



2025-2029 Strategic Plan

DEER LAKE

REGIONAL AIRPORT



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INTRODUCTION



MESSAGE FROM OUR BOARD CHAIR

The last several years have 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 resumed, Deer Lake Regional Airport adapted to changing dynamics in the industry. The Board of Directors embarked on an inaugural 2022-2024 Strategic Plan which guided us through an unprecedented period in our history as an organization. We have made significant investment to maintain first-class infrastructure, developed and sustained new routes for air service and worked with our partners to achieve goals and objectives which have contributed to the success of our organization and region. In the first six months of 2024 year to date, we have recovered to 2019 passenger volumes. We are well positioned to continue to grow and develop as a key regional hub for air traffic to and from the province.

Over the course of the next five years, the organization will build on the foundational work completed in the past to move us forward. This 2025-2029 Strategic Plan outlines a refreshed, bold and focused effort to grow business, transform our culture, enhance and grow partnerships, and positions us to achieve organizational excellence. Pursuing these strategic goals will enable us to realize our renewed vision and mission for the organization.

On behalf of the Board, I would like to thank everyone who contributed to this strategic planning process. Continued collaboration with stakeholders throughout the region will be critical to delivering on the targets we have set ourselves in the months and years ahead. I would also like to recognize the hard work and dedication of staff throughout all airport departments who contribute daily to the success of the organization and consistently positive and enjoyable passenger journeys. We look forward to working with the businesses and communities throughout the region to implement the Strategic Plan and take Deer Lake Regional Airport into a future that supports prosperity for our region, its people and businesses.



Stelman Flynn
Board Chair
Deer Lake Regional Airport Authority Inc.



MESSAGE FROM OUR PRESIDENT & CEO

The 2025-2029 Strategic Plan is our organization's plan to move us from our current position as an organization to a future that elevates our people, our businesses, our communities and our region. A future that demonstrates the heart of who we are at YDF, a future focused on four goals that will propel us closer to achieving our vision of being **a leading regional airport creating opportunity by connecting Western Newfoundland & Labrador to the world.**

The aviation industry is constantly advancing and changing. If we are to sustain our current trajectory and reach our full potential, we must be creative, adaptable, flexible and innovative. Our goals of driving business growth; expanding services and partnerships; transforming our culture and fostering organizational excellence will be achieved by leveraging our past success, staying true to who we are as an organization, and aligning with our Mission- **We're here to get you there.**

Our employees, tenants and partners work together with a welcoming spirit to ensure our passengers have an enjoyable experience at our airport. We are accountable to implement safe procedures and practices that facilitate efficient and effective airport services.

We are dedicated to advancing our organization by modernizing our operations, implementing environmentally sustainable practices and creating an airport environment that is inclusive, socially progressive and supportive of employee growth, productivity and future success.

On behalf of the employees who are "here to get you there", thank you for the opportunity to serve you - our passengers and our region.



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, 8,005 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 a precision runway approach on one runway end.

The airport is the gateway to some of the greatest experiences the province has to offer. Marble Mountain – the largest Alpine Ski Resort in Atlantic Canada – is located 42 km to the west of the Airport. Gros Morne National Park is on our doorstep and in just 30 minutes, visitors can experience one of the most remarkable 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 yet is known for its welcoming and helpful staff. Terminal facilities include on-site car rental agencies, shuttle service to Corner Brook and Pasadena, and over 1,000 walkable parking spaces. Operational services include a recently resurfaced 8,005 ft runway with upgraded LED lighting, 24-hour Nav Canada flight services, Canadian Border Services Agency (CBSA), ground handling services, refueling services, ARFF Category 7 emergency response service and pre-board screening lanes.

The following airlines operate passenger and cargo flights within Newfoundland and Labrador and to/from rest of Canada on a year-round basis: Air Canada, PAL Airlines, and EVAS Air. On a summer seasonal basis, Flair offers services to Toronto and Kitchener/Waterloo, Porter Airlines offers services to Halifax, and WestJet offers services to Toronto and Calgary. On a winter seasonal basis, Sunwing offers weekly flights to the Caribbean. NALAir provides Fixed Based Operator (FBO) services for the general aviation community.

The Deer Lake Regional Airport Authority 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 His Majesty the King 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 this renewed five-year 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 and aligned in their aspirations for the future of the Authority and the airport. The renewed 2025-2029 vision, mission and core values for the Authority will drive the ongoing development of the airport team and the sustainable growth of the airport, based on the shared interests of stakeholders, passengers, and the community at large.

VISION

A leading regional airport creating opportunity by connecting Western Newfoundland & Labrador to the world.

We are driven to continue to raise our own standards of operational and service excellence as the regional airport in Western Newfoundland and Labrador. We will maximize opportunities for people, businesses and communities to thrive by delivering an exceptional experience through YDF. We will become even greater champions of our region by enabling residents to fulfill all their global outbound air travel journeys while inviting the world to connect with us.

MISSION

We're here to get you there.

We are passionate about our airport and deeply proud of our region and our culture of hospitality. We are all in as an airport team and are here to play our part to serve our travelling guests and our partners in any way we can. We will make sure everyone travels successfully through YDF – wherever their journey may take them.

CORE VALUES

Safety We all take responsibility for the health, safety, security and welfare of colleagues, passengers, partners, goods, and the public.

Inclusion We actively seek diverse perspectives as a way of enhancing ideas and fostering an environment that is open, respectful, accessible and accepting of people from all backgrounds and ability levels.

Collaboration We invest in equal partnerships and the success of others, because when we work together, we can achieve more.

Sustainability We live by our environmental, social and financial sustainability principles to help create a better airport and healthier communities - now and into the future.

Accountability We partner to produce meaningful outcomes with accountability and integrity in all our business activities to deliver on commitments made.



STRATEGIC GOALS & OBJECTIVES

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

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 I: Drive Business Growth

Timeline

Key Objectives:

FY 2025 FY 2026 FY 2027 FY 2028 FY 2029

1.1	Increase passenger volumes from 2025-2029 by 3% annually on average.					
1.2	Grow non-aeronautical revenues from 2025-2029 by 5% annually on average.					
1.3	Implement new parking solutions aided by technology to streamline systems and create efficiencies.					



Goal 2: Expand Services and Partnerships

Key Objectives:		Timeline				
		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
2.1	Develop and implement a comprehensive Ambassador Program by 2027.	█	█	█	█	█
2.2	Establish a formal engagement program with key regional stakeholders by 2025.	█	█	█	█	█
2.3	Participate in the Airport NEXT pilot program with ACI-NA in 2025 to establish peer airport benchmarks on services and stakeholder engagement.	█	█	█	█	█
2.4	Based on Airport NEXT stakeholder surveys, implement best practice responses between 2027-2029 to improve terminal services in highest priority areas.	█	█	█	█	█
2.5	Explore and develop partnerships with the local indigenous community in 2025 to support authentic indigenization of the airport by 2029.	█	█	█	█	█
2.6	Strengthen and further develop partnerships with organizations representing persons with disabilities, and complete accessibility infrastructure provisions and elevated services as outlined in the Accessibility Plan 2024-2026.	█	█	█	█	█

Goal 3: Transform Our Culture

Key Objectives:		Timeline				
		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
3.1	Commit to annual employee engagement surveys from 2025 onwards. Target annual improvements in survey results, culminating in 80% of employees recommending YDF as a workplace to family and friends by 2029.	█	█	█	█	█
3.2	Research and implement a Workforce Management System by 2027.	█	█	█	█	█
3.3	In 2025, launch and evaluate formal airport operations update sessions twice annually with staff and tenants. Target 80% satisfaction rate with the quality of sessions.	█	█	█	█	█
3.4	Celebrate the role airport employees and tenants play by participating annually in the Canadian Airports Council's Airport Workers Day.	█	█	█	█	█
3.5	In 2025, launch and evaluate formal Board orientation and onboarding process. Target 80% satisfaction rate with onboarding process.	█	█	█	█	█
3.6	In 2026, complete a Board survey and implement training to address knowledge gaps identified.	█	█	█	█	█

Goal 4: Foster Organizational Excellence

Key Objectives:		Timeline				
		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
4.1	Implement ACI's Carbon Reduction Accreditation Program. Achieve Level 1 in 2025, Level 2 by 2027 and Level 3 by 2029.					
4.2	Continually improve our comprehensive safety and security program to remain aligned with regulatory requirements and industry best practices.					
4.3	Modernize Business Administration Systems by 2028 to enhance efficiencies, and to support data collection and reporting that assesses organizational performance.					

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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