



ST. JOHN'S

International Airport Authority

2024-2026 Strategic Plan





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WHO WE ARE

St. John's International Airport Authority (SJIAA) connects Newfoundland and Labrador with the world. We are a private, not-for-profit, non-share capital corporation that provides safe and efficient air transportation services at the most easterly airport and city in North America. We are Newfoundland and Labrador's premier transportation gateway, and we serve as an important catalyst for business and economic growth throughout the province.

We facilitate the seamless movement of people and cargo through our facilities, and we generate our own revenue, raise our own capital, pay municipal taxes, and pay rent to the Government of Canada on an annual basis to operate St. John's International Airport on behalf of the community we serve. Along with our partners in aviation, we are committed to offering an exceptional airport experience for our passengers and enhancing the economic, environmental, social, and cultural well-being of our community. We enable tourism and business growth, provide an essential transportation hub for the delivery of critical products and services, and offer a welcoming environment where families and friends both reunite and say goodbye.

SJIAA has a committed Board of Directors and a dedicated team of approximately 70 full-time highly skilled and capable employees, which grows in the winter season due to the work associated with winter operations. Our Board and employees prioritize the physical and psychological health, safety, and well-being of everyone at the airport - it is at the forefront of everything that we do.



WHERE WE'RE GOING

St. John's International Airport Authority, along with airports throughout Canada and the rest of the world, has weathered unprecedented challenges in recent years. The global COVID-19 pandemic, international supply chain constraints, inflationary pressures, the evolving geopolitical landscape, and a host of other factors have combined to create the significant uncertainty and instability that currently underpins the international aviation sector. At the same time, airports and their essential partners in aviation have also entered an era of renewal, revitalization, and growth.

For SJIAA and our partners, this presents a unique opportunity to reimagine the future of air service delivery and airport operations in Newfoundland and Labrador for the benefit and sustainability of the communities that we serve. With a renewed vision, mission, and values, SJIAA is well positioned to capitalize on significant opportunities for growth and expansion – in air services, land and property development, business and retail concessions, marketing and advertising, and infrastructure renewal and build out.

The priorities identified in SJIAA's 2024 – 2026 Strategic Plan will guide our organization as we advance our mission to connect Newfoundland and Labrador with the world.



STRATEGIC PLAN FRAMEWORK

In structuring our 2024-2026 Strategic Plan, we have developed a framework to allow our organization to drive the Plan forward in a focused and aligned manner.

The following sections present and articulate this strategic plan framework: our renewed vision, mission and values; then our strategic priorities and the related goals, initiatives, timelines and KPI targets to support their achievement.



VISION

To be an airport leader advancing Newfoundland and Labrador's economy and global reach

In striving to achieve our vision over the next three years, SJIAA will become known as a leader and innovator among Canadian and international airport organizations. SJIAA will be a strong collaborator with the community and our stakeholders, moving forward to transform Newfoundland and Labrador's global future and journeys through innovation, creativity, entrepreneurship and partnerships. SJIAA will target maximizing air access for resident and non-resident passengers and for cargo, supporting the acceleration of two-way trade, economic development, and tourism. We will do our utmost to enable residents to travel as optimally as possible within and beyond the province for social, leisure, work, business, educational and medical purposes. All our actions to achieve our vision will be guided by our values.

MISSION

Proudly connecting Newfoundland and Labrador with the world

SJIAA embodies Newfoundland & Labrador's legendary warm welcome and hospitality. Our drive to engage with resident and non-resident airport guests, as well as partners and stakeholders, is part of our DNA. Our desire to connect globally inspires our employees every day. We are motivated by service and connection which respects diversity, equity, inclusion and barrier-free universal access. We acknowledge the work ahead and are deeply committed to new partnerships and solutions. SJIAA will continue to be proactive in moving people and goods sustainably in a manner that protects the environment, improves the financial health of our organization, and supports the provincial economy.



VALUES

Accountability

We are accountable to uphold high standards of excellence and we deliver on our commitments with integrity.

Collaboration

We are inherently collaborative in our approach to operate the airport and serve our guests, investing in lasting partnerships and relationships with our community.

Inclusion

We respect our colleagues, airport guests, partners and stakeholders, and foster a welcoming people-first culture that supports and protects diversity, equity, inclusion and barrier-free universal access.

Safety and Security

The safety, security, health and welfare of our colleagues, our airport guests, our partners and stakeholders is at the core of what we do each day.

Sustainability

We act responsibly to reduce our carbon footprint and protect our environment, to support the communities we serve, and to ensure both the financial strength of our organization and the health of the provincial economy.



STRATEGIC PRIORITIES

The assessment and development of strategic priorities for this plan was completed incorporating insights from a comprehensive industry and market assessment, extensive internal and external stakeholder consultations, and internal risk analysis. The planning cycle for the strategic plan has been unique, as the impact and duration of the COVID-19 pandemic recovery has been unprecedented in its effect on the global aviation sector.

As a result, the priorities established for the strategic plan reflect a need to refine key elements of SJIAA's business model to rebuild core air service and position the region and province for sustainable growth. SJIAA remains an integral part of the air transportation supply chain and the larger travel ecosystem, and the strategic priorities identified provide the focus that will position the organization to return to previous business activity levels and re-establish growth.

The strategic priorities that were identified:

- highlight the need for enterprise-wide efforts to further strengthen SJIAA's connection with the community we serve
- ensure our employees are supported and trained for the future
- explore new opportunities for commercial passenger and cargo business, and other revenue streams for the benefit of the community
- position SJIAA to be a community leader and partner in sustainable business practices and other activities.

STRATEGIC PRIORITIES

SJIAA will focus on five strategic priorities in this plan.

People and Culture

SJIAA recognizes that its people and culture are the foundation on which providing world-class airport services are built. This priority reflects the organization's commitment to fostering a dynamic, inclusive, and engaged workforce. This priority encompasses various facets, including talent development, diversity, inclusion, and employee well-being.

Digital Transformation

Digital transformation plays a critical role in achieving our vision. This strategic priority strives to modernize operations, enhance passenger experience, and ensures the organization's long-term sustainability. This priority involves exploring and applying transformational technologies and processes to support all business units, as well as the communities SJIAA serves.

Financial Strength

SJIAA recognizes the strategic importance of fiscal responsibility and financial strength as a core priority in our long-term vision. This priority underscores SJIAA's commitment to maintain a robust and sustainable financial foundation and ensure it can continue to provide for the community not only as an employer and an influential and leading organization, but also as a transportation gateway for Newfoundland and Labrador.

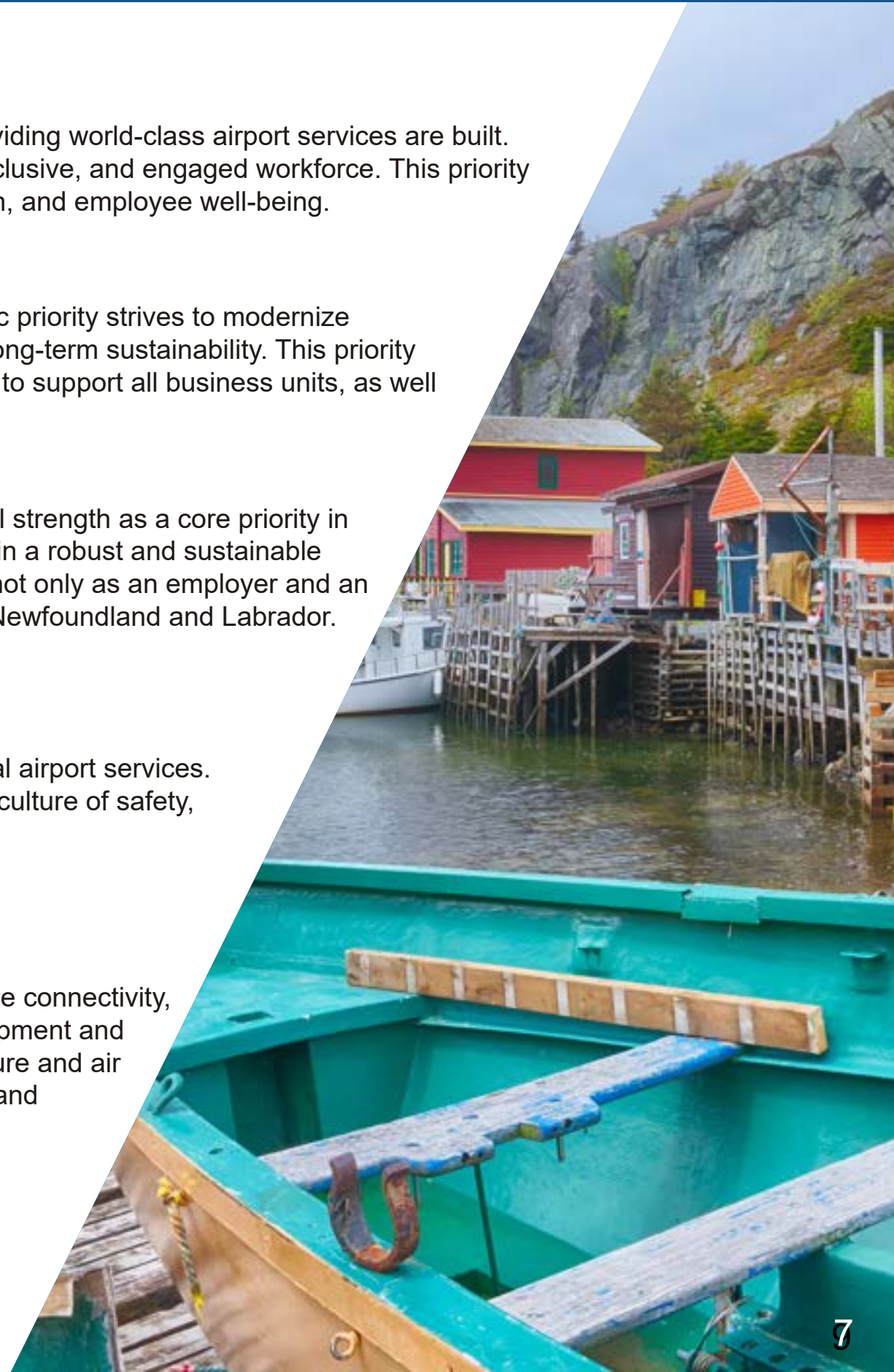
Operational Excellence and Resiliency

Operational excellence and resiliency are at the heart of delivering exceptional airport services. This strategic priority underscores SJIAA's commitment to achieve a positive culture of safety, environmental stewardship, and organizational strength.

Airport Development and Community Partnerships

This strategic priority supports SJIAA and its mission to foster growth, enhance connectivity, and contribute to the well-being of the community. Focusing on airport development and community partnerships highlights SJIAA's commitment to expand infrastructure and air services, create economic opportunities for the community and our partners, and enhance the overall experience for our passengers.

In the following section, we provide greater detail on each priority and the goals, initiatives, timelines, and KPI targets selected to drive each associated action plan.





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GOAL**INITIATIVE****Goal 1: Enhance Employee Experience and Strengthen Organizational Culture**

SJIAA believes in the strong relationship between employee experience and employee engagement. SJIAA will continue to focus on enhancing our strong organizational culture by creating positive employee experiences that address core needs, allow employees to thrive and to be recognized for the work they do. We strive for a culture where all employees are valued and have a voice.

Develop a leadership and supervisor onboarding program

Implement a mentorship program

Complete an organizational gap analysis

Expand the Employee Rewards and Recognition Program**Goal 2: Prioritize Employee Health and Well-Being**

SJIAA understands the importance of employee health and well-being, and is committed to being a leading employer in this area. We believe physical, emotional, and psychological safety are crucial for creating an environment in which all employees feel included and safe, including challenging the status quo.

SJIAA and the Board of Directors are committed to implementing the CSA standard for psychological health and safety in the workplace and have signed a commitment statement to that effect. This statement reaffirms SJIAA's belief that well-being is key to organizational success and that we are committed to incorporating all elements of the standard throughout our organization.

Continue implementation of the CSA Z1003-13 standard for psychological health and safety in the workplace

Implement recommendations of the Workplace Culture and Inclusion Survey**Goal 3: Foster an Inclusive and Diverse Workplace**

SJIAA believes that diversity, equity and inclusion must be embedded throughout the entire organization for real change to be achieved. Starting with a strong commitment from senior leadership, SJIAA will foster different perspectives, enable innovative ideas, and advance solutions. DEI is not just a people strategy - it is a business strategy.

Develop a comprehensive diversity, equity and inclusion strategy

Implement an organizational pay equity plan

Strategic Priority: Digital Transformation



Digital transformation plays a critical role in achieving our vision. This strategic priority strives to modernize operations, enhance passenger experience, and ensures the organization's long-term sustainability. This priority involves exploring and applying transformational technologies and processes to support all business units, as well as the communities SJIAA serves.

GOAL

INITIATIVE

Goal 1: Enhance the Organization’s Cyber Security Posture and Information Technology (IT) Operational Resiliency

A robust cyber security program is crucial in today’s digital landscape to protect SJIAA employees and the organization from various cyber threats. It ensures the protection of sensitive information, mitigates financial losses, prevents operational disruptions, safeguards reputation, and complies with regulations.

Cyber security is an ongoing team effort requiring the entire organization to help safeguard information and prevent unauthorized access, theft, and misuse. As part of SJIAA’s cyber security strategy, a strong focus on IT operational resiliency will be imperative to maintain critical services during and after a cyber event. Over the next three years, SJIAA will enhance the cyber security posture and IT operational resiliency with several key initiatives.

Develop a comprehensive cyber security program

Implement a robust and scalable disaster recovery strategy

Goal 2: Improve Employee and Customer Experience Through Digital Transformation

SJIAA is embracing digital transformation through the adoption of digital capabilities, focusing on redefining and streamlining operational processes that empower our employees to work more efficiently and serve customers effectively.

Over the next three years, SJIAA will leverage digital technologies like artificial intelligence, cloud computing, data analytics, and the Internet of Things (IoT) to optimize business processes, improve customer experience, and enable new business models. Benefits for SJIAA include increased operational efficiency, enhanced customer engagement, improved decision making through data-driven insights, and the ability and nimbleness to adapt to change.

Improve organizational efficiencies through digitalization and process improvements

Expand communication and collaboration digital capabilities

Develop and implement an Information Management (IM) program

GOAL

Goal 3: Enhance Information Technology Service Management (ITSM)

SJIAA will remain focused on enhancing its Information Technology Service Management (ITSM) mandate by fostering a culture of continuous improvement, enabling our teams to identify and address IT service gaps. This will result in improved customer satisfaction and employee experience.

Through proactive monitoring and maintenance, SJIAA aims to enhance its capacity for efficiently managing essential IT infrastructure and systems, thereby mitigating the risk of system failures and downtime, and ensuring uninterrupted operations.

INITIATIVE

Develop an IT transformation and renewal strategy

Provide business intelligence, data and analytics services to priority areas

Develop and communicate the organization's digital services portfolio and catalogue

Achieve a greater IT service delivery management maturity level

Strategic Priority: Financial Strength



SJIAA recognizes the strategic importance of fiscal responsibility and financial strength as a core priority in our long-term vision. This priority underscores SJIAA's commitment to maintain a robust and sustainable financial foundation and ensure it can continue to provide for the community not only as an employer and an influential and leading organization, but also as a transportation gateway for Newfoundland and Labrador.

GOAL

INITIATIVE

Goal 1: Optimize Assets and Responsible Cash Management

With the previous 10-year infrastructure plan completed, and as the industry recovers from the COVID-19 pandemic, SJIAA will focus on developing new capital and financial plans in line with strategic priorities. In a fiscally responsible manner, these plans will ensure the Airport’s infrastructure assets continue to support the needs of passengers and the community it serves. As well, during this time of high interest rates, SJIAA will review its investments and develop targeted strategies to de-risk and maximize returns.

Develop a new 10-year financial plan

Review Airport Improvement Fee (AIF) program to assess if current AIF level is appropriate for projected debt servicing requirements

Develop a new 10-year capital plan that includes scenarios for the restart of the West Terminal Building expansion

Make financing arrangements to fund the new 10-year capital plan

Review investments and implement appropriate de-risking strategies

Goal 2: Strengthen Procurement Processes and Optimize Operational Spending

A review is required of current procurement practices, as well as the development and implementation of a comprehensive procurement and purchasing plan. This plan will incorporate best practices to drive operational efficiencies and optimize operational spending now and through the years ahead.

Implement an integrated purchasing and accounting system with electronic workflow and financial management

Develop a comprehensive procurement and purchasing plan

Goal 3: Maximize Government Program Partnerships

Monitor government program partnership opportunities that support the achievement of the SJIAA’s Vision and Mission.

Partnering with government on important initiatives will help ensure financial strength while achieving strategic business priorities.

Pursue government support for air service development

Continue to monitor and assess the federal government’s National Trade Corridor Fund (NTCF) for land-use and infrastructure project support

Monitor and assess carbon reduction program opportunities, including the provincial government’s Green Transition Fund

GOAL

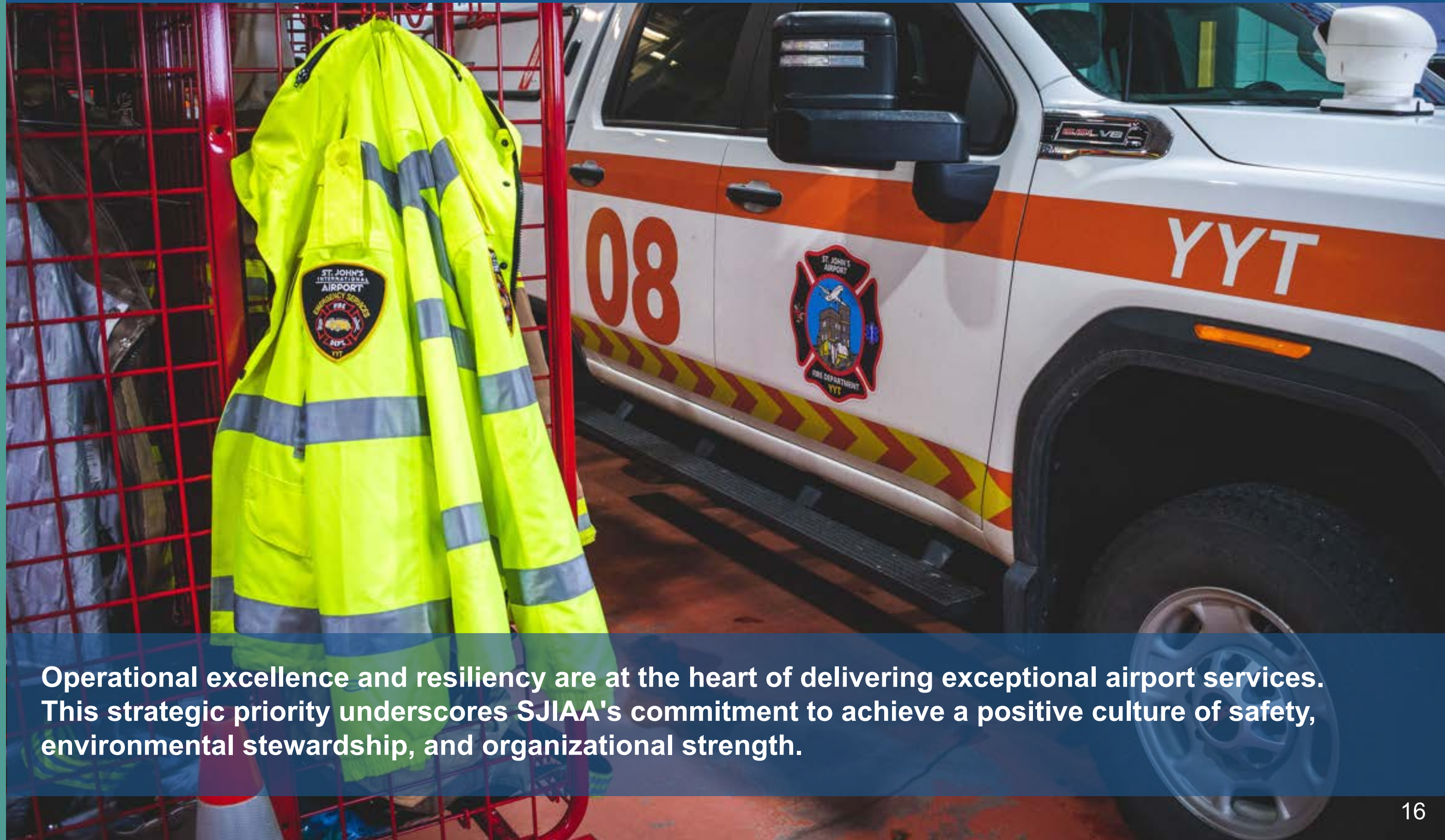
INITIATIVE

Goal 4: Optimize Revenue Growth and Diversification

The diversification of revenue is of utmost importance to enhancing the organization's financial strength. Growth in non-aeronautical revenue such as real estate lease revenue reduces the necessity for future increases in aeronautical fees and strengthens the business case for airlines to add services at SJIAA.

Pursue non-aeronautical revenue growth opportunities

Strategic Priority: Operational Excellence and Resiliency



Operational excellence and resiliency are at the heart of delivering exceptional airport services. This strategic priority underscores SJIAA's commitment to achieve a positive culture of safety, environmental stewardship, and organizational strength.

GOAL

INITIATIVE

Goal 1: Advance a Positive Safety Culture

Safety is fundamental to the success of SJIAA. SJIAA recognizes the importance of providing a safe workplace and airport experience for employees, partners, and the travelling public. A strong culture of safety is paramount to the continued advancement of all safety programs at SJIAA and the initiatives set are designed to further advance the culture of safety at the airport.

Transform the organization’s Occupational Health and Safety (OHS) program into an OHS management system

Increase safety-related communication and education throughout the organization

Enhance SJIAA’s hazard management culture through continual self-monitoring and hazard identification of the job site and work activity (Stepback 5X5 Hazard Assessment Program)

Goal 2: Become a Leader in Environmental Stewardship

SJIAA is developing a road map to achieve environmental and carbon reduction targets with the goal of reaching the aviation industry’s standard of zero emissions operations by 2050. SJIAA aims to be a carbon reduction leader both within the province and amongst Canadian airports. SJIAA will work with partners to develop a carbon reduction action plan and earn the Airports Council International (ACI) Airports Carbon Accreditation Certification Level 2 by the end of this strategic plan period.

Develop a carbon reduction/environmental strategy

Develop an electrification plan

Achieve ACI Carbon Accreditation

Goal 3: Goal 3: Improve the Organization’s Privacy Awareness and Culture

Having a strong privacy culture is crucial to fostering and maintaining trust with employees and stakeholders. SJIAA will focus on formalizing a privacy management program and best practices regarding the collection, use, retention, and disclosure of information.

Develop a comprehensive privacy program

Enhance organizational privacy awareness through increased communication and education

GOAL

INITIATIVE

Goal 4: Revitalize Organizational Policy and Program Capacity

SJIAA is committed to reviewing policies and programs to ensure alignment with evolving needs and best practices. Through the development of a standardized policy framework, we will ensure consistent application and awareness for all employees.

Complete an organizational gap analysis on policies and programs

Develop an organizational program and policy compliance framework

Goal 5: Enhance Organizational Resiliency

SJIAA will develop new ways to respond quickly to crises and incorporate resilience and flexibility into future operational processes. This is critical to mitigate risk and to maintain business continuity during inclement weather and other events.

Develop SJIAA's business continuity plan

Review SJIAA's enterprise risk management (ERM) framework

Goal 6: Improve Operational Performance

Completing the Airport Critical Infrastructure Program (ACIP) will ensure our fleet and asphalt infrastructure is in excellent shape for the next 15-plus years. The Combined Service Building (CSB) has become an operational concern and increasing its capacity ensures we can effectively and efficiently support the needs of the organization.

Complete the Airport Critical Infrastructure Program (ACIP) asphalt rehabilitation plan

Complete the ACIP fleet renewal plan

Examine options to increase Combined Service Building (CSB) capacity and capability

Strategic Priority: Airport Development and Community Partnerships



This strategic priority supports SJIAA and its mission to foster growth, enhance connectivity, and contribute to the well-being of the community. Focusing on airport development and community partnerships highlights SJIAA's commitment to expand infrastructure and air services, create economic opportunities for the community and our partners, and enhance the overall experience for our passengers.

GOAL

INITIATIVE

KPI

Goal 1: Maintain Existing and Grow New Air Services

Air service is a key priority for SJIAA. SJIAA continues to prioritize air service connectivity to destinations that are no longer served and/or are underserved since the pandemic. SJIAA's air service development focus is on growing routes and fostering meaningful relationships with both existing and new airlines that fit with the airport.

Advance the air service development strategy, focusing on expansion of international, transborder and domestic non-stop routes

Explore the potential for expanding cargo services

Goal 2: Grow Non-Aeronautical Business Opportunities

Diversifying and growing revenue sources is key to SJIAA's future success. Capitalizing on available and serviceable airport land within the Airport's master plan is key to targeting potential opportunities and partnerships. From property development to additional and/or enhanced terminal concessions, SJIAA will explore a variety of new potential revenue opportunities.

Develop additional terminal concession opportunities

Prepare a business case for optimal development of the south end commercial area

Goal 3: Enhance Passenger Experience

SJIAA is an airport transporting precious cargo – people. Whether the passenger is a frequent flier or infrequent flier, is travelling for business or non-business purposes, or has special requirements, SJIAA is driven to offer a compelling service experience that matches each unique passenger.

Address facility constraints and modernize infrastructure

Improve services, including renewal of the organization's services contracts

Grow the "sense of arrival" footprint in the Airport Terminal Building

Develop a parking facility strategy and the groundside parking lot refurbishment plan

GOAL

INITIATIVE

KPI

Goal 3: Enhance Passenger Experience (cont'd)

SJIAA is an airport transporting precious cargo – people. Whether the passenger is a frequent flier or infrequent flier, is travelling for business or non-business purposes, or has special requirements, SJIAA is driven to offer a compelling service experience that matches each unique passenger.

Develop an accessibility strategy that reflects the organization’s commitment to support the full participation and inclusion of persons with disabilities

Further advance the organization’s commitment to official languages requirements

Goal 4: Ignite and Expand Partnerships with Key Community and Industry Stakeholder Groups

SJIAA is a community of people, businesses, and services. Partnerships are key to the success of our airport community. SJIAA will ignite and expand partnerships with community and industry stakeholders.

Foster ongoing partnerships and programs with business/ industry organizations, government, community groups, indigenous groups, and the travelling public

Goal 5: Renew and Modernize the Organization’s Brand

With time and experience, SJIAA is maturing and changing to meet the challenges and opportunities that are upon us. With this also comes the stewardship of the brand, image, and reputation of our organization and the airport asset. Over the course of this strategic plan, we intend to modernize our brand to reflect who we have become in a way that underscores our organizational development and our partnership approach for years to come.

Explore a modernization of the organization’s brand

Modernize the organization’s advertising and promotion assets