

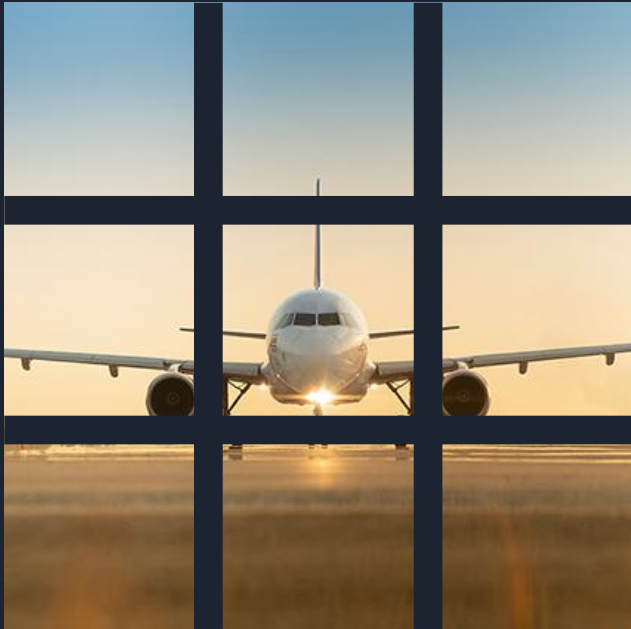


# Candidate Brief for

Victoria Airport Authority

For the position of Director, Finance

August 2025



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# About Victoria Airport Authority

Victoria International Airport (Airport Code: YYJ) was rated one of the top ten most-loved airports in the world by CNN Travel and is the 2012, 2014, 2020 and 2024 winner of 'Best Regional Airport in North America' by Airports Council International. Victoria Airport Authority (VAA) is the not-for-profit corporation that manages the safe and secure operations of the Victoria International Airport on behalf of the surrounding communities. Victoria International Airport is the 11th busiest airport in Canada with almost 1.87M passengers using the airport in 2024. VAA has been recognized as one of BC's Top 100 Employers since 2020, reflecting its strong workplace culture and commitment to excellence.

## Land Acknowledgment

Victoria Airport Authority acknowledges they operate from the homeland of the WSÁNEĆ people whose historical relationship to the land continues to this day. They are committed to further strengthening their relationships with the Tseycum First Nation, Tsartlip First Nation, Tsawout First Nation, and Pauquachin First Nation by finding opportunities for meaningful partnership in the airport's ongoing operations and future developments.



## Mission

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

## Vision

To be the best airport anywhere.

## Overview

VAA is a non-share capital corporation that is financially independent. Revenue is generated from three sources: the Airport Improvement Fee (AIF), aeronautical revenue, and non-aeronautical revenue. As a not-for-profit, Victoria Airport Authority reinvests surplus revenue back into the airport.

April 2025 marked 28 years since the Government of Canada divested operational and managerial responsibility of the Victoria International Airport to Victoria Airport Authority. Since that time, VAA has invested more than \$268 million dollars into the airport facility improvements, including extensive terminal building expansions, expanded parking



facilities, a formal operations facility, improved airside services, modern emergency response equipment, and progressive environmental initiatives.

## Location

The airport is situated approximately 25KM (15.5 miles) north of Victoria. The drive to or from the airport takes you past the resort town of Sidney-by-the-Sea, the countryside of North Saanich, the Districts of Central Saanich and Saanich. The terminal itself is small enough to be ultra convenient yet very modern as extensive improvements and upgrades have been completed over the last five years. The Airport has a 9.3km bike and walking trail around the airport, called the Flight Path, adding community recreation as part of its unique destination experience.

## Capital Developments at VAA

The Victoria International Airport Master Plan 2023–2042 outlines a \$580 million infrastructure strategy to accommodate projected passenger growth from 1.74 million in 2023 to 3.1 million annually by 2042. The plan includes phased expansions of the terminal, airfield, and landside facilities, as well as sustainability initiatives targeting carbon neutrality, biodiversity, and waste reduction. It emphasizes responsible stewardship, aligning infrastructure investments with demand while supporting regional economic development and environmental goals.

In 2024 alone, VAA executed a series of capital projects totalling \$18.1 million, aimed at enhancing safety, regulatory compliance, and infrastructure resilience across the airport. Key projects completed in 2024 include:

### Runway End Safety Area (RESA) – \$3.27 million (2024 portion)

A federally mandated safety enhancement, RESA extends 150 meters beyond the runway to mitigate overrun risks. This project was completed on time and under budget, with a total cost of \$4.42 million over two years.

### Taxiway Echo Rehabilitation – \$5.74 million

This involved a full reconstruction of Taxiway Echo and resurfacing of adjacent taxiways, significantly extending pavement life and ensuring operational continuity.

### HVAC Modernization – \$305,000

Critical systems in the terminal and support buildings were upgraded or replaced to maintain safety and operational standards.

### Apron IV Joint Sealant Replacement – \$722,000

Sealant replacement on the primary aircraft apron was completed to preserve structural integrity and ensure safe aircraft operations.

### Fire Truck Acquisition

A new 6x6 Oshkosh fire apparatus was delivered and is scheduled to enter service in early 2025, enhancing emergency response capabilities.

### Terminal Enhancements

Investments included new airstairs and the deployment of a Non-Passenger Screening area, supporting both passenger experience and regulatory compliance.

### Hotel Development

Ground was broken on a 129-room TownePlace Suites by Marriott, a non-aeronautical revenue initiative that will enhance passenger convenience and regional economic impact.

### NAV Canada Control Tower

Construction began on a new LEED-certified air traffic control tower, with VAA supporting site restoration and sustainability integration.

As VAA continues to invest in its long-term master plan, the Finance team will be responsible for ensuring fiscal discipline, managing capital funding



streams, and maintaining compliance with regulatory and stakeholder requirements. The Finance team will be critical to support strategic planning, oversee financial reporting related to capital expenditures, and help optimize revenue forecasting in alignment with infrastructure growth.

## VAA Values

**People:** we work as a team, supporting and respecting one another to bring out the best in each of us.

**Excellence:** we lead in safety, quality, and innovation to create exceptional experiences.

**Integrity:** we ensure that honesty, equity, and accountability are the cornerstones of everything we do.

**Community:** we foster meaningful relationships through service excellence and responsible stewardship.

## Key Documents

To view the 2023-2027 Strategic Plan, [click here](#).

To view the 2024 Annual Report with the financial statements, [click here](#).

To learn more about upcoming changes, click here to read about "[Major changes on the horizon at YYJ](#)".



# The Opportunity

Reporting to the Vice President Finance and Administration & CFO, the Director, Finance (Director) provides strategic financial leadership and oversight of Victoria Airport Authority's (VAA) financial operations. This role is responsible for ensuring financial stability through effective management of budgeting, forecasting, accounting, analysis, risk management, investments, taxation, contracts, reporting, and regulatory compliance. The Director also oversees VAA's contracts department. As a key member of the senior leadership team, the Director collaborates with other VAA leaders to implement financial priorities and plays a critical role in contract negotiations, proposals, and reviews. A role model for VAA's values, the Director cultivates and maintains relationships with a wide network of internal and external partners and leads a multidisciplinary team of professionals, enhancing their development to ensure alignment with the airport's strategic objectives.

## THE FINANCE TEAM

The Director of Finance provides leadership through two direct reports and seven indirect reports (see the organizational chart for more detail). While payroll is administered separately by the HR team, it operates in close collaboration with Finance.

The Director also engages regularly with the executive leadership team and as needed, presents to the Board of Directors.

## ACCOUNTABILITIES

- Provide strategic advice and recommendations on all aspects of VAA's finance and contracts to ensure prudent financial oversight.
- Lead and manage financial services, including budgeting, forecasting, financial reporting, banking, taxation, and compliance with regulatory requirements.
- Provide leadership oversight and strategic direction to the Manager, Finance and Accounting, who is accountable for the operational delivery of core financial functions.
- Lead and manage contract administration department, overseeing contract bidding, negotiations, proposals, and awards, ensuring compliance with regulatory requirements.
- Provide strategic oversight and performance management of the contracts team, ensuring alignment with regulatory and Ground Lease requirements.
- Approve contract management policies and escalate key contract risks to the VP/CFO.
- Lead the development and implementation of a formal procurement framework within the Finance department, including the creation of policies, procedures, and best practices to enhance accountability, efficiency, and strategic sourcing across the organization.





- Develop and implement financial policies, procedures, and control systems aligned with industry standards and regulatory expectations.
- Establish and maintain productive relationships with key stakeholders, including auditors, Transport Canada, financial institutions, and industry partners.
- Lead short- and medium-term financial planning, including business continuity and risk management strategies.
- Conduct financial analysis and research to drive decision-making and improve financial performance.
- Lead the relationship with external auditors and ensure the integrity of financial governance processes and reporting standards.
- Oversee financial systems and reporting tools to enhance operational efficiency and transparency.
- Champion the development and integration of financial technology solutions to enhance reporting accuracy and efficiency.
- Develop and manage the annual revenue budget and the finance and contracts department budget.
- Contribute to VAA's strategic planning, corporate initiatives, and projects that enhance organizational effectiveness.
- Foster a positive corporate culture, incorporating VAA's Corporate Values and reinforcing VAA's reputation within the industry and the community.
- Manage, coach, develop and mentor a multi-disciplinary team of employees, fostering high performance, professional growth and team cohesion.
- Determine and establish goals and objectives for the team that align with corporate goals, objectives and values; accountable for ensuring

goals are achieved and regular reporting on their status to VAA's Executive and Board, as required.

- Develop confidential departmental strategies that align with corporate objectives. Maintain privileged access to strategic business planning and employee performance evaluations.
- Manage team performance, identify training and succession needs, make hiring, promotion, discipline, and dismissal decisions, and determine/allocate resources. Make determinations whether to perform work with bargaining unit employees or contract out the work.
- Act as the management representative for the Finance department on all labour relations matters.
- Prepare reports, financial statements, presentations, and other communication materials as needed.
- Maintain expertise in financial management best practices, trends, and regulatory developments.
- Perform other related duties as required.



# Looking Ahead – Success Factors

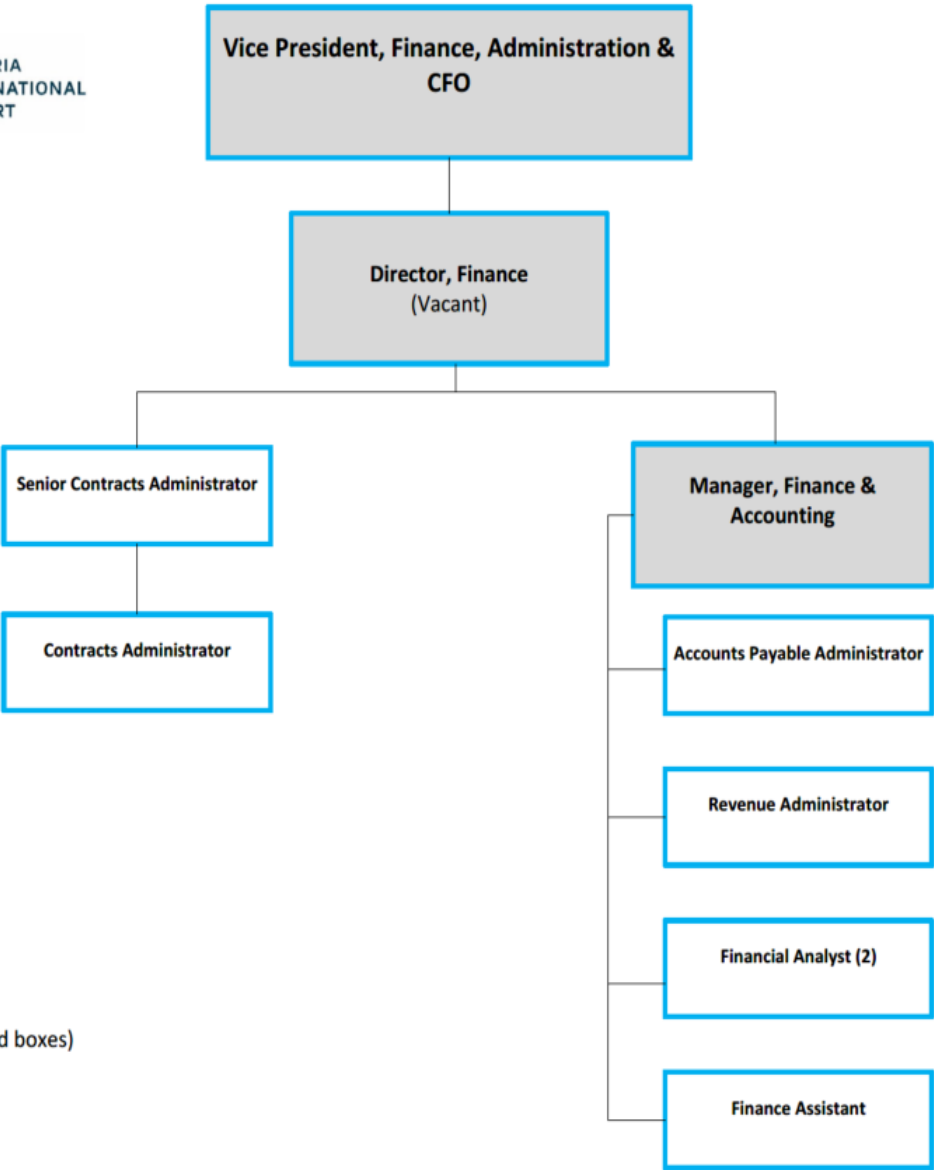
As the airport continues its trajectory of growth and innovation, the Director of Finance will play a pivotal role in shaping its financial evolution. Success in this role will be defined by the Director's ability to:

- **Modernize Financial Systems:** Evaluate current systems and recommend improvements to create a more technology-enabled, paperless finance environment.
- **Establish a Centralized Purchasing Function:** Develop and implement a formal procurement framework within Finance, including policies and best practices.
- **Support Capital Financing Initiatives:** Contribute to debt financing strategies essential for advancing the airport's ongoing capital projects. Support future reporting and regulatory requirements of debt financing.
- **Strengthen Cross-Functional Partnerships:** Build and maintain strong relationships across departments, positioning Finance as a trusted and strategic business partner.
- **Develop a High-Performing Team:** Lead the growth of the Finance team by fostering talent, driving performance, and overseeing future recruitment efforts.





# Organizational Chart



**VAA Organizational Chart**  
Finance Department  
Total Team Members = 10  
Exempt = 2 + 1 Vacant (grey shaded boxes)  
Bargaining Unit = 7  
Updated July 2025



# The Individual

The ideal candidate is a thoughtful and strategic financial leader who brings a steady hand to complex financial operations, from capital planning and compliance to contract oversight and risk management. Collaborative and values-driven, they thrive in senior leadership settings, guiding cross-functional teams and influencing decision-making to ensure long-term financial stability and alignment with the airport's strategic goals. This position is being recruited with future succession in mind. The successful candidate may be considered a potential successor to the current Chief Financial Officer (CFO) as part of the organization's long-term leadership development and succession strategy.

## ROLE CRITERIA

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The essential and desirable criteria for the role include:

- A professional accounting designation (CPA) is required.
- A minimum of 10 years of recent, related experience in financial leadership. Recent, related experience must include:
  - Experience managing all aspects of finance, including budgeting, forecasting, accounting, controls, and risk management in an organization of similar scope and complexity.
  - Experience leading the sourcing, negotiation, and execution of debt financing solutions—including bank loans, bonds, and other capital instruments—to support strategic business objectives and ensure optimal capital structure.
  - Strong track record of advising senior leadership and contributing to strategic decision-making.
  - Experience leading financial teams and managing performance in a unionized environment.

- Ideally, experience gained in related organisations such as aviation, ports, crown corporations, municipalities, or other public sector institutions.

- A long-term mindset and interest in growing into broader executive leadership roles.

Desired Knowledge:

- Professional accounting standards (GAAP) and financial management best practices.
- Risk management strategies, investment management, and contract administration.
- Business operations and financial considerations within the airport/aviation industry or another highly regulated business is desired.
- Financial software, reporting systems, and office productivity tools.

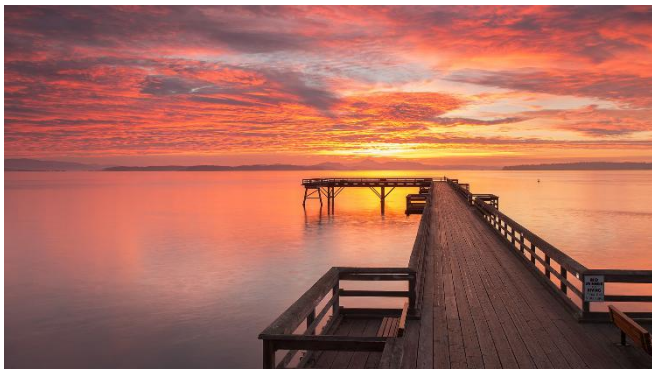
Other requirements:

- Must be eligible to work in Canada.
- Must be able to obtain and maintain Enhanced Airport Security Clearance as a condition of employment.
- Willingness to work outside normal hours as required to meet operational needs.



# About the Location – Capital Regional District, British Columbia

This position and the Airport are located in the Capital Regional District (CRD) on southern Vancouver Island, British Columbia. The CRD comprises 13 municipalities and 3 electoral areas, covering approximately 234,000 hectares and home to a population of over 440,000 people. Communities near Victoria International Airport include Sidney, North Saanich, Central Saanich, and Saanich, while British Columbia's capital city, Victoria, is located just 25 km to the south. Vancouver Island is home to a diverse range of communities and industries, with tourism serving as one of its most significant economic drivers. Known for its natural beauty, cultural attractions, and year-round recreational opportunities, the Island continues to grow as a sophisticated tourism destination. Victoria International Airport plays a vital role in supporting this ongoing growth and connecting the region to global markets.



**Sidney's** streets are lined with fantastic restaurants, relaxed cafes, boutique hotels and treasure-filled shops. A ten-minute drive from the airport, this town of just over 12K residents is nestled on the edge of the Salish Sea, with spectacular views of the Gulf Islands, the San Juan Islands and Mount Baker. Sidney's downtown is packed with shops, fine restaurants, cultural activities, first-rate professional services, and all the charm of a small seaside town. Sidney also supports a thriving arts culture and literary community, all year long.

**North Saanich**, surrounds the Airport on two sides and is a highly desirable rural-residential area, that affords many housing sites with excellent views of water, islands, and mountains. Agriculture is very important to the municipality, as evidenced in the number of farms, and roadside produce and flower stands. North Saanich has an extensive park and trails network linking municipal, provincial and Capital Regional District parklands, making it a very popular area for day hiking, cycling and horseback riding. Today, employment-generation includes agricultural lands, some warehousing and manufacturing, restaurants, golf courses, small professional



offices, marine commercial areas, and other neighbourhood retail. It is home to 12,235 residents per the 2021 census.

**Central Saanich** is located just 10 km from Victoria International Airport and is home to approximately 17,385 residents (2021 Census). The community supports a diverse local economy with around 700 businesses, including more than 200 home-based enterprises. From locally owned cafés and retail shops to large-scale tech and industrial companies, Central Saanich offers a welcoming and vibrant economic environment. Bordered by Island View Beach on the east and the Saanich Inlet on the west, the area features beautiful parks, beaches, and the highest concentration of agricultural production in the Capital Regional District, reflecting its strong rural roots.

**Saanich**, located roughly 23 km from the airport and adjacent to the City of Victoria, is the largest municipality on Vancouver Island by population, with 117,735 residents (2021 Census). It features a mix of urban and rural landscapes, including over 18 km of oceanfront and several freshwater lakes, offering an abundance of scenic waterfront and water-view properties. The community is undergoing gradual revitalization, with older post-war neighbourhoods being redeveloped into modern homes and townhouse communities. Saanich's diversity, natural beauty, and strong community character make it a highly desirable place to live and work.

**The City of Victoria**, located 25 km south of the airport, is the capital of British Columbia and Western Canada's second-oldest city. Known for its mild climate, among the best in Canada, Victoria offers scenic architecture, a vibrant economy, and a welcoming community atmosphere. The city sits on the traditional territory of the Lekwungen People, with the Songhees and Esquimalt Nations recognized as part of the Coast Salish peoples and descendants of the Lekwungen family groups. Victoria's downtown core is rich in character and history, featuring Canada's oldest Chinatown, remnants of old Fort Victoria, and a lively arts and culture scene. It offers the amenities of a world-class city, post-secondary institutions, entertainment, healthcare, and professional services, while maintaining the friendliness and accessibility of a small town. The city's economy is driven by government and public administration, defense, tourism, and services catering to both visitors and retirees. Other significant sectors include a growing technology industry, marine and shipbuilding, education and research, and light manufacturing. Victoria is also home to several leading educational institutions, including the University of Victoria, Camosun College, Royal Roads University, and Pearson College UWC. For more information on each community including schooling options, property information, and other resident information, click on the hyperlink on each heading.

There are other towns near YYJ but we have highlighted the main districts. Cost of living and housing prices varies by each community, but for a quick overview, check out WorkBC's Cost of Living Calculator at the link [here](#).



# Steps in the Selection Process

## **ANNOUNCING YOUR WISH TO BE CONSIDERED**

If you wish to be considered for this position, please forward your resume and any other relevant application materials to a member of the Odgers team named in this document or through the process described within our How to Apply section. Rest assured, all your personal information will be kept in the strictest confidence.

## **PREPARATION OF A LIST OF CANDIDATES FOR THE SELECTION COMMITTEE'S REVIEW**

After receiving resumes from interested candidates, we evaluate each based on the client's requirements and compare them with the qualifications of other applicants.

## **INTERVIEW WITH ODGERS**

If your skills and background are commensurate with the client's criteria, we will contact you for an initial interview to further explore your interest and suitability for the position, as well as your alignment with Victoria Airport Authority.

## **AFTER THE INTERVIEW**

Following the interview, we will inform you as soon as possible should we decide to proceed further. At this time, we will also ask you about your interest. If both parties wish to continue, we will ask you to begin gathering any information that might influence your final decision, including the compensation package and your alignment with the organization.

The purpose of gathering this information is to help you make an informed decision about your level of interest as soon as possible. In fairness to everyone, please do not go further if you believe you are unlikely to accept the position should it be offered to you. If you have additional questions after our initial discussion but your interest is tentative and you are still "exploring", please let us know. We can help you obtain the additional information you need. We will also inform you as soon as possible if your candidacy will be presented to the Selection Committee. If it is, we will discuss your candidacy, along with those of other candidates, with the Committee members.

## **INTERVIEW WITH THE SELECTION COMMITTEE**

If your candidacy is selected after being presented to the Selection Committee, we will invite you, along with other short-listed candidates, to participate in an interview with the Selection Committee. Our client plans to conduct in-depth interviews on a scheduled date. A second interview may also be required.



## STEPS LEADING TO AN OFFER

After your meeting with the Selection Committee, we will inform you of their decision as soon as possible. If you are selected as a finalist candidate, you may be invited for another interview with the Committee. At this stage, the client will ask us to conduct reference checks and standard background checks, which include credit and criminal checks, validation of academic and professional credentials, and a social media screening. You may also be required to complete a psychometric assessment. If you are the preferred candidate and the client is satisfied with the information received, you will be made a verbal offer of employment, during which time the terms and conditions of the offer will be discussed with you.





# Additional Information

## HOW TO APPLY

In order to apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria.

The preferred method of application is online, no later than September 12, 2025, at:  
<https://careers.odgers.com/en-ca/30614>

## YOUR PERSONAL INFORMATION

At Odgers, we have always respected the privacy and the confidentiality of the personal information provided to us in context with our executive search assignments. This has been a fundamental value in building trust with our candidates and clients. We are committed to keeping your information secure and managing it in accordance with our legal responsibilities wherever we operate in the world, including the Personal Information Protection and Electronic Documents Act ("PIPEDA") in Canada.

For more information on your rights and to find out more about how we process your personal data, a copy of our Privacy Policy is available for your review on our [website](#).

By providing us with a copy of your resume and any subsequent personal information directly or from third parties on your behalf such as references, you understand that it has been furnished with your consent for the purpose of possible disclosure to our client, who has agreed to comply with our Privacy Policy. We will not disclose your personal information to clients without your prior knowledge and consent.

## DIVERSITY, EQUITY, AND INCLUSION

Victoria Airport Authority is an equal opportunity employer. In accordance with the Accessible Canada Act, 2019 and all applicable provincial accessibility standards, upon request, accommodation will be provided by both Odgers and Victoria Airport Authority throughout the recruitment, selection and/or assessment process to applicants with disabilities.

Odgers is deeply committed to diversity, equity, and inclusion in all the work that we do. As part of our efforts to better understand our ability to reach as broad a pool of candidates as possible for our searches, our DEI team would like to encourage you to take a moment and access our [Self-Declaration Form](#).

## CONTACT DETAILS

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# Candidate Charter

## TALENTED PEOPLE ARE OUR LIFEBLOOD

Whether we approach you about a specific opportunity, or you contact us to share your biography and career ambitions, we want you to have a constructive experience of engaging with Odgers.

We recognize that we have a commitment to you as well as to our client, and we undertake that our dealings with you will be professional, courteous, rigorous and honest.

We will:

- Approach you after considered analysis and in relation to roles where we think there is a strong match. Your time is valuable; we don't want to waste it.
- Work to make your candidacy as strong as it can be.
- Represent you effectively and discreetly to our client, based on accurate information that you give us in confidence.
- Be inclusive, open and fair-minded.
- Keep you informed, communicating outcomes promptly, and giving fair and honest feedback where we can.
- Celebrate your success in the event of a successful outcome, and share any lessons in the event of disappointment.
- Take a long-term view, recognising that you have a multi-year view of your own career. Where possible, we will help you fulfil your ambitions.
- Embrace continuous improvement, for example by carrying out regular independent audits of those we shortlist for roles.

If ever you feel we have not lived up to the letter or spirit of this charter, we encourage you to contact our Chief Operating Officer, Deborah Lucas ([deborah.lucas@odgers.com](mailto:deborah.lucas@odgers.com))



