

**GROW**



**STRATEGIC  
FLIGHT  
PLAN 2014-2018**

**THE HUB**

# WELCOME TO THE FUTURE

Our Strategic Flight Plan has been developed through a collaborative process that involved dialogue with our stakeholders, board members, management and the entire YYC Crew.

Our new Vision, 'The Aviation Hub of Choice - Connecting People and Prosperity', reflects our intention to build upon the tremendous successes of the past twenty years, grow YYC as a great connecting hub airport and fulfill the fundamental premise of a locally governed airport - to play a key role in the future prosperity of Calgary.

This document identifies the high level elements of our business strategy that will bring focus to the collective efforts of the YYC Crew. The illumination of this strategy will take place through the preparation and capable delivery of the goals and investments detailed in the annual Business Plans over the 2014-2018 period.

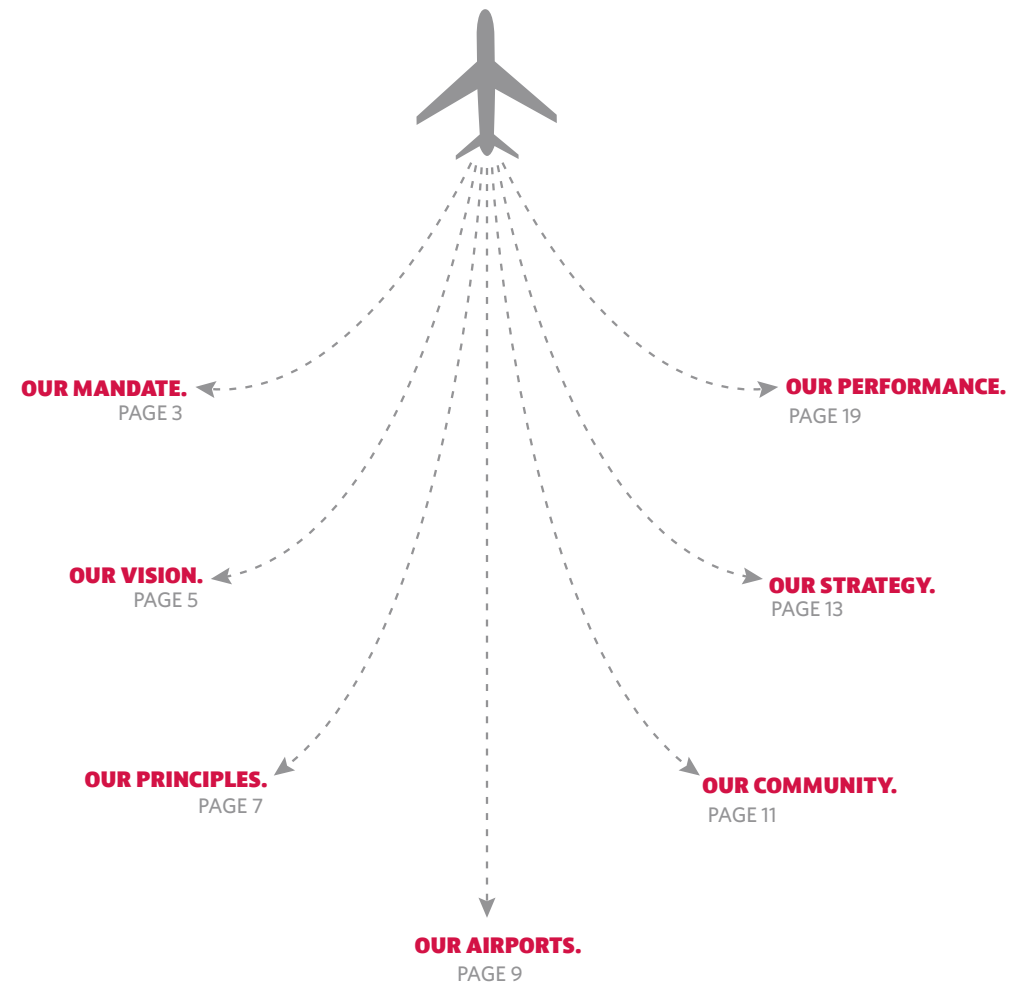
Thank you for being part of our team, and together let us "Grow the Hub."



Garth F. Atkinson  
President and CEO



David Swanson  
Board Chair



# OUR MANDATE GIVES US WINGS

## OUR MANDATE.

*We are The Calgary Airport Authority. Our core mandate is defined by the governing legislation of the Regional Airports Authorities Act of Alberta and describes why we exist.*

We will:

- › Manage and operate the airports for which we are responsible in a safe, secure and efficient manner
- › Advance economic and community development by means that include promoting and encouraging improved airline and transportation service and an expanded aviation industry

For the general benefit of the public in our region.

# OUR VISION DETERMINES OUR DIRECTION >

Our vision is to be **The Aviation Hub of Choice—connecting people and prosperity.**

We are an aviation hub; our business is airports. In an increasingly competitive landscape, we know people have a choice and we want people to choose YYC—a hub of economic activity, a trusted neighbor, a gateway to possibilities, a place where people, purpose and commerce connect.



# OUR PRINCIPLES ARE ALWAYS ON OUR RADAR

## OUR PRINCIPLES.

*Our principles form the foundation of everything we do and define how we interact with each other, our customers and our stakeholders.*

*Our principles act as an inner compass that guide our behavior and clearly show the path we will travel.*

*They are the essence of our distinct and dynamic culture.*

### **We are AGILE**

We adapt and respond to the ever-changing business environment.

### **We are COLLABORATIVE**

We are stronger when we reach out and work as a team.

### **We take OWNERSHIP**

We show initiative and step up to get the job done.

### **We are PASSIONATE**

We bring enthusiasm, commitment and pride to work every day.

### **We are MINDFUL**

We show care and consideration for each other and the community we serve.

# WE'RE THE STEADY HANDS AT THE CONTROLS >

## OUR AIRPORTS.

*The Calgary Airport Authority operates a complementary system of two airports, each with its own role:*

### **YYC** - Calgary International Airport

An important Canadian hub for domestic, transborder and international passengers and cargo.

An important base for major corporate and charter operations.

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### **YBW** - Springbank Airport

An important general aviation airport for the Calgary region that supports flight training, recreational flying, corporate and air charter activity.

# OUR SPAN EXTENDS WELL BEYOND THE RUNWAY

## OUR COMMUNITY.

Our YYC Crew impact and interact with many different customers, stakeholders and business partners. All of these groups make valuable contributions and play a vital role in our community's future.



# FLIGHT PLANNING FOR THE FUTURE

OUR STRATEGY.

## GROW THE HUB

This over-arching strategy will drive our planning, investment and management decisions.

We will deliver on our strategy by focusing on four key strategic objectives:

- 1. Safe, Secure and Efficient Operations**
- 2. Capacity, Connectivity and Passenger Experience**
- 3. Commercial Growth and Development**
- 4. Investing in our People**



## 1. Safe, Secure and Efficient Operations

Safe, secure and efficient operations are essential as we work to grow the hub. Our Crew's continual focus on operational excellence makes a positive difference in the experience of our customers and the operations of our stakeholders.

### *A systems based approach*

Our safety management system ensures we take a broad, systemic and proactive approach to create a safe environment – for work and for travel.

Our security systems and procedures align with other agencies to provide a seamless approach to airport security.

Emergency response processes and procedures are well documented and rigorously tested on a regular basis in cooperation with city and provincial agencies, airlines and other partners.

### *Leveraging technologies and information*

Information is used as a strategic asset and our technology systems are designed to be secure and redundant and are constantly being upgraded to support our requirements and airline requirements.

### *Constant vigilance*

We maintain a 24/7/365 oversight through our Airport Duty Manager office. This ensures daily operations are well coordinated and the response to issues is fast and effective.

Our operations staff are dedicated to maintaining a robust operational capability and keeping all airfield, terminal and groundside facilities functioning safely and effectively.

### *A sustainable footprint*

Our environmental practices are based on a rigorous process of plans, procedures and monitoring. All new construction projects are subject to an environmental review process and we are continually assessing new technologies to improve our sustainability footprint.

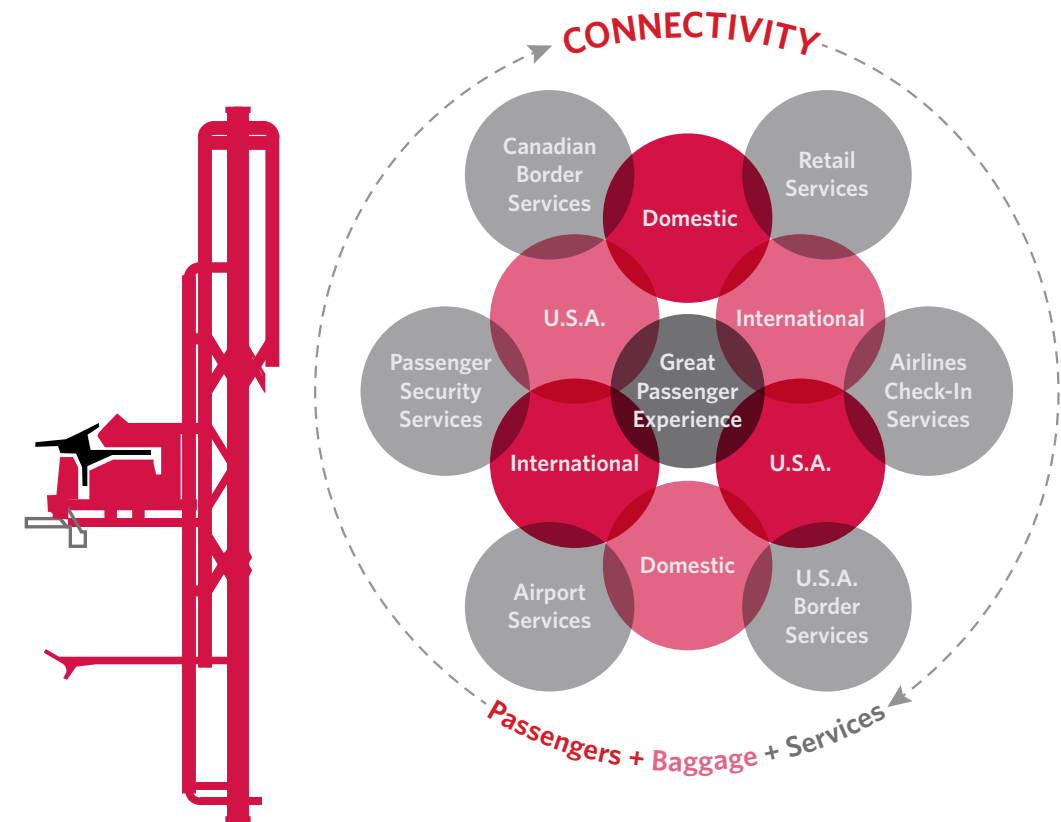
### *Continuous improvement*

Our YYC Crew relentlessly pursue those business practices that improve our efficiency and effectiveness. This focus means we can easily adapt and respond to changing situations and requirements.

## 2. Capacity, Connectivity and Passenger Experience

We are in the midst of completing two mega projects: a new international/transborder terminal that will add two million square feet of space to our terminal building and a new 14,000 foot runway - the longest in Canada. Both projects will add significant capacity to YYC and the wider Canadian air transportation system.

With an expanded terminal and airfield, we will focus on ensuring passengers and baggage move and connect efficiently and effectively. By continuing to partner with local agencies, airlines and service providers and leveraging technology, we will create a simplified passenger experience that is both satisfying and memorable for all passengers travelling through YYC.



### 3. Commercial Growth and Development

Growing our commercial portfolio is key to a successful hub strategy. The focus will be on three key components:

#### *Passenger route network development*

Calgary is exceptionally well served today with more passenger flights to more places than any comparable city of our size. Our focus will be on working with our passenger airline partners to add new routes which provide the most strategic value to the Calgary trading region.

#### *Cargo route network development*

YYC has developed a significant network of dedicated cargo operations, supported by a centralized cargo village. We intend to leverage this significant base of operations to continually expand both the integrator and international all-cargo networks, supported by the synergistic growth of logistics and warehouse facilities within the cargo village.

#### *Commercial revenue development*

A strong portfolio of commercial revenues is essential to our long-term strategy of maintaining competitive aviation fees and being a great connecting hub airport. The new international terminal and hotel will provide significant opportunities for growth in the service sector. We also intend to be patient, strategic developers of the airport land base and ensure that land development occurs in harmony with other business objectives.

### 4. Investing in our People

Our YYC Crew is a dynamic and diverse team, committed to the success of our airports. As we undertake the most ambitious expansion program in the history of YYC, the efforts of YYC Crew members will be the foundation of our future success. By investing in our people, we will have the talent we need to take our organization forward and be sustainable over the long term. We will invest in our people through three key strategies:

#### *A talent management plan to support organizational development*

Our airports are developing and so must our organization. Demographic shifts, labour market changes and anticipated retirements create opportunities for effective workforce planning. We will develop a talent management plan to proactively anticipate, source, attract and retain the right talent to support a sustainable organization for the future.

#### *Develop our bench strength*

As a service organization, our competitive advantage lies in our people. In an industry that continually changes and an airport that continues to grow, the expectations placed on our Crew are constantly evolving. We will focus on providing our Crew with the right support, tools, training and development to continually enhance the skills and competencies needed for success.

#### *Deliver best in class initiatives*

We offer our Crew many programs designed to enrich the work experience at YYC. Many of our programs are best in class, including our Passport to Success orientation program, competitive total rewards package, ongoing professional development and numerous opportunities to give back to the community. We will focus on maintaining and developing programs that meet the needs of our Crew and nurture a culture where employees are recognized and valued for their contributions.

# INSTRUMENT CHECKING KEEPS US ON COURSE >

## OUR PERFORMANCE.

### **EVERY YEAR....**

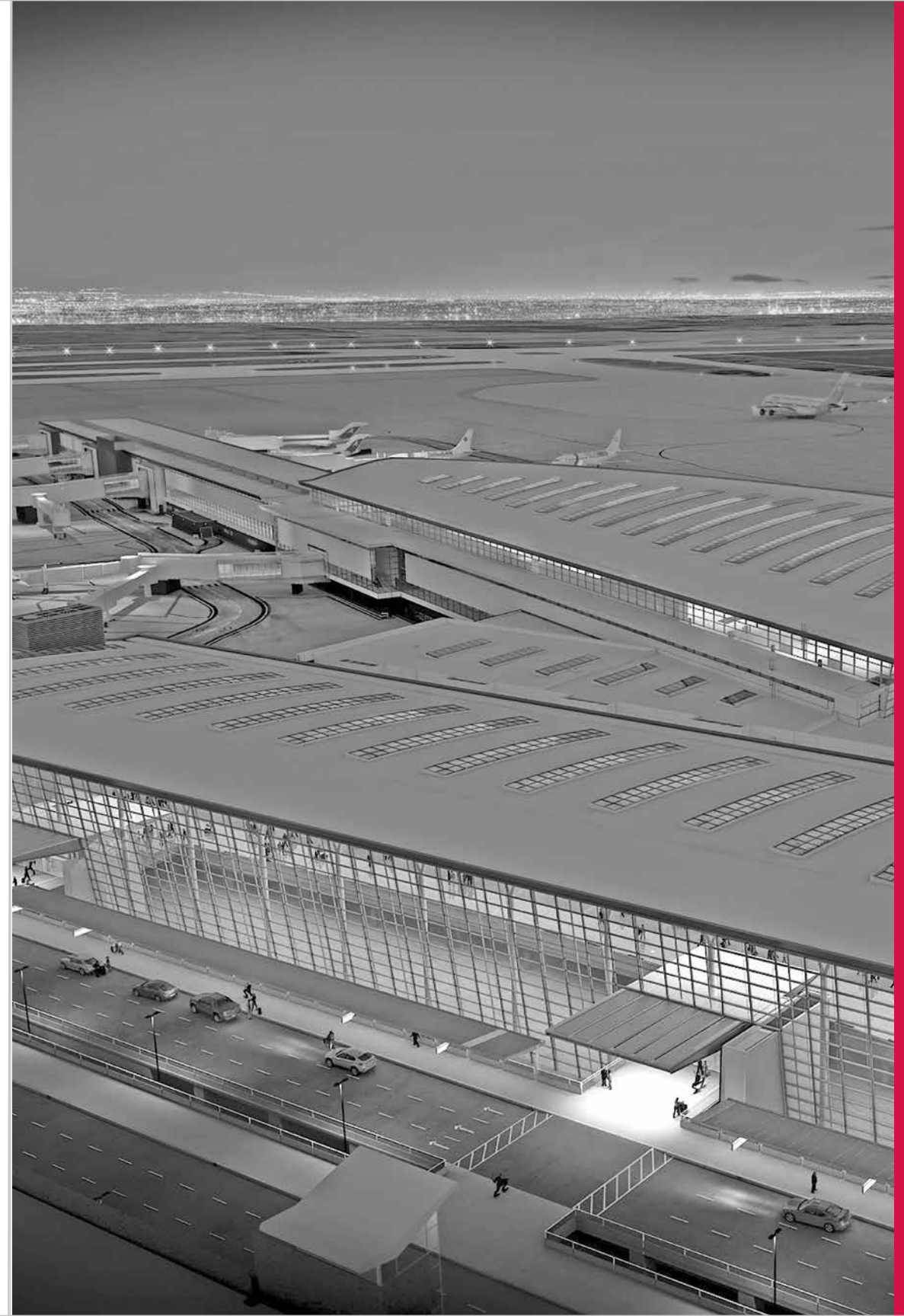
We will measure our corporate performance as we seek a productive balance which produces a quality level of service at the lowest practical cost.

### **EVERY FIVE YEARS....**

We will conduct an intensive, broad scope, independent review to assess how the Authority is fulfilling the mandate set out in the Regional Airports Authorities Act of Alberta ("RAAA") and measure the specific requirements set out in RAAA and the Canada Lease.

Our performance measures:

- 1.** The satisfaction of passengers with their YYC airport experience.
- 2.** The quality of air services available to travellers in the Calgary region.
- 3.** Our ability to effectively manage operating costs.
- 4.** Our ability to maintain aeronautical fees at a competitive level.



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