

WE ARE

YDF

2022 - 2023

**ANNUAL
REPORT**

DEER LAKE REGIONAL AIRPORT

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PART 1

ABOUT US

Deer Lake Regional Airport, in the heart of Western Newfoundland & Labrador, has been servicing the region for more than 60 years, with regularly scheduled flights to and from destinations in eastern and central Canada, with connections worldwide.

The Airport, established in 1953, had humble beginnings. Constant improvements and growth have resulted in a modern airport, comfortable for travel and vital to economic activity in our region.

We're one of the few airports in the world where you can access three World UNESCO Heritage Sites in just one trip. Each day, we welcome travelers from all corners of the world through our doors. Tourists, business travelers and rotational workers are all greeted with a smile as they connect with adventure, work, family and friends in Western Newfoundland.

Deer Lake Regional Airport Authority Inc. respectfully acknowledges the land on which we occupy as the ancestral homelands of the Beothuk, whose culture has now been erased forever.

We also acknowledge the island of Ktaqmkuk (Newfoundland) as the unceded, traditional territory of the Beothuk and the Mi'kmaq. And we acknowledge Labrador as the traditional and ancestral homeland of the Innu of Nitassinan, the Inuit of Nunatsiavut, and the Inuit of NunatuKavut.

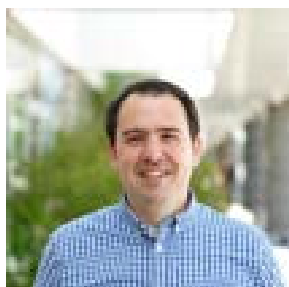
We recognize all First Peoples who were here before us, those who live with us now, and the seven generations to come. As First Peoples have done since time immemorial, we strive to be responsible stewards of the land and to respect the cultures, ceremonies, and traditions of all who call it home. As we open our hearts and minds to the past, we commit ourselves to working in a spirit of truth and reconciliation to make a better future for all.

OUR TEAM MANAGEMENT

Tammy Priddle
President &
Chief Executive Officer



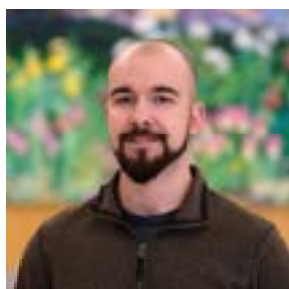
David Ball
Director,
Infrastructure & Planning



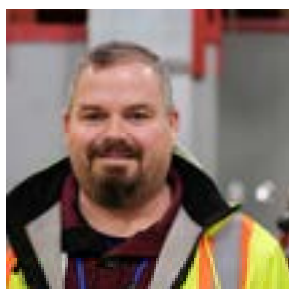
Patti Parsons
Director,
Corporate Services



Matt Walsh
Manager,
Safety & Security



Dwayne Langdon
Manager,
Operations (acting)



ADMINISTRATION

Debbie Chaulk
Administrative Clerk
Diane Waldron
Administrative Clerk

OPERATIONS

Mark Goosney
Team Lead
Airport Technician
Leslie Humphrey

Team Lead
Airport Technician

Cliff Bennett
Acting Team Lead
Airport Technician

Graydon Rodgers
Acting Team Lead
Airport Technician

Will Samson
Acting Team Lead
Airport Technician

Christopher Short
Acting Team Lead
Airport Technician

Bruce Owens
Acting Team Lead
Airport Technician

Alex Barrett
Airport Technician

Mervin Glode
Airport Technician

Tony Kavanagh
Airport Technician

Charles Kendell
Airport Technician
Electrician

Perry King
Airport Technician

Cory McKenzie
Airport Technician
Electrician

Jon McKenzie
Airport Technician
Electrician

Shannon Murrin
Airport Technician

Justin Noble
Airport Technician
Heavy Duty Mechanic

Lucas Carroll
Equipment Operator

Mitchell Crewe
Equipment Operator

Bruce Curlew
Equipment Operator

Jordan Romaine
Equipment Operator

PART 2

2022 | 2023 IN REVIEW





45

Airport
Services



~250

Direct Jobs



12,897

2023 Aircraft
Movements



298,656


Passengers
in 2023





MESSAGE

FROM PRESIDENT & CEO
AND BOARD CHAIR



Reflecting on the past year of activity at Deer Lake Regional Airport, we are left in awe of the relentless effort and tireless dedication of the work community we call “Team YDF”. The unwavering determination of our team has propelled us through another successful year of recovery post-pandemic. We are both humbled by and in gratitude for each and every member of YDF. Our success is truly their success.

Some noteworthy accomplishments from the past year include further implementation of our Strategic Plan 2022-2024, made possible by our Management Team with the support of our Board of Directors. With 2024 being the last year of this plan, DLRAA initiated work on both the Strategic Plan 2025-2029 and Master Plan. The Airport Master Plan will provide a road map for the growth of our facilities over the next 20 years. This initiative will guide the organization toward fulfilling its mission and vision through to 2029. We anticipate both plans to be completed in the fall of 2024.

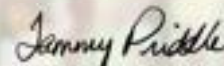
In 2023 we partnered with Air Canada and PAL Airlines for year-round service through YDF. Flair Airlines, Swoop and Sunwing joined us for seasonal service. This resulted in the movement of just under 300,000 passengers, 92% of 2019 levels. WestJet’s decision to pause its service to YDF from Toronto Pearson in the summer of 2023 left the community challenged, with connectivity into Western Canada in particular. We continue to work with our partners in the federal and provincial government, as well as the Atlantic Canada Airports Association, to collaboratively enhance air access in our province and region.

While operating costs continue to increase as a result of inflation and regulatory changes, 2022-2023 ended the year with an unrestricted operating surplus of just over \$100,000.

Further partnerships in the community, provincially and federally have allowed us as an organization to progress towards meeting our vision of being a leading regional airport in Canada. Coupled with the hard work of our tenants and employees, we are maximizing connections, opportunities, and travel journeys for the people in our region. Thank you all for your contribution to our organization’s success. We are excited for what 2023-2024 will bring.



Stelman Flynn
Chair, Board of Directors
Deer Lake Airport Authority



Tammy Priddle
President & CEO
Deer Lake Airport Authority

YDF OPERATIONS

Our operations management and staff are responsible for performing maintenance and inspections required to sustain a safe, reliable operation at YDF. Duties include snow clearing and ice control on more than 25 hectares of asphalt surfaces, providing runway condition reports, implementing our wildlife management program, providing general maintenance of the facility, and providing Aircraft Rescue Fire Fighting services. 2022-2023 proved to be another busy year as we inched closer to 2019 activity levels at our airport.

Winter 2023 continued to highlight the changes in local climate with more frequent freeze/thaw cycles and precipitation near 0 degrees. These icy conditions are a significant challenge in the airfield environment. To ensure the airport is working efficiently and effectively to support airline performance we have continued to invest in our winter maintenance fleet. In 2023, DLRA invested in two new runway sweepers to replace aging units. \$298,424 in funding support supplemented our efforts to provide safe and reliable travel conditions during the winter season.



1,544
hours of winter
precipitation



1,133
winter runway
condition reports



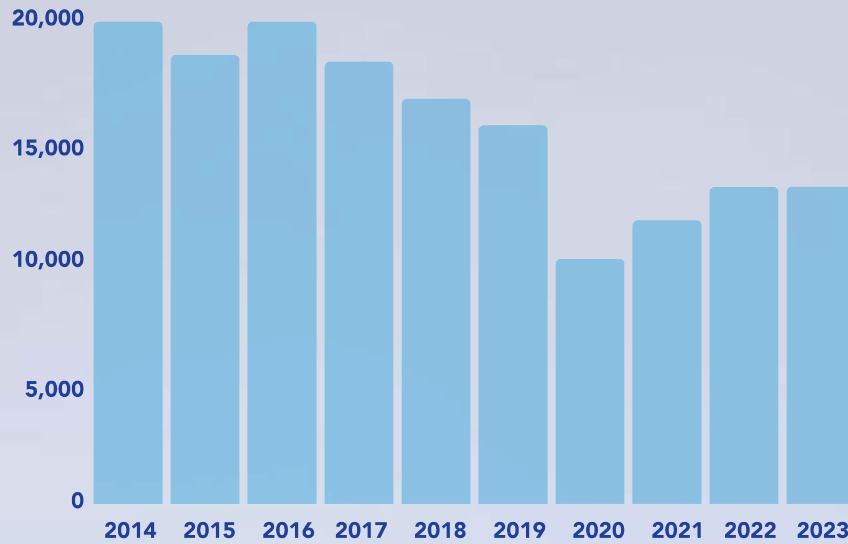
YDF AIRCRAFT STATISTICS



1,450
work orders
completed



1,250
wildlife inspections
completed



12,897
aircraft
movements







INFRASTRUCTURE IMPROVEMENTS

As one can imagine, an organization with facilities like Deer Lake Regional Airport requires constant maintenance, improvements and modernization. 2022 2023 proved no exception.

The project started in 2022 to improve drainage, passenger safety and esthetic of the drop-off lane on the front of the terminal was concluded in 2023. The area was then repaved and repainted, providing additional space for the implementation of our commercial transportation program and improved zone markings. Landscaping was completed, including the addition of grass, shade trees, flowers and seating to provide a casual, more natural setting for visitors.

A number of smaller, but critical improvements were also completed throughout the year. This included replacing worn asphalt in roads and parking areas, culvert replacement and ditch maintenance on key airside and groundside stormwater systems. Investment continued in IT system improvements including replacement of aged computers and security camera infrastructure.

In 2023, significant facility planning initiatives began. A review of the primary aircraft parking apron and current terminal space identified significant limitations for potential growth. Additionally, a review of Airport Authority owned potable water and sewer treatment infrastructure commenced and is currently ongoing to assess the growth capacity of these systems. These findings contributed to the need, and ultimate decision to proceed with completing a 20-year facility master plan to guide our infrastructure investment into the future.

With the goal of being innovative and environmentally responsible, DLRAA management attended the first ever Airport Innovation Conference held by Canadian Airport Council and commenced work to assess our carbon footprint, planning infrastructure changes that will reduce our reliance on fossil fuels.

PART 3

ACHIEVING OUR STRATEGIC GOALS





2022-2024 Strategic Plan



MISSION

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

VISION

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

CORE VALUES

Safe
Respectful
Collaborative
Inclusive
Innovative
Accountable

The background of the slide features several taxidermy fish mounted on wooden stands. The fish are arranged in a grid-like pattern, with some showing iridescent colors on their scales and others showing more natural patterns. The stands are made of light-colored wood and are positioned at various angles, creating a dynamic composition. The overall scene is well-lit, highlighting the textures of the fish and the wood.

Strategic Goal 1

MAXIMIZING BUSINESS DEVELOPMENT

MARKETING

One building block of DLRAAs strategic plan is implementing a robust marketing program. This began in 2021-2022 when management excitedly launched our new and improved social media channels.

Our target audience for marketing are two-fold:

GEOGRAPHIC TARGETS:

2022 Connections VS

2023 Connections



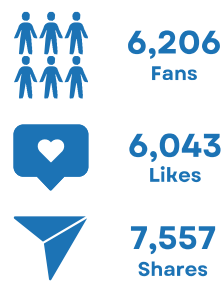
DEMOGRAPHIC TARGETS:

- + Cultural Explorers
- + Authentic Explorers
- + Gentle Explorers
- + Budget Travelers
- + Expat Newfoundlanders & Labradorians



In partnership with J. Osmond Design and Sprout Marketing, we have continued our marketing campaign, which incorporates our organizational vision to be a leading regional airport by:

- + Driving traffic to landing page on deerlakeairport.com;
- + Encouraging flight bookings through YDF partner airlines;
- + Creating destination awareness of Western NL; and
- + Generating social media activity.



By targeting our audiences interests like hiking, walking, camping, cultural experiences, culinary, whale watching, iceberg tours, Gros Morne National park, UNESCO sites, adventure travel, bucket list destinations, helpful hints before travel and highlights of what's happening at YDF we are able to reach people who are already interested in the services YDF has to offer travelers.

Creatively, we aim to advertise images that portray Western NL to be a natural gem with wide open spaces and clean air, with characteristics that create a warm, welcoming feel to our region. Without a doubt, our little place on the globe gave us a lot to work with in 2023.



AIR SERVICE DEVELOPMENT

2023 was an exciting year for our regional airport as we welcomed a new service route with Swoop Airlines to Toronto. Air Canada increased capacity on routes to Halifax and Toronto as well. PAL Airlines continued to connect Atlantic Canadians to and from YDF. Sunwing returned with service to Varadero, Cuba and Punta Cana, Dominican Republic after two long years of no direct sun service. In addition, we partnered with Air Canada Vacations for a summer campaign focusing on Gros Morne National Park in June and early July.

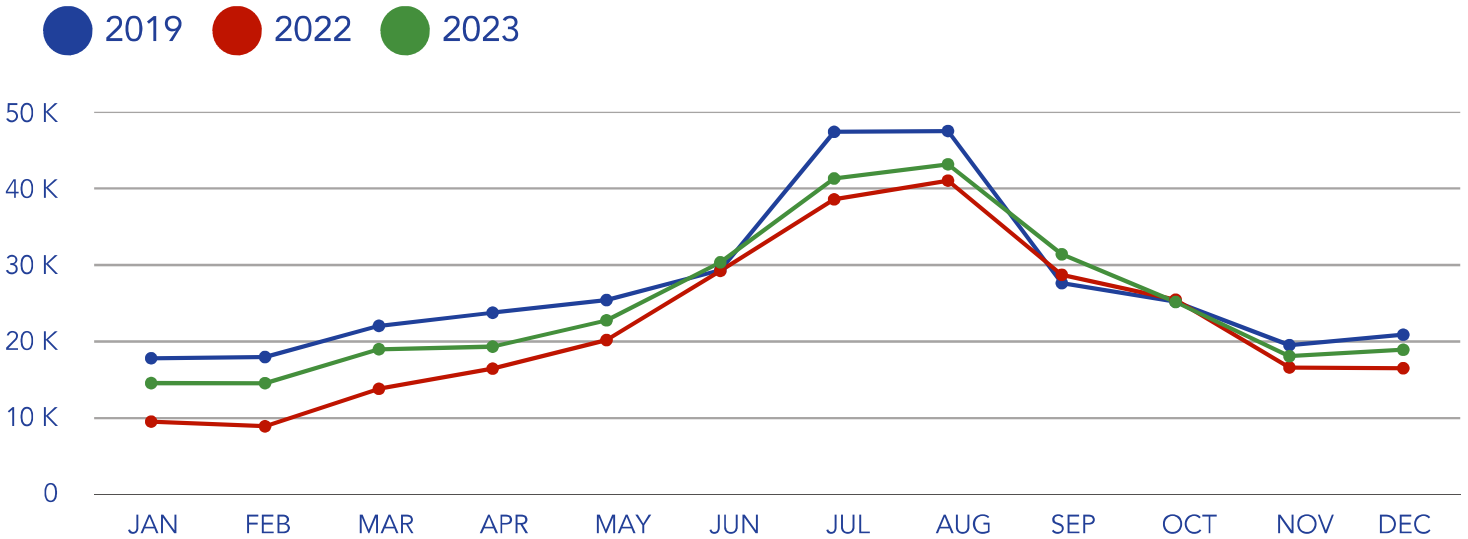
Our air carriers facilitated steady growth in passenger volumes which resulted in 92% of 2019 volumes, 7% more than budgeted. Even more exciting was that we surpassed 2019 volumes in June and September.

Operational success at YDF largely relies on air transportation access for people both within our region and those visiting. Our management team emphasized that need and worked tirelessly to support the implementation of the Provincial Air Service Development Strategy. That hard work paid off in the fall of 2023 when the Authority received funding from the Provincial Department of Tourism Culture Art and Recreation supporting YDF's air service development goals.

As a key player in Newfoundland and Labrador's airport system, YDF has provided essential air access with key air routes connecting communities, supporting and building economic activity, facilitating the flow of rotational workers and other business travel, attracting and retaining businesses and talent, ensuring access to medical services and education, and enabling family and leisure travel and the like.



YDF PASSENGER TRAFFIC



In addition, our CEO attended Canadian Airports Council’s Airports On the Hill Lobby Day in November where meetings were held with Members of Parliament and decision makers in Ottawa. Issues impacting airports and their ability to continue to successfully provide infrastructure required to support air service and connectivity nationally and internationally was highlighted. It was an excellent opportunity to meet with Federal Government officials and Members of Parliament and the Senate to discuss the successes and challenges within the air industry.

Air access is a critical lifeline to our regions economy and quality of life. Living in a remote and isolated place of the world, so many depend on air travel to go to work, school, or visit family and friends. The regions significant and growing tourism sector requires easy, accessible travel that is also affordable. Our CEO sits on the Council of Atlantic Premier’s Air Access Working Group to work with other Atlantic Canadian Airport CEOs and Government Officials to find solutions to support enhanced regional connectivity.

With this additional support, YDF committed to working with our airline partners to rebuild and recover connectivity and capacity that had otherwise been crippled by the pandemic. It also reinforced our efforts to be competitive when working to recover lost connectivity, develop new routes, support our existing airline partners and entice new airlines.

In 2020, YDF saw 30% of 2019 passenger traffic, while 2021 ended the year with just 47%. In 2022 we achieved 82% of 2019 numbers and in 2023 we were proud to have recovered 93% of those passengers seen prior to the 2020 pandemic. A slow and steady recovery has been well received. 2022-2023’s success has reflected our leaderships ability to balance the interests of our passengers, employees, stakeholders and community partners.



DIVERSIFY BUSINESS REVENUE

Like many small airports across Canada, Deer Lake Regional Airport Authority is a vital piece of the fabric of our region, and we are proud to be an economic spark plug for our area. YDF has a wide range of unique assets throughout the airport campus, both aviation and non-aviation related.

In 2023 we introduced a robust Ground Transportation Program that partnered with various operators to insure a quality service across an array of different providers from cab services, shuttle, coachline and limousine. To date, 10 pre-arranged transportation providers have registered with DLRAA, providing a standardized quality service to our valued travelers.

As well, Commissionaires NL launched a new service providing identification services, police certificates of conduct, digital fingerprinting services, pardon services and accredited commissioner of oaths.

Significant effort has been made to update and modernize contracts with tenants and service providers to support effective business practices. By realizing the full potential of our terminal and surrounding campus infrastructure, we can ensure a sustainable future.

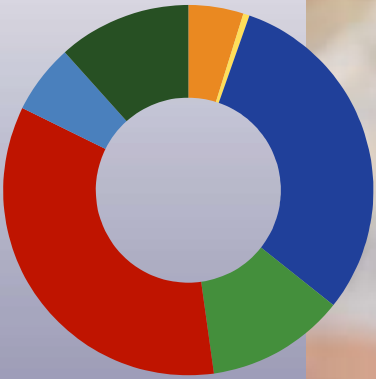
To further that intent, DLRAA and the Board of Directors started the process for our Master Plan in November 2023. The Master Plan will lay the foundation for future business investment and development.





Revenue & Income by Source

- Aeronautical + Passenger Facilitation Fee
- Non-Aeronautical



Non-Aeronautical Revenue

- Leases
- Recoverable Services
- Concessions
- Other Income
- Parking Revenue
- Interest
- Amortization of Deferred Revenue



SOMETHING LOCAL

GIFTS





Strategic Goal 2

**DELIVERING AN
EXCEPTIONAL
PASSENGER
EXPERIENCE**





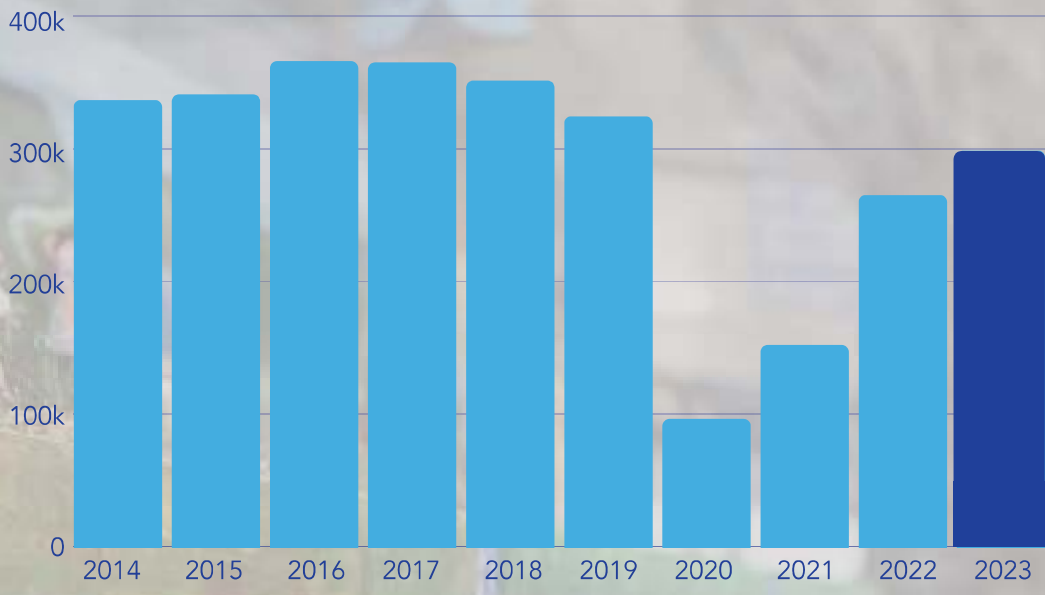
PASSENGER EXPERIENCE PROGRAM

Our organizational values of being-accountable, innovative, respectful, safe, inclusive and collaborative guide our decision making. They are incorporated into the heart and soul of our organization. It is in the smiles on the faces of our tenants and employees who lend a helping hand to a traveler, it is in the decision making of our Board of Directors and it's in how we show up in our community. YDF is committed to our pledge to live by these values, providing the best air travel experience possible to our guests.

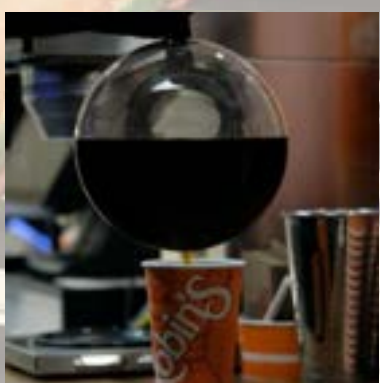
In 2023 we utilized our social media channels to communicate to our guests about anticipated weather and how to insure smooth travel by checking with the airlines in advance, giving time for slower travel to the airport if conditions were challenging. As well, we provided helpful hints for a smooth check in, tips on what to include in your carry on and how to prepare for a speedy screening process as well as where to park. We have made investments to increase the green space in front of the terminal and added seating for people to relax outside the terminal while awaiting for an arriving flight or before departure.

Our YDF Appreciation Day in September was a big hit, with cupcakes and punch provided to employees, tenants and guests arriving and departing. Celebrating and appreciating the support of our airport employees, tenants and guests.

In December we partnered with Business and Arts Newfoundland and Labrador and invited the very talented Noah Hamilton to hold a public piano pop up concert in arrivals. Noah's beautiful music filled the terminal and welcomed many.



YDF PASSENGER TRAFFIC



Around here, you never know where
you'll find yourself.



EXIT SORTIE

Strategic Goal 3

EXPANDING PARTNERSHIPS

EXPANDING PARTNERSHIPS

In today's competitive landscape, the importance of partnerships and collaborations is paramount to growth and sustainability. Through our executive leadership team's ability to establish and maintain meaningful relationships with our partners, our organization aims to boost business opportunities, reduce costs and access new markets. In February of 2023, our CEO attended the Hospitality NL Conference which afforded the opportunity for productive conversations with the Federal Minister of Tourism, Randy Boissonnault, as well as with Gudie Hutchings, Minister of Rural Economic Development, regarding air access in Newfoundland and Labrador. DLRAA also worked closely with Atlantic Canada Airports Association, with our President and CEO taking on the role of President of that organization in June. In addition, DLRAA sponsored and spoke at the Altitudes East Conference held in Halifax, Nova Scotia.

Newfoundland and Labrador was represented with our partners in Tourism, Culture, Arts and Recreation including Minister Crocker attending and hosting a networking event with our airline partners. Gros Morne Cooperating Association attended and presented on a panel to discuss how the Ultra-low Cost Airline Service has supported travel to our region. The Greater Corner Brook Board of Trade (GCBBT) also partnered with DLRAA to host PAL Airlines in September. PAL provided a presentation on the latest and greatest work happening with Newfoundland and Labrador's local airline. Air Canada presented to the GCBBT Board in November as well.

Our Executive Team sits on a variety of Canadian Airport Council Committees including, Small Airports Policy Caucus, Financial Affairs, Operations, Safety and Technical Affairs, Communications, Planning Development and Infrastructure, and Security. These committees are invaluable networking and information sharing platforms for shared learning and working together with other airport leaders on various initiatives.

DLRAA continues ongoing work with Go Western and Hospitality Newfoundland and Labrador, focusing on transportation and tourism in the province.





Strategic Goal 4

STRENGTHENING OUR ORGANIZATION



EMPLOYEE DEVELOPMENT & ENGAGEMENT

Our employees are our most valuable resource and we have continued to invest in our workforce. To advance focus on strategic initiatives and keep ahead of an ever-evolving industry, DLRAA hired a Manager of Safety & Security and a Director of Corporate Services, as well as onboarding an acting Manager of Operations and new Seasonal Operators. Two casual airport technicians were also added to our team in order to maintain a robust compliment of staff.

Employee engagement has been a priority for our organization. The foundation of its success is built on good employee relations. This allows us to maintain a healthy work culture, reduce staff turnover and increase productivity.

DLRAA has continued various initiatives to support employee engagement, this included employee Pulse Surveys. Based on employee feedback, new initiatives were implemented to improve communications, enhancements to shift-to-shift documentation, increased use of online employee reporting systems, improved computer access for maintenance staff, a YDF Newsletter, regular administrative team touchdowns and a social media and website campaign highlighting employees and tenants who contribute to our airport operations.

In 2023, we completed our Pay Equity Plan and introduced the DLRA's Diversity, Equity and Inclusion Policy, proving we are committed to a diverse workforce that reflects the qualities and differences of the broader population we serve.

Our team is more engaged than ever in our safety program. In addition to frequent airfield security and safety inspections, employees complete quarterly safety-focused facility inspections to ensure employees, tenants and contractors are using safe work procedures and maintain safe work spaces. Engaging discussions and meetings are held regularly, ranging from joint occupational health and safety committees and tenant safety and security committees, ensuring we keep safety



95

certificates of training awarded to employees



16

individual training programs provided by external agencies



103k

cost of training programs from external agencies



64%

of training costs funded by NL Government LaMPSS



1200

hours spent by staff completing training



top-of mind and that all airport staff are knowledgeable of current safety rules and practices. In the last year, our team continued to improve YDF's safety culture by implementing improved training programs and assessments, documentation updates, a more robust and enhanced incident investigation regime, emergency preparedness activities and development of quarterly safety reporting.

At YDF, our people are our greatest asset. That is why we are committed to the development of our team members. By supporting their professional and personal development, we cultivate a healthy team ecosystem that encourages one another to achieve their full potential.

During both North American Occupational Safety and Health Week in May and Airport Safety Week in September, activities were planned to promote safety at our Airport. Activities included FOD walks, facility inspections and provision of safety tips to all staff.

Emergency preparedness is always top of mind. Two new employees completed Aircraft Rescue Fire Fighting Training for the first time and 14 of our seasoned Airport Rescue Firefighters completed their annual recertification in October of 2023. The ARFF Live Fire Recertification Training reinforces our technicians' ability to quickly control aircraft fires, which is essential to maintaining safe services to all incoming/outgoing passengers and aircraft. In November 2023, we completed a tabletop test of our emergency response plan. In attendance alongside our management team and employees, were several of our community partners including RCMP, NL Health Services, Canada Border Services Agency, Town of Deer Lake Municipal Enforcement, Fire & Rescue Services as well as our tenants ranging from security services, airlines, ground handlers and refuelers. The exercise was a huge success and provided great opportunity for learning.







TENANT ENGAGEMENT

Our airport campus tenants are important members of Team YDF, consistently demonstrating tenacity, resilience, flexibility and courage. The YDF work community is committed to success, and it shows. From operations to the fire hall, administration to maintenance, environment to security, airlines to cleaners, to the trades and many, many more, all members of the airport family work tirelessly and collaboratively throughout the year.

To establish and maintain our valuable relationships with Team YDF organizations and members, we continue to celebrate our people with the Highflyer Award Program.

The monthly nominations provided our work community the opportunity to acknowledge and celebrate the hard work of our peers, appreciating those on our team who go the extra mile to provide a first-class service to our travelers. Without a doubt this program established and strengthened relationships within our organization and 143 awards were presented in 2022-2023. Recognizing the success of our entire work community is important for everyone at Team YDF.

2022-2023 wouldn't be complete without a dedicated day to celebrate each other. YDF Appreciation Day was enjoyed by everyone with punch, cupcakes, gifts and laughter that echoed through the terminal.

To further that culture of appreciation and recognition, in late 2023 Deer Lake Regional Airport Authority began its 'We Are YDF' campaign, highlighting how each and every member of the airport campus contributes to the success of YDF. It has proven to be an excellent opportunity to put a face and a story behind each YDF department that helps keep our operations running seamlessly for travelers.





Y

WE ARE YDF

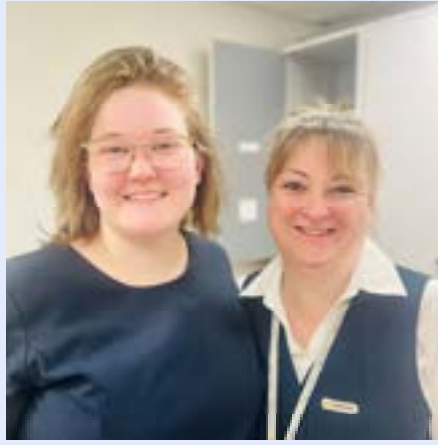


It's not a surprise that such a friendly, fast-paced province attracts so many people. Over the years, I have worked at YDF with some of the most driven, goal-oriented, talented people. Working at YDF is like joining a family, driven by the same fascination and interest in the industry and its possibilities.

”

- Lera G.

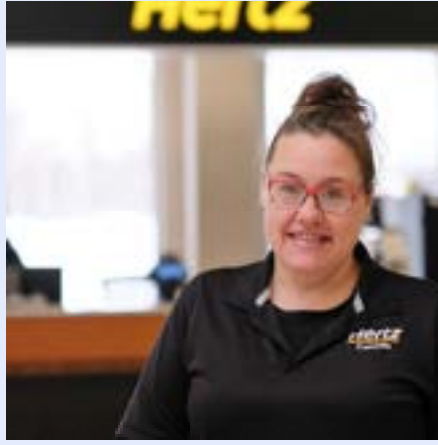




“ 17 years ago I walked into this airport not knowing anyone & started a job I knew nothing about. This place quickly became home, and my coworkers became family. I have been blessed to be part of Team YDF, especially PAL YDF. I have the most hardworking, dedicated staff who put their customers first. Thank you for all your hard work, you are appreciated more than you know. ”

- Heather P.





“ This year has been a milestone for me, serving my 10th year with PAL. I love it here at YDF and I appreciate my team for all of their hard work and support this year! ”

- Andrew B.





“ Thank you to the management team, employees, tenants and passengers for your ongoing work and support. YDF is a vital transportation hub for our region and each of you contribute to its ongoing success. ”

- DLRAA Board of Directors

FOSTERING COMMUNITY PARTNERSHIPS

YDF is committed to working together to ensure the community's interest are well served and to contribute to the long-term prosperity of our town and region. With this in mind, DLRAA passionately promotes community engagement and partnership. Supporting local businesses in our operations and giving back to community organizations. YDF is nestled in a close-knit community that has a long history of generosity, kindness and compassion. Team YDF is always quick to show their support. We eagerly hosted many events, educational tours and initiatives that had far reaching effects. The results of such support have been richly rewarding.

Participating in local initiatives enabled us to deepen relationships within community organizations, and volunteering as a team increased morale. We have always encouraged our staff and tenants to get involved with our community, and we could not be prouder of what Team YDF was able to accomplish in 2023. Whether fundraising, supporting local groups, mentoring, or volunteering, Team YDF has proven that we care and are an intrinsic part of our community. The airport is a hub that brings people together and provides a gateway to opportunity. It's also the first place many visitors see when they arrive in Western Newfoundland & Labrador, which is why it's so important that our airport successfully represent, and collaborate, with our community.

One of 2023's greatest community highlights was joining forces with the Islaview Foundation on May 26th, 2023. Our tenants competed in a decorating contest, turning our airport into "Islaview Airport" for the day. Team YDF is known for their generosity and this event has always been one of their shining moments. Our guests enjoyed slideshows throughout the terminal informing them of this integral foundation and inviting them to contribute as well. Air Canada kindly donated two flights for a fundraiser, and together YDF was proud to support this initiative in both spirit and donations. This was the second year we participated in this event and it will continue on as one of our primary community engagement initiatives.



2022-2023 Community Partnerships



PART 4

BOARD GOVERNANCE



STELMAN FLYNN
Chair
Province of NL
2022-2026

GLEN SEABORN
Director
City of Corner Brook
2021-2025

BARBARA CAINES
Treasurer
Town of Deer Lake
2021-2025

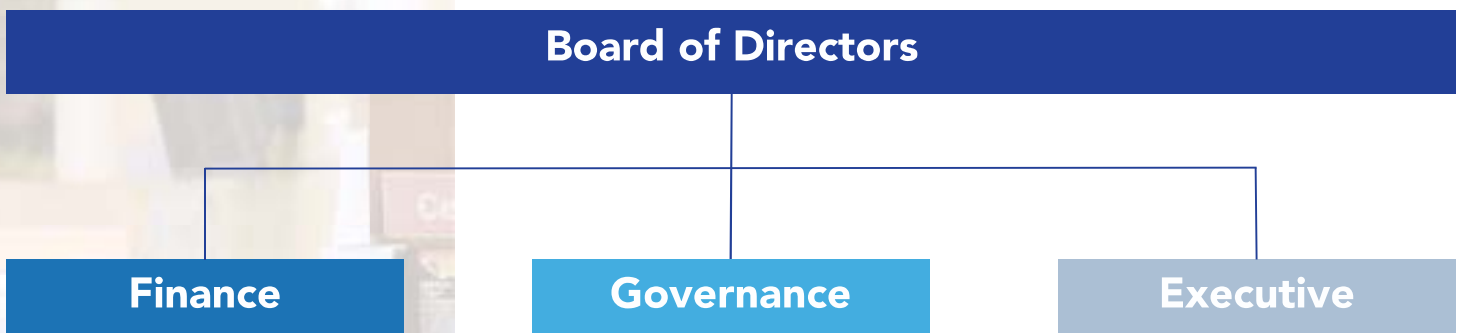
DEVON GOULDING
Vice Chair
Town of Deer Lake
2021-2025

IAN OSMOND
Director
Greater Corner Brook Board of Trade
2024-2028

WILLIAM GRIFFIN
Director
City of Corner Brook
2021-2025

*Not pictured - GARY BISHOP, Director, Greater Humber Joint Council 2023
TARA SAUNDERS, Director, Deer Lake Airport Authority 2023-2027
AUTUMN GALE, Director, Deer Lake Airport Authority 2023-2027

BOARD STRUCTURE



BOARD DIRECTORS' RESPONSIBILITIES

Stewardship

Facilitate guiding principles of vision, mission, core values, key success drivers and goals.

Steward the Three-Year Strategic Plan.
Apply best practices for regional airports and ensure the DLRAA maintains financial viability.

Maintain an ethical corporate culture.
Participate in the strategic planning process which considers business opportunities and risks.

Implement risk management systems.
Oversee internal controls and govern information systems.

Develop succession plans for leadership personnel.

Conflict of Interest

Disclose all conflicts of interests upon apportionment to the Board.

Divulge any personal information which may materially or detrimentally conflict with the interests of DLRAA, including that which may give rise to the appearance of conflict of interest.

Employ impartiality, neutrality, fairness and integrity.

Stakeholder Relations

Foster strong relationships with stakeholders and the community through effective engagement.

Ensure DLRAA maintains and enhances its reputation in the region.

Create synergies with regional hubs in Atlantic Canada to generate local benefits.

Develop, encourage and sustain positive relationships between DLRAA, Municipalities, Tourism and Economic Development entities.

Code of Conduct

Encourage and maintain an ethical corporate culture of safety, respect, collaboration, inclusion, innovation and accountability.

Employ DLRAA's values at all time when engaging with airport employees, stakeholders, landowners, suppliers, governments, regulators, indigenous communities, customers and the general public.

Maintain confidentiality of all DLRAA information and records.

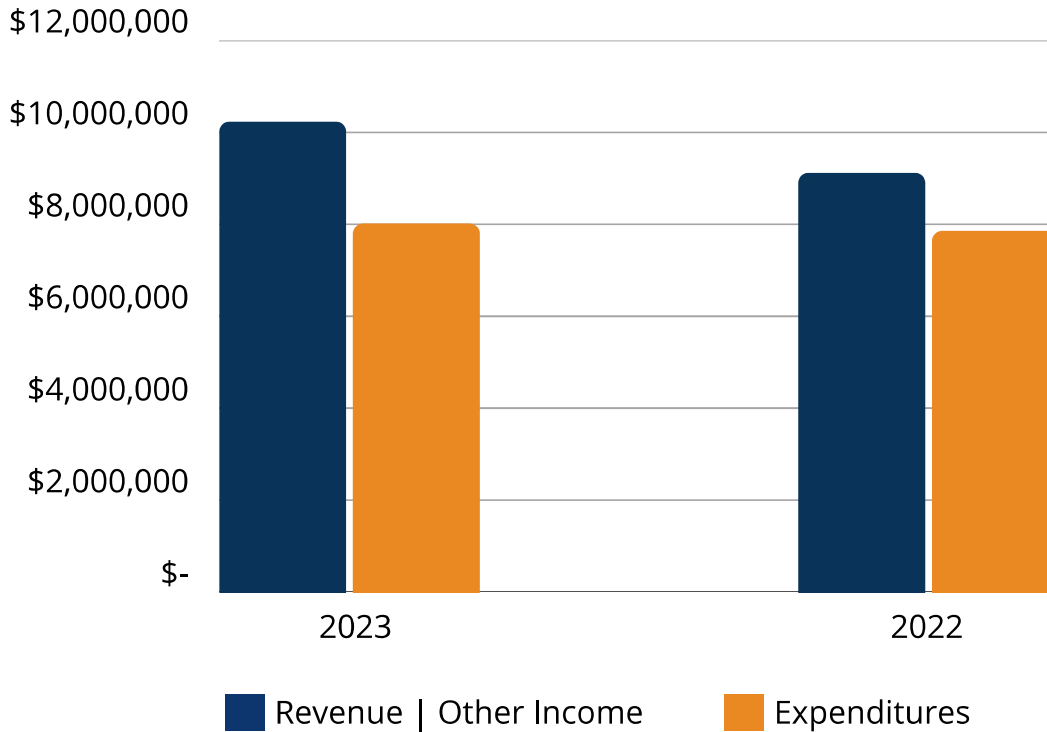
PART 5

2022 | 2023 FINANCIALS



FINANCIAL OVERVIEW

REVENUE/INCOME VS EXPENSES



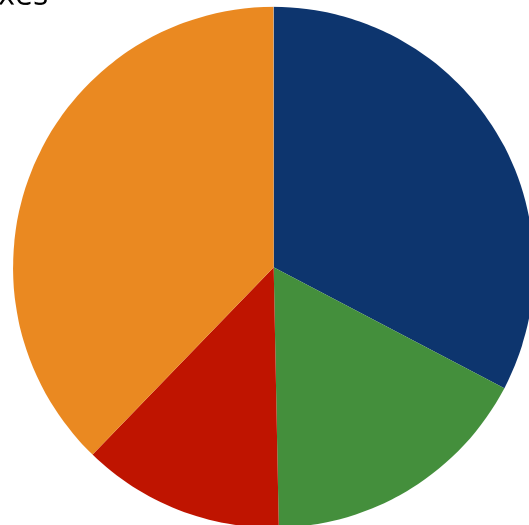
EXPENSE OVERVIEW

■ Amortization | Insurance | Fees | Taxes

■ Wages | Benefits | Training

■ Consulting | Cleaning | Security

■ Operational Expenses



INDEPENDANT AUDITOR FINANCIAL STATEMENTS





Thank You

An immense Thank You to our Board of Directors, employees of the Airport Authority and our tenants. Your dedication and efforts to ensure the continued provision of high quality and safe air travel at our airport will forever be appreciated. A special thanks to Cameron Soucy, your photography has captured YDFs milestones in breathtaking imagery, and we're proud to show it off throughout this report. Thank You to our partners for their continued support and collaboration. Our collective efforts promise a bright future for Western Newfoundland & Labrador. And finally, Thank You to our passengers. Your loyalty and support surpass our expectations every day and we are so excited that your adventure starts here.

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