

OUR MISSION

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

OUR VISION

To be the best airport anywhere

GUIDING PRINCIPLES

Safety, Security and Sustainability

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

Customer Service

Deliver exceptional levels of service and value.

Partnership and Accountability

Engage openly and constructively with our stakeholders and community.

Employer of Choice

Having a workforce who are passionate, engaged and reflect the communities we serve.

Responsible Stewardship

Manage our finances, infrastructure and operations in a prudent and sustainable manner.

Economic Development

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

Leadership and Innovation

Foster leadership and innovation.

STRATEGIC GOALS

1. A Safe and Secure Airport	2. A Talented, Engaged and Diverse Team of Employees	3. Exceptional Airport Facilities and Customer Experience	4. Air Service Development	5. A Financially Responsible Airport	6. Leadership in Environmental Management and Sustainability
------------------------------	--	---	----------------------------	--------------------------------------	--

PERFORMANCE MEASURES AND TARGETS

<p>100% achievement of SMS Goals</p> <p>Zero regulatory violations</p> <p><i>Compliant with all safety and security audits</i></p> <p><i>Completion of the Integrated Operations Centre</i></p> <p><i>Implementation of biosecurity and health protocols</i></p>	<p>Employee Engagement Score $\geq 80\%$</p> <p>Voluntary attrition $< 5\%$</p> <p>5% of VAA Employees identify as Indigenous</p> <p>Formal development and training plan in place for all staff</p>	<p>ACI customer satisfaction score ≥ 4.4</p> <p>Performance Scorecard with no more than 20% of processors in red</p> <p>Complete Phase I of the Master Plan</p> <p>Complete business plan for U.S. pre-clearance</p> <p>Complete customer facing technology plan</p>	<p>Growth in passenger traffic to 2.3 million</p> <p>Growth in seat capacity to 3 million</p> <p>Markets Served</p> <ul style="list-style-type: none"> • BC: 4 • Canadian Hubs: 4 • Other Canada: 3 • USA: 3 (Including Seattle 3x daily) • Sunspots – 5 <p>Complete Cargo Development Plan</p>	<p>E B I T D A Margin $\geq 40\%$</p> <p>Non-aeronautical revenues $\geq 60\%$ of total revenue (excluding AIF)</p> <p>Stay within lowest quartile of airline fees and charges among Canadian NAS airports</p> <p>Compliant financial audits</p> <p>Two months operations cash on hand</p>	<p>ACI Level 3 carbon accreditation</p> <p>75% waste diversion rate</p> <p>Restore remaining 600 metres of TenTen creek</p> <p>Reduce water consumption by 15% of the 2019 total</p> <p>Achieve Progressive Aboriginal Relations Certification</p> <p>Friendship Agreement</p>
--	---	--	--	--	--