

2023-2027 STRATEGIC PLAN



WINNIPEG
AIRPORTS AUTHORITY

LAND ACKNOWLEDGEMENT

Winnipeg Richardson International Airport is located in Treaty One Territory, the home and traditional lands of the Anishinaabe (Ojibwe), Ininew (Cree), and Dakota peoples, and in the National Homeland of the Red River Métis. Our drinking water comes from Shoal Lake 40 First Nation, in Treaty Three Territory.



TABLE OF CONTENTS

WHO WE ARE	3
WHERE WE'RE GOING	4
OUR VISION	5
OUR MISSION	6
OUR VALUES	7

OVERVIEW OF OUR STRATEGIC PRIORITIES	8
People and culture	9
Financial strength	10
Air transportation and logistics services	11
Customers and community	12
Operational excellence	13
Digitalization	14
Environment	15



WHO WE ARE

Winnipeg Airports Authority (WAA) exists to connect communities. We enable the safe and seamless movement of people and goods through our airport facilities, and in doing so, we help to connect Manitoba to the world. Serving the residents, visitors, and organizations who use these facilities is fundamental to who we are and what we do. We recognize the role we play in driving the growth and development of our region. We also appreciate our responsibility to do so in a

sustainable way that benefits everyone. We take pride in the economic impact and social progress we contribute to through our airport operations at Winnipeg Richardson International Airport, Iqaluit International Airport, and other Canadian sites, as well as our subsidiaries in real estate, property development, and airport management services. While our industry generates economic benefits and social good, we also understand the environmental impact and ways in which the

aviation sector contributes to the global climate crisis. Achieving a net zero future may be the greatest challenge we will face this century. It is an uncertain path that will test the very essence of what we do. Yet, despite these challenges, we will meet them with boldness and a spirit of partnership. We are committed to playing our part in developing and building a sustainable future for the people we serve and the industry at large.



WHERE WE'RE GOING

There is always value in creating a strategic plan for our organization, but it is now more relevant than ever. This plan formalizes our shift from the necessary focus on health management of the past three years to the positive opportunities of renewal, acceleration, and growth. It is time to reset and reimagine our future path under new and brighter circumstances.

As we built our aspirations for the next five years, we also refreshed our mission, vision, and value statements. Our discussions have led us to create a focused set of priorities to guide us forward in the years to come. Annual business plans will support the priorities, goals, and initiatives we've set, and we will regularly measure our progress against this plan. We also recognize the need to be flexible to maximize new opportunities and mitigate risks as they arise.

These activities culminated with the creation of Winnipeg Airports Authority's 2023-2027 Strategic Plan, which we are excited to share. We thank our employees, stakeholders, and business partners for their insights throughout this process. We would also like to thank our Board of Directors for their vision in developing this document.



OUR VISION

Where bold journeys take flight

Manitoba and the Canadian North are the lands of the resilient, the undaunted, the discoverers, the adventurers, and those on bold journeys. Many generations have crossed these lands on voyages to trade and connect. And when we took to the skies, pioneering aviators and bush pilots overcame weather, geography, and adversity to bring us closer together.

Winnipeg Airports Authority connects those on bold journeys through our airport facilities and services. With our partners, we have contributed to the domestic, transborder, and international voyages of people and goods to and from Manitoba and the North. By bringing the world to our doorstep, we allow local and global citizens to engage and thrive.

We must be an organization where bold journeys take flight, and our people and partners enable us to bring this vision to life. This vision reflects the skill set, entrepreneurial spirit, and creativity of all our teams. It represents a can-do, open, and supportive culture to drive us forward, where we provide the freedom to contribute to new ideas and ways of approaching opportunities and partnerships.

What our people and our communities contribute to this journey matters. Everyone we serve will have a role to play in our collective success — while recognizing that some may not have felt welcomed in the past. Our bold journey will greet everyone equally and continue to build on how we contribute to the world around us.

The journey ahead energizes us. It will inspire and demand the very best in us as we pursue collective success and contribute to a sustainable future. Rooted in our history and focusing on the path and aspirations ahead, this is a bold new journey taking flight.

We look forward to taking it together.

OUR MISSION

Connecting communities and partnering to build a sustainable future

Airports are a gathering point for communities around the world. Every day, people and goods arrive and depart on voyages across the globe. Whether travellers are using our airport to depart on their own bold journeys or waiting on the Hug Rug to welcome people to our communities, our mission reflects our part in this ecosystem and recognizes that we cannot do any of it alone.

Our partners are integral to our success and sustainable future. Aircraft must face headwinds to take to the skies; likewise, we will rise above our challenges on our journey forward together.

WAA and airport campus employees, airline partners, government agencies, airport business operators, and Indigenous, local, and global communities are pivotal in this network. So it is only fitting that together they are a community themselves — one which supports our success and for which we are grateful.

We will continue to engage with our network to build a path to a future that is environmentally, socially, and financially sustainable. We seek to minimize our environmental footprint, to actively build a community that welcomes everyone equally, and commit to ensuring financial

stability and the responsible deployment of our resources. Embracing and living our corporate mission every day will grow our connections in the years ahead.

Together with our partners, we will work to connect communities and build a sustainable future — both for us and for the generations to come.

OUR VALUES

As we set out on our bold journey, we recognized the importance of defining and refreshing what we stand for as an organization. Our corporate culture and the values we uphold are the foundation of who we are, and it is critical to ensure that they represent the culture we want to create together.

We took the opportunity to refresh the values that create the framework of our organization. By consulting our employees, external partners, and stakeholders, we defined the standards we expect from WAA. From there, we were able to refine the values that will help us to pursue our vision and carry out our mission.

We must bring these values to life across the organization — we want to give every employee the opportunity to make these values their own and define the behaviours that matter. These are more than words on a wall — they are crucial to evolving our corporate culture.

SAFETY

Everyone has a responsibility to work safely, and nothing is more important than the safety of our employees, those who work alongside us, and all the people we serve.

We commit to creating an environment where safety is always top of mind, and everyone feels empowered to raise concerns.

RESPECT

We value and approach one another with curiosity, care, and consideration. We assume positive intent in others and seek first to understand before being understood.

We will create an environment where everyone can feel emotionally and psychologically safe to be themselves, speak their mind openly and honestly, and do their best work.

TEAMWORK

We are united by our purpose and work together to pursue excellence. We are open to diverse perspectives and encourage respectful debate to help us make the best possible decisions.

We take responsibility for our team's performance and hold ourselves and each other accountable for the standards we set. We recognize contributions and celebrate our collective successes.

INCLUSION

We actively work to create an inclusive culture of belonging for all. We listen, learn, and remain present to create meaningful connections. We recognize we serve a diverse community and strive to make everyone feel welcome.

EXCELLENCE

We set high standards for ourselves as individuals, teams, and an organization. We hold ourselves and each other accountable to those standards because the importance of our mission demands that we do.

We acknowledge the never-ending opportunity and responsibility to learn, improve, and develop.

OVERVIEW OF OUR STRATEGIC PRIORITIES

We have identified seven strategic priorities to guide us over the next five years. They each reflect our mission to meet the needs of the customers and communities we serve. While presented one by one, these priorities are not independent. Instead, they are interwoven, with many intersections among them. They also create momentum and alignment between our teams. Each priority is summarized below, with greater detail in the following pages.



People and culture

“Making WAA an outstanding place to work.”

Providing a workplace where employees feel safe and engaged allows us to live our values and deliver on our vision and mission. With a strong, aligned, and thriving team, we are better suited to achieve our aspirations and meet our customers’ needs.



Financial strength

“Responsibly investing in our future for the benefit of everyone we serve.”

Financial strength will be achieved through responsible debt management, ensuring value for customer-focused processes, driving sustainable and diversified revenue growth, and securing external funding support. Success in this area is also necessary to accomplish the initiatives put forth in other priorities.



Air transportation and logistics services

“More connections to more places that matter.”

Providing air access and connectivity is at the core of our business. We will invest in passenger and cargo traffic recovery and growth, improve the quality of our passenger and cargo air networks, and provide a competitive portfolio of airlines to serve travellers. We will also enable responsible land development to increase economic value and implement future trends in logistics services that offer new ways to serve our customers.



Customers and community

“Welcoming and inclusive for all.”

The airport operates for our customers, and we play a critical role in connecting the communities we serve. Customer and stakeholder engagement allows us to create partnerships that reflect the people we serve. As a result, we will improve community relations, boost economic and social development opportunities, and increase overall satisfaction.



Operational excellence

“Safe, secure, and efficient operations.”

Ensuring we deploy the most intelligent approach to safety, reliability, sustainability, and asset management will enable operational success. It will also increase dependability, value, and satisfaction for our customers. As we face more unpredictable events in the aviation industry, we will increase our stability through a robust operational framework. It will allow us to predict and manage passenger and cargo traffic volume fluctuations and irregular operational events.



Digitalization

“Unlocking the power of digital technology to improve everything we do.”

Digitalization enables the seamless connection of information, people, and systems. Updating core processes will improve efficiencies and effectiveness across operating units while providing travellers with the digital connectivity they expect in our facilities.



Environment

“Developing a culture of environmental stewardship.”

Reducing our environmental impact is a critical and essential goal. To achieve it, we will collaborate on environmentally-sustainable practices and solutions with our partners and stakeholders, formally embed best practices across the organization, and commit to creating a plan to deliver a net zero decarbonized future.

STRATEGIC PRIORITY ONE

People and culture

“Making WAA an outstanding place to work.”

GOALS

- Being an employer of choice
- Building a strong culture
- Creating a safe and healthy workplace
- Providing an inclusive and accessible work environment

INITIATIVES

- Invest in our people through training, development, and market-leading benefits and work programs
- Engage with our employees to deliver initiatives that build a great corporate culture
- Develop an inclusive workplace by promoting the value of diversity, including DEIA-framed people strategies
- Formalize and empower WAA’s Wellness Committee to launch an annual wellness plan
- Execute and regularly improve leading health, safety, and well-being policies

BUILDING A STRONG CULTURE

Over the past year, many honest conversations about the status of WAA’s culture have taken place. Throughout this process, it was abundantly clear that we have great people who take pride in their work. At the same time, we recognize that we still have work to do to create the right environment where our people can thrive. We discussed the collective vision of the culture we want to build, and the goals and initiatives presented here all tie back to these conversations. This strategy aims to move us forward to create a culture that makes us proud to work at WAA.

We will nurture an engaged workforce that reflects our shared values and positive culture. We will live our philosophy of listening and learning to support the unique needs of our team. We will invest in our people to encourage their professional and personal growth and promote their excellent work in service to our community. Finally, we will review our value proposition to employees on an ongoing basis to remain competitive and retain our strong talent.

SAFETY, HEALTH, AND WELL-BEING

WAA is committed to the safety, health, and well-being of our employees, stakeholders, and travellers. Physical, emotional, and psychological safety is crucial for creating a strong workplace culture. It also enables our people to do their best work. We are adopting a culture that keeps safety as its primary focus. It promotes guiding principles around physical and mental health and employee rights and responsibilities. It also provides a consistent leadership approach and engages our employees on a shared set of values to guide our behaviours.

AN INCLUSIVE AND ACCESSIBLE WORKPLACE

We strive to understand and meet the needs of our people and the communities we serve. We also want to create inclusive and accessible spaces where everyone feels safe and welcomed. By using a Diversity, Equity, Inclusion, and Accessibility (DEIA) lens, we will develop strategies for achieving these goals. We will seek to identify, remove, and prevent barriers to equal access and participation across the airport.

STRATEGIC PRIORITY TWO

Financial strength

“Responsibly investing in our future for the benefit of everyone we serve.”

GOALS

- Prioritizing responsible debt and asset management
- Emphasizing revenue development and diversification
- Embedding disciplined and deliberate spending decisions across the organization

INITIATIVES

- Complete a new 25-year financial forecast
- Optimize non-aeronautical revenue while exploring opportunities to add new revenue streams
- Build on our current service offerings within Canada through Winnipeg Airport Services Corporation (WASCO)
- Pursue government funding to support infrastructure needs

A SUSTAINABLE PLAN FOR FINANCIAL RECOVERY

WAA is committed to being an economic driver and enabling growth for the regional economy. While we recognize the economic effects of the pandemic will be long-lasting, new opportunities to develop our business and support economic development are now emerging. With planned spending postponed over the past few years and necessary investments required, we are mindful of our financial position. As we move forward, we will focus on balanced financial recovery while investing in our future.

INVESTING IN OUR FUTURE

WAA will realign campus development plans based on air traffic forecasts while also focusing on developing a strong management program to ensure critical assets are properly cared for. Maintaining infrastructure and developing for future growth requires considerable investment. While terminal optimization is a priority, we will also focus on land development and creating a decarbonization plan. To maintain competitive costs, airports will need funding from the federal government. We will continue to lobby for federal funding models while also seeking private capital opportunities.

RENEWED VALUE PROPOSITION

WAA strives to create a strong value proposition for our customers. We will listen to our customers and understand their needs so that we embed disciplined and deliberate spending decisions in future investments. We will work with our partners to improve operations, which reduces costs and improves customer satisfaction.

We will also continue our pursuit of revenue growth and diversity. Through our WASCO subsidiary, we use our expertise to provide our airport partners with innovative and cost-effective aviation services. We will focus on retaining current clients, securing new business in Canada, and using our strong capabilities and reputation to assess opportunities to expand WASCO's portfolio.

STRATEGIC PRIORITY THREE

Air transportation and logistics services

“More connections to more places that matter.”

GOALS

- Growing air passenger and cargo services
- Optimizing and developing WAA lands
- Expanding logistics technology opportunities

INITIATIVES

- Return to pre-pandemic passenger traffic volumes
- Restore key U.S. routes, such as Chicago and Denver
Work together with municipal and provincial partners to fund improved air route quality
- Increase connection opportunities through YWG
- Create a land development plan that reflects demand and maximizes economic impacts
- Review business opportunities in new logistics and delivery systems

QUANTITY AND QUALITY OF AIR SERVICE NETWORKS

Connecting communities is the foundation of our existence. It is our mission and our purpose, and we recognize that the choice, convenience and consistency of that connectivity matters.

Throughout the pandemic, it was necessary to consider air and logistics services from a maintenance perspective, which significantly impacted the quality and quantity of our air service networks. As we enter a post-pandemic era, we are thrilled to shift our thinking toward recovery, growth and the extensive value to the economy and community it will provide.

To achieve pre-pandemic traffic volumes, we must focus on improving our air service networks. To us, that means increasing the frequency and availability of direct service to places that matter most. However, we recognize that we cannot do this alone; our partners are integral to our success. In particular, we are actively working together with Economic Development Winnipeg and the Province of Manitoba to fund air service opportunities that align with our priorities.

By dedicating financial resources to recovery and growth in passenger and cargo markets, we can increase the frequencies of our existing routes and expand upon non-stop routes and direct connectivity to other destinations. We will also work to provide a balanced mix of airline choices, including network carrier, low-cost carrier and ultra-low-cost carrier options.

FACILITATING AIR FREIGHT GROWTH AND OTHER OPPORTUNITIES

We will continue to develop dedicated land to boost air freight traffic. We will also begin exploring the potential growth opportunities in the underdeveloped space on the west side of the airport campus. We will prioritize opportunities that provide more economic growth and maximize returns for the community. Finally, we will seek opportunities in new logistics technologies and services, such as last-mile delivery, drones, and cargo automation systems, to see how they could lead to future value and benefits for our customers.

STRATEGIC PRIORITY FOUR

Customers and community

“Welcoming and inclusive for all.”

GOALS

- Creating an inclusive airport environment
- Strengthening stakeholder partnerships
- Prioritizing reconciliation efforts with Indigenous communities

INITIATIVES

- Identify underserved communities and develop relationships to collaboratively make the airport campus more inclusive
- Refresh the WAA and YWG brands to reflect our commitment to being a welcoming place for all
- Increase our knowledge and understanding of Canada’s history as it relates to Indigenous Peoples through the delivery of education and skill-based training
- Grow and deepen relationships with all orders of government

ACCESSIBILITY AND INCLUSIVITY FOR ALL

An airport is a front door to a city and region. For some, it is a place of reunions and homecomings, and for others, a place for goodbyes and fond wishes. Because of this vital role, airports should reflect the communities they serve. YWG commits to delivering a warm welcome and dedicated service for all. We will focus on currently underserved communities and growing partnerships with our stakeholders. We will also remove barriers to make our spaces more accessible, inclusive, and welcoming.

GETTING THERE TOGETHER

Canada is transforming as we work to reconcile our past actions toward Indigenous Peoples. WAA is committed to learning, building trust, and removing barriers between Indigenous and non-Indigenous Peoples that enable positive change. We will work with Indigenous leaders and communities to make the airport more reflective of our province. We will also find ways to help educate travellers and employees about Canada’s history and the path forward together.

Travel is about both the destination and the journey experience. We will play our part by delivering a high-quality and positive airport experience for our customers.

STRATEGIC PRIORITY FIVE

Operational excellence

“Safe, secure and efficient operations.”

GOALS

- Ensuring safe and secure operations
- Delivering exceptional passenger and customer journeys
- Improving operational performance
- Reducing environmental impacts of operations
- Focusing on asset management to reduce operating costs
- Using technology to increase operational efficiency

INITIATIVES

- Invest and upgrade key infrastructure assets
- Create a comprehensive Passenger Journey Program
- Expand automated and touchless solutions to support passenger processing
- Complete Runway 18-36 rehabilitation
- Update WAA Master Plan
- Develop an innovative and integrated gating strategy
- Accelerate work on facial verification and biometrics for airport users
- Support sustainability efforts through operations-specific initiatives, such as monitoring aircraft taxiing emissions and developing sustainable de-icing programs

SAFETY ALWAYS

Nothing is more important than the safety of every traveller and every person working at the airport. We will continue to build a proactive culture of safety by keeping it top of mind in everything we do.

EXCEPTIONAL AIRPORT JOURNEYS

To deliver exceptional airport journeys, we must adopt a customer-centric approach. We will enhance the passenger and future travel experience within the terminal by focusing on continuously improving key passenger touchpoints, such as check-in, screening, and baggage delivery.

ASSET MANAGEMENT IS CRITICAL

We will adopt best practices and proven solutions to manage our facilities and air infrastructure to reduce operating costs and improve efficiency.

OPTIMIZED OPERATIONS

To function at optimal levels, our operational framework will need to become flexible, progressive, and responsive to change. We will work with our airport partners to identify and deliver on their needs.

We will prioritize using terminal infrastructure and allocating our resources effectively. A focus on using data-based decision-making will support our efforts to maximize passenger flows and cargo capacity.

STRATEGIC PRIORITY SIX

Digitalization

“Unlocking the power of digital technology to improve everything we do.”

GOALS

- Building our technology foundation
- Supporting data-informed decision-making

INITIATIVES

- Maximize efficiency through technology, systems, and advanced analytics
- Enhance the customer experience through digital connectedness to the airport
- Implement advanced analytics and artificial intelligence to augment the accuracy and speed of decision-making

EFFICIENCY IS KEY

We aim to use existing and emerging technologies to operate most efficiently. Digitalization gives employees the tools, data, and insights needed to better serve our customers. It also enables our people to work smarter and collaborate in a comprehensive and secure digital environment.

LAYING THE DIGITAL FOUNDATION

Airports are complex environments that use many different systems to address operational and business requirements. Our priority is ensuring the right systems are in place to support excellence in our day-to-day business. We will build system integrations and review our operational technology to help us leverage new data and analytics. Finally, we will support digital connections in the airport through apps, digital signage, and wayfinding tools that enhance the passenger experience.

ENTERPRISE-WIDE ANALYTICS AND DATA-INFORMED DECISION-MAKING

Our employees need accurate, real-time information to support seamless passenger journeys. We will continue implementing industry best practices and toolsets to generate insight from all available data sources. We will also seek opportunities to use artificial intelligence and other technology in the future.

CYBERSECURITY AND SAFETY

Our continued focus on cybersecurity and digital safety is crucial. We will install the right policies and processes to maintain system and data security while protecting the privacy of our stakeholders.

STRATEGIC PRIORITY SEVEN

Environment

“Developing a culture of environmental stewardship.”

GOALS

- Accelerating our path to net zero
- Becoming a community leader in environmental management

INITIATIVES

- Implement an emissions reduction plan that aligns with net zero carbon ambitions
- Develop an energy management plan for all WAA buildings
- Optimize WAA’s Environmental Management System (EMS)
- Establish sustainable development standards and specifications for campus infrastructure
- Understand and mitigate WAA’s climate risk in alignment with leading practices

NET ZERO BY 2050

WAA continues to understand and address our climate change risks. We are prioritizing our greenhouse gas emissions reduction strategy to meet our industry’s ambition of achieving net zero by 2050. We are also exploring opportunities to create a climate-resilient airport and will support airline and airport stakeholder emission reduction initiatives.

As a new target for WAA, we will focus on developing a detailed emissions reduction plan to help guide our journey. The plan will identify short, medium, and long-term targets and initiatives to help measure our progress over time. We are also developing an energy management plan to reduce consumption in all WAA buildings. WAA also aims to start disclosing its greenhouse gas emissions, related actions, and progress toward targets in spring 2024.

EMBEDDING BEST PRACTICES IN ENVIRONMENTAL MANAGEMENT

We recognize that we must reduce the environmental impact of our operations. To do so, we will improve programs and guidelines to embed environmental sustainability and strengthen the culture of environmental stewardship across the airport. We will streamline processes and provide better data for monitoring and measuring performance.

WAA will continue exploring opportunities to improve waste management, water consumption and quality, hazardous materials, aircraft de-icing fluids, air quality, and biodiversity protection programs. We will also conduct a gap analysis of our environmental management system and ensure that environmental sustainability is a key component of our 2024 Master Plan exercise.

PLAN PARTNERS

We consulted with, listened to, and learned from the following organizations as we shaped our 5-year corporate strategy. We sincerely thank these groups for their considerable interest, valuable time, keen insights, and ongoing partnership as we move forward together.

COMMUNITY REPRESENTATIVES

AON Insurance
Arctic Co-op
Assiniboia Chamber of Commerce
Canada Life
CentrePort Canada
CIBC
City of Winnipeg
Economic Development Winnipeg
Government of Manitoba

- Economic Opportunities
- Transportation Policy
- Vehicle Technology Centre
- Investment and Trade

HyLife

Manitoba Chambers of Commerce
Manitoba Hydro
Manulife
Phillips, Hager & North / RBC
R.G. Evans Indigenous Solutions
Rainbow Resource Centre
SSP America
Travel Manitoba
United Food & Commercial
Winnipeg Chamber of Commerce
Winnipeg Metropolitan Region
17 Wing - CFB Winnipeg

AIRPORT OPERATIONS & GOVERNMENT AGENCIES

Canadian Air Transport Security Authority (CATSA)
Canada Border Services Agency (CBSA)
Canadian Transportation Agency (CTA)
Government of Canada

- Northern Affairs
- Canadian Northern Economic Development Agency
- Prairies Economic Development Canada

NAV Canada
Paradies Lagardere
Public Health Agency of Canada (PHAC)
U.S. Customs and Border Protection (USCBP)

MAJOR ASSETS

Canadian Museum for Human Rights
Red River College
True North Sports + Entertainment
Royal Aviation Museum of Western Canada
University of Manitoba
Winnipeg Convention Centre

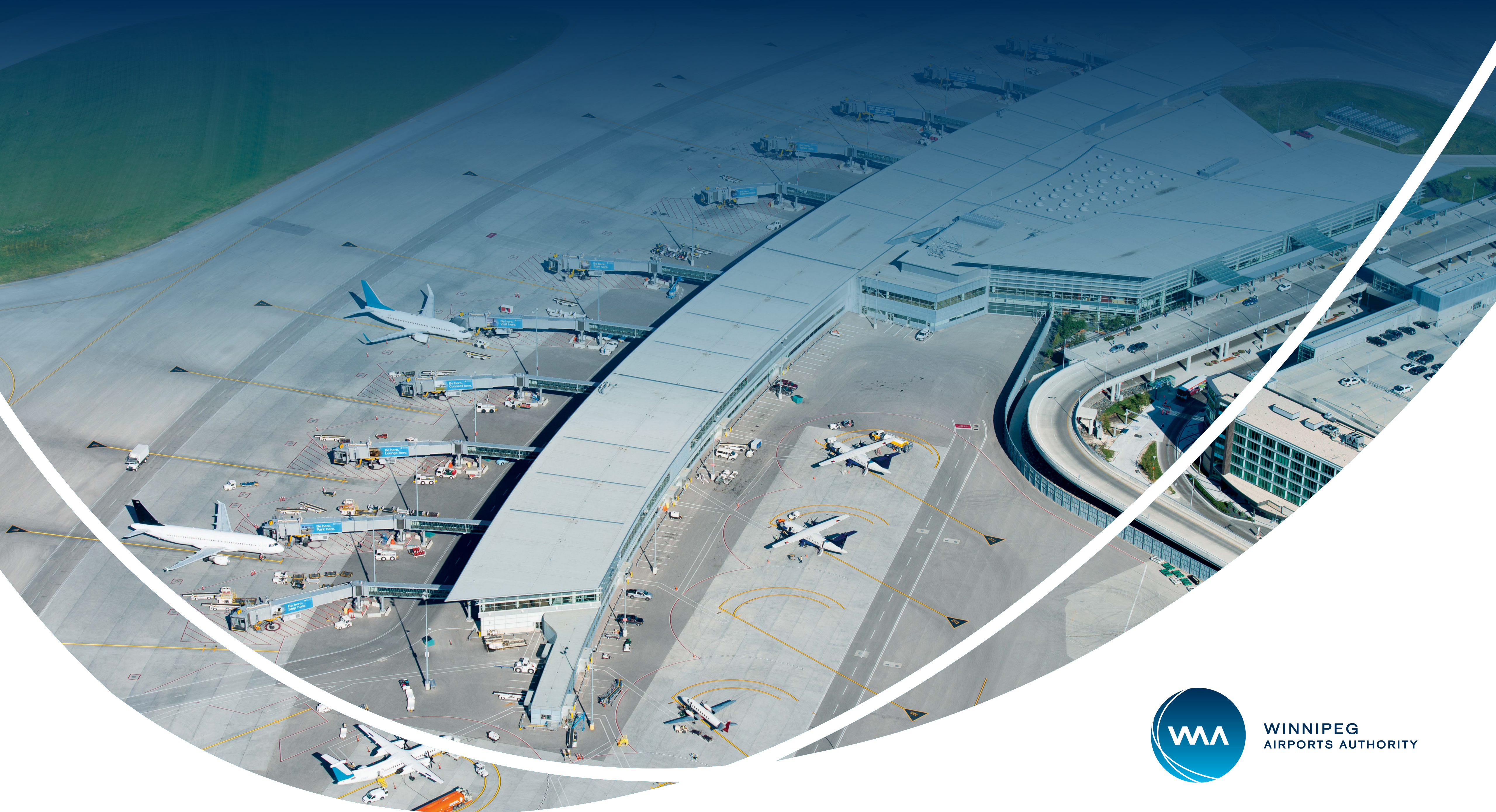
AIRLINE & CARGO OPERATORS

Air Canada
American Airlines
Av Flight
Bearskin Airlines
Calm Air
Cargojet
Exchange Income Corporation (EIC)
Fast Air
Flair Airlines
Keewatin Air

Perimeter Aviation
WestJet

NGOs & ASSOCIATIONS

Canadian Airports Council
Canadian Manufacturers & Exporters (Manitoba)
Manitoba Aerospace Association
Manitoba Business Council
Manitoba Film and Music
Manitoba Hotel Association
Manitoba Lodges & Outfitters Association
Manitoba Trucking Association
St.Amant



WINNIPEG
AIRPORTS AUTHORITY