

# GOOD THINGS ON THE HORIZON



## 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.

## STRATEGIC GOALS

1. Exceptional Customer Service Experience
2. Grow our Business
3. Operational Excellence
4. Sustained Financial Strength
5. Exceptional People doing an Exceptional Job Every Day

## MESSAGE FROM THE CHAIR & ACTING CEO

Once again, RAA faced financial challenges in 2017 as Saskatchewan's economy battled its way forward on the way to recovery. Always closely tied to the provincial GDP, passenger numbers fell across the first three quarters of the year, but finally caught a tail wind in the fourth quarter with two consecutive months of year-over-year growth.

Of course, increased passenger demand and a strong Canadian dollar would directly lead to more frequent and diverse air services to and from YQR. Thus, we are now quite enthused and optimistic that our resource-based economy appears to have finally turned upward from the lower ebb of a deep commodity cycle and is now beginning to move onward and upward.

In 2017, the Taxiway C relocation project was completed, enabling works for future expansion of the terminal building. This project also opened up exciting new opportunities for commercial development, to diversify our revenue streams and keep airline fees down in what has become a very competitive industry. It will also contribute to our host city's efforts to broaden and increase its tax base. A growing inventory of airside and groundside lots is now available at YQR for businesses with aviation and other commercial needs. Some negotiations have been completed and others are underway. Expect several major construction announcements in 2018.

The year 2017 was also marked by intense work on a twenty-year Master Plan for YQR, which is periodically required by Transport Canada. Two public consultation sessions were held at the airport and a third will be held in 2018 before final submission.

Although RAA remains ever vigilant in terms of safety and security for its customers and employees, and knowing there is always more work to be done, it was nonetheless comforting to receive positive audits from both Transport Canada and the American TSA in 2017. Similarly, the annual Lease Monitoring Report from Transport Canada resulted in a clean review of our YQR facilities and processes for 2017.

The major highlight of 2017 was the recruitment and hiring of a new President & CEO for the RAA — James Bogusz, former Vice-President Operations & Development at Victoria Airport Authority. I know James will provide the vision and leadership required to take YQR to new heights for many years to come.

Once again, I would like to thank and congratulate all RAA employees on another successful year. Also, I would like to express my sincere thanks to each of them for the professionalism, courtesy and friendship that was so graciously offered during my nine-month tenure in the CEO role.

Finally, as I leave the Board in April, terming out after nine years, I would also like to thank the RAA Board of Directors for the dedication and effort that each has shown over the past year, and especially for their friendship and support over the years we served together.

I depart offering my kindest regards and best wishes to all, confident of a bright future for our airport under the guidance of the RAA. That, of course, is due to many, "exceptional people doing an exceptional job every day".

Ken Waschuk  
*Board Chair & CEO*





## NEW CEO JOINS YQR CREW

The Regina Airport Authority Management Team is pleased to announce James Bogusz as our new President and CEO. James spent the last 10 years with the Victoria Airport Authority (YYJ), serving most recently as the Vice-President, Operations & Development.

James is a true community builder who puts large focus on working collaboratively with stakeholders. During his time with YYJ he championed award-winning environmental initiatives, modernized the airport's operational systems, and was committed to enhancing the overall customer experience.

James brings over 16 years of experience working with airports, and is a member of the Canadian Airports Council (CAC) Operations, Safety and Technical Affairs Committee and the CAC Environmental Committee. He has served on a variety of committees related to tourism development, technology and transportation. He also previously served on the board for the Northwest Chapter of the American Association of Airport Executives (AAAE).

"I am honoured to be joining the YQR team and look forward to working closely with this exceptional community in order to grow our airport. I am committed to working hard for our region in an effort to build on the airport's success. My wife Melanie and I look forward to growing deep roots in the community, and contributing to Regina's long-term prosperity."

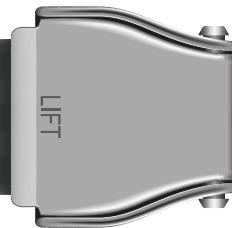
James Bogusz  
*President & CEO*



**1,219,311**  
**PASSENGERS**  
SERVED BY YQR IN 2017

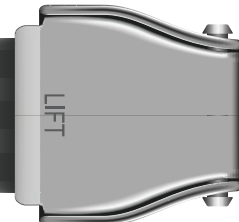
**12,086**

FLIGHT  
DEPARTURES



**12,794**

FLIGHT  
ARRIVALS



# OUR ROUTES



2017

## Domestic year round non-stop service to:

Vancouver	Calgary	Edmonton
Saskatoon	Winnipeg	Toronto

## \*Summer seasonal direct service to:

Ottawa

## \*\*Winter seasonal transborder non-stop service to:

Las Vegas	Phoenix	Orlando
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## †Winter seasonal international direct service to:

Los Cabos	Puerto Vallarta	Mazaniillo	Ixtapa	Huatulco
Cancun	Varadero	Santa Clara	Cayo Coco	Holguin
Montego Bay	Puerto Plata	Punta Cana		

# 2037 MASTER PLAN

The Master Plan is a requirement of the Regina Airport Authority's Ground Lease with Transport Canada, and must be updated every 10 years. The Master Plan functions as a high-level vision and provides a road map for development at the Airport over the next 20 years. The document helps airport management plan future development options, guide future capital projects, and estimate capital funding requirements for future airport infrastructure. This document serves as a key planning tool, but prior to initiating any projects contemplated within the document, the management team re-assesses requirements and validates if a project should proceed.

Developing the 2037 Airport Master Plan required extensive stakeholder consultation, including a series of public open houses. The overview of each open house is outlined below.

## Open House #1 (July 2017)

The first open house focused on introducing the Master Plan to the public and groups of external stakeholders and provided a forum to contribute general ideas.

At Open House #1 we:

- Explained what a Master Plan is and the purpose of the document
- Outlined the Master Plan process itself with key dates for consultation
- Shared drawings of the existing floors of the air terminal building
- Provided an overview of the entire site; and
- Gave attendees an opportunity to identify issues and opportunities within the existing airport

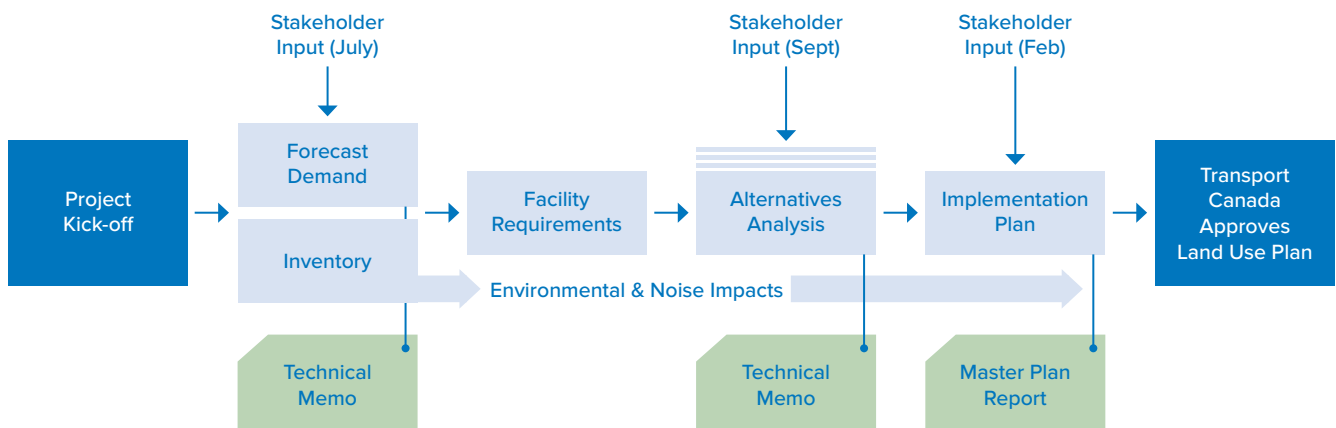
## Open House #2 (September 2017)

The second open house built on information captured from the first session held in July, and provided stakeholders with more detailed information.

At Open House #2 we:

- Shared what we heard from Engagement #1
- Presented an Aviation Demand Forecast
- Detailed Airfield Requirements
- Shared two short-term options for the terminal
- Shared five long-term alternatives for the terminal
- Presented four ground transportation options
- Shared preliminary information regarding utility requirements and an overview of existing infrastructure; and
- Provided high-level environmental information

Work on the 2037 Master Plan is ongoing and will be finalized in 2018, with a 3<sup>rd</sup> and final open house.



# SAFE & SECURE

From identifying potential safety hazards, planning for a weather event, or being prepared for a major catastrophe, YQR has stringent safety procedures in place for any scenario. For Airport Safety Manager Dave Shepherd, nothing is more important than the safety of airport guests. “Unfortunately, due to all of the global incidents that have occurred, we have to take extra precautions to ensure all employees, tenants, and guests remain safe at all times,” says Shepherd. Keeping up with an ever-changing Safety Management System (SMS) and Canadian Aviation Regulations can be a challenge, but for Shepherd and his team, constant communication has been the key to an impressive safety record.

“We haven’t had a lost time incident within the RAA for almost 1000 days,” Shepherd states. He credits the staff for much of this success. “We have very proactive and safety-conscious staff that are vigilant at all times.” But it’s more than just staff responsible for the safety record at YQR. Being a smaller airport means that tenants and staff tend to know each other and share information much more easily than at larger airports. “It’s much more personal here. We all keep an eye out for each other, which in turn makes YQR a safer place for everyone,” Shepherd says.



IN 2017, OUR HBS BAGGAGE SYSTEM AT YQR PROCESSED APPROXIMATELY

**314,100**  
PIECES OF LUGGAGE

## HAIL TO THE CHIEF

A lot can change in 40 years. But for Regina Airport Authority Fire Chief Kevin Hembroff, nothing has changed quite as dramatically as security rules and regulations. With major incidents like 9/11, security procedures across the globe received massive overhauls. Over time, YQR has adopted new processes and procedures, which every employee follows. In addition, staff maintains the vision of Mission: Zero (an initiative dedicated to preventing workplace injuries, fatalities, and suffering). As a result, YQR boasts an impressive safety record. “Over the past few decades, our safety records have evolved by leaps and bounds. Safety is definitely at the forefront of everything we do here,” says Hembroff.

The Fire Chief, who is stationed at the airport fire hall with a team of nine other firefighters, says his crew is expertly trained to handle emergencies of all types and sizes. “Our crew is trained to handle any aircraft emergency. We’re also fully trained EMR’s, meaning we can respond to any medical emergencies that may occur at the airport.” In addition to having some of the most advanced technological airport fire trucks currently available, Hembroff says that his crew has honed their skills to become some of the best in the country. Though many things have changed at YQR over the last four decades, Hembroff says at least one thing remains the same, “Protecting our guests, our employees, and our tenants has always been and always will be our number one priority.”



# POWERFUL PARTNERSHIPS

For RAA Operations Officer John Maczko, nothing is more important than the security of all passengers, tenants, and visitors to the airport. But ensuring the security of all stakeholders at an international airport is no easy task. Luckily, the Regina Airport Authority has the dedicated support of some excellent security partners. “Without our team of partners, we wouldn’t be able to have the successful security operations that we do,” says Maczko. One such partner is the Canadian Air Transport Security Authority (CATSA), a crown corporation responsible for the screening of all passengers and goods that pass through the airport. CATSA works to provide a professional, effective, and consistent level of security service across the country, at or above the standards set by Transport Canada.

In addition to their partnership with CATSA, YQR also works closely with the Canada Border Services Agency (CBSA). The federal agency is responsible for upholding the Canadian Customs Act and manages the access of people and goods to and from Canada. The Regina Airport Authority also contracts the services of the Commissionaires to assist with maintaining security at various points throughout the airport. Strong working relationships with the R.C.M.P., Regina Police Service, and Public Safety Canada all contribute to the overall success of security operations at YQR.

Perhaps one of the most valuable security partnerships RAA has is that with the Critical Infrastructure Advisory Network (CIAN). Made up of partners at federal, provincial, and local levels, CIAN provides an invaluable information exchange. “Through this network, we are able to share and discuss critical information such as trends in crime or current threats to national security,” says Maczko. This information allows the Regina Airport Authority security team to assess risk at a local level and take appropriate measures when needed.

The goal at YQR is to meet and exceed national and international security requirements at all times, something made possible through the valuable network of security partnerships in place. “The only way that we can achieve our goals of maintaining a safe and secure environment for our passengers and stakeholders is to work together as a team with all of our security partners,” says Maczko. “I believe the success we’ve achieved is a direct result of this exceptional teamwork.”



COMMISSIONAIRES HAVE BEEN A PARTNER  
OF RAA SINCE ITS INCEPTION ON

**MAY 1<sup>ST</sup>, 1999**

## GREYHOUND BUS SERVICE

As of October 2017, Greyhound Canada relocated all passenger service to YQR. Riders can now catch the bus from the curb adjacent to our main terminal. “Having Greyhound join the YQR family is very exciting. It’s just one more way we can better serve the people of Regina and area,” says Board Chair, Ken Waschuk.







# RETAIL

The Regina Airport Authority offers an impressive variety of food and beverage options before or after your security check-in. You will always find an assortment of bagels, wholesome artisan sandwiches, plus a variety of sides, soups, salads, and sweets made daily with fresh ingredients.

## Food and Beverage Services

Skyway Restaurant  
Subway  
Brioche Dorée  
Tim Hortons (3 locations)  
Skyway Lounge

## Retail Services

Relay  
*Offering duty-free convenience items and travel necessities*  
Rumour Handcraft  
*Offering an eclectic collection of local arts, handcrafts, and wares*

# 343,000 CUPS

OF TIM HORTONS COFFEE WERE SERVED AT YQR LAST YEAR

# GIVING BACK

YQR is committed to giving back to our community. In 2017 we supported various local causes and raised funds through a variety of exciting events. One such event was the YQR Charity Golf Tournament, which takes place at Tor Hill each August. Thanks to the tireless efforts of our volunteer staff committee, and the generous support of numerous local sponsors, the tournament allowed us to raise just shy of \$20,000 for the South Saskatchewan Community Foundation.

In addition to the golf tournament, the staff at RAA also provided funding, services, and held community partnerships with:

- + 34 Roland J. Groome Air Cadet Squadron
- + Saskatchewan Science Centre
- + RCMP Heritage Centre
- + Habitat for Humanity Regina
- + Regina Flying Club Pilot Sponsorship
- + Saskatchewan Aviation Council

As we maintain our support of Regina and southern Saskatchewan's community and charitable events, we are committed to the continued participation and support of our airport community's social efforts.



# PROJECTS THAT TOOK OFF IN 2017

## TAXIWAY CHARLIE

In an effort to pave the way for future growth and expansion, a new Taxiway Charlie was completed in July of 2017. The new taxiway is located north of the previous Charlie location, and permits the long-term growth of Apron 1 and the Air Terminal Building. This new taxiway greatly improves overall airport functionality by connecting the existing General Aviation tenants and Apron 4 General Aviation parking to the runway system.

Construction of a new section of Apron 1 created space for four additional aircraft parking stands. These stands are utilized for overnight aircraft parking, additional parking during peak periods, and daily cargo operations. In addition, re-construction of Apron 3 saw several important upgrades made, including repaving and improved lighting.

Apron 5 was also completed, creating new airside lease lots for future hangar buildings. Apron 5 presents the first new real estate available for airside uses in many decades at YQR.



## DEDICATED EFFORTS FOR AIR SERVICE DEVELOPMENT

YQR made significant efforts in marketing the airport and south Saskatchewan region to a variety of airlines. The 2017 focus was on trans-border air service to a US hub. The airport's role in developing air service is a unique one, as the airport itself does not operate any aircraft. The job of airport management is to effectively position opportunities to airlines for them to consider adding new service to key markets from Regina. This is accomplished by providing the airline with updated market data and working collaboratively with local business partners to support a value proposition to the airline.

Airlines have far more opportunities than actual aircraft, so when they contemplate adding air service to a community, they need to ensure that the deployment is the highest and best use of their asset, with a focus on their ability to make a profit on the route itself. The airport takes a lead role in positioning its community properly by bringing together local stakeholders who would support these efforts and provide updated market data to prospective airlines. If successful, and the airline decides to offer new service, the airport must often make a financial investment around marketing the new route and/or provide a temporary fee reduction to the airline when new service is offered. There is no single method that can assure new service, but YQR continues to work collaboratively with local partners and engages airlines regularly to consider better serving our community.

## GROUND SIDE PAVEMENT REPAIRS

Following an engineer's review of the paved surfaces at YQR, RAA embarked on a project of repair and replacement of the pavement areas most in need of attention. Three main areas were identified: Tutor Drive between the east and westbound legs of Regina Avenue; the drive aisles in the long-term parking lot immediately in front of the terminal building; and the westernmost row of parking stalls in the long-term lot.

In September of 2017, a thorough re-fill and re-pave project was completed. The result of the project is a renewed parking lot that will provide extended service life for many years to come.



## MTF-AIRSIDE MEZZANINE CREW LOUNGE & OFFICE PROJECT

In June of 2017, a vacant Multi-Tenant Facility (MTF) Airside building was developed into rentable space for Ground Service contractors. The project created office space, staff training rooms and break rooms, washrooms and locker areas. The renovations provide Ground Service Equipment (GSE) contractors the benefit of improved space, without the need to invest large sums of capital. The RAA chose to invest in this asset in order to provide proper workspace for GSE staff and to create a long-term leasing opportunity.



## PASSENGER PICK-UP OPTION

In our continued endeavors to provide an improved customer experience, a new Cell Phone Parking Lot was created in 2015. This lot is located on our entrance road (Regina Avenue). The Cell Phone Parking Lot is designated as a holding area for vehicles attending the site to pick up arriving passengers. Once the party has arrived and claimed their baggage, they call the greeter on their cell phone indicating that they are ready for pick up. The driver can then pull up to the terminal curb area for quick pick up. This practice reduces congestion and eliminates cars from circulating within the terminal curb area.

In addition to our new Cell Phone Parking Lot, we also offer 110 stalls for Short Term Parking (less than 2 hours), 1100 stalls with complimentary electricity for Long Term Parking (longer than 2 hours), and now 400 stalls for Economy Parking (longer than 2 hours). Our Economy Parking Lot is an affordable option for guests, with a daily maximum rate of \$11 for 24 hours.

# CORPORATE GOVERNANCE

In accordance with Public Accountability Principles for Canadian Airport Authorities, the Board provides oversight to Regina Airport Authority to ensure its purpose and objectives are realized, and that the airport operates in a safe, efficient and reliable manner for the general benefit of the region.

The Regina Airport Authority Inc. is governed by a Board of Directors consisting of eleven to thirteen prominent men and women from southern Saskatchewan. The Board currently has twelve (12) Directors with (1) vacant position who are expected to act with honesty, integrity and impartiality, adhering to the policy and procedures set out through the RAA's Governance Manual.

The Authority has six nominating entities, including itself who strive to ensure a balanced composition of skills and knowledge relating to the aviation industry, air transportation, business, finance, administration, law, government, engineering, labour relations, risk, strategy, and the interests of consumers. A Director may serve no more than three (3-year-terms) for a total of nine (9) consecutive years on the Board.

Nominating Entity	Number of Board Positions
Government of Canada	2
Province of Saskatchewan	1
City of Regina	6
City of Moose Jaw	1
RM of Sherwood	1
Regina Airport Authority	2

## COMPENSATION FRAMEWORK

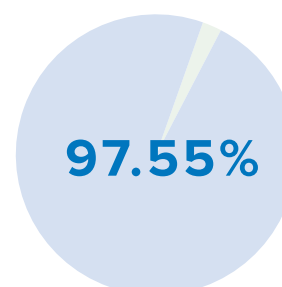
### Board Remuneration

The annual remuneration of the Board of Directors, consisting of honorariums and per diems for the year ending December 31, 2017 was \$ 210,379 (2016 was \$206,300).

Type	Remuneration
Board Chair Annual Retainer	\$20,000.00
Board Vice-Chair and Committee Chair Annual Retainer	\$12,250.00
Individual Director Annual Retainer	\$10,000.00

## DIRECTOR ATTENDANCE

In 2017, there were 23 Board, Committee and public meetings. Overall participation by the Board members was 96.92% for Committee meetings and 98.18% for Board meetings. The overall attendance rate was 97.55% (2016 was 98.87%).



# BOARD OF DIRECTORS



**Ken Waschuk**  
*Board Chair*  
Government of Canada



**Paul Bourassa\***  
*Director*  
City of Regina



**Glenda Boynton**  
*Director*  
Regina Airport Authority



**Donna Dowler**  
*Chair, Human Resources  
Committee*  
Province of Saskatchewan



**Trent Fraser**  
*Chair, Governance and  
Nominations Committee*  
City of Regina



**Kellie Garrett**  
*Director*  
City of Regina



**Darlene Hincks\***  
*Director*  
Government of Canada



**Renu Kapoor†**  
*Director*  
City of Regina



**Jim Kilkenny**  
*Director*  
City of Regina



**Trish Martynook**  
*Vice-Chair;  
Chair, Community Consultative  
Committee*  
City of Moose Jaw



**Sean McEachern**  
*Chair, Audit and Finance  
Committee*  
City of Regina



**Alex Taylor\***  
*Director*  
City of Regina



**Robert Vanderhoof**  
*Chair, Planning and  
Development Committee*  
RM of Sherwood



**Tyler Willox†**  
*Director*  
City of Regina

† Term started during 2017 \* Term ended during 2017

# CODE OF CONDUCT & CONFLICT OF INTEREST

Regina Airport Authority has adopted a Code of Conduct and Conflict of Interest policies and guidelines to govern the actions of all officers and directors, with an annual disclosure requirement to avoid potential conflicts of interest.

The Conflict of Interest Policy was implemented to highlight the legal obligations of Directors and Officers. Directors, Officers, and Proposed Directors and Officers are obligated to disclose any existing conflicts of interest or potential conflicts of interest that may arise in the business of the Authority and its Board.

All Directors and Officers complete disclosure statements on an annual basis.

## 2017 Compliance

Director	Position	Code of Conduct	Conflict of Interest
Ken Waschuk	Board Chair	✓	✓
Paul Bourassa*		✓	✓
Glenda Boynton		✓	✓
Donna Dowler	Chair, Human Resources Committee	✓	✓
Trent Fraser	Chair, Governance and Nominations Committee	✓	✓
Darlene Hincks*		✓	✓
Kellie Garrett		✓	✓
Renu Kapoor†		✓	✓
Jim Kilkenny		✓	✓
Trish Martynook	Vice-Chair Chair, Community Consultative Committee	✓	✓
Sean McEachern	Chair, Audit and Finance Committee	✓	✓
Alex Taylor*		✓	✓
Robert Vanderhooff	Chair, Planning and Development Committee	✓	✓
Tyler Willox†		✓	✓
Officer		Code of Conduct	Conflict of Interest
Ken Waschuk		✓	✓
Derrick Thue		✓	✓
Earl Spencer		✓	✓
Richmond Graham*		✓	✓
Steve Burchi*		✓	✓

† Term started during 2017

\* Term ended during 2017

## RISK MANAGEMENT OVERSIGHT

The Audit and Finance Committee takes the lead role working closely with the Board for risk management oversight. Organizational risks, business impact analysis and business continuity reviews were considered and incorporated into annual business planning processes during 2017.



[www.yqr.ca](http://www.yqr.ca)



#FlyYQR

IT'S YOUR AIRPORT™

# OUR CORPORATE PARTNERS

City of Regina

City of Moose Jaw

Rural Municipality of Sherwood

Economic Development Regina

Tourism Saskatchewan

Regina Chamber of Commerce

Saskatchewan Chamber of Commerce

Moose Jaw Chamber of Commerce

Saskatchewan Trade and Export Partnership