

# Comox Valley Airport Strategic Plan 2022



## OUR MISSION: Connecting with the world

We are a gateway that welcomes business, family and leisure travel, enables community and economic development and brings Vancouver Island closer to the world. The possibilities are endless.

## OUR VISION: Gateway of Choice

We will be the preferred Island gateway by providing affordable, friendly, access to desirable destinations with convenient connections.

## VALUES: We commit to these values because WE CARE:

- **[Safe & Secure]** Ensuring that the health, safety and security of our passengers, staff, tenants, volunteers, and operations remain our most important priority.  
*Our overriding priority, we continue to adapt to ever-changing circumstances following all applicable regulations and best practices, creating a safe and secure terminal for all.*
- **[Adaptive & Responsive]** Remaining adaptable and responsive to the changing needs of our passengers, our community, and our industry.  
*We continue to explore new routes and opportunities with new carriers to provide more destinations, more choice, more flexibility and more value. We will adapt to world changes that impact YQQ and the travel industry. We will continue our efforts to become “Cleaner, Greener, Leaner, and Keener”. Cleaner with sanitation and health protocols, Greener in reducing emissions, Leaner in balancing revenue sources, and Keener to provide a great passenger experience.*
- **[Innovative & Proactive]** Providing optimum customer experience by adopting proactive and innovative approaches to our work.  
*YQQ embraces innovation and strives to implement new ideas and technologies to enhance our operations and passenger experience. We believe in continuous improvement and adaptability in both our operations and facilities.*
- **[Honest & Respectful]** Ensuring that all relationships are founded on integrity, honesty, and mutual respect.  
*As a basic foundation for all our interactions, we adamantly care about the people we encounter. Our workplace is free of harassment, bullying and discrimination. We embrace diversity, equity, inclusion and accessibility.*
- **[Ethical & Sustainable]** Remaining environmentally responsible, socially conscious, financially sustainable, and ethically governed.  
*We pay attention and respond to changes in our environments. We are proactive environmental stewards in areas we can control, and advocates for those we can influence. We contribute to the social well-being of our community. We prudently plan for future financial requirements and are responsible in our spending.*



## **Our Strategic Objectives:**

Our strategic goals are intended to guide the work of the Commission over the next 3-5 years. They will be enabled by underlying operational plans and will be updated as conditions warrant.

### **1. Optimal airport facilities and customer experiences.**

- *Our policy is to serve all passengers and cargoes wishing to travel through YQQ and be prepared to do so well into the future.*
- *Our team will continue to provide a clean, quick, efficient, and provide a comfortable experience for all travellers. Technological innovation will be responsibly embraced as we ensure our facilities are appropriately sized to travel demand.*
- *To be optimal, our terminal must be accessible and convenient. Our ongoing viability is tied to our relationship with 19 Wing Comox and the lease of Crown land.*
- *Land acquisition is a critical consideration to maintain an optimal airport for both future terminal expansion and accessible parking, which we will pursue to maintain and enhance the services offered to our passengers and the community.*

### **2. Meeting demands of measured and responsible growth.**

- *When fulfilling our mission of connecting with the world, we will anticipate and prepare for the growth that arises. As a servant to the Comox Valley, we will pursue destinations, routes, connections, and carriers to provide the best air service options to our community.*
- *Our facility and team will expand and keep pace with the changing needs of both travellers and airlines while being increasingly conscious of environmental considerations.*
- *Acknowledging that we are providing a service to the community, as long as there is a demand for travel it is our mandate to support it.*

### **3. Reinforcing relationships with governments, First Nations, and stakeholders.**

- *We recognize that our success is dependent on strong relationships with others. We will pursue meaningful connections with local governments, First Nations and stakeholders to share information, and provide planning and support, to ensure we are coordinated in achieving mutually beneficial outcomes. This will allow us to support the quality of life and economic well-being of the Comox Valley in a collaborative way.*
- *Acknowledging concerns about environmental stewardship and accountability in both the airline industry and tourism in general, we will be aware and responsive.*
- *We will communicate our initiatives with local governments, First Nations and stakeholders and advocate for improvements in our industry.*

### **4. Attract and retain a talented and motivated team.**

- *We recognize that our team is our greatest asset. We take pride in ensuring we have a diverse, safe and welcoming work environment, where people are respected and valued. We focus on policies that will promote motivation and retention, and we support our team not only with compensation, but also with appropriate professional development, flexibility, tools to do their job well, and a caring, inclusive atmosphere.*
- *We value our community volunteers that provide a personalized passenger experience to those that require some additional assistance or advice while transiting through our airport. We continue to invest in our volunteer program, giving thanks and recognition while supporting our volunteers in providing exceptional customer service.*