

The background of the cover features a large commercial airplane in flight against a vibrant sunset sky with shades of orange, pink, and purple. Below the sky, the silhouettes of mountains and a city skyline are visible, with airport lights and a runway in the foreground. The left side of the cover is dominated by large, overlapping geometric shapes in shades of blue, purple, and teal.

ONTARIO

INTERNATIONAL AIRPORT

— So Cal. So Easy. —

STRATEGIC PLAN

2022



Ground Transportation EXIT Restrooms Gate 407 Men Women

evening rounds

ONTARIO INTERNATIONAL AIRPORT So Cal. So Easy.



ALAN D. WAPNER
OIAA President

At Ontario International Airport, we are proud to serve one of the most dynamic population and economic centers in the United States. Today, 10 million Southern Californians live or work closer to ONT than any other airport, and with more than 900 people a week moving into the Inland Empire, our future couldn't be brighter.

As policymakers for the fastest-growing aviation gateway in the country, the Ontario International Airport Authority Board of Commissioners is committed to fulfilling the enormous responsibility we were given when ONT returned to local ownership six years ago. With our superb team of airport professionals, we have attracted new flights and amenities, secured millions of dollars for infrastructure and safety improvements, and returned Ontario International to its role as an economic driver for our region.

We know there's more – much more – left to accomplish. We also know how important every decision we make will be to the future of ONT and the communities we serve. We embrace that responsibility, and look forward to continuing to provide more travel options, create new economic and employment opportunities, and improve the quality of life across this great community and region we call home.

ONTARIO INTERNATIONAL AIRPORT AUTHORITY BOARD OF COMMISSIONERS

The Ontario International Airport Authority (OIAA) was formed in August 2012 by a Joint Powers Agreement between the City of Ontario and the County of San Bernardino to provide overall direction for the management, operations, development and marketing of Ontario International Airport (ONT) for the benefit of the Southern California economy and the residents of the airport's four-county catchment area. OIAA Commissioners are:



ALAN D. WAPNER
OIAA President
City of Ontario
Mayor Pro Tem



CURT HAGMAN
OIAA Commissioner
County of San Bernardino
Supervisor



RONALD O. LOVERIDGE
OIAA Vice President
City of Riverside
Mayor (Retired)



JULIA GOUW
OIAA Commissioner
Business Executive
(Retired)



JIM W. BOWMAN
OIAA Secretary
City of Ontario
Council Member

A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



ATIF ELKADI
OIAA Chief
Executive Officer

It's no secret why Ontario International Airport is one of the aviation industry's great success stories – the vision of our Board of Commissioners, the professionalism and hard work of the best airport staff anywhere, the growth of our market and the support of a community that sees ONT as more than a travel hub, but an indispensable part of their future.

One of the first airports in the world to consistently exceed pre-pandemic passenger levels, ONT is the undeniable airport of choice for millions of domestic and international travelers. Nearly 6 million passengers will fly into and out of Ontario in 2022, connecting with destinations across the United States, Latin America and Asia. Exciting new projects, such as the Dianne Feinstein International Terminal and innovative transit options, will further set us apart from other Southern California airports.

We'll also continue to play a critical role in one of the world's busiest supply chain networks. Today, ONT ranks among the Top 10 cargo airports in North America, with the location, capacity and infrastructure to grow even more

It all adds up to a story we're eager to share. Ontario International is no secret anymore.

VISION Travel. Transformation. Growth.

MISSION Connecting people, places and opportunities to build a better world.

STRATEGIC GOALS AND OBJECTIVES

We have updated the Strategic Plan to provide a framework for implementing our Vision and Mission. Specific Objectives were developed based on three Strategic Goals: 1) Invest in ONT, 2) Master the Basics, and 3) Plan for the Future. The Objectives are the foundation of our organization and reflect our Core Values, providing a roadmap for the continued growth and success of ONT.



INVEST IN ONT

WHAT DOES INVEST IN ONT MEAN?

OIAA is committed to investing in the future of the Airport. We are securing our financial future by attracting new airlines, expanding services, and growing the Airport into a cargo hub. In addition, investing in ONT will ensure we are continuing to meet and exceed customer expectations.

THE FOLLOWING OBJECTIVES SUPPORT INVESTMENT IN ONT

- Ensure a safe, secure, and healthy environment.
- Maintain financial strength and remain cost competitive.
- Deliver the ultimate customer experience.
- Secure an engaged, productive, healthy, inclusive and diverse workforce.
- Improve airport operational efficiency.
- Maximize overall business performance.

So Cal. So Easy.





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PLAN FOR THE FUTURE

WHY SHOULD WE PLAN FOR THE FUTURE?

Planning for the future will provide OIAA with the insight to recognize when modifications to the existing facilities will be needed. Strategizing for new infrastructure and development will ensure the Airport can meet the needs of the community by accommodating projected growth and attracting new airline service. Through stakeholder engagement, ONT will foster relationships necessary for a successful and financially secure airport. By implementing these initiatives, OIAA will secure the Airport's position as the airport of choice in Southern California and ensure it is poised for growth.

THE PRIMARY OBJECTIVES FOR PLANNING FOR THE FUTURE INCLUDE

- Provide a long term operation that addresses all key issues related to Airport Operations.
- Provide a flexible and fiscally responsible development plan that will help ensure that ONT can meet future passenger and cargo demand.
- Enhance airline relationships to further drive passenger air service growth while maintaining a positive retention strategy and continuing to grow cargo service.
- Foster relationship with federally elected officials to ensure ONT is receiving its fair share of funding and favorable laws and regulations.
- Develop and implement ONT's community engagement strategy to drive positive perception across all Southern California communities.
- Establish our role as a Southern California gateway through proper planning.



MASTER THE BASICS

HOW WILL WE MASTER THE BASICS?

ONT Staff will focus on the key requirements of operating an airport including establishing processes and procedures, maintaining agency and regulatory compliance, and elevating ONT brand recognition. Mastering the basics will serve as a steppingstone to continuously improve the customer experience, enhance stakeholder relationships, and ensure the financial viability of the Airport.

MASTERING THE BASICS IS BASED ON THE FOLLOWING OBJECTIVES

- Protect the ONT brand.
- Operate using sound business principles and practices.
- Collaborate with business partners to deliver friendly and efficient services.
- Maintain all FAA, TSA and CBP compliance.
- Maintain and operate facilities and equipment at optimum levels.





CORE VALUES

The unique character of Ontario International Airport is captured within our core values. They describe our fundamental ideals and core operating principles.

EXERCISE HUMILITY

We are humble and approachable. We honor all viewpoints and perspectives.

BE PASSIONATE

ONT team members and partners are committed to furthering the aviation industry and serving others. Our excitement for our work is contagious. We believe this combination makes us unstoppable.

PUT PEOPLE FIRST

Our customers are at the heart of everything we do. We believe that an outstanding experience can change someone's day. Now, doesn't that feel good?

BE IMPACTFUL

ONT values innovation in all forms – from sharing ideas and identifying opportunities, to advancing technology and efficiencies. Every team member can make a positive and important impact.

HELP BUILD A LEGACY

Collectively, we are not only building up an airport, but a community for future generations to connect to one another and the world. Every single team member plays a part.

BE RESILIENT

We can't be kept down. No matter what comes our way, ONT never waivers in our enthusiasm and commitment to our mission.

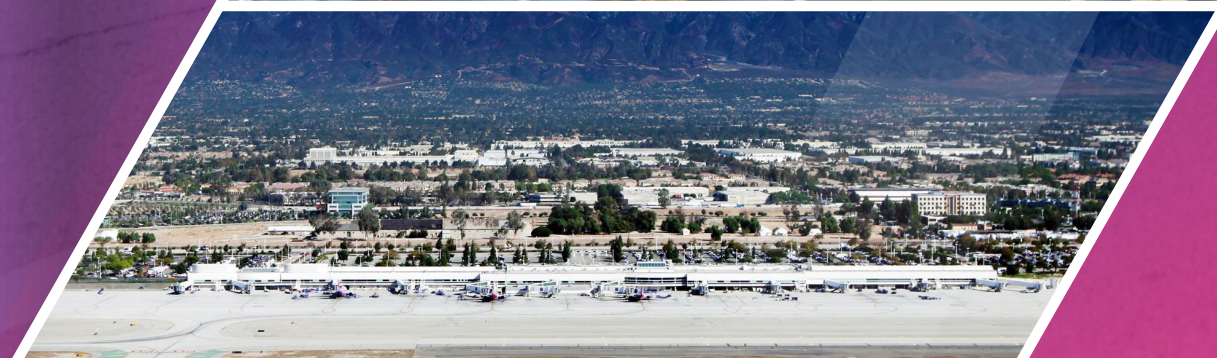
BE INCLUSIVE

ONT reflects the diverse community we serve from all over the world. We embrace each other's differences and value everybody's ideas and perspectives. We seek to understand and listen, and are committed to always continue learning so our Airport represents the best of all of us.

HAVE FUN

Travel is fun and so is our work. We approach all situations with an eye toward making it better for one another and not taking ourselves seriously.





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