

3 YEAR STRATEGIC PLAN

2017 - 2020 | 2019 EDITION
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red deer airport

MESSAGE FROM THE CEO

2019 is expected to be a tough, yet exciting year for the Red Deer Airport.

As you would expect safety and security will once again be our top priority. Planned capital projects include the refurbishment of apron five and the installation of a standby generator.

With the recent announcement from Enerjet and strong interest from other carriers, our future has never looked so good. Although there is work to be done, I am confident that air service will once again return to the Red Deer Airport in the not to distant future. Please stay tuned.

Land development will also be a major focus in 2019. Forming strategic partnerships with industry leading land development experts represents the best way to quickly and effectively develop the more than 200 acres of prime real estate located at the north end of the airport. While this is more of a mid to long-term project, the development of airport land is vital to the future success of the airport and is key to enabling us to make the type of economic impact we are capable of for both Red Deer and the central Alberta region.

Community leadership will once again be front and center for the airport in 2019. Over the past few years, the airport has been very proactive in the community and is very proud of what we have been able to accomplish, including the \$15,000 we were able to raise for a variety of local charities in 2018. The good news is, we will once again be focusing our efforts on the community and have set a lofty goal of raising \$25,000 +. The Boot Scootin BBQ and the Props and Pistons Show and Shine will once again be front and center. So please keep an eye out for our announcements on Facebook, Instagram and Twitter and join us in helping to support our friends and their many great causes.

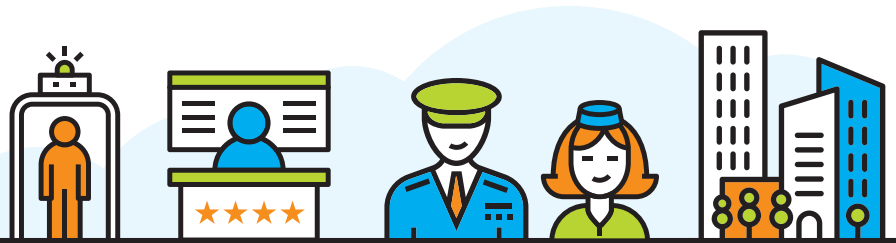
Finally, from a financial perspective, it's going to be tough. With the loss of Air Canada, and the down turn in the oil patch, operating revenue is expected to be done significantly. While this is not ideal, it simply represents the importance of growing the airport to attract new sources of operating revenue. While this will take hard work, and in some cases a leap of faith, ensuring we take advantage of all opportunities available to us is vital in ensuring we remain on a path towards financial sustainability.

Regards,

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.

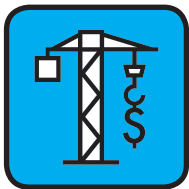
3 YEAR

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.



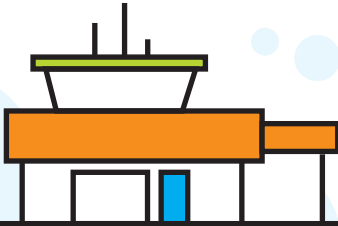
COMMUNITY LEADERSHIP

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

2019 BUSINESS OBJECTIVES



BUSINESS DEVELOPMENT

- Secure new air service agreements
- Secure new land development agreements
- Develop new 5-year strategic business plan



OPERATIONAL EXCELLENCE

- Operate with no incidents or accidents resulting from airport deficiencies
- Install back up generator
- Refurbish apron five



COMMUNITY LEADERSHIP/ PEOPLE

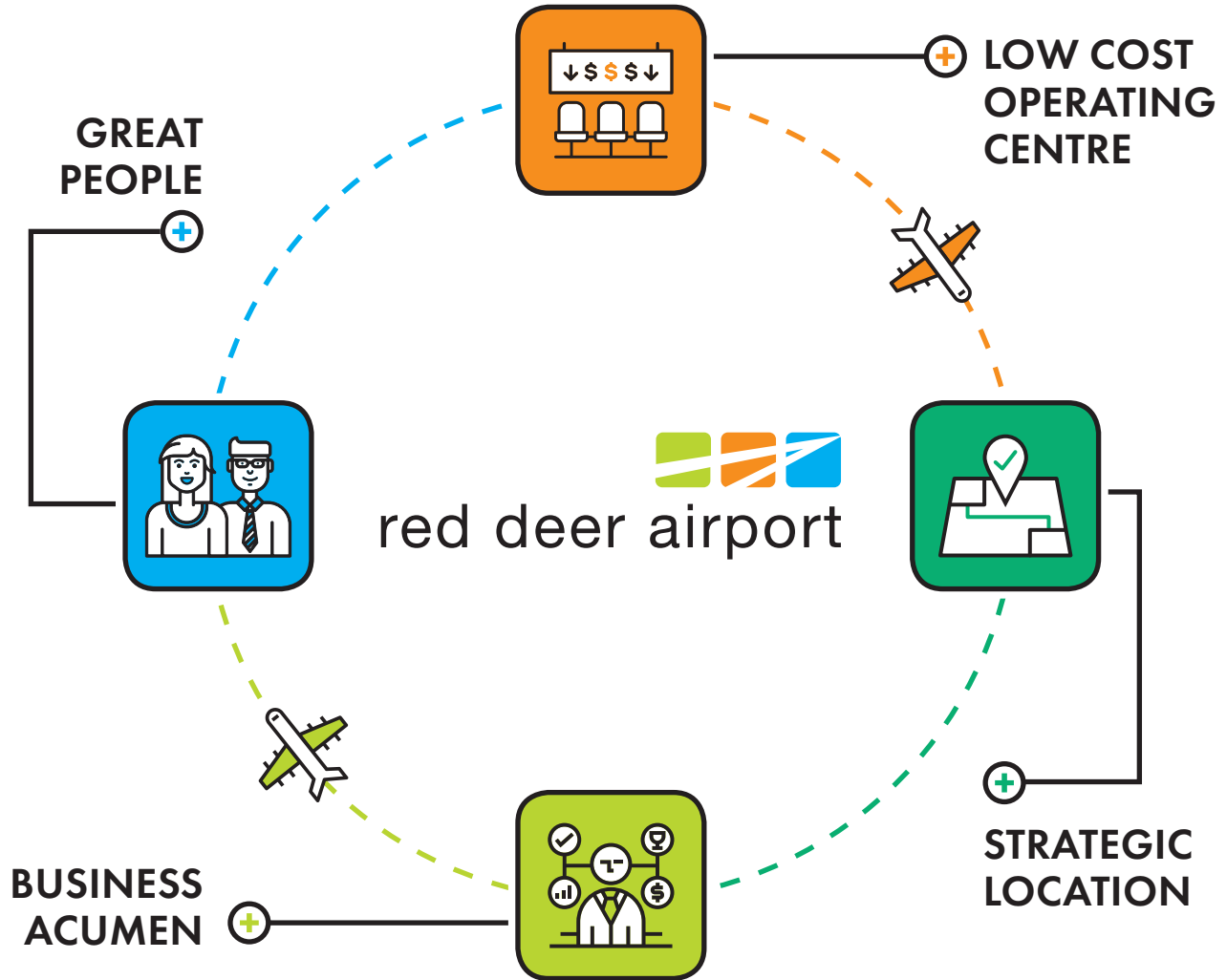
- Improve airport brand recognition and awareness
- Enhance our social media presence by adding LinkedIn
- Raise 25k for charity



FINANCIAL PERFORMANCE

- Maintain operating expenses within 5% of budget
- Complete capital projects on time/ budget





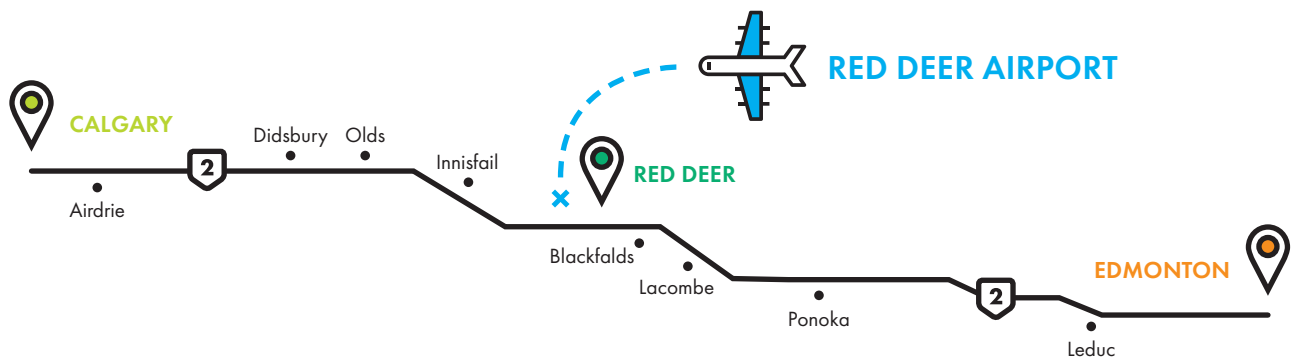
**THE RED DEER AIRPORT
PLAYS A VITAL ROLE
IN EXPANDING THE
ECONOMIC POSSIBILITIES
OF CENTRAL ALBERTA BY:**

- + 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



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.

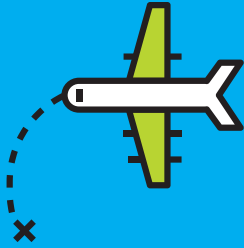


Access to a market of over 3 million people or 80% of Alberta's population within 90 minutes to the airport

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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