

2024 ANNUAL REPORT

# Reaching new horizons



**YYC** CALGARY  
AIRPORT  
AUTHORITY







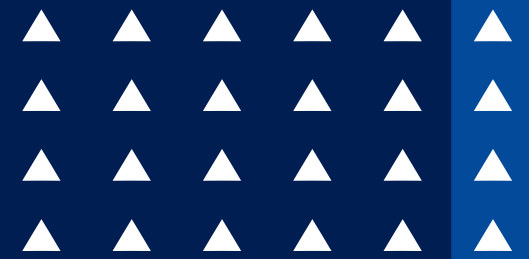


## Land acknowledgement

■ In the spirit of respect, reciprocity and truth, we honour our ancestors and the original caretakers of this land long before we were here. We recognize the Treaty 7 territory, home to the Blackfoot Confederacy, comprising the Siksika, Kainai and Piikani First Nations, as well as the Tsuut'ina and the Îlethka Nakoda Wîcastabi comprised of the Chiniki, Bearspaw and Goodstoney First Nations. Additionally, the City of Calgary is shared with the Otipemisiwak Métis Government, encompassing the Battle River Territory, for the Calgary Nose Hill Métis District No. 5 and the Calgary Elbow Métis District No. 6.

As one of North America's leading hubs for connectivity, YYC welcomes a global community of visitors, connecting them to nationally significant landmarks and experiences throughout the region. These include Banff National Park, the Canadian Badlands, Waterton Lakes, the Rocky Mountains and many authentic Indigenous tourism experiences.

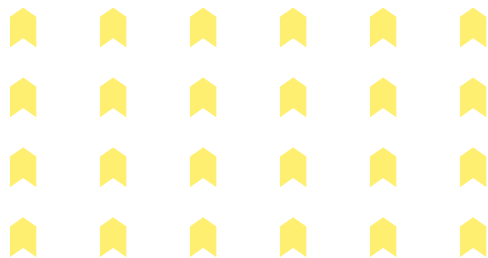
Committed to the growth and prosperity of the diverse communities on these traditional lands, The Authority supports the lives, work and leisure of those who inhabit and visit the areas we serve.



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## Letter from the Board Chair

■ As we reflect on 2024, it's clear this has been a year of growth, connection and impact for The Calgary Airport Authority.

Building upon the momentum of 2023, we reached remarkable milestones. We broke records, expanded connectivity and strengthened our role as a key economic and community hub in Western Canada. Our airports — YYC Calgary International Airport and YBW Springbank — are vital contributors to the trade, tourism and business that fuel Alberta's economy and create lasting benefits for our communities. At the heart of these achievements is our unwavering commitment to the communities we serve. In 2024, this commitment took on new meaning as we navigated challenges together. The hailstorm in August was a stark reminder of the resilience of our airport community. From ensuring safety to restoring operations, our teams demonstrated remarkable strength and determination in the face of adversity.

Leadership is central to our success, and this year we welcomed talented new team members. I'd like to extend a warm welcome to Rodney D. Gray, Nancy Foster and Catherine Luelo, who joined our Board of Directors in 2024. Their diverse expertise and insights will be invaluable as we guide The Authority through its next chapter. Additionally, I want to express my gratitude to our outgoing board members, David C. Blom, Donald Cormack and Sheldon Schroeder, for their many years of service and their contribution to our collective success.

The Calgary Airport Authority remains steadfast in its mission to connect people, drive economic growth and enrich our community. It's a privilege to serve as Chair of the Board, and I look forward to the exciting journey ahead.

Thank you,

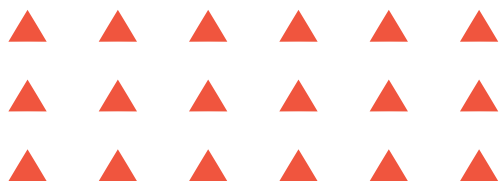
**Andrea Robertson**





## Letter from the CEO

— This past year was truly transformative for The Calgary Airport Authority. Together, we redefined our aspirations, focused our purpose and maintained an unwavering commitment to delivering excellence for our guests, partners and the communities we serve.



In 2024, we created a new corporate strategy, boldly charting our path forward to 2030. During this process we sought input from the experts who know our operations and business best: our passionate and dedicated employees and partners throughout the airport ecosystem. They were instrumental in shaping the strategy that will guide us over the coming years.

Our focus is clear: create an environment where everyone thrives and deliver a world-class experience for all. That applies to the millions of guests who pass through YYC Calgary International Airport every year and to the thousands of employees and partners powering our region's critical hubs, YYC and YBW Springbank.

In 2024, our commitment to connectivity soared as we welcomed an all-time high 18.9 million travellers and launched five new non-stop routes, bringing our total to a record 93. New opportunities to explore cities like Seoul, Reykjavik, and Charlotte make Calgary one of North America's best connected cities. These milestones reflect the strength of our partnerships with airline operators, who continue to see YYC as a cornerstone of their networks.

In April, we broke ground on the \$201-million rehabilitation of our West Runway. The two-year project is a considerable undertaking, and we're proud to note that to date, it is on time and under budget. This investment enhances operational efficiency and prepares YYC to meet the demands of a thriving Alberta for decades to come.

Our senior leadership team was also strengthened this past year with the addition of Rob Bachart as Chief Real Estate Officer, Balázs Bogáts as Chief Commercial Officer and Jen Pon as Chief Financial Officer. Together with the entire YYC Crew, their vision and expertise ensure we are well-positioned to continue driving innovation, resilience and growth.

While 2024 was a year of progress and turbulence, the biggest challenge arrived in August. A devastating hailstorm caused significant damage across the north of Calgary and the airport campus, forcing us to close Concourse B as we undertake a significant rebuilding exercise that is expected to last well into 2026.

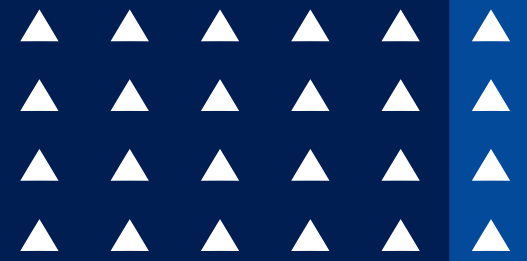
I'm proud of how quickly our teams acted to ensure the safety of our guests and employees and how they worked with our airline partners in the days and months that followed to accommodate flight schedules, minimizing the impact of the storm. Now, we look forward to reopening an improved concourse in 2026.

Along with work to repair Concourse B, construction on the new centralized passenger screening point is well underway. Together with ongoing enhancements to our commercial and retail program, these key projects will create an unparalleled experience for guests and partners alike.

As we look to 2025 and beyond, we're inspired by the opportunities ahead. This June, YYC will welcome leaders from around the world to Alberta for the G7 Summit, an opportunity to demonstrate our airport community's commitment to running a world-class airport through operational excellence and showcasing the best of our region. Calgary's diversifying and growing economy strengthens our resolve to connect Albertans to the world and to bring the world to Alberta. Together, we're building resilient airports, ready to meet the challenges of today and embrace the possibilities of tomorrow. It's an honour to lead a team dedicated to serving our region by fostering a thriving aviation community, and I am excited to continue this journey with you as we move toward a brighter future.

Thank you,

Chris Dinsdale



01 ABOUT THE AUTHORITY

# The long view





## “Unlimited ceiling.”

— The term is used by pilots and forecasters to denote maximum visibility. It describes a clear blue sky that holds a world of possibilities. It’s all about unlimited potential, and it also serves as a description of the future at The Calgary Airport Authority.

In 2024, we developed a new corporate strategy and enterprise goals for YYC Calgary International Airport and YBW Springbank Airport. The exercise involved a great deal of engagement with YYC Crew members and other stakeholders. As a result, our new vision and strategy are informed by their commitment, insights and expertise.

The new strategy will inform new branding that will be developed in 2025. It also reaffirms our essential relationship with our Crew. To underscore that critical relationship, we unveiled the new strategy to Crew at our June Town Hall, which was held at YYC’s Airfield Maintenance Centre—the heart of our airfield operations.

We also launched an extensive exercise to refresh our values and ensure alignment with the new vision and strategy. The process started with the executive team to understand the shifts in culture needed to fulfill our strategic goals. We then convened a series of workshops to get feedback and insights from Crew members, which we brought to senior leaders to help craft new value statements.

The result of these efforts is a strategic direction and evolving culture that is embodied and guided by our Crew.

As 2024 unfolded, it became clear that change, growth and renewal were the common denominators for much of the year at YYC and YBW, with capital projects initiated, unforeseen events handled and groundwork laid for a future-forward 2025. The work done in 2024 has provided the foundation we can build on in the years to come.

## What we're all about

— The Calgary Airport Authority is responsible for the safe and efficient operation, management and development of YYC Calgary International Airport and YBW Springbank Airport. We are proud of our role and our status as a major contributor to Calgary's economy, growth and future prosperity.

Our airports are hubs and places of human connection. We are in the business of getting people to their destinations safely and easily, connecting the Calgary region to the world and bringing the world to our front door.

We are a non-share capital corporation, incorporated under the Province of Alberta's Regional Airports Authorities Act, and have long-term leases from the Government of Canada.





## Vision and mandate

### A sharpened focus

Calgary's blue skies foster an expansive vision, one that looks to both the present and the future, guiding our decision-making and defining our ambition.

#### Vision

As proud champions of our region, we connect local and global communities, creating exceptional experiences as the airport of choice.

#### Mandate

Defined by the Regional Airports Authorities Act of Alberta, our mandate tells us who we are and why we exist.

We will act for the general benefit of the public in our region by:

- Managing and operating the airports for which we are responsible in a safe, secure and efficient manner.
- Advancing economic and community development by promoting and encouraging airline and transportation service improvements and the expansion of the aviation industry.

## Values

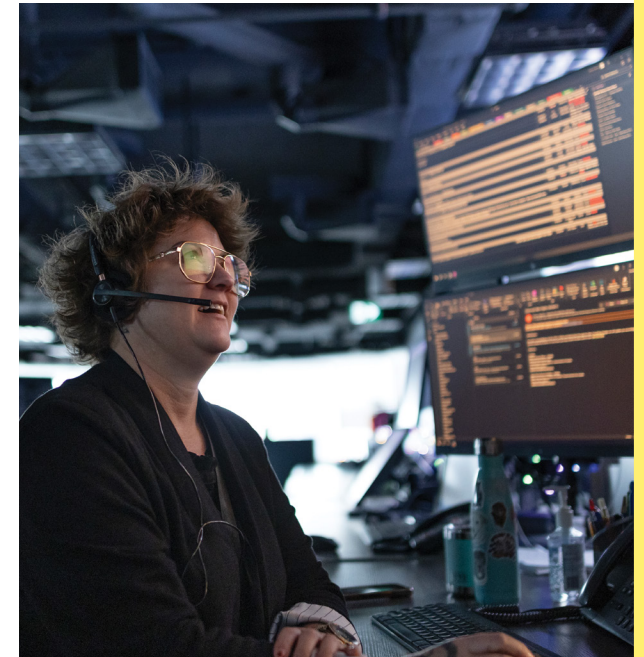
We prioritize genuine concern and compassion for everyone we engage with, from our team members to our partners and guests, always striving to help and support one another.

We actively seek diverse perspectives in our decision-making and collaboratively tackle challenges.

We work together with trust and transparency, supporting one another to achieve the collective goals of our organization.

We grow, evolve and adapt with purpose, continually aligning our actions with our vision.

We embrace curiosity and boldly challenge the status quo, exploring new opportunities and taking thoughtful, responsible risks that drive purposeful innovation.





## Strategic pillars

Our three strategic pillars connect our actions to our vision and give us a path to follow through 2030.

### Be the preferred partner

Deliver reliable, efficient and high-quality operations as the trusted hub of choice for airlines and partners.

### Build tomorrow's guest experience today

Create world-class guest experiences today and in the future.

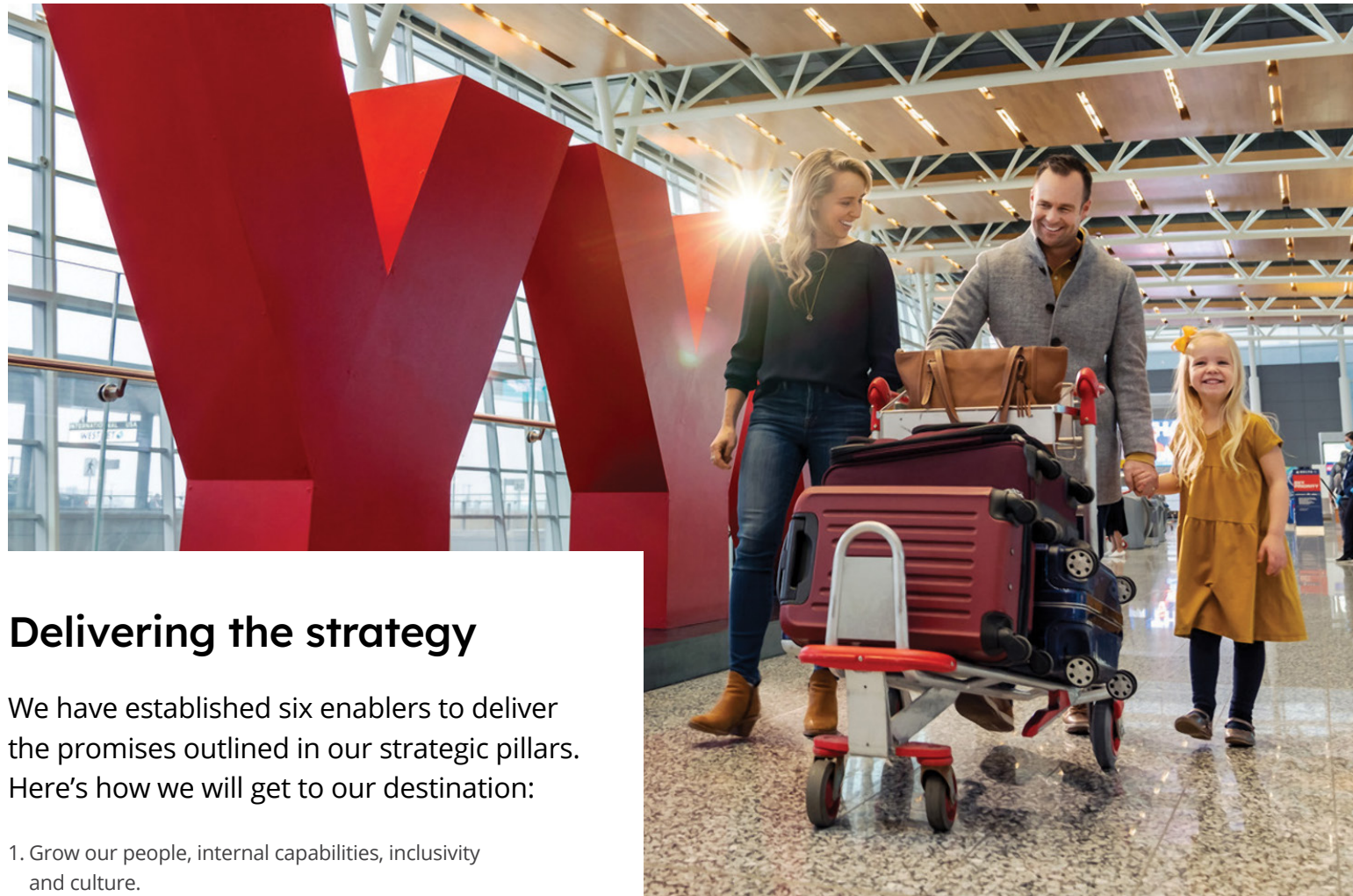
### Enhance our economic impact

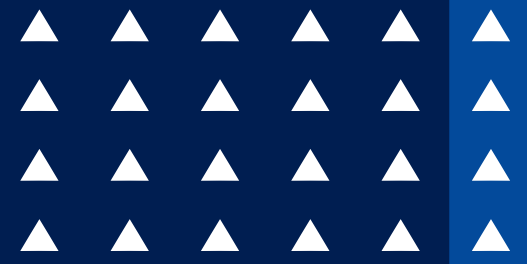
Optimize all our assets to broaden and grow our economic impact.

## Delivering the strategy

We have established six enablers to deliver the promises outlined in our strategic pillars. Here's how we will get to our destination:

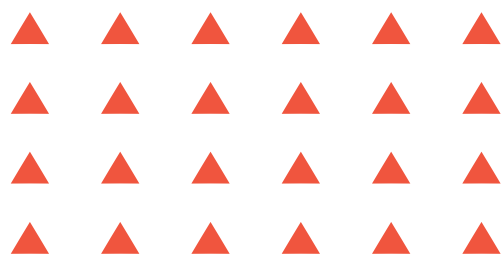
1. Grow our people, internal capabilities, inclusivity and culture.
2. Foster community engagement and prosperity.
3. Enhance quality and efficiency through innovation and technology.
4. Take bold steps on our sustainability journey.
5. Improve our financial position through cost control, debt management and growth.
6. Integrate safety, security, risk awareness and cybersecurity in all we do.





02 AUTHORITY PERFORMANCE

# Going places

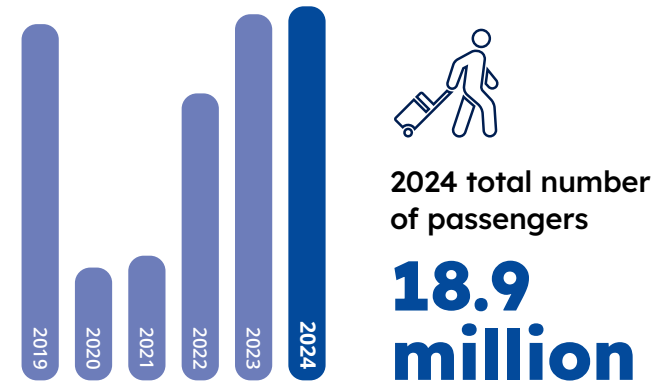


## Up, up and away

— YYC set some notable records in 2024. Passenger volume increased to an all-time high. Commercial and retail revenue climbed alongside traveller numbers and also established a new record. Cargo landings were also up in 2024.

The busiest departure day was July 15, when 276 flights took to the skies over YYC. YBW also saw increased traffic, and was Canada's eighth-busiest airport as measured by aircraft movements.

In 2024, we enabled 18.9 million passenger trips. This is a 2.2% increase over 2023 despite turbulent events, including the devastating August hailstorm and Lynx Air ceasing operations in February. The growth underscores the importance of YYC to our region and the resilience of operations and the airport community.

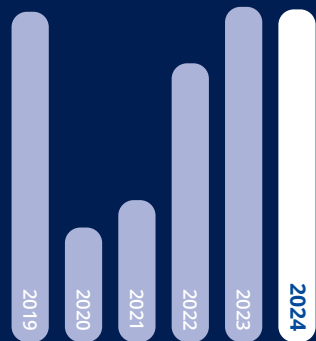


This Annual Report contains certain forward-looking statements about our current expectations, estimates and projections about the future, based on certain assumptions made by us in light of our experience and perception of historical trends. Although The Authority believes that the expectations represented by such forward-looking statements are reasonable, there can be no assurance that such expectations will prove to be correct. Readers are cautioned not to place undue reliance on forward-looking statements as actual results may differ materially from those expressed or implied.



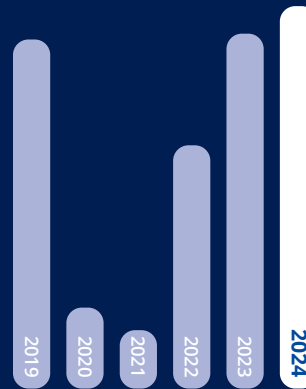


A total of 18.9 million passengers passed through YYC in 2024.  
July 15 was the busiest travel day, with 276 flights departing.



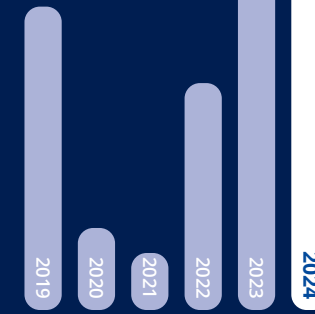
Domestic  
enplaned  
and deplaned  
passengers

**12.604**  
**million**



Transborder  
enplaned  
and deplaned  
passengers

**3.864**  
**million**



International  
enplaned  
and deplaned  
passengers

**2.428**  
**million**



## YBW

YBW experienced increased traffic, and was Canada's eighth-busiest airport.



**140,243**

YBW aircraft movements

## YYC

YYC's cargo operations are a vital contributor to the trade and business that sustain our regional economy.



**5,217**

Cargo landings  
up 5.5%

Commercial and retail revenue climbed alongside traveller numbers and also established a new record, \$100.6 million.



**7**

Cargo operators



Total  
revenue

**\$518.9  
million**



Aeronautical  
revenue

**\$101.2  
million**



Non-aeronautical  
revenue

**\$201.4  
million**



Airport improvement  
fee revenue

**\$216.3  
million**



Property tax paid to  
the City of Calgary

2023

**\$19.7  
million**

2024

**\$21.3  
million**

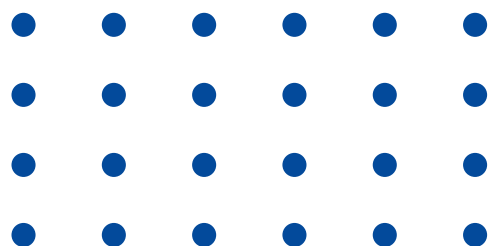
Transport Canada  
Lease

2023

**\$50.6  
million**

2024

**\$53.0  
million**



## Economic impact

— Airports are powerful economic engines that drive prosperity. YYC continues to be a cornerstone of growth, supporting tens of thousands of jobs and enabling billions in economic activity. In 2024, we assessed the economic impact of our day-to-day operations at YYC and reaffirmed the airport's role in strengthening Alberta's economy.

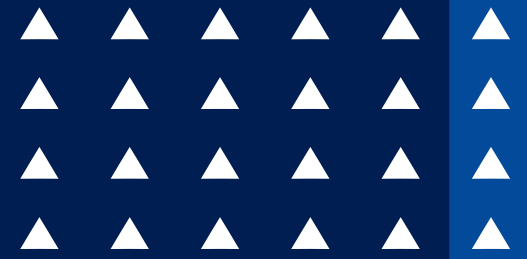
The report found that in 2023, employment activities at YYC supported a total of 42,000 full-time equivalent jobs, including:

- Approximately 24,000 FTEs directly tied to the operations at the airport and lands leased by The Authority.
- An additional 18,000 FTEs generated through indirect and spin-off economic benefits, including spending throughout the province by employees who work at the airport.

Those 42,000 direct, indirect and induced positions generated:

- Over \$2.9 billion in wages.
- Almost \$6.5 billion in GDP.
- \$1.2 billion in taxation revenues to various levels of government.





03 GUEST EXPERIENCE

# New adventures and soft landings

## A world-class guest experience

— We launch people on their journeys, and we welcome them back home. We say “bon voyage” and “howdy.” Whether our guests are coming or going, we take pride in providing easy connectivity and a comfortable travel experience.

The guest experience is at the centre of our strategy. We are dedicated to continuous improvement, meeting a growing region that shows no sign of slowing down.





## Where are you off to today?

YYC is a place of possibility, a key hub for an expanding world.



**13**

Airline partners



**5**

New non-stop routes added

Keflavik, Iceland

Deer Lake, Newfoundland

Charlotte, North Carolina

Tulum, Mexico

Incheon-Seoul, South Korea



**93**

Non-stop  
destinations served

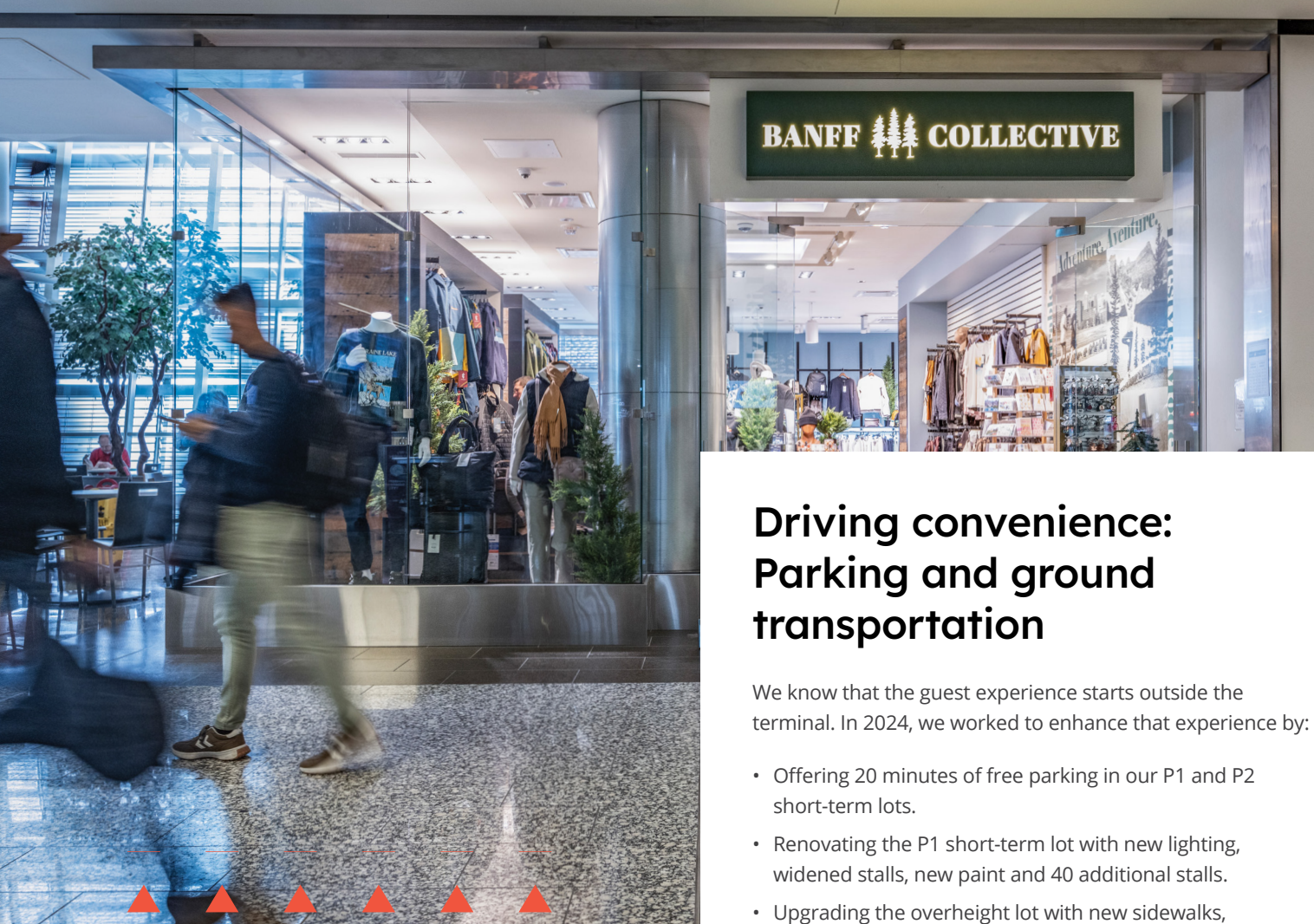
**WESTJET** 

WestJet initiated  
year-round service  
to Tokyo and daily  
flights to Paris

**condor** 

Condor Airlines  
returned to YYC  
with its service to  
Frankfurt, Germany





## Driving convenience: Parking and ground transportation

We know that the guest experience starts outside the terminal. In 2024, we worked to enhance that experience by:

- Offering 20 minutes of free parking in our P1 and P2 short-term lots.
- Renovating the P1 short-term lot with new lighting, widened stalls, new paint and 40 additional stalls.
- Upgrading the overheight lot with new sidewalks, pavement and paint.
- Welcoming Turo, a peer-to-peer car-sharing service to YYC.
- Entering into a partnership with Alberta Motor Association, providing AMA members with exclusive parking perks.

## Fuel up

In the spring, Shell Canada opened a new service station near the cellphone lot to provide convenient refuelling and EV charging, plus snacks and treats for those heading off on a road trip.

## A destination beyond travel: Hospitality and retail at YYC

We enjoyed a banner year in 2024 and set an all-time record for commercial and retail sales and revenue growth.

Our nine new additions in 2024 ranged from local vendors to international brands. Big or small, we welcome them all. The new locations are Elbow River Exchange, Frontier Provisions, InMotion (three locations), Summit House, Bad Egg and Banff Collective. Ora Oxygen also added a second location.



### Airport Experience Award

**Chachi's Sandwiches**  
**Best New Quick-serve Concept**  
**in North America**

## Putting the 'found' in 'Lost and Found'

NetTracer is designed to reunite travellers with lost items. We launched the online platform in 2024 to streamline the process of reporting, tracking and recovering lost items.

The new system represents a big improvement, but sometimes lost items remain lost. As in years past, in 2024 we donated unclaimed items in good condition to the Vecova Garage Sale, supporting one of our long-standing charitable partners and its mission to build a future for people of all abilities.





## Accessibility improvements

Airports are gateways to adventure, not obstacles to overcome. Part of making travel easy and enjoyable is making it accessible, and YYC is dedicated to providing barrier-free journeys to people of all ages and abilities.

Our goal is to provide greater independence, fewer barriers and a smoother journey for all guests, and we are committed to building for the future of accessible air travel.

In 2024, we received the Level 3 Accessibility Enhancement Accreditation from Airports Council International for the second year in a row. Level 3 is the highest, and we are extremely honoured by this recognition of our efforts.

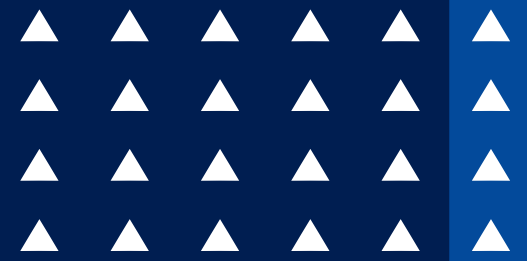
We initiated a comprehensive review to assess opportunities for improvement throughout YYC in the following areas:

- Process
- Technology
- Service delivery
- Built environment
- People
- Strategy

The assessment focuses on regulatory requirements outlined in the Accessible Transportation for Persons with Disabilities Regulations (ATPDR) and global best practices. The review evaluated the current state of YYC's facilities, products, services and procurement processes against existing standards, regulations and forthcoming federal standards.

In the spring, The Authority also began work with the University of Laval and other airport partners on a collaborative research study at YYC, which included on-site interviews with local community member volunteers who have lived experience with disabilities. They provided feedback on the guest experience for individuals who require accessibility support while travelling through YYC.

The findings from both engagements will be used to inform detailed action plans to continue improving our accessibility program, following ATPDR and industry best practices.



04 COMMUNITY PARTNERS

# Making a connection



**YYC teams worked alongside #NotInMyCity to raise funds and awareness of human trafficking.**

## Strengthening community ties

### Vecova

In addition to being the recipient of unclaimed lost and found items, the Vecova team also provides cart retrieval and customer service support, and the organization was selected as the recipient of ticket donations from our holiday party.

### #NotInMyCity

The annual YYC Charity Golf Classic raised \$235,260 in support of #NotInMyCity and its work to raise awareness and provide training for the prevention of human trafficking. The Authority has been a proud partner of #NotInMyCity since 2018, raising a total of \$464,015 through the YYC Charity Golf Classic, and leading the way for airports across Canada to work together to help bring an end to human trafficking in our communities.

### The Mustard Seed

Crew members volunteered more than 330 hours preparing and serving meals, and The Authority provided all food products, representing a donation of \$12,000. The Authority has supported The Mustard Seed, an organization working to eliminate homelessness and reduce poverty, for almost three decades.



## Elevate Aviation

Elevate Aviation works to support women and underrepresented groups in pursuing careers in aviation. The Authority's Chief Operating Officer, Chris Miles, serves on Elevate's Board of Directors, and in 2024 we expanded our support by:

- Revamping our Aviation Career Exploration Days to showcase a range of opportunities.
- Sending two female leaders from The Authority on Elevate's cross-country tour.
- Celebrating Sarah Nelson, our Manager of Environment and Sustainability, who was honoured by Elevate at the 2024 Inspire Gala.
- Hosting a watch party for *Only Up*, Elevate Aviation's documentary highlighting women working in aviation.

## Creating a festive feeling for the holidays

In 2024, we held our 10th annual US Thanksgiving lunch for our friends at US Customs and Border Protection, who joined us for some turkey and a celebration of our long-standing partnership.

The following month, the annual Festival of Trees brought seasonal cheer to the terminal. We partnered with organizations, including Calgary Stampede, the Mustard Seed, the Centre for Affordable Water and Sanitation, PCL Construction and FedEx. Team YYC's White Hat Volunteers and Customer Care Ambassadors also played their part to help bring festive cheer to the terminal throughout December.



## Pulling together

In September, we teamed up with WestJet, De Havilland Aircraft of Canada Limited and Million Air Calgary to hold our first-ever Hope Air Haul for Hope event. Teams of 10 to 12 competed to pull a 30,400-kg WestJet Q400 aircraft. The event raised more than \$80,000 in support of Hope Air and its mission to provide free medical travel for Canadians in need.

An even weightier challenge came in the form of the Orbis Canada Plane Pull for Sight. A Crew team pulled a 60-tonne FedEx 757 and raised just under \$5,000. The funds support the Orbis Flying Eye Hospital, an ophthalmic teaching and training hospital onboard a MD-10 aircraft donated by FedEx.

**Our first-ever Haul for Hope event was a real team effort and raised over \$80,000.**





**Kristy North Peigan used the YYC letter display to create a piece that honours her Blackfoot heritage.**

## Advancing reconciliation

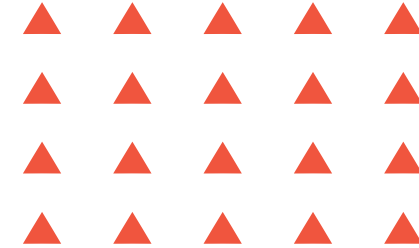
We continued to forge strong connections with our Indigenous neighbours and surrounding communities. In 2024, we honoured the National Day for Truth and Reconciliation by:

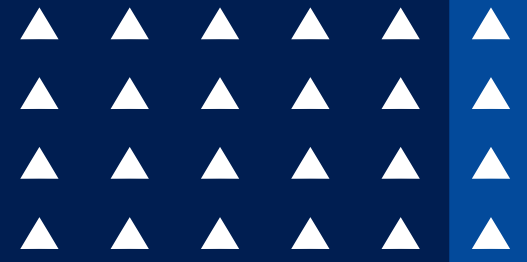
- Commissioning Indigenous artist Kristy North Peigan to create an artwork that honours her Blackfoot heritage and the teachings of Treaty 7 Nations.
- Hearing and learning from Elder Vincent Yellow Old Woman, former Chief of the Siksika Nation.
- Purchasing orange shirts for Crew in support of the Orange Shirt Society and coming together as a team to demonstrate our collective commitment to creating an inclusive and informed workplace that respects and amplifies Indigenous voices.

Other efforts continued throughout the year. In response to the Truth and Reconciliation Commission's Call to Action No. 92, we expanded our Indigenous Cultural Competency Training. The sessions provide Crew with a comprehensive understanding of Indigenous histories, perspectives and contributions.

We also introduced experiential learning opportunities, including immersive sessions with Brown Bear Woman Events to connect Crew to the traditions of the Tsuut'ina Nation.

A new mural by Keegan Starlight of the Tsuut'ina Nation was also unveiled on the exterior of Elbow River Exchange in Concourse B.





05 OUR PEOPLE

# Helping our team take off





## Investing in our people

— At our core we are people-movers, and this role is not limited to helping travellers complete their journeys. The Authority is also committed to growing opportunities for our own Crew to advance their careers.

## Building an inclusive culture

Diverse, inclusive teams strengthen our culture and drive innovation. Our diversity, equity and inclusion efforts reflect this core belief and guide us in building a culture that champions respect, opportunity and belonging, and creating spaces where everyone thrives.

Following the DEI strategy launched in 2022, we continued to invest in developing a deeper understanding of DEI within the organization and added inclusion as part of the strategic enabler to grow internal capabilities, inclusivity and culture.

To strengthen this commitment, General Managers, Directors, the Executive Leadership Team, Board of Directors and Inclusion Committee spent time deepening their knowledge through dedicated training sessions. These opportunities help build inclusive teams, strengthen hiring practices and foster an empowered workplace.

Throughout the year the Inclusion Committee promoted awareness and provided education for Crew to build a stronger, more connected community.



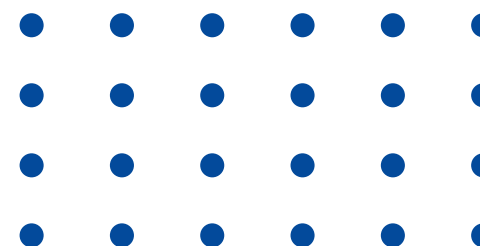
**357**  
Crew members  
in 2024



**28**  
Internal  
promotions



**12**  
Inter-  
departmental  
moves



## Women in aviation

In addition to partnering with Elevate Aviation (Community Partners, pg. 24), we continued to support women working in the aviation industry. In 2024, we:

- Hosted a panel discussion centred on allyship, mentorship and support of women in the workplace.
- Attended a trade show in Red Deer in support of Girls Day in Aviation.
- Launched a podcast series to celebrate Women in Aviation Week and International Women's Day.

## Student program

The energy, excitement and intelligence of our student participants help strengthen our organization and airports every year. In 2024, we welcomed 35 co-op and summer students.

## Pride celebrations

In 2024, we updated our Pride Crosswalk and worked with Calgary Pride to design a YYC letter display for the Calgary Pride Festival.

## Top Employer Award



We were once again honoured to be named one of Alberta's Top Employers. The 2024 award was our 14th year on the list.



## A Western welcome

We broke out the hats, boots and hay bales to welcome guests during Stampede. Volunteers were out in force, testing the Yahoo-IQ of travellers and offering "brands." Our Stampede Breakfast drew about 1,500 guests (Crew, passengers, airline employees and business partners). Beyond the pancakes, there was live music and an Indigenous crafts market to kick off the celebrations.

## New leaders

Our leadership team was re-energized with the addition of three new executives. In 2024, we welcomed:

- **Rob Bachart**, Chief Real Estate Officer
- **Balázs Bogáts**, Chief Commercial Officer
- **Jen Pon**, Chief Financial Officer



# Volunteers welcome guests with warmth and knowledge

Volunteers are at the heart of the guest experience, providing a personal touch that makes travel smoother and more enjoyable. Whether greeting visitors, guiding guests through the terminal or offering a moment of comfort, these dedicated individuals embody the spirit of hospitality that sets YYC apart.

In 2024, we celebrated two members of our White Hat Volunteer program, Vivian Crandall and Linda Ehman, who were both honoured at the 61st Annual White Hat Awards for their dedication and exceptional service to the community.

White Hat Volunteers and Pre-Board PALS continue to play vital roles in ensuring a world-class guest experience with some unique touches at YYC. We're proud to celebrate their contributions and grateful for the warmth and expertise they bring to our airport every day.



**30**  
New White Hat  
Volunteers



**28,963**  
Hours donated\*

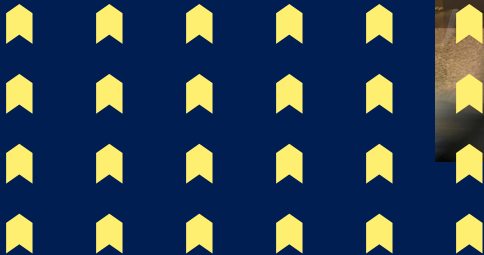


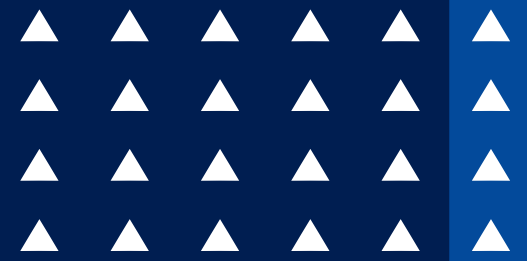
**250**  
Volunteers



Approximately  
**400,000**  
Guests helped\*

\* Numbers are self-reported by volunteers.





06 NOTABLE EVENTS AND MAJOR PROJECTS

# Resilience and planning pay off

## Notable events

— Setting a strong foundation and a solid strategy allows YYC to navigate unforeseen events, and to forge ahead with strength and resilience. Events during 2024 showed the value of the work done throughout the year — the team was able to pull together and set a favoured course of action that, in most cases, allowed us to begin rebuilding something better.

### Summer storm

A catastrophic hailstorm on August 5 shattered windshields and shredded siding on homes across northern Calgary. Intense rain and driving hail damaged buildings around the airport campus and the roof of the terminal building, causing extensive water damage inside.

As water poured in, Team YYC swung into action. The B gates and a handful of C gates were closed and all guests and staff were directed to safe locations. We collaborated with our airline partners to accommodate the requested flight schedule by redistributing flights to alternative gates, increasing gate utilization and turnover efficiency.

The day after the storm, White Hat Volunteers were out in force, answering travellers' questions and providing up-to-date information. As it became clear that Concourse B would remain closed for approximately 24 months, we worked with business partners to mitigate impacts to their operations.

Thanks to the quick actions of staff, no one was injured in the course of the storm. The damage was extensive, but we emerged stronger and with proof of Team YYC's resilience.

Concourse B is expected to reopen in the summer of 2026.

### Lynx Air ceases operations

Lynx Air ceased operations in late February and we were sorry to see them go. They were our fourth-largest air partner and, more importantly, a collaborative and valued member of our airport community.

### CAPA Airline Leader Summit—Americas

In May, YYC hosted the CAPA Airline Leader Summit — Americas. The two-day event brought together 215 aviation professionals from 30 airlines and 15 countries to provide insight into our region's importance to the global aviation sector and examine key trends shaping the future of the industry.

CEO Chris Dinsdale and Chief Real Estate Officer Rob Bachart shared their insights and expertise with summit attendees.

Hosting was particularly gratifying for The Authority as two months earlier, we won Best Overall Route Development and Best Airline Marketing by an Airport at the Routes Americas Awards.



## Major projects

Our new corporate strategy, enablers and vision are crafted with future growth and sustainability in mind. We know that our role as a driver of the regional economy means we are going to see more travellers at our doors and gates. In 2024, work continued on major projects while others advanced through the planning stage in anticipation of YYC's future growth.

### Centralized passenger screening

This project will significantly improve the guest experience as well as operational efficiency for our airline partners.

In 2024, we concluded stakeholder engagement and finalized construction planning. Construction began in January 2025, and the project will transform the domestic terminal building as we prepare for a projected 40% increase in passenger flow within 10 years.

Currently, the three pre-board screening points in the domestic terminal building account for 10 lanes and can handle 900–1,250 passengers per hour. In the first phase of the project, those points will be replaced by a centralized screening area, and capacity will grow to 1,800–1,980 passengers per hour. The future build-out will allow for 13 CATSA Plus screening lanes and an hourly capacity of 2,600–2,860 passengers.

The new centralized screening layout is designed with everyone in mind, creating a calmer and more accessible experience.

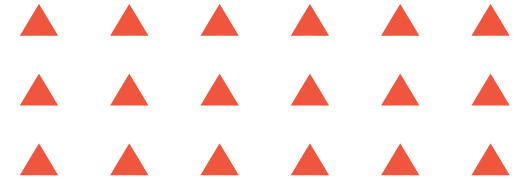


### West Runway rehabilitation

YYC's West Runway is undergoing a full-depth structural and electrical overhaul to enhance operational safety and efficiency and ensure the airport will meet the demands of passenger and cargo traffic over the next 40 years.

Construction kicked off in April and wrapped up for the season in mid-December. Along the way, there were spring snowstorms, water restrictions and a summer hailstorm. There was a great deal of progress — in the course of nine months, some 300 workers completed phases one to four of the project.

The first year of this project was completed on time and under budget. Work will resume in spring 2025 and we anticipate that runway construction will be complete by the end of 2025.







## The year at YBW Springbank

YBW Springbank is a cornerstone of Alberta's thriving aviation landscape. It is the province's second-busiest airport and the eighth-busiest airport in Canada by aircraft movements.

As demand for air travel continues to increase, YBW's critical role as a regional hub for aircraft and helicopter flight training grows in importance and contributes to the industry's future workforce.

During forest fire season, Springbank Airport is an operations base for Alberta's Provincial Wildfire response teams, supporting fire response to surrounding areas, including Bragg Creek, Banff and Kananaskis.

### Upgrades and additions

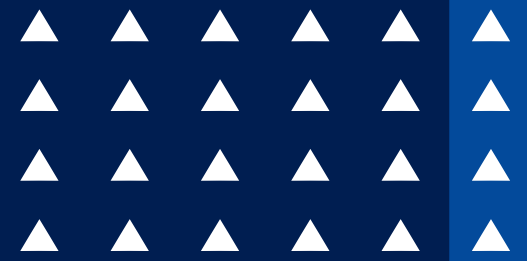
The team at Springbank upgraded its snow removal fleet with the arrival of the first of two Øveraasen RS200 plow and sweeper units, ensuring YBW remains well-equipped for operations during the winter season.

In line with sustainability initiatives, existing incandescent edge lighting along Runway 08-26 and incandescent lighting on the Combined Services Building were replaced with energy-efficient LED fixtures.

In 2024, engineering and design work was completed to prepare for the future connection of the water reservoir to the Harmony Water Treatment Facility, ensuring a sustainable supply of potable water to the airport.

### Runway 08-26

In 2024, engineering and design work for YBW's Runway 08-26 restoration began, with plans for a complete pavement overlay to enhance durability and performance. Additionally, engineering and design work was completed to upgrade taxiways Charlie and Delta with LED lighting.



07 SAFE AND RELIABLE OPERATIONS

# Ready to respond





# Safety

— We continuously enhance our safety culture, which includes ensuring day-to-day operations run smoothly and being prepared to respond to unforeseen events.

## Operation Eclipse

YYC carried out a full-scale mock emergency exercise in September. The daylong exercise was designed to test the response plans of The Authority, airline partners, Calgary Police Service, Calgary Fire Department and Alberta Health Services.

## APEX security assessment

We were the first Canadian airport to undergo this comprehensive assessment, and we're proud to share that it went very well, highlighting the dedication of our teams to maintaining a safe and secure operation.

The APEX security assessment involved industry experts and was guided by standards set out by the International Civil Aviation Organization and best practices outlined by Airports Council International. Industry peers and experts examined our operations and offered insights and recommendations that will enhance our security practices.

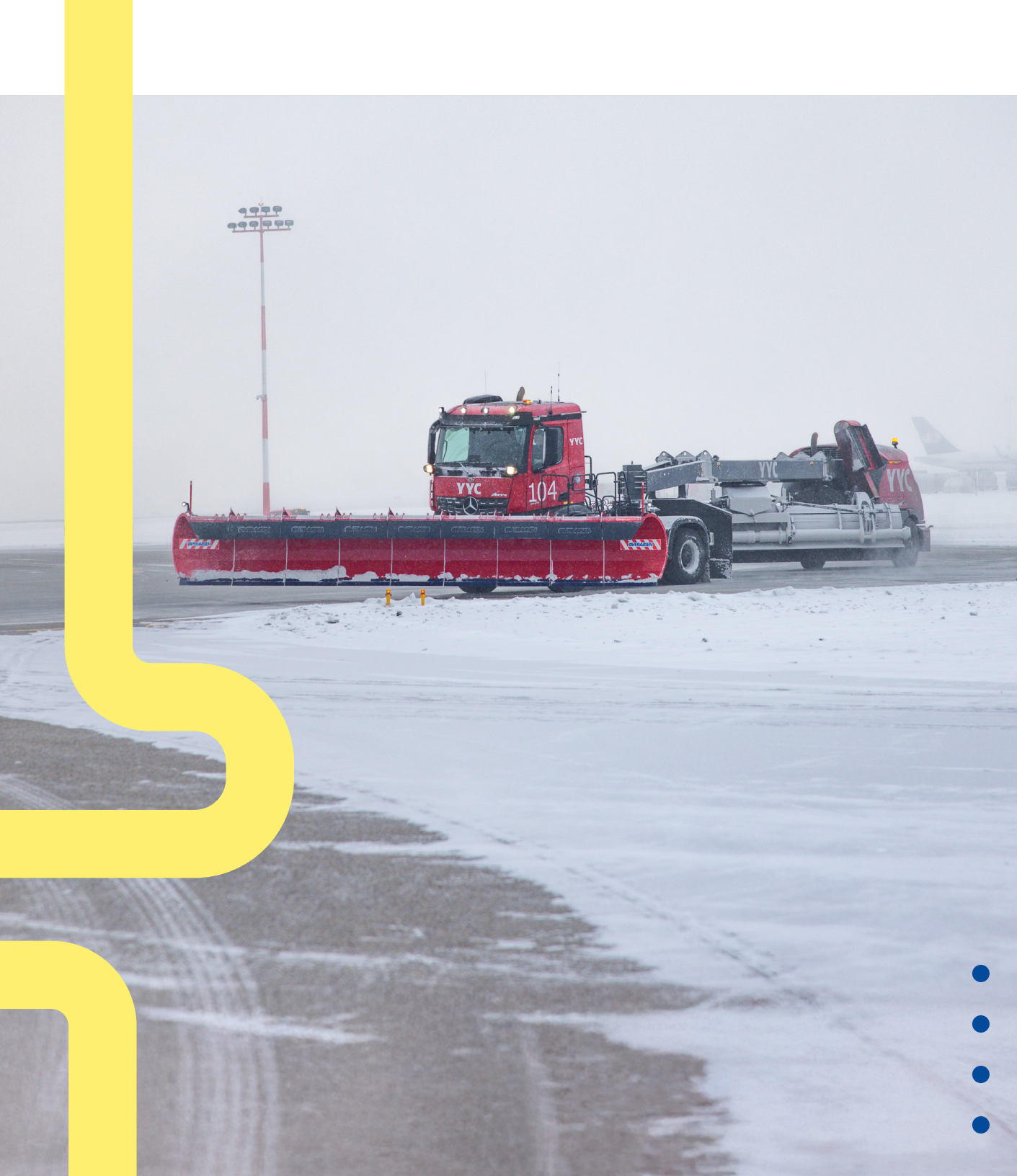
## Health and safety recognition



Our workplace safety efforts were acknowledged by Canadian Occupational Safety. The organization honoured The Authority with the 2024 Canada's Safest Employers Award in the Public Sector/Non-Profit Employer category.







# Efficient operations

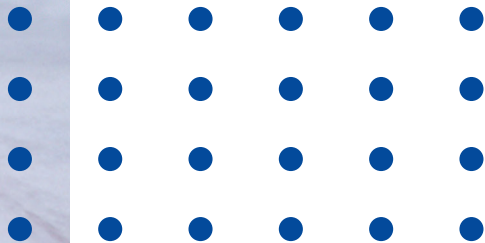
Ensuring safety also involves operational improvements and investments that reinforce our commitment to safe, reliable, sustainable and world-class operations at both airports.

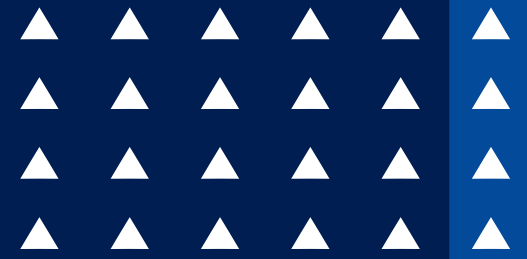
## Repurposing airside infrastructure

Runway 08-26 was officially converted into Taxiway Lima in November, increasing our taxiway count to 61. Originally built in 1938, this runway was vital to YYC’s early operations but saw reduced use as aircraft evolved. Now it enhances connectivity, improves operational efficiency and better supports future growth.

## Major fleet investments

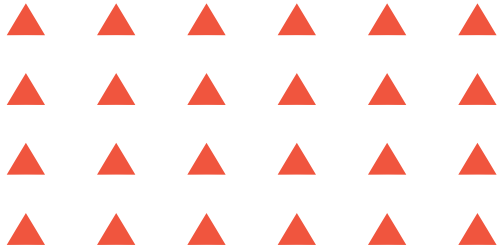
We invested \$6.3 million in airfield equipment upgrades, adding new sweepers, blowers and trucks that enhance efficiency while reducing fuel consumption. At YYC, we added a new Øveraasen RS 400 to our fleet — now five strong — along with a high-speed snow blower designed specifically for airport operations.





08 INNOVATION AND TECHNOLOGY

# New tools and insights



## Digital transformation

— In 2024, we implemented new technology and upgraded some existing offerings. As always, the goal was to enhance operations and improve the guest experience.

### YYC digital maps and wayfinding

We implemented a new mapping solution to improve digital wayfinding and make it easier to navigate our terminal. A new, enhanced digital mapping solution includes real-time flight information and security wait times to keep travellers in the know. “Blue-dot” navigation and accessible route features make it much easier for guests to get where they’re going.

### AI-optimized operations

The Authority and our partners can make informed decisions and achieve optimized operations with real-time visibility and accurate predictions for aircraft turnaround events. Trials of a video-analytics solution are underway, allowing us to observe key events as they occur and enhance efficiency.

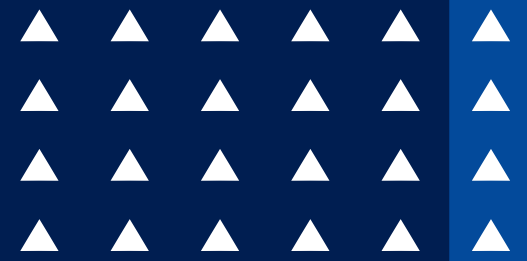
### YYC.com

Our attention to the guest experience extends to the digital realm. In 2024, we launched a new and improved website that simplifies guest journeys. Our mobile-first approach reduced the mobile bounce rate by 20% and increased engaged sessions by 20%. The new website provides a more accessible experience for all users and is available in both of Canada’s official languages.

### Aerospace Innovation Hub

The Authority, WestJet, University of Calgary, Innovate Calgary and Chapter.ai.Ventures came on board as the inaugural industry partners of the Aerospace Innovation Hub (AIH). The Authority also provided the physical space for the incubator, which is backed by a \$3.9 million investment from the Opportunity Calgary Investment Fund. Between 2024 and 2028 the AIH is expected to provide guidance and programming for up to 180 companies and create 150 skilled, indirect jobs.



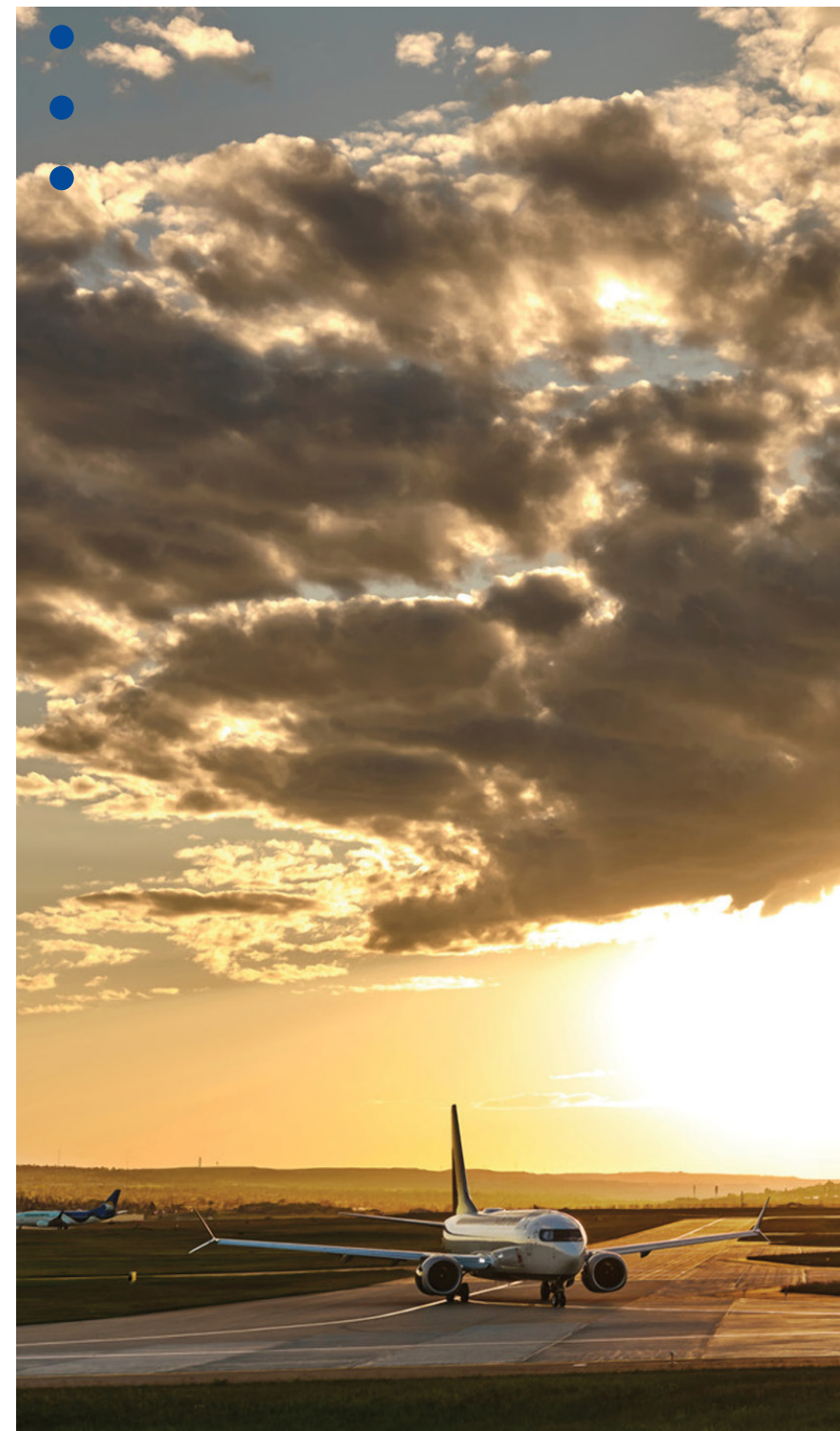


09 SUSTAINABILITY

# Eyes on the future

## Advancing our sustainability journey

■ In 2024, we took steps to further embed sustainability in our decision-making. We continued to track metrics in waste, water, energy and emissions. We also began the important work of reviewing and updating our sustainability strategy to ensure alignment with our updated corporate strategy.



## 2024 sustainability highlights

- Installed more than 8,300 LED fixtures to improve guests' experience and saved 540 tCO<sub>2</sub>e/year.
- Developed a drought and water-shortage plan that allows us to use stormwater in place of treated water in certain cases, including construction. On the West Runway Rehabilitation project alone we saved 15% of total potable water requirements.
- Advanced our zero-waste strategy by assessing waste-handling processes and creating a road map to diverting up to 90% of our waste.
- Successfully piloted AI-assisted waste-sorting stations and identified opportunities to immediately divert up to 66% of terminal waste.

## Emissions

In 2024 overall emissions were 3.7% higher compared to 2023. Natural gas consumption was up in 2024, driven largely by differences in weather which caused our HVAC systems to cycle more frequently. Heating requirements were 9.2% higher in 2024 compared to 2023.

### 2024 vs. 2023

#### Heating requirements

 **9.2%**

#### Diesel usage

 **28.3%**

#### Natural gas consumption

 **15.7%**

#### Gasoline usage

 **12.4%**

#### Electricity consumption

 **0.2%**



## Water

Potable water use continued to decline, both overall and on a per-passenger basis. This was partly due to water conservation measures prompted by the City of Calgary's water supply emergency in the spring and summer.

### 2024 vs. 2023

In 2024, potable water use from meters associated with The Authority's end-uses was on par with 2023. In line with our sustainability objectives, The Authority developed a water trailer prototype in response to water restrictions implemented by the City of Calgary. During restrictions and for the remainder of the summer, stormwater was used in place of potable water from the City and successfully delivered approximately 5,000 liters of water for irrigation.

## Waste

Waste diversion trends saw a significant improvement in 2024 compared to 2023.



**71%** Landfill rate  
(2023: 83%)

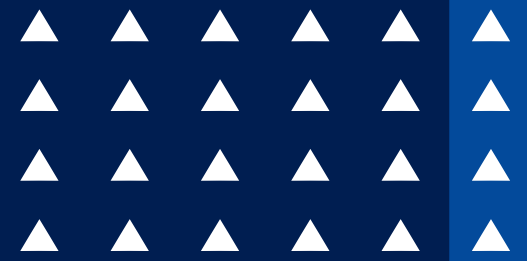


**2 MT/1,000**  
Waste generated/passenger  
(2023: 2.6 MT/1,000)



**> 1 million**  
Bottles and cans recycled



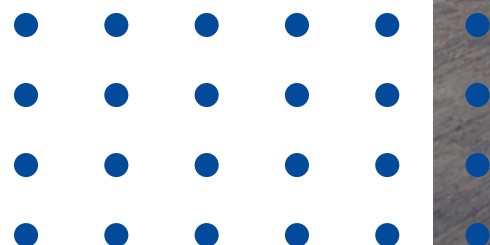


10 BOARD GOVERNANCE AND ACCOUNTABILITY

# Staying on course

## Board governance and accountability

■ The Authority's Board of Directors is committed to upholding the highest standards of corporate governance. The Board regularly reviews and updates The Authority's governance framework to align with evolving best practices, stakeholder expectations and legal requirements. This ensures The Authority remains well positioned to fulfill its objectives in Alberta's Regional Airports Authorities Act.







To support The Authority's long-term success, the Board undertakes key governance initiatives, including strict compliance with applicable laws and a steadfast commitment to ethical conduct, integrity and transparency.

The Board ensures The Authority adheres to its mandate: To manage and operate YYC Calgary International Airport and Springbank Airport for the general benefit of the public in the region in a manner that is safe, secure and efficient and advances economic and community development through the promotion of improved airline and transportation service and an expanded aviation industry.

In addition to overseeing The Authority's strategic plan and providing oversight of Management, which is responsible for day-to-day operations, Directors hold regular in-camera sessions during committee and Board meetings to facilitate candid discussions.

The Board is composed entirely of independent Directors who are expected to act with honesty and integrity. Each year, Directors reaffirm their commitment to ethical governance by signing The Authority's Code of Business Conduct and Conflict of Interest Policy and adhering to disclosure procedures for any potential conflicts of interest.

## Board composition

The Board's composition reflects the diversity of communities The Authority serves, bringing together Directors with a broad range of expertise and skills. These experienced leaders provide strong governance and strategic oversight to effectively guide The Authority's operations.

BOARD MEMBER	APPOINTING BODY
<b>Andrea Robertson</b> , Board Chair	Calgary Chamber of Commerce Long Range Planning Committee
<b>Jina Abells Morissette</b>	City of Calgary
<b>Randolph (Randy) M. Charron</b>	Rocky View County
<b>Dino DeLuca</b>	Calgary Chamber of Commerce Long Range Planning Committee
<b>Nancy Foster</b>	Calgary Chamber of Commerce Long Range Planning Committee
<b>Andrea Goertz</b> , BComm, MBA, ICD.D	Minister of Transport
<b>Rodney (Rod) D. Gray</b>	Calgary Chamber of Commerce Long Range Planning Committee
<b>Catherine Luelo</b>	Calgary Chamber of Commerce Long Range Planning Committee
<b>Manjit K. Minhas</b>	Calgary Chamber of Commerce Long Range Planning Committee
<b>Lara Murphy</b>	Calgary Chamber of Commerce Long Range Planning Committee
<b>Lisa Oldridge</b> , CFA, ICD.D	City of Calgary
<b>Craig Richmond</b> , MBA	Calgary Chamber of Commerce Long Range Planning Committee
<b>Phillip (Phil) J. Scheibel</b>	Minister of Transport
<b>Tracey Zehl</b> , FCA, FCPA, FEA	City of Calgary

The Directors are appointed by four organizations:



The Authority's Directors are each appointed to a four-year term and are eligible for reappointment of no more than one additional term, for a maximum of eight years.

A biography of each Director is available at [yyc.com](https://www.yyc.com)

# Committees of the Board

## Board skills and experience matrix

The Board is committed to ensuring its Directors collectively possess the skills and experience necessary for effective oversight and governance, enabling The Authority to fulfill its mandate and achieve long-term success. The Board’s Skills and Experience Matrix helps identify both mandated and strategic competencies, guiding appointers in making informed appointment decisions.

The Board consists of prominent leaders in air transportation, industry, commerce, finance, administration, law, engineering, labour organization, communications and external relations, consumer interest and information technology. They bring extensive experience in local, global, for-profit and non-profit sectors, equipping them to provide effective governance over all aspects of The Authority’s operations. New Directors receive a comprehensive orientation upon appointment, along with ongoing education. This includes meetings with the CEO and Management, participation in site and facility tours, and in-depth briefings on Board and corporate operations.

## Committees

The Board meets as needed to fulfill its responsibilities and oversees four standing committees, each accountable to the Board.

The committees and their respective chairs as of Dec. 31, 2024:

COMMITTEE	CHAIR
Audit and Finance	Tracey Zehl
People, Governance and Nominating	Jina Abells Morissette
Commercial and Property	Philip (Phil) J. Scheibel
Safety and Operational Resiliency	Craig Richmond

Each of the four standing committees operates under a Board-approved Terms of Reference, follows an annual work plan and is led by a Chair who reports to the Board on the committee’s activities. The Chair of the Board and the Chair of the People, Governance and Nominating Committee uphold and safeguard the Board’s independence.

The following pages provide a description of each standing committee and a record of attendance at both committee and Board meetings.

## Audit and finance

Responsible for reviewing financial management policies and issues. Specific responsibilities include providing recommendations on annual financial statements, annual budgets and the appointment of an external auditor. Additionally, the committee oversees pension matters, airport fees, insurance programs and fraud-risk programs, including the whistleblower program and policy, enterprise risk management and material litigation.

## People, governance and nominating

Responsible for overseeing and implementing best practices in corporate governance, people management and Board nominations. Specific responsibilities include recommending the size and composition of the Board and its committees, setting compensation for Board and committee service, advising on material governance policies and managing Directors’ conflict of interest declarations. Board compensation is available in [The Calgary Airport Authority Ground Lease Report](#). The committee also maintains the Board Skills Matrix, oversees the self-evaluation process for Directors, recommends Director appointments and CEO compensation and reports on broader matters related to the people and culture within The Authority.



Commercial and property

Oversees long-range planning and commercial matters. Specific responsibilities include recommending large capital expenditures and revenue contracts for approval, reviewing master-planning activities, monitoring capital project budgets, managing large capital projects and providing oversight of commercial ventures, including air service, land and retail development.

Safety and operational resiliency

Oversees the operational aspects of The Authority, with a particular focus on safety. Specific responsibilities include oversight of operations involving physical security, quality and guest satisfaction, health and safety, emergency preparedness, environmental impacts, sustainability initiatives, information technology and cybersecurity.

NAME	BOARD OF DIRECTORS	AUDIT & FINANCE	PEOPLE, GOVERNANCE & NOMINATING	COMMERCIAL & PROPERTY	SAFETY & OPERATIONAL RESILIENCY	ATTENDANCE
Abells Morissette, Jina	6/6		5/5	4/4		15/15
Blom, David C.*	4/4	2/2			2/2	8/8
Charron, Randolph (Randy)	6/6			4/4		10/10
Cormack, Donald (Don)*	3/4	2/2			2/2	7/8
DeLuca, Dino	6/6	4/4	5/5			15/15
Foster, Nancy**	2/3		2/2		2/2	6/7
Goertz, Andrea	6/6		4/5	3/4		13/15
Gray, Rodney (Rod) D.***	1/1	1/1			1/1	3/3
Luelo, Catherine**	3/3	2/2			2/2	7/7
Minhas, Manjit K.	5/6	2/4	2/5			9/15
Murphy, Lara	5/6		5/5	4/4		14/15
Oldridge, Lisa	6/6	4/4			4/4	14/14
Richmond, Craig	6/6			4/4	4/4	14/14
Robertson, Andrea	6/6	4/4	5/5	4/4	4/4	23/23
Scheibel, Phillip (Phil)	6/6	2/2	3/3	4/4/		15/15
Schroeder, Sheldon*	3/4				2/2	5/6
Zehl, Tracey	6/6	4/4			4/4	14/14

2024 Changes	Notes	2024 Changes	Notes
Blom, David*	Term ended Aug. 8, 2024	Luelo, Catherine**	Term commenced May 28, 2024
Cormack, Donald (Don) *	Term ended Aug. 8, 2024	Gray, Rodney (Rod) D.***	Term commenced Oct. 28, 2024
Schroeder, Sheldon*	Term ended Aug. 8, 2024	Abells Morissette, Jina	Term renewed Oct. 25, 2024
Foster, Nancy**	Term commenced May 28, 2024	Minhas, Manjit K.	Term renewed Aug. 8, 2024

# Management composition

The Board appoints The Authority’s President and CEO and sets and reviews their annual goals. Succession planning, including the appointment, training and evaluation of Management is regularly monitored by the People, Governance and Nominating Committee of the Board. A biography of each member of the Executive Team is available at [yyc.com](#).

The Board also appoints The Authority’s corporate officers.

## Corporate officers

(AS OF DECEMBER 31, 2024)	
<b>Chris Dinsdale</b>	President and Chief Executive Officer
<b>Rob Bachart</b>	Chief Real Estate Officer
<b>Balázs Bogáts</b>	Chief Commercial Officer
<b>Janelle Donohue</b>	General Counsel and Corporate Secretary
<b>Megan Gupton</b>	Chief Information Officer
<b>Kirstan Jewell</b>	Chief People and Communications Officer
<b>Chris Miles</b>	Chief Operating Officer
<b>Jen Pon</b>	Chief Financial Officer

# Corporate governance practices

The Authority has several systems in place to identify, manage and mitigate various risks, including:

- An organizational structure, with dedicated safety, security, emergency planning and response personnel.
- Corporate policies and plans, which address key governance, strategic, operational and financial issues.
- Environmental protection plans, which address air and water quality, solid waste and hazardous materials handling, endangered species protection and a comprehensive noise management program.
- A detailed management information and reporting system, which includes regular reporting directly to the Board on key financial results and operational matters.
- Robust policies on safety management systems, which outline processes and procedures.
- Incident reporting, including response and remedial procedures.
- A fulsome risk-based IT and cybersecurity program, which includes regular reporting to the Board.
- An in-depth enterprise risk program that evaluates enterprise risk management capacity and accompanying processes.
- Comprehensive insurance, audit and compliance programs.
- A communications and stakeholder relations program.
- A Delegation of Authority Policy, which defines management authorities.
- A Whistleblower Policy and third-party intake service for whistleblower complaints.

# Public and stakeholder accountability

The Authority is committed to transparent public and stakeholder accountability through its communications and stakeholder relations program. This program encompasses processes for engaging with the general public, industry stakeholders, governments, appointers and YYC Crew members. These accountability measures include:

- A public annual general meeting (AGM).
- A published annual report, including audited financial statements.
- An independent review of Management operations and financial performance every five years.
- Annual meetings with all appointers, attended by the Board of Directors and Management.
- Compliance with Transport Canada lease obligations.
- Regulatory compliance.
- Meetings with key stakeholders.
- Public notice of fee changes, including the Airport Improvement Fee (AIF).
- A community consultative committee.
- A noise management program.
- An accessibility advisory council.
- Meetings with airport operators and tenants.
- Meetings with civic officials and community organizations.

## Sole-source contracts 2024

The Authority's Ground Lease with Transport Canada requires The Authority to report to the Board on any contracts not competitively procured and valued at over \$144,000. The Authority's Supply Chain Policy sets out the parameters for a sole-sourced procurement. In 2024, approximately half of the sole-source events were attributable to the vendor being The Authority's only option, either as the original equipment manufacturer or only authorized supplier or as a result of an unplanned emergency that rendered competitive procurement unviable. For all sole-source contracts, market research was performed to confirm that pricing and terms were reasonable.

CONTRACT NAME	VENDOR	AWARD AMOUNT\$	SOLE SOURCE JUSTIFICATION
Hailstorm Repairs – Initial Repairs and Hazardous Materials Remediation in Concourse B	PCL CONSTRUCTION MANAGEMENT INC.	3,039,230	Urgency made initiation of a competitive procurement process unviable. Market research also confirmed reasonable pricing and terms.
Perimeter Detection Solution	CONVERGINT TECHNOLOGIES LTD.	1,192,962	Niche offering. Market research also confirmed reasonable pricing and terms.
LED Lighting Replacement Project	OPTICS LIGHTING AND CONTROLS	979,083	Original equipment manufacturer was considered the only viable option. Market research also confirmed reasonable pricing and terms.
Electrical Work – Runway 08/26 Conversion to Taxiway Lima	TRISTAR ELECTRIC INC.	365,207	The supplier is familiar with The Authority's systems, having previously worked on the West Runway Project for The Authority. Market research also confirmed reasonable pricing and terms.
Cable Work - Parkade Restoration Project	PLAN GROUP INC.	343,052	The supplier is familiar with The Authority's systems, having done similar work for The Authority in the past. Market research also confirmed reasonable pricing and terms.
Consulting Support – Enhancement of Guest Experience	MUNICH AIRPORT INTERNATIONAL GMBH	280,000	Niche offering. Market research also confirmed reasonable pricing and terms.
Media Purchases	TRUE MEDIA CANADA	278,550	Niche offering. Market research confirmed reasonable pricing.
Emergency Repairs – Light Pole Damage in Parkade	CUSTOM ELECTRIC LTD.	248,625	Urgency made initiation of a competitive procurement process unviable. Market research also confirmed reasonable pricing and terms.
Design Build of Transformer - NPSV South Transformer	PRIMARY ENGINEERING AND CONSTRUCTION	199,430	Only one authorized supplier was available. Market research also confirmed reasonable pricing and terms.
Replacement Plates – Heat Exchangers	HEARTLAND EXCHANGER SALES AND SERVICES INC.	189,089	Original equipment manufacturer was considered the only viable option. Market research also confirmed reasonable pricing and terms.
Consulting Support – Retail Development	MODALIS INFRASTRUCTURE PARTNERS	169,000	Niche offering. Market research also confirmed reasonable pricing and terms.
Air Curtain Systems	AQUA AIR SYSTEMS LTD.	155,000	Original equipment manufacturer was considered the only viable option. Market research also confirmed reasonable pricing and terms.





**YYC** CALGARY  
INTERNATIONAL  
AIRPORT

**YBW** SPRINGBANK  
AIRPORT