

Mission, Vision and Strategic Priorities

Policy Type: Ends Policy

Policy Number: #100

Date Approved: 10/16/97

Date Amended: 18 May 00
27 Sep 04, 6 Apr 2009

MISSION

Provide a safe, secure and efficient airport that supports the quality of life, sustainability and economic development of our region.

GUIDING PRINCIPLES

SAFETY

Consider safety and security as the primary concern in everything we do.

ENVIRONMENT

Lead the way in environmental management.

CUSTOMER SERVICE

Deliver exceptional levels of service and value.

EMPLOYER OF CHOICE

Treat all employees with fairness, dignity and respect.

PARTNERSHIPS AND ACCOUNTABILITY

Work openly and constructively with our stakeholders and our community.

RESPONSIBLE STEWARDSHIP OF ASSETS

Manage our finances and infrastructure prudently.

ECONOMIC DEVELOPMENT

Promote sustainable economic development and tourism of the region.

LEADERSHIP AND INNOVATION

Foster leadership and innovation.

VISION

To be the best airport anywhere.

GOALS

1. Provide and operate a safe and secure airport.
2. Retain and attract a talented and motivated team of employees.
3. Be a leader in environmental protection and sustainability.
4. Provide exceptional airport facilities and customer services.
5. Operate in a financially sustainable manner.
6. Attract and maintain air services.
7. Expand and improve linkages with other modes of transportation.
8. Provide the best value of any airport in Canada.

PERFORMANCE TARGETS 2010-2014

- 1. Provide and operate a safe and secure airport.**
 - a. Zero preventable accidents and security violations.

- 2. Retain and attract a talented and motivated team of employees.**
 - a. Non-retirement employee turnover of less than 10%.

- 3. Be a leader in environmental protection and sustainability.**
 - a. Zero preventable breaches of environmental regulations.
 - b. Clean environmental audit.
 - c. 10% reduction in greenhouse gas emissions by 2014.

- 4. Provide exceptional airport facilities and customer services.**
 - a. Top quartile ranking in level 2 airport customer satisfaction benchmark.
 - b. Complete five year capital plan on time and on budget, including runway extension, based on cost sharing.
 - c. Complete business plan for US Preclearance.

- 5. Operate in a financially sustainable manner.**
 - a. Clean financial audits.
 - b. Generate sufficient cash to fund capital program while not exceeding \$20 million debt in executing 5-year capital plan.
 - c. Non-aeronautical revenues to be at least 65% of total operational revenues in 5 years.
 - d. Capital programs delivered on time and on budget.

6. Attract and maintain air services

- a.** Scheduled services
 - 4 BC regional services.
 - 5 major Canadian hubs including 3 x daily year-round to Toronto.
 - 3 major US hubs.
 - London/Frankfurt.
- b.** Charter services
 - Seasonal charter services to 2 Mexico destinations and 2 to US.
- c.** Growth in passenger traffic increase to 1.7 million passengers.

7. Expand and improve linkages with other modes of transportation.

- a.** Intersection improvements providing direct access to the Terminal Building from the Pat Bay Highway to be constructed by December 31, 2011, on a cost shared basis.
- b.** Obtain half hourly public transit to/from airport for at least 14 hours/day.

8. Provide the best value of any airport in Canada.

- a.** No increase in AIF.
- b.** Stay within lowest 10% of airline fees and charges among Canadian airports.