

# Strategic plan

2025 → 2030

# In the right place



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**André Boulanger**  
Chair of the Board  
of Directors

## → Message from the Chair of the Board of Directors

In 2000, Transport Canada entrusted the management, operation, maintenance, and development of Québec City Jean Lesage International Airport (YQB) to a group of business and community leaders from the greater Québec City area, who then formed Aéroport de Québec Inc., the private non-profit organization that now manages the YQB airport and its facilities. Since the early 1990s, most Canadian airports have been transferred from federal ownership to local authorities or private corporations.

From the outset, the organization's vision was clear: to think big and provide Québec City and eastern Québec with infrastructure that meets the needs and expectations of the population. Driven by regional leaders, investor confidence, and financial support from governments, the terminal underwent two phases of expansion. These major projects became a source of pride and fuelled YQB's growth.

Over 25 years, the airport has undergone a remarkable transformation that has benefited both the region and its travellers. The passenger experience has been enhanced, and the number of travellers departing from Québec City has continued to rise.

Just as the organization was gaining momentum and preparing to transition from an era of construction to one of development, the pandemic abruptly halted its progress.

Despite this unprecedented challenge, YQB's teams remained committed to expanding air service, working closely with airlines and all stakeholders involved in the greater Québec City area's economic and tourism development.

Today, the number of flights and destinations has reached a new high.

As Chair of the Board of Directors, I am proud to see that, despite significant challenges over the past five years,

we have strengthened our position in a fragile ecosystem. The organization is now well equipped to accelerate growth and increase passenger numbers.

For the past year, we have been charting our course for the years ahead. Defining where we want to land in 2030 has been a team effort. Our strategic planning process has been primarily driven by consultations with our employees, stakeholders, and residents of the greater Québec City area.

The conclusion is clear: YQB is aligned with the industry's business realities, while remaining deeply engaged with the region's ambitions and those of its passengers. As we enter a new chapter with this strong foundation to build on, YQB is undeniably **in the right place** as it looks to the future.

## → Message from the President and CEO

When I began my mandate at YQB in 2019, the organization was completing a major construction phase to pave the way for a new chapter of sustained development. We looked toward the future and committed to seizing every opportunity for growth. Air service development became the key priority for the 2020–2025 period.

To achieve this and enable our airport to fulfill its mission as a driver of socioeconomic development, it was essential to unite the community's key stakeholders around a common objective. We prioritized collaboration and transparency, aligning our ambitions to drive the region toward achieving great things.

Then came the pandemic, which drastically altered our trajectory.

We turned this setback into a catalyst for change. We strengthened our relationships with airlines and the local community, engaged our teams in reducing operating costs, redefined our destination network, and completely reimagined the commercial offering inside the terminal. It was a true feat—one that would not have been possible without a high-performing, dedicated team and unwavering support from regional stakeholders.

We now have an extremely solid foundation that will help us take on the next chapter of our story. Nonetheless, we continue to face major challenges. Our airline partners are facing critical labour shortages and supply chain issues, economic uncertainty persists, traveller expectations are high, and our market remains relatively limited.

Operating at the heart of a rapidly changing industry, we must stay the course and double down on agility. One thing remains constant: our commitment to working hand in hand with the community. This strategic plan was created with a strong commitment to reflecting the region's ambitions.

I take immense pride in everything we have accomplished since I began my tenure in 2019. Navigating five years marked by an unprecedented global crisis and a rapidly evolving industry, we persisted in working together to harness YQB's full potential as a driver of development.

Building on our strong foundations and looking confidently toward the future, we are undeniably in the right place.

**In the right place** in the hearts of passengers.

**In the right place** in our relationships with stakeholders.

**In the right place** as an employer of choice.

**In the right place** to tackle the challenge of growth and revenue diversification.

**In the right place** in an evolving airport ecosystem.

**In the right place** in the era of sustainable development.

**In the right place** to drive growth for the region and all of Québec.



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**Stéphane Poirier**  
President and CEO



## → About us

The Aéroport de Québec Inc. team consists of over 180 employees. The private corporation is responsible for managing, operating, maintaining, and developing Québec City Jean Lesage International Airport (YQB) and holds a 60-year emphyteutic land lease signed with the Government of Canada on October 27, 2000, with an option to renew for an additional 20 years.

Our Board of Directors consists of up to 15 members from the community, appointed by the Government of Canada and the Government of Québec or nominated by the municipalities of Québec City and Lévis and by the Chambre de commerce et d'industrie de Québec and the Chambre de commerce et d'industrie du Grand Lévis.

Our recent projects include expanding the terminal and resurfacing the runways. These major investments drive air traffic growth and contribute to the

socioeconomic development of our region and all of Québec. Today, we have a modern terminal offering a wide range of services, including shops, restaurants, a business lounge, and parking areas.

Recognized as an airport of entry by the Canada Border Services Agency (CBSA), YQB provides customs and immigration services on site. Our airport plays a key role in Québec's domestic, cross-border, and international air travel. More than ten airlines operate from YQB, providing numerous routes, including daily flights to major hubs in the northeastern United States and connections to Europe, Central America, the Caribbean, and Mexico. While primarily focused on passenger travel, YQB also handles cargo, contributing to the region's economic growth.

Located about 13 km west of downtown Québec City, the airport is easily accessible by car, bus, taxi, and shuttle.

**As a non-share, not-for-profit corporation, all our surplus revenues are reinvested into infrastructure—to ensure it remains efficient and safe—and into improving the services we offer to passengers and partners.**



## An overview of YQB

Over  
**180**  
employees



**11**  
airlines



**37**  
destinations



**50%**  
reduction in GHG  
emissions since  
2016



An airport  
that's open  
**24 h/7**  
**365 d**

**1.738**  
million  
passengers  
in 2024



Over  
**60**  
businesses  
operating  
at the airport

**21,186**  
commercial  
flights  
in 2024

**54,738**  
general  
aviation flights  
in 2024

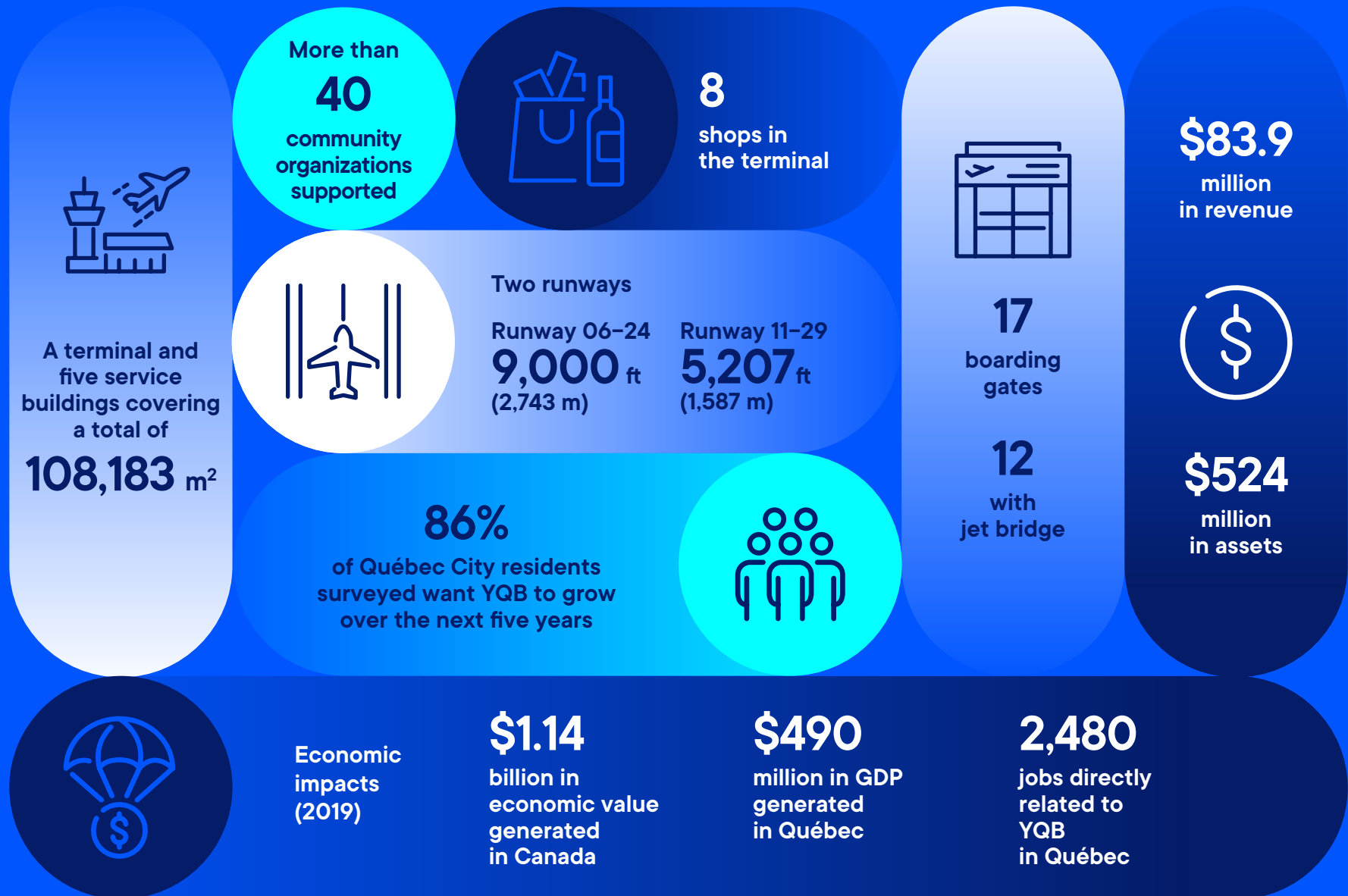


A **7.05** km<sup>2</sup>  
property



Average passenger  
satisfaction rating of  
**9/10**





## → Results of the last strategic plan



As we conclude this strategic planning cycle, we can see that, despite challenging circumstances, we have made significant progress since 2020. The mission was to work hand in hand with the region's key players and establish the conditions necessary to improve air services and drive growth—a challenge we successfully met.

We made a major effort to create a culture of collaboration, both internally and externally, that promotes a focus on common goals. As a result of this leadership, relations with our employees and the community have never been closer or stronger.

Through teamwork, our air services have undergone a complete transformation. Airlines have added destinations, expanded capacity, and increased frequency on many routes. We signed agreements with new airlines to boost competition and benefit passengers. As a result, the population of the greater Québec City area and the eastern part of the province now has access to even more destinations from YQB. We also worked with local businesses to offer

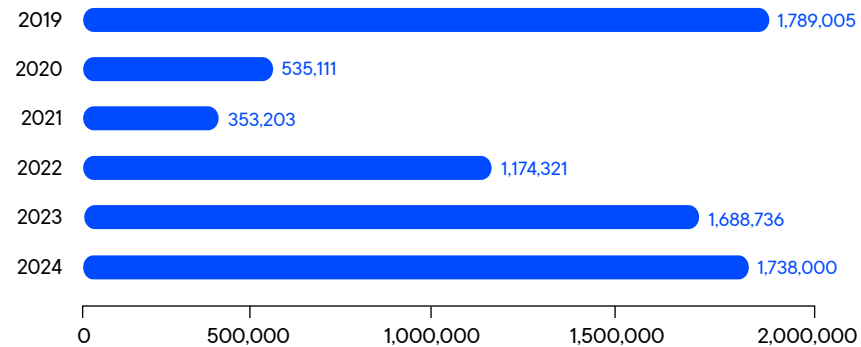
more food and services in the terminal and elevate the passenger experience. We completed large-scale projects to ensure the safety and sustainability of our infrastructure and meet passenger needs.

Armed with insights gained from our market, we launched our first advertising campaigns aimed at convincing travellers to choose YQB as the departure point for their next getaway. We highlighted the benefits of flying out of Québec City and teamed up with travel agents, who became ambassadors committed to increasing airport traffic.

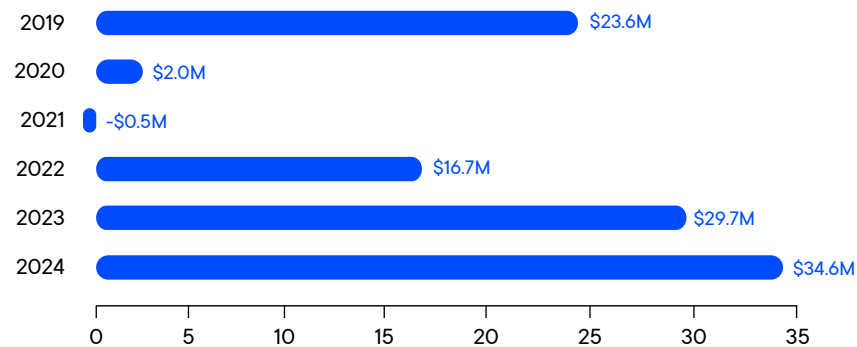
It is important to note that YQB's activities as part of its 2020–2025 strategic plan were significantly disrupted by the COVID-19 pandemic, as border closures and lockdowns grounded most aircraft across the country.



### Passengers travelling through YQB by year, 2019 to 2024



### EBITDA 2019 to 2023



Earnings before interest, taxes, depreciation, and amortization (EBITDA) is an indicator used to assess ongoing operational performance. The company defines EBITDA as the excess of revenue over expenses before financial expenses, taxes, and depreciation.



# Outlook

2025 —→ 2030





## → A rigorous consultation process

Over the past five years, we have made it a priority to listen to the community and unite the region's key players around common goals and initiatives. With this in mind, engaging all our stakeholders in shaping the path forward for the next strategic planning cycle and the future of our organization was a clear imperative.

This commitment led to a rigorous methodology of analysis and information gathering, involving extensive internal and external consultations.

This strategic plan is therefore the product of a collective reflection, demonstrating our commitment to remaining attuned to our region, stakeholders, and business partners.

A wide range of stakeholders contributed throughout the process

**100+**

airport ecosystem employees and partners

**5**

travel agencies

**30+**

socioeconomic development players

**1,000**

residents of the Québec City census metropolitan area (CMA)

**15**

members of the Board of Directors

**5**

regional county municipalities (RCMs) and CMAs

**91**

employees of Aéroport de Québec Inc.

**8**

residents from L'Ancienne-Lorette



## → Our ecosystem and its challenges

Our airport operates within a complex ecosystem that has undergone profound structural changes since 2020. Over the past five years, we have made significant strides in strengthening relationships with our stakeholders and enhancing the services and experience we offer passengers. This success is largely driven by our skilled, agile, and efficient team, which will remain the cornerstone of our growth in the years ahead.

It is crucial to acknowledge that the pandemic weakened our financial position, as well as those of our business partners. Our market has also become more vulnerable to the uncertainties of the post-crisis landscape.

The air transportation industry is rebuilding. To secure our place in this highly competitive sector, now more than ever, we must be able to skillfully navigate the realities that we and our partners, passengers, and stakeholders face. We have already proven that we have the ability and determination to overcome challenges. Our team possesses the knowledge and expertise to drive and capitalize on business opportunities that will fuel growth, all while remaining mindful of the fragility of our ecosystem. No matter what lies ahead, we remain committed to meeting passenger expectations and increasing our contribution to the socioeconomic development of our region and all of Québec.



# Our financial reality

## The Canadian model

Since the early 1990s, most Canadian airports have been transferred from federal ownership to local authorities or private corporations. Airports that are part of Canada's National Airports System, including YQB, are now managed by airport authorities incorporated under Part II of the *Canada Not-for-profit Corporations Act* as non-share, non-profit organizations that are exempt under the *Income Tax Act*. The federal government grants long-term leases to these authorities, outlining their responsibility to manage, operate, and develop their respective airports in a safe, efficient, and financially sustainable manner.

As an airport authority, we are responsible for generating all revenue needed to cover operating costs and fund necessary development projects. At the end of our lease, we are also required to return the assets to the federal government debt-free.

Canadian airports must pay annual rent to Transport Canada based on revenue, as well as payments in lieu of taxes. In Québec, these payments are calculated based on the property value of airport infrastructure. For some Canadian airports, a per-passenger fee structure determines the payments in lieu of taxes owed. This method provides for financial risk sharing between the provincial government and the airport, which reduces the vulnerability of airports to fluctuations in air traffic.



## Amounts paid by YQB in 2024

### \$5.524M

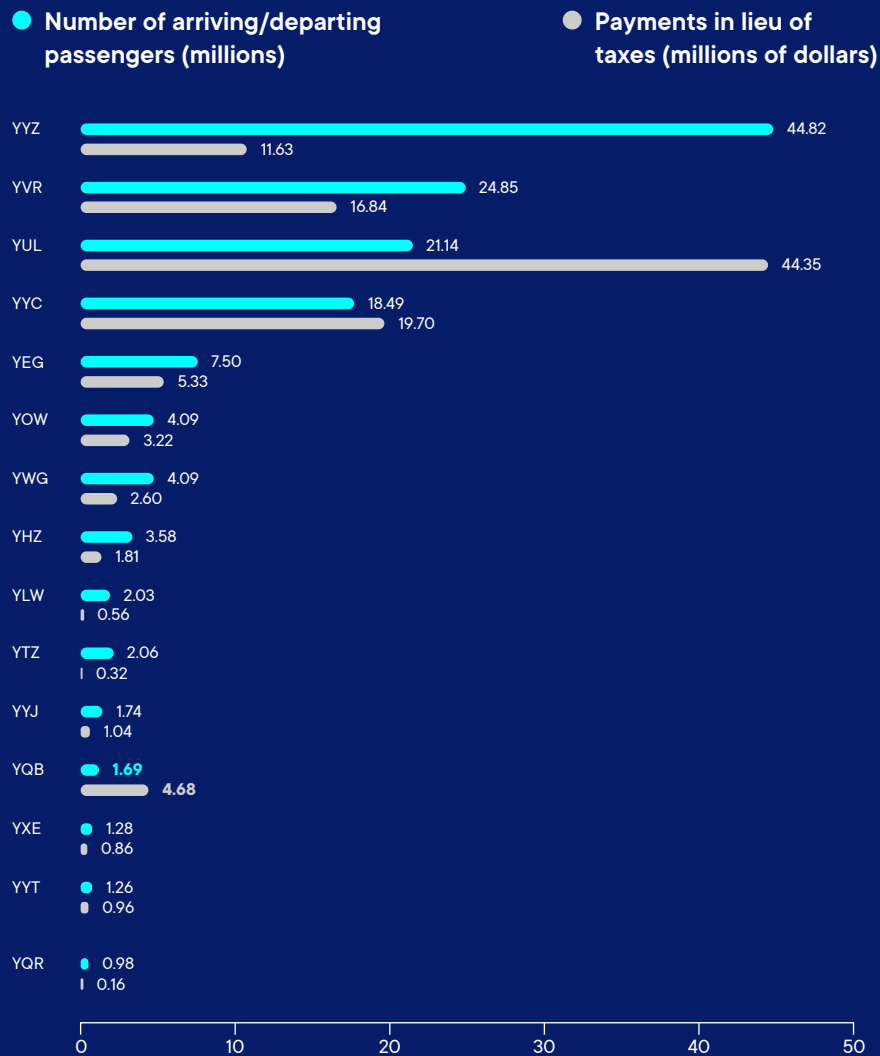
Rent paid to Transport Canada

### \$4.701M

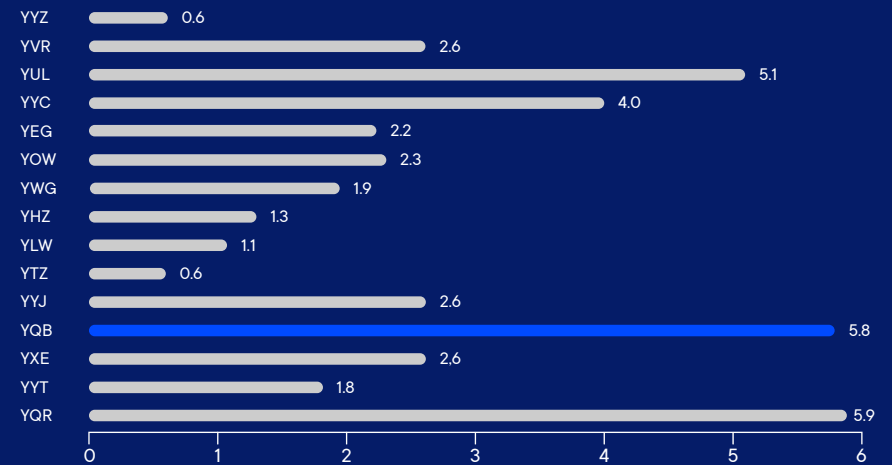
Payments in lieu of taxes

## Payments in lieu of taxes by Canadian airports compared to their passenger numbers and revenues<sup>1</sup>

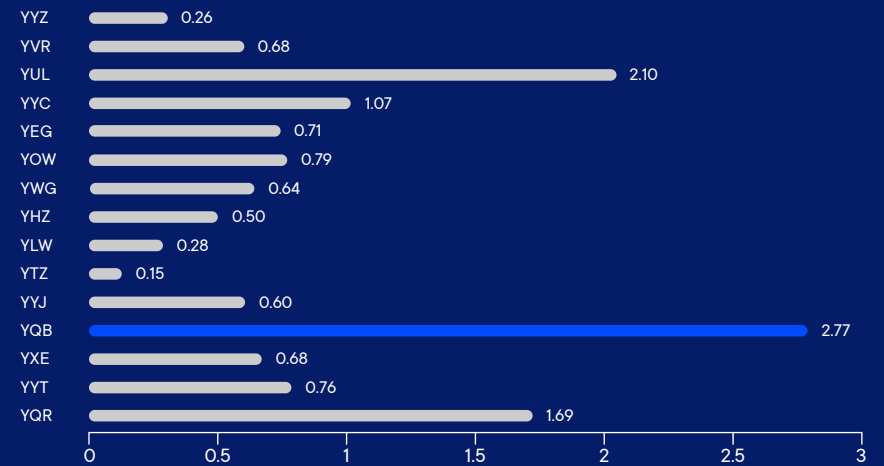
For the 12-month period ending December 31, 2023



### Payments in lieu of taxes as a % of revenue



### Payments in lieu of taxes per arriving/departing passenger (\$)



Source: Airport annual reports

<sup>1</sup> Airports of various sizes within the National Airports System

## Revenue and expense sources

The primary sources of airport revenue are tied to air traffic, particularly passenger volume. The more flights airlines operate and the more travellers use them, the greater the airport's revenue from aviation activities and passenger spending. As a result, an airport's financial performance is highly dependent on its traffic levels, which fluctuate based on socioeconomic conditions, geopolitical climate, regulations, airline business decisions, and tourism industry trends, among other factors.

Airports cover their expenses through three main revenue streams:

- aviation revenue, generated from fees charged to airlines;
- the Airport Improvement Fee (AIF), charged to passengers, which may be used only to fund infrastructure investments and debt service payments to creditors;
- non-aviation revenue, derived from commercial concessions, parking operations, land and building leases, and advertising sales.

Like many Canadian airports, YQB must rely on long-term borrowing to maintain and develop its assets, as airport revenues alone are not sufficient. The organization has done so since the 2000s to build infrastructure that supports its growth, and more recently during the pandemic to ensure the provision of essential services and carry out necessary infrastructure projects.

Ensuring financial sustainability remains a major challenge for YQB, as the organization must contend with:

- financial obligations to public and private creditors (rent, payments in lieu of taxes, loans);
- limited funding options;
- significant and necessary investments to maintain asset quality and safety, grow passenger traffic, and diversify revenue sources;
- a substantial rise in operating costs, driven in part by economic conditions and climate change.

# \$83.9M

2024 revenue

# \$542M

YQB's total assets  
as of December 31, 2024

# \$466M

YQB's total liabilities  
as of December 31, 2024

# \$75.6M

Net assets

## Our challenge

Ensuring the organization's financial sustainability while making the necessary investments to maintain asset quality and safety and drive passenger traffic growth.





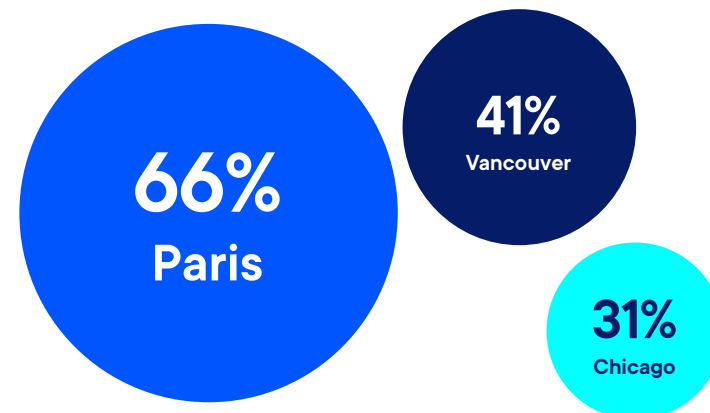
## Our passengers' reality

Airlines carefully build their networks with a focus on profitability; travellers, for their part, want a diverse, ever-expanding, and low-cost selection of direct flights.

While price is the primary factor influencing the decision to purchase airline tickets, the airport authority has no control over this aspect. Airfare is determined by the airlines and fluctuates based on supply and demand.

In recent years, we have successfully expanded air service from YQB, offering more direct flight options. However, many travellers in our catchment area are still unfamiliar with the destinations available from Québec City.

### Awareness of select direct flight destinations



Source: SOM. Evaluation of the summer 2024 advertising campaign conducted between July 25 and 30, 2024, among 1,258 adults residing in the Capitale-Nationale, Chaudière-Appalaches, Mauricie, and Centre-du-Québec regions.

Our airport is gaining new passengers every day, but many travellers from the greater Québec City area and eastern Québec continue to fly out of other airports. In fact, about one in two travellers living within YQB’s catchment area opts to depart from a different airport.

On the other hand, those who choose YQB report very high satisfaction with their experience. Passenger surveys conducted in the terminal in 2024 show an impressive overall satisfaction score.

	2023	2024
Average overall passenger satisfaction	8.9/10	9/10
Net Promoter Score (NPS)	74	77

Source: Qualtrics. YQB passenger survey

Our challenge

Increase awareness of the flights and services we offer among travellers in our catchment area.





## The reality of our market

In Canada, the air transportation industry faces the challenges posed by the country's vast size, with population density that varies drastically from one region to another. This has a direct impact on airline operating costs and, consequently, the price of airline tickets.

Operating within an already complex national market, our airport is also subject to the unique characteristics of the Québec market. With a population of 9 million in the province and 880,000 in the Québec City CMA, our demographic profile is challenging compared to that of many European and American markets, and even major Canadian cities. The population has high expectations for expanded flight options, but the demographic reality of our catchment area poses its own set of challenges. In short, our airport operates in a market that demands continuous efforts to demonstrate and boost its appeal.



## YQB's catchment area



To convince airlines to develop new routes, an airport supported by its community must demonstrate that a proposed new route is profitable—a challenging task that can take years of work. In that respect, increases in capacity and frequency and the addition of new international routes are signs that the market is growing. However, these gains may be fleeting; if the seats are not filled consistently, airlines may shift their focus to more profitable markets.

## Our challenge

Increase the number of passengers travelling to and from YQB to strengthen the attractiveness of our market for airlines.

# Our airlines' reality

As the air transportation industry undergoes significant restructuring, the ongoing disruptions affecting airlines will continue to have an impact on us. One of the challenges airlines face is the current shortage of skilled and qualified labour. This labour shortage, combined with the demands of the energy transition, is driving airlines to opt for larger aircraft and prioritize more profitable markets. Larger, more efficient aircraft requiring fewer staff are replacing smaller planes that allowed

for increased frequency. This transition puts smaller markets at a disadvantage, as their passenger numbers cannot justify the high-frequency use of large aircraft.

At the same time, airlines are dealing with disruptions in the supply chain and struggling to obtain the necessary parts to maintain and update their fleet. The result is that airlines are keeping some of their planes grounded, flight availability barely meets demand, and revenue losses are mounting.

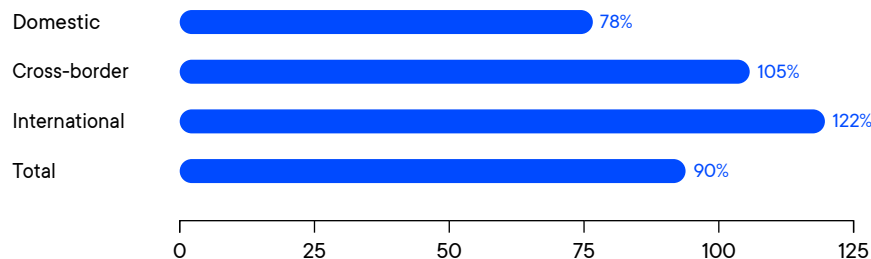
Now more than ever, airlines are seeking strategies and routes that guarantee a good return on the millions of dollars they invest in launching new services.

While the number of seats offered by airlines in the Canadian market has reached pre-pandemic levels, passenger volume has not yet returned to 2019 levels. Interestingly, the recovery of passenger volume at YQB exceeds the national Canadian average, but it has yet to reach what it was five years ago. In a context where domestic

and cross-border traffic in Canada is struggling to rebound, we are seeing success by growing international passenger numbers, thanks to significant efforts made during the pandemic to offer more flights, particularly on international routes.

## Regaining passenger volume at YQB

### Percentage of passengers in 2024 compared to 2019



## Our challenge

Work closely with airlines and the community to ensure that current and future air routes perform well.

# The reality of our operations

Under our land lease with Transport Canada and its associated obligations, we are responsible for the safe, continuous management, operation, and maintenance of YQB's airport facilities. We must be operational 24 hours a day, 7 days a week, 365 days a year, interacting and working in synergy with stakeholders in a highly complex ecosystem.

Even in the context of travel restrictions like those we experienced during the pandemic, we must ensure optimal service delivery, including supporting operations and accommodating essential services like the Service aérien gouvernemental (SAG), medical transportation, the Société de protection des forêts contre le feu (SOPFEU), emergency aircraft diversions, and the movement of essential workers and goods.

In addition to ensuring the continuous operation of airport infrastructure, including keeping runways available, we must contend with the region's harsh winter conditions, with our airport being among the snowiest in the country. To maintain the safety of the runways and airport site, we ramp up our workforce during the winter months.

Added to this are the increasingly unpredictable effects of climate change, which demand greater versatility and flexibility in our operations, particularly in snow removal, regulatory inspections, preventive and corrective maintenance, and construction projects. Climate change is also making winters increasingly costly due to the rising price of de-icing products, which are essential when temperatures hover around freezing. Freeze-thaw cycles also cause significant damage to infrastructure and require a wide range of specialized equipment and products. To navigate this uncertain landscape, we need to maintain agile planning, leverage the expertise of our teams, select specialized equipment and tailored products, and foster strong relationships with our partners.



## Our challenge

Ensuring the constant availability and safety of airport infrastructure while managing the uncertainties of weather and economic conditions.

# The reality of sustainable growth

Growing while protecting the planet and ensuring the well-being of communities is one of the great challenges of the 21st century. Businesses' economic growth must respect communities and the environment, and must be paired with continuous improvement measures that foster collective well-being and the fight against climate change. In this context, airports and the greater air transportation industry must continue to adapt and improve their practices to meet these imperatives.

The Government of Canada and the aviation industry are working together to reduce greenhouse gas emissions in this sector. Canada's Aviation Climate Action Plan aims for carbon neutrality by 2050. It also sets an ambitious target for the use of sustainable aviation fuels by 2030 and proposes measures to help the government and aviation industry achieve these goals. For our part, we aim to make YQB an airport with

carbon-neutral operations by 2040. Our GHG emissions have already been reduced by 50% compared to the 2016 reference year, according to the Airport Carbon Accreditation (ACA) program. The ACA is the only global standard specifically dedicated to airports, based on internationally recognized methodologies. It provides airports with a common framework for proactive carbon management, with measurable targets.

In addition to reducing emissions from their operations, airports are called upon to play a role in influencing and supporting all their partners in this crucial change-management process, particularly in reducing GHG emissions and environmental impact. This approach to development, which considers environmental, social, and economic impacts, demands significant investment.

Sustainably managing financial, material, and natural resources requires a long-term, holistic vision. To adapt, we need to rethink our ways of working and foster openness and innovation to develop new methods that reduce the impact of airport activities without compromising infrastructure safety.

## Our challenge

Effectively integrate sustainable development into our operations and management practices and measure and enhance our environmental, social, and economic performance, while upholding exemplary governance standards.

Mission, vision,  
and values





MISSION, VISION, AND VALUES

HONOURING OUR ROLE

## A daily mission

We provide quality, efficient, and secure services and infrastructure to support air traffic growth and strengthen our role as a key socioeconomic driver in our region and across Québec.



## MISSION, VISION, AND VALUES

### EXPANDING OUR ROLE

# An ambitious and unifying **vision**

By 2030, we will bring 2.4 million passengers to YQB, an international airport that operates on a human scale, generates pride and drives growth for our community, and is known for its user-friendly services and the range of options it offers.





MISSION, VISION, AND VALUES

HAVING OUR HEARTS IN THE RIGHT PLACE

## Our values

### Agility

We proactively adapt to change and take action to maximize positive outcomes.

### Collaboration

We promote teamwork and synergy within our organization and with all stakeholders to serve the common good.

### Sustainability

We protect and optimize the use of our financial, material, and natural resources to ensure their long-term viability.

### Proximity

We respond diligently to the needs of our employees, passengers, and partners, fostering a human-centred approach.

## → Strategic priorities and actions

Over the past five years, despite challenging conditions for growth, we have strengthened our foundations and established YQB as a driving force for development, guided by a clear vision.

As we navigate the challenges of a transforming industry, we will focus on renewed strategic priorities, building on recent progress to ensure that we remain—as always—in the right place.



## STRATEGIC PRIORITIES AND ACTIONS

1

Ensure  
financial  
sustainability



2

Enhance  
the YQB  
experience



3

Strengthen  
awareness  
and appeal



4

Implement  
our commitment  
to sustainable  
development



5

Focus on  
efficiency  
and agility



## STRATEGIC PRIORITIES AND ACTIONS



# 1 Ensure financial sustainability

Our financial sustainability depends on optimizing our current revenue streams, seeking new business opportunities, and maintaining rigorous budgetary and financial management. Maximizing revenue to strengthen our financial health and continue reducing our reliance on airport fees is key to **securing our position in a highly competitive industry.**





## ENSURE FINANCIAL SUSTAINABILITY

### OUR ACTIONS

#### 1.1 Sustainably and profitably develop real estate projects at YQB

The airport site and available land offer significant development potential. Through in-depth analysis, strategic planning, and stakeholder consultation, we will define a real estate strategy that diversifies our revenue streams while also meeting the needs of the greater Québec City area.

#### 1.2 Optimize the performance of ground transportation services

To provide passengers with efficient and diverse ground transportation options while ensuring their profitability, we will implement continuous improvement measures across all services, including parking, taxis, and public transportation.

#### 1.3 Continuously enhance the concessions on offer

We are committed to continually improving the concessions on offer to meet passenger expectations and maximize revenues for both YQB and our business partners. By optimizing the use of available terminal space and leveraging business intelligence, we will continue working closely with our partners to provide an attractive commercial experience for travellers.



## ENSURE FINANCIAL SUSTAINABILITY (*continued*)

### OUR ACTIONS

#### 1.4 Establish and sustain mutually beneficial partnerships with our airline partners

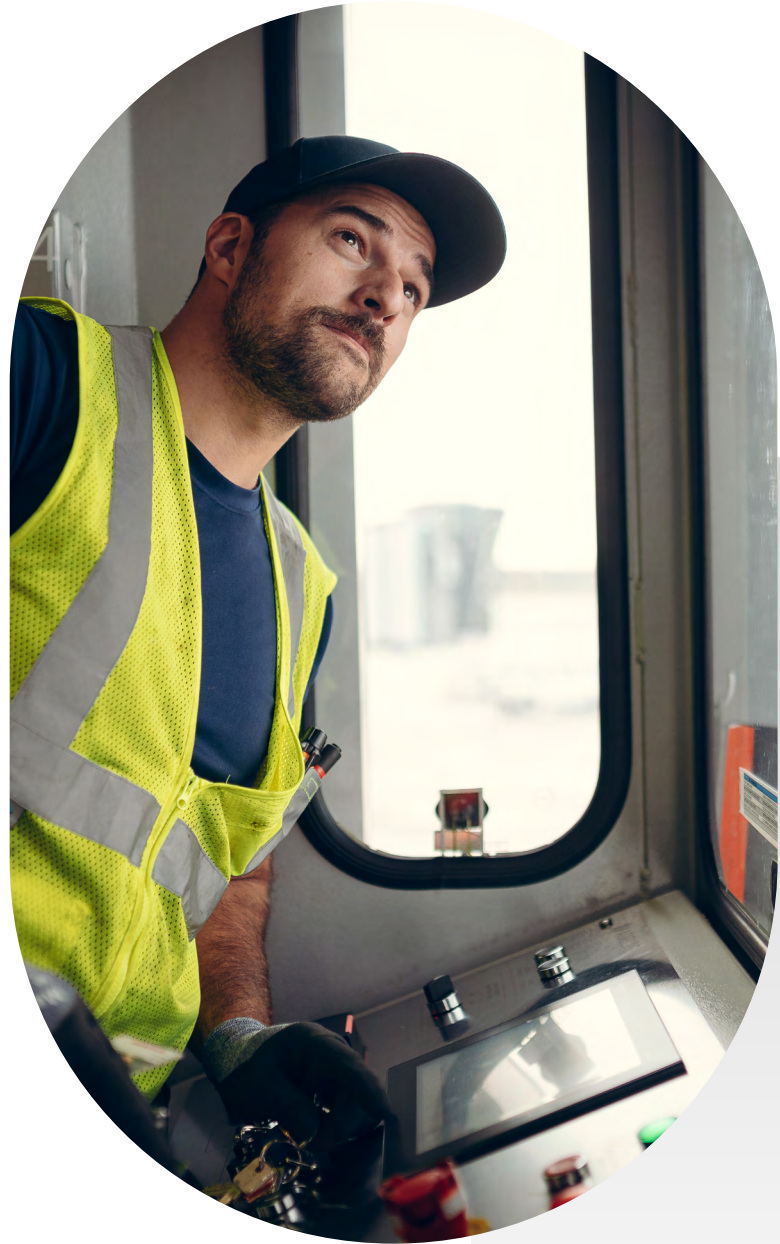
Maintaining strong relationships with our airline partners is essential to our success. We will build on existing partnerships while also forging new strategic agreements. This synergy will generate additional revenue and also help attract more passengers to YQB.

#### 1.5 Structure and strengthen community engagement in air service development

We will seek new funding opportunities to support air service development initiatives, contributing to the region's socioeconomic progress and to the province's growth.

#### 1.6 Explore new ways to commercialize airport experiences

Following the example of other innovative airports, we will explore the possibility of enhancing what we currently offer by adding airport experience products tailored to the needs of different types of travellers to foster customer loyalty and diversify revenue streams.



STRATEGIC PRIORITIES AND ACTIONS



## 2 Enhance the YQB experience

Satisfaction indicators show that **the YQB experience holds a strong position** compared to other airports.

Clarifying and fully embracing YQB's unique value proposition for each customer segment will help strengthen our business relationships and drive growth.





## ENHANCE THE YQB EXPERIENCE

### OUR ACTIONS

#### 2.1 Define and deliver the value proposition for our passengers

To enhance the YQB experience for all types of travellers, it is essential to clearly define the key elements of our value proposition. These pillars will enrich the passenger experience and reinforce our commitment to passengers.

#### 2.2 Continuously assess and refine the value proposition for our passengers

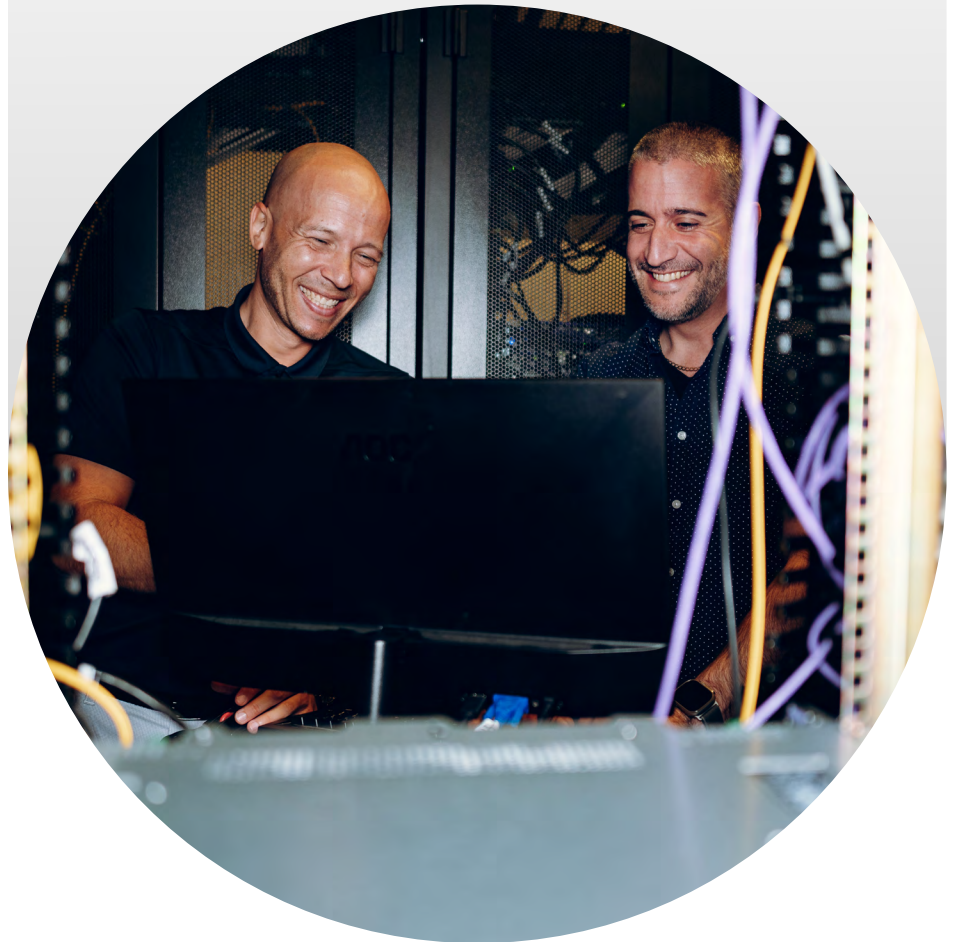
We will use measurement tools and performance indicators to constantly adjust what we offer to ensure it remains aligned with the ever-evolving needs of our passengers.

#### 2.3 Define and deliver the value proposition for our airlines

Understanding the specific needs of airlines and tailoring our value proposition accordingly is essential to improving their experience at YQB. Supporting their operations within our airport also plays a key role in strengthening our market appeal and fostering growth.

#### 2.4 Continuously assess and refine the value proposition for our airlines

We will use measurement tools and performance indicators to constantly adjust what we offer to ensure that it evolves in step with the changing needs of our airlines.



STRATEGIC PRIORITIES AND ACTIONS



### 3 Strengthen awareness and appeal

Expanding the flights and services we offer depends on increasing passenger numbers.

To drive growth, we need to convince every traveller within our catchment area to **choose Québec City as their departure point.**



## STRENGTHEN AWARENESS AND APPEAL

### OUR ACTIONS

#### 3.1 Expand our presence and strengthen regional relationships

Our efforts to build strong relationships with stakeholders, influencers, and key players in the Québec City CMA have been successful. We will now extend these initiatives across our entire catchment area.

#### 3.2 Increase our visibility in outlying regions

Initiatives have been launched to position YQB as a key player in the socioeconomic development of the greater Québec City area. To amplify our impact, we will expand our outreach and communications beyond the Québec City CMA.

#### 3.3 Engage new local stakeholders

Having successfully sparked enthusiasm within the community for our projects and ambitions, we now aim to build on this momentum by strengthening our network of local strategic allies. Upcoming initiatives will focus on raising awareness of YQB's role while highlighting what it has to offer and its uniqueness.

#### 3.4 Continue implementing innovative and creative marketing strategies

Marketing initiatives aimed at strengthening our brand awareness and retaining our passengers remain essential to achieving our objectives. We will continue to leverage targeted, innovative marketing strategies to encourage travellers to choose YQB.





## STRATEGIC PRIORITIES AND ACTIONS



## 4 Implement our commitment to sustainable development

The organizations that stand out and earn our admiration operate and grow with an approach driven by sustainability. To fully embrace our role in an evolving environment, **we will make it a priority to measure and improve our environmental, social, and economic performance while upholding exemplary governance practices.**



## IMPLEMENT OUR COMMITMENT TO SUSTAINABLE DEVELOPMENT

### OUR ACTIONS

#### 4.1 Establish a clear governance framework for sustainable development

To embed sustainable development into our activities and management practices, we will establish a clear governance framework that sets out our ambitions with both conviction and pragmatism. This will be supported by processes to ensure the effective implementation, evaluation, and ongoing monitoring of our actions.

##### 4.1.1 Expand our environmental initiatives

Our rigorous environmental compliance practices and carbon neutrality targets already reflect our commitment to sustainability. In line with our sustainable development governance framework, we will strengthen this commitment by identifying and implementing priority actions and a clear timeline to achieve carbon neutrality by 2040.

##### 4.1.2 Structure and strengthen our social engagement practices

Our commitment to our employees and the community—with a focus on listening to the public—will remain central to our business practices. The next step is to establish clear guidelines to shape our philanthropic initiatives, enhance community dialogue forums, and expand our social engagement, in alignment with our sustainable development governance framework.

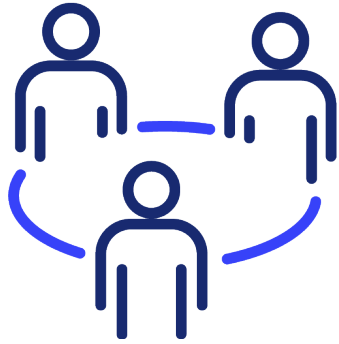
##### 4.1.3 Structure and consolidate our economic practices and messaging

YQB is recognized as a key economic driver. While continuing to drive prosperity, we will define a structured framework for our investments and procurement practices while emphasizing the impact of our initiatives within our communities, in alignment with the sustainable development governance framework that will be implemented.

##### 4.1.4 Maintain exemplary governance practices

We will document our best governance practices and ensure that we uphold the highest standards of excellence, in alignment with the sustainable development governance framework that will be implemented.





STRATEGIC PRIORITIES AND ACTIONS

## 5 Focus on efficiency and agility

Our organization's performance is based on the undeniable efficiency and agility of our team.

Cultivating efficiency and agility **means creating the winning conditions to strengthen our performance**, particularly by optimizing the use of our current assets.



## FOCUS ON EFFICIENCY AND AGILITY

### OUR ACTIONS

#### 5.1 Optimize the reception capacity of our assets

The smoothness of passenger flow at YQB is a major asset and is recognized by our passengers. To prevent potential bottlenecks, we are committed to optimizing the reception capacity of our current infrastructure, including the domestic flight arrivals area, parking facilities, the baggage handling area, and the screening point, in anticipation of our growth.

#### 5.2 Adopt a data-driven culture

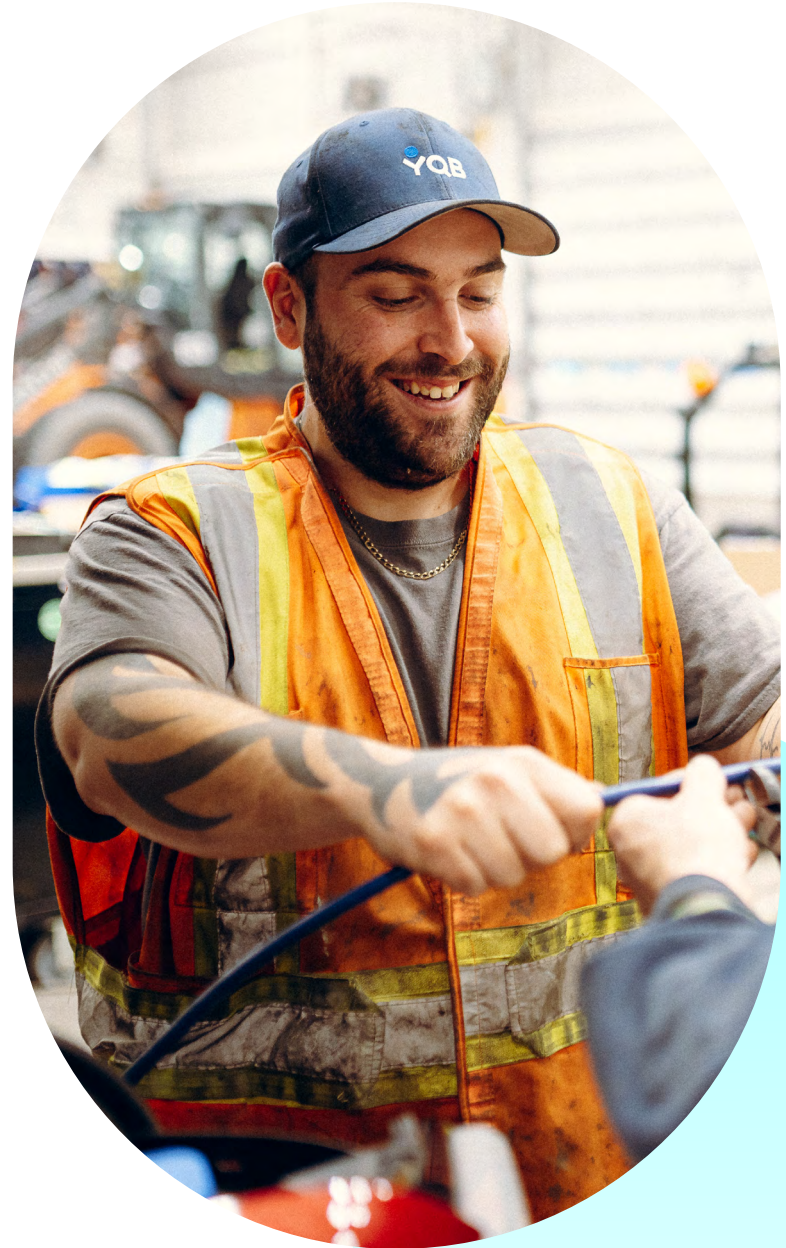
The efficient operation of an airport depends on the integration of cutting-edge technologies and the strategic use of data. We will leverage these technologies and data to inform our decisions, optimize our systems and processes, and strengthen collaboration with our partners, for the benefit of our passengers.

#### 5.3 Enhance team engagement and cohesion

Labour shortages are significantly affecting our industry. This issue requires measures to ensure employee retention and engagement. Because our team is our main lever for success, we will engage in continuous reflection on best human resources practices to ensure our organization remains agile, efficient, and resilient.

#### 5.4 Strengthen our ecosystem of partners' contribution to the passenger experience

The active participation of our many airport partners is essential to delivering an experience that meets passenger expectations. We will make additional efforts to involve our partners in the continuous improvement of the passenger journey.



## → Our 6 key objectives for 2030



Welcome  
**2.4 million**  
passengers



Achieve a net  
income of more than  
**\$5 million**



Maintain an average  
passenger satisfaction  
rate of over **8/10**



Maintain an employee  
net promoter score  
(eNPS) above **35**



Reduce greenhouse  
gas emissions  
by **60%** compared  
to 2016



Generate a total of  
**\$1.4 billion**  
in economic spinoffs  
nationally

# → Summary table

Mission		Vision		
We provide high-quality, efficient, and secure services and infrastructure to support air traffic growth and strengthen our role as a key socioeconomic driver in our region and across Québec.		By 2030, we will bring 2.4 million passengers to YQB, an international airport that operates on a human scale, generates pride and drives growth for our community, and is known for its user-friendly services and the range of options it offers.		
Values				
Agility	Collaboration	Proximity	Sustainability	
We proactively adapt to change and take action to maximize positive outcomes.	We promote teamwork and synergy within our organization and with all stakeholders to serve the common good.	We respond diligently to the needs of our employees, passengers, and partners, fostering a human-centred approach.	We protect and optimize the use of our financial, material, and natural resources to ensure their long-term viability.	
Strategic priorities				
1	2	3	4	5
Ensure financial sustainability	Enhance the YQB experience	Strengthen awareness and appeal	Implement our commitment to sustainable development	Focus on efficiency and agility



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