizing this Strategic Plan and identifying a specific business/Action Plan to move the priorities forward.

The Strategic Plan will be used as a critical platform at each Airport Commission meeting to ensure that all initiatives that are undertaken are aligned with the priorities that have been identified. The Strategic Plan will remain a living document that will be reviewed annually by the Airport Commission to ensure it remains relevant and reflective of current priorities.

Implementation of the Strategic Plan is the overall responsibility of the Airport Manager, reporting to the Airport Commission. Matters proceeding to the Airport Commission for approval will include a reference to indicate how each proposed project advances the Strategic Plan. An Annual Report will be prepared under the direction of the Airport Manager that will detail the progress made in implementing the Plan.

An evaluation framework will be developed to measure success including the identification of key performance indicators.

Regular reporting on progress to the broader community will also be undertaken using the Airport website and other forms of social media.

The Parry Sound Area Municipal Airport & Business Park ...

Parry Sound Area Municipal Airport & Business Park...
'The Beating Heart of Seguin'