



# A WORLD OF STORIES

2018 ANNUAL REPORT

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**YYC** CALGARY  
AIRPORT  
AUTHORITY



## **OUR NORTH STAR**

We create effortless and memorable airport experiences that reflect Calgary's legendary hospitality and our region's natural beauty.

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## **MANDATE**

We:

Manage and operate the airports for which we are responsible in a safe, secure and efficient manner.

Advance economic and community development by means that include promoting and encouraging improved airline and transportation service and an expanded aviation industry.



INTERNATIONAL  
WESTJET

INTERNATIONAL  
WESTJET

Proud Member of  
TEAM YYC

Proud Member of  
TEAM

Proud Member of  
TEAM

Proud Member of  
TEAM

# 07 THE BIG PICTURE

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Every day, YYC is dedicated to creating experiences unlike anywhere else in the world with our legendary western hospitality and an international airport that's always aiming higher.

# 19 ABOVE & BEYOND

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As a finely synchronized team, YYC is committed to a long-term North Star vision that elevates the guest experience to new heights.

# 25 PEOPLE POWERED

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When you're as focused on performance as YYC is, people are your heart and soul.





# A WORLD OF STORIES TAKES FLIGHT AT YYC

The Calgary Airport Authority (The Authority) manages one of the fastest-growing airports in Canada. Connecting travellers with the world and world travellers with Calgary, we are an economic driver for the city and a gateway to the Rocky Mountains. Through it all, we're powered by a commitment to service and delighting our guests every step of the way.

**With so many guests visiting YYC Calgary International Airport (YYC) – an average of 47,000 every day – stories emerge of our guest-experience specialists, teammates, carrier partners, logistics pros, White Hat Volunteers and millions of travellers from around the globe.**

While every story is unique, they all unfold in an airport that sets the scene for remarkable experiences.

**Those stories and experiences shape the YYC narrative and fuel an energy that flows through our international airport, propelled by vision, signature hospitality and a spirit of adventure.**

They're also what keeps us on the forefront of air service excellence, always striving for new heights in operational efficiency, economic vitality, environmental stewardship and community engagement.



# THE BIG PICTURE

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## NEW HEIGHTS IN AIR SERVICE



Canada's fourth-busiest airport is always evolving, connecting more people to more places and more smiles to more faces.

As a major hub for domestic, U.S. and international guests in addition to over **146,000 tonnes** of air cargo, YYC contributes nearly **\$8 billion** in annual GDP and creates **50,000** overall jobs, including **24,000** direct ones. Being the heartbeat of Calgary comes with great expectations – and delivering on that promise requires an intently focused team.

“Those EXPERIENCES  
stay with you  
Forever. There  
wasn't a DRY EYE  
in the place...I still  
get goose bumps  
thinking about it.”





## THIS IS SABS' STORY

July 18 started off like any other day at YYC. People were happily welcoming loved ones back home, while others were preparing to embark on new adventures abroad. This particular day, however, deserved a little more attention for two perfect strangers, whose unique bond would wind up connecting them for life.

**Sabs, one of YYC's White Hat Volunteers, was scheduled to perform a White Hat Ceremony on a flight that was delayed. Although he had other plans for that evening, Sabs was able to stay late to conduct the ceremony. What Sabs didn't know was how emotional this particular White Hat Ceremony would be for everyone.**


"I was so humbled to be officiating a ceremony for a local resident who had leukemia and was coming to YYC to meet her bone marrow donor for the first time, flying in from Germany," says Sabs.

**Upon the donor's arrival, Sabs watched as the two ladies finally met in person.**

"They hugged each other tight and cried," says Sabs. "There wasn't a dry eye in the place...I still get goose bumps thinking about it."

For Sabs, this meeting of two strangers, now forever linked, was a special reminder of why he became a White Hat Volunteer.

"There are so many stories I could tell," says Sabs with a smile. "Those experiences stay with you forever."

 *Watch Sabs' full story at [stories.yyc.com](https://stories.yyc.com)*



Anyone can request a White Hat Ceremony for their arriving guest, and every White Hat Volunteer makes sure they perform that honour like the person is the most important VIP stepping off a plane at YYC.

*To request a White Hat Ceremony for an arriving guest, visit [YYC.com](https://www.yyc.com)*

# MESSAGE FROM CHAIR OF THE BOARD OF DIRECTORS

## MICHAEL CASEY Q.C.

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As nominated Directors, we're honoured to help guide the future of The Calgary Airport Authority. We bring our diverse backgrounds and experiences to the Board table to provide strong governance and elevate the work that's being done at the airport.

Despite economic headwinds, Authority staff and partners achieved another record year for travelling guests in 2018. More than 17.3 million people arrived, departed or connected through YYC Calgary International Airport. That's a 6.6 per cent increase from the prior year, due in part to an unwavering focus on each and every guest.

Domestic traffic increased 7.0 per cent, while U.S.-destined traffic grew 6.9 per cent, and international numbers rose by 2.9 per cent.

We support a dynamic air cargo business buoyed by the rapid growing e-commerce revolution.

**YYC IS A CRITICAL HUB FOR ALL AIR  
CARGO TRAVELLING THROUGH ALBERTA**

Operationally, we created a new Integrated Operations Centre (IOC) to better manage our growing airport. The IOC has increased communication, optimized our resources and most importantly, centralized many arms of the airport into one location, 24 hours a day, 365 days a year. Among its many advantages, the IOC is now better able to deal with irregular operations and emergency situations.

I'm also encouraged by the transition we've made to a guest-centric model. Our strategic plan is showing success, with key indicators of guest satisfaction and non-aeronautical revenue all seeing positive growth. Both that plan and our North Star allow us to keep focused on our mandate of operating YYC safely, securely and efficiently.

The Board is confident our commitment to strong governance for YYC will help drive growth and better economic times in the region in the years to come.

Thank you.





“Despite *ECONOMIC* headwinds,  
Authority staff and partners achieved  
another *RECORD YEAR!*”

# YYC ON THE HORIZON

## AUTHORITY PERFORMANCE

	ACTUAL	FIVE-YEAR OUTLOOK				
	2018	2019	2020	2021	2022	2023
<b>TOTAL REVENUE</b>	<b>421</b>	439	452	461	473	482
<b>OPERATING EXPENSES</b>	<b>165</b>	174	178	182	187	191
<b>TRANSPORT CANADA RENT</b>	<b>42</b>	45	46	47	49	50
<b>CAPITAL EXPENDITURES</b>	<b>86</b>	87	75	86	77	122

\*in millions of dollars

For historical performance visit [annualreport.yyc.com](http://annualreport.yyc.com)

**1%**



**2018**

**146,000**



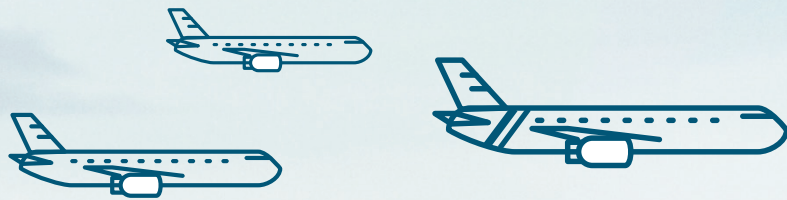
**2017**

**147,000**

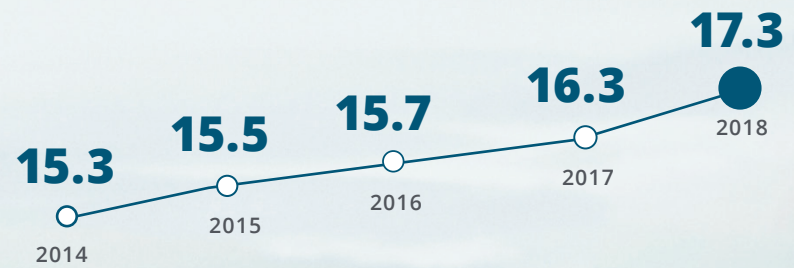


**CARGO TONNAGE**

\*estimate in tonnes



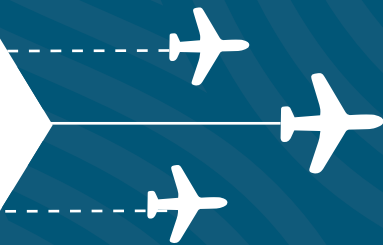
**TOTAL AIR CARRIER MOVEMENTS**  
\*in thousands




**TOTAL PASSENGERS**  
\*in millions

**276**  
FLIGHTS

**LANDED &  
DEPARTED  
EVERYDAY**



**84 NON-STOP  
DESTINATIONS**



“We made *THE SHIFT*  
of thinking beyond aircraft,  
runways *AND TERMINAL*  
buildings to the *HUMAN*  
connections that bring  
*YYC ALIVE.*”

# MESSAGE FROM THE PRESIDENT & CEO

## BOB SARTOR

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Each day I come to the airport I see people excited for a long-saved-for vacation. I see business people focused on an important trip, and I see progress on the goals The Calgary Airport Authority has set as a customer service-focused organization.

We made the shift of thinking beyond aircraft, runways and terminal buildings to the human connections that bring YYC alive. We made guest-centric decisions in everything we did, and we're seeing promising change and record-breaking growth.

In 2019, we will continue to expand the number of destinations passengers can fly to, due in part to being the hub for WestJet's new Boeing 787 Dreamliners.

**ALONG WITH WELCOMING THE AIRLINE'S STATE-OF-THE-ART HANGAR, THE WORLD-CLASS WIDE-BODY AIRCRAFT WILL INCREASE TRAVEL OPTIONS FOR OUR GUESTS WITH NEW DESTINATIONS LIKE PARIS AND DUBLIN.**

These new connections will also help grow the airport as an even stronger western Canadian hub.

Building on the impressive growth we've seen in our International Terminal, we're continuing to work hard at improving the experience in our Domestic Terminal. This year we will complete an innovative new baggage system that will increase speed, capacity and reduce lost bags. We're working at improving our retail and dining options for guests post-security with new concepts and popular brands. We're striving to make navigating our airport better too, with improved wayfinding and by adding a new pre-board screening location.

We're also building up YYC's campus with a new plan that is already adding strategic partners and tenants that will act as catalysts to attract innovative and market-leading companies to our airport community.

YYC has made a lot of progress, but there's still a lot of work to do. I'm excited by the potential and confident we're on the right path to continued success.

Safe and happy travels.





she looked at me in **SHOCK**. she said she was from the same **VILLAGE** that my **GRANDPARENTS** were from in **GREECE**.



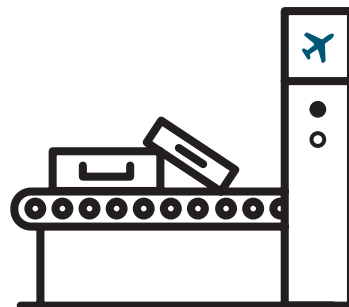
### THIS IS JOHN'S STORY

YYC Airfield Operations Specialist John usually has clearing runways on his mind. But one particular day, John found himself clearing up some confusion for an anxious guest – and in the process, discovering a connection leading all the way to Greece. He remembers the day well.

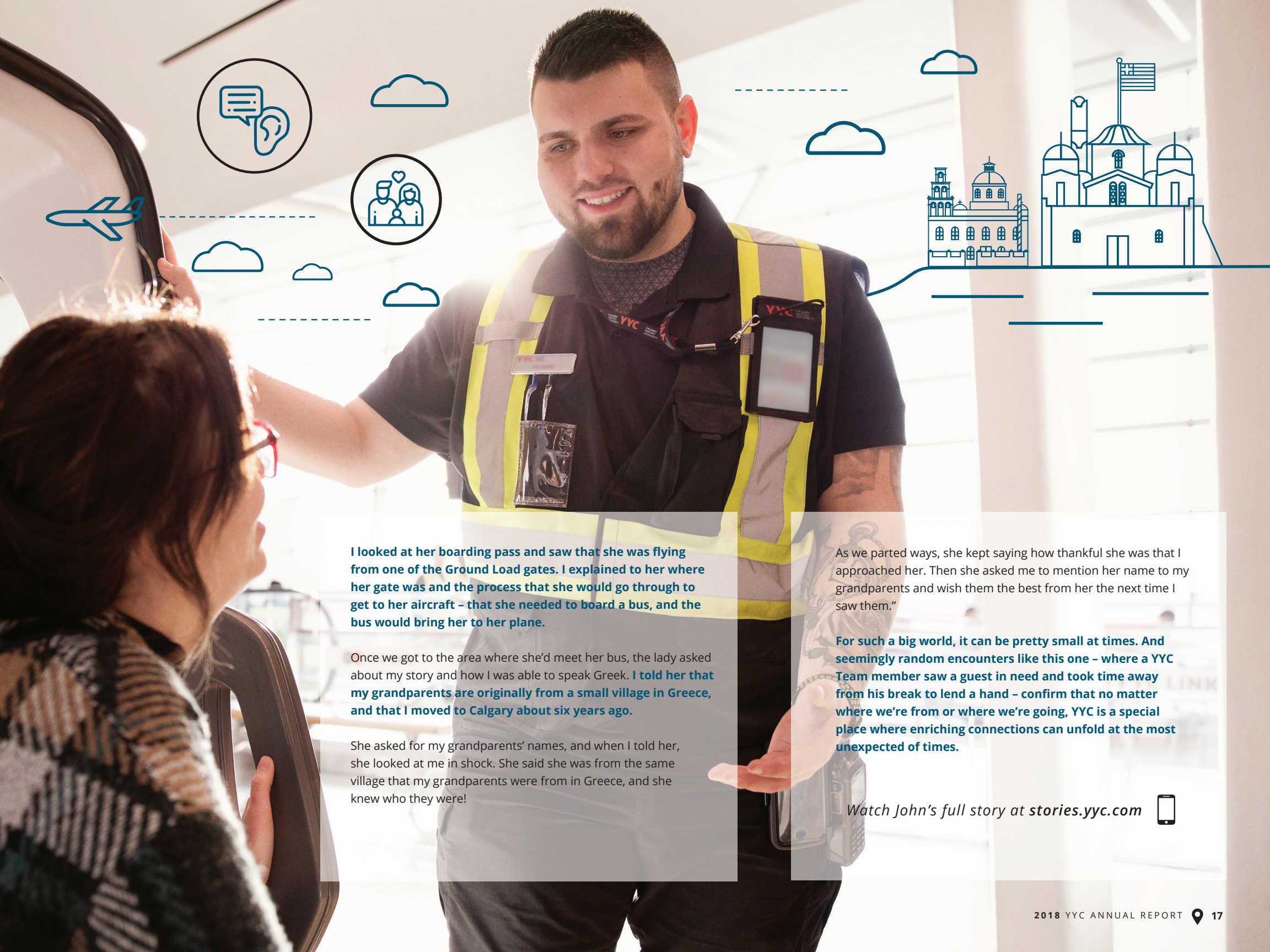
**“I was waiting in line at Tim Hortons, when I saw a woman pacing around in circles. She looked kind of confused and anxious. I left the line and approached her to ask if she needed help. She handed me her boarding pass and looked at me as if she didn't know what I was saying.**

As I glanced at her boarding pass, I noticed that her first and last names were of Greek origin. My family is from Greece, and I was raised in a mainly Greek neighbourhood in Montreal. **I thought to myself, maybe she doesn't speak English, so I asked her in Greek if she needed help.**

Her face lit up and she replied, ‘Oh my goodness, you speak Greek! I'm lost, and I don't know where my plane is.’







**I looked at her boarding pass and saw that she was flying from one of the Ground Load gates. I explained to her where her gate was and the process that she would go through to get to her aircraft - that she needed to board a bus, and the bus would bring her to her plane.**

Once we got to the area where she'd meet her bus, the lady asked about my story and how I was able to speak Greek. **I told her that my grandparents are originally from a small village in Greece, and that I moved to Calgary about six years ago.**

She asked for my grandparents' names, and when I told her, she looked at me in shock. She said she was from the same village that my grandparents were from in Greece, and she knew who they were!

As we parted ways, she kept saying how thankful she was that I approached her. Then she asked me to mention her name to my grandparents and wish them the best from her the next time I saw them."

**For such a big world, it can be pretty small at times. And seemingly random encounters like this one - where a YYC Team member saw a guest in need and took time away from his break to lend a hand - confirm that no matter where we're from or where we're going, YYC is a special place where enriching connections can unfold at the most unexpected of times.**

Watch John's full story at [stories.yyc.com](https://stories.yyc.com)





# ABOVE & BEYOND



## SERVICE THAT HITS THE HIGH NOTES

The Authority has its sights set high. With a shared vision to deliver a guest experience that's world-class in every respect, going the extra air-mile is all in a day's work for our dedicated team members.

**Our success is thanks to our fantastic people, whose efforts have a ripple effect throughout YYC and far beyond.**

As a finely synchronized team, the Authority is committed to a long-term North Star vision that elevates the guest experience to new heights. Together, we're fostering a culture of exceeding expectations at every touch-point and guest interaction at YYC. That concerted effort gives rise to memorable stories of team members going beyond the call of duty to deliver a soaring guest experience.

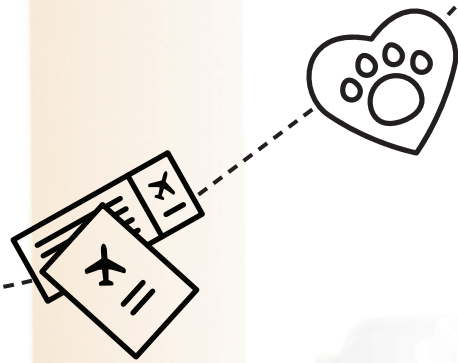


**"It's so special  
to see Murray  
in touch with  
people, and the  
instant comfort  
that washes  
over them."**

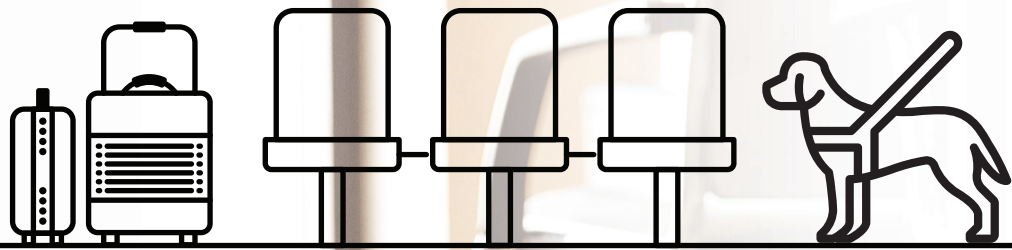
### **THIS IS MURRAY'S STORY**

Murray has a knack for finding people in need. This four-legged helper is part of Pre-Board Pals, a partnership between YYC and Calgary's Pet Access League Society (PALS), which brings furry friends to the airport to enhance the guest experience. Murray has brightened countless guests' days all over YYC – and one day stands out for Pre-Board Pals handler, Carol.

**"Murray trotted toward to a man who was nose deep in his computer at a gate. The man was clearly troubled, with a look of sad concern on his face – he appeared to be in his own world. Murray sat down at the man's feet and stayed there.**



“ One chance  
ENCOUNTER  
with MURRAY  
at YYC can shift your  
whole OUTLOOK  
on the world.”




After chatting with the man, I turned to continue on our way, but Murray wouldn't budge. I apologized to the man and said that Murray must feel something special for him. "Yes," said the man. "My daughter passed away, and I am going to her."

My heart immediately sank, and I could tell that instinctively, Murray felt the man's pain too. He stayed at the grieving father's feet until he boarded his flight.

**It's so special to see Murray in touch with people, and the instant comfort that washes over them. It never gets old.**

Whether it's a grieving person coming to terms with the loss of a loved one or someone who just needs a hug, those experiences with Murray stay with me. **It's so great to see the difference Murray can make in the lives of our guests** – even if just for a moment when they need it most. One chance encounter with Murray at YYC can shift your whole outlook on the world.”

 Watch Murray's full story at [stories.yyc.com](https://stories.yyc.com)

# Pre-Board Pals is a treasured **PARTNERSHIP** between The Calgary Airport Authority and **CALGARY'S PET ACCESS LEAGUE SOCIETY (PALS).**

The therapy dogs and cats, with their volunteer side-kicks in tow, roam the terminal and greet visitors to YYC during peak travel times every Thursday to Sunday. Whether you are having a bad day or just love animals, we are paw-sitive that YYC's Pre-Board Pals will add a smile to your day.

Although interaction with some therapy animals is not encouraged, the opposite is true with our Pre-Board Pals team. The therapy animals are easily identifiable with their red "pet me" vests, and human companions. Please get all the love you need!





## THE FIRST IN-TERMINAL PET PATIO

AT THE VIN ROOM RESTAURANT



## 2,622 VOLUNTEER

DOG & CAT HOURS



## AN INDOOR PET RELIEF STATION

IS AVAILABLE IN THE DOMESTIC TERMINAL



## YYC NAVIGATORS

The Authority and its many partners, including Air Canada, have developed an airport familiarization program – YYC Navigators – for individuals who would benefit from becoming familiar with airport processes and procedures from curb to gate, prior to their actual flight.

YYC Navigators is tailored to meet the needs for families who are affected by Autism Spectrum Disorder (ASD). As airport processes are unfamiliar for many, and some families are unsure if they can travel due to sensory and communication challenges, many choose to not travel by air. By giving families affected by ASD the opportunity to become more familiar with airport processes, flying can be a more pleasant and viable option.

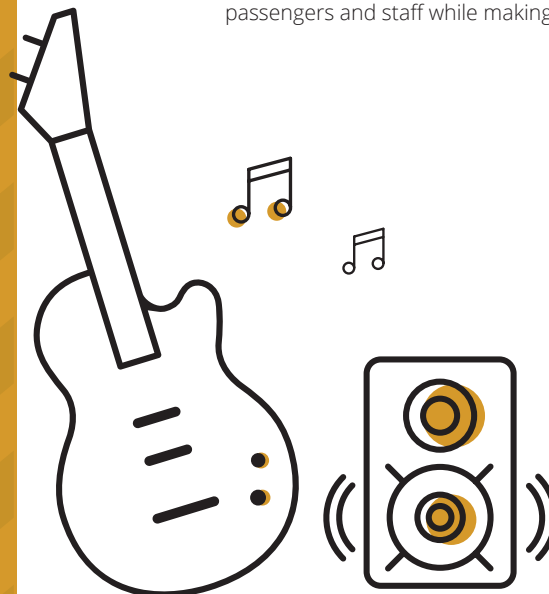


# 190

PEOPLE PARTICIPATED IN THE PROGRAM IN 2018

## YYC MUSIC PROGRAM

The YYC Music Program supports local musicians while entertaining guests. Our talented group of 13 artists play in high-traffic environments giving them a unique opportunity to further their careers by playing for thousands of passengers and staff while making memorable moments for our guests.



# 6.5 HRS

OF MUSIC PLAYED ON AVERAGE PER DAY







# PEOPLE POWERED

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## SUCCESS STARTS WITH OUR TEAM



A great airport requires great people. When you're as intently focused on performance as YYC is, people are your heart and soul.

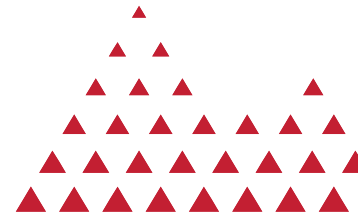
**People are the most valuable asset of an airport that's committed to continually flying higher in our service delivery.**

Our team is highly skilled and passionate about what they do, from managing resources to developing innovative strategies that maximize the guest experience, keep carrier costs down and position YYC as a first-class international airport – one where inspiring stories emerge.

“Raheel has had a lot of  
**GOOD DAYS** at YYC, but  
one **Stands out**  
more than the rest.”



**In 2018, The Calgary  
Airport Authority was  
named a top employer  
for the 10<sup>th</sup> time**



## THIS IS RAHEEL'S STORY

YYC plays a key role for many newcomers to Canada. Often, our airport is their first introduction to a brand new country that's a world away from their homeland. Other times, we're the final stop on a journey that's spanned multiple Canadian cities, connecting them to a new life in Calgary. For IT Airport Systems Lead Raheel, his arrival at YYC was the culmination of a Canadian dream.

**Airports have always been an important part of Raheel's life. Originally from the Kashmir region of India, Raheel spent 12 years working in IT departments at airports throughout the Middle East before immigrating to Canada and landing his dream job at YYC.**

"When I first arrived in Calgary, it was snowing," says Raheel. "I am from the Himalayas and knew about Calgary before I moved here, but when I got here and saw it with my own eyes, it just felt familiar and nostalgic – like home, like the place I belonged. I was told I was born on a snowy day too, so it was perfect."

**Soon after, Raheel's family joined him in Alberta, and they've been proud Calgarians ever since. Raheel has also become firmly entrenched in the YYC family.**

"Working here is very fulfilling," says Raheel. "This airport has one of the best teams I've ever worked

with. Everyone is so nice and encouraging – it's been a great experience so far."

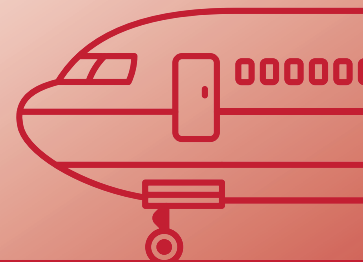
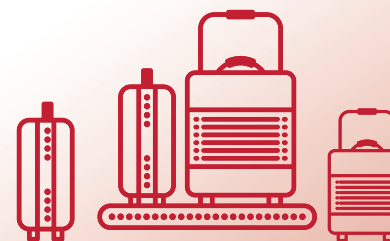
Raheel has had a lot of good days at YYC, but one stands out more than the rest – the day he became a Canadian citizen. He recalls it fondly.

"The fact that my citizenship ceremony was held at the place where I work is mind-boggling," says Raheel. "It was unexpected...exciting and so fulfilling for me."

**"The day of the ceremony, there was a lot of excitement, obviously for the occasion, but more so for me because I was with my family at my place of work," he continues. "And this was something that no amount of planning could replicate."**

A lot of new Canadians have received their citizenship at YYC. Being a place where new beginnings and grand adventures unfold is an honour we're very proud of. And when one of those people is part of our own team, we couldn't be happier. YYC has made a difference in Raheel's life, and he's made a difference in ours. We're glad to have him as YYC Crew!

Watch Raheel's full story at [stories.yyc.com](https://stories.yyc.com)





# CORPORATE GOVERNANCE

## BOARD GOVERNANCE AND ACCOUNTABILITY

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The Board of Directors of the Authority is committed to maintaining the highest standards of corporate governance, and regularly reviews and updates its corporate governance systems in light of changing practices, expectations and legal requirements, so that the Authority achieves the purposes in the Regional Airports Authorities Act (Alberta).

**RESPONSIBLE FOR FOSTERING THE LONG-TERM SUCCESS OF THE AUTHORITY, THE BOARD UNDERTAKES A NUMBER OF GOVERNANCE ACTIVITIES TO ENSURE COMPLIANCE WITH APPLICABLE LAWS AND FOR PROMOTING ETHICAL CONDUCT, INTEGRITY AND TRANSPARENCY.**

The Board has adopted an annual strategic planning process that considers the long-term enhancements of the terminal and the overall airport experience, ensuring that people development, innovation and strategic partnerships are the core values of the airport's success.

The Board also oversees management who are responsible for the day-to-day conduct of the business, with the fundamental objective of ensuring that the Airport Authority meets its obligations and operates in a safe, secure and efficient manner. Directors regularly meet in-camera at both Committee and Board meetings.


The Board is composed exclusively of independent directors who are expected to carry out their duties honestly and with integrity.

Each Director annually signs the Authority's Code of Business Conduct and Conflict of Interest Policy and follows the procedures with respect to disclosure of any potential conflict of interest. All applicable rules concerning Code of Business Conduct and Conflict of Interest, can be found online at [yyc.com](http://yyc.com).

## CORPORATE GOVERNANCE PRACTICES

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

- An organizational structure with dedicated safety, security, and emergency planning and response personnel
  - Corporate policies and plans covering key governance, strategic, operational and financial matters
  - Environmental protection, including air and water quality, solid waste and hazardous materials management, natural resources and endangered species
  - Incident reporting, including response and remedial procedures
  - Robust Safety Management System policies, processes and procedures
  - Comprehensive insurance, audit and compliance programs
  - A communications and stakeholder relations program
  - A comprehensive management information and reporting system in place, which includes regular reporting to the Board on key financial and operational results
  - An Authorities Framework Document, approved by the Board, which defines management authorities
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## ENTERPRISE RISK MANAGEMENT

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The Board and Management of the Authority are committed to a disciplined approach to risk management. In 2018, the Authority undertook a comprehensive project to assess enterprise risk management capacity and processes. An updated approach to enterprise risk management will be implemented in 2019 to identify strategic risks to the Authority, (including mitigation) and will be embedded in planning, budgeting and project management processes.

**“THE BREADTH OF OUR BOARD IS PRETTY EXTRAORDINARY. EVERYONE BRINGS A SLIGHTLY DIFFERENT VIEW TO THE CONVERSATION, WHICH MAKES US CHALLENGE EACH OTHER.”**

Andrea Robertson

STARS President and CEO  
Board Member, The Calgary Airport Authority





## BOARD COMPOSITION

The composition of our Board reflects the diversity of the communities we serve, through their experience, skills and gender.

### BOARD OF DIRECTORS (AS OF DECEMBER 31, 2018)

Michael F. Casey<sup>1</sup>, Board Chair  
Terry L. Allen<sup>2</sup>  
Larry M. Benke  
David C. Blom  
Donald G. Cormack  
Kristine L. Delkus<sup>3</sup>  
Wendelin A. Fraser  
Matthew R. Heffernan  
J. Richard Hotchkiss  
Heather E. Kennedy  
Kenneth M. King  
Grant B. MacEachern<sup>4</sup>  
James M. Midwinter  
Andrea J. Robertson  
Laura M. Safran  
Murray Sigler<sup>5</sup>

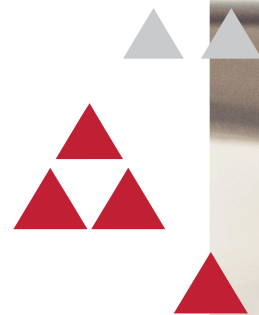
### CORPORATE OFFICERS (AS OF DECEMBER 31, 2018)

Bob Sartor  
President & Chief Executive Officer  
Michael Hayward  
Vice President, Marketing & Guest Experience  
Bernie R. Humphries\*  
Vice President, Operations  
Mike P. Maxwell  
Vice President, Infrastructure & Chief  
Information Officer  
Robert J. Palmer  
Vice President, Finance & Chief Financial  
Officer  
Cynthia M. Tremblay  
Vice President, Human Resources

*Notes:*

- 1. Term ended August 2018; reappointed August 2018
- 2. Term ended December 2018; reappointed December 2018
- 3. Term ended February 2018; reappointed February 2018
- 4. Term ended October 2018; reappointed October 2018
- 5. Term ended August 2018; reappointed August 2018

\* Chris Miles was appointed Vice President, Operations as of January 4, 2019 due to the retirement of Bernie R. Humphries



Contributing to the communities  
where we LIVE and work is a  
**BIG PART** of what DRIVES the  
actions and decisions of our Board.

# OUR DIRECTORS ARE APPOINTED TO A **FOUR-YEAR** TERM

## APPOINTERS

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The appointment of our Directors by these business, community, and government stakeholders contribute to the Authority's success while advancing community development and the region's economic outcomes.

Our Directors are appointed to a four-year term and are eligible for re-appointment for one additional term for a maximum of eight years.

## COMPOSITION OF MANAGEMENT

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The Board appoints the President and Chief Executive Officer (CEO) and sets and reviews his or her annual goals for the CEO.

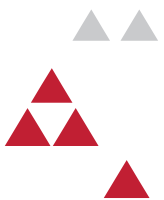
Succession planning, including the appointment, training and evaluation of senior management, is regularly monitored by the Governance and Compensation Committee of the Board.

The Board appoints the Corporate Officers.



## THE DIRECTORS ARE APPOINTED BY FOUR ORGANIZATIONS

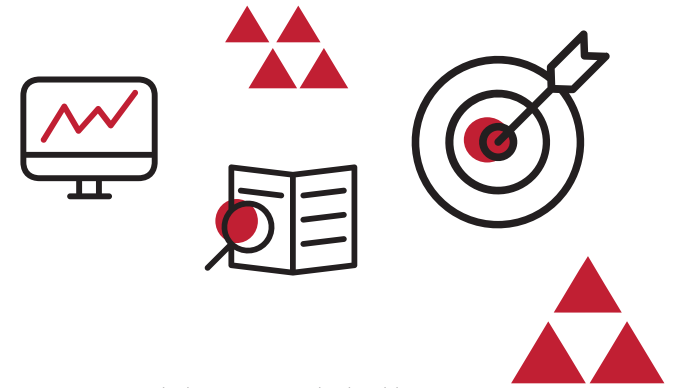
- Long-range Planning Committee of the Calgary Chamber of Commerce (10)
  - City of Calgary (three)
  - Federal Government (two)
  - Rocky View County (one)
- 





## BOARD SKILLS & EXPERIENCE MATRIX

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The Board strives to ensure it collectively has the skills and experience needed to maintain the health of the organization and to guide its long-term success. Our Board Skills and Experience Matrix allows us to identify the needs for both mandated and strategic skills, and to assist our Appointers in making their appointments.

**OUR BOARD CONSISTS OF SIGNIFICANT LEADERS IN FINANCE, BUSINESS, AND AVIATION FROM BOTH LOCAL AND GLOBAL FOR-PROFIT AND NON-PROFIT BUSINESSES.**

Each new Director receives a comprehensive orientation, which includes a meeting with the President and CEO, corporate counsel, as well as facility tours and information regarding Board and corporate operations, and ongoing education on relevant topics.

The Board is composed *EXCLUSIVELY* of independent Directors who are expected to carry out their duties *HONESTLY* and with integrity.



## STANDING COMMITTEES OF THE BOARD

The Board meets as often as is required to carry out its responsibilities in addition to maintaining six standing committees, which are ultimately accountable to the Board. The committees and their respective chairs as of December 31, 2018 were:

COMMITTEE	CHAIR
<b>AUDIT AND FINANCE</b>	<b>TERRY ALLEN</b>
<b>GOVERNANCE &amp; COMPENSATION</b>	<b>GRANT MACEACHERN</b>
<b>NOMINATING</b>	<b>RICHARD HOTCHKISS</b>
<b>BUSINESS DEVELOPMENT</b>	<b>MATTHEW HEFFERNAN</b>
<b>OPERATIONS, SAFETY, HEALTH &amp; ENVIRONMENT</b>	<b>MURRAY SIGLER</b>
<b>INFRASTRUCTURE &amp; TECHNOLOGY <sup>1</sup></b>	<b>HEATHER KENNEDY</b>

Each of the six committees has a Board-approved terms of reference, an annual due diligence work plan and a Chair who reports back to the Board on the committee's activities. The Board's Chair and Governance and Compensation Committee ensure the Board's independence is respected and preserved.

Notes:

1. Committee's first meeting in 2019.

 To learn about each Committee's role, go to [annualreport.yyc.com](http://annualreport.yyc.com)

## BOARD & COMMITTEE ATTENDANCE 2018

All Members	Board of Directors	Audit & Finance	Governance	OSH & Environment	Business Development	Nominating Committee	Meeting Attendance
Allen, Terry	6/7	4/4	-	-	5/5	-	15/16
Benke, Larry	7/7	3/4	-	-	4/5	-	14/16
Blom, David	6/7	4/4	-	-	4/5	-	14/16
Casey, Michael	7/7	4/4	5/5	5/5	4/5	2/4	27/30
Cormack, Don	7/7	4/4	5/5	-	-	4/4	20/20
Delkus, Kristine	5/7	-	4/5	3/5	-	-	12/17
Fraser, Wendelin	7/7	-	5/5	-	5/5	4/4	21/21
Heffernan, Matthew	6/7	-	-	5/5	5/5	4/4	20/21
Hotchkiss, Richard	6/7	-	-	5/5	-	4/4	15/16
Kennedy, Heather	6/7	-	5/5	5/5	-	4/4	20/21
King, Ken	5/7	-	-	4/5	3/5	-	12/17
MacEachern, Grant	7/7	4/4	5/5	-	-	-	16/16
Midwinter, James	6/7	4/4	-	-	5/5	-	15/16
Robertson, Andrea	7/7	4/4	-	4/5	-	3/4	18/20
Safran, Laura	6/7	-	-	4/5	5/5	-	15/17
Sigler, Murray	6/7	-	4/5	5/5	-	-	15/17

# 6

## COMMITTEES MAKE UP THE BOARD

## PUBLIC & STAKEHOLDER ACCOUNTABILITY

The Authority strives to achieve an optimal level of public and stakeholder accountability through a communications and stakeholder relations program, which includes processes associated with communicating to the general public, industry stakeholders, governments, Appointers and Authority employees. The processes involved in achieving this level of accountability include:

- **A public Annual General Meeting**
- **A published Annual Report, including audited financial statements**
- **An independent review of management operations and financial performance every five years, including a published report**
- **Annual meetings with all Appointers, which are attended by the Board of Directors, senior management and external auditors**
- **Compliance with the Canada Lease**
- **Regulatory compliance**
- **Meetings with key stakeholders**
- **Public notice of fee changes, including 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**

The Authority reports on contracts in excess of \$130,000 that were not awarded on the basis of a competitive bid process. In 2018, no contracts met this criteria.



**24,000**  
**JOBS LOCATED**  
**ON YYC CAMPUS**



## THE CALGARY AIRPORT AUTHORITY THANKS ITS EMPLOYEES

Nedine Ackerman  
Blaine Adams  
Christopher Adams  
Merilee Adamson  
Kent Ahern  
Michael Ahmed  
Jibs Ajia  
Jocelyn Alexander  
Bobbi Allen  
Jonathan Amos-Terpstra  
Mike Anderson  
Billie-Jo Arnott  
Garnette Arsenault  
Byron Aucoin  
Tim Barnes  
Greg Baxter  
Sherry Beard  
Jody Belfour  
Michael Bellamy  
Chad Berger  
Amanda Bierkos  
Peggy Blacklock  
Derek Blayney  
Natascha Bliss-Richer  
Micheal Bloch  
Terry Bobyk  
Zuller Botero  
Nathalie Boyd  
Kirsten Bremer  
Matthew Broadley  
Cindy Brown  
Jason Brown  
Brittany Bruce  
Shelley Bruce  
Luz Alejandra  
Camacho Mendez  
Michael Canas  
Ford Canillo  
Miguel Carames Saddler  
Brad Castilla  
Lorenzo Cerrato  
Julie Chambers

Felix Chan  
Melissa Chan  
Ray Chan  
Yvonne Chan  
Stephen Charlesworth  
Paul Cheng  
Christine Chin  
Brent Chisano  
Sheila Chisholm  
Tanvir Chowdhury  
Sam Chua  
Danny Clarke  
Kayla Coady  
Danny Coles  
Art Cook  
Ryan Cook  
David Cormier  
Dean Corradetti  
Jacqueline Corry  
Derek Costain  
Nicole Coy  
Dionne Crutchley  
Jesse Culshaw  
Colton Cumberland  
Sean Curtis  
Jaret Davey  
Suzanne Davis-Hall  
Neil Day  
Christopher Deang  
Kevin Delorme  
Stacy Demers  
Mike Den Boer  
Pratic Deo  
Suvarna Deshmukh  
Ben Desrosiers  
Lauren Dhaliwal  
Mark Dueck  
Peter Easton  
Jarrod Edwards  
Gord Falk  
Allen Fang  
Brett Farrell

Reid Fiest  
Dale Flette  
Doug Francoeur  
Kari Friend  
Yousif Gabrail  
Ashvin Gadhoke  
Brad Gaida  
David Galambos  
Stephane Gauvreau  
Chris Gayle  
Karina Gayle  
Emily Gerrard  
Kevin Gies  
Mahsa Goodarzi  
Lance Gould  
Jim Grant  
Cathy Gray  
Becky Green  
George Green  
Justin Grove  
Rob Guzzwell  
Kerri Hanlon  
Stephanie Harris  
Amitpal Hayher  
Michael Hayward  
Mike Heath  
Kevin Heffernan  
Naghmeh Heshami  
Carolynn Hexspoor  
Belal Hijazi  
Jackie Hilton  
Ron Hine  
Kim Hobbs  
Tim Hof  
Wade Hoffer  
Jason Huisman  
Bernie Humphries  
Carmelle Hunka  
Craig Hutchinson  
Raymond Hutchinson  
Adam Hyatt  
Kalen Ingebrigtsen

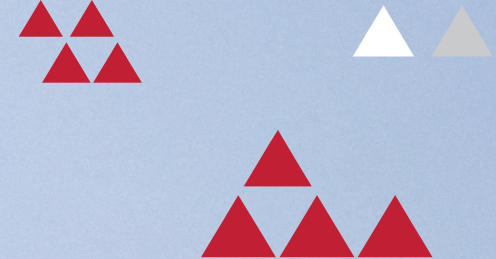
Brad Ingram  
Richard Jans  
Kashish Jaswal  
Peter Jenner  
Darin Jensen  
Doug Jones  
Claudia Jordan  
Parfait Kabongo  
Kulwant Kadwal  
Moe Kaleem  
Dwight Kemp  
Gary Kindrat  
Bernadette Kirk  
Darcy Kirk  
Meagen Knoop  
Cliff Kornelson  
Natasha Koshowski  
Stefan Kutac  
Teresa Labey  
Denis Lachance  
Emily Lassaline  
Steve Latimer  
Len Lavigne  
Alan Lawn  
Shauna Leduke  
Simon Leedham  
Ruth Leroux  
Irina Liakhar  
Jim Lightfoot  
Bryan Liska  
John Liu  
Rebecca Lockyer  
Diogo Mafra  
Anthony Maher  
Derek Maher  
Elise Maher  
Kaleigh Maher  
Shannon Mahoney  
Darlene Main  
Sara Mantle  
Mary Jan Marquez  
Kelsey Martin

Sheila Martsch  
Mike Maxwell  
Paula Maychruck  
Russ Mcclung  
John Mcewan  
Karen MCGovern  
Ariana Mcknire  
Roy Mcleod  
Jill Mcnichol  
Falon Mellon  
Chris Miles  
Randy Millar  
Jeremy Milloy  
Jona Montilla  
Ed Morgan  
Evelyn Munn  
Natalia Murillo Tamayo  
Ryan Murray  
Vic Naidu  
Jordan Nattress  
Sarah Nelson  
Brandy Newman  
Quoc Nguyen  
Tim O'Brien  
Jason Oliynyk  
Shannon Olmstead  
Jackie Onyszko  
Devon Oshiro  
Krista Ouellette  
Adam Owoc  
Dean Paddock  
Ola Pajak  
Rob Palmer  
Brian Partington  
Richard Paul  
Devan Pelletier  
Joiner Perez Gonzalez  
Cesar Perez  
Matheus Pessanha  
Candace Pezzetta  
Leena Philips  
Alex Pickett

James Praestegaard  
Greg Price  
Christopher Procyk  
Gerry Quinton  
Robbie Ralph  
Tharshi Rasathurai  
Nicole Raven  
Matthew Read  
Meghan Reid  
Thomas Reid  
Morag Ritchie  
Megan Roche  
Mary Ann Rohling  
Neil Rue  
Alberto Ruiz  
Kellen Rupert  
Kees Rutten  
Sean Sands  
Justin Sangster  
Hosen Sarraf Tehrani  
Bob Sartor  
Bryan Schiffner  
Kyle Schneider  
Christina Scott  
James Searcy  
Fidelia Sebastian  
Cory Sehn  
Alex Semenov  
Mandeep Serown  
Ashley Sharkey  
Doug Sharp  
Ravjeet Sidhu  
Robyn Sitter  
Amanda Smith  
Bart Smith  
Lisa Snow  
Megan Snow  
Bryan Spilchak  
Chris Spindler  
John Spindler  
Debbie Stahl  
Colette Stamp

Logan Stanfield  
Jamey Stefanishion  
Ben Stepanic  
Kevin Stevenson  
Larry Stock  
Dwight Stockall  
Paul Stolz  
Eddie Su  
Harris Switzman  
Gerry Szeto  
Mitsouko Tabifranca  
Antiglio  
Edwin Tai  
Bryan Tchir  
Kim Teron  
Levi Todd  
Rick Toews  
Cynthia Tremblay  
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Ian Winton  
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Kim Yates  
Kim Young  
Zack Young  
Shaun Zachary  
Leonard Zyderveld





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The Calgary Airport Authority

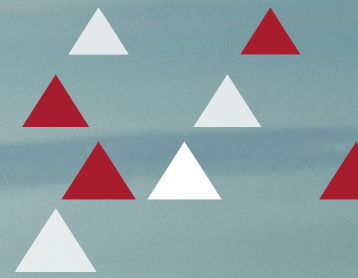
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AIRPORT  
AUTHORITY