

# 3 YEAR STRATEGIC PLAN

2017 - 2020 | 2018 EDITION  
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red deer airport

# MESSAGE FROM THE CEO

2018 is shaping up to be an exciting year thanks in part to a stronger economy and the potential for new business opportunities.

Operating revenue is expected to improve slightly as a result of increased charter activity and a positive resurgence of Air Canada's scheduled service demand. Additional land development and advertising opportunities will also help the bottom line.

Capital projects for 2018 include the planned refurbishment of taxiway C and the construction of a new air traffic service facility. Although not directly responsible for the funding and construction, the airport will be actively involved in the selection and ongoing support of this very exciting opportunity.

Speaking of exciting opportunities, the long-awaited arrival of Canada's first Ultra Low-Cost carrier (ULCC) is expected this summer, with Westjets Swoop expected to begin operations in June along with other potential ULCC's coming online shortly thereafter. Although the Red Deer Airport will not be included in their initial launch, we can expect to see service sometime in 2019, once all necessary infrastructure upgrades have been completed such as, main terminal, parking lot and main apron expansion.

As one would expect, the airport will continue to focus its efforts on safety, especially in light of the potential for rapid growth. We will continue to develop the airports safety management system by ensuring comprehensive risk management process are in place and by working collaboratively with all tenants, business partners, and airport employees.

Lastly, community leadership and social responsibility will once again be a top priority for the airport. By actively promoting and participating in local events and fundraising activities we hope to make a positive impact on the community, its people and its causes.

May 2018 be a safe, healthy and prosperous year for everyone.

Sincerely,

Graham Ingham, ATPL  
Chief Executive Officer, Red Deer Airport



## CORE VALUES



**1 SAFETY AND SECURITY**  
Our foremost concern is safety and security

**2 QUALITY**  
We act to deliver quality in all our services and interactions

**3 INTEGRITY**  
We believe in honesty, respect, and accountability

**4 SERVICE**  
We value serving our customers and stakeholders

**5 SOCIAL RESPONSIBILITY**  
We want to positively impact people and causes in our community



### VISION

The Aviation Gateway and Key Economic Driver for Central Alberta.

### MISSION

To operate a world class regional airport that offers travelers convenient and economical travel options, and that provides businesses with a strategic location for their expansion and growth.

**3 YEAR**

## BUSINESS GOALS



### BUSINESS DEVELOPMENT

Provide premium products and services to attract and retain quality and diversified revenue streams leading to long term viability and retention of quality customers.



### OPERATIONAL EXCELLENCE

Lead and manage the business to achieve financial stability, improve infrastructure and industry leading operational and safety practices.



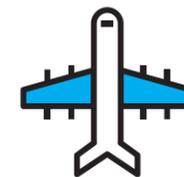
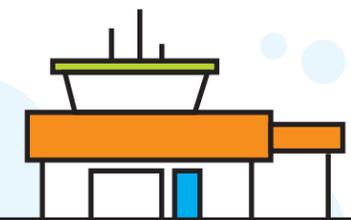
### COMMUNITY LEADERSHIP

Develop opportunities to create awareness with local residents, the region and provincial governments, contribute to the community and develop local pride and engagement.

*“Here at the Red Deer Airport, results matter. Establishing strategic goals and annual business objectives are vital to the success of this organization. They help to ensure we never lose sight of where we’re at or where we’re going”*

Graham Ingham, CEO

## 2018 BUSINESS OBJECTIVES



### BUSINESS DEVELOPMENT

- Sign a formal service agreement with a ULCC
- Increase lease revenue by further developing vacant lots adjacent to apron seven
- Work with our business partners to produce a strategic advertising campaign that will ensure the airport is capable of attracting new business



### OPERATIONAL EXCELLENCE

- Complete the refurbishment of taxiway “C” on time/budget
- Improve employee engagement and job satisfaction through a collaborative performance management process
- Further develop the airports safety management system by ensuring a comprehensive risk management process is in place
- Improve airport security awareness by working collaboratively with all tenants, business partners, and airport employees
- Continue to pursue airport zoning regulations to ensure surrounding land developments are compatible with existing/future airport use

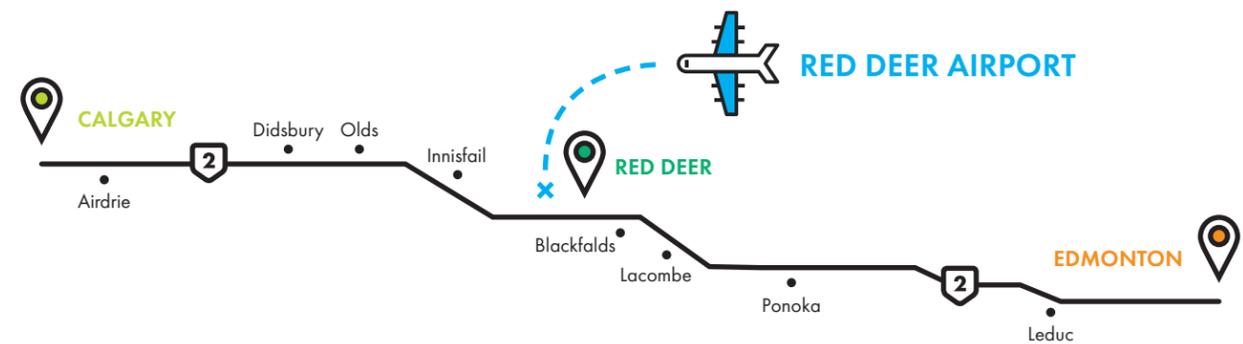


### COMMUNITY LEADERSHIP

- Increase airport awareness and brand recognition by further enhancing our social media campaign
- Encourage community involvement by actively promoting and participating in local events and fundraising activities throughout Central Alberta

# Y Q F STRATEGIC CENTRAL LOCATION

As a major transportation asset and economic generator for the Central Alberta Region, YQF is a vital link connecting businesses and residents in Central Alberta to the world.



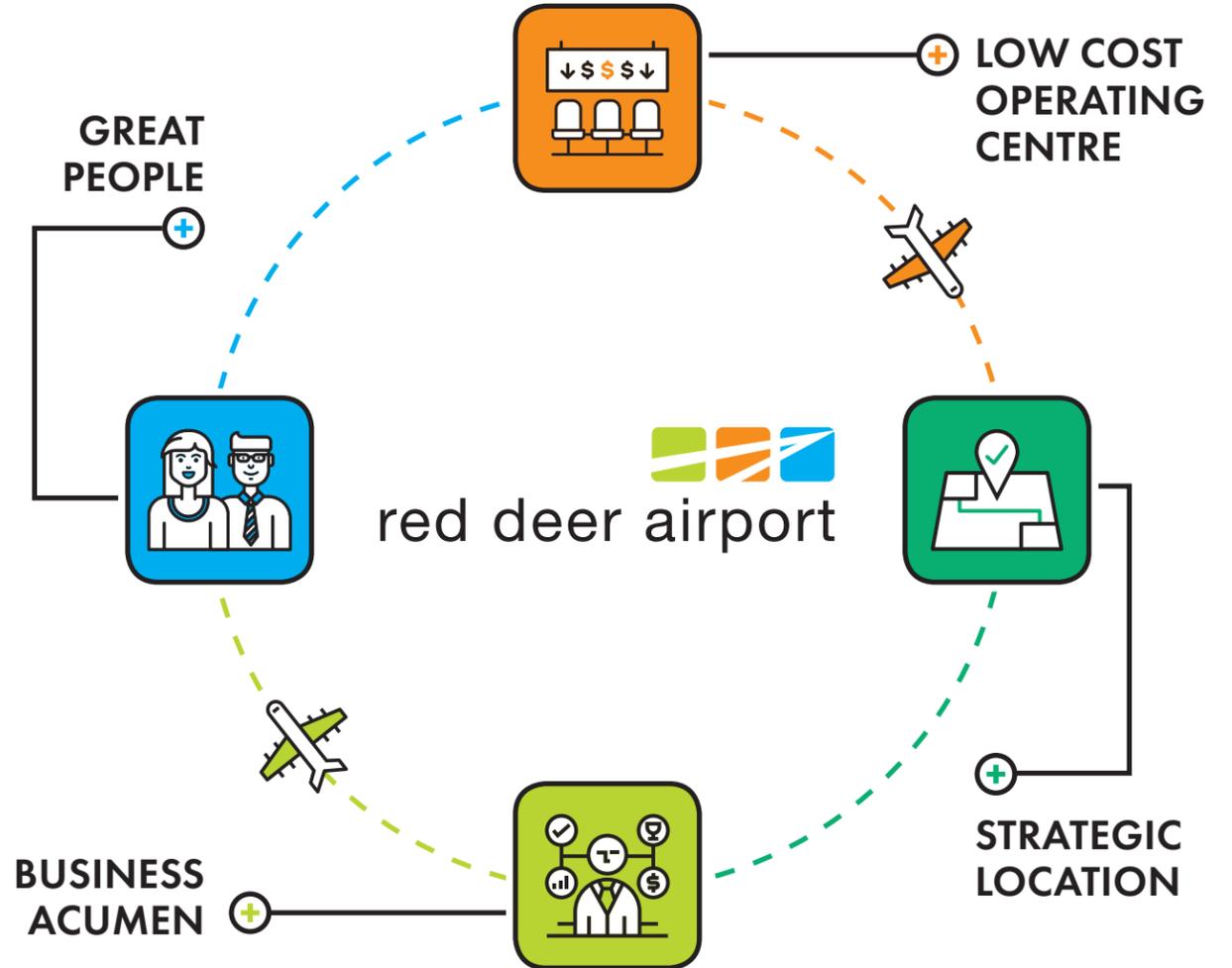
Located 8 km south of the City of Red Deer which has a population of 100,000.

Conveniently located in the heart of the economic corridor between Edmonton and Calgary.

Access to a market of over 3 million people or 80% of Alberta's population within 90 minutes to the airport

The central AB region represents one of the strongest economies in Western Canada with major corporate demand from the oil and gas, agricultural, manufacturing and tourism industries.

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## THE RED DEER AIRPORT PLAYS A VITAL ROLE IN EXPANDING THE ECONOMIC POSSIBILITIES OF CENTRAL ALBERTA BY:

- + Generating 250+ direct jobs and attracting additional future employment opportunities
- + Contributing over \$100 million in total economic output
- + Creating commercial and industrial development opportunities for aviation-related business and industry
- + Support 18 commercial aviation businesses that are based at the airport



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