



2019-2023 STRATEGIC PLAN



OVERVIEW

Regina International Airport (YQR) serves the region as a key economic catalyst and facilitator. As the primary air access gateway for southern Saskatchewan, YQR connects to the world for business and leisure travel. Regina Airport Authority (RAA) is a not-for-profit organization that operates YQR under a long-term lease with the Federal Government. RAA has the mandate to operate a safe and secure airport, while looking to grow for the greater benefit of the community. **YQR, It's Your Airport!**

The strategic plan has been developed for the period from 2019-2023, and will serve as the blueprint document for RAA to deliver on its aspirations and vision for YQR. RAA's decisions, actions and behaviours will be guided by its mission, values and vision in realizing its future. The following Vision, Values and Mission statements identify RAA's aspirations, guiding principles and purpose.

VISION

To be Saskatchewan's leading travel gateway and business hub.

MISSION

To seamlessly connect people and business to a world of experiences and opportunities.



VALUES

Adaptive: change is a constant within the aviation industry; we seek to understand the underlying risks and proactively plan for the unexpected.

Act Ethically and With Integrity: we understand the importance of honesty, consistency, transparency and the power of trusted relationships with our partners and community; and in our own actions, activities, and leadership.

Safety and Security: we shall comply with regulatory obligations and strive to exceed safety and security targets, while maintaining and growing public and team confidence.

Environment and Community Impact: we shall exercise due diligence in all of our activities to meet environmental regulatory requirements and act for the benefit of our community.

Respect and Value Our Team: we actively communicate and act with fairness, dignity, and respect; everyone contributes to our success. We will invest in our RAA team to realize our corporate vision.

Enrich Customer Experience: we focus on a “can do” attitude in all of our relationships and seek to understand, engage and respond to meet and exceed customer expectations.

Financially Responsible: we manage, develop and operate in a financially prudent manner to sustain and support our growth.

Promote Economic Growth and Community Partnership: we endeavor to grow our business and support community and tourism through innovation, advocacy, partnership and open communications.

STRATEGIC OBJECTIVES



INCREASE
AIR SERVICES



GROW
REVENUES



FACILITY
DEVELOPMENT
(to Improve Customer
Experience)

FOUNDATIONAL & BEDROCK ELEMENTS



OUR PEOPLE



CUSTOMER
SERVICE



FINANCIAL
RESPONSIBILITY



SAFETY



SECURITY



ENVIRONMENT

STRATEGIC OBJECTIVES

STRATEGIC OBJECTIVES		KEY OBJECTIVES AND STRATEGIES	FIVE-YEAR PERFORMANCE MEASURES
		Evolve strategies for new air services and the retention and growth of existing air services	
		Strategies to Increase Air Services	
	Increase Air Services	<ol style="list-style-type: none"> 1. Develop the optimum number of destinations and frequencies to maintain and grow air services. 2. Develop a strategic air services plan to respond to the airline's new generation aircraft fleet and evolving business models. 	<ul style="list-style-type: none"> • 2 new daily transborder hubs. • 1 new domestic daily Canadian city pair. • 2 incremental domestic daily hub frequencies. • Grow total passengers by 2.8% compounded annually.
		Develop and implement non-core aeronautical growth initiatives	
		Strategies to Grow Revenues	
	Grow Revenues	<ol style="list-style-type: none"> 1. Develop airport lands strategically for revenue generation. 2. Leverage revenue growth as infrastructure development occurs within the air terminal and related facilities. 	<ul style="list-style-type: none"> • Lease 15 acres of land, generating incremental revenue streams of \$300,000/annually. • Increase Non-Aeronautical to 60% of total revenue.
		Develop and evolve facility plans and implement solutions to improve the customer's experience	
		Strategies for Facility Development to Improve Customer Experience	
	Facility Development to Improve Customer Experience	<ol style="list-style-type: none"> 1. Build to meet forecast and customer service demands in an incremental and sequential manner incorporating stakeholder feedback. 2. Develop, formalize and implement programs to address disruptive technologies, automation, and user expectations. 	<ul style="list-style-type: none"> • Develop and implement : <ul style="list-style-type: none"> - 5-Year strategy for retail, food and beverage concessions. - 5-Year strategy for ground transportation. - 5-Year capital plan.

FOUNDATIONAL & BEDROCK ELEMENTS

FOUNDATIONAL & BEDROCK ELEMENTS		KEY OBJECTIVES AND STRATEGIES	FIVE-YEAR PERFORMANCE MEASURES
	Our People	RAA Team engagement, effectiveness and performance	
		Our People Strategies	
		<ol style="list-style-type: none"> 1. Inspire, invest, train, develop and mentor RAA's team in support of achieving our corporate objectives. 2. Cultivate an environment of openness, positivity, proactivity, and passion to increase effectiveness and efficiency in the team. 3. Maintain and evolve effective performance management and recognition programs. 	<ul style="list-style-type: none"> • Provide leadership, skills development, training, and support. • Deliver and benchmark an annual employee engagement survey. • Develop and implement a People Plan.
	Customer Service	Grow our "Can Do" attitude and customer service culture	
		Customer Service Strategies	
		<ol style="list-style-type: none"> 1. Measure customer satisfaction and identify and invest in areas for improvement. 2. Enhance relationships with community stakeholders. 3. Consult with stakeholders beyond Regina. 	<ul style="list-style-type: none"> • Annual ASQ survey rating of ≥ 4.15. • YQR stakeholder engagement within catchment area through 5 presentations or discussion forums completed annually. • Respond to customer inquiries within two (2) business days. • Develop and implement Municipal Authorities Accord.
	Financial Responsibility	Develop and deliver airport infrastructure and services efficiently to achieve customer service excellence and growth	
		Financial Responsibility Strategies	
		<ol style="list-style-type: none"> 1. Focus on cost containment. 2. Implementation of facility improvements, new service delivery models, and other non-aeronautical revenue business strategies in support of revenue growth. 3. Manage long-term debt within acceptable risk parameters. 	<ul style="list-style-type: none"> • Grow EBIDTA by 3% compounded annually. • Net passenger revenue of \$1/passenger or better. • Maintain debt service ratio coverage of 2.00 - 1.00 or greater. • Clean financial audits.

FOUNDATIONAL & BEDROCK ELEMENTS		KEY OBJECTIVES AND STRATEGIES	FIVE-YEAR PERFORMANCE MEASURES
		Deliver safety, security and environmental excellence in everything we do	
	Safety	Safety Strategies	
		<ol style="list-style-type: none"> 1. Lead RAA's regulated Safety Management System (SMS), through hazard identification, risk reduction and promotion of non-punitive reporting. 2. Promote an attitude of ownership and engagement amongst RAA's Team for health and safety. 3. Be prepared for an effective response to a wide range of disruptive incidents and emergencies. 	<ul style="list-style-type: none"> • Zero preventable accidents leading to lost time. • Compliant and transparent Occupational Health and Safety Committee. • Safety Management System (SMS) fully compliant with Canadian Aviation Regulations (CARS).
	Security	Security Strategies	
		<ol style="list-style-type: none"> 1. Lead airport security management through a risk-based approach to achieve the highest level of security standards and performance. 2. Instill awareness and vigilance within RAA's Team and airport community through security training. 	<ul style="list-style-type: none"> • Zero preventable security breaches. • Security Management System (SeMS) fully compliant with Canadian Aviation Security Regulations (CASRS).
	Environment	Environment Strategies	
		<ol style="list-style-type: none"> 1. Exercise due diligence for RAA environmental performance and seek continual improvement. 2. Enhance environmental stewardship across RAA and the airport community. 	<ul style="list-style-type: none"> • Zero glycol exceedances above 100 milligrams per litre into receiving waters. • Clean environmental reviews by Transport Canada. • Tracking of Scope 1 (power) and Scope 2 (natural gas, gasoline, and diesel) elements used by RAA for Green House Gas (GHG) emissions.



www.yqr.ca



#FlyYQR

IT'S YOUR AIRPORT™