



**AKRON-CANTON**

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**AIRPORT**

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# **Akron-Canton Airport: 2025-2027 Strategic Plan**

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**Akron-Canton Airport | 5400 Lauby Road NW  
North Canton, OH 44720 | 1-888-434-2359**

# Agenda

1. Overview
2. Executive Summary
3. About CAK
4. Board of Trustees
5. Departments
6. CAK's Geographical Impact
7. CAK's Economic Impact
8. Previous SP Highlights
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10. Purpose Statement
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# Overview

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# Overview

The Akron-Canton Airport (CAK) offers nonstop air service to 24 nonstop destinations and just one-stop to the world.

CAK connects Northeast Ohio residents to the places they need to go.



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# Executive Summary

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# Executive Summary

- As our industry continues to evolve, Akron-Canton Airport (“CAK”) needs to remain agile.
- Strategic Plan was developed over a series of six sessions using Appreciative Inquiry.
- Bulk of the work falling to CAK Senior Leadership Team. Additional sessions held with Managers, with input from respective front-line staff.
- Focus on what is within our control. Leverage the team’s strengths, Board of Trustees, supporters, and community to forecast a brighter future.



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# About CAK

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# About CAK

- Serves nearly 800,000 passengers each year.
- Offers nonstop air service to 24 destinations.
- Airlines - American, Allegiant, Breeze, and United.
- “A Better Way to Go” has been the promise of CAK since the 2000s.
- The Airport’s Authority was formed by Summit and Stark Counties under Section 308 of the ORC. Authority status allows for greater flexibility and access to opportunities.
- 90-minute proximity to over 4.8 million people in NEO offers a substantial economic engine.
- Governed by the Akron-Canton Regional Airport Board of Trustees.



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# Board of Trustees

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# Board of Trustees

- CAK is the only commercial airfield in the State of Ohio governed by a bi-county Airport Authority.
- The Airport Authority is a political subdivision of the State.
- Four Trustees are appointed by the Stark County Commissioners and four are appointed by the Summit County Executive and County Council.
- Serve staggered, four-year terms and are not paid for their service.
- Responsible for the fiscal, organizational, and strategic direction of the Airport.
- President & CEO reports directly to the Board of Trustees.
- Each Trustee contributes a unique area of expertise to the Board, including real estate, finance, law, marketing, and managerial expertise.

## **Stark County**

Karen M. Brenneman  
Robert K. Mullen  
Jacqueline A. Musacchia  
Ward J. Timken

## **Summit County**

Beth B. Boggins  
Diane L. Miller-Dawson  
Robert G. Konstand  
John M. Williams

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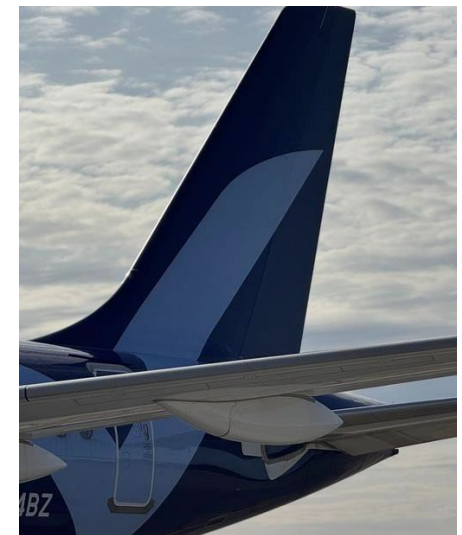
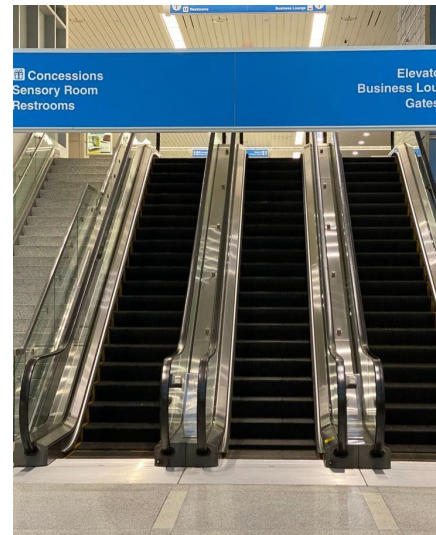
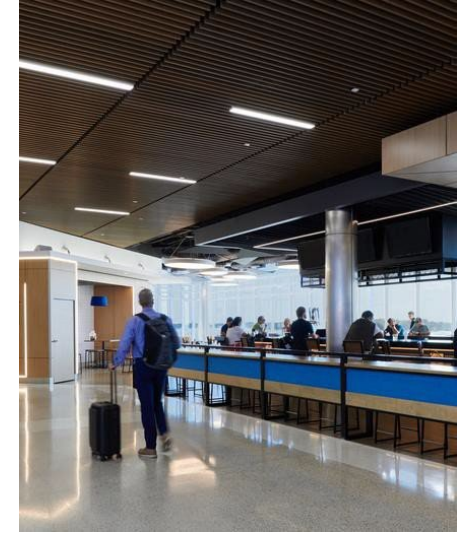
# Departments

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# Departments

- Air Service & Business Development
- Airside, Operations & Public Safety
- Finance & Administration
- Guest Experience
- Human Resources
- Innovation Technology
- Landside, Planning & Infrastructure



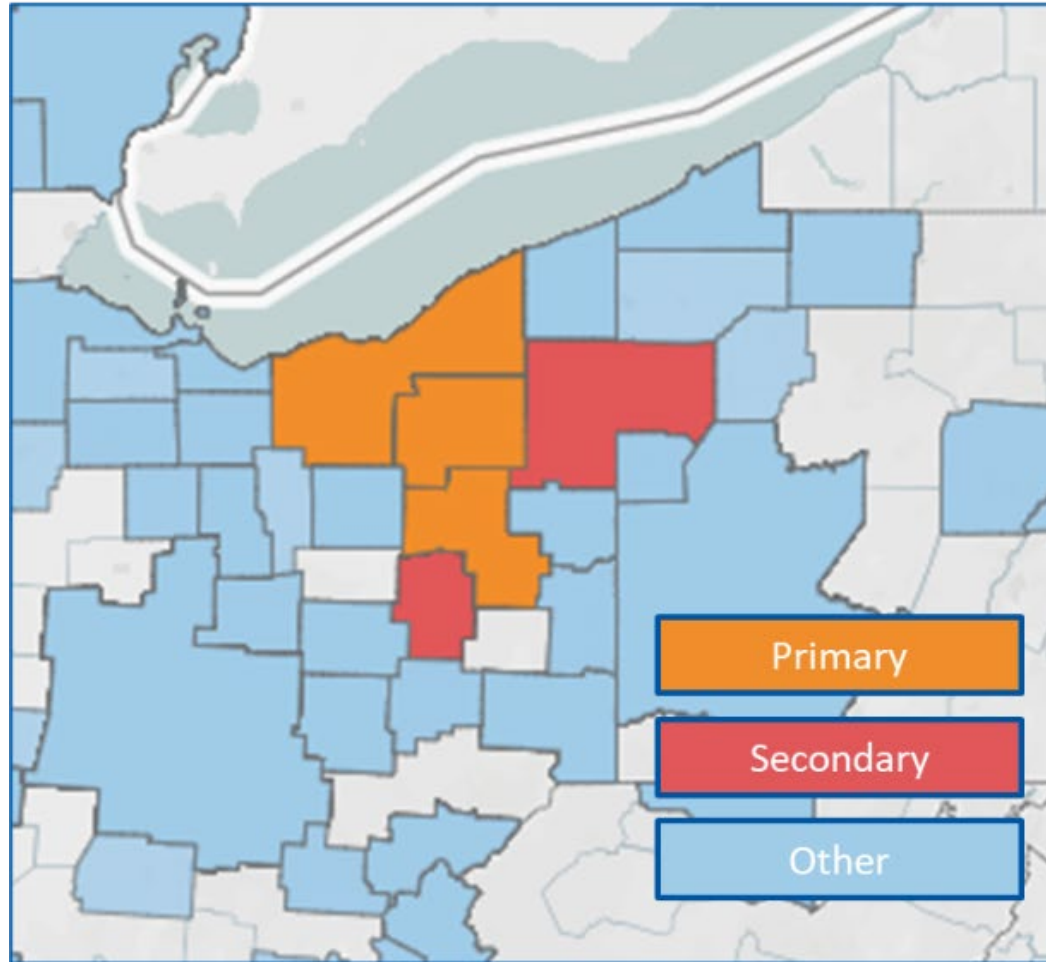
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# CAK Geographical Impact

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# CAK Geographical Impact



TOP 10 OHIO CBSAS ORIGINATING FROM CAK Year Ending December 2024		
CBSA	Daily Visits	Visitors %
Akron, OH	205	30.4%
Canton-Massillon, OH	191	28.2%
Cleveland-Elyria, OH	123	18.3%
Youngstown-Warren-Boardman, OH-PA	60	8.9%
New Philadelphia-Dover, OH	26	3.8%
Wooster, OH	19	2.7%
Columbus, OH	8	1.3%
Ashland, OH	8	1.2%
Salem, OH	6	0.8%
Ashtabula, OH	5	0.8%
<b>Top 10 CBSAs</b>	<b>652</b>	<b>96.5%</b>
<b>Total</b>	<b>675</b>	

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# CAK Economic & Quality of Life Impacts

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# CAK Economic Impact

Net Economic Impacts of CAK Airport in 2024 for the Greater Akron-Canton region, compared to 2018.



**Jobs**

**4,695**

4.6% ↑



**GDP**

**\$518 million**

39.6% ↑



**Output**

**\$1.15 billion**

13.8% ↑



**Personal Income**

**\$330 million**

55.6% ↑

# CAK = Better Quality of Life

- Residents do not have to travel to other airports for their air transportation.
  - Saves 700,000 hours of travel time every year
  - Reduces 16 million miles of driving annually (helps carbon footprint)
  - Travelers save over \$35 million annually

Annual Value of Time Saved	\$23,681,170
Annual Cost of Travel Saved	\$11,256,288
Combined Total Savings	\$34,937,458
Per passenger Savings	\$46.00

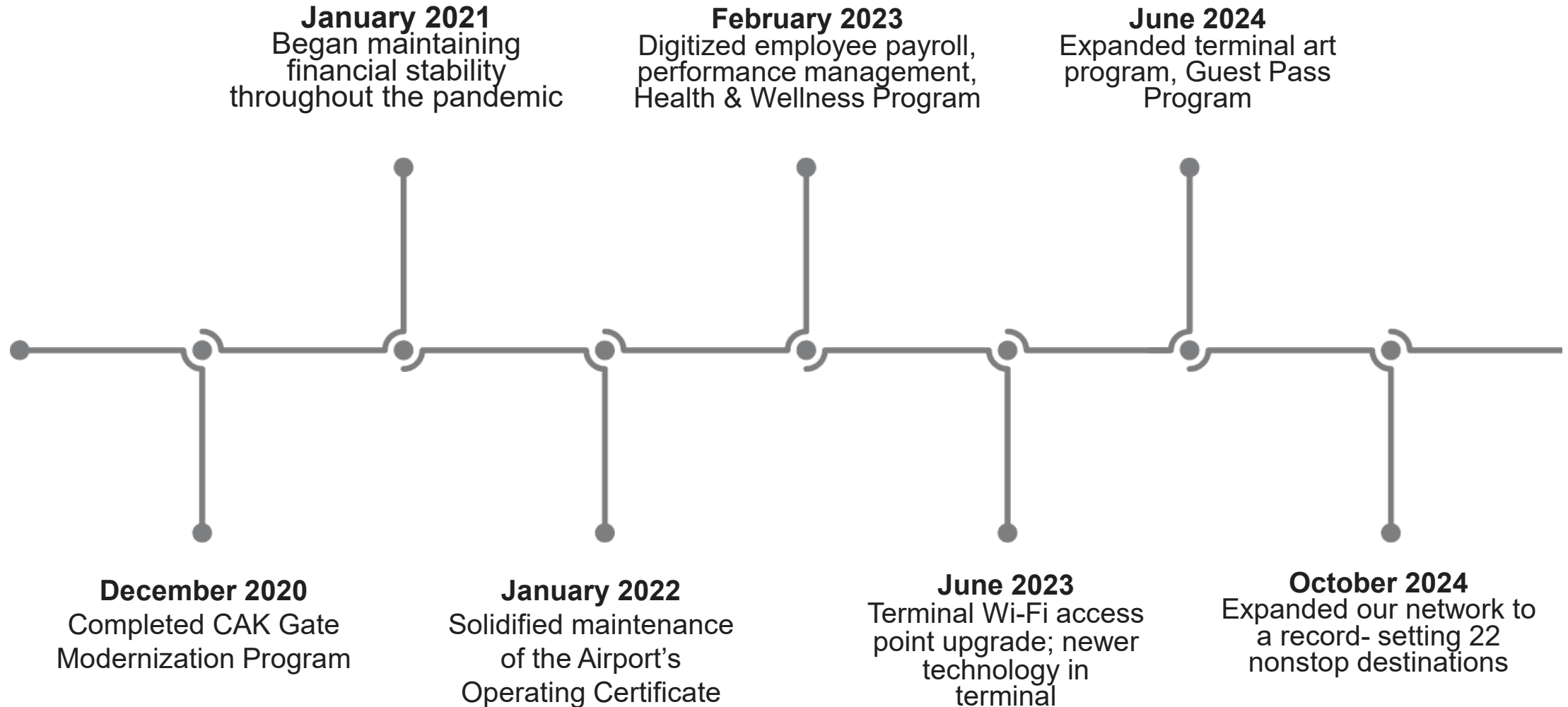
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# Previous Strategic Plan Highlights

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# Previous Strategic Plan (2020-2024)



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# Appreciative Inquiry

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# Appreciative Inquiry

- A strengths-based approach to organizational change that focuses on identifying and building upon what's working well, rather than dwelling on problems.
- Involves a collaborative process of exploring positive experiences, envisioning desired futures, and designing strategies to achieve them.
- Follows four stages and defines a positive preface to guide the work.



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# Appreciative Inquiry



## Positive Preface

- We believe the Akron-Canton Airport is the better way to go
- Leverage assets to be a significant force for human and economic prosperity in our region
- Act as a gateway to the world



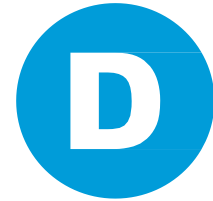
Discover



Dream



Design



Delivery

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# Purpose Statement

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# Purpose Statement

Offer caring service, invest in the travel experience, and elevate economic activity through innovation and community engagement.



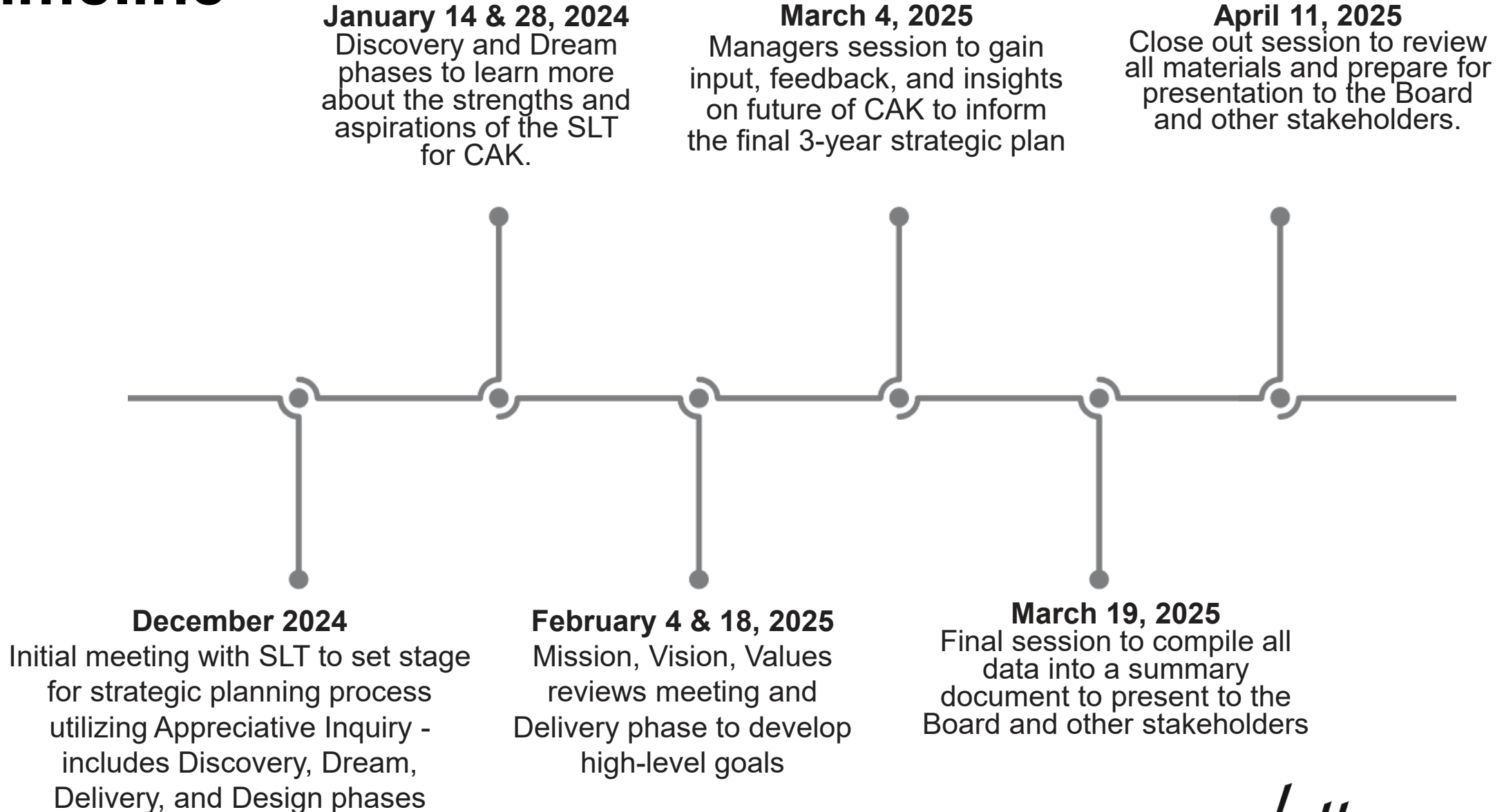
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# Timeline

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# Timeline



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# Guiding Principles

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# Guiding Principles



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## Care

We foster a **welcoming and supportive environment** for our guests, employees, and business partners. **Taking care of the team** is at the heart of our culture, ensuring that **everyone is valued, supported, and empowered** to succeed. Through genuine hospitality and a **guest-first mindset**, we **create positive experiences** at every touchpoint. We also embrace **sustainability, community engagement, and inclusivity**. Above all, we **build trust** through our **commitment** to doing what's right - **for our people, our airport, and our region**.

## Collaboration

We believe that **strong partnerships** create success. By **working closely with airlines, businesses, local organizations**, and each other, we **build a better airport and a stronger community**. **Transparency** is key to our collaboration - we **communicate** openly, act with **integrity**, and foster trust in every relationship. Through **teamwork**, mutual **respect**, and shared goals, we **create lasting impact**.

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## Dedication

We are **committed** to providing an **exceptional travel experience** for our guests, partners, and community. Our team works with **passion** and **resilience** to ensure **safe, efficient, and innovative airport operations**. We go above and beyond to **support our guests** and **uphold the highest standards** in everything we do.

## Growth

We **continuously seek new opportunities** to enhance our airport, expand our services, and **improve the guest experience**. We are **resourceful** in navigating challenges and **innovative** in our approach to problem-solving. By **modernizing our infrastructure** with **technology** and investing in **employee development**, we ensure that CAK remains a premier choice for guests. Through **economic development** and **strategic partnerships**, we **drive progress** that benefits our guests, employees, and the Northeast Ohio region.

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# Goals and Objectives

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# Goals



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# Goal

*Preparing the Facility for the Future: Strategic Improvements and Proactive Maintenance*



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# Preparing the Facility for the Future: Strategic Improvements and Proactive Maintenance

## OBJECTIVES

- Plan, build, and preserve the infrastructure and IT for future needs
- Leverage technology as part of our future initiatives
- Expand and optimize the Airport's terminal footprint to accommodate airline growth, plus enhance operational efficiency

# Goal

*Retain and Attract Air Service  
to Meet the Region's Present  
and Future Needs*



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# Retain and Attract Air Service to Meet the Region's Present and Future Needs

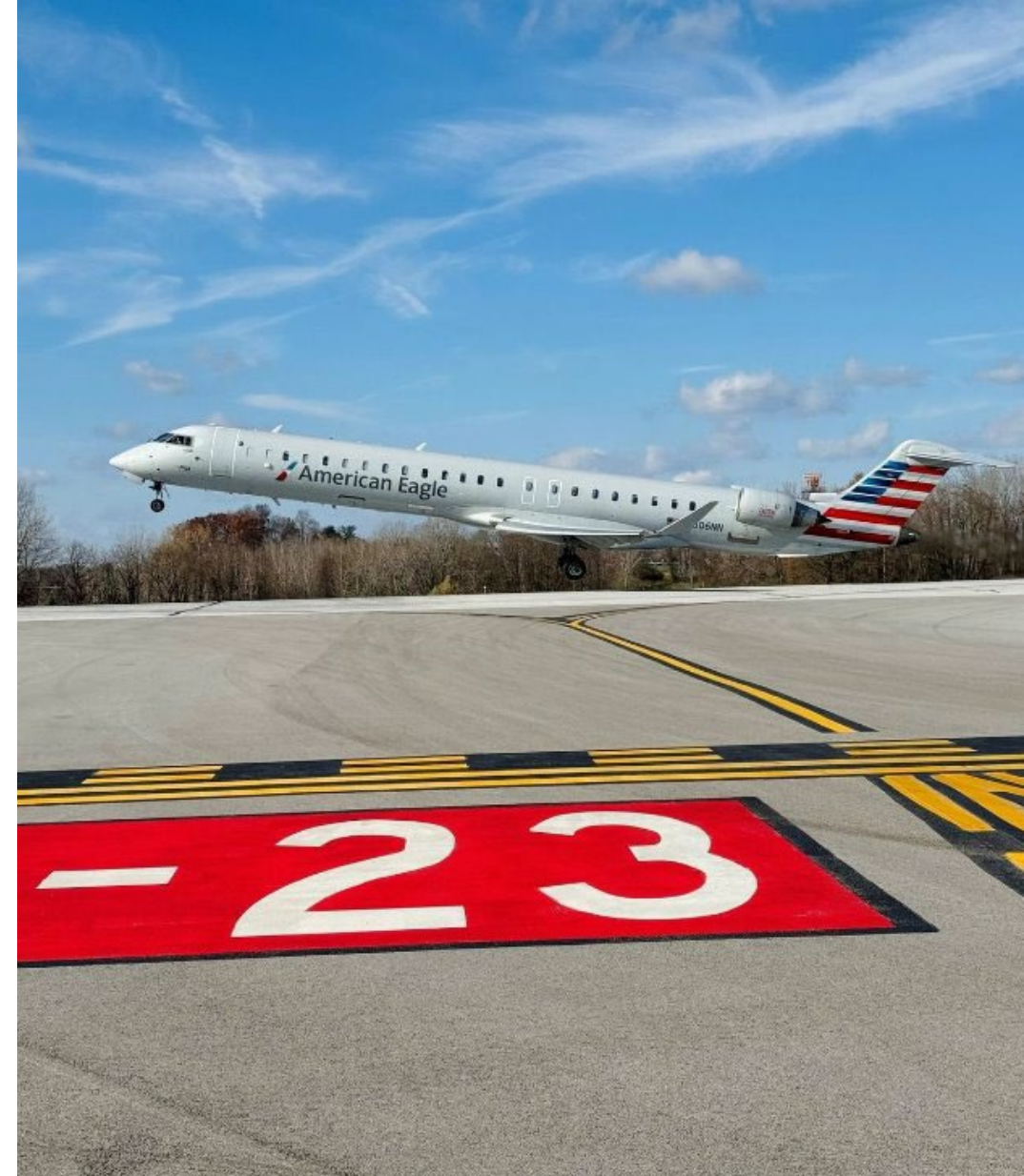
## OBJECTIVES

- Retain CAK's four commercial air carriers while expanding seat capacity through the addition of new carriers or routes
- Prepare the airport infrastructure to support the opening of a commercial carrier crew base, ensuring seamless operations and growth
- Raise and utilize community funding for JobsOhio and Small Community Air Service Development Program (SCASDP) air service grants, keeping up with industry standards of incentives



# Goal

*Create Funding Strategies to  
Strengthen the Airport's  
Financial Health and Support  
Future Opportunities*



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# Create Funding Strategies to Strengthen the Airport's Financial Health and Support Future Opportunities

## OBJECTIVES

- Increase guest concessions and lease revenue
- Explore non-traditional funding resources

# Goal

*Ensure a Safe, Sustainable  
and Secure Airport*



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# Ensure a Safe, Sustainable and Secure Airport

## OBJECTIVES

- Exceed federal and local safety requirements
- Maintain regulatory environmental compliance at federal and local levels
- Implement sustainability measures that reduce carbon footprint

# Goal

*Empower the Airport Workforce  
through Strategic Partnerships  
and Employee Engagement:  
Meeting the Needs of the  
Airport and Tenants*



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# **Empower the Airport Workforce through Strategic Partnerships and Employee Engagement: Meeting the Needs of the Airport and Tenants**

## **OBJECTIVES**

- Expand workforce pipeline and development programs and educational partnerships to foster the Airport's evolving talent needs
- Invest in all employees by providing career development resources and programs
- Establish continual succession planning
- Strengthen workplace inclusion and belonging so that every employee feels respected, valued, and engaged to bring their personal best

# Goal

*Invest in the Guest Experience  
to Enhance Passenger  
Satisfaction and Airport  
Competitiveness*



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# Invest in the Guest Experience to Enhance Passenger Satisfaction and Airport Competitiveness

## OBJECTIVES

- Ensure guests of the facility are able to navigate as efficiently and conveniently as possible
- Engage stakeholders in our strategy and gain their support for the Airport's mission

# Opportunities and Challenges

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# Opportunities and Challenges

Opportunities	Challenges
Additional air service!	Airline mergers
Economic impact to region	Aircraft manufacturer delays
Business development (internal/external)	Bigger planes being built
Investment in new technologies	Infrastructure needs (ATCT)
Empower workforce	More federal regulations

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# Initiatives Captured for Short Term (2025-2027)

- Additional air service!
- Advanced Air Mobility (partnerships)
- Air Traffic Control Tower (funding strategies)
- Capital Improvements (IT, “behind the wall”)
- Customs Facility Refresh
- Employee Health/Wellness
- Leased Land Development (west side, IPs)
- Master Plan Update (siting for new Tower)
- Operational Improvements (parking)
- Succession Planning





# Initiatives Captured for Long Term (2028 - )

- Advanced Air Mobility
- Air Service Opportunities
- Air Traffic Control Tower Replacement
- Customs Facility Replacement
- Inline Baggage System
- Leased Land Development
- Operational Equipment Upgrades
- South Deice Pad Expansion
- Technology Upgrades (AI, common use gates)

*We will continue to engage community, enhance guest experiences, non-aeronautical revenue opportunities, and infrastructure investments*



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# Thank You

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