



2024 - 2028

# STRATEGIC PLAN

Regina Airport Authority





# OVERVIEW

The Regina Airport Authority (RAA) is a not-for-profit organization that operates the Regina Airport (YQR) through a long-term lease with the federal government. The RAA is dedicated to advancing the vision and mission of the organization, while directly contributing to the economic prosperity of southern

Saskatchewan. Grounded in a strong set of values and ambitious targets, this 5-year plan (2024 – 2028), sets out the overall direction for the organization, while providing flexibility to adapt to an evolving aviation landscape.

**VISION** To be Saskatchewan's best airport experience

**MISSION** To be an engine of economic activity and social connectivity through air travel

## VALUES

### People and Teamwork

We build strong relationships that focus on teamwork and communication throughout the organization, while ensuring a safe and inclusive environment for all. We value and celebrate our people, while investing in opportunities for career and personal growth.

### Safety and Security

We focus on operational excellence with safety and security being paramount in everything we do.

### Customer Focus

We take the leadership role with our local airport community, we foster close collaboration with local airport agencies, and we deliver exceptional experiences for passengers. We create trust and credibility through leading by example and being adaptable to change.

### Community Growth Through Partnerships

We embrace our role as a leader in our region and believe in the power of advocacy and partnership with organizations that are focused on growth and economic prosperity.

### Financial Responsibility

We focus on value. We invest our resources wisely while keeping our fees charged to airport users competitive.

### Environmental Stewardship

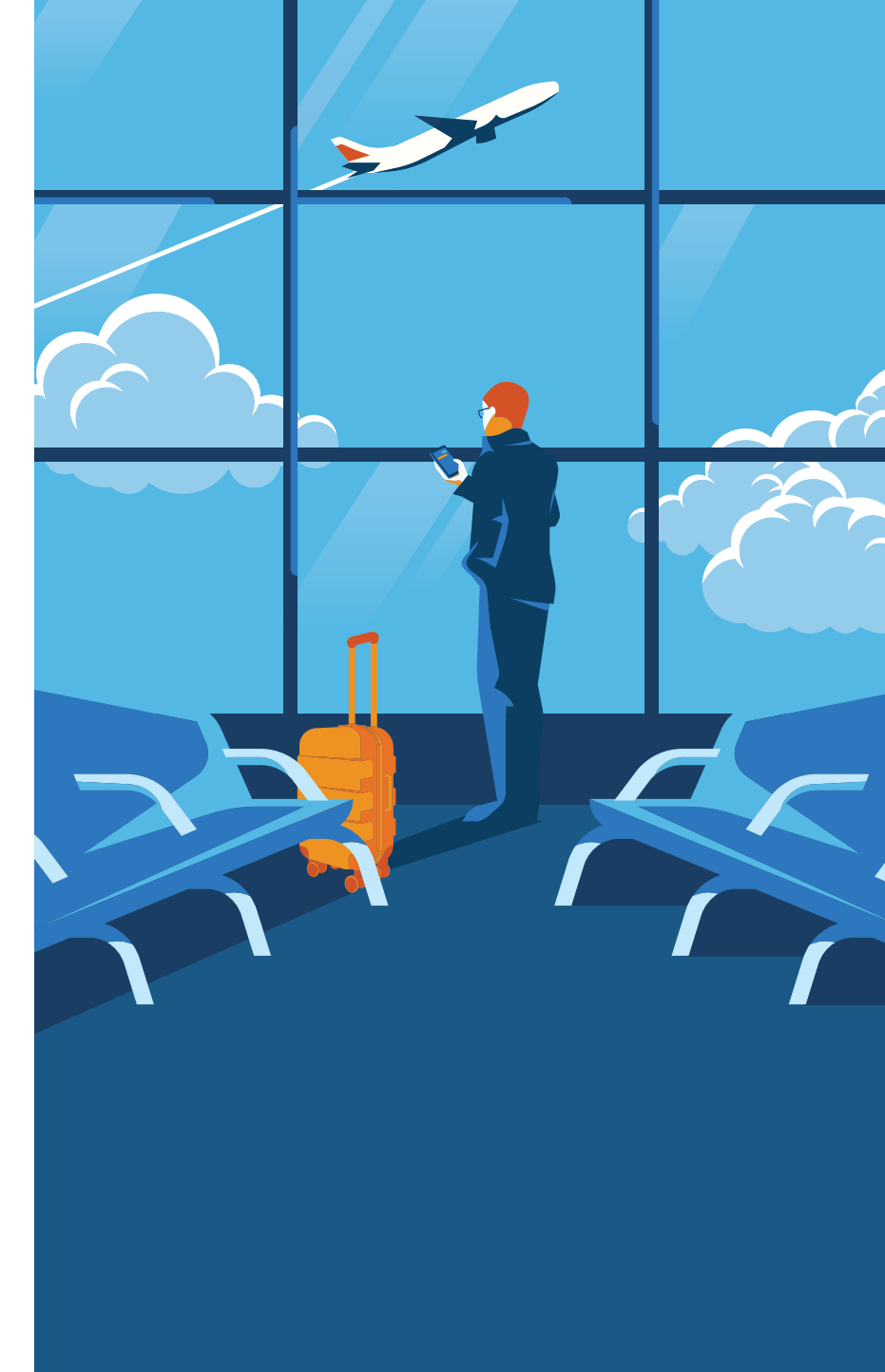
We consider environmental impacts in decision making, operations and infrastructure investments. We strategically consider new ideas that seek to reduce our impact on the natural environment.

### Integrity and Honesty

We are honest and transparent in our communications and actions. We strongly believe in doing the right thing even if no one else is watching.

### Creativity and Innovation

We empower and encourage our team to be adaptive and innovative in their decision making. We believe in continuous improvement and foster a safe and comfortable environment for individuals to show leadership and creativity in their work.



## STRATEGIC GOALS



OPERATE A SAFE AND SECURE AIRPORT



GROW AND RETAIN AIR SERVICE



AN INCLUSIVE AND ENGAGED WORKFORCE



A FINANCIALLY RESPONSIBLE APPROACH



DEDICATED CUSTOMER FOCUS AND INVESTMENT



UNIMPEDED ECONOMIC GROWTH AND COMMUNITY PARTNERSHIPS



ENVIRONMENTAL COMMITMENTS

## STRATEGIC GOALS

### STRATEGIC OBJECTIVES

#### Operate a Safe and Secure Airport

- Safety Management System (SMS) in compliance with regulations.
- Security Management System (SeMS) in compliance with regulations.
- Meet International Airport (Int'l) designation standards for emergency response.

- Complete formalized mutual aid agreement with City of Regina.
- Maintain Transport Canada operating certificate.

#### Grow and Retain Air Service

- Enplaned and deplaned passengers to 1,350,000.
- Grow annual seat capacity to 1,800,000.
- 5 Year-round Canadian city pairs.

- 2 Year-round United States hubs served.
- 3 Seasonal Canadian city pairs.
- 11 Seasonal sun destinations.

#### An Inclusive and Engaged Workforce

- Annual employee engagement scores, at or above established benchmark.
- Implement federal pay-equity program.

- Engage with local indigenous employment organizations to promote airport job opportunities.
- All regulated training completed.

#### A Financially Responsible Approach

- Debt Service Coverage Ratio  $\geq$  2.0.
- Non-aeronautical revenue  $\geq$  60%.

- Net revenue  $\geq$  \$1.00 per passenger.
- Compliant financial audits.

#### Dedicated Customer Focus and Investment

- Airport Service Quality (ASQ) annual average  $\geq$  4.15.
- Compliant Assisting Passengers with Disabilities Program.
- Collaborate with airlines and implement shared data for passengers.

- Complete post security concession strategy and program.
- Implement masterplan initiatives in a staged manner linked to passenger growth.

#### Unimpeded Economic Growth and Community Partnerships

- 3 Annual Community Consultive Meetings (CCC).
- Collaborate with Government and Economic Development agencies on evaluating Air Cargo and Sustainable Aviation Fuel opportunities.

- Create site plan for lands adjacent to the airport in collaboration with the City of Regina and Province of Saskatchewan.
- Update the Regina International Airport Zoning Regulation (AZR) with changes to protect for a future runway expansion.

#### Environmental Commitments

- 30% Green House Gas reduction from 2016 baseline year by 2030.
- Achieve Airport Carbon Accreditation Level 2.
- Zero glycol exceedances over 100 mg/l.

- Advance three collaborative projects or initiatives with southern Saskatchewan research and innovation partners, with the aim of advancing airport sustainability, foster cutting-edge technologies, and contribute to environmental stewardship.
- Develop a Sustainability Roadmap, in order to achieve carbon reduction targets, focus on adapting to a changing climate, and create environmental metrics for the organization.



**YQR**  
REGINA  
INTERNATIONAL ™

IT'S YOUR AIRPORT™



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