

## Management Profile

Title:	Manager, Commercial Development	Category:	Excluded
Reports to:	Vice President, Revenue Strategy and Business Development	Group:	Commercial
Direct Reports:	Commercial Development Officer(s) Business Analyst		

### Purpose

The Manager, Commercial Development (Manager) at Victoria Airport Authority (VAA) exercises independent judgement and decision-making authority over VAA's commercial business portfolio, with primary accountability for parking, ground transportation, and concessions operations. The Manager holds accountability for advancing the strategic direction, operational performance, innovation and continuous growth of VAA's commercial programs ensuring they deliver measurable revenue outcomes, exceptional customer experience, and strong contractual performance across all service partners and operators.

The Manager exercises full management authority over a multidisciplinary team of professionals — including hiring, performance management, and discipline — and holds direct accountability for confidential departmental budgets, workforce planning, and labour relations matters. Under the direction of the Vice President, Revenue Strategy and Business Development (VP), the Manager translates commercial strategy into program outcomes, leading execution through direct reports and maintaining people leadership and administrative accountability for all members of the Commercial Development team, including those supporting strategic files led directly by the VP. A role model for VAA's values, the Manager builds and stewards a broad network of internal and external partnerships, driving team development and alignment with VAA's strategic and operational objectives.

### Accountabilities

#### Parking and Ground Transportation

1. Manages all public parking and ground transportation programs, including surface and structured parking facilities, taxi, ride-hailing, passenger shuttle, commercial vehicle, and public transit operations, ensuring programs are delivered to contractual, service, and revenue standards
2. Ensures all operators and service providers are performing to contractual expectations, with service levels that meet or exceed customer and market standards; acts as the primary management escalation point for significant issues, contract performance concerns, and service disruptions.
3. Leads the assessment of parking pricing, product offerings, and market positioning to ensure competitiveness and alignment with traveller demand across key market segments.

4. Identifies and champions revenue growth opportunities, including emerging technology, program innovation, and new service models in ground transportation.
5. Oversees the Parking Access and Revenue Control System (PARCS) at a program level, directing the team in the use of data and analytics to inform operational planning and revenue strategy.
6. Manages the parking and ground transportation operating budget, monitors financial performance against targets, and identifies and reports variances in a timely manner.
7. Leads the development and implementation of Irregular Operations (IROPS) plans to address seasonal fluctuations and irregular airport events impacting parking and ground transportation.
8. Leads the development, implementation, and ongoing administration of a ground transportation permitting program, establishing clear access requirements, operating standards, and compliance expectations for all ground transportation providers operating on airport property.
9. Cultivates and maintains senior-level relationships with all parking and ground transportation service providers, fostering strong lines of communication and mutual accountability.

#### **Concessions Program**

10. Provides managerial oversight of VAA's in-terminal concessions program, encompassing food and beverage, retail, vending, and foreign exchange and ATM services.
11. Holds accountability for the overall performance of the concessions portfolio, including revenue targets, customer satisfaction outcomes, and operator compliance with contractual obligations and airport operational requirements.
12. Directs the Commercial Development Officer (CDO) team in monitoring operator performance, identifying gaps, and developing and implementing action plans to drive continuous improvement.
13. Oversees the development and management of concession contracts, including Requests for Proposals (RFPs), renewals, and amendments, in collaboration with the VP and relevant internal stakeholders.
14. Leverages Airport Service Quality (ASQ) survey results and other customer feedback mechanisms to assess program effectiveness and direct improvements to the overall concessions customer experience.
15. Ensures effective communication with concession operators regarding airport operational updates, terminal construction impacts, flight schedule changes, and other matters affecting service delivery.
16. Identifies opportunities for incremental revenue generation within the concessions program, including promotional campaigns, product mix optimization, and space utilization strategies, and brings forward recommendations to leadership.

#### **Commercial Development and Performance**

17. Implements VAA's commercial revenue programs, contributing market insight, operational knowledge, and program performance data to inform strategic planning and investment decisions.
18. Prepares and presents detailed business cases, revenue forecasts, returns on investment, and analytical reports to support commercial program proposals and opportunities for leadership review and approval.
19. Develops and maintains a Commercial Operations Plan documenting processes, procedures, performance standards, and resources across all areas of responsibility.
20. Monitors industry trends, benchmarks VAA's commercial programs against peer airports, and brings forward proactive recommendations to enhance revenue performance and customer experience.

21. Manages procurement processes including RFPs and expressions of interest for commercial program opportunities; leads evaluation panels and prepares recommendations for leadership consideration.
22. Establishes and monitors key performance indicators (KPIs) across all areas of responsibility, including revenue performance, service levels, and partner compliance; prepares regular performance reports for senior leadership as required.

### **Management Accountabilities**

23. Leads and manages a high-performing commercial development team, including recruitment, supervision, performance evaluation, and professional development. Manages overall team performance, identifies training and succession plan needs, makes decisions related to hiring, promotion, discipline, and dismissal, and determines and allocates resources.
24. Acts as the management representative for the commercial development function on all labour relations matters; makes determinations on whether to perform work with bargaining unit employees or contract out the work.
25. Makes proactive recommendations to senior leadership to enhance commercial revenue performance, service delivery, and program development.
26. Develops and exercises decision-making authority over program budgets, ensuring financial accountability and alignment with strategic priorities; approves vendor contracts within the established budgetary approval framework.
27. Represents VAA to external audiences including industry conferences, trade shows, stakeholder meetings, and public forums; prepares reports, correspondence, and briefings for internal and external interest holders.
28. Supports strategic and operational initiatives across the organization, contributing to corporate planning and cross-functional projects while maintaining compliance with VAA's Safety Management System and integrating safety into all aspects of daily work activities.
29. Maintains professional expertise and situational awareness, staying informed of industry trends, best practices, and evolving commercial development tools and technologies.
30. Performs other duties as required.

### **Job Requirements**

**Education:** Completion of an undergraduate degree or post-secondary diploma in Business Administration, Commerce, or a related field, and a minimum of seven years of recent\*, progressively responsible experience in a commercial development, operations, or program management role within a complex, multi-stakeholder environment (e.g., airport, transportation, hospitality, or commercial real estate sector).

\*Recent (within the last ten years), related experience should include:

- Demonstrated experience in parking and ground transportation operations, including familiarity with revenue control systems (e.g., PARCS), ground transportation program design, and operator or contract management.

- Experience managing concessions programs or commercial tenant relationships in a multi-operator environment.
- Experience developing and managing commercial contracts, including RFPs, service agreements, and lease administration.
- Management or supervisory experience in a unionized environment.
- Experience working with senior leadership teams and contributing to operational, business and strategic planning processes.
- Demonstrated ability to develop, implement, and evaluate commercial revenue programs with measurable outcomes.
- Experience in the aviation or transportation industry is strongly preferred.
- Applicants with an equivalent combination of education and experience that demonstrates the required competencies may be considered.

**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.
- Must be able to obtain and maintain a valid BC Driver's Licence as a condition of employment.
- Must be willing and able to work outside normal work schedule to meet operational requirements.

**Knowledge of:**

- Commercial revenue development principles, contract administration, and program management in a complex, multi-stakeholder environment.
- Parking operations and revenue control systems (e.g., PARCS), ground transportation program models, and in-terminal concessions operations.
- Airport operational environments, including applicable federal and provincial regulatory frameworks, safety and security requirements, and tenant relations.
- Industry trends, best practices, and emerging technologies in parking, ground transportation, and airport commercial development.
- Microsoft Office suite at an advanced level, and comfort with data analysis and business reporting tools.
- Fundamentals of human resources management, particularly team leadership and performance management.

**Skills and Abilities:**

- Proven ability to lead and develop a team, set clear expectations, and drive results through others.
- Strong commercial acumen with the ability to identify revenue opportunities, build compelling business cases, and translate strategy into measurable outcomes.
- Excellent interpersonal and relationship management skills, with the ability to cultivate productive working relationships with service providers, operators, tenants, and internal stakeholders at all levels.
- Exceptional written and verbal communication skills, including the ability to prepare and present reports, business correspondence, and recommendations for senior leadership and board audiences.
- Strong analytical and problem-solving skills, with the ability to interpret complex data, assess program performance, and formulate sound recommendations.
- Demonstrated ability to manage multiple priorities simultaneously, exercise sound judgment under pressure, and adapt to a fast-paced operational environment.

- Skilled in contract interpretation, negotiation, and administration, with the ability to identify and resolve compliance issues effectively.
- Enthusiastic and energetic; able to work both collaboratively in a team environment and independently.
- High degree of professional integrity, tact, discretion, and accountability.
- Technologically proficient and adaptable, with a willingness to learn and apply new tools and systems.
- Ability to communicate effectively in both English and French in written and oral formats is an asset.

### Approvals

Prepared by:	Lindsay Gaunt	Date:	May 2026
Approved by:	Lindsay Gaunt	Date:	May 2026