

Halifax International Airport Authority 2017-2021 Strategic Plan Summary



Overview

Halifax Stanfield is a core component of the Atlantic Gateway, connecting Atlantic Canada to the world via air transport. Halifax Stanfield is operated, managed and developed by Halifax International Airport Authority (HIAA), a non-share capital corporation that invests airport revenues directly back into airport operations and capital investments.

The five-year strategic plan, covering the period from 2017-2021, is designed to provide a blueprint for HIAA to achieve its vision for the airport. The mission and vision statements of HIAA as well as our core values which guide us in our decisions, actions and behaviours were affirmed as follows:



This plan has been developed based on a review of industry trends and developments, strategic analysis, and extensive stakeholder collaboration and input. The following diagram highlights the key strategic priorities identified, the foundation elements that support them and their support of HIAA's corporate vision:



Strategic Goals have been developed for each Strategic Priority and Foundation Element and are summarized below:

	Strategic Priority	Objectives and Goals
Strategic Priorities	Air Service Development	<p><i>Continued service expansion as Atlantic Canada's gateway hub</i></p> <ol style="list-style-type: none"> 1. Develop Halifax Stanfield as a competitive gateway hub 2. Increase seat capacity and passenger volume 3. Increase direct and connecting destinations 4. Increase direct passenger volume to the United States
	Cargo Service Development	<p><i>Facilitate cargo service expansion to support regional economic development</i></p> <ol style="list-style-type: none"> 1. Improve financial performance and enhance economic growth by expanding HIAA's role in the cargo supply chain 2. Increase cargo value and volume
	Non-Aeronautical Revenue Development	<p><i>Use an entrepreneurial approach to diversify products and services in support of air service development</i></p> <ol style="list-style-type: none"> 1. Improve monetization of assets to increase service offerings and revenues 2. Optimize concessions while creating a sense of place
	Maximizing Airport Efficiency	<p><i>Use innovation to drive continuous improvement and cost containment</i></p> <ol style="list-style-type: none"> 1. Improve operational efficiencies resulting in cost containment for HIAA and our airline partners 2. Continuous improvement in passenger processing 3. Streamline corporate business processes and improve data and business intelligence

	Foundation Element	Objectives and Goals	
Foundation Elements	Safety, Security and Environmental Excellence	<p><i>Integrate Safety, Security and Environmental Excellence in all aspects of the airport's business and operations</i></p> <p><i>Safety</i></p> <ol style="list-style-type: none"> 1. Align HIAA's approach to Safety Management System and occupational health and safety matters 2. Promote a culture of engagement and ownership among HIAA employees relating to health and safety matters 	
		<p><i>Security</i></p> <ol style="list-style-type: none"> 1. Enhance airport security by implementing security best practices and optimal efficiencies 2. Expand security training, vigilance and awareness for all members of the airport community 	
		<p><i>Environment</i></p> <ol style="list-style-type: none"> 1. Continuously improve HIAA's environmental performance 2. Incorporate principles of environmental sustainability across the organization 	
		<p>Professional Excellence</p>	<p><i>Optimize employee engagement and performance</i></p> <ol style="list-style-type: none"> 1. Provide training, development and support so all employees can perform to their full potential 2. Increase the efficiency and self-sufficiency of managers and supervisors
		<p>Customer-First Culture</p>	<p><i>Strengthen our culture of superior service</i></p> <ol style="list-style-type: none"> 1. Continuous service improvement 2. Enhance connections with our community
	<p>Facility Development</p>	<p><i>Develop airport infrastructure and services to efficiently support growth and enhance customer experience</i></p> <ol style="list-style-type: none"> 1. Improve efficiency and productivity, optimize airport experience and support cost containment initiatives 2. Implement facility modifications to support revenue growth 	



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