



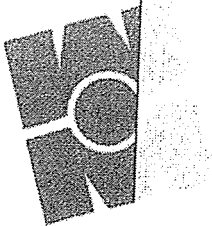
## Peace River Regional Airport (YPE)

### Strategic Marketing Plan

Prepared by:  
Western Management Consultants

*In Association with:*  
Solstice Marketing Solutions

December 2010



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marketing solutions

W e s t e r n   M a n a g e m e n t   C o n s u l t a n t s

## ACKNOWLEDGEMENTS

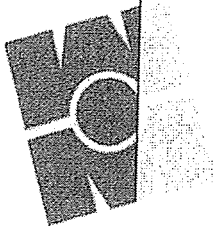
The priorities, strategies and tactics in this report were prepared by a collaboration of community leaders committed to the success of the Peace River Regional Airport. They worked with the consulting team from September to December 2010, and they are committed to executing the strategy going forward. We would like to sincerely thank them for their contributions, and for their passion about their region and the Peace River Regional Airport as key asset for regional economic development now and in the long term.

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## 1.0 Introduction

Western Management Consultants, in association with Solstice Marketing Solutions, was retained in August 2010 to assist the Steering Committee with the preparation of the Peace River Regional Airport (YPE) Strategic Marketing Plan. Working closely together for four months, the Committee and the consultants completed the strategic plan that comprises this document.

### 1.1 Background

The Committee prepared a Business Plan in early 2010. The business plan established the Mission and Vision of YPE and set out the key actions required in the startup period of the regional airport. Among the priority actions was the preparation of an initial Strategic Marketing Plan.

The goals identified in the Business Plan are summarized following:

- Business and Marketing Plan;
- Governance Established;
- Survey Airport;
- Infrastructure Study;
- Engineering and Environmental Reports
- Runway Extension Costing;
- Land Acquisition Study;
- Land Use Bylaw Review, Land Use Plan and Area Structure Plan Review;
- Partnering Initiatives; and
- Increase Revenue.

Western Management Consultants was retained to address the Strategic Marketing Plan, an element of the first goal.

### 1.2 Purpose

The purpose of the assignment is to prepare a strategic marketing plan for the Peace River Regional Airport facility.



### 1.3 Objectives

The objectives can be summarized as follows:

- Complete a marketing situation assessment using existing reports (i.e., Business Plan), as well as research conducted by the consultants;
- Confirm a SWOT analysis from a marketing perspective for the YPE facility;
- Identify and confirm the strategic priorities from a marketing perspective;
- Prepare strategic marketing action plans; and
- Prepare the initial strategic marketing/communications packages as determined to be required by the Committee.

### 1.4 Approach and Methodology

#### 1.4.1 Overall Approach

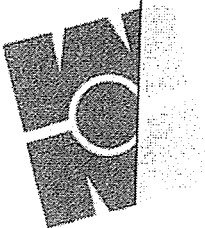
The overall approach to this assignment incorporates three distinct phases:

- Phase I: The Airport Facility (YPE) and Strategic Market Situation Assessment;
- Phase II: Marketing Promotion Analysis and Planning; and
- Phase III: The Peace River Airport Marketing Plan.

#### 1.4.2 Methodology

The methodology was adapted early in the process. A higher level, strategic approach to marketing was warranted in light of the present position of the airport. A more fundamental assessment of the situation of the airport in its regional setting was warranted. Basic strategic priorities were identified and prepared, and Key Results and Actions were developed in conjunction with the Committee.

The WMC Hourglass Model of strategic planning was adopted as the key model for the approach.



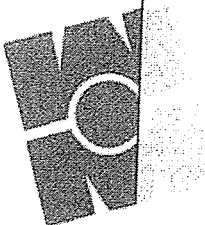
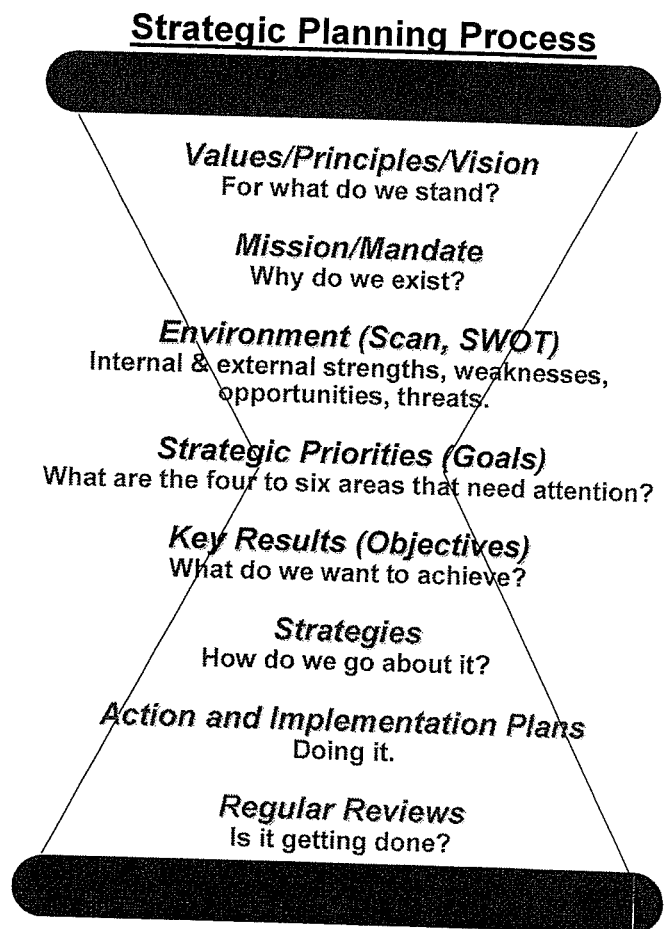
The graphic presented as Exhibit 1 summarizes the *generic logic* of the strategic planning approach used by Western Management Consultants for this strategic marketing plan. This model offers a systematic and structured approach to Strategic Marketing Planning.

The top line of the hourglass involves the development or affirmation of YPE values, operating principles and vision. Values define the organization's core beliefs and convictions; operating principles provide the parameters for how the organization conducts its business; and the vision describes the preferred future for the organization. The mission/mandate defines the core business; i.e., what do we do and who do we serve? All of these elements were understood to be completed in the Business Plan work undertaken by YPE, and the Mission as defined in that work was accepted for the purpose of this project.

The environmental scanning process included significant research and analysis of the organization's internal strengths and weaknesses and major trends and developments likely to impact the regional and provincial operating environments.

The environmental scan culminated in a SWOT assessment completed with the Committee that helped inform the setting of a small number of strategic priorities (goals) that are critical to achieve the YPE vision or preferred future.

Once agreement was reached on strategic priorities, each priority was assessed to determine



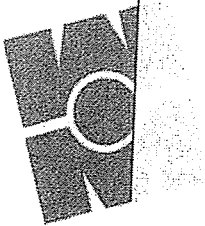
where we currently are relative to the priority area and where we would like to be three to five years from now. The difference between the current and desired states was defined as key results that are measurable in terms of time quantity, quality and/or money. In strategic marketing the key results are often referred to as objectives and define "what" we want to achieve for each priority area; and strategies define "how" we propose to deploy our energy and resources to achieve the desired outcomes.

Once key results and broad strategies were established, more detailed tactical action plans were developed to support implementation of the strategies, including identifying required resources.

The final section on the hour glass addressed the need to review and update the strategic plan on an annual basis to ensure its continued relevance. The annual review process involves conducting a status review to assess progress to date on plan initiatives; identifying emerging issues and challenges that could impact the strategic plan; making required changes to the plan; and preparing the budget to support plan implementation.

The *Board of Governors* of the organization (i.e., The Committee in YPE's case) usually focuses on setting the vision, values, principles, mission, strategic priorities and results to be achieved. Management's role usually focuses on supporting the work of the Board of Governors in setting the strategic directions for the organization; and developing and implementing strategies and action plans to support achievement of the strategic desired key results. The development of the tactical action plans and implementation plans often includes engaging the next level of management, which helps to ensure understanding and ownership of the proposed strategic directions. Funding mechanisms, roles, responsibilities, timing, and performance measurement approaches are also incorporated into this section.

While the Committee followed this methodology to prepare the YPE Plan, they took a more fundamental and strategic approach, warranted by the situation, than would be the case in a classic marketing plan.

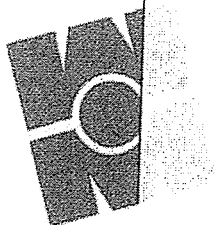


## 2.0 Vision for Peace River Regional Airport

The Business Plan articulates the Vision for YPE as follows:

*The Peace River Regional Airport will serve the needs of the region for passengers, cargo, general aviation and medical purposes and will serve the far north.*

Specific Values, Operating Principles, and a Mission Statement are not currently in place. However, the legal structure and governance of the Society that will govern the regional airport is just being completed. As this Society is created, the organization will revise the vision, establish operating principles, articulate values, and develop a mission statement for YPE.





## 3.0 Situation and Strategic Assessment

### 3.1 Introduction

This section outlines the strategic assessment from the perspective of the airport operation and its market potential going forward. It begins with a high level description of the region today. This is followed by a look at the relevant economic situation and forecast impacting YPE. Finally, the assessment concludes with a specific SWOT assessment for YPE itself.

### 3.2 Airports as Economic Enablers

While much of this analysis is focused on determining whether the regional economy will support greater air service, it should be stated the airports themselves are important enablers of regional growth. One need only ask those areas without an airport if airports are important to confirm the statement.

The economic framework within which airports provide economic benefits can be considered as follows.

- Airports provide direct and indirect benefits. Direct benefits generate employment and income wholly or largely related to the operation of airports. This in turn prompts indirect benefits for employment and income generated by the chain of supplies of goods and services to direct suppliers.
- Airports generate further economic activity in the form of induced and catalytic benefits. Induced benefits arise from employment and income generated by the spending of incomes earned through direct and indirect services.
- Most importantly, there is the catalytic action whereby employment and income are generated in the economy of the region by the wider role of the airport in improving the productivity of business and in attracting economic activities such as inward investment and inbound tourism

While airports play an important role in terms of their direct and indirect contribution, their most important function is in stimulating the generation of wealth from other industries. Efficient transport is crucial for economic competitiveness. A



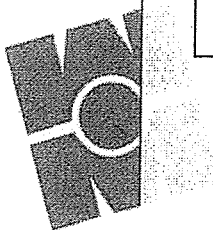
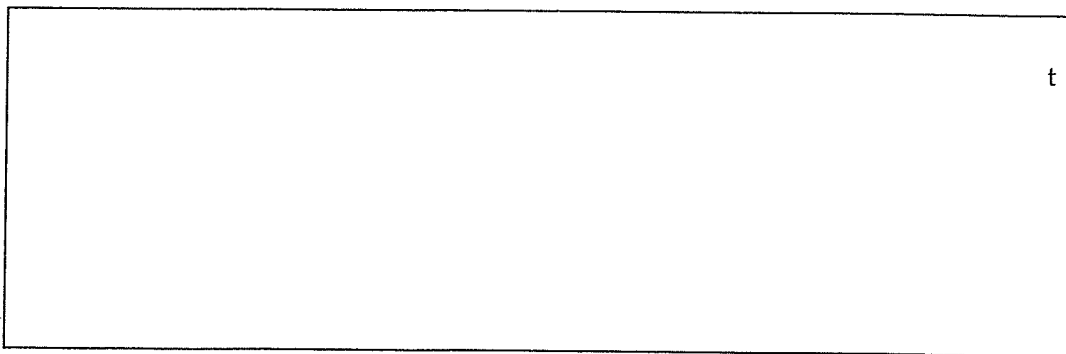
region cannot be marketed as a centre for establishing major new business unless it has efficient air transport infrastructure, and will never attract major investment.

Growth in air services can enhance the potential growth of a region, leading in turn to further demand for air transport both for people and goods.

The effect of airports on company location and business are therefore critical factors influencing:

- **New investment:** Attracting new regional investment from national and international companies;
- **Retention of businesses:** Retaining existing companies, whether they had previously been inward investors or indigenous operations;
- **Expanding existing companies:** Assisting and supporting the expansion of existing companies in the face of competition from other areas;
- **Promoting success:** Promoting the export success of companies located in the area by the provision of passenger and freight links to key markets through marketing initiatives and the provision of suitable facilities;
- **Enhancing competitiveness:** Enhancing the competitiveness of the economy and the companies in it through the provision of fast, efficient and cost effective passenger and freight services; and
- **Providing a focal point:** Acting increasingly as a focal point for "clusters" of business development.

These dynamics act as strong regional drivers and form the basis of airports being a fundamental catalyst of business dynamics and growth.



Somewhat separate but of significance is the fact that airports attract inbound tourism with the consequent development of the tourism industry generating growth, income and employment. (Source: *Economic Impact Assessment of Vernon Regional Airport*, GHK 2006)

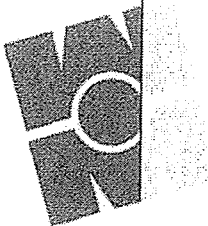
The role of airports in the economy of northern Alberta and British Columbia communities was captured well in the report titled Alberta – British Columbia Northern Airports Strategy (Sypher, 2006). The sections following represent a strong argument for investing in YPE.

“The size and dispersed population in northern Alberta and British Columbia, outside the main urban centres, make air travel essential. For some remote communities air is the only mode of transportation available year round. Air transportation is to remote regions what public transit is to large cities – an essential service. Airports also provide the infrastructure required for other essential public services such as air ambulance, forest fire fighting, search and rescue, policing and other medical services such as organ transport.

Northern airports in Alberta and British Columbia link their communities to the rest of Canada and the world. Those same airports are also significant contributors to the economic wellbeing of their communities and enablers of further economic activity and growth. Northern aviation sustains over 3,500 jobs – both at the airports and in their surrounding communities - and contributes nearly \$260 million to the overall GDP of the two provinces.

Airports, particularly smaller ones, also serve an important societal role that may include medical evacuations, forest fire fighting, and search and rescue mission. Small airports also provide the vital link for northern communities where only limited or seasonal road access may exist. In short, northern airports provide several benefits. They:

- Facilitate trade and travel through linkages to the global marketplace;
- Feed traffic into larger National Airports System (NAS) airports;



- Help attract new business, which fosters economic development;
- Support tourism activities for local communities and regions;
- Facilitate public service functions (e.g., medical evacuation, fire-fighting, search and rescue); and
- Allow for connections/reunions with family and friends.

Economic activity in the north is highly dependent on access to resources and markets through the transportation network. The country's size leaves some remote areas without sufficient infrastructure to connect their regional economies, and considerable natural resource wealth, with the rest of Canada and global market

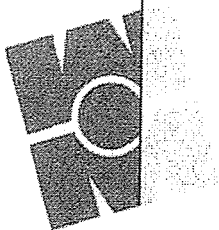
Investments in the North create a large demand for construction materials and labour, and airports play a critical role in delivering these resources to northern communities. The airports' strength lies in their economic enabler role.

From an economic viewpoint, northern airports are clearly important to the future of their communities. While a number of opportunities have been identified, there are also considerable challenges to both sustaining the current network and servicing growth where it is most urgently needed, particularly in serving the oil and gas industries.

Northern Alberta comprises 60% of the province but only contains 9% of the population. Northern Alberta's natural resources are the driving force behind the provincial economy, and are focused in the areas of Agriculture (livestock, poultry, bees), oil & gas (Alberta has the second largest deposit of oil reserves in the world), Forestry, and Mining (exploration).

### **3.2.1 Airports Support Economic Development**

Air service is not only a means of transportation; it is also an essential tool for regional development. Industry requires effective air transportation to move its products and people within the region and



beyond. In the North, air transportation is often the only means of transport for labour crews, and for moving essential parts and equipment.

Businesses have often indicated that their decision to locate in a community is based in large part on the transportation infrastructure, including airports. The economic impact of industry on communities reaches far beyond that of the airports – jobs are created, money is spent and re-spent, tax dollars are generated, and other industries see spin-off effects. Tourism is also greatly affected by the availability of transportation. For communities to grow and develop – they need airports.”

*Source: Alberta – British Columbia Northern Airports Strategy, Sypher, 2006.*

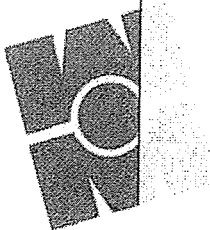
This report addresses the strategy for growth and development of the Peace River Regional Airport as both a service provider to the region and as an enabler of regional economic development and growth going forward.

### 3.3 The Regional Context

Airport strategy and marketing depends fundamentally on regional characteristics and growth. It is the patterns of business and personal behavior in the region that fundamentally determine demand for air service.

(M)
3.29
10.6
.625
.942
1.0%
1.3%

The region relevant to the Peace River Regional Airport was defined by the participants. The population of that regional area, as estimated from Statistics Canada data, is approximately 26,000 persons in 2010. This estimate is based on data from the 2006 Census, supplemented where possible by municipal census data from 2007, 2008 and 2009. These census updates are indicated in red on the above table.



For comparative purposes, the population of the City of Grande Prairie, over 50,000 persons, is indicated to the right side of the table. The County of Grande Prairie adds an additional 18,000 to the Grande Prairie area population.

The shadow population, those workers living primarily in camps, numbered 1,008 in 2009.

The population in eight of the 12 communities in the region declined between 2001 and 2006 according to census data.

### **3.3.1 Labour Force**

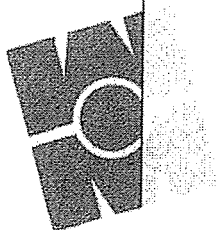
The working age population, generally considered to be those 15 years of age and older, numbered 18,740 in the region in 2006. The labour force was estimated to be 14,245 persons in that year.

The labour force participation rate across the region varied from a low of about 60% (Falher) to a high of 81.5% (Peace River). The Alberta average participation rate (74%) compares well against other provinces. The YPE region is for the most part close to or above the Alberta average. Unemployment rates varied from a very low 1.6% to 8.3% against an Alberta average of 4.3% in 2006.

The importance of labour force characteristics to airport success lies in the disposable income of the population, a key indicator of propensity to travel. Families with two working members have higher family disposable income and normally have a higher capacity to travel. The labour force data for the region would suggest that this is primarily a working population, with the implication being that they would be both interested and have the capacity to fly.

A small sample of two municipalities, Town of Peace River and Northern Sunrise County illustrates, in the table following, the industrial and occupational mix in the region as compared with Alberta.

The occupational differences between the urban centre and the rural municipality can be seen in Occupation I: Occupations Unique to Primary Industry. Northern Sunrise County has 22.8% of its labour force in this category, where the Town has



only 3.8% in this category. Alberta wide, the figure is only 6.1%, so clearly Northern Sunrise County is highly weighted in this category.

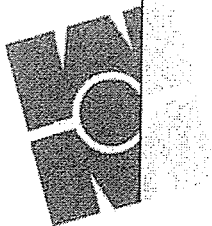


In terms of industry categories, the first line illustrates the differences. The Town of Peace River has 11% of its labour force in agriculture and other resource-based industries, where Northern Sunrise has 28% of its labour force in this category. The province has 11.8%.

**3.3.2 Major Economic Sectors**

The labour force data underlines the key, driving sectors of this regional economy:

- **Oil and Gas:** The Seal Lake area contains large bitumen resources that are in early stages of development;
- **Forestry:** While recently challenged, the potential for development and innovation going forward is strong;
- **Agriculture:** A traditional sector, but market gardening, Pennycrest development and other agricultural development may bring growth; and



- **Other:** The region has a nuclear power plant in the early consideration stage, potential but undiscovered diamond resources, and some of the world's purest silica sands. All resources have the potential to bring growth in the future.

A skilled and educated labour force, modern communities with strong amenities and infrastructure, a desirable natural environment, and the prospect of growth are additional regional assets that help to attract and retain people over the long term. The region has these assets.

### 3.4 Peace River Regional Airport

The airport itself represents a strong, albeit underutilized regional asset, with:

- NAV Canada services on site;
- Adequate runways for smaller aircraft;
- A well-maintained terminal with baggage services, a secure gate area, adequate passenger seating areas, car rental kiosks, a restaurant, and adequate parking;
- A well-maintained cargo dock and receiving area;
- Significant airside hangars and buildings; and
- Land nearby for business park development.

The site is serviced by well water and its own lagoon. Plans to provide municipal trunk water and sewer services are at an early stage, and an Area Concept Plan will be completed for the site soon.

The airport has been home to NAV Canada regional services for many years. From the YPE site, NAV Canada provides service to a number of northern airports, including overnight service to the Fort McMurray airport.

YPE is also home to air and ground ambulance services that support the broader region, its industry and its communities. YPE is one of the three Alberta dispatch centres for air ambulance services and is scheduled to build a larger dispatch centre in 2011. Alberta Emergency Services has consolidated its 17 dispatch centres into three centres – Calgary, Edmonton, and Peace River.





Air ambulance services at YPE are provided by Northern Air Charter under contract to Alberta Health Services. The table following indicates that the Peace River carrier provided the highest number of transports of the 10 service centres in the province in fiscal 2009/2010, carrying 857 patients a total 374,550 km.

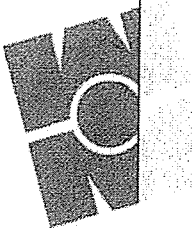
<i>Location</i>	<i># AC</i>	<i>Annual Transports</i>	<i>Annual Miles Flown</i>
Ft. Vermillion	1	268	137,176
High Level	1	434	223,814
Medicine Hat	2	837	223,413
Calgary	1	461	116,291
Slave Lake	1	593	185,768
Edmonton	1	462	207,742
Lac La Biche	1	593	208,975
Grande Prairie	1	677	264,426
Fort McMurray	1	573	193,410
Peace River	2	857	374,550
<b>Totals</b>	<b>12</b>	<b>5,755</b>	<b>2,135,565</b>

*Source: Alberta Health Services*

Clearly this service is an important function supported by YPE, with a clear intention to have it continue going forward. Volumes provincially have been fairly stable over time, so there is not an expectation of dramatic growth in this service. Rather it is expected to grow at about the rate of industrial/population growth in northern Alberta.

Ground ambulance service is also resident at YPE and is provided by Advanced Paramedics Ltd. (APL). While this company could be located elsewhere, the airport is a good location from which it can operate. It also links with Northern Air Charter on air ambulance services.

The contracts with AHS for both NAC and APL must go to competitive bid in 2011 for the multi-year contract period beginning February 2012.



### **3.4.1 Air Service at YPE**

Scheduled air service from YPE is provided by Northern Air Charter to Edmonton City Centre Airport. Frequency varies over the seasons, and total number of passengers flown by NAC was not provided by the company. However, total PAX at YPE was estimated to be 3,580 in 2009.

Northern Air Charters owns aircraft varying in size from a small Cessna 185 (three passengers) to a Piper Aztec (five passengers), a Piper Navajo (five passengers), a King Air 100 (nine passengers), a King Air 200 (nine passengers), and up to a Beechcraft 1900D (19 passengers). NAC can access other aircraft on a lease basis as needed.

Charter air service is also provided by NAC out of YPE. In addition to these NAC charters, YPE sees weekly charter flights from Shell for their engineer team, charters by hunt operators for hunting parties, and a number of private aircraft movements for hunters and business people.

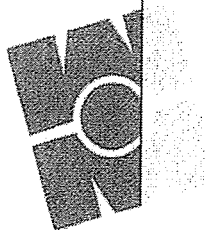
NAC has announced a new scheduled service to Calgary International Airport beginning early December 2010.

YPE had 26,000 PAX in 1994, when the airport was serviced by two airlines.

## **3.5 Competitive Airlines**

A number of existing airlines serve the north region of Alberta, British Columbia and the Northwest Territories. Along with Northern Air Charters, which is based in Peace River, these airlines would be part of the consideration set should YPE go to Request for Proposals on air service. A number of the relevant airlines are listed in the table below.

<i>Company</i>	<i>Carrier Type</i>	<i>Relevant Fleet</i>	<i>Capacity</i>
Central Mountain Air	Sked/Charter	Dornier 328 (1)	30
		Beech 1900 (14)	18
Northwestern Air Lease	Sked/Charter	Jetstream 32 (1)	19
		Jetstream 31 (4)	19

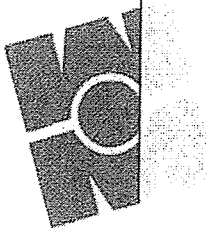


<i>Company</i>	<i>Carrier Type</i>	<i>Relevant Fleet</i>	<i>Capacity</i>
		Beech 99 (1) DH Otter (1) DH Beaver (1) Cessna 210 (1) Cessna 185 (1)	14 8 6 5 3
Swanberg Air	Sked/Charter	Jetstream 31 (4)	19
Airco	Sked/Charter	Beech 1900D Beech King Air 100 Piper Navajo	19 9 6
Bar XH Air Inc.	Sked/Charter	Jetstream 31 Beech King Air 200 Piper Navajo Chieftain	19 12 7
North Cariboo Air	Charter	Citation SII Dash 8- 300 Dash 8 Beech 1900 Beech King Air 200 Beech King Air 100	6 50 37 19 9 9
Regional 1	Charter	Canadair RJ-200 DH Dash 8-300 DH Dash 8 100,200 Beech King Air 300	50 50 37 8
<i>Source: WMC Research</i>			

### 3.6 Competitive Airports

Airports located in High Prairie and Manning are not considered competitive with YPE. The Grande Prairie Airport (YQU) positions itself as the hub airport for the Peace Country. Serviced by Jazz, Sunwest Aviation, Swanburg Air and Westjet, YQU carried an estimated 360,000 passengers (PAX) in 2007. Cargo services are provided by Air Canada and Westjet.

The airport has a 6,500 foot main runway and a second 6,000 foot tarmac.



An Airport Commission under the City of Grande Prairie assumed responsibility for the airport in 1997, and an aggressive growth plan includes construction which is now under way.

The Mission of YQU is "To be the Peace Country Connection to the World". It estimates its market capture area to be approximately 130,000 people, including many of the communities in the YPE region. Those communities and their tourism organizations are listed on the Grande Prairie Airport website.

The airport has a business park, the tenants of which include:

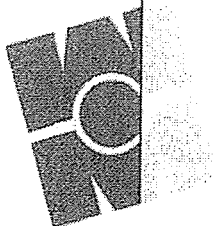
- Stars Air Ambulance
- Shell Aviation
- Adventure Aviation
- Alberta Central Airways
- Chandelle Aviation
- Swanberg Air Inc.
- West Jet
- Air Canada Jazz
- Airco Aircraft Charters
- Mustang Helicopters;
- Highland Helicopters
- Precision Helicopters
- Canadian Helicopters
- Gemini Helicopters
- Nav Canada
- Airborne Energy Solutions
- Swan Aeromotive Ltd
- Grande Prairie Aviation Services
- National Car and Truck Rental
- Avis Car and Truck Rental
- Budget Rent a Car
- Pomeroy Group
- Alberta Forestry

Clearly YQU is the hub airport for the broader region. The "leakage" from the YPE region to Grande Prairie is not documented, but local interviews and the Committee view is that this leakage is very significant.

The Peace River Regional Airport needs to recapture business leaking to Grande Prairie by providing an affordable and convenient air service proposition that will attract regional business and leisure travelers.

### **3.7 Potential for the Peace River Regional Airport**

The potential for YPE is tied closely to the economic potential of the region. In this section the future economy is addressed.



### 3.7.1 A Long-Term Economic Scan

YPE first needs to take a long-term view of its potential as airport infrastructure is a long-term investment.

According to most of the think tanks, bank forecasters, economic organizations and governments, Canada is expected to do well economically for the coming several decades. Most fundamentally this is because it is a modern industrial economy which can produce a range of commodities in demand by the growing world. In particular, the Southeast Asian economies, growing at 5% to 7% over the long-term, with an immense population becoming middle class and demanding goods and services will place ever increasing demand on the global economy to produce goods. Commodities such as oil and gas, plastics, wheat, minerals, and the goods made from these commodities will be in growing demand.

In part as a result of the anticipated global demand, Canada's population is expected to grow from 34 million in 2010 to 41.6 million by 2030. Thus internal demand for the products of the Peace Region will grow as well.

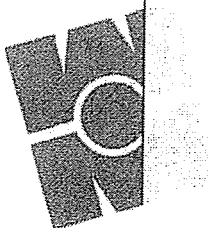
**Table 5: Long-Term Forecast, Canada, 2005-2030**

	2005	2010	2015	2020	2025	2030
<b>Population (million)</b>	32.2	33.9	35.8	37.8	39.8	41.6
<b>Labour Force (million)</b>	17.3	18.6	19.5	20.2	20.8	21.3
<b>Unemployment (%)</b>	6.8	6.6	5.6	5.3	5.2	5.3
<b>Personal Savings (%)</b>	2.0	2.7	2.3	2.4	2.3	2.1

*Source: Conference Board of Canada*

As the chart illustrates, Canada's labour force will grow by 4 million people, and with a moderate unemployment rate (5% to 6%), these Canadians will want to fly.

The long-term picture for Alberta is even more positive.



**Table 6: Long-Term Forecast, Alberta, 2005-2030**

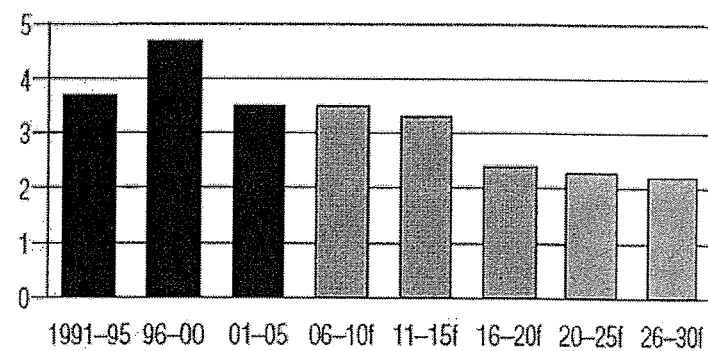
	2005	2010	2015	2020	2025	2030
<b>Population (millions)</b>	3.3	3.7	4.0	4.3	4.5	4.8
<b>Labour Force (millions)</b>	1.9	2.1	2.3	2.4	2.6	2.7
<b>Unemployment (%)</b>	3.9	3.8	3.3	3.7	3.7	3.7
<b>PDI (% change)</b>	9.3	5.4	4.6	4.5	4.5	4.3
<b>Personal Savings (%)</b>	9.5	14.6	14.1	14.2	14.2	14.1

Population growth from 3.7 million in 2010 to 4.8 million by 2030, an increase of 1.1 million or 30%, means growing demand for the products of the Peace. Further, the labour force growth of 28% means more flyers, and the low unemployment forecast (3.7%) suggests that most people are working.

The long-term GDP forecast of the Conference Board is a function of the factors identified above. The Conference Board sees a slowly declining *growth rate* for Alberta, from a real GDP growth rate of 4.5% between 1996 and 2000 to a real rate of just over 2% for the period from 2016 and beyond to 2030. Real growth of 2% will still put Alberta ahead of the rest of Canada during this time. Thus, the long-term picture for Alberta remains decidedly positive, even if there may be medium- and short-term hurdles.

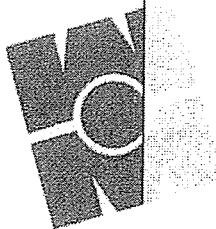
**Chart 1**

Real GDP at Basic Prices  
(average annual compound growth; per cent)



f = forecast

Sources: The Conference Board of Canada; Statistics Canada.



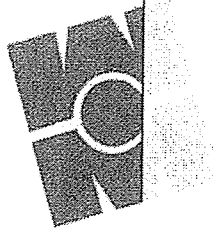
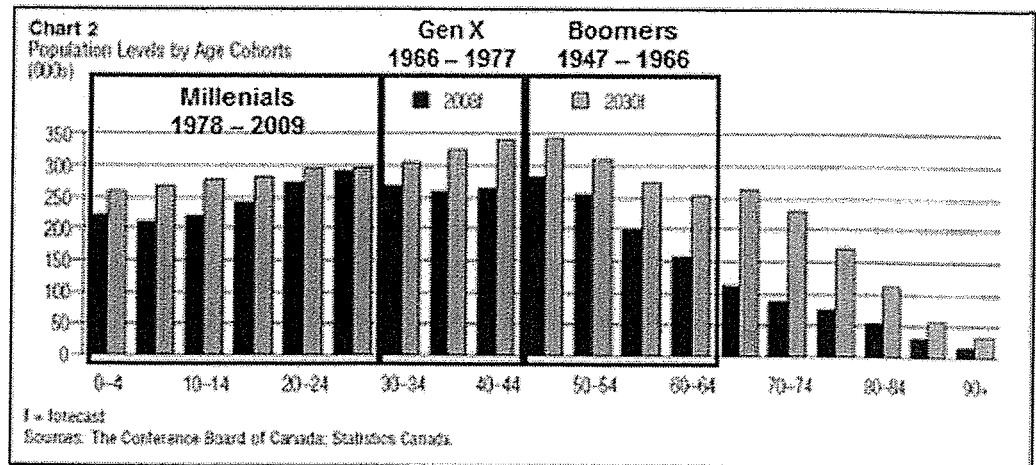
### 3.7.2 Demographic Structure

The final consideration for the long term is the demographic structure of our population. The graphic below profiles the structure of the Canadian population in 2008 and in 2030. It illustrates the aging of our population, the boomer category, creating huge increases in the older cohorts of our population and by implication dramatically changing demand for the kind of services those older Canadians will need and demand. Among those demands will be a different mix of services at airports, certainly with a much greater focus on assisted access and similar services.

The graphic also illustrates how the size of the 20-24 year old cohort, the early millennials, will not grow much during the period, so services focused on those younger people will not grow significantly either. Moreover, to the extent that this is our young, working labour force, it spells labour force issues for Canada. The Gen X population will grow over the period, from 250,000 40-44 year olds in 2008, for example, to almost 350,000 by 2030.

However, this growth pales in comparison to the boomer impact on the older categories. For instance, the 70-74 year old cohort will grow from about 75,000 people in 2008 to about 230,000 by 2030. This is a 207% growth in this cohort over the period. Services target at this cohort should grow dramatically.

## Boomers, Gen X, Millennials



The demographic structure will impact all Canadians. Implications for the YPE catchment area are:

- The young labour is not growing as quickly as the older population. Growth rates in GDP will remain low in real terms;
- Competition for labour will remain very competitive for business;
- Services to the older population will grow dramatically, and service providers will need to address the needs of the aging; and
- Services such as health care focused services to an aging population will remain in strong demand.

### **3.7.3 Short- to Medium-Term Scan**

The Conference Board of Canada Outlook for Alberta provides a current assessment of Canada's role in the world and of Alberta's potential over the coming three years or so.

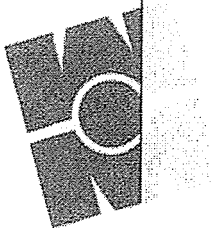
#### *Global*

Global GDP growth is anticipated to range from 3.5% in 2010 to 3.3% in 2011. While debt levels are high in developed countries, growth will be pushed by demand growth from the developing world.

The United States is expected to experience a moderate recovery by 2012, when consumer demand will grow at 3.7%. American real GDP is expected to increase to a growth rate of 4% by 2012. This growth is up from a 2.5% decline in 2009.

#### *Canada*

The outlook for Canada in the medium term to 2012 depends in part on the American recovery. Increased interest rates and the European debt issues will keep our dollar strong, and this will depress export growth somewhat.

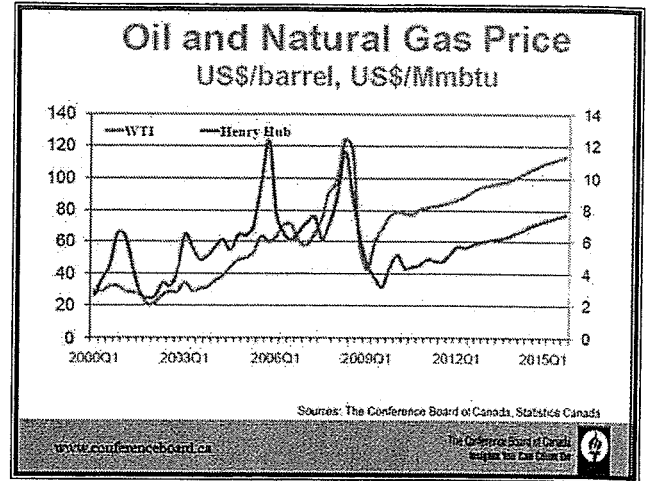




The forecast is for real GDP growth of 3% in 2010, 2.6% in 2011 and 2.9% in 2012, which is strong real growth. Oil prices are anticipated to reach \$100 a barrel by late 2012, with the Canadian dollar at par in that year.

Canadian debt (combined federal and provincial debt) is anticipated to remain at under 70% of GDP, which will be well below American debt levels.

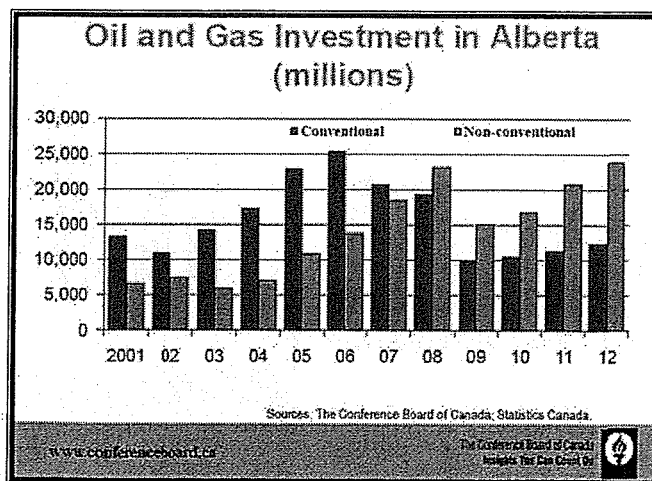
Canadian employment, which lost 272,000 jobs or 1.5% of our labour force in 2009, will rebound to growth levels of 1.5% to 2.3% by 2012.



Canadian consumer spending is forecast to grow by 3.3% in 2010, falling to about 2.6% growth by 2012. Business investment growth in Canada is expected to be 3.8% in 2010, 10.5% in 2011 and 7% in 2012, all healthy growth compared with the 20% decline in 2009.

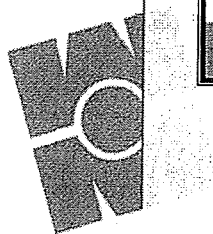
*Alberta*

The energy sector will, of course, be the driving force in economic recovery for Alberta, with labour markets strengthening beginning 2011 and afterwards. Today the energy sector accounts for 28% of Alberta's \$290 billion total GDP.



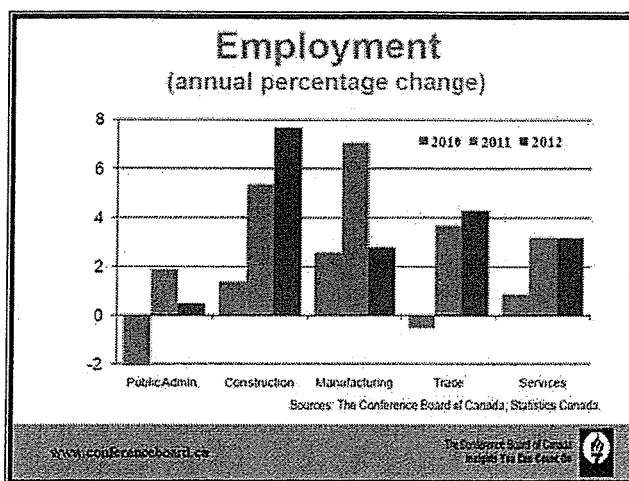
Oil and gas pricing will ensure growth, with oil anticipated to rise to US \$110 per barrel by 2015 with gas increasing to \$8.00 per Mmbtu.

Oil as an investment will grow significantly from a low point of \$25 billion in 2009 to an



estimated \$35 billion in 2012. The mix of investment will change dramatically away from conventional and toward non-conventional investments. The SEAL project near YPE is of course part of that investment forecast. The graphic facing illustrates that change in the relative investment from 2002-2006 versus the period 2009-2012.

The output of various sectors in Alberta will increase at different rates. Construction will grow slowly, but from a 20% decline in 2009 it will grow 3% in 2010, 5% in 2011 and a respectable 6% in 2012.

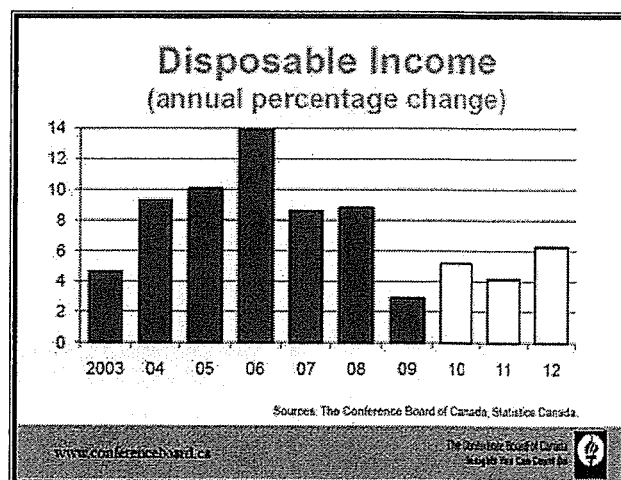


Output of mineral fuels will grow between 3% and 4% annually to 2012, while manufacturing output will recover from a 2009 decline of over 15% to growth rates in the 2% to 6% range.

Employment by sector is illustrated in the graphic facing. Construction growth will rebound to growth rates of

almost 8% by 2012, while manufacturing is expected to bound from 7% in 2011 down to 2.5% by 2012. Employment growth in the trades will improve from the negative level to around 4% growth by 2012. All these areas are representative of the Peace Country economy and labour force, so it is expected that these patterns will drive growth in our region.

Alberta's in-migration, the main way we will drive our population growth, will sit at 30,000 a year, down from the boom years when 70,000 net in-migrants came to an overheated economy in Alberta. This boom is not expected to repeat in the foreseeable future. A related factor, housing starts in Alberta



will average just under 30,000 a year, down from 50,000 in 2006. And wage and salary growth is anticipated to be in the 2% to 4% range rather than the 10% and 12% levels of 2005/2006.

Available disposable income is a main determinant of travel. While Albertans' growth in disposable income will be significantly down from the boom years - 14% growth in 2006 for example - it is expected to grow by 5% in 2010, 4% in 2011 and 6% in 2012. The impact of disposable income has the important effect of making families appear to have more cash available. When they have more uncommitted cash in their hands, families travel. Thus growth of this factor is important to a forecast for 2012.

A final result of the forecast is that retail sales are anticipated to grow in Alberta, from a decline of 8% in 2009 to a fairly healthy growth rate of 5% or more by 2012.

### *Summary*

The prospects for Alberta, and by implications our region, in the short- to medium-term, as well as in the long-term are very positive. Global growth will drive Canada's export balance, and Alberta and our region will benefit from fairly consistent and positive growth.

### **3.7.4 The Peace River Airport Regional Economy**

There is little secondary source data to assist with forecasts of growth for the region serviced by YPE since the existing data is not available in this disaggregated fashion. Data for Peace Country includes the Grande Prairie area and does not represent the YPE region. Data for the area Regional Economic Development Alliances (REDA) also fit specifically with the YPE region either. Finally, Census Division data from Statistics Canada covers the very large area of CD19 and is not available for the smaller region defined for YPE.

The consulting team has relied on some available data, but primarily on interviews with the larger operators, community representatives and core sector representatives to assess growth prospects. As this report goes to print we have had access to some recent work that will assist with this forecast.



One source of secondary information is the Town of Peace River Growth Strategy. This strategy forecasts growth of the Town in the long-term from its present 6,300 people to 24,500 by 2030, and 38,500 people by the year 2050. This very significant growth rate would certainly drive more air service at YPE if it comes to pass.

Most information by sector following is based on interview results with key stakeholders. The key sectors of the regional economy are addressed individually in the following sections.

### *Major Projects*

The Government of Alberta listed \$10.6 billion in major projects in "Peace Country" in 2009, where the Grande Prairie area is also included.

<i>Project Type</i>	<i># of Projects</i>	<i>Cost (\$ Millions)</i>
Total Agriculture	1	\$24.0
Total Biofuels	1	\$50.0
Total Commercial/Retail	1	\$20.0
Total Forestry	1	\$30.0
Total Infrastructure	19	\$321.7
Total Institutional	9	\$199.9
Total Mining	1	\$4,500.0
Total Oil and Gas	1	\$30.0
Total Oilsands	1	\$3,450.0
Total Power	3	\$1,699.0
Total Residential	2	\$50.0
Total Tourism/Recreation	7	\$203.7
<b>Total Peace Country</b>	<b>47</b>	<b>\$10,578.3</b>

The combination of mining and oilsands in the above table underlines that \$7.9 billion of the total investment is focused on unconventional energy extraction. The Seal Lake area is the major area for this sort of investment.

Investment of \$8 billion would be considered a major success in most *provinces* in Canada. That this level of investment is targeted to a region of Alberta suggests growth in economy, in travel and in the need for air services.



### *Oil and Gas Development*

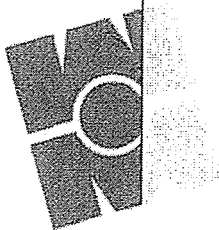
Alberta has 171.8 billion barrels of oil in its recoverable reserves, second only to Saudi Arabia with 264 billion barrels. Conventional oil accounts for only 1.5 billion barrels, so the future of Alberta lies in development of its crude bitumen reserves. Alberta's oil sands area contains about 1.7 trillion barrels of crude bitumen, with only 10% of it recoverable with today's technology.

The total reserves in the SEAL region are estimated to be 136 billion barrels. While the present total extraction is just over 100,000 barrels today it will grow to 500,000 barrels in the next decade or so.

In situ oil sands development will be the method of extracting oil in the Peace River region. A list of approved and pending applications is summarized following:

<b>Table 8: Existing and Proposed Canadian Commercial Oil Sands Projects</b>			
<i>Design Bitumen Capacities Operator/Project Name</i>	<i>Status</i>	<i>Start Up</i>	<i>Capacity (b/d)</i>
Andora Sawn Lake Demonstration Project	Approved	TBD	1,400
Baytex Seal CSS Pilot	Approved	TBD	75
Northern Alberta Oil Sawn Lake CSS Pilot	Approved	TBD	15
Northern Peace Red Earth Pilot	Operating	2009	1,000
Pilot Expansion	Announced	TBD	3,000
Commercial Project	Announced	TBD	10,000
Penn West Seal CSS Pilot	Approved	TBD	75
Shell Peace River Cadotte Lake			12,500
Carmon Creek			80,000
Total Peace River In Situ Bitumen Capacity (Existing and Proposed Projects)			<b>108,065</b>

Source: *Town of Peace River Oil and Gas Services Business Case (Draft), 2010*



The relatively small scale, with just over 100,000 barrels in this region, masks the scaling-up of future development. Over the next decade the SEAL area is anticipated to produce 500,000 barrels per day using a variety of new technologies – CSS, SAGD, Fireflood, and Toe to Heel.

The approximate “unit” scale of 30,000 barrels per day for a Steam Assisted Gravity Development (SAGD) operation is described as follows:

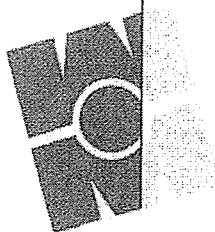
- About 40 well pairs around a central steam facility.
- Can do as little as 10k or as big as 40-45 k b/d, depending on thickness and depth of oil seam.
- Construction labour force for this unit is 800 to 1000 people taking 1.5 to two years to complete. They would normally live in camps and disperse when the job is done.
- Operating labour force for this scale is 60 to 70 hands, with 40 hands on site at any time.

Forecasting area population growth based on this model and many assumptions, the maximum direct impact would be an increase of about 4,600 people in the region over the next decade or so. This does not capture the multiplier affect which, based on available studies, is as much as 2.5 times (income multiplier).

A brief description of major players in the immediate region follows.

**Shell Peace River Complex.** With present staffing of about 100 people, this plant is licensed for 12,500 b/d. Shell estimates their growth will require a construction labour force of about 1,280 per year and an operating labour force of 215 people for 35 years. Shell will retain engineers, contractors and service companies for this complex, and they will mostly be non-local so will travel to the site.

**Penn West Energy Trust.** This company just announced a \$1.25 billion project with a Chinese partner and they will drill wells shortly. Their impact will be five to ten years away, according to respondents. In the short term there will be construction labour, but few additional operating jobs. The supply chain, service companies, engineers, and contractors will need to travel back and forth to the area.



**Murphy Oil.** Currently operating the Seal Lake Facility, Murphy Oil is a large player that could be a significant investor in the future of the region.

**Flint Energy.** With their largest client in the region being Shell Peace River, Flint energy responds to their requirements. Future prospects are for growth as Shell develops its deposits, but there is no major growth anticipated in the short term.

**Smaller Operators.** Many smaller operators in the region have projects proposed, operating or in planning stages in the Seal Lake area. Their supply chain would be primarily contracted so there would be some demand for air services.

**Supply Chain.** The supply chain companies for oil and gas are primarily service companies that travel throughout Alberta in trucks. Attracting service sites to the YPE area would be desirable and realistic if operations grew to a size that would make it more feasible. However, Grande Prairie is already a strong centre for service companies, and it is centrally located to the eastern shale gas region of BC, the oil and gas region near Fort St. John, as well as the Seal Lake area. Established Grande Prairie businesses are less likely to relocate than Edmonton-based businesses that may consider a branch office.

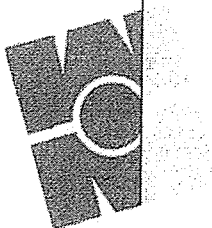
This sector will likely be the main growth generator for the region in the next decade or two.

### *Forestry*

**Diashowa Merebeuni International (DMI)** has invested \$85 million in an upgrade of its plant. Construction ends in September 2011, and the new area of the plant does not require more operating staff to run it. Support contractors would use air services as would MBI staff if the service were to Edmonton International Airport (YEG). The heavy use of outside resources – engineers and consultants, makes DMI a significant air demand generator.

There are no other major forestry proposals on the horizon. A Government of Alberta assessment of the Peace Country forestry sector in 2009 found the following:

- Direct and indirect jobs have declined from a peak of 49,600 in 2004 to about 38,000 in 2008.



- Over the same period the value of production in forest products (pulp and paper, sawmills and panels) has declined by about \$1.3 billion.

The government's view at that time was that the forestry sector would take a long time to fully recover.

### *Agriculture*

While agricultural opportunities are being developed in the region, this is not the large growth generator for flights in the near term.

### *Other*

**Bruce Power Alberta.** A nuclear power plant proposal has been before regulators for some years. If it were to go ahead, it would have a peak construction labour force of 5,000 for five to six years. Its operating labour force would be 2,000 with another 700 contracted people.

Site preparation would take 18 months using mostly local contractors.

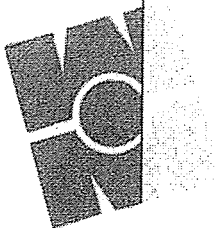
About 20% of the labour force would be local, while 80% are specialized and would come in from outside. Training would be through an association between Fairview College and Bruce College, Bruce Power's Ontario training college.

While the Bruce Power reactor would bring significant benefits to the region, it does not appear to be near an approval or a suitable pricing model from the Province at this stage.

**Diamonds.** While some exploration for kimberlite occurred in the past few years, this activity is not evident today.

### *Tourism*

While tourism assets in the region are strong, and in particular the Peace River valley is a wonderful natural asset, the tourism base is not well developed. A high level tourism sector overview as conducted to address its demand for air service:





**Natural Attractions.** The Peace Valley is the major natural attraction, with the landscape and hunting resource being another attraction.

**Man-Made Attractions.** Immediate attractions near the airport include:

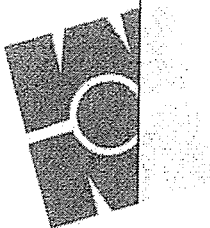
- Dunvegan Provincial Park and Heritage site, which sees about 11,000 visits from about 3,500 camping parties annually;
- Henry Fuller 12-foot Davis – a landmark above Peace River that has just been upgraded;
- St. Mary's in the Peace;
- Boreal Forest Research Centre;
- McKenzie Cairn;
- Misery Mountain, the local ski area;
- Peace View Golf Course; and
- Mighty Peace Golf and Country Club.

These attractions are largely local or of interest to passers-by. They are not major attractors of visitation by air travelers.

**Regional Tour Companies and Outfitters** include:

- Peace Island Tours;
- Peace Valley Guest Ranch;
- Kabra Adventures;
- Alberta Wilderness Adventures;
- Mighty Peace Outfitting;
- Bucks 'n Bears Outfitters;
- Goose Master Outfitters; and
- Chinchaga River Hunts.

While the hunting product is significant, it is limited by the tags offered by government.



**Accommodations.** The area room base consists of about 517 rooms. A short survey of area properties was conducted to provide the following data.

<i>Accommodation</i>	<i>Room Base</i>
Hotels	484
Small Hotels	14
Guest Facilities	19
Total	517

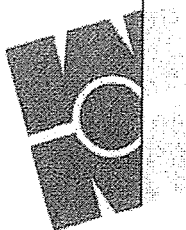
This would suggest a capacity of about 380,000 person nights per year, and a realistic capacity of about 236,000 person nights. Based on an annualized occupancy of about 67%, the region currently receives about 126,000 person nights of visitation.

The present market mix in the hotel sector underlines the dominance of the regional industries - about 75% of occupancy is crew or corporate, while all the remaining tourism markets account collectively for 25%.

Crews	55%	Leisure Transient	8%
Corporate	20%	Leisure Group	2%
Corporate Group	5%	Personal Business	5%
Weddings	5%		

**Information/Direction.** This area of tourism is operated by the Chamber of Commerce in Peace River. It recorded 587 visits from 216 visitor parties (average 2.7) and found that 65% stayed overnight and 62.5% were camping. Virtually all were traveling by vehicle.

The conclusion we come to on the tourism sector in the region is it will require significant development before it becomes a factor in air service growth in the region.



### 3.8 SWOT Assessment for Peace River Region Airport

The Airport Committee reviewed background material, and after considering the YPE situation, they developed the SWOT for YPE. Strengths and Weaknesses generally focus on the internal aspects of the airport, while Opportunities and Threats generally focus on outside or external factors.

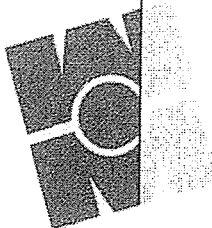
#### 3.8.1 SWOT for Northern Airports

The very extensive study of Alberta and British Columbia northern airports conducted in 2006 contained a SWOT assessment based on a survey of representatives from these airports. It is illuminating to see, in the table below, the common concerns of these airports.

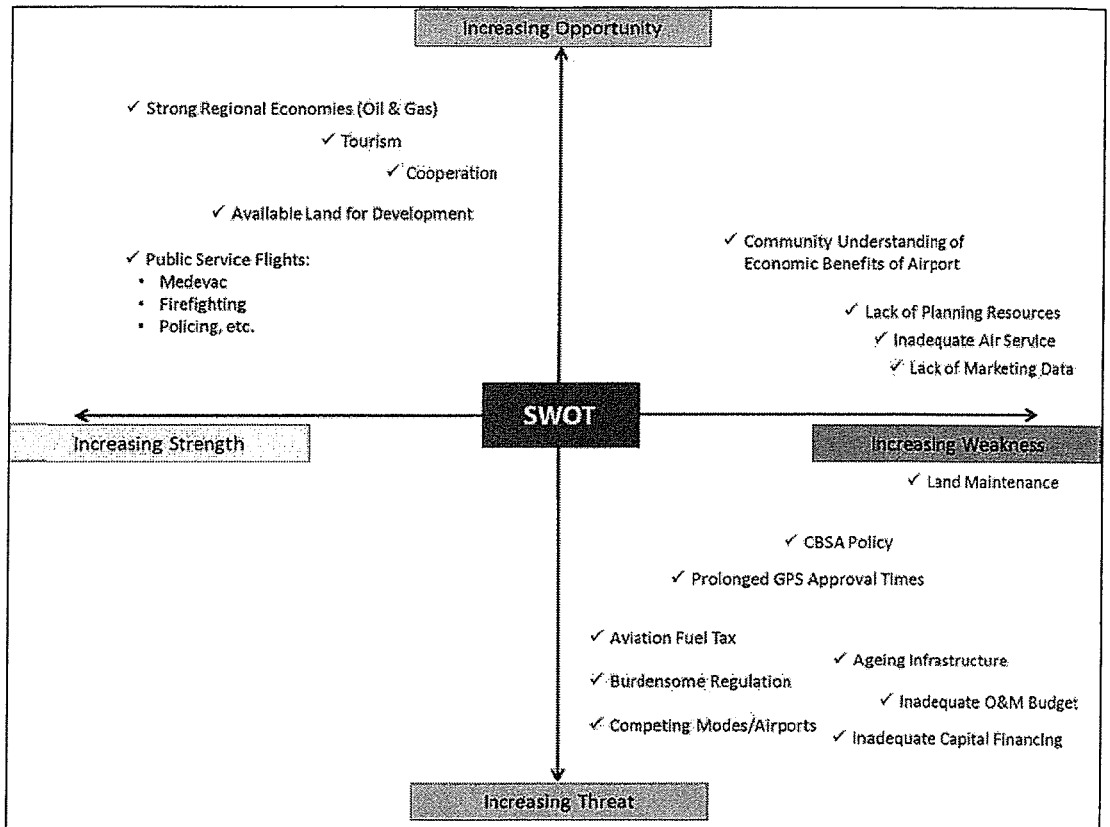
**Table 11: Summary of Top SWOT Items Identified**

<b>Strength Item</b>	<b>% of Sites Identified</b>	<b>Weakness Item</b>	<b>% of Sites Identified</b>
Geographical Location	15.4%	Deteriorating Infrastructure	13.8%
Infrastructure Condition	15.4%	O&M Costs/Revenue Shortfalls	12.8%
Infrastructure Size	14.3%	Lack of Capital Funding	9.6%
Abundant Land for Development and Expansion	8.8%	Runway Length	8.5%
<b>Opportunities Item</b>	<b>% of Sites Identified</b>	<b>Threats Item</b>	<b>% of Sites Identified</b>
Growth of Regional Industries	12.0%	Lack of Capital/Ops Funding	20.0%
Land Development (airside and commercial)	12.0%	Maintenance - O&M Costs	12.9%
Tourism Flights (hunting, fishing, etc.)	12.0%	Competition	7.1%
AME/Manufacturing Facilities/Flight Training	8.0%	Airport Leakage	7.1%
		Federal Regulations	7.1%
		Financial Viability	7.1%

*Source: Alberta-British Columbia Northern Airports Strategy, September, 2006*

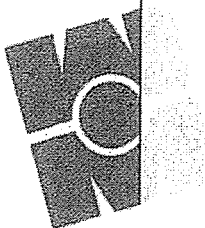


This Strategy also addressed elements of the SWOT in a matrix format in relation to whether factors increased opportunities/strengths or fostered increasing weakness or represented greater threats. The YPE Committee considered these factors and strategic directions in relation to what they considered as SWOT for YPE. Their conclusion was that YPE has great Strengths and Opportunities, and while there are hurdles to overcome, building on these strengths and realizing opportunities will turn YPE into a strong regional economic enabler.



For example, YPE is reasonably strong in the upper left quadrant of the matrix, with perhaps the tourism factor being the weakest of those elements. However, YPE also faces most of this issues documented in the upper right quadrant of the matrix, all elements that increased weakness but can increase opportunity if addressed.

In the lower right quadrant, YPE faces most of the very costly issues identified - aging infrastructure, lack of capital and so on.



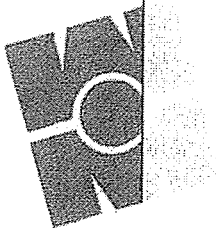
**3.8.2 YPE SWOT**

The YPE Committee reviewed the SWOT assessment that was developed during the Business Plan. They addressed the additional information obtained from the early research on this project, and they developed an overall SWOT for YPE. This is summarized following.

STRENGTHS	WEAKNESSES (could be Opps)
<ul style="list-style-type: none"> <li>➤ Good Terminal, great staff</li> <li>➤ Existing infrastructure, tenants</li> <li>➤ Geographic location</li> <li>➤ Safe approaches, adequate runways</li> <li>➤ Busy air ambulance</li> <li>➤ Room to expand (land, buildings)</li> <li>➤ A scheduled carrier</li> <li>➤ NAV Canada here</li> <li>➤ No debt</li> <li>➤ Land for business park</li> <li>➤ Regional partnership/cooperation</li> <li>➤ Stable economy</li> <li>➤ Beauty/attractiveness of the region</li> <li>➤ Open-minded, business friendly</li> <li>➤ Strong government support</li> </ul>	<ul style="list-style-type: none"> <li>➤ Costs of Airport (operating deficit)</li> <li>➤ Investment required for capital upgrades</li> <li>➤ Geographic location limits air expansion, highway limits, rail yard etc.</li> <li>➤ Lack of reliable water and sewer system to service airport and intervening land between airport and town.</li> <li>➤ Lack of local awareness and education re the importance of the airport to the regional economy</li> <li>➤ Lack of internet connectivity/IT</li> <li>➤ Perception of high flight costs, and a schedule that is difficult for some business</li> <li>➤ Limited destinations</li> <li>➤ Empty but high quality food concession</li> </ul>

Strengths of YPE focus on location, economy, good infrastructure, existing air services, a medevac hub role to the North, land availability, and a stable and potentially growing economy. Weaknesses focus on capital requirements, servicing, flight costs, limited destinations, expansion limitations and lack of food concessions. The weaknesses can, of course, be converted to opportunities with the right investment.

Opportunities addressed by the YPE Committee focused on the emerging North in Alberta, and the fact that the North is on the cusp of decades of development and investment. The airport can be positioned to enable and support this development. This is a medium to longer term focus for YPE.



OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>➤ Growth in the North.</li> <li>➤ 300 years worth of oil and gas reserves at current technology</li> <li>➤ Positive economic outlook</li> <li>➤ Grow Regional Partnerships</li> <li>➤ Opportunity to expand partnerships with industry, government(s), others</li> <li>➤ Ground side business park development</li> <li>➤ Grant money is available</li> <li>➤ Open/responsive to creative ideas for airport development</li> <li>➤ Opportunity to expand road/rail/air freight business... strategically located</li> <li>➤ Service to EIA and its connecting destinations</li> </ul>	<ul style="list-style-type: none"> <li>➤ Affordability of airport going forward</li> <li>➤ Change in political support in the future</li> <li>➤ 2009 Recession</li> <li>➤ Possible loss of Nav Canada</li> <li>➤ Closure of City Centre airport in Edmonton</li> <li>➤ Leakage to Grand Prairie airport Hub</li> <li>➤ Highways (drive market )and Trucking</li> <li>➤ Alberta Health Policies &amp; Contracts</li> <li>➤ Perception that we are not business friendly</li> </ul>

Threats; however, are focused more on the near term – the 2009 recession, possible loss of NAV Canada, closure of City Centre airport in Edmonton, leakage of service to the Grande Prairie airport, and the concern that Alberta Health policies may reverse the strength of YPE in medevac services.

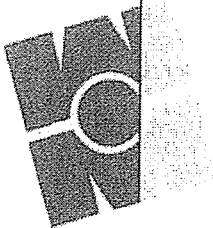
The YPE Committee focused on some of the same SWOT elements that are common to all small northern airports in Alberta and British Columbia. YPE should participate in collective action around these common issues when appropriate.

The YPE Committee also focused on specific opportunities for the region based on the growth potential of the economy and the preferred position of YPE in the region.

On the basis of this SWOT assessment, the YPE Committee developed the Strategic Priorities and Key Results presented in the next chapter of this report.

### 3.9 Summary and Conclusion

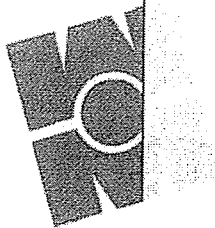
YPE can develop a role as a hub airport to northern communities in its region. The regional economy will grow strongly in the coming decade and more, based primarily on declared oil and gas development. While specific estimates of air



service requirements were not forthcoming from the assessment, the level of growth anticipated would support additional air service to the region.

The challenge, in part, relates to timing of development. The timing of regional development and growth is not certain. The long term oil and gas projects, while a boon to the region, are accelerated or put on hold depending on many economic and policy factors that are not controlled regionally or even by Alberta.

The YPE Committee considered what can reasonably be accomplished over the coming few years. This informed their development of Strategic Priorities which are considered in the next section.



## 4.0 STRATEGIC PRIORITIES AND KEY RESULTS

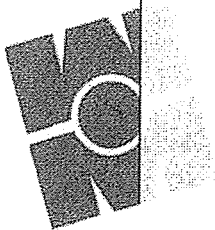
Strategic priorities are those few things which, if done well and at the right time, will move the organization forward effectively toward its goals. They focus organizational and individual energy on what is considered most important. In the case of the Peace River Regional Airport, Strategic Priorities are considered from a marketing perspective. This perspective focuses on the product, the place (location, accessibility), price (relative to other modes) and promotion. At this stage of regional and YPE strategy development, a good deal of the need is focused on the product development aspect.

Based on the strategic assessment, the YPE Committee prepared the Strategic Priorities for YPE for the coming five years. The seven major priorities are identified below. While priorities are numbered for reference, this does not indicate a particular order of importance.

### 4.1 YPE: Strategic Priorities for YPE Development, 2011-2015

The YPE Committee set five Strategic Priorities for YPE for the period to 2015.

- **Strategic Priority #1: AIR SERVICE:** Attract additional air services to YPE, with more flexible schedules and various destinations, by December 2012
- **Strategic Priority #2: INCREASE ECONOMIC ACTIVITY AT YPE:** Increase ground side activity at YPE to grow revenue to and interest in the airport.
- **Strategic Priority #3: MAINTAIN AND INCREASE PUBLIC SAFETY ROLE OF YPE:** Collaborate with key stakeholders to ensure the position and role of YPE as base for public air services is maintained and improved.
- **Strategic Priority #4: ATTRACT CARGO SERVICE TO YPE:** Attract an air cargo service operator to YPE.
- **Strategic Priority #5: ENGAGE AUDIENCES TO SUPPORT YPE:** Communicate with key audiences to gain their awareness a, understanding and support of YPE.





## 4.2 Key Results for the YPE Strategic Marketing Plan

Key results are statements of the specific outcomes Peace River Regional Airport and its Board wish to achieve relative to each Strategic Priority. They represent *what* the organization wishes to accomplish and are written in specific enough terms to be measurable. The Key Results identified by the YPE Committee are identified in the pages following.

<b>Strategic Priorities and Key Results: Peace River Regional Airport (YPE) Marketing Strategy</b>	
<b>KR #</b>	<b>Key Results</b>
<b>Strategic Priority #1: AIR SERVICE: Attract additional air services to YPE, with more flexible schedules and various destinations, by December 2012</b>	
KR 1-1	Engage and educate regional government and industry on new YPE structure, role as economic generator and growth plans.
KR 1-2	Engage regional publics to create awareness, ownership and support for increased air service for the YPE by December 2011.
KR 1-3	Complete a scheduled air services development business case, RFP and undergo selection process to be completed by November 2011.
KR 1-4	Prepare the airport facility and organization to support the carriers attracted to provide enhanced service by December 2012.
KR 1-5	Research and prepare a business case for charter air service development at YPE by December 2013.

<b>Strategic Priorities and Key Results:</b> <b>Peace River Regional Airport (YPE) Marketing Strategy</b>	
<b>Strategic Priority #2: INCREASE ECONOMIC ACTIVITY AT YPE: Increase ground side activity at YPE to grow revenue to and interest in the airport.</b>	
<b>KR #</b>	<b>Key Results</b>
KR 2-1	The communications and dispatch centre at YPE is operational by December 2011.
KR 2-2	Limited food service is in place by April 2011 and the airport restaurant facility is upgraded and operated by a third party tenant by June, 2012.
KR 2-3	The airport business park Area Concept Plan is prepared, and the YPE Business Park is developed and fully operational by December 2014.

**Strategic Priorities and Key Results:  
Peace River Regional Airport (YPE) Marketing Strategy**

**Strategic Priority #3: MAINTAIN AND INCREASE THE PUBLIC SAFETY ROLE OF YPE:** Collaborate with key stakeholders to ensure the position and role of YPE as base for public air services is maintained and improved.

<b>Key Results</b>	
<b>KR #</b>	
KR 3-1	Long-term contracts for air ambulance (Medevac) services are in place by February 2012.
KR 3-2	Long-term contracts for EMS services are in place by February 2012.
KR 3-3	YPE is recognized as a backup base for police, fire and other emergency services by February 2012.

**Strategic Priorities and Key Results:  
Peace River Regional Airport (YPE) Marketing Strategy**

**Strategic Priority #4: ATTRACT CARGO SERVICE TO YPE: Attract an air cargo service operator to YPE.**

KR #	Key Results
KR 4-1	Exploration of air cargo service potential provides promise and direction by June 2011.
KR 4-2	Support services necessary to air cargo development are in place at YPE by June 2012.
KR 4-3	A ground cargo service is attracted to and begins operation at the YPE Business Park by June 2012.
KR 4-4	A dedicated air cargo service begins operations for YPE by June 2013.

## **Strategic Priority #5: ENGAGE KEY AUDIENCES TO**

**SUPPORT YPE:** Communicate with key audiences to gain their awareness, understanding and support of YPE.

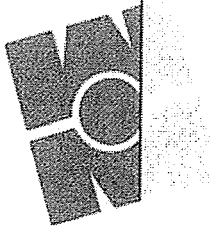
The engagement of key audiences for the Peace River Regional Airport is of such a high priority that it is identified as a separate Strategy Priority for the first five years of YPE's operation under this strategy and plan.

Communication and engagement is, of course, an ongoing requirement of any organization, and engagement goals and objectives will be infused into all activities of YPE as an organization as this plan unfolds. At some point in the future, this engagement priority will be removed as a strategic priority, as it will have become an operational norm and requirement for all YPE activities.

This priority does not lend itself so much to the creation of Key Results. Rather, the engagement priority focuses on three major elements of engagement:

- YPE Brand Development;
- YPE Events, focused immediately on the open house in March 2011; and
- YPE Services Support – focused on regional communication, relations with Edmonton International Airport, partners in airport development, and announcements of new services and successes to the key audiences in the region and beyond.

The Action Plans for the key results of the Strategy are presented in the following section.



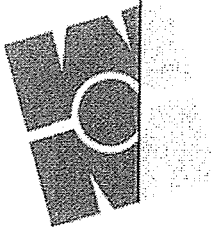
## 5.0 PEACE RIVER REGIONAL AIRPORT ACTION PLANS 2011-2015

The detailed action plans prepared for each Key Result were reviewed and revised by the YPE Committee at their meeting in late October. The plans were fleshed out by the consultants and small committees of the YPE Committee in the months following.

Action plans focus on the detailed steps that must be taken to accomplish the key result. They identify who is assigned to each major task, and they identify a timeline for completion of that task. In some cases, costs are identified. Usually they are not, and this is because the costs will be estimated as the project moves forward.

Action plans are created to be "living documents". The YPE Society will use these action plans as working tools to assist them to move forward with priorities. They will detail more actions as they move ahead. They will cancel some action as they have become unnecessary. And they will estimate costs, change timing and adjust priorities as the develop YPE.

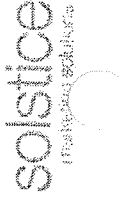
The plans following are a beginning, an initial *Blueprint for Action*.



**Strategic Priority #1: AIR SERVICE: Attract additional air services to YPE, with more flexible schedules and various destinations, by December 2012.**

Strategies (The HOW)	Lead Role	Cost/Timelines	
		Cost	Completed
<p><b>KR 1-1:</b> Engage and educate regional government and industry on new YPE structure, role as economic generator and growth plans by positioning the need for increased air service from YPE as a vital step in long term regional business development by April 2011.</p>			
<p>➤ Develop an internal briefing document:</p> <ul style="list-style-type: none"> <li>• Develop a mission statement for YPE (for example "Driving our region's economic prosperity through aviation and commercial development," EIA, 2010).</li> <li>• Identify and document potential issues and issue management plan.</li> </ul>	Sub-Committee	N/A	Jan. 2011
<p>➤ Utilizing information from internal brief, develop external brief for key groups. Include background, airports as economic drivers data, mission information and potential funding models.</p>	Sub-Committee	N/A	Jan. 2011
<p>➤ Consolidate the group support into a documented commitment to be incorporated into and RFP for air services.</p>	Sub-Committee	N/A	April 2011
<p>➤ Prepare municipal, industry and business support letters to NAV Canada to support continued base operations at YPE.</p>	Society	N/A	Feb. 2011
<p>➤ Plan Public Open House Event for Tuesday, March 1, 2011:</p> <ul style="list-style-type: none"> <li>• Confirm timing (tentatively 4:00 p.m. - 8:00 p.m.);</li> <li>• Confirm speakers and determine program structure, presentation timings;</li> <li>• Create budget for promotional and onsite marketing, food and beverage, audio/visual, decor, signage;</li> <li>• Determine audiences and distribution channels (include tenant community);</li> <li>• Determine invitation mediums (posters, e-invites, direct mail, radio, etc.);</li> <li>• Develop presentations and speaking notes; and</li> </ul>	Sub-Committee	N/A	Jan. 2011

<b>Strategic Priority #1: AIR SERVICE: Attract additional air services to YPE, with more flexible schedules and various destinations, by December 2012.</b>			
	Strategies (The HOW)	Lead Role	Cost/Timelines
			Cost
	<ul style="list-style-type: none"> <li>Engage writing, design, printing and production for handout materials (Society/ airport fact sheets, brochures, etc.) and onsite signage/banners.</li> </ul>		
<b>KR 1-2: Engage regional publics to create awareness, ownership and support for increased air service for the YPE by December 2011.</b>			
<ul style="list-style-type: none"> <li>Conduct Public Open House Event</li> </ul>		Sub-Committee	\$3,000  Mar. 1, 2011
<b>OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>Announce Society (information and high-level plans)</li> <li>Present Area Structure Plan</li> <li>Highlight Tenants through mini trade show</li> <li>Highlight advantages of YPE for general audiences</li> <li>Highlight health services, Medevac, APL Barometric services</li> <li>Impart the importance of active support by all regions and citizens in shaping YPE success</li> </ul>			
<ul style="list-style-type: none"> <li>Develop a Community Engagement Action Plan:                             <ul style="list-style-type: none"> <li>Develop a Community Engagement Strategy with objectives and target audience/ stakeholder map; and</li> <li>Identify a 2011-2012 calendar of regional and business community events that could afford engagement opportunities for YPE messaging (meetings, speaking opportunities, presentations, trade shows, trade missions, familiarization tours, rodeos, sporting events, sponsorships, etc.)</li> </ul> </li> </ul>		Sub-Committee	TBD  March 2011
<ul style="list-style-type: none"> <li>Develop Peace River Regional Airport brand and applications (brand research, logo development and standards, stationery set).</li> </ul>		Sub-Committee	\$10,000  Jan. 2011





**Strategic Priority #1: AIR SERVICE: Attract additional air services to YPE, with more flexible schedules and various destinations, by December 2012.**

<i>Strategies (The HOW)</i>		<i>Lead Role</i>	<i>Cost/Timelines</i>	
			<i>Cost</i>	<i>Completed</i>
<p>➤ Undertake and complete website development process, a vital communications tool for all publics:</p> <ul style="list-style-type: none"> <li>• Utilize local resource or airport specialty agency according to budget and prioritization; and</li> <li>• Ensure architecture and Web copy reflect strategic messages related to each audience.</li> </ul>			\$10,000-\$20,000	Jan. 2011 Start, May 2011 (go live)
<p>➤ Utilizing branding products, develop an online and print Airport Press/Tool Kit to contain:</p> <ul style="list-style-type: none"> <li>• Society information (utilize external brief)</li> <li>• Contact information</li> <li>• Airport Fact Sheet (location, history, stats, items that differentiate YPE from other Northern Airports)</li> <li>• Tenant and Service information and contacts</li> <li>• Area Structure Plan (in future Master Plan) with Visuals, current and future projects (as available)</li> <li>• Image Library (disc or web access)</li> <li>• Recent News Releases</li> <li>• Financials (as/ per Society structure requirements)</li> <li>• Newsletters (as developed)</li> </ul>		Sub-Committee	TBD	Feb. 2011, ongoing
<p>➤ Undertake a regional advertising campaign that utilizes the YPE website as a portal for education and awareness and that also builds new databases for future communications including new air service announcements and sales.</p>			TBD	Sept. 2011

**Strategic Priority #1: AIR SERVICE:** Attract additional air services to YPE, with more flexible schedules and various destinations, by December 2012.

<i>Strategies (The HOW)</i>		<i>Lead Role</i>	<i>Cost/Timelines</i>	
			<i>Cost</i>	<i>Completed</i>
<p><b>KR 1-3:</b> Complete a scheduled air services development business case, RFP and undergo selection process to be completed by November 2011.</p>				
<ul style="list-style-type: none"> <li>➤ Develop air service development business case information.               <ul style="list-style-type: none"> <li>• Overview of YPE situation.</li> <li>• Conduct competitive airport assessment to include pax numbers, routes, connections, carriers and fares.</li> <li>• Document current economic and demographic data for catchment area.</li> <li>• Research and document business development, business relationships and potential market demand information.</li> <li>• Research and document passenger forecast information (leakage capture) for city pairs (may need to do airport pax survey).</li> </ul> </li> </ul>	Sub-Committee	\$1,000	April 2011	
<ul style="list-style-type: none"> <li>➤ Develop potential marketing incentive information inclusive of financial, fee forgiveness and market stimulation elements (this should eventually be customized to each carrier).</li> </ul>				
<ul style="list-style-type: none"> <li>➤ Document airport facility and infrastructure information and benefits.</li> </ul>				
<ul style="list-style-type: none"> <li>➤ Capture information on short and long term capital improvements and potential land and cargo development.</li> </ul>				
<ul style="list-style-type: none"> <li>➤ Research and obtain key contacts for all airlines under consideration</li> </ul>	Sub-Committee	N/A	April 2011	
<ul style="list-style-type: none"> <li>➤ Develop prioritized schedule and conduct preliminary meetings utilizing business case information.</li> </ul>	Sub-Committee	N/A	May - June 2011	

**Strategic Priority #1: AIR SERVICE:** Attract additional air services to YPE, with more flexible schedules and various destinations, by December 2012.

Strategies (The HOW)		Lead Role	Cost/Timelines	
			Cost	Completed
➤ Utilizing information from business case, prepare and distribute an RFP document to identified airlines that contains background, route concept, airport capability, market segment, marketing support, potential service guarantee, and proposal requirement information.		Sub-Committee	N/A	Sept. 2011
➤ Review carrier proposals and undergo selection and potential negotiation process.		PRRARC Society	N/A	Nov. 2011
<b>KR 1-4:</b> Prepare the airport facility and organization to support the carriers attracted to provide enhanced service by December 2012.				
➤ Identify any necessary short-term facility upgrades with budget and timelines for completion.		Society	N/A	Dec 2011
➤ Identify short- and long-term infrastructure development requirements with costs, funding approach and timelines.		Society	TBD	Per agreement timelines
➤ Develop a Human Resource Plan for YPE. <ul style="list-style-type: none"> <li>• Research airport staffing best practices for service growth scenarios.</li> <li>• Develop multi-task work force with priority skill sets such as communications and website content management, gate and baggage services.</li> </ul>		Society	TBD	June 2011
➤ Develop prioritized schedule and conduct preliminary meetings utilizing business case information.		Sub-Committee	N/A	May - June 2011

<b>Strategic Priority #1: AIR SERVICE:</b> Attract additional air services to YPE, with more flexible schedules and various destinations, by December 2012.				
	Strategies (The HOW)	Lead Role	Cost/Timelines	
			Cost	Completed
<b>KR 1-5:</b> Research and prepare a business case for charter air service development at YPE by December 2013.				
➤	Repeat entire process as in KR 1-3, adding: <ul style="list-style-type: none"> <li>• Research potential air charter options and carriers (flight training, crop dusting, aerial photography, small charter outfitters, etc.).</li> </ul>	Sub-Committee	N/A (use template created for scheduled service)	Dec. 2013

Strategic Priority #2: INCREASE ECONOMIC ACTIVITY AT YPE: Increase ground side activity at YPE to grow revenue to and interest in the airport.			
Strategies (The HOW)	Lead Role	Cost/Timelines	
		Cost	Completed
<b>KR 2-1:</b> The communications and dispatch centre at YPE is operational by December 2012.			
<p>1. The Town of Peace River (PR) and the County of Northern Sunrise (NS) are authorized by YPE to play the lead role in negotiating and finalizing the attraction of the AHS Dispatch Centre to YPE.</p> <p>Contact AHS communications dispatch centre on site to determine if and when plans for the dispatch centre may be executed.</p> <ul style="list-style-type: none"> <li>• Determine FTE requirements and sourcing plans.</li> <li>• Determine if issues or barriers exist with the various decision-makers and the level of difficulty with each barrier.</li> <li>• Consider whether the Committee can assist in removing barriers and develop an approach to do so.</li> <li>• Address ongoing communication commitments with the proponents and means to continue support for the initiative.</li> </ul>	PR NS		Dec. 2010
<p>2. Contact Alberta Health Services (if appropriate, see Strategy 1) and address the responsible individuals to determine if support for the dispatch centre can be mounted.</p> <ul style="list-style-type: none"> <li>• Confirm that YPE remains the selected Northern Region AHS Dispatch Centre per earlier EMS decisions by government.</li> <li>• Address the type and level of support required to move the decision forward.</li> <li>• Mobilize the lead resources, arming them with the facts/issues/solutions to support location of the dispatch centre locally.</li> <li>• Press for an early decision on the AHS Northern Region dispatch centre.</li> <li>• Provide land use/regulatory support if required.</li> </ul>	PR NS		Jan 2011

<b>Strategic Priority #2: INCREASE ECONOMIC ACTIVITY AT YPE: Increase ground side activity at YPE to grow revenue to and interest in the airport.</b>			
<i>Strategies (The HOW)</i>	<i>Lead Role</i>	<i>Cost/Timelines</i>	
		<i>Cost</i>	<i>Completed</i>
<p>3. Move Land Use/Regulatory issues forward:</p> <ul style="list-style-type: none"> <li>• Mobilize appropriate resources to support timely addressing of any regulatory issues.</li> <li>• Work with responsible authority to support their role in regulating the land use.</li> </ul>	NS PR		Jan 2011
<p>4. Provide timely assistance with construction approvals, blueprint review, inspections and approval, while observing the regulations of the approval authority.</p>	NS PR		Apr. 2011
<p>5. Celebrate and communicate the successful opening of the dispatch centre, ensuring the public and industry are aware of how this centre supports increased levels of safety, security and health in the region.</p> <ul style="list-style-type: none"> <li>• Conduct grand opening media and general public announcement event.</li> <li>• Distribute YPE media release and invite all applicable industry and government bodies.</li> <li>• Invite applicable industry and government leaders to deliver messages.</li> <li>• Add all information to YPE website and place home page banner with announcement.</li> <li>• Conduct advertising campaign if budget and agreements allow.</li> </ul>	All		Oct. 2011 and ongoing

Strategic Priority #2: INCREASE ECONOMIC ACTIVITY AT YPE: Increase ground side activity at YPE to grow revenue to and interest in the airport.			
Strategies (The HOW)	Lead Role	Cost/Timelines	
		Cost	Completed
<p><b>KR 2-2:</b> Limited food service is in place by April 2011 and the airport restaurant facility is upgraded and operated by a third party tenant by June 2012.</p>			
<p>1. Investigate the potential, and attract a local food service operator to provide limited snacks for existing customers of YPE:</p> <ul style="list-style-type: none"> <li>• Talk with local fast food operators, local restaurateurs, caterers and hotels about providing an interim "sandwich" service at YPE while further work on restaurant development continues;</li> <li>• Determine what physical support would be required - refrigerator and freezer space, warming ovens, storage space, power supply, and secure location on the main floor.</li> <li>• Negotiate favourable rates for both parties;</li> <li>• Support location of the service at YPE; and</li> <li>• Promote the service with the YPE business community, with airlines, and with other local business and air travel communities</li> </ul>	Dave Bellows (DB)		Apr. 2011
<p>2. Conduct a detailed and specific assessment of the cost requirements for kitchen equipment, HVAC and other services to an appropriate restaurant standard, using available local expertise.</p>	DB		Apr. 2011
<p>3. Plan and cost the role of the Society in replacement of equipment and how costs may be shared/recovered from a restaurant tenant.</p>	YPE Society		May 2011
<p>4. If additional air service is imminent, address the restaurant theme and type to service this market. If air service is not anticipated, assess whether a stand-alone restaurant concept could survive in the market. In particular, assess the key positive featured of the site - night skies (?), free parking, etc., for a potential destination restaurant.</p>	Matt Bergeron (MB)		Sept. 2011

<b>Strategic Priority #2: INCREASE ECONOMIC ACTIVITY AT YPE: Increase ground side activity at YPE to grow revenue to and interest in the airport.</b>			
<i>Strategies (The HOW)</i>	<i>Lead Role</i>	<i>Cost/Timelines</i>	
		<i>Cost</i>	<i>Completed</i>
5. A full restaurant feasibility assessment, if required, should be conducted by qualified resources if a stand-alone restaurant is to be considered.	MB	\$30,000	Nov. 2011
6. Directly approach brands/ chains with the opportunity if a chain is recommended. If an independent restaurant is anticipated, advertise broadly for this restaurant opportunity.	MB		March 2012
7. Negotiate an appropriate deal with the proponent restaurateur and support their efforts to get development and demising started and completed in a timely fashion.	YPE CEO		June 2012
➤ Promote the opening of the restaurant in all electronic and print channels available to YPE and the Society partners. <ul style="list-style-type: none"> <li>• Distribute YPE media release and send to all applicable industry and government bodies.</li> <li>• Add all information to YPE website and place home page banner with announcement.</li> <li>• Conduct advertising campaign if budget and agreements allow.</li> </ul>	YPE Society YPE CEO		June 2012 Ongoing
➤ Assess the metrics and results of the restaurant operation on a quarterly and annual basis to ensure it succeeds.	YPE Society		Ongoing



Strategic Priority #2: INCREASE ECONOMIC ACTIVITY AT YPE: Increase ground side activity at YPE to grow revenue to and interest in the airport.			
Strategies (The HOW)	Lead Role	Cost/Timelines	
		Cost	Completed
<p><b>KR 2-3:</b> The airport business park is developed and fully operational by December 2014.</p> <p>1. The EDO Team will prepare the research and support material, and will assist the YPE Society to carefully consider the high potential product market match for the airport business park. Considerations of traditional airport support and supply chain services include:</p> <ul style="list-style-type: none"> <li>• Airline and air side support companies;</li> <li>• Supply chain organizations related to health and safety functions at YPE, including medevac, fire support, police support and similar public services;</li> <li>• Businesses that may wish to relocate from City Centre airport in Edmonton when it closes;</li> <li>• Aircraft maintenance and repair organizations such as propeller repair companies.</li> <li>• Courier and small package companies</li> </ul> <p>Other services not related to the air side of YPE may include service companies to the oil and gas business and other companies providing maintenance or service to core business in the region.</p> <p>Identify lands for a YPE airport business park (YPE Park). (See also SP #4.) Land use considerations may include:</p> <ul style="list-style-type: none"> <li>➢ Parcels targeted at companies specifically related to or reliant on air services (passenger or cargo);</li> <li>➢ Industrial service companies in the supply chain of major industries operating in the region;</li> <li>➢ Non-industrial suppliers to the major industries – consultants, financial services, business supplies, office supplies, etc.;</li> </ul>	EDO Team		May 2011

Strategic Priority #2: INCREASE ECONOMIC ACTIVITY AT YPE: Increase ground side activity at YPE to grow revenue to and interest in the airport.			
Strategies (The HOW)	Lead Role	Cost/Timelines	
		Cost	Completed
<ul style="list-style-type: none"> <li>➤ Retail and wholesale suppliers to companies and individuals in the region;</li> <li>➤ Single large parcel, open storage industrial/business park land uses;</li> <li>➤ Single use/business parcels;</li> <li>➤ Parcels for multi-tenant occupants; and</li> <li>➤ Areas where part lot control is exercised on development application.</li> </ul>			
<p>2. Address transportation planning issues with Alberta Ministry of Transportation. In particular address:</p> <ul style="list-style-type: none"> <li>• Highway access (two locations);</li> <li>• De-acceleration lanes for eastbound traffic;</li> <li>• Turning lanes for westbound traffic;</li> <li>• Lighting;</li> <li>• Service roads;</li> <li>• Road and intersection scale for larger truck traffic;</li> <li>• Cost of implementation, sharing of costs; and</li> <li>• Any other related matters.</li> </ul>	<p>ACP MMSA EDO Team</p>		<p>March 2011</p>

**Strategic Priority #2: INCREASE ECONOMIC ACTIVITY AT YPE: Increase ground side activity at YPE to grow revenue to and interest in the airport.**

Strategies (The HOW)	Lead Role	Cost/Timelines	
		Cost	Completed
<p>3. Identify lands for a YPE airport business park (YPE Park). Land use considerations may include:</p> <ul style="list-style-type: none"> <li>• Land specifically allocated to courier or cargo service providers (See also SP #4)</li> <li>• Land targeted at companies specifically related to or reliant on air services (passenger or cargo);</li> <li>• Industrial service companies in the supply chain of major industries operating in the region;</li> <li>• Non-industrial suppliers to the major industries – consultants, financial services, business supplies, office supplies, etc.;</li> <li>• Retail and wholesale suppliers to companies and individuals in the region;</li> <li>• Single large parcel, open storage industrial/business park land uses;</li> <li>• Single use/business parcels;</li> </ul>			June 2011
<p>4. Arrange collaboration in the planning and land use designation of YPE Park lands with the relevant authority and the land owner(s).</p>	EDO Team		June 2011
<p>5. Complete an assessment of demand and supply characteristics in the immediate area and the region:</p> <ul style="list-style-type: none"> <li>• Identify areas of opportunity;</li> <li>• Assess rumoured supply;</li> <li>• Document the planning intentions of area municipalities and major developers; and</li> <li>• Develop conclusions about the type and mix of land uses and parcel sizes that would be most appropriate for the YPE Park.</li> </ul>	EDO Team		June 2011

Strategic Priority #2: INCREASE ECONOMIC ACTIVITY AT YPE: Increase ground side activity at YPE to grow revenue to and interest in the airport.			
Strategies (The HOW)	Lead Role	Cost/Timelines	
		Cost	Completed
<p>6. Address servicing the YPE Park as well as the ground side and air side commercial and the terminal areas of the airport. Include:</p> <ul style="list-style-type: none"> <li>Discussions with various governments about funding and planning support for servicing the lands between the serviced urban areas to the east and the airport site; and</li> <li>Planning with municipal partners the servicing (water, sewer, power, gas, communications) of the subject lands, and the land uses anticipated north of the highway as well as those on the south side of Hwy. 2 westbound from Peace River.</li> </ul>	ACP Committee		Oct. 2012
<p>7. Make a final determination of the role and investment of the Society partners in the development of the YPE Park. Prepare legal commitments of these partners.</p>	YPE Society		Oct. 2012
<p>8. Prepare final area structure plans, road plans, subdivision plans, development regulations, and associated requirements in support of clarity for potential purchasers and tenants.</p>	ACP MMSA		Dec. 2012
<p>9. Negotiate the final developer agreements with development partners.</p>	YPE Society		April 2013
<p>10. Support development of the YPE Park during its final planning and construction phases.</p>	MD Peace River		May 2014
<p>11. Promote the YPE Park to air industry contacts and organizations and to the broad industrial and commercial organizations in the region or who may be considering the region.</p> <ul style="list-style-type: none"> <li>Add all information to YPE website and place home page ad.</li> <li>Advertise in trade specific publications.</li> <li>Conduct sales effort targeting selected organizations.</li> </ul>	YPE Society		May 2014 ongoing

**Strategic Priority #3: MAINTAIN AND INCREASE THE PUBLIC SAFETY ROLE OF YPE: Collaborate with key stakeholders to ensure the position and role of YPE as base for public air services is maintained and improved.**

<i>Strategies (The HOW)</i>		<i>Lead Role</i>	<i>Cost/Timelines</i>	
			<i>Cost</i>	<i>Completed</i>
<b>KR 3-1:</b> Long-term contracts for air ambulance (Medevac) services are in place by February 2012.				
<p>1. Meet with Northern Air Charter (NAC) executive to determine:</p> <ul style="list-style-type: none"> <li>• Planned timing of bid preparation;</li> <li>• Existing major issues with NAC proposal;</li> <li>• Significant competitive communities, their plans, the partnership arrangement and key issues; and</li> <li>• Barriers to success for NAC and which of the barriers can be addressed by the Society.</li> </ul>		Carolyn Kolebaba (CK)		Dec. 2010
<p>2. Prepare a detailed support plan for the Society to support NAC's bid, including:</p> <ul style="list-style-type: none"> <li>• Process, equipment or procedural improvements to make NAC's job easier in areas that make a difference to winning the contract;</li> <li>• YPE cost mitigation and any improvements that can be made in support of NAC in this area;</li> <li>• Research on the impacts, economic and social, of the Medevac service in the immediate YPE area and in the broader region, with testimonials from key players;</li> <li>• Direct contact with client if appropriate;</li> <li>• Political contact to garner support if appropriate; and</li> <li>• Mobilizing community/regional support from health care organizations, emergency organizations, regional charitable associations, community service organizations, Chambers of Commerce, local governments, major industry, regional insurers and others who value the service in the region.</li> </ul>		CK		TBD - when RFP is issued

<b>Strategic Priority #3: MAINTAIN AND INCREASE THE PUBLIC SAFETY ROLE OF YPE: Collaborate with key stakeholders to ensure the position and role of YPE as base for public air services is maintained and improved.</b>			
<i>Strategies (The HOW)</i>	<i>Lead Role</i>	<i>Cost/Timelines</i>	
		<i>Cost</i>	<i>Completed</i>
<p>3. Prepare and execute regional promotional campaign if warranted (YPE, NAC, APL) to support the location of service at YPE.</p> <ul style="list-style-type: none"> <li>• Website details of regional "stories" of support.</li> <li>• Push email to key organizations regionally to garner letter-writing support.</li> <li>• Print campaign if warranted.</li> <li>• Other communication channels as needed, including push communications to AHS decision makers with information about the value of the service in the region.</li> </ul>	CK		TBD
<p>4. Continue to work closely with NAC in preparing final presentations on the proposal if needed. Support with graphics, testimonials, and by attending meetings and supporting NAC presentations if necessary.</p>	CK		June 2011
<p>5. Once contracts have been confirmed, celebrate the success and promote YPE, NAC, and APL as a hub for public safety services to Alberta's north.</p> <ul style="list-style-type: none"> <li>• Distribute YPE media release including quotes from applicable industry and government bodies.</li> <li>• Add all information to the YPE website and place home page banner with announcement.</li> <li>• Begin a public advertising campaign to run through all contract phases as budget and agreements allow.</li> </ul>	YPE Society		Feb. 2012

Strategic Priority #3: MAINTAIN AND INCREASE THE PUBLIC SAFETY ROLE OF YPE: Collaborate with key stakeholders to ensure the position and role of YPE as base for public air services is maintained and improved.		Lead Role	Cost/Timelines	
			Cost	Completed
<p><i>Strategies (The HOW)</i></p> <p><b>KR 3-2:</b> Long-term contracts for EMS services are in place by February 2012.</p>				
<p>1. Meet with Advanced Paramedics Ltd (APL) executive to determine:</p> <ul style="list-style-type: none"> <li>• Planned timing of bid preparation;</li> <li>• Existing major issues with APL proposal;</li> <li>• Significant competitive communities, their plans, the partnership arrangement and key issues; and</li> <li>• Barriers to success for APL and which of the barriers can be addressed by the Society.</li> </ul>	CK			Dec. 2010
<p>2. Prepare a detailed support plan for the Society to support APL's bid, including:</p> <ul style="list-style-type: none"> <li>• Process, equipment or procedural improvements to make APL's job easier in areas that make a difference to winning the contract;</li> <li>• YPE cost mitigation and any improvements that can be made in support of APL in this area;</li> <li>• Research on the impacts, economic and social, of the medevac service in the immediate YPE area and in the broader region, with testimonials from key players;</li> <li>• Impact of APL Coordination Centre (ACC) on regional economic impact, safety, security, insurance rates, health outcomes documented for proposal;</li> <li>• Direct contact with client if appropriate;</li> <li>• Political contact to garner support if appropriate; and</li> <li>• Mobilizing community/regional support from health care organizations, emergency organizations, regional charitable associations, community service organizations, Chambers of Commerce, local Governments, major industry, regional insurers and others who value the service in the region.</li> </ul>	CK			TBD – when RFP is issued

<b>Strategic Priority #3: MAINTAIN AND INCREASE THE PUBLIC SAFETY ROLE OF YPE: Collaborate with key stakeholders to ensure the position and role of YPE as base for public air services is maintained and improved.</b>			
<i>Strategies (The HOW)</i>	<i>Lead Role</i>	<i>Cost/Timelines</i>	
		<i>Cost</i>	<i>Completed</i>
<p>3. Prepare and execute regional promotional campaign (YPE, NAC and APL) if warranted to support the location of service at YPE.</p> <ul style="list-style-type: none"> <li>• Website details of regional "stories" of support.</li> <li>• Push email to key organizations regionally to garner letter-writing support.</li> <li>• Print campaign if warranted.</li> <li>• Other communication channels as needed, including push communications to AHS decision makers with information about the value of the service in the region.</li> </ul>	CK		March 2011
<p>4. Continue to work closely with APL in preparing final presentations on the proposal if needed. Support with graphics, testimonials, and by attending meetings and supporting APL presentations if necessary.</p>	CK		June 2011
<p>5. Once contracts have been confirmed, celebrate the success and promote YPE, APL and NAC as a hub for public safety services to Alberta's north.</p> <ul style="list-style-type: none"> <li>• Distribute YPE media release including quotes from applicable industry and government bodies.</li> <li>• Add all information to YPE website and place home page banner with announcement.</li> <li>• Continue public advertising campaign to run through all contract phases as budget and agreements allow.</li> </ul>	CK		Feb. 2012



<b>Strategic Priority #3: MAINTAIN AND INCREASE THE PUBLIC SAFETY ROLE OF YPE: Collaborate with key stakeholders to ensure the position and role of YPE as base for public air services is maintained and improved.</b>			
<i>Strategies (The HOW)</i>	<i>Lead Role</i>	<i>Cost/Timelines</i>	
		<i>Cost</i>	<i>Completed</i>
<b>KR 3-3: YPE is recognized as a backup base for police, fire and other emergency services by February 2012.</b>			
1. Contact key executives The Forestry Division, Sustainable Resources Development and/or at the Provincial Forest Fire Centre (PFCC) in Edmonton as appropriate. Determine how YPE can better support the Manning fire base as the regional fire base.	CK		April 2011
2. Prepare a detailed plan to include physical preparation, process and protocol changes to the airport, safety planning, logistical support, and supply chain support.	DB		June 2011
3. Identify and propose advantages that YPE will bring in terms of effectiveness or cost savings.	DB		June 2011
4. Prepare a presentation of the YPE proposal to SRD at the prescribed time and place.	DB		June 2011
5. Once contracts have been confirmed, celebrate the success and promote YPE and its northern airport partners as a hub for public safety services to Alberta's north. <ul style="list-style-type: none"> <li>• Distribute YPE media release including quotes from applicable industry and government bodies.</li> <li>• Add all information to YPE website and place home page banner with announcement.</li> <li>• Continue public advertising campaign to run through all contract phases as budget and agreements allow.</li> </ul>	YPE Society		Oct. 2011 ongoing
6. Contact Police emergency executives from RCMP and from the Alberta Government. Determine their needs that can be addressed by YPE.	DB PR EDO		April 2011
7. Conduct research and prepare a proposal if appropriate to attract greater activity by police and security services to the north operating from the YPE base.	PR EDO		June 2011

Strategic Priority #3: MAINTAIN AND INCREASE THE PUBLIC SAFETY ROLE OF YPE: Collaborate with key stakeholders to ensure the position and role of YPE as base for public air services is maintained and improved.			
Strategies (The HOW)	Lead Role	Cost/Timelines	
		Cost	Completed
<p>8. Once contracts have been confirmed, celebrate the success and promote YPE and its northern airport partners as a hub for public safety services to Alberta's north.</p> <ul style="list-style-type: none"> <li>• Conduct a media, industry and general public announcement event to announce ALL public safety services at YPE.</li> <li>• Distribute YPE media release and invite all applicable industry and government bodies.</li> <li>• Invite applicable industry and government leaders to deliver messages.</li> <li>• Add all information to YPE website and place home page banner with announcement.</li> <li>• Conduct <i>final phase</i> of advertising campaign adding in latest announcement if budget and agreements allow.</li> </ul>	<p>YPE Society Marketing Resource</p>		<p>Oct. 2011</p>
<p>9. Repeat the process with other public safety services if and when appropriate; i.e., disaster services, influenza services.</p>			<p>Ongoing</p>
<p>10. Follow the same process to make contacts with Federal Departments such as Environment Canada and with Provincial Departments in relation to their support and regulatory roles in the region as its economy grows.</p>	<p>YPE Society Marketing Resource</p>		<p>Ongoing</p>

Strategic Priority #4: ATTRACT CARGO SERVICE TO YPE: Attract an air cargo service operator to YPE.				
Strategies (The HOW)	Lead Role	Cost/Timelines		
		Cost	Completed	
<p><b>KR 4-1:</b> Exploration of air cargo service potential provides promise and direction by June 2011.</p> <p>1. Conduct research on the feasibility of air cargo service:</p> <ul style="list-style-type: none"> <li>• Investigate existing air cargo service to Peace River (a secure courier delivers government and bank documents) and the potential to expand that service.</li> <li>• Determine approximate volume of small package potential through interview process with key players - large industrials, service companies, financial services companies, government departments, etc.;</li> <li>• Identify and assess present courier and cargo transport methods, equipment, timing, security, costs and other factors key to the service;</li> <li>• Identify point locations for air cargo services, including major industrial locations, communities in Alberta and northern BC, FN Reserves and other centres of demand;</li> <li>• Contract and discuss air cargo service to the north with UPS and FedEx, Purolator (and others if appropriate) at their Edmonton distribution centres;</li> <li>• Develop a method to forecast growth in demand in the region proposed for service; forecast the demand for small package courier and cargo service in the region; and</li> <li>• Use this information to talk with ground service operators and a potential air service partners about the potential.</li> </ul>			EDO Team WMC	March 2011

<b>Strategic Priority #4: ATTRACT CARGO SERVICE TO YPE: Attract an air cargo service operator to YPE.</b>			
<i>Strategies (The HOW)</i>	<i>Lead Role</i>	<i>Cost/Timelines</i>	
		<i>Cost</i>	<i>Completed</i>
<p>2. With input from potential operating partners, complete an air cargo / package service feasibility study:</p> <ul style="list-style-type: none"> <li>• Using the research above compare price points and timing for existing cargo and courier services with approximate air cargo price points.</li> <li>• Identify the niche for air cargo service in the region, with volumes, frequency and type of aircraft.</li> <li>• Determine at a high level if the service is feasible.</li> <li>• If feasible at a high level, begin detailed work with service partners on a feasibility assessment.</li> </ul>	EDO Team WMC		June 2011
<b>KR 4-2: Support services necessary to air cargo development are in place at YPE by June 2012.</b>			
1. Working with partners during the feasibility assessment, mitigate those costs which are controllable by YPE and can be reduced to support the beginning of the air and ground packaged service.	DB YPE Society		March 2011
2. Prepare the business park or ground side area for a ground operator to handle the ground side of the air cargo service anticipated. This may involve: <ul style="list-style-type: none"> <li>• Development approvals;</li> <li>• Servicing and site preparation;</li> <li>• Facilitate building development or leasing;</li> <li>• Legal agreements to manage ground operator costs for the first stage of development; and</li> <li>• Agreements for use of the cargo facilities and services at YPE at a reasonable cost.</li> </ul>	DB NS		Oct. 2011
3. Improve YPE cargo facilities and prepare for cargo services as required in preparation for the air cargo operation.	YPE CEO		June 2012

<b>Strategic Priority #4: ATTRACT CARGO SERVICE TO YPE: Attract an air cargo service operator to YPE.</b>			
<i>Strategies (The HOW)</i>	<i>Lead Role</i>	<i>Cost/Timelines</i>	
		<i>Cost</i>	<i>Completed</i>
<b>KR 4-3:</b> A ground cargo service is attracted to and begins operation at the YPE Business Park by June 2012.			
1. Assist the ground operator to site at the YPE in anticipation of ongoing air cargo service. Ground operator can build the business based on ground services, working with partners in major hubs such as Edmonton, Calgary, and Vancouver.	YPE CEO		June 2012
2. Promote the ground operator service throughout the region as yet another service provided by YPE to support regional communities and partners in economic growth. <ul style="list-style-type: none"> <li>• Distribute YPE media release including quotes from applicable industry and government bodies.</li> <li>• Add all information to YPE website and place home page banner ad.</li> <li>• Conduct sales effort targeting selected air carrier organizations (?).</li> <li>• Conduct advertising activity as per any incentive commitments.</li> </ul>	YPE Society  Marketing Resource	June 2012	
<b>KR 4-4:</b> A dedicated air cargo service begins operations for YPE by June 2013.			
1. Assist the air cargo operator to expand service to YPE and to link seamlessly with the ground operator.	YPE CEO		Oct. 2011
2. Provide YPE support for all aspects of the service - logistics, regulation, hospitality, partner connections, and promotion in order to assist the service to grow at YPE.	YPE CEO		March 2012

**Strategic Priority #4: ATTRACT CARGO SERVICE TO YPE: Attract an air cargo service operator to YPE.**

<i>Strategies (The HOW)</i>		<i>Lead Role</i>	<i>Cost/Timelines</i>	
			<i>Cost</i>	<i>Completed</i>
<p>3. Promote the air cargo service and the ground operator service throughout the region as yet another service provided by YPE to support regional communities and partners in economic growth.</p> <ul style="list-style-type: none"> <li>• Conduct a media, industry and general public announcement event to announce <i>both new services</i> at YPE.</li> <li>• Distribute YPE media release and invite all applicable industry and government bodies.</li> <li>• Invite applicable industry and government leaders to deliver messages.</li> <li>• Add all information to YPE website and place home page banner with announcement.</li> <li>• Conduct advertising activity as per any incentive commitments.</li> </ul>		<p>YPE Society</p> <p>Marketing Resource</p>		<p>June 2013</p> <p>Ongoing</p>

**Strategic Priority #5: ENGAGE KEY AUDIENCES TO SUPPORT YPE: Communicate with key audiences to gain their awareness, understanding and support of YPE.**

Short Term (pre June 2010)	Long Term (post July 2011)	Activity	Strategic Priority/Key Result	Audience	Responsible	Critical Date	Cost	Status
<b>YPE BRANDING</b>								
X		Review and input to Message/Engagement Map for subsequent editing by PRRARC and Society.	All	PRRARC Society	Colin	Dec. 1, 2010	N/A	Done
X		Determine Sub-Committee Chair for ongoing reporting to PRRARC = Colin Needham.	All	Sub-Committee	Sub-Committee	Nov. 24, 2010	N/A	Done
X		Draft Society Mission Statement and Key Messages for PRRARC approval and branding process.	All	All	Sub-Committee led by Mat	Dec. 3, 2010	N/A	
X		Example Mission Statement: "Driving our Region's economic prosperity through aviation and commercial development" - EIA, 2010.	All	PRRARC Society	Sub-Committee	Jan. 7, 2011	N/A	
X		Prepare an internal brief containing Society Vision, Mission Statement, key messaging, benefits, structure, membership and strategic considerations.	All	All	Sub-Committee	Jan. 7, 2011	N/A	
X		Prepare an external brief containing Mission Statement, Key Messaging, Society benefits, and the economic impact of airports on regional economies, structure, membership and high level growth plans.	All	All	PRRARC	Jan. 7, 2011	10,000	
X		Select Branding supplier and provide with external briefing and other pertinent information for completion of Brand Products to include: logo, tag line, stationery, PowerPoint/presentation templates, and brand guidelines.	All	All	PRRARC	Jan. 28, 2011	N/A	
X		All visual applications of brand products approved and supplied for use.	All	All	PRRARC	Jan. 28, 2011	\$10-20,000	
X		Select website developer and provide with external briefing and other pertinent information for completion.	All	All	PRRARC	Jan. 28, 2011		

**Strategic Priority #5: ENGAGE KEY AUDIENCES TO SUPPORT YPE: Communicate with key audiences to gain their awareness, understanding and support of YPE.**

Short Term (pre June 2010)	Long Term (post July 2011)	Activity	Strategic Priority/ Key Result	Audience	Responsible	Critical Date	Cost	Status
X		Using new brand products, prepare and distribute media release announcing new Society and include Open House invite messaging.	All	All	Lydia	Feb. 4, 2011	N/A	
X		Conduct an on-site signage audit and determine YPE facility signage needs and engage signage supplier as/ per budget.	All	All	Sub-Committee	Feb. 4, 2011	TBD	
X		New YPE Website go-live	SP 1 KR 1-5	All	Sub-Committee	May 1, 2011	N/A	
X		Request all Regional groups add cross promotional links to individual websites to promote YPE.	All	All	Sub-Committee	May 1, 2011	N/A	
X		Utilizing branding products, develop an online and print Airport Press/Tool Kit to contain: <ul style="list-style-type: none"> <li>➤ Society Information (utilize external brief)</li> <li>➤ Contact information</li> <li>➤ Airport Fact Sheet (location, history, stats, items that differentiate YPE from other Northern Airports)</li> <li>➤ Tenant and Service information and contacts</li> <li>➤ Area Structure Plan (in future Master Plan) with Visuals, current and future projects (as available)</li> <li>➤ Image Library (disc or web access)</li> <li>➤ Recent News Releases</li> <li>➤ Financials (as/ per Society structure requirements)</li> <li>➤ Newsletters (as developed)</li> </ul>	All	All	Mat, Lydia	Feb. 18, 2011	TBD	



**Strategic Priority #5: ENGAGE KEY AUDIENCES TO SUPPORT YPE: Communicate with key audiences to gain their awareness, understanding and support of YPE.**

Short Term (pre June 2010)	Long Term (post July 2011)	Activity	Strategic Priority/ Key Result	Audience	Responsible	Critical Date	Cost	Status
X	X	<p>Coordinate ongoing marketing support for YPE to include such activities as:</p> <p><b>INTERNET AND WEBSITE</b></p> <ul style="list-style-type: none"> <li>➢ Dedicated content management resource to perform frequent updates, conduct electronic surveys and research airport blogosphere</li> <li>➢ Email distribution and database development</li> <li>➢ Social media programs; e.g., Facebook, Twitter</li> <li>➢ SEM (Search Engine Marketing) such as Google Ad Words Google Adsense, Yahoo Search Submit</li> </ul> <p><b>PRINT MEDIA</b></p> <ul style="list-style-type: none"> <li>➢ Ads in newspapers, magazines, trade journals</li> <li>➢ Direct mail pieces sent to targeted audiences</li> <li>➢ Marketing Brochures</li> <li>➢ Testimonials or written statements that are used to promote YPE through all forms of print media</li> </ul> <p><b>SIGNAGE</b></p> <ul style="list-style-type: none"> <li>➢ Billboard and large posters</li> <li>➢ Banners, flags and awnings</li> <li>➢ Display signage</li> </ul>	All	All	Sub-Committee	Sept. 1, 2011 Ongoing	TBD	

**Strategic Priority #5: ENGAGE KEY AUDIENCES TO SUPPORT YPE: Communicate with key audiences to gain their awareness, understanding and support of YPE.**

Short Term (pre June 2010)	Long Term (post July 2011)	Activity	Strategic Priority/ Key Result	Audience	Responsible	Critical Date	Cost	Status
X	X	<p><b>MULTI-MEDIA</b></p> <ul style="list-style-type: none"> <li>➤ Radio advertising, call to action oriented</li> <li>➤ Television advertising, call to action oriented</li> <li>➤ Digital video for internet message streaming such as airport webcams, slide shows, interviews or other special events such as airshows and air or other service launches.</li> </ul> <p>Develop a Public Relations Plan:</p> <p><b>EVENTS AND SPONSORSHIPS</b></p> <ul style="list-style-type: none"> <li>➤ Develop and action a calendar of cross-regional business, community, and other events that could afford opportunities for speaking, presentation, display, sponsorship, or other engagement (luncheons, trade shows, rodeos, tours, sporting events etc.)</li> <li>➤ Develop scholarships and non-profit community support relationships e.g. Health related support to highlight YPE related role.</li> <li>➤ Plan for an Annual General Meeting/Public Open House for YPE Society.</li> </ul>	All	All	PRRARC led by Mat	Jan. 28, 2011 Ongoing	TBD	Under-way

**Strategic Priority #5: ENGAGE KEY AUDIENCES TO SUPPORT YPE: Communicate with key audiences to gain their awareness, understanding and support of YPE.**

Short Term (pre June 2010)	Long Term (post July 2011)	Activity	Strategic Priority/Key Result	Audience	Responsible	Critical Date	Cost	Status
		<p><b>PUBLIC PROGRAMS</b></p> <ul style="list-style-type: none"> <li>➢ Potential YPE Rewards and/or Recognition Programs</li> <li>➢ The development of an Airport Volunteer/ Ambassador Committee who will or can perform "shift" work at the airport in peak times to assist passengers with information, conduct surveys, gain feedback and serve as YPE Ambassadors in the community.</li> <li>➢ The development of educational programs for primary and secondary students including tours and aviation related activities.</li> <li>➢ The development of a Promotions Plan to include contests, giveaways, free services or amenities, discounts, passenger rewards programs.</li> <li>➢ Include feedback loops on website and in the YPE facility to allow for input</li> </ul> <p><b>EARNED MEDIA</b></p> <ul style="list-style-type: none"> <li>➢ Develop and maintain an updated media contact list</li> <li>➢ Send out regular PSA's (Public Service Announcements) to attract unpaid media using media release template and list</li> </ul>						

**Strategic Priority #5: ENGAGE KEY AUDIENCES TO SUPPORT YPE: Communicate with key audiences to gain their awareness, understanding and support of YPE.**

Short Term (pre June 2010)	Long Term (post July 2011)	Activity	Strategic Priority/ Key Result	Audience	Responsible	Critical Date	Cost	Status
X		Develop an Open House Plan for spring 2011 with objectives, timelines. Determine Point Person and those responsible for areas of execution.  <b>OBJECTIVES</b> > Announce Society (information and high-level plans) > Present Area Concept Plan > Highlight tenants through mini trade show > Highlight advantages of YPE for general audiences > Highlight health services, Medevac, APL bariatric services > Impart the importance of active support by all regions and citizens in shaping YPE success	All	All	Sub-Committee	March 2011		Underway
<b>YPE Events</b>								

**Strategic Priority #5: ENGAGE KEY AUDIENCES TO SUPPORT YPE: Communicate with key audiences to gain their awareness, understanding and support of YPE.**

Short Term (pre June 2010)	Long Term (post July 2011)	Activity	Strategic Priority/Key Result	Audience	Responsible	Critical Date	Cost	Status
X		<b>OPEN HOUSE PROMOTIONS</b> > Determine invitation formats (e-vites, partner website mentions, radio, daily newspapers, posters, individual mailer, utility bill inclusion) > Develop strategy, copy and design considerations for invites > Engage designer > Communicate with and invite Tenants > Communicate with and invite Media > Obtain invitation databases > Take RSVP's	All	All	Lydia	Jan. 28, 2011	\$1,000	
X		<b>OPEN HOUSE PROGRAM</b> > Determine speakers > Develop program structure and presentation timings > Speaking notes > PowerPoint or other presentations > Regional video (e.g., Northern Lights College video)	All	All	Mat	Feb. 11, 2011	TBD	

**Strategic Priority #5: ENGAGE KEY AUDIENCES TO SUPPORT YPE: Communicate with key audiences to gain their awareness, understanding and support of YPE.**

Short Term (pre June 2010)	Long Term (post July 2011)	Activity	Strategic Priority/Key Result	Audience	Responsible	Critical Date	Cost	Status
X		<p><b>OPEN HOUSE ON-SITE CONSIDERATIONS</b></p> <ul style="list-style-type: none"> <li>➤ Signage/banners</li> <li>➤ Audiovisual requirements</li> <li>➤ Decor</li> <li>➤ Tenant mini-trade show set up</li> <li>➤ Welcome/registration table</li> <li>➤ Name tags</li> <li>➤ Food and beverage</li> <li>➤ Parking</li> <li>➤ Coat check</li> <li>➤ Handout or other take-away materials (see tool kit materials)</li> </ul>	All	All	Sub-Committee led by Mat	Feb. 11, 2011	\$2,000	
X	X	<ul style="list-style-type: none"> <li>➤ Begin the *development of a calendar of cross-regional business, community, and other events that could afford opportunities for speaking, presentation, display, sponsorship, or other engagement (luncheons, trade shows, rodeos, tours, sporting events, etc.)</li> <li>➤ Interim list of events captured by Mat</li> <li>➤ See more information under Public Relations Plan</li> </ul>	All	All	PRRARC led by Mat	Jan. 28, 2011 Ongoing	N/A	Underway

**Strategic Priority #5: ENGAGE KEY AUDIENCES TO SUPPORT YPE: Communicate with key audiences to gain their awareness, understanding and support of YPE.**

Short Term (pre June 2010)	Long Term (post July 2011)	Activity	Strategic Priority/Key Result	Audience	Responsible	Critical Date	Cost	Status
<b>YPE SERVICES SUPPORT</b>								
X		Facilitate communication support for government and industry funding discussions.	SP #2	Government/ Industry Stakeholders General Public	Sub-Committee	Feb. 7, 2011	N/A	
X		Facilitate presentations to PRRAC from Marketing and Communications contacts from YEG (Edmonton International Airport) and YCC (Calgary International Airport)	SP #1	All	Sub-Committee	Feb. 11, 2011	N/A	
X		Facilitate presentations to PRRAC from Marketing and Communications contacts from YEG (Edmonton International Airport) and YCC (Calgary International Airport)	SP #1 KR #1-3	Airlines	Sub-Committee	Mar. 1, 2011	N/A	
X		Facilitate development of Air Services Development business case material and packaging, include industry support materials	SP #1 KR #1-3	Airlines	Sub-Committee	April 1, 2011	\$1,000	
X		Prepare communication support for launch of new food and beverage operations at YPE; e.g., Media release, media and open house event.	SP #2 KR #2-2 SP # 2 KR # 3, 7	All	Sub-Committee	June 1, 2011	N/A	
X		Facilitate coordination of meetings with selected scheduled air carriers.	SP #1 KR #1-4	Airlines	Sub-Committee	June 1, 2011	N/A	
	X	Consolidate intelligence gained from carriers, business case material and industry and government support into an RFP for air services.	SP #1 KR #1-5	Airlines	Sub-Committee	Sept. 1, 2011	N/A	
		Review carrier proposals and undergo selection and potential negotiation process.	SP #1 KR # 1-4	PRRAC Society	Society	Nov. 2011	N/A	

**Strategic Priority #5: ENGAGE KEY AUDIENCES TO SUPPORT YPE: Communicate with key audiences to gain their awareness, understanding and support of YPE.**

Short Term (pre June 2010)	Long Term (post July 2011)	Activity	Strategic Priority/Key Result	Audience	Responsible	Critical Date	Cost	Status
X	X	Facilitate a regional, industry and business support lobby initiative to present to NAV Canada to support continued base operations at YPE.	SP #1 KR #1-6	Government	Society	Feb. 2011	N/A	
X	X	Coordinate any marketing campaign and facility signage activity relating to new air services as/ per new carrier agreement and budget commitment. This can be short or long term.	SP #1 KR #1-6	All	Sub-Committee	TBD	N/A	
X		Promote the Area Structure Plan by adding all information to YPE Website	SP #2 KR # 2-4	All	Sub-Committee	TBD	N/A	
X		Prepare communication support and plan for AHS Dispatch Centre e.g. Media release, media and open house event.	SP #2 KR #2-1	Government/ Industry Stakeholders General Public	Sub-Committee	Mar. 1, 2011	N/A	
X		Prepare and execute a regional promotional campaign if warranted to support the location of services at YPE.	SP #3 KR# 1-3	Government/ Industry Stakeholders General Public	Sub-Committee	Mar. 1, 2011	\$2,000	
X		Facilitate communications support for NAC and APL proposals for EMS contracts.	SP #3 KR #3-1 KR #3-2	Government/ Industry Stakeholders General Public	Sub-Committee	June 1, 2011	N/A	
X		Prepare communication support to announce and celebrate contract signing for NAC and APL e.g. Media release, media and open house event.	SP #3 KR # 3-3	Government/ Industry Stakeholders General Public	Sub	Feb. 2012	\$3,000	
X		Facilitate communications and promotional support for Area Concept Plan	SP #2 KR #2-4	All	Sub-Committee	June 1, 2011	N/A	
X		Assist in the development of a Human Resources Plan for YPE.	SP #1 KR # 1-3	All	Sub-Committee	June 1, 2011	N/A	



**Strategic Priority #5: ENGAGE KEY AUDIENCES TO SUPPORT YPE: Communicate with key audiences to gain their awareness, understanding and support of YPE.**

<i>Short Term (pre June 2010)</i>	<i>Long Term (post July 2011)</i>	<i>Activity</i>	<i>Strategic Priority/ Key Result</i>	<i>Audience</i>	<i>Responsible</i>	<i>Critical Date</i>	<i>Cost</i>	<i>Status</i>
X		Promote the ground operator service regionally e.g. Media release, website update, sales mission, incentive activity, open house.	SP # 4 KR # 4-3	All	Sub-Committee	TBD	\$3,000	

Table 12: PRRAC Communications Sub-Committee Contact List

<i>Name</i>	<i>Organization</i>	<i>Email</i>
Colin Needham	Councillor, Town of Peace River	<a href="mailto:colindan@telus.net">colindan@telus.net</a>
Mat Bergeron	EDO, Northern Sunrise County	<a href="mailto:mbergeron@northernsunrise.net">mbergeron@northernsunrise.net</a>
TBD	EDO, County of Northern Lights	
Lydia El-Cherif Zilahy	Communication Coordinator, Town of Peace River	<a href="mailto:lzilahy@peaceriver.net">lzilahy@peaceriver.net</a>

## 6.0 IMPLEMENTATION

### 6.1 Introduction

The large number of priorities and actions in this plan could be somewhat daunting even for a well-staffed organization. YPE is just building its resources, and its capacity to execute all plans at once is limited. The YPE Committee therefore identified activities which it needed to have immediate priority.

The Committee identified actions and resource assignments for those key activities, and they will all be started before the report is published. These priorities are contained in the action plans, but are summarized in the next table.

**Table 13: YPE Strategic Marketing Plan: Highest Priority Activities - Near Term**

Priority	Description	Strategic Priority/ Key Result	Lead Role	Timeline
1	<p><b>YYC Air Service Agreement with NAC and Announcement</b></p> <ul style="list-style-type: none"> <li>➢ Draft MOU</li> <li>➢ Negotiate with NAC</li> <li>➢ Finalize agreement</li> <li>➢ Draft communication plan</li> <li>➢ Press release</li> <li>➢ Communication support</li> </ul>	SP #1	Town of Peace River Communication Committee	TBD
2	<p><b>AHS Dispatch Centre</b></p> <ul style="list-style-type: none"> <li>➢ Support AHS plans to build the centre</li> <li>➢ Provide necessary regulatory support and approvals in a timely manner</li> <li>➢ Approve lease agreements</li> <li>➢ Provide communication plan and support for announcement of the service</li> <li>➢ NSC will backstop the costs of a building at the airport</li> </ul>	SP #2 KR 2-1	Town of Peace River MD of Peace Northern Sunrise County	January 2011 to December 2011

Table 13: YPE Strategic Marketing Plan: Highest Priority Activities – Near Term				
Priority	Description	Strategic Priority/ Key Result	Lead Role	Timeline
3	<p>Prepare for and hold an open house to 'launch' YPE as the region's airport</p> <ul style="list-style-type: none"> <li>➤ Plan the open house</li> <li>➤ Prepare communications plan</li> <li>➤ Promote the event</li> <li>➤ Conduct advance media contacts</li> <li>➤ Hold the open house</li> <li>➤ Follow-up</li> </ul>	SP #1 KR 1-2	Communication Committee Town of Peace River	March 1, 2011
4	<p>Provide testimonial and promotional support for NAC and APL proposals for EMS contracts</p> <ul style="list-style-type: none"> <li>➤ Determine how YPE can assist</li> <li>➤ Mobilize support</li> <li>➤ Provide presentation support if needed</li> <li>➤ Communication support throughout region</li> </ul>	SP #3 KR 3-1 KR 3-2	Communication Committee Airport Society	June 2011 to February 2012
5	<p>Restaurant development stage 1: Attract food service operation</p> <ul style="list-style-type: none"> <li>➤ Talk with existing operators</li> <li>➤ Facilitate a small (kiosk) service to the airport</li> <li>➤ Communicate to promote the service</li> </ul>	SP #2 KR 2-2	YPE Manager	March 2011
6	<p>Area concept plan (ACP) is completed</p> <ul style="list-style-type: none"> <li>➤ Assess land uses and demand</li> <li>➤ Assess and resolve transportation issues</li> <li>➤ Prepare concept</li> <li>➤ Promote the concept</li> </ul>	SP #2 KR 2-4	Area Concept Plan Committee MMSA	June 2011

**Table 13: YPE Strategic Marketing Plan: Highest Priority Activities - Near Term**

<i>Priority</i>	<i>Description</i>	<i>Strategic Priority/Key Result</i>	<i>Lead Role</i>	<i>Timeline</i>
7	<p><b>Discussions with government and industry partners</b></p> <ul style="list-style-type: none"> <li>➤ Understand issues, demand for services</li> <li>➤ Obtain support for YPE development</li> <li>➤ Obtain support for YPE air service</li> <li>➤ Communicate</li> <li>➤ Promote the collaboration</li> </ul>		Airport Society	June 2011

### 6.2 YPE Messages and Engagement Map

It is important to have those who speak for an organization provide consistent and clear messages about the organization, its mission, and its activities. The message map documents those key messages as they pertain to particular audiences for the organization.

This material will be most helpful to the YPE Society once it is formed. The table following summarizes the engagement map.

**Table 14: YPE Strategic Marketing Plan: YPE Message/Engagement Map**

<i>Audience</i>	<i>Influence</i>	<i>Level of Awareness</i>	<i>Key Messages</i>	<i>Strategic Considerations</i>
General Public	Very High	Low	<ul style="list-style-type: none"> <li>➤ As Northern Alberta's Regional airport, we serve our community by providing important connectivity between our regions and the rest of the world.</li> <li>➤ Locally, we engage our Region through a number of programs to build knowledge and a sense of pride in their airport. We participate in community activities and festivals and work alongside our community partners to build strong connections and encourage growth.</li> <li>➤ Future airport infrastructure and facility upgrades.</li> </ul>	<ul style="list-style-type: none"> <li>➤ The general public has the largest influence on the success of air services out of YPE.</li> <li>➤ The general public may voice their support for local service providers but "vote with their feet" supporting the lowest cost and most convenient transportation services they can utilize such as another nearby airport (YQU - Grande Prairie) or driving.</li> </ul>

**Table 14: YPE Strategic Marketing Plan: YPE Message/Engagement Map**

Audience	Influence	Level of Awareness	Key Messages	Strategic Considerations
Internal (Committee/Society)	Medium	High	The Society is a united and cooperative governing body.	<ul style="list-style-type: none"> <li>➤ Identify any internal issues that could be barriers to internal or external communication, ensure the functions, roles and activities of the Society are clear.</li> <li>➤ A crisis communication plan should be put in place.</li> <li>➤ Decisions made by the Society will potentially be scrutinized by all other audiences including news media</li> </ul>
YPE Staff	Medium	High	YPE Staff are valued partners in the success of the airport	<ul style="list-style-type: none"> <li>➤ Include YPE staff in planning process</li> <li>➤ Ensure all YPE staff understand and reflect the brand promise made by YPE</li> </ul>
YPE Tenants	Medium	Low	<ul style="list-style-type: none"> <li>➤ YPE Tenants valuable partners in the success of the airport</li> <li>➤ YPE seeks to support and promote its tenant community</li> <li>➤ Future airport infrastructure and facility upgrades.</li> </ul>	Possible sensitivities to competing businesses; e.g., Tilden/Hertz, etc.
Government Stakeholders and funders	Very High	Low	<ul style="list-style-type: none"> <li>➤ New era of cooperation between regions</li> <li>➤ New Regional Society Structure will strengthen YPE ability to grow and succeed</li> <li>➤ Regional Economic Growth Potential</li> <li>➤ Industry and business growth are leveraged by increased air services</li> <li>➤ YPE as a portal for regional industry and business development and growth</li> <li>➤ Future airport infrastructure and facility upgrades</li> </ul>	<ul style="list-style-type: none"> <li>➤ Threat of NAV CAN pull-out</li> <li>➤ Potential expectation gap</li> <li>➤ Potential support bias for YQU (Grande Prairie Airport) and it's established and less costly services</li> <li>➤ Established travel patterns that utilize YQU or driving</li> </ul>

**Table 14: YPE Strategic Marketing Plan: YPE Message/Engagement Map**

<i>Audience</i>	<i>Influence</i>	<i>Level of Awareness</i>	<i>Key Messages</i>	<i>Strategic Considerations</i>
Industry Stakeholders and funders	Very High	Low	<ul style="list-style-type: none"> <li>➤ New Regional Society Structure will strengthen YPE ability to grow and succeed</li> <li>➤ Regional Economic Growth Potential</li> <li>➤ Industry and business growth are leveraged by increased air services</li> <li>➤ YPE as a portal for regional industry and business development and growth</li> <li>➤ Future airport infrastructure and facility upgrades.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Lack of awareness of new airport structure</li> <li>➤ Potential support bias for YQU (Grande Prairie Airport)</li> <li>➤ Established travel patterns that utilize YQU or driving</li> </ul>
Scheduled Service Air Carriers	Very High	Low	<ul style="list-style-type: none"> <li>➤ New Regional Society Structure will enhance short- and long-term success of air service</li> <li>➤ Regional Economic Growth Potential will enhance long-term success of air service</li> <li>➤ Excellent Facility</li> <li>➤ Leakage Capture</li> <li>➤ NAV CAN onsite operation</li> <li>➤ Potential incentives</li> <li>➤ Future airport infrastructure and facility upgrades</li> </ul>	<ul style="list-style-type: none"> <li>➤ Effect of economic downturn on airline growth planning</li> <li>➤ Negative perceptions on past air service failure</li> <li>➤ Lack of awareness of new airport structure and incentive potential</li> </ul>
Charter Service Air Carriers	Medium	Low	<ul style="list-style-type: none"> <li>➤ Success of current Medevac services</li> <li>➤ Cross industry business potential and increased tourism market development generated by new scheduled air services</li> <li>➤ New Regional Society Structure</li> <li>➤ Regional Economic Growth Potential</li> <li>➤ Excellent Facility and land</li> <li>➤ NAV CAN onsite operation</li> <li>➤ Potential Incentives</li> <li>➤ Future airport infrastructure and facility upgrades</li> </ul>	<ul style="list-style-type: none"> <li>➤ Effect of economic downturn on airline growth planning</li> <li>➤ Negative perceptions on past air service failure</li> </ul>

**Table 14: YPE Strategic Marketing Plan: YPE Message/Engagement Map**

<i>Audience</i>	<i>Influence</i>	<i>Level of Awareness</i>	<i>Key Messages</i>	<i>Strategic Considerations</i>
Travel and Tourism Agencies	Very High	Low	<ul style="list-style-type: none"> <li>➤ New era of partnership and support for these industries with Society structure and increased air services</li> <li>➤ Future airport infrastructure and facility upgrades</li> </ul>	<ul style="list-style-type: none"> <li>➤ Potential current airline&gt;agency commissions that support pax bookings via YQU</li> <li>➤ Past negative air service failure perceptions</li> <li>➤ Lack of awareness of new airport structure</li> </ul>
Regional News Media (Unpaid media)	High	Low	<ul style="list-style-type: none"> <li>➤ New era of cooperation between regions</li> <li>➤ New Regional Society Structure will strengthen YPE ability to grow and succeed</li> <li>➤ Regional Economic Growth Potential</li> <li>➤ Industry and business growth are leveraged by increased air services</li> <li>➤ YPE as a portal for regional industry and business development and growth</li> <li>➤ New level of accessibility to YPE and tourism potential for entire region</li> <li>➤ Future airport infrastructure and facility upgrades</li> </ul>	<ul style="list-style-type: none"> <li>➤ Issues Management</li> <li>➤ Crisis Communications</li> <li>➤ Negative perceptions on past air service failure</li> <li>➤ Lack of awareness of new airport structure</li> <li>➤ Potential support bias for YQU (Grande Prairie Airport) or other airports</li> </ul>
National/International News Media	High	Low	<ul style="list-style-type: none"> <li>➤ Regional Economic Growth Potential</li> <li>➤ YPE as a portal for regional industry and business development and growth</li> <li>➤ New level of accessibility to YPE and tourism potential for entire region</li> </ul>	<ul style="list-style-type: none"> <li>➤ Lack of awareness of region</li> </ul>
Travel and Tourism Industry News Media	High	Low	<ul style="list-style-type: none"> <li>➤ New level of accessibility to YPE and tourism potential for entire region</li> </ul>	<ul style="list-style-type: none"> <li>➤ Work with Regional EDO's and Tourism Agencies (Travel Alberta, Canadian Tourism Commission) to access these media channels</li> </ul>
Special Interest Groups (e.g., Environmental, Anti-noise, Anti-growth)	High	Low	<ul style="list-style-type: none"> <li>➤ Assuming this is necessary: acknowledgement and identification of actions YPE is/will take to address and remedy</li> </ul>	<ul style="list-style-type: none"> <li>➤ Potential negative onsite and follow up media attention from cause related issues</li> <li>➤ Crisis communication plan in place</li> </ul>



### 6.3 Air Service Proposal Development Components

The following table summarizes the components of a proposal that YPE would make to airlines that would be considering services from YPE.

Table 15: Outline of an Air Service Proposal for YPE Scheduled Service			
Cover Page	Section Heading	Responsible	Cost
YPE Brand / Logo Heading: "Peace River Regional Airport Market Profile" Air Service Development slogan; e.g., "The Sky's no Limit to our Growth, We're awaiting your arrival."		Sub-Committee, Agency including design and copywriter	\$3,000
<b>TABLE OF CONTENTS</b>			
Executive Summary Regional Profile Location, Distance and Drive Times The YPE Market, Present and Future Regional Business Development The Destination The Opportunity Support Facility and Services Conclusion		Sub-Committee, Agency including design and copywriter	
<b>1. EXECUTIVE SUMMARY</b>			
<ul style="list-style-type: none"> <li>➤ General introduction to the airport and its catchment area. Highlight the things that make YPE special or different.</li> <li>➤ 1 to 3 high resolution photographs of airport and region (avoid remote or desolate looking images)</li> </ul>		Sub-Committee, Agency including design and copywriter	

**Table 15: Outline of an Air Service Proposal for YPE Scheduled Service**

<i>Section Heading</i>	<i>Responsible</i>	<i>Cost</i>
<p><b>2. REGIONAL PROFILE</b></p> <p>Define the core catchment area population. Highlight demographic and economic metrics such as per capita income, retail sales, unemployment rates, etc. Focus on the factors in which the catchment area performs better than the Canadian National average and/or nearby competing airport catchment areas. Convince the airline that this market offers them the best opportunity for their next available aircraft.</p> <p>Create a chart outlining the following:</p> <ul style="list-style-type: none"> <li>➤ Population</li> <li>➤ Workforce</li> <li>➤ Annual GDP</li> <li>➤ Regional Capital Investment</li> <li>➤ Cost-Competitive Ranking</li> <li>➤ Educational or other significant institutions</li> <li>➤ Lifestyle Quality</li> </ul> <p>If possible, include a significant unpaid media quote on the economic potential of the region as comparable.</p>	<p>Economic Development Resource, Sub-Committee, Agency including design and copywriter</p>	
<p><b>3. LOCATION, DISTANCE, DRIVE TIMES</b></p> <ul style="list-style-type: none"> <li>➤ Map highlighting trade centre with distance and drive time for each (YPE partner regions and significant centres such as Edmonton, Fort McMurray, Grande Prairie, Calgary)</li> <li>➤ Summary of number of people living within catchment area of airport (encompass the drive time to the furthest partner region).</li> </ul>	<p>Economic Development Resource, Sub-Committee, Agency including design and copywriter</p>	

**Table 15: Outline of an Air Service Proposal for YPE Scheduled Service**

<i>Section Heading</i>	<i>Responsible</i>	<i>Cost</i>
<p><b>4. THE YPE MARKET - PRESENT AND FUTURE</b></p> <ul style="list-style-type: none"> <li>➤ Investment bullet points (major capital projects, percentage in the YPE region, statement about attractiveness for multiple industry investment)</li> <li>➤ Immigration projection bullet points (percentage of increase in trades people to feed labour pools, any applicable temporary foreign worker programs)</li> <li>➤ Infrastructure in the region as a draw (major highway and bridge improvements, regional infrastructure programs)</li> <li>➤ Map denoting areas with projects</li> <li>➤ Potential second page with long-term timeline chart outlining all projects by sector</li> <li>➤ Potential quote from Conference Board of Canada or other source referencing growth forecast for region</li> </ul>	<p>Economic Development Resource, Sub-Committee, Agency including design and copywriter</p>	
<p><b>5. REGIONAL BUSINESS DEVELOPMENT</b></p> <p>The most important information about a community that most airlines want to see is the strength of local businesses together with their travel habits. Because business travel is the most desirable (i.e., profitable) component of the overall travel market for carriers, it is clear why this type of information is so valuable to them. The most important business information that a community can supply to the airlines includes the following:</p> <ul style="list-style-type: none"> <li>➤ The names and descriptions of the community's largest and most prominent businesses</li> <li>➤ Total employment at each of those businesses</li> <li>➤ Inbound and outbound travel demand, especially to an airline's hubs and major cities</li> <li>➤ Travel patterns of particular businesses/corporations</li> <li>➤ The ratio between domestic and international travel in the aggregate as well as for individual businesses</li> <li>➤ Information on existing corporate contracts and the willingness to enter into new contracts with the target airline</li> <li>➤ Business feedback about the quality and desirability of current service</li> <li>➤ Point out key business developments and potential financial support in the business community, particularly with the area's largest employers. Discuss new economic activity and job growth.</li> <li>➤ The existence of a business-backed airport support organization (such as the YPE Society)</li> </ul>	<p>Economic Development Resource, Sub-Committee, Agency including design and copywriter</p>	



**Table 15: Outline of an Air Service Proposal for YPE Scheduled Service**

Section Heading	Responsible	Cost
<p>Thus, the final major component of building a realistic and compelling case to present to the airlines requires YPE to prepare the detailed route forecast. There are eight critical elements of that forecast: the proposed schedule, the aircraft type, a comparison to similar new markets, operating assumptions, financial assumptions, forecast operating results, forecast financial results, and a financial sensitivity analysis. Much of this information can be incorporated by a major airport such as YEG or YYC in the case YPE wishes to partner with an international airport for service.</p> <ul style="list-style-type: none"> <li>➤ Provide the compelling business case for the specific route(s) targeted for the new service including projections and forecasts of passenger traffic, with yields or fares and revenues for local and connecting passengers.</li> <li>➤ Current Service statistics for YPE will provide a target airline with (1) the number of airlines currently operating at the airport; (2) the total number of destinations served (3) the number of flights offered by destination and by airline; and (4) the aircraft types flown.</li> <li>➤ Historic Service Statistics for YPE, highlighting the busiest years and carriers.</li> <li>➤ Highlight business relationships between the city pairs.</li> <li>➤ Competitive analysis with competing airports. <b>Capture YQU (Grande Prairie) leakage numbers, offer evidence in support of the market's true demand.</b></li> <li>➤ Present any quantitative/ qualitative passenger intercept survey information</li> <li>➤ Passenger Seasonality to provide a target airline with month-by-month variations in passenger totals. The information is useful in helping suggest any possible needs to change service levels in a target market during the year to reflect seasonal variations in passenger figures.</li> </ul> <p><b>Note:</b> This entire section should be customized to individual carriers including scheduled passenger or cargo services. For cargo include customized applicable industry information; i.e., Flight training, crop dusting, aerial photography, small charter outfitter, etc.</p>	<p>Development Resource</p> <p>Sub-Committee, Agency including design and copywriter</p>	

**Table 15: Outline of an Air Service Proposal for YPE Scheduled Service**

Section Heading	Responsible	Cost
<p><b>8. SUPPORT</b></p> <p>Incentives including fee waivers have become an accepted fact of life for airports of all sizes trying to attract new service. For example, an airport may waive landing fees and terminal rental fees for the first year of service to defray start-up costs. Clearly, the type of service being sought and the size of the airport will directly affect the amount of waivers that target airlines will want to receive. These waivers are usually offered during an airline's first year of service in a target market, and they provide help to offset some of the financial risk that the airline assumes while the market grows.</p> <p>➤ Provide a high-level support overview and highlight:</p> <ul style="list-style-type: none"> <li>• Existing and planned Community Engagement and Airport marketing programs</li> <li>• Any financial or other support resources from the region (political, industry, business, economic development, tourism)</li> <li>• A high level overview of other support mechanisms such as fee forgiveness, counter, gate, baggage handling and/or other services, market stimulation programs, etc.</li> </ul> <p>Note: this entire section should be customized to individual carriers including scheduled passenger or cargo services. For cargo include customized applicable industry information; i.e., flight training, crop dusting, aerial photography, small charter outfitter, etc.</p>	<p>Society, Sub-Committee, Agency including design and copywriter</p>	

**Table 15: Outline of an Air Service Proposal for YPE Scheduled Service**

Section Heading	Responsible	Cost
<p><b>9. FACILITY AND SERVICES</b></p> <ul style="list-style-type: none"> <li>➤ <b>Airport Costs:</b> airport-related costs are one of the most important elements of a proposal for the airlines. Airlines need to know what costs they will incur at an airport in order to better match revenues to expenses. The cost of operating at the airport includes charges for landing, lighting, parking, navigation, as well as aircraft and passenger handling.</li> <li>➤ <b>Passenger handling:</b> YPE must possess the capacity and service quality to provide a quick, comfortable and passenger- friendly experience. The first and last impression all passengers will have of their experience in the Peace River Region is of the airport and a poor experience can impact negatively on their entire holiday or business experience. It is therefore vital that the services and facilities at YPE be of a high standard.</li> <li>➤ <b>Airport Infrastructure:</b> an airline needs to be shown that the new service being proposed can be operated based on an airport's current infrastructure (e.g., runways, tarmacs, holding areas, jetways, and gates) or improvements that are now planned or under way.</li> <li>➤ <b>Availability:</b> To begin service in a targeted market, an airline must know what facilities will be available on an immediate basis (i.e., prior to and at the inauguration of service), and, to the extent that changes to the available facilities are contemplated, on a near-term (perhaps three to six months) and medium- long-term basis (beyond three to six months). Communicating facility availability to a target airline is critical because aircraft allocation, staffing, advertising, and financing of the operation must be planned and must occur at specific intervals to ensure the successful start of the new route.</li> <li>➤ <b>Construction Plans:</b> If airport infrastructure improvements are planned or under way, the target airline must be aware of those activities so it can understand the likely impact of those activities on its potential new service. The issues to be discussed with the airline include (1) the timing and location of the improvements; (2) the impact of the improvements on the target airline's operations; (3) over- all funding availability; (4) the target airline's contributions to the improvements; and (5) total other carrier contributions.</li> </ul>	<p>Society, Sub-Committee, Agency including design and copywriter</p>	

**Table 15: Outline of an Air Service Proposal for YPE Scheduled Service**

<i>Section Heading</i>		<i>Responsible</i>	<i>Cost</i>
<b>10. CONCLUSION</b>		Sub-Committee, Agency including design and copywriter	
Propose next steps, ranging from a follow-up conference call to an in-person meeting.			

### **6.4 Open House Preparations**

An outline of the work necessary to prepare for the open house to be held March 1, 2011 to launch the YPE Society and the new airport, its Strategic Marketing Plan, its tenants and its new way of doing business is contained in the action plans.

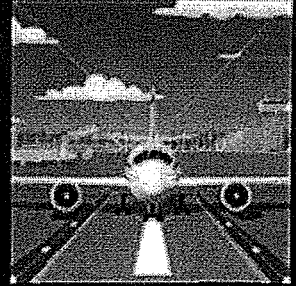
The consultants have assisted the Airport Committee to get started on this plan by preparing the initial look of some of the print material, which is presented on the next page.



March 1, 2011  
Peace River  
Regional Airport

4 pm - 8 pm

Tenant Trade Show  
Light Refreshments  
Free Parking  
Price Draw



**LOOKING AROUND**  
Find out why we are working as a region to support YPE

**LOOKING UP**  
Find out what plans we have to increase development at YPE

**LOOKING AHEAD**  
Find out how we plan to make YPE the best regional airport in Western Canada

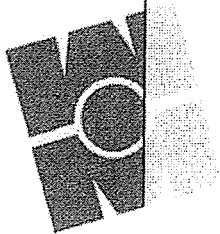
# Come Fly with Us at our YPE Airport Open House



Sponsored by the  
**Peace River Regional Airport Society**

Town of Peace River . Northern Sunrise County . County of Northern Lights . Town of Grimshaw . Municipal District of Peace # 135

**APPENDIX A: INTERVIEWS AND RESEARCH CONTACTS**



## Interviews and Research Contacts

### Elected Officials

- Birch Hills County, Reeve Shirley Emerson
- Clear Hills County, Reeve Pete Nykolyshyn (unable to reach)
- County of Grande Prairie #1, Reeve Everett McDonald
- County of Northern Lights (represented by PRRARC member Cheryl Anderson)
- Northern Sunrise County (represented by PRRARC Chair and Reeve Carolyn Kolebaba)
- Municipal District of Peace No. 135, Reeve Veronica Bliska
- Town of Falher, Mayor Margaret Tardif
- Town of Grimshaw, Mayor Brian Allen (represented on PRRARC)
- Town of Manning, Mayor Sunni-Jeanne Walker
- Town of McLennan, Mayor Donald Regier
- Town of Peace River (represented on PRRARC by Norma McQuarrie)
- Village of Berwyn, Mayor Ron Longtin
- Village of Nampa, Mayor Klaus Noruschat

### Small Business

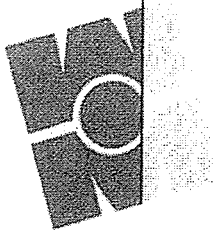
- Belle Marketing Agency Corp., Toni Antonietti
- Kit Office Plus, Eugene Kit
- 7401 - 107 Avenue, Peace River, Terry Weaver
- Carefree Travel, Trish Staicesku

### Real Estate

- Casey Realty & Insurance, Fred Jebb

### Medical

- Associate Medical Clinic, Dr. Dave Wilcox



## Rotary Club

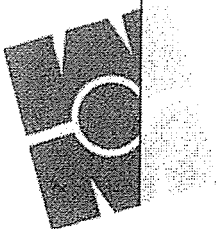
- Clarica Sunlife, Richard Rhodes
- Meyers Norris Penny, William Hirtle

## Aboriginal Contacts

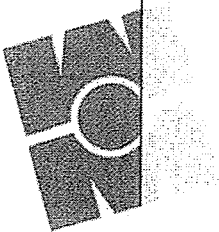
- Senior Resource Management Advisor, Peace River/High Level, Colin Needham
- Educational Contacts
- Northern Lakes College, Kevin Delorey

## Other

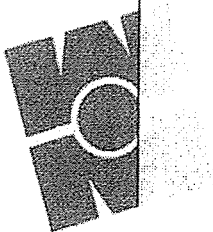
- Peace River Airport Manager, Dave Bellows
- Peace River Airport, Tom
- NAV Canada Peace River Airport,
- Edmonton International Airport, Peter McCart (Vice President, Marketing & Business Development)
- Edmonton International Airport, Carol Hutchins (Director, Air Service Development)
- Former Manager, General Aviation, Edmonton International Airport, Andy Shanks
- Former Airport Manager, Peace River Airport& Former Pilot, Peace Air, Don Robertson
- Bruce Power, Albert Cooper
- Alberta Health Services, Gordon Bates
- Shell Canada, Ken Zaitsoff
- Flint Energy, Tyler Miller



- Shell Station, Peace River, Tom Day
- D and D Consulting, Tony Antonietti
- Penn West Energy, Rob Lanctot
- Penn West Energy, Carl Cahereyk
- Diashowa Murubeni International, Tim Lanteigne
- Boucher Brothers Lumber, Norm Boucher
- Forestry Consultant, Berry Heinen
- Freson, Frank Lovsin
- Northern Air Charter, Rob King
- Advanced Paramedic, Steve Woodburn
- Alberta Finance and Enterprise, Rick Sloan
- Zinc Reseach, Brian Singh



## APPENDIX B: BIBLIOGRAPHY

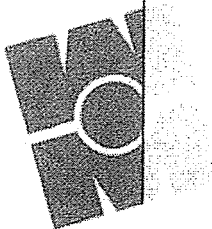


Western Management Consultants

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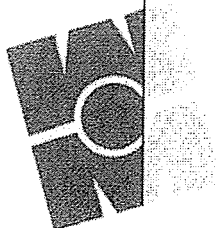
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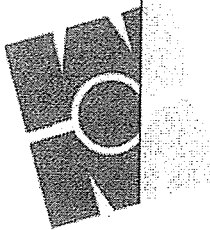
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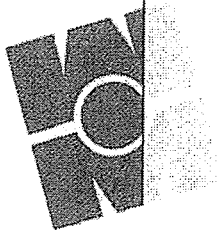
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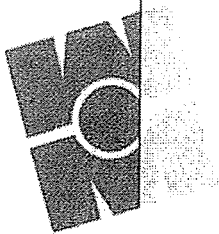


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# PEACE RIVER REGIONAL AIRPORT MARKETING PLAN

## COMMITTEE MEETING

### MINUTES

Thursday, October 28<sup>th</sup> and Friday, October 29<sup>th</sup>, 2010

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#### SESSION OBJECTIVES

- Presentation of proposal by Northern Air Charters
  - Decision on acceptance of proposal by Northern Air Charters
  - Review and confirm the Strategic Priorities and Key Results
  - Review, revise and finalize the Strategies and Actions
  - Discuss and provide direction on engagement recommendations
- 

#### THURSDAY, OCTOBER 28<sup>TH</sup>

##### 1.0 Attending

- Carolyn Kolebaba- Reeve, Northern Sunrise County (Chair)
- Bob Willing - Councillor, MD of Peace
- Norma MacQuarrie - CAO, Town of Peace River
- Dave Bellows - Town of Peace River (Airport Manager)
- Fahim Haque - EDO, Town of Peace River
- Mat Bergeron - EDO, Northern Sunrise County
- Cheryl Anderson - Councillor, MD of Northern Lights
- Andrea Schlenker - National Car Rental
- Stephen Woodburn - Advance Paramedic Ltd.
- Randy Martin - Public Member
- Colin Needham - Councillor, Town of Peace River



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- Randy Morden - Public Member
- Rob King - Northern Air Charter
- Brian Allen - Mayor, Town of Grimshaw
- Kent Stewart – Western Management Consultants
- Karen Stewart – Solstice Marketing Solutions

**Regrets:**

- John Neil – Public Member

## **2.0 Review of Strategic Priorities and Air Service Development Steps**

- Kent spoke to the revised Strategic Priorities.
- Karen walked the group through the typical steps airports go through when developing new air services.

## **3.0 Presentation from Northern Air Charter Inc.**

- Rob King distributed packages to the group and delivered a proposal for a new air service between YPE and YYC (Calgary International Airport).
- Kent walked the group through the Pros and Cons document previously provided to Rob King by the Consultants.
- Rob King responded to comments in the pros and cons, and reiterated the strengths of this proposal.
- Rob thanked the group, collected the packages and left the meeting.

## **3.1 Review of Proposal from Northern Air Charter Inc.**

- Carolyn asked each Committee Member to present their opinions on the proposal for discussion and debate.
- Overview comments were made by each member on their view of the proposal in light of the process recommended by the Consultants.



- Norma suggested the group amend the original agenda to table all decisions for the next day.
- Agreed the vote would occur on Friday.

#### **4.0 Adjourn**

- The meeting was adjourned at 7:00 pm.



## FRIDAY, OCTOBER 29<sup>TH</sup>

### 1.0 Attending

- Carolyn Kalebaba- Reeve, Northern Sunrise County (Chair)
- Bob Willing – Councillor, MD of Peace
- Norma MacQuarrie – CAO, Town of Peace River
- Dave Bellows – Town of Peace River (Airport Manager)
- Fahim Haque – EDO, Town of Peace River
- Mat Bergeron - EDO, Northern Sunrise County
- Cheryl Anderson – Councillor, MD of Northern Lights
- Andrea Schlenker - National Car Rental
- Randy Martin - Public Member
- Colin Needham – Councillor, Town of Peace River
- Randy Morden - Public Member
- Brian Allen - Mayor, Town of Grimshaw
- Kent Stewart – Western Management Consultants
- Karen Stewart – Solstice Marketing Solutions

#### Regrets:

- Stephen Woodburn - Advance Paramedic Ltd.
- Rob King - Northern Air Charters
- John Neil – Public Member

### 2.0 Confirm and Review Decisions from October 28th

- Carolyn confirmed the group's decision to accept the proposal from Northern Air Charter Inc. and each member voted in favor.
- Norma suggested that in the interest of future growth of YPE, a memorandum of Understanding should be established clearly defining the level of support for the new air service.





### 3.0 Review of Key Results

- Discussion was had around the funding for new air services portion of the Air Services Priority and it was decided this tactic should be focused on funding improvements such as runway expansion, parking lot development, upgrading washrooms, purchasing equipment and other capital development and should be moved to Strategy Priority #2, Increasing Economic Development.
- Discussion was had around charter air services and Rob's request this shouldn't be a focus at all. It was decided it should remain but move to the lowest priority at this time.
- Kent suggested given the new developments we not address the Air Service Key Results plan until updates are made.
- Discussion around Strategic Priority #2 Increasing Economic Activity included:
  - Truck stop development pros and cons. It was determined this activity should be removed from the plan so the group could focus effort on business park development.
  - Restaurant operation and timing where it was determined some interim solutions for providing limited food services would be moved forward by Dave Bellows.
  - The Area Structure Plan is being developed by a sub-committee led by Norma.
  - Aviation operations such as propeller repair should be pursued, as well as some targeting attraction of some of the small companies at Edmonton City Centre Airport.
- Discussion around Strategic Priority #3 Maintain and Increase Public Safety Role of YPE included:
  - Respect for Manning's Role as Fire Base and serving as a support only for this industry.



- Working with the RCMP to explore expanded role for YPE.
  - Focus on developing a health cluster at YPE.
- Discussion around Strategic Priority #4 Attract Cargo Service to YPE included:
- Existing daily courier service for banking and government documents - it was felt this has no expansion potential but consultants will research.
  - Potential of hot shot service for the oil industry.
- Discussion around Strategic Priority #5 included:
- Committee determination on how to best utilize remaining consultant time.
  - The need for a Communications Sub-Committee led by Karen Stewart and comprised of Mat Bergeron, Lara Onaba, Colin Needham, and Lydia Zilahy. Karen will also provide updates to Fahim Haque.

#### **4.0 Meeting Dates and Next Steps**

- The need for a priority list to help the committee understand immediate and short term action items was identified.
- Kent led a group exercise to develop the high priority list for short term actions.
- The next meeting date is Tuesday December 21, 2010 at 9 am.
- The Open House is scheduled tentatively for March 1, 2011.

#### **5.0 Adjourn**

- The meeting adjourned at 3:15 pm.



# PEACE RIVER REGIONAL AIRPORT MARKETING STRATEGY

Highest Priority Activities – Near Term				
Priority	Description	Strategic Priority/ Key Result	Lead Role	Timeline
1	<p>YYC Air Service Agreement with NAC and Announcement</p> <ul style="list-style-type: none"> <li>➤ Draft MOU</li> <li>➤ Negotiate with NAC</li> <li>➤ Finalize agreement</li> <li>➤ Draft communication plan</li> <li>➤ Press release</li> <li>➤ Communication support</li> </ul>	SP #1	Town of Peace River Communication Committee	November 2010
2	<p>AHS Dispatch Centre</p> <ul style="list-style-type: none"> <li>➤ Support AHS plans to build the centre</li> <li>➤ Provide necessary regulatory support and approvals in a timely manner</li> <li>➤ Approve lease agreements</li> <li>➤ Provide communication plan and support for announcement of the service</li> <li>➤ NSC will backstop the costs of a building at the airport</li> </ul>	SP #2 KR 2-1	Town of Peace River MD of Peace Northern Sunrise County	January 2011 to December 2011
3	<p>Prepare for and hold an open house to 'launch' YPE as the region's airport</p> <ul style="list-style-type: none"> <li>➤ Plan the open house</li> <li>➤ Prepare communications plan</li> <li>➤ Promote the event</li> <li>➤ Conduct advance media contacts</li> <li>➤ Hold the open house</li> <li>➤ Follow-up</li> </ul>	SP #1 KR 1-2	Communication Committee Town of Peace River	March 1, 2011



Highest Priority Activities – Near Term				
Priority	Description	Strategic Priority/ Key Result	Lead Role	Timeline
4	<p>Provide testimonial and promotional support for NAC and APL proposals for EMS contracts</p> <ul style="list-style-type: none"> <li>➤ Determine how YPE can assist</li> <li>➤ Mobilize support</li> <li>➤ Provide presentation support if needed</li> <li>➤ Communication support throughout region</li> </ul>	<p>SP #3 KR 3-1 KR 3-2</p>	<p>Communication Committee Airport Society</p>	<p>June 2011 to February 2012</p>
5	<p>Restaurant development stage 1: attract food service operation</p> <ul style="list-style-type: none"> <li>➤ Talk with existing operators</li> <li>➤ Facilitate a small (kiosk) service to the airport</li> <li>➤ Communicate to promote the service</li> </ul>	<p>SP #2 KR 2-2</p>	<p>YPE Manager</p>	<p>March 2011</p>
6	<p>Area concept plan is completed</p> <ul style="list-style-type: none"> <li>➤ Assess land uses and demand</li> <li>➤ Assess and resolve transportation issues</li> <li>➤ Prepare concept</li> <li>➤ Promote the concept</li> </ul>	<p>SP #2 KR 2-4</p>	<p>Area Concept Plan Committee MMSA</p>	<p>June 2011</p>
7	<p>Discussions with government and industry partners</p> <ul style="list-style-type: none"> <li>➤ Understand issues, demand for services</li> <li>➤ Obtain support for YPE development</li> <li>➤ Obtain support for YPE air service</li> <li>➤ Communicate</li> <li>➤ Promote the collaboration</li> </ul>		<p>Airport Society</p>	<p>June 2011</p>