

Mission, Vision and Strategic Priorities

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MISSION

To provide a safe, secure and efficient airport that creates prosperity for our region by connecting Greater Victoria with the world.

GUIDING PRINCIPLES

SAFETY, SECURITY AND THE ENVIRONMENT

Ensure that safety, security and environmental responsibility are at the forefront of everything we do.

CUSTOMER SERVICE

Deliver exceptional levels of service and value.

PARTNERSHIPS AND ACCOUNTABILITY

Work openly and constructively with our stakeholders and community.

EMPLOYER OF CHOICE

Treat all employees with fairness, dignity and respect.

RESPONSIBLE STEWARDSHIP

Manage our finances, infrastructure and environment prudently.

ECONOMIC DEVELOPMENT

Promote sustainable economic development and tourism for/of the region.

LEADERSHIP AND INNOVATION

Foster leadership and innovation.

VISION

To be the best airport anywhere.

STRATEGIC GOALS

1. A safe and secure airport.
2. A talented and motivated team of employees.
3. Exceptional airport facilities and customer experience.
4. Air service development.
5. A financially responsible airport.
6. Leadership in environmental protection and management.

PERFORMANCE MEASURES AND TARGETS 2020 – 2024

- 1. A safe and secure airport.**
 - a. 100% achievement of SMS goals.
 - b. Zero regulatory violations.
 - c. Implementation of a cyber security system and processes.

- 2. A talented and motivated team of employees.**
 - a. Employee engagement score \geq 68%.
 - b. Voluntary attrition $<$ 5%.
 - c. An organizational development plan approved by the board.

- 3. Exceptional airport facilities and customer experience**
 - a. ACI customer satisfaction score \geq 4.4.
 - b. Zero breaches of environmental regulations. Performance Scorecard with no more than 20% of processors in red.
 - c. Complete new Master Plan.
 - d. Complete business plan for U.S. pre-clearance.
 - e. Achieve Rick Hansen Foundation Accessibility Gold Certification.

- 4. Air service development**
 - a. Growth in passenger traffic to 2.3 million
 - b. Growth in seat capacity to 3 million
 - c. Economic impact to region of \$1.1 billion

5. A financially responsible airport

- a. EBITDA margin \geq 45%.
- b. Non-aeronautical revenues \geq 66% of total revenue (excluding AIF).
- c. Stay within lowest quartile of airline fees and charges among Canadian NAS airports.
- d. Clean financial audits.

6. Leadership in environmental protection and management

- a. ACI Level 3 carbon accreditation.
- b. 10% reduction in CO² kg emissions per passenger.
- c. Zero regulatory violations.
- d. Clean environmental audits.