

COMOX VALLEY AIRPORT

Strategic Plan 2011-2015

Summary



October 2010

COMOX VALLEY AIRPORT

Introduction



History

The Comox Airport was constructed by the Department of National Defence in 1942.

- The Comox Airport is located in the Town of Comox, adjacent to the City of Courtenay.
- The facility was constructed by the Department of National Defence in 1942, and is the only military airport in British Columbia.
- The airport has accommodated a civilian passenger terminal since the 1950s when an agreement was reached with Transport Canada for the establishment of a small air terminal building on a property lease served by a taxiway and an apron. The original air terminal building was built by the Royal Canadian Air Force in 1956.

Overview

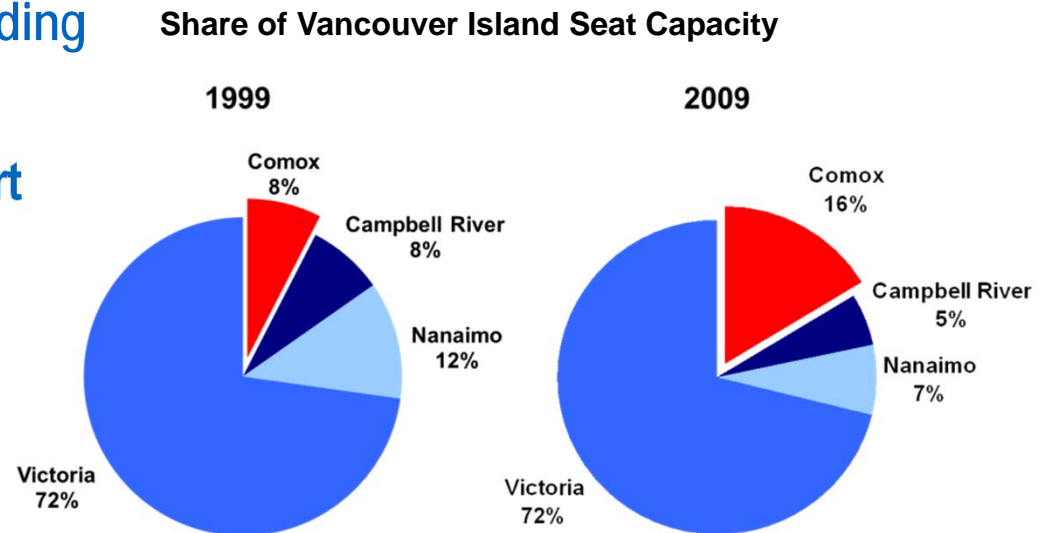
The Comox Airport is operated by the Comox Valley Airport Commission.

- The Comox Valley Airport Commission (CVAC) was established in 1996 as a non-share capital and not-for-profit organization to operate the civil aviation facilities, including the terminal and apron at Comox Airport.
- The CVAC is unique in that it does not operate or take responsibility for the airfield and its associated systems. These are operated by the Canadian Air Force (CAF) on a continuous 24-hour basis. The CAF collects landing fees for the use of the airfield (military operations have priority).
- Over the last decade, passenger traffic at the airport has grown significantly, rising from approximately 63,000 passengers in 1999 to 290,000 in 2009.
- To accommodate this growth, the CVAC completed the construction of a new civil air terminal building in 2004. Additional upgrades and enhancements to airport facilities were completed in subsequent years. The CVAC has a 25-year lease for this land from the Department of National Defence.

Major Accomplishments

The Comox Airport has made significant progress since the last strategic plan which was completed in 2007.

- Achieved island-leading air passenger traffic and seat capacity growth.
 - Comox's share of Vancouver Island seat capacity has doubled over the last decade.
- Obtained significant capital funding for airport expansion.
- Successful completion of airport upgrades including apron and parking expansion and a new fuel facility.
- Maintained class-leading customer satisfaction ranking.



Source: Official Airline Guide (OAG).

COMOX VALLEY AIRPORT

The Current Reality



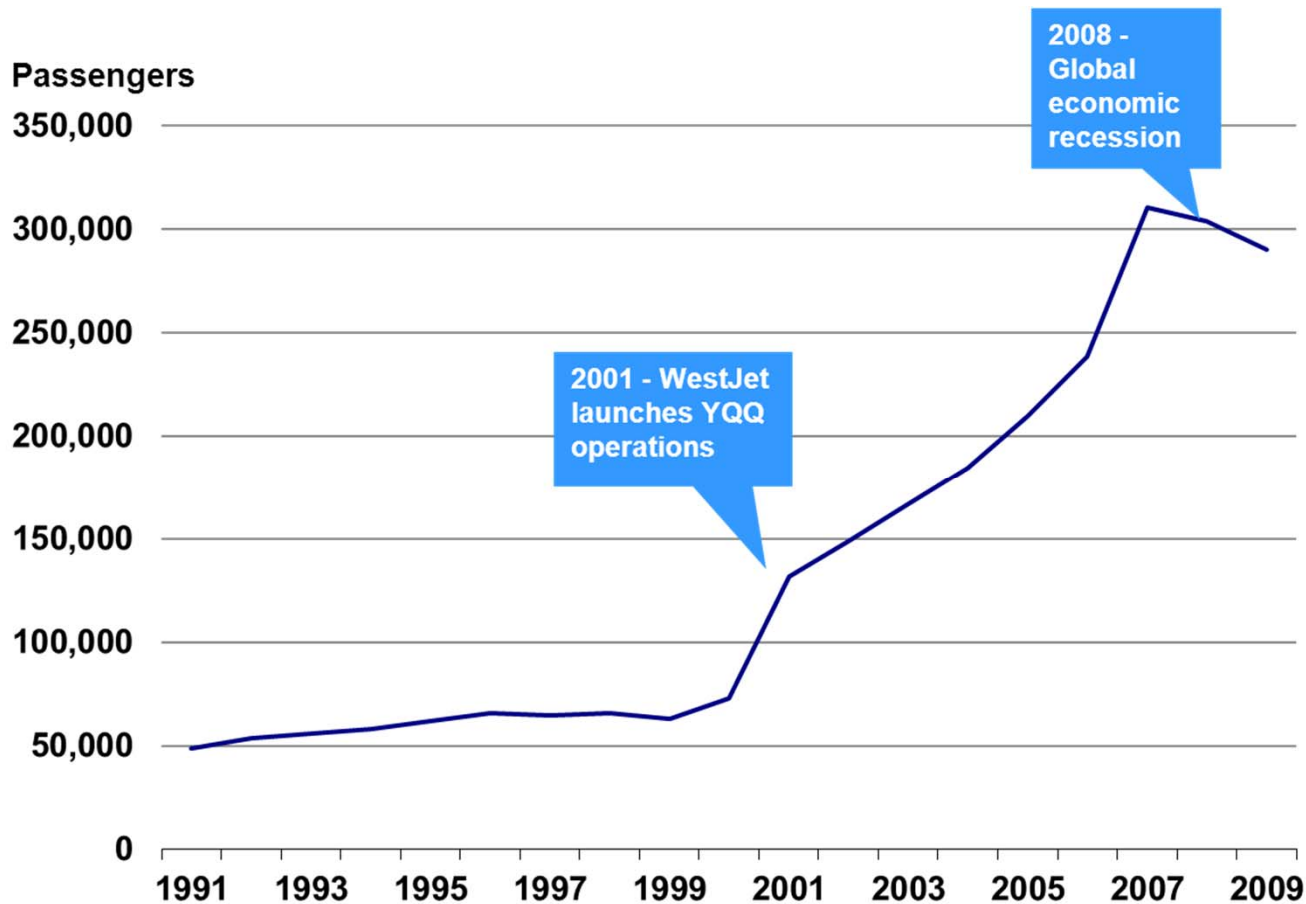
Air Services

Comox Airport is served by three scheduled airlines and one charter carrier to six destinations in North America.



Passenger Traffic

Passenger traffic at Comox Airport has increased significantly since the introduction of WestJet services in 2001.

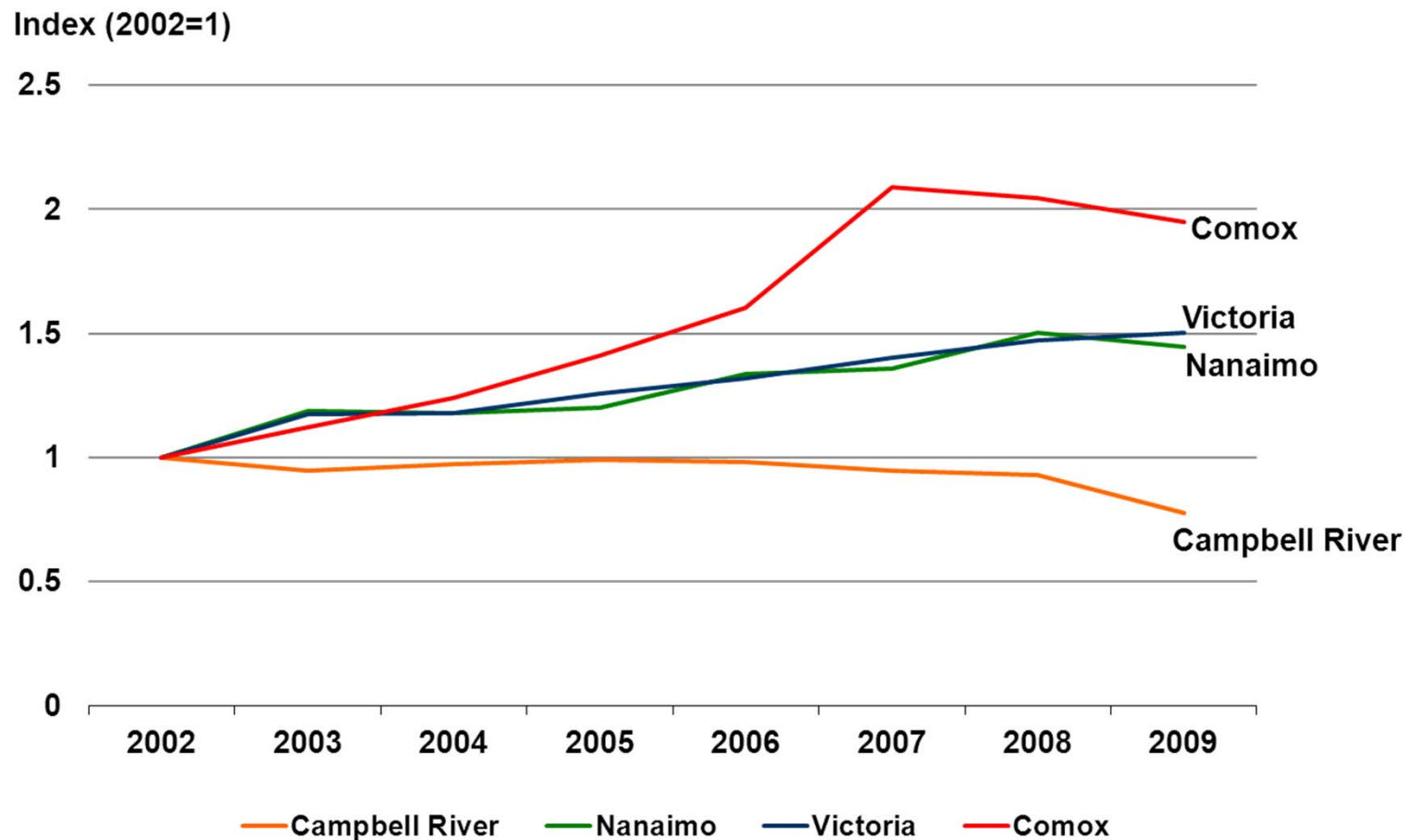


Source: Comox Valley Airport Commission.

Competitive Position

Passenger Traffic

Comox Airport has led all Vancouver Island airports in passenger growth over the last several years.



Source: Individual airports.

Competitive Position

Air Services

Comox Airport has one of the most comprehensive scheduled air service networks on Vancouver Island

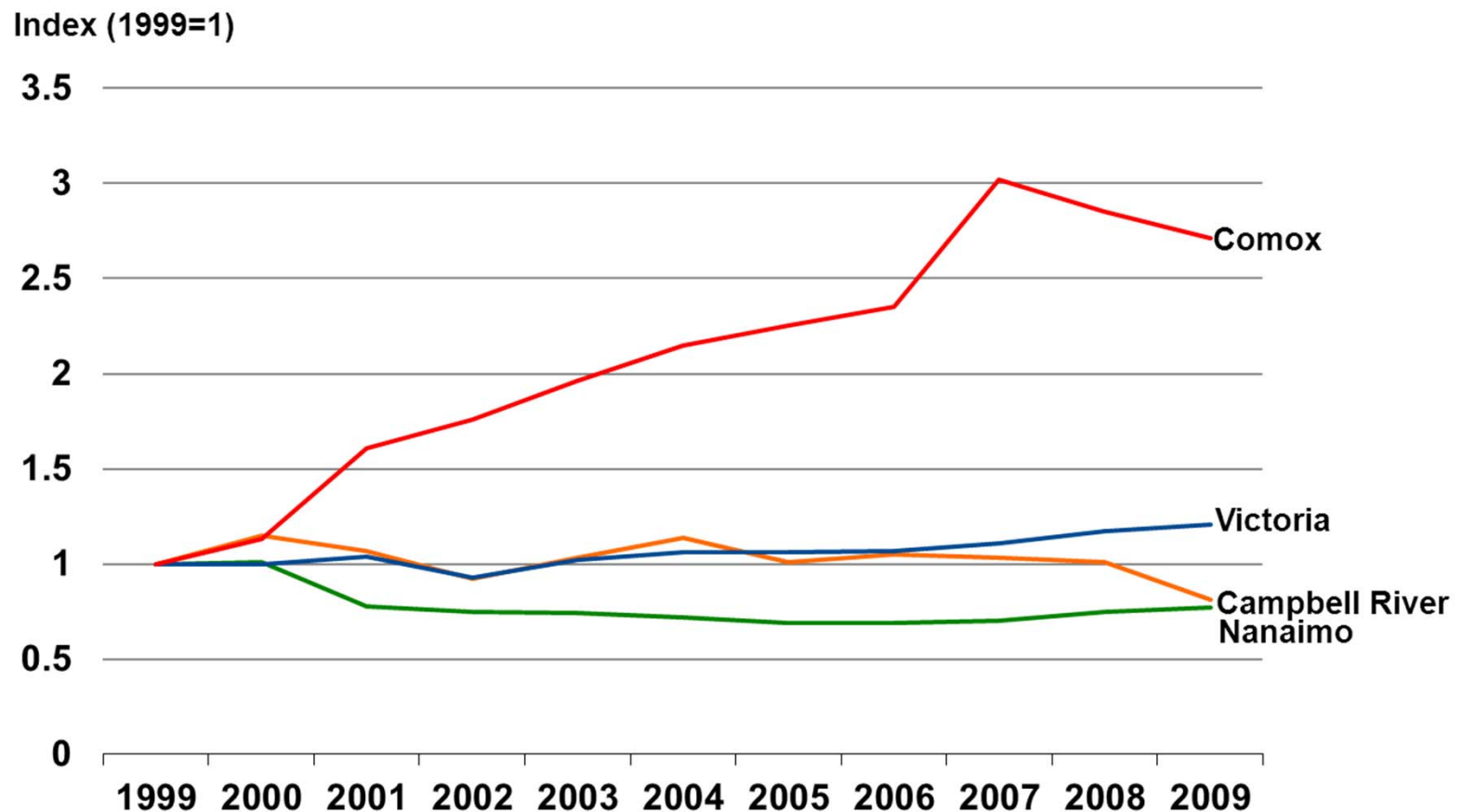
	Comox	Nanaimo	Campbell River	Victoria
Number of Airlines	3	1	2	5
Airlines	CMA Pacific Coastal WestJet	Air Canada	CMA Pacific Coastal	Air Canada Alaska Airlines Pacific Coastal United Airlines WestJet
Number of Destinations	4	1	2	7
Destinations	Calgary Campbell River Edmonton Vancouver	Vancouver	Comox Vancouver	Calgary Edmonton Kelowna San Francisco Seattle Toronto Vancouver
Flights Per Week	110	46	67	329
Seat Capacity Per Week	5,844	2,300	1,477	22,799

Source: Official Airline Guide (OAG).

Competitive Position

Seat Capacity Traffic

Comox Airport has led all Vancouver Island airports in seat capacity growth over the last several years.



Source: Official Airline Guide (OAG).

Competitive Position

Airport Facilities

Comox Airport has the longest runway on Vancouver Island which enables it to accommodate fully-loaded, large long-haul aircraft operations.

	Comox	Nanaimo	Campbell River	Victoria
Terminal Building	32,300 sq.ft.	13,200 sq.ft.	16,200 sq.ft.	104,200 sq.ft.
Number of Runways	2	1	1	3
Main Runway Length	10,000 ft.	6,500 ft.	5,000 ft.	7,000 ft.
Instrument Landing System	Yes	Yes	Yes	Yes

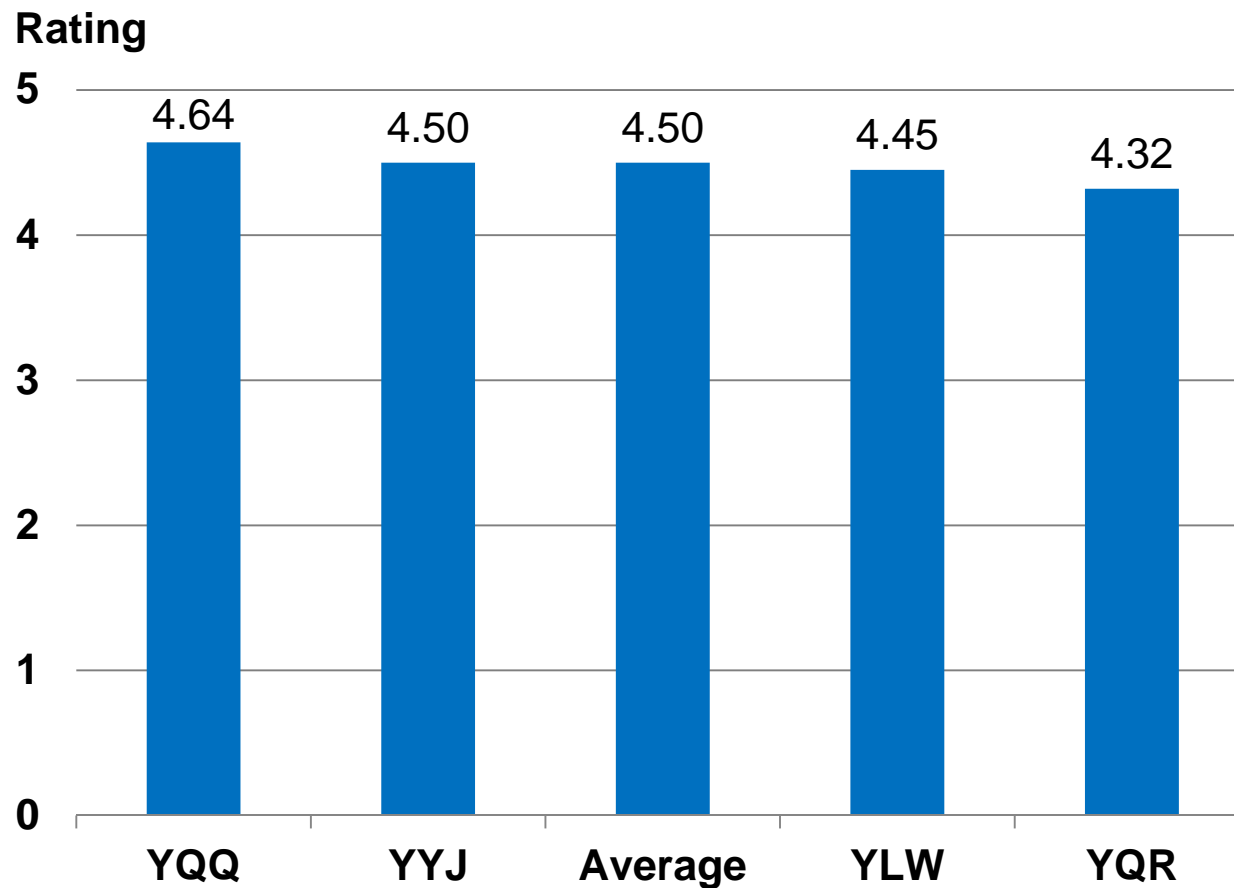
Notes: Comox has completed \$1 million new fuel facility. Both Nanaimo and Campbell River are undergoing airport expansion projects.

Source: NAV Canada, individual airports.

Competitive Position

Customer Satisfaction

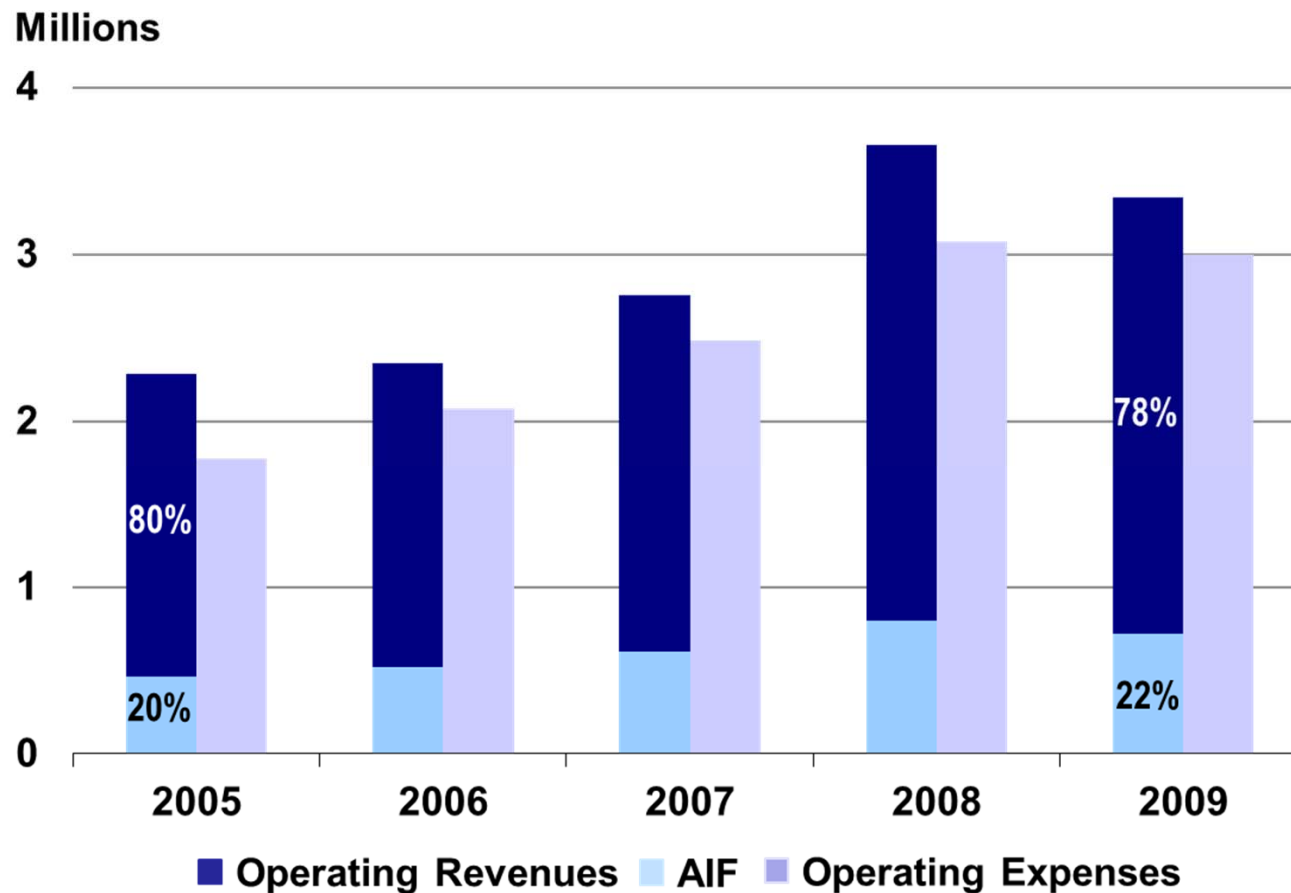
Comox Airport has the highest customer satisfaction ranking amongst similar-sized airports in Canada (2009).



Source: InterVISTAS Consulting Inc.

YQQ Financial Performance

Comox Airport has exhibited strong financial performance over the past several years.



Source: Comox Valley Airport Commission.

COMOX VALLEY AIRPORT

Moving Forward



Mission and Vision

The airport's mission and vision been updated.

Vision

*Developing and expanding our
scheduled air services network*

Mission

*Exceeding the expectations of our
customers and our communities*

Values

The airport's values have been updated.

Values

- Safety:* We ensure that the safety and security of our customers, staff, facilities and environment is a primary concern in all aspects of doing business.
- Quality:* We are motivated by customer expectations in providing quality facilities and services in a customer sensitive and service driven manner.
- Accountability:* We are accountable for all our actions and we demonstrate integrity in our business relations, utilization of resources, treatment of our customers and staff, and in the general conduct of our business.
- Economic Development:* We work to support the economic development of the region.
- Sustainability:* We are committed to ensuring that all aspects of airport operations and practices are environmentally and financially sustainable.

Goals

Five strategic goals have been developed to achieve the Comox Airport's new vision.



Goal #1 – Expanded Air Services

Expand air services to new destinations and enhance services to current destinations

Objectives

- a) Work with existing scheduled carriers to develop existing routes and expand to new destinations
- b) Work with new carriers to establish scheduled services to new destinations
- c) Develop transborder scheduled air services to a hub airport
- d) Pursue and expand seasonal charter services

Goal #2 – Facilities Meeting Customer Needs

Provide facilities and services that address current and future needs of customers

Objectives

- a) Extend lease with DND
- b) Purchase adjacent land
- c) Identify and implement improvements to customer service
- d) Encourage the development of ground transportation services
- e) Pursue customer service benchmarking opportunities
- f) Implement new technologies where feasible (e.g., check-in kiosks, bag-drops)

Goal #3 – Effective Communications

Develop effective marketing strategy and brand

Objectives

- a) Rebrand the Comox Valley Airport
- b) Develop and implement communications plan to support brand strategy
- c) Actively participate in and support regional tourism and economic development
- d) Continue to partner with the tourism industry to develop, package and sell regional tourism products
- e) Develop strategic marketing plan to promote airport

Goal #4 – Financially Viable and Competitive

Remain financially viable and competitive

Objectives

- a) Maintain clear and accountable financial policy guidelines
- b) Establish financial parameters for overall operational and capital requirements
- c) Establish on-going advocacy campaign to secure available funding for capital improvements
- d) Pursue opportunities to increase non-aeronautical revenue streams, where feasible
- e) Maintain aeronautical fees at competitive levels

Goal #5 – Professional Development

Promote professional development for staff and board members

Objectives

- a) Pursue professional development opportunities for staff
- b) Pursue professional development opportunities for board members