



2022-2024 Strategic Plan

DEER LAKE

REGIONAL AIRPORT



TABLE OF CONTENTS

- Introduction 01**
 - Message from Board Chair and President & CEO 02
 - Background 04
 - Mandate 05
- Strategic Plan Framework 06**
 - Vision, Mission, and Core Values..... 07
 - Strategic Goals & Objectives 08



INTRODUCTION



MESSAGE FROM OUR BOARD CHAIR

The last year and a half has been very challenging for the travel and tourism industry with airports all over the world experiencing sharp declines in business as a result of the global pandemic. As air traffic has resumed, Deer Lake Regional Airport has adapted to changing dynamics in the industry, including new and evolving regulations for air transportation and revised processes for passenger departures and arrivals.

As the industry began to rebound, the Board of Directors embarked on the development of a Strategic Plan to guide the organization through the next three years. The Plan sets out a shared vision and outlines key objectives as the airport strives to return to pre-pandemic levels of business and ultimately to achieve further growth. While the path to recovery will undoubtedly have additional challenges and complications, the plan provides strategic direction, focus and measurable goals.

The Deer Lake Regional Airport is a major contributor to the economy of Western Newfoundland and an essential component to the future economic and social well-being of the region. The Airport Authority is committed to maintaining first-class infrastructure, securing a range of route options and working with partners to achieve the goals outlined in the Strategic Plan. As a regional hub for air traffic to and from the province, there is significant potential for further growth and development of the airport. Over the course of the next few years, opportunities for business expansion and revenue diversification must be explored. As we move forward during these unprecedented times, we must be innovative in our approach to doing business and engaging with new and existing partners.

On behalf of the Board, I would like to thank everyone who contributed to the planning process. Continued collaboration with stakeholders throughout the region will be critical to achieving success in the months and years ahead. I would also like to recognize the hard work and dedication of staff throughout all airport departments in navigating through difficult times and remaining committed to providing outstanding services for passengers and tenants. We look forward to working with the businesses and communities throughout the region to implement the Strategic Plan and take Deer Lake Regional Airport to new heights!



Nora Fever

Board Chair

Deer Lake Regional Airport Authority Inc.



MESSAGE FROM OUR PRESIDENT & CEO

Since June 2021, the Board of Directors have been engaged in the Strategic Planning process for Deer Lake Regional Airport Authority. During this process they have reviewed research, environmental scans, employee and passenger engagement surveys and the economic outlook for our region. In addition, they have considered the impact of the pandemic and our recovery from this period in history.

Strategic Plan 2022-2024 considers our past and outlines a vision for the future of our regional airport that allows us to be flexible and adaptable to the changing world around us while building on our strong sense of community.

I am excited to share four main strategies to achieve our vision. These include:

- Maximizing Business Development
- Delivering an Exceptional Passenger Experience
- Expanding Partnerships
- Strengthening Our Organization

The pandemic has taught us that we are living in an ever-changing environment and we must monitor and adjust our way of doing things quickly. The Strategic Plan was developed with key indicators of success and frequent monitoring built in to ensure we are progressing to achieve our goals and objectives.

Our Strategic Plan will be shared and discussed with employees, tenants, partners and stakeholders in the coming weeks and months as we begin the work to achieve success for our regional airport and region together.



Tammy Priddle

President & CEO

Deer Lake Regional Airport Authority Inc.

BACKGROUND

Deer Lake Regional Airport was built in the 1950s in an area formerly known as Junction Brook, just east of the Town of Deer Lake, between the Trans Canada Highway and the Humber River. Since the early years it has adapted and grown to meet the needs of the business community and people of Western Newfoundland and Labrador.

The Town of Deer Lake has a population of some 5,000 but the airport serves a catchment area of approximately 124,000 persons extending from St. Anthony on the Northern Peninsula, to the Southern Shore of Labrador, then east to Grand Falls Windsor, west to Port aux Basques, and south to Francois and beyond. The Airport is a Regional Airport, providing air connections to destinations around the world.

With a fully serviced, paved runway, 8005 ft by 150 ft, the airport offers a wide variety of services. Twenty-four-hour airport advisory and vehicle control services are available, as well as such navigational aids as ILS - IDF 108.3 (Mhz), Runway 25 VOR/DME - YDF 113.3 MHZ, Ch80 and DME - IDF 108.3, Ch20.

The airport is the gateway to some of the greatest experiences the province has to offer with Marble Mountain-the largest Alpine Ski Resort in Atlantic Canada located 42 km to the west of the Airport, Gros Morne National Park on our doorstep in just 30 minutes visitors can experience one of the most popular destinations on the island. A little further north are two more World UNESCO sites with L'Anse Aux Meadows National Historic Site and Red Bay National Historic Site all nearby. Year round the region has so much to offer for visitors.

In addition, The Memorial University of Newfoundland's Grenfell campus located in nearby Corner Brook, NL is home to 1,400 students and offers 16 degree programs. The College of the North Atlantic hosts a further 800 students studying in trade programs such as business, information technology and engineering.

Our regional airport offers all the amenities of the larger airports but is known for its welcoming and helpful staff. Terminal Facilities include five on-site Car Rental Agencies, Shuttle Service to Corner Brook and Pasadena, 1237 Long-term / 100 Short-Term Parking Spaces. Operational Services including a newly resurfaced 8,005 ft Runway with Runway and lighting upgraded to LED, 24-hour Nav Canada Flight Services, Canadian Border Services Agency (CBSA), Ground Handling Services, Refueling Services (Woodwards, Menzies), ARFF Category 7 Emergency Response Service and Two Pre-Board Screening Lanes.

The following airlines operate several scheduled daily flights east, west and north both passenger and cargo: Air Canada, Air Canada Express, PAL Airlines, EVAS Air, NALAir (FBO). Sunwing has a scheduled weekly charter providing service to Punta Cana, Dominican Republic and Varadero, Cuba during the months of March, April and May. Westjet provides a seasonal domestic service from April to October each year.

DLRAA is well positioned to continue to be a driver for economic growth and enhance the quality of life of all the people in our region.



MANDATE

The undertaking of the Corporation is restricted to the pursuit of the following aims:

- to undertake and promote the development of the Airport's lands for which it is responsible for use as compatible with air transportation activities, and
- to manage, operate and develop the Deer Lake Airport (the "Airport"), the premises of which will be leased to the Corporation by Her Majesty the Queen in right of Canada in a safe, secure, efficient and financially viable manner with reasonable airport user charges and equitable access to all carriers and
- to expand transportation facilities and generate economic activity in ways which are compatible with air transportation activities.

As we developed the building blocks of the strategic plan, we regularly cross-referenced our mandate to ensure the outcomes we aim to achieve continue to be aligned with our core responsibilities for the region.



STRATEGIC PLAN FRAMEWORK

The Deer Lake Regional Airport Authority and its Board of Directors are united in their vision for the future of the Authority and the airport. As agreed collectively, the new vision and mission for the authority provides direction for the sustainable growth of the airport, based on the shared interests of stakeholders, passengers, and the community.

VISION

A leading regional airport in Canada, maximizing connections, opportunities, and travel journeys for people, businesses, and the communities we serve.

MISSION

To deliver exceptional airport services and facilities, enhance all customer and partner experiences, and generate economic activity for our region.

CORE VALUES

**Safe
Respectful
Collaborative
Inclusive
Innovative
Accountable**



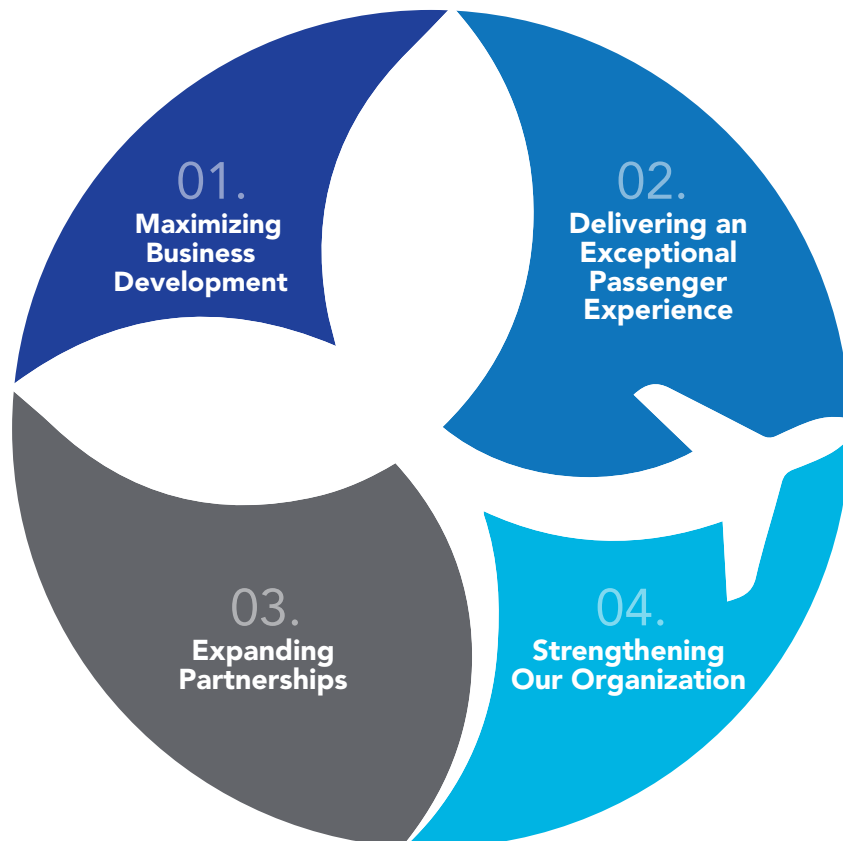


STRATEGIC GOALS & OBJECTIVES

To achieve the vision set forth by the Board of Directors, four strategic goals have been developed:

VISION

A leading regional airport in Canada, maximizing connections, opportunities, and travel journeys for people, businesses, and the communities we serve.



To focus and timeline our activities, and measure our progress, we have structured an action grid to align with each of the four strategic goals.

Goal 1: Maximizing Business Development

OBJECTIVE	TIMING		
	2022	2023	2024
(a) Implement marketing plan by 2022	█		
(b) Return to pre-pandemic levels for routes and air services offered at YDF by 2024	█	█	█
(c) Support implementation of the Provincial Air Service Development Strategy by pursuing its goals for YDF		█	█
(d) Identify, recommend and implement at least two strategies to diversify business revenue			█

Target

+ 3% Increase on 2019 air passenger traffic handled by 2024

Goal 2: Delivering an Exceptional Passenger Experience

OBJECTIVE	TIMING		
	2022	2023	2024
(a) Implement and showcase the Sense of Arrival program	█		
(b) Design, implement, and evaluate a new customized passenger experience program	█	█	
(c) Develop plan and implement priority improvements by 2023 in response to Passenger Engagement Survey findings		█	█



Goal 3: Expanding Partnerships

OBJECTIVE	TIMING		
	2022	2023	2024
(a) Create formal partnerships and MOUs with key community organizations			
(b) Create, implement, and track impact of a ground transportation strategy with key partners			
(c) Maximize provincial partnerships to increase profile and build new business opportunities			

Goal 4: Strengthening Our Organization

OBJECTIVE	TIMING		
	2022	2023	2024
(a) Develop, implement, and evaluate an Employee Development Plan that delivers orientation, an employee handbook, and ongoing training modules			
(b) Implement programs to increase employee engagement and evaluate effectiveness (actions will include survey, labour management meetings, and employee recognition initiatives)			
(c) Plan and implement the organization's Memory Wall (Legacy Wall) in coordination with Board of Directors			
(d) Assess and develop a succession plan for key members of the organization			
(e) Plan and implement program to increase tenant engagement and celebrate accomplishments			
(f) Implement organizational rebranding launch			
(g) Continue proactive engagement initiatives to foster ongoing community partnerships, support and alignment			

Management and Monitoring of the Strategic Plan

On behalf of our Board, our organization, and the communities we serve, we are committed to achieving the objectives and targets set in this strategic plan. We will hold ourselves accountable by tracking and reporting on our performance at regular intervals. Through this structured monitoring system, and through continually assessing the market environment, we will be able to gauge our impact, and can also adjust our plan to adapt to new market or policy shifts.



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