



# strategic plan

2019 - 2023



# FLIGHT PATH

## CHARTING OUR FUTURE

The Nanaimo Regional Airport (YCD) is owned and operated by the not-for-profit Nanaimo Airport Commission. The Board reviews and updates its Strategic Plan periodically to recognize actions completed, assess the growth of the airport and plan for YCD's long-term success. This Strategic Plan provides a five-year "flight path" to guide the decisions of the Board and to provide direction for our staff.

The Nanaimo Airport Commission began managing the airport and its 244 hectares of land in 1992.



## OUR VISION

"Your Island Gateway to the World"

## OUR MISSION

"To provide safe, financially sustainable, friendly, high quality airport services and facilities that enhance economic prosperity and meet the needs of the communities we serve"

# mission



## OUR GUIDING PRINCIPLES

The Nanaimo Airport Commission has adopted the following guiding principles to assist airport management in its decision-making process:

- 1** The Commission aspires to be a respectful good neighbour within the region by adhering to its mandate as an airport authority and its regulatory obligation to support airport development.
- 2** The Commission will protect and enhance its lands by supporting well planned airport development and associated infrastructure, ensuring long-term airport viability.
- 3** The Commission will protect and develop a multi-modal transportation hub that better serves the regional community.
- 4** The Commission will communicate its plans and aspirations as a key economic partner that services Vancouver Island needs.

## OUR KEY VALUES

**Safety** – The continued safe operation of the airport is essential to all other principles.

**Reliability** – Reliability builds user confidence and enhances growth.

**Self-sufficiency** – Financial and governance self-sufficiency is critical for YCD.

**Community** – Our focus on community is the airport's future.

**Economic Engine** – Recognition of the airport's role in the wider economy.



## OUR VISION

### “Your Island Gateway to the World”

Our vision is a statement of what the Nanaimo Regional Airport aspires to be in 2023. It clearly defines the direction for the airport, and it encompasses three carefully considered components that set out a strategy and clear direction:

- 1** The Nanaimo Airport is essential to the surrounding community. Both as a means of transportation and an economic driver, the airport is a critical part of growth and change in the region.
- 2** The Nanaimo Airport provides access to and from Vancouver Island. The population of the Island is approaching 800,000 people (2016 Statistics Canada) and air travel to the Island continues to grow. Passenger numbers were 364,318 in 2017, up from 340,861 in 2016 and 435,349 in 2018. The Nanaimo Airport is increasingly the point of access for tourists and the point of exit for residents.
- 3** Air travel patterns are changing. In the past, air travel tended to follow a pattern of hubs and spokes: major centres served as the hubs, and smaller airports accessed these hubs to reach other parts of the world. Today, the Nanaimo Airport is using the hub and spoke model through the development of new long-range destination routes that do not hub through Vancouver International Airport. This is the beginning of a new model: with the 2018 flight to Toronto, a new radius of destinations has opened to Island residents.





goals

## OUR GOALS

The following goals have been identified to support our Vision, Mission, and Guiding Principles:

- 1 Promote safety and security for everyone.** For airport users, the environment and the larger region. Our approach to the airport takes a holistic view of the community and our place in it.
- 2 Ensure good governance and operations.** Our airport will continue to be independently operated, well managed, dependable, reliable and fiscally sustainable.
- 3 Foster friendly service in a stress-free environment.** We celebrate our role as a regional travel option and strive to make everyone's experiences at our airport enjoyable and efficient.
- 4 Encourage partnerships and contributions.** We value our role as a regional economic driver and work diligently to be good corporate citizens.
- 5 Support long-range planning.** We recognize the role of our airport on Vancouver Island and will protect and enhance this role through careful development to ensure long-term viability.
- 6 Recognize regional context.** We will strive to connect the airport to other modes of travel on and off the Island to ensure we remain part of an integrated, thoughtful, transportation network.



# objectives & actions

The Nanaimo Airport Board has identified seven objectives and actions and have assigned a time frame to achieve each of the actions. Several of these actions are ongoing. Some are short term (in one year), some are medium term (2 to 3 years) and some are long term (up to 5 years). Implementation of these actions will be through the Operational Plans and budgets approved by the Board.

## OBJECTIVES

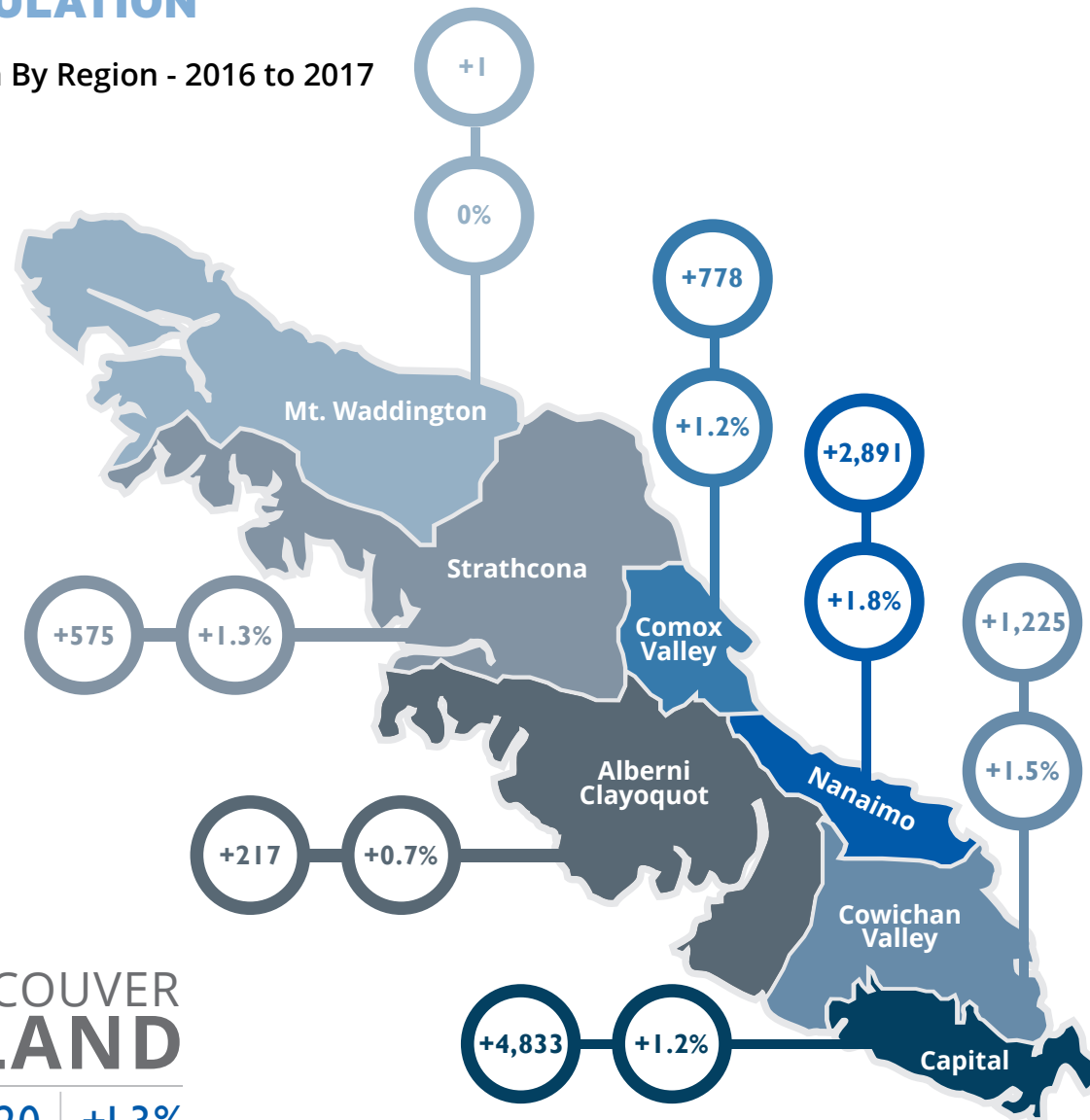
- 1 Protect the airport airspace
- 2 Improve board/staff collaboration and communication
- 3 Diversify and expand the airport revenue base
- 4 Enhance route development
- 5 Be a key part of the community and develop airport champions in all sectors
- 6 Deliver a high quality experience
- 7 Improve airside infrastructure



*The Nanaimo Airport Commission will build  
the Actions into the Annual Business Plan*

## POPULATION

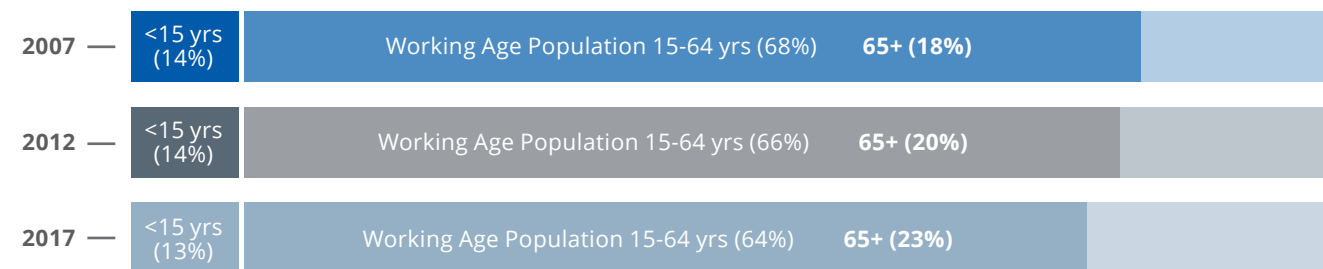
Growth By Region - 2016 to 2017



**VANCOUVER ISLAND**  
**+10,520** | **+1.3%**

Source: BC Stats, Population Estimates by Regional Districts and Development Regions.

### Population Distribution VANCOUVER ISLAND AND COAST BY AGE GROUP



Source: BC Stats, Population by Age and Sex.

## EMPLOYMENT

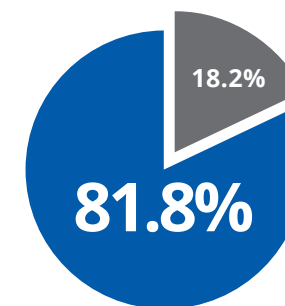
**Overall employment continued to grow on Vancouver Island in 2017.**

The share of employment in the goods producing sector has increased since 2015 due to growth in Manufacturing and Construction. Growth in Manufacturing was likely in part related to Victoria Shipyards, which is expected to expand its workforce by 25 percent through 2020.<sup>13</sup> In addition, the Myra Falls zinc, copper and lead mine near Campbell River re-opened on August 1, 2017, bringing back 300 jobs.

Employment gains in the service-producing sector occurred in the Education; Building, Support, and Other Services; Health Care; Accommodation and Food Services; and Finance and Real Estate sectors. Growth in employment in Education is likely linked to the November 2016 Supreme Court ruling for the British Columbia Teacher's Federation, which put limits on class sizes, the number of special needs students per class and the number of specialists required in schools.

Employment growth in sectors providing services to support the growing population and number of businesses on Vancouver Island is expected to moderate as population growth slows, while Health Care employment is expected to continue to increase on Vancouver Island to support the aging population.

### Share of Employment BY SECTOR ON VANCOUVER ISLAND



Source: Statistics Canada, Labour Force Survey, Custom Tabulation, prepared by BC Stats January 2018.



**2017**





**NANAIMO**  
AIRPORT YCD



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