




2015 BUSINESS AND OPERATIONS REPORT





DID YOU KNOW?

- Regina's first operating airfield was developed in 1919.
- Regina's Airport commenced commercial operations on September 15, 1930.
- Regina Airport Authority Inc. assumed the operational management of the airport from Transport Canada in 1999.



Regina International Airport
1928-Present

★ Regina Airport 1919-1927

★ Lakeview Aerodrome 1927-1930



Richmond Graham
President & Chief Executive Officer

we are continually
searching for new
markets and
opportunities to
grow air service

Regina Airport Authority (Authority) exists for you and the many communities of Saskatchewan that we serve. Building a sustainable and customer service focused airport that is a gateway for economic growth and access is always the focus of our attention.

Amidst a challenging Canadian economy in 2015 your airport did not lose this focus. The entire team at the Authority strengthened our commitment to a future which is focused on Saskatchewan's economic growth and prosperity. We set a direction guided by our vision and the Authority's team expertly acted on what we must do to prepare for growth to best serve our community. Now we're ready for take-off.

While passenger traffic was relatively unchanged from the previous year, we continue to forecast strong growth well into the future. The Regina International Airport is well positioned to meet its current demands and continues to actively plan for further growth.

Much of this work began in 2015. Upgrades to retail and restaurant areas has increased the service offerings for our guests and has made it more inviting than ever to arrive early for a flight and spend time with friends and family departing or arriving. The recent opening of our environmentally driven economy parking lot, and airport enhancements including our expanded pre-board screening line areas and reduced wait lines, has allowed for our passengers to park and get to their flight with ease and efficiency.

Behind the scenes, the Authority streamlined business for our air carriers and their support services by bundling gate and terminal fees. Operationally, we began construction on airport lands that will enhance carrier efficiency and on-time performance for many years to come. Our general aviation and executive jet customers also saw change this past year as we completed phase 1 of our airside and groundside commercial lot development.

It was a full and rewarding year as we continued to serve you better, but we didn't stop there. We know you want air travel options, frequency and great service. We are continually searching for new markets and opportunities to grow air service. Throughout the year, the 2015 Routes Americas Marketing Award winning team successfully demonstrated our commitment to airline partners, heightened our profile in the airline industry to potential air carrier partners and international stakeholders, and reinforced the effort we are making in our province in both marketing and maintaining air service connectivity for Regina and southern Saskatchewan.

Behind all this great work is a dedicated team operating 24/7/365. I extend a very special thanks to our Board of Directors for their engagement, dedication and hard work in a year of change and strategic renewal. The long-term success of your airport is built upon the commitment and engagement of our Board, Management and Employees. For all that has been done in 2015, I want to recognize and thank my skilled management team and our outstanding group of employees that I am truly proud to serve alongside each day. It is the collective efforts of so many that have carried a challenging year and prepared us for an exciting future.

I genuinely look forward to hearing more from each airport user in the coming year. Each one of you I've spoken with this past year has helped to make your airport better. Thank you.

WELCOME TO THE REGINA INTERNATIONAL AIRPORT...

Where success is based on the satisfaction of everyone who passes through our doors, not just our bottom line.

To many, an airport is where you might start a holiday or depart on a business trip, but the Regina Airport Authority (Authority) has been taking key steps to change that perception, showcase our many services, and increase each passenger's overall experience when they visit our terminal.

2015 was a year of change, a change of leadership, tangible changes, including several infrastructure changes, and fundamental changes in strategic focus and how we do business. We are no longer just a terminal building, but an airport city. We have laid the foundation and as we move into 2016 we are now **'Ready for Take-Off'**.



DID YOU KNOW?

The Regina International Airport operates as its own virtual city consisting of dozens of buildings, an airfield, and a complex utility system to support the infrastructure.

SETTING THE FOCUS

With a new President & CEO at the helm came the challenge of reinventing the Authority's perspective to determine if changing the way the Authority did business could drive higher growth, add value and increase efficiencies. Management staff were empowered to think outside the box, engage with stakeholders and implement change.

SETTING THE FOUNDATION

With aging buildings, systems and infrastructure, the Authority deemed that several upgrades were required. Renovations are never easy, but they become increasingly complex when they need to be completed in areas that operate 24 hours a day, seven days a week and host more than a million passengers annually. In an effort to set the foundation for future growth and diversity, the Authority invested \$50.6M into various capital projects. These projects were implemented in seamless phases with minimal impact to our passengers, something that was imperative to the Authority.

READY FOR TAKE-OFF...

Throughout this report, several of the projects started or completed in 2015 will appear with 'Ready for Take-Off' to emphasize how the initiative has prepared the Authority for future growth, expansion and sustainability.



To support its operations, the Authority employs a wide array of skilled people including heavy duty mechanics, electricians, carpenters, equipment operators, plumbers, building maintenance technicians, cleaners, security, customer service personnel and more.

The Authority even has its own fire department that employs fully trained fire fighters and emergency response personnel.

All operational and development enhancements must be cost effective, measured and sustainable with an environmentally responsible focus. The Authority's employees work tirelessly behind the scenes to ensure projects are completed on time, on budget and with minimal impact to daily activities.

Airports are divided into two main areas: groundside and airside. Groundside includes commercial lands, parking lots, public transport and access roads. Airside includes all areas accessible to aircraft, including runways, taxiways and ramps. The passageway between both groundside and airside is tightly controlled by the Authority.

GROUND SIDE UPGRADES

RETAIL RENOVATIONS

With tens of thousands of people passing through the Regina International Airport on a weekly basis, the Authority needed to ensure the Air Terminal Building housed enough retail and concessions to accommodate it all. The project was complex and challenging as the airport needed to remain operational during the renovations. The result offered additional and expanded food service options both pre and post security, expanded post-security retail services and an improved layout which offered the opportunity to make adjustments to other airport services including security, customer service and ground transportation.

READY FOR TAKE-OFF ...

The Authority constructed several interim retail improvements and doubled the branded solutions within the Air Terminal Building to increase service options and improve customer experience, while generating improved concessionaire revenue streams in support of future air terminal development/expansion.

PRE-BOARD SCREENING

As part of planned retail modifications (noted previously), additional space was established to accommodate passengers queuing in advance of the pre-board screening (PBS) area. The newly expanded area now allows for more passengers in the pre-screening queue and reduces potential congestion at the top of the escalators. The Authority continues to work to introduce technology and infrastructure that will not only ensure the highest level of passenger safety, but also provides an efficient and positive experience for all users.

READY FOR TAKE-OFF ...

Over 1700 passengers depart our airport daily and are subject to security screening measures.

During peak times, nearly 40% of those departures occur in the morning which can result in congestion and extended wait times for screening. This project was essential to ensure the Authority could increase passenger numbers and air services without increasing congestion in the pre-board screening area.

ECONOMY PARKING LOT

As part of the Authority's effort to expand sustainability-focused service offerings, a full service economy parking lot was built which incorporated the latest technologies. This included energy efficient LED lighting, state of the art electrical receptacles that cycle on and off based on temperature, and highly functional gate / access controls. The new lot facilitates 400 vehicles.

This lot compliments the long and short term parking (closest to the terminal building) as well as the popular (and free) remote cell-phone parking where guests can monitor flight progress on our big screen, await notification and immediately proceed directly to the curb to pick up their party.

READY FOR TAKE-OFF ...


The addition of a 400 stall economy parking lot added 30% capacity to the Authority's existing 1300 long term parking stalls. This project aligned with the Authority's long term plan to ensure the proper sustainability- focused infrastructure is in place to accommodate future expansion and growth at the airport.

DID YOU KNOW?

69,574 vehicles entered the long term parking lot in 2015.

OR THAT

The average daily occupancy in long term parking was 755 vehicles.



HOLD BAGGAGE SCREENING (HBS) EXPANSION

Although most of our passengers may not immediately see the direct benefits to them, the Authority has embarked on a significant 18 month project to upgrade our baggage handling systems and baggage screening equipment. As passenger levels continue to grow, the number of bags also increases. An upgrade of the systems was required to keep ahead of the growing demand.

Combining a 6,000 square foot addition to the terminal building, with state of the art baggage screening technology and conveyor systems, the Regina International Airport will be well positioned to meet both short and long term demands. The new design will be robust and provide significant advances in reliability, redundancy and baggage screening throughput.

The true benefit of this project will be to our customers as the new system will ensure fast, efficient baggage screening which ultimately means faster turnaround times for the airlines and less delays due to baggage.

READY FOR TAKE-OFF ...

The new baggage handling system will be able to accommodate 850 checked bags per hour; a 167% increase over the current system.

DID YOU KNOW?

100% of all checked baggage is screened at the airport.

OR THAT

In 2015, approximately 538,000 checked bags were screened at Regina's airport. This number is expected to grow to over 700,000 checked bags by 2025.



MULTI-TENANT FACILITY (MTF): GROUND SIDE

In an effort to increase overall operational efficiency for the airport and all airlines and related businesses serving the Regina International Airport, a common use multi-tenant facility was constructed to offer tenants modernized and strategically located facilities to support cargo and airline catering operators. These improvements were critical to enhancing service delivery, to respond to regulatory security initiatives and to free up land or space required for future terminal expansion. The MTF Groundside Facilities enable the airport authority to respond in a timely way to current and future growth of the region.

READY FOR TAKE-OFF...

The Multi-Tenant Groundside Facility provides 18,102 sq. ft. of modern leasable space to support the Authority's immediate, interim and future growth initiatives while increasing available space within the Air Terminal Building.

AIRSIDE UPGRADES

TAXI C PROJECT (2015-16)

The Authority is currently undergoing upgrades to the airside area under a project referred to as the 'Taxi C' project.

The first component includes the relocation of a highly used taxiway to allow for a sufficient amount of space to be made available for future terminal building expansion.

The second component is creating additional airside and groundside commercial lots to increase the Authority's inventory and facilitate development and growth. Revenue diversification and enhancement of non-aeronautical revenues, which will be created through these commercial lots, will be key to the Authority's ongoing sustainability and success.

READY FOR TAKE-OFF...

The Redevelopment of Taxiway 'C' will help position the Authority to ensure its economic viability and sustainability by increasing non-aeronautical revenue streams through the lease of commercial airside lots.

This project will create eighteen (18) additional commercial lots [seven (7) groundside and eleven (11) airside] available for lease.

MULTI-TENANT FACILITY (MTF): AIRSIDE

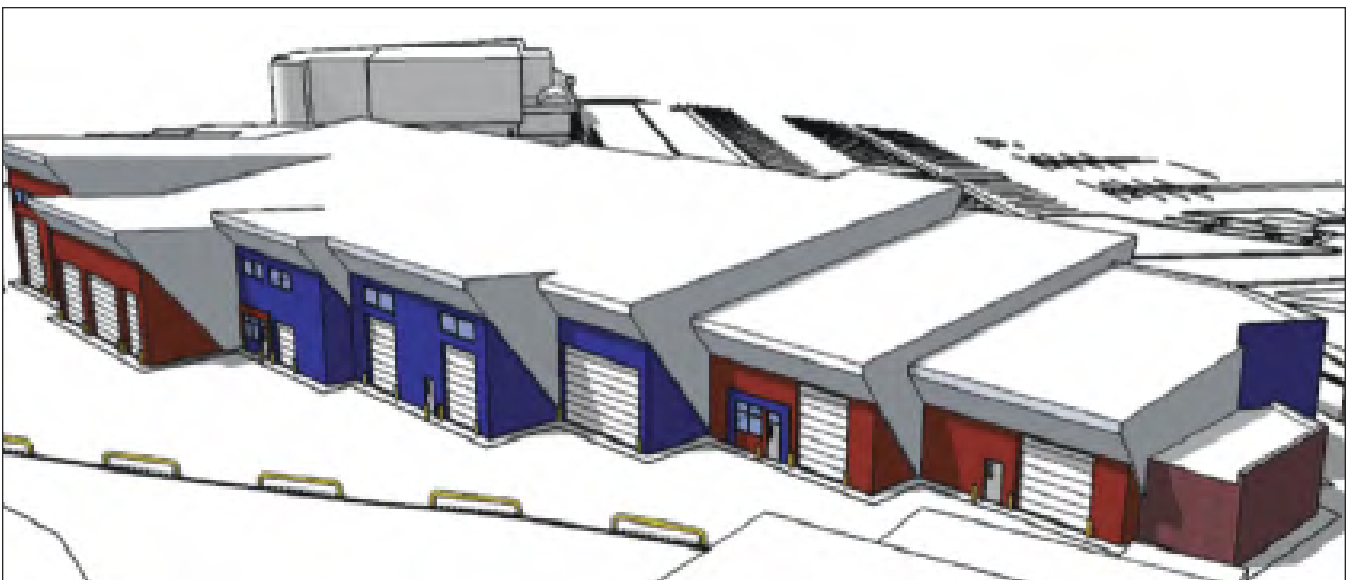
As southern Saskatchewan grows and thrives so does the demand for an international airport that can meet the requirements of its current and future tenants. This rising need facilitated the construction of a multi-tenant building which is located immediately south of the Air Terminal Building (ATB). The facility will house tenants that support daily airline operations and require the ability to house and store vehicles indoors.

The facility was erected in the fall of 2015, which allowed tenants to store vehicles in heated areas throughout the winter months. The project is expected to be fully completed in 2016 and will enhance airline's ability to maintain on-time performance.

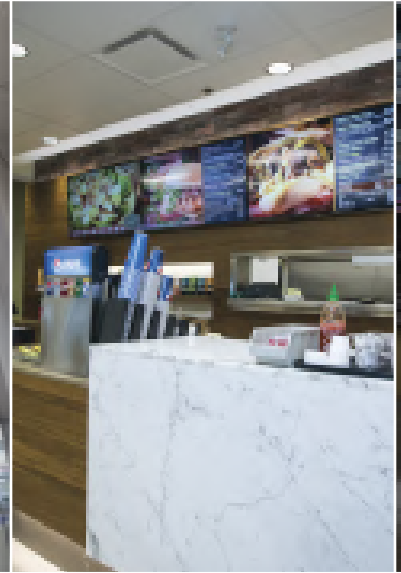
READY FOR TAKE-OFF...

The Multi-Tenant Facility (MTF) Airside will create an additional 32,000 sq. ft. of space to house vehicles and equipment that are critical to support airline operations.

Several of the MTF Airside tenants are currently housed within the Air Terminal Building. The new MTF Airside promotes operational effectiveness within the Air Terminal Building and will increase available space for future demand.



Airside View Rendition





More shops and
services are
now available
pre and post
security.



AIR SERVICES START HERE. GO ANYWHERE.

The Regina International Airport connects southern Saskatchewan to the world. Based on data obtained through Statistics Canada, in October 2015, Saskatchewan's estimated population was 1,138,879 which would equal the entire province utilizing our airport 1.1 times last year. This figure only depicts travelling passengers and does not take in to account the amount of people that may come to the airport to see off or pick up friends or family members.

On average the Authority offered Saskatchewan residents an impressive:

- 189 departures per week
 - 155 Domestic
 - 20 Transborder
 - 14 International
- 28-30 flights per day (in/out bound)

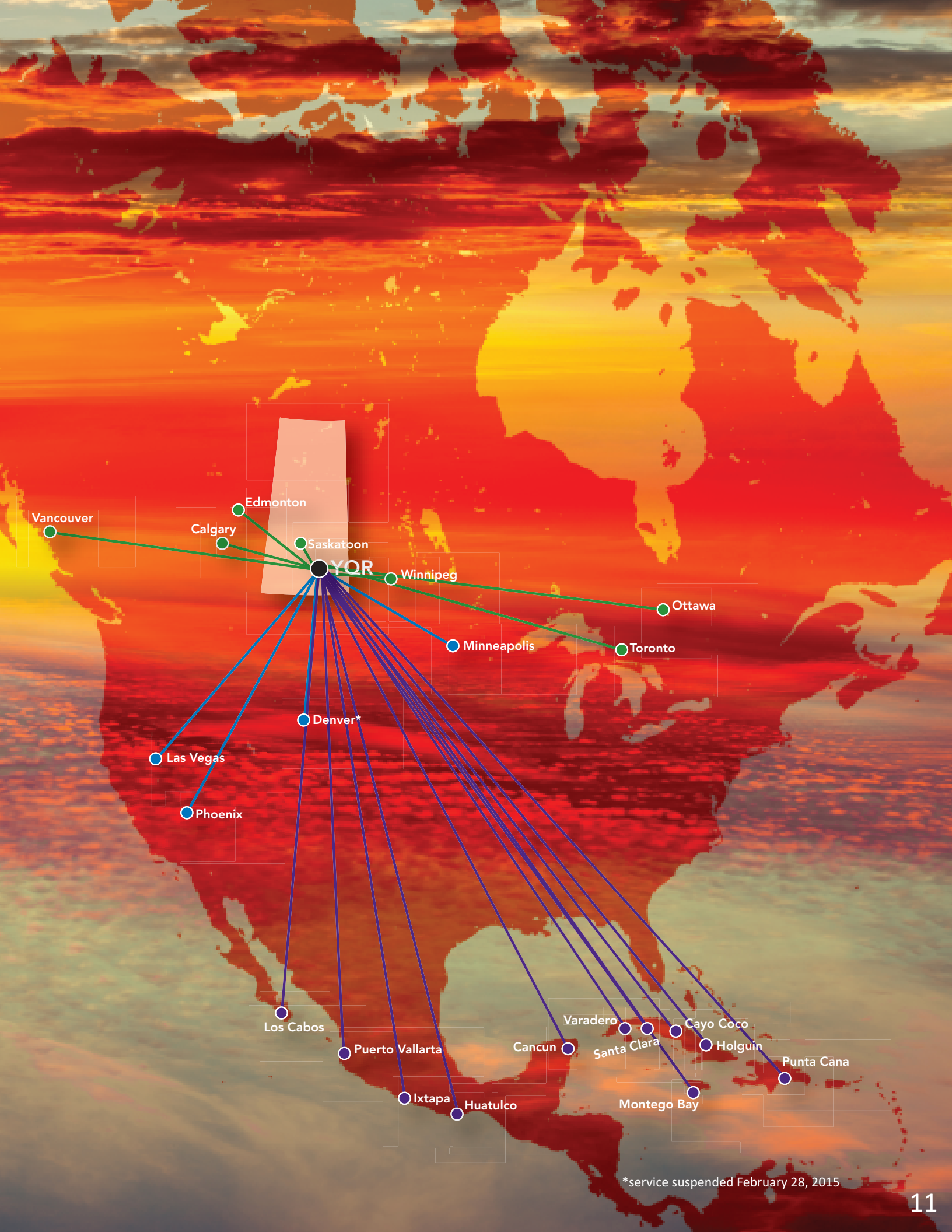
Regina offers nonstop
connectivity to
7 domestic, 3 transborder,
and 11 international
sun destinations

AND...

one-stop connectivity
to over
250 destinations worldwide.

(number of connecting destinations reachable in a
3-hour window upon arrival at the connecting point)

CONNECTING SASKATCHEWAN
TO THE WORLD.
THE OPPORTUNITIES ARE ENDLESS...



Vancouver

Edmonton

Calgary

Saskatoon

YOR

Winnipeg

Ottawa

Toronto

Minneapolis

Denver*

Las Vegas

Phoenix

Los Cabos

Puerto Vallarta

Ixtapa

Huatulco

Cancun

Varadero

Santa Clara

Cayo Coco

Holguin

Montego Bay

Punta Cana

*service suspended February 28, 2015



SAFETY MANAGEMENT SYSTEM (SMS)

The Authority's Safety Management System (SMS) is a systematic, explicit and comprehensive process for managing safety risks at the airport. As with all management systems, our SMS provides for goal setting, planning and measuring performance. It provides the Authority with the processes to anticipate and address safety issues before they lead to an incident or accident. Additionally, our SMS also provides management with the ability to deal effectively with accidents, occurrences and close-calls so that valuable lessons can be applied to improve safety and efficiency going forward.

In 2015, in order to test our emergency response preparedness, and work with our mutual aid partners, the Authority conducted a full scale mock disaster exercise, successfully demonstrating our readiness. Once completed, the results were analyzed and lessons learned were shared with relevant parties.



THREAT & RISK ASSESSMENT TRAINING

Threat and risk assessment training sessions for security incidents were held for designated airport employees who deal with security incidents at pre-board screening checkpoints and in hold baggage screening. Several exercises were staged to test procedures at security points, in public areas, around the airport perimeter and at access gates. Such exercises were conducted without notice to ensure that procedures were tested in real life conditions.

The summer of 2015 proved to be challenging for many airports around the world. The Authority conducted several discussion based exercises on the topic of “active threats” to proactively prepare for these types of scenarios.



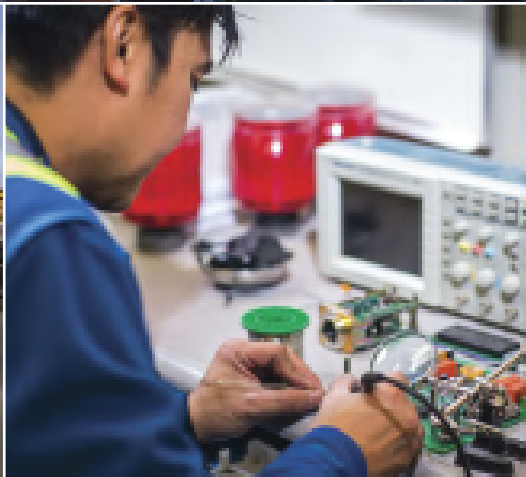
DID YOU KNOW?

The Authority's Emergency Response personnel responded to 67 first aid calls in 2015.





We are committed to strengthening our culture of safety. This past year the Authority developed the position of Manager, Airport Safety and re-signed the Mission: Zero charter to further advance our commitment to safety.



OUR PEOPLE

The Authority employs a dedicated and dynamic team with expertise in a wide range of fields which keep Regina International Airport safe, secure, and operational while being environmentally responsible. Our team of employees are airport ambassadors that bring expertise in a wide range of fields including, but not limited to operations, information technology, business development, firefighting, customer service, trades, marketing, environment, safety, and administration support.

Everything the Authority accomplishes is for the people we serve (our passengers, our tenants and the community) and is delivered by the Authority's team. Our success depends on our talented and motivated team.

Statistics Canada reflected an overall average tenure of 8.6 years for 2015, the Authority boasted an average employee tenure of 12.7 years. The longest employee tenure is 38 years.

We support our employees and their family's wellbeing through an active occupational health and safety committee, employee and family social events, a fitness centre and an Employee and Family Assistance program.

**Our people define
who we are as a company.**

Our success depends on
the engaged minds of our people.

We believe there's no better way
to cultivate growth and camaraderie
than to support the talent,
dedication and personal passions
that drive each one of us.



WITHIN THE COMMUNITY

The Regina International Airport is so much more than a place for aircraft to land and takeoff. The Authority offers a venue for showcasing local talent and artists and works diligently to extend our reach into the community by supporting a variety of community endeavours, events and charities each year.

THERAPY DOGS

Stress reducing Therapy Dogs were introduced by the Authority in February 2015 as an expansion of the St. John Ambulance Therapy Dog program already in place at hospitals, schools and universities. Dogs of all shapes and sizes qualify through a national certification process and provide positive stress reducing benefits to guests and passengers while at the airport.

DID YOU KNOW?

There were 191 scheduled Medical Evacuation (Medivac) flights in and out of Regina in 2015.

SPONSORSHIPS

With our growing number of passengers, the Authority's commitment and involvement with community and charitable organizations continues to increase. In 2015, over \$25,000 was donated to a variety of organizations throughout Regina and southern Saskatchewan. Sponsorships are not limited to monetary amounts, but also in-kind donations including offering assistance and support to various community and charitable organizations.

PROUD OF OUR SUCCESSES

ROUTES AMERICAS AWARD

The Routes Americas Awards are regarded as one of the most prestigious awards in the industry as they are voted for and judged by the airline community. In February 2015, the Regina International Airport won the Marketing award in the 'Under 4 Million Passenger' category and was the only airport in Canada to be honoured with an award.

DID YOU KNOW?

The Authority operates as a private Canadian company and a self-sustainable entity and supports the community through various monetary and in-kind sponsorships.



CREATIVE INNOVATIONS WITHIN OUR COMMUNITY

Did you ever wonder what happens to all the stuff that doesn't make it through security?

The Authority has partnered with the Salvation Army, a non-profit charity organization, that collects, sorts and distributes surrendered items to those in need. Surrendered items are items that are not permitted to be taken as carry-on such as liquids, aerosols, or gels that exceed 100 ml. Passengers do have an option to give the items to family or friends or to simply have them included in their checked baggage. If neither option is feasible, passengers must surrender them at the security point for repurposing.

If the items are deemed prohibited (weapons) under the criminal code, the police are called in to confiscate the item.

The Salvation Army helps the homeless; people in need; as well as families that become displaced because of disasters such as a home fire.

Scissors were donated to schools, retirement homes and various institutions that the Salvation Army operates.

Interestingly enough, the Salvation Army also operates thrift stores however, items that are collected cannot be used for any monetary gain, in other words, the items that are surrendered cannot be resold, even by a charity.


Items such as alcohol, knives or other prohibited material are secured and properly disposed of.

In 2015, the Authority repurposed:

 **Over 4,000 lbs of liquids, aerosols or gels over 100ml**

 **Over 2,000 lbs of liquid based food items**

 **Over 1,000 pairs of scissors**

 **Over 1,500 lbs of sharp items including cutlery,
hand tools, cork screws and other materials.**

Remember to properly pack to enhance your security screening experience.



Richmond Graham
President & Chief Executive Officer

Thank you
for choosing
Regina International
Airport to begin
and end your travels.

As you've read along in the pages previous I hope you've enjoyed learning more about your airport. The Authority operates a complex and exciting business. It is multi-faceted and involves many stakeholders. Our goal is to enhance your travel experience and stimulate economic development and we are delighted to take on this challenge. Our 2016 plans include an increased focus on operational performance, growing air services, building for the future, expanding our commercial footprint, serving you better and doing it in a sustainable manner

I'd like to point out a few of our key strategic initiatives for 2016. The first is 'Engaging with our Stakeholders'. We truly want to better inform our business decision making with input from our many stakeholders. To do so, my team and I will be travelling throughout Saskatchewan's southern communities to engage with you on what matters most to you.

The second strategic initiative is 'Expansion and Development'. Expansion is on our horizon and in 2016 we will begin to scope out plans for the next decade of our air terminal needs. Commercial lot development (both airside and groundside) will strengthen our business rapport in the community and will help us ensure our economic viability.

Finally, 'Sustainability in Action' refers to our commitment to embed sustainability into all that we do. Among other initiatives, this will include GHG reduction strategies and ongoing sustainability reporting aligned with best practices.

The next time you visit the Regina International Airport, please look around and let us know how we can serve you better. We know it's not just about 'what' we do, but also 'how we do it'.

Thank you for flying. For collecting memories not things. For taking adventures beyond borders. For sharing the world with family and friends. For sharing our great province with the world. For making that out of town deal that we know you were only successful because you made it face to face. Thank you for choosing Regina International Airport to begin and end your travels. I promise we will continue to make your experience enjoyable, while helping to stimulate economic growth in our great province.

Sincerely,

Richmond (Dick) Graham, MBA, P.Eng.
President & Chief Executive Officer
Regina Airport Authority



Services | Services des bagages

B U S I N E S S A N D O P E R A T I O N S R E P O R T

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