

A WORLD OF STORIES

2021 Annual Report



YYC CALGARY
AIRPORT
AUTHORITY



In the spirit of respect, reciprocity and truth, we honour our ancestors and those who took care of this land long before we were here by acknowledging the Treaty 7 territory of the Blackfoot Confederacy.

This includes the Siksika, Kainai, Piikani peoples — as well as the Îyâxe Nakoda, and Tsuut'ina nations. This territory is also home to the Métis Nation of Alberta, Region 3. We embrace the role of helping to protect the space and foster the growth and development of the peoples — both the Indigenous and non-Indigenous — who live, work, and play on these lands.



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NORTH STAR

Our North Star informs our every decision, prioritizes our efforts and paves a tangible path towards providing an unparalleled airport experience that benefits every guest and partner.

MANDATE

Our mandate is the foundation of everything we do. As defined by the governing legislation of the Regional Airports Authorities Act of Alberta, our mandate directs us to do the following for the general benefit of the public in our region:

Manage and operate YYC Calgary International Airport and YBW Springbank Airport in a safe, secure and efficient manner

Advance economic and community development by promoting and encouraging airline and transportation service improvements and the expansion of the aviation industry

OUR VALUES

The Calgary Airport Authority is driven by a core set of values that are embodied by every member of our organization.



We are accountable



We are customer-focused



We are creative



We are collaborative



We are resilient



STRATEGIC PLANKS



1. Develop our people

- Cultivate employee engagement and culture
- Foster a learning organization with the right skills and capabilities
- Develop the future of work tailored for YYC



2. Deliver a remarkable guest experience

- Put the customer at the heart of every decision
- Create an efficient, contactless guest experience
- Tell stories that promote our region's beauty, opportunity and history



3. Drive value to airline partners

- Develop a predictable, efficient airport environment in which to operate
- Strive to be the lowest cost airport in Canada



4. Diversify and grow our revenue streams

- Maximize connecting passenger opportunities
- Maximize existing revenue streams
- Seek new revenue opportunities



5. Build on a strong foundation

- Prioritize safety, security and environment
- Maintain meaningful relationships with key government agencies
- Prioritize technology and evolve data and analytics capability to drive efficiency

MESSAGE FROM THE CHAIR

In many ways, The Calgary Airport Authority turned a corner in 2021 after being hit hard in 2020 by the COVID-19 pandemic.

Challenges continued, of course, but resilience and creativity became the new normal. Despite the ongoing social and economic impacts of COVID-19, The Authority maintained a steady course facilitating safe, reliable travel and memorable experiences for guests, while continuing to grow as Alberta's cargo hub through the movement of critical goods.

The Authority's values — with safety at our core — set a clear path to recovery. Our internationally accredited #FlyHealthy program and quick implementation of government testing requirements showed collaboration and accountability in action.

The Board has played an important role in recovery by providing strong governance and financial oversight. Securing greater economic stability took priority in 2021 with a \$2 billion debt restructuring. It was the largest inaugural bond offering by a Canadian issuer, demonstrating investor belief in the strategy and future of YYC. We are now well-positioned to move forward on long-term capital, operations, and growth planning.

The Authority's ability to grow and evolve is due to the growth mindset of its leader, President and CEO Bob Sartor. Guided by his North Star vision, YYC reached its highest point in 2019 and weathered its lowest period during the pandemic. Bob created a customer-focused organization with a strong leadership team, strong partnerships with airlines, and diversified revenue streams.

Bob had always planned to make a mark during his tenure and then hand over the role. Though we are sad that he has decided to step down later this year, we are grateful that he accomplished the goals he set out to achieve, including the strides he made in modernizing leadership, finances, and partnerships. The Board has set up a search committee to begin conducting an international search for a successor.

In the year ahead, we will transition to a new CEO who will build on a solid foundation to help our airport community rise higher than ever before. We will also see greater emphasis on the environmental, social and governance factors as they are built into every aspect of the business and culture.

I am grateful to serve alongside an exceptional group of Board members who are deeply committed to overseeing The Authority's growth into a new era. Find out more about their skills and experience on page 51.

With gratitude and optimism,

Matthew Heffernan





MESSAGE FROM THE CEO

Looking back on the past five years, The Calgary Airport Authority has exceeded my expectations.

We have achieved transformational changes to culture, relationships, and financial sustainability.

We set records for passenger numbers and cargo volumes. We expanded our network across the world. We drove value to airline partners and made significant contributions to economic and community development. We then withstood a global pandemic that showcased our resilience and ability to deliver in a period of unprecedented change.

Investing in the safety of our guests and keeping the public informed about travel requirements remained our priority. Finances, operations, and programs were reviewed, revised and renewed to ensure we are set up for success in the years ahead.

Our sights are set on recovery based on positive trends, including an increase in guests taking trips to reconnect with the people and experiences that come with travel.

To meet the demand growth, we are hiring staff, re-opening businesses that had been shuttered, and investing in significant capital projects with the future in mind. With a \$57.5 million investment from the federal government, rehabilitation of YYC's west runway is now underway which contributes significantly to our long-term prosperity.

The progress we're making can be attributed to the professionalism and coordinated efforts of the nearly 25,000 people who work at the YYC Calgary International Airport campus. Vital partnerships with governments as well as travel, tourism, community and business leaders enable The Authority to provide the best possible guest experience and to preserve our role as a vital economic generator for Calgary and the region.

The journey to recovery will rely on these partnerships. Working with government to secure funding for the aviation industry for recovery and further development of facilities will be an essential part of maintaining YYC's status as a world class airport.

In the year ahead, I will move to the next stage of my career and I will hold our collective achievements as fond memories. I will position myself as a proud spectator to watch The Authority reach new heights.

I am filled with gratitude for YYC Crew for living our values and keeping guests at the heart of all decisions, for the guests who trusted us to safely aid their journeys, for our new investors who showed confidence in our ability to recover swiftly, and for the national travel, tourism, business, and aviation communities for aligning on the path to recovery.

Following the most challenging years that the aviation world has witnessed, The Authority is positioned for a strong rebound and a successful future.

Bob Sartor

2021: STORIES OF SAFETY, RESILIENCE, CREATIVITY AND RECOVERY

YYC has always been home to a world of stories. Whether it's the beginning of a journey, the stopover on the way or the return home, travel itself is the fuel for storytelling.

The year 2021 provided an entirely new set of stories: those of people reconnecting after a challenging year, businesses rebuilding and bravely facing a changed world, and an airport and its remarkable people at the hub of it all.

As we proudly look back at the story of 2021, three main chapters emerge:



Safety: at our core in 2021



Rebounding through the resilience and creativity of our people



A strong future for YYC



SAFETY: AT OUR CORE IN 2021

With challenges similar to the year before, and even some new ones along the way, our dedicated team remained uncompromising about maintaining a safe work environment for our employees and a safe experience for our guests. In the face of the ongoing turbulence of the pandemic, we worked tirelessly with airline partners, agencies and government regulators to reinforce our top priority of maintaining the health and safety of everyone who passed through our terminals.

In 2020, the pandemic showed us just how connected we were in ways we never even imagined. In 2021, we were able to bring us all back together again to re-establish that human connection that we all have come to value so much.

#FLYHEALTHY

Safety is built on a foundation of proven proactive and preventative measures. In 2021, we continued to provide our employees, guests and partners with peace of mind. The Authority successfully obtained the Airports Council International (ACI) accreditation for #FlyHealthyYYC program for the second year in a row. **Some of the core processes measured to receive ACI accreditation:**



**Cleaning,
disinfecting,
and hygiene**



**Physical
distancing**



**Staff
protection**



**Check-in,
gate, arrivals,
baggage,
security and
screening**



Airside areas

DEDICATED TESTING AREA FOR MORE THAN 2,000 GUESTS DAILY

Over the last year, we were empowered by new processes to help our guests safely reconnect with the people and places that matter the most to them.

Working closely with the Public Health Agency of Canada (PHAC), we developed a dedicated testing centre that safely accommodated more than 2,000 guests a day. Our teams demonstrated an incredible agility in their ability to adapt to operational changes, inconsistent passenger volumes and shifting government regulations. And through every action they took, YYC Crew (Authority employees) always made sure the guest experience was top of mind.

SWITCH HEALTH PARTNERSHIP

As regulations often required guests to provide test results to travel, The Authority partnered with Switch Health in the fall to bring a COVID-19 testing clinic developed specifically for travellers on site. With quick and easy access to testing, our guests found a healthy peace of mind and an easing of the logistical challenges of air travel in the time of COVID.



RAPID TESTING AND EASY ACCESS TO VACCINES

The health and safety of all was the number one priority of both our leadership and our employees. As vaccine supply became more available for our eligible YYC Crew, we encouraged vaccination and removed as many barriers as possible to ensure staff had access to inoculation.

YYC Crew's unparalleled commitment to community and their dedication to safety was on show as they rolled up their sleeves in 2021. Following federal government regulations, The Authority implemented a mandatory vaccination policy for our people — and saw a 100% adoption rate.



Paid time off for vaccinations



In-terminal vaccine clinics



100% vaccination rate



**REBOUNDED
THROUGH
RESILIENCE
& CREATIVITY**



With the shock of 2020 behind us, the entire team continued to focus their efforts and talents on rebuilding for the future. The Authority made significant progress on our runway to recovery in 2021 thanks to the foundational strength of our North Star and an unwavering focus on living our values of resilience and creativity.

AIRPORT TRAIL INTERCHANGE PROJECT

Ensuring that our guests and the surrounding community can travel in, out and around the airport with ease is especially important to The Authority. In partnership with the City of Calgary and the provincial and federal governments, the Airport Trail Interchange project is set to open in 2022.

“I’m pleased with the progress that’s been made with the expansion of the Calgary Airport Trail. This construction project is creating real jobs for the middle class, while also providing Calgary with improved connections to move people and goods to and from the airport. As we continue our recovery from the pandemic, it’s projects like these that are truly helping to build Canada back better.”

– The Honourable Omar Alghabra, Minister of Transport

THE WEST RUNWAY REHABILITATION PROJECT



Received approval for \$57.5 million in funding from the federal government

Last year, The Authority secured funding for the West Runway Rehabilitation Project that will ensure the airport will safely operate and meet the demands of passenger and cargo traffic for the next 40 years. This project will empower long term economic growth, create up to 300 jobs for Albertans over the next two to three years and allow YYC to meet the future needs of travellers.





RECOVERY IS MORE THAN BIG, MULTI-MILLION-DOLLAR FUNDING ANNOUNCEMENTS



Throughout 2021, YYC Crew completed several noteworthy, all-hands-on-deck projects that made an impact on the guest and partner experience.

Renovated the main passenger area of Concourse C with the addition of popular local food and beverage options, enhanced digital signage and updated significant fire protection, storm drain and other piping behind the scenes

Reopened 75% of shopping and dining locations for guests — in 2020, only 20% remained open

Evolved legacy parking systems with the additions of online booking and tap-and-go pay to support an enhanced guest experience

Completed a \$10 million airside pavement restoration maintenance project — one of the largest in the airport's history

Restored pavement on YBW's busiest internal taxiway

CREATIVITY AT WORK



**Improved
passenger
flows**



**Increased
screening
capacities
for domestic
guests**



**Increased
business
revenue for
retailers**



**Enhanced
the guest
experience
with more
shopping and
dining options**



**Reduced
operating and
maintenance
costs**

Our world-class Concourse D had been designed before the pandemic to serve the needs of our guests at that time. However, as passenger levels fluctuated throughout the year, and were still significantly down from their pre-pandemic levels, we knew that our space could be adapted to better serve 2021's travellers.

Our teams creatively reimagined the use of the space and completed the International Terminal consolidation project in an amazingly short time. This project brought domestic gates into the previously international-only Concourse D, ultimately providing an enhanced experience for our guests and partners alike.



CONTRIBUTING TO THE ECONOMIC RECOVERY OF ALBERTA

“Alberta’s aviation industry is a significant facilitator of the province’s tourism industry.”

(Canadian Airports Council (2021), Holding Pattern whitepaper, pp.31-32)

Alberta’s economy is set to take off and we are proud of the work we have done to contribute to the recovery. Throughout 2021, The Authority nurtured our existing relationships and established new ones with key partners.

The ACE Casino on-airport campus is now set to open in the fall of 2022 and will create several hundred jobs, including 200 permanent positions.

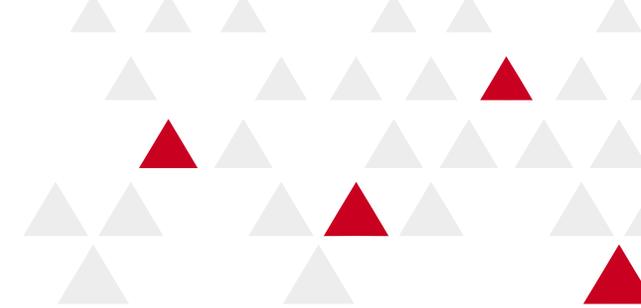
Our long-time and largest partner, WestJet, added several new global and domestic routes including Amsterdam, *Heathrow, Hawaii, Seattle and Dawson Creek. WestJet also reinstated its flight between Calgary and Paris.

Air Canada invested in YYC with new routes to and Hawaii and *Quebec City.

Flair Airlines introduced new non-stop flights for Albertans to try their luck in Las Vegas and soak up the sun in Phoenix-Mesa.

Alaska Airlines returned with flights from YYC to Seattle after the pandemic forced a hiatus.

*2022 start



A NEW ULTRA LOW-COST CARRIER PARTNER: LYNX AIR

It's not every day you get the privilege to add to your airport community. In late 2021, Lynx announced it would be servicing YYC guests starting in 2022. With Calgary as their headquarters, Lynx has embarked on a mission to make Canadian air travel more accessible for everyone.

“We have many reasons for optimism and high hopes for recovery for this important industry.”

– Mayor Jyoti Gondek

Our recovery is a direct result of the ongoing tenacity and dedication of our YYC Crew during a second year of heightened uncertainty, increased portfolios, minimized budgets with just as many priorities as before the pandemic. It is not an exaggeration to say these support Alberta's economy, reconnect friends and loved ones and empower economic development.





A STRONG FUTURE FOR YYC



As we moved into the second year of the pandemic, we looked for, and found, ways to thrive. Our people and partners came together to collaborate on initiatives that will continue to create a stronger future for our airport, our economy and our city.

People looked to us to provide them with safe ways to visit their loved ones, colleagues and the places that inspire them into action. It was evident we met this demand and seeing more guests walk through our doors and take to the skies was truly amazing and reminded us of the value of the work we do every day.

RESPONSIBLE DEBT MANAGEMENT FOR LONGEVITY

After nearly two years of the pandemic's sustained financial uncertainty and challenges, we restructured our debt in a move that will empower The Authority to continue to be a vital hub for the economic growth of Calgary and its surrounding regions. The certainty of this restructuring solidifies the necessary long-term capital to fund operations and growth planning for years to come.



Raised \$2.1 billion



The largest inaugural bond offering by a Canadian issuer



Largest order book of a private placement offering

PREPARING FOR IN-PERSON EXPERIENCES

Alberta was under a mandatory work-from-home order throughout much of 2021 which meant pausing our in-person experiences. Forever optimistic and visionary, our teams looked to the future and began laying the groundwork for the return of the in-person experiences that make such a big difference for our guests. During the time away, The Authority and volunteers worked together to review and modernize the White Hat Volunteer program to ensure it supports the airport's goals, values, and updated operations. Changes to the program will include new uniforms and enhanced training to enable volunteers to continue playing an important role in delivering excellent customer service.

Guests can expect to see White Hat Volunteers return gradually over the coming months, followed by other volunteers including Pre-Board Pals and musicians.

Thank you to all our volunteers and musicians for your patience and understanding while the programs have been on pause to preserve the health and safety of YYC's guests and employees.

We can't wait to welcome you back!

MORE SHOPPING & DINING OPTIONS FOR GUESTS

Our Commercial & Retail Development team is focusing on additional retail and food & beverage options with an orientation towards automated and touchless opportunities for guest interactions. With six renovations planned for existing operators in 2022, the team will also be going to market with the potential for up to three Requests for Proposal solicitations to assess new concepts throughout the year.



Pre-Board Pals program



YYC Music program



White Hat Volunteer program



INVESTING IN TECHNOLOGY FOUNDATIONS FOR A STRONGER FUTURE

We've used the word "unprecedented" a lot over the last couple years — and for a good reason. As the pandemic transformed how our space was used overnight, we had to find ways to understand the evolving behaviors and needs of our guests with almost no useable historical data. With that in mind, our people relied on new and existing data sources to better understand passenger flows to improve future airport processes, while keeping a positive guest experience at the heart of every decision.

BIOMETRIC TECHNOLOGY TRIALS

As we continue towards the long-term goal of being a touchless airport, we worked closely with our WestJet, Air Canada and the U.S. Customs and Border Protection partners to facilitate various biometric technology trials. This work was key in laying the preliminary foundational groundwork to help our partners advance their processes for a more efficient, contactless travel experience out of YYC.

YYC EXPRESS

Last year, our people implemented the YYC Express security check-in to better help distribute guest demand for security screening and provide a more positive experience for guests. With this new tool, travellers can digitally reserve a time to go through the security queue and make use of a dedicated lane entrance once they arrive at the airport. YYC Express shows the remarkable power of combining technology, data and analytics to deliver outstanding guest experiences and has set the bar for what we will strive to achieve with these tools in the future.



"I was so impressed with the YYC Express security check-in. It was fast, smooth and pleasant. Well done and much appreciated during these trying times."

– Airport guest and YYC Express user



AUTHORITY PERFORMANCE

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.

PERFORMANCE SUMMARY

The COVID-19 Pandemic continued to have a severe impact on the travel and aviation industry in 2021. During the first quarter of 2021, public health measures and international travel restrictions which had been loosened somewhat since the beginning of the pandemic were tightened again in response to new variants. When forecasts were prepared for 2021, they contemplated these new restrictions and the delay in vaccination caused by supply chain issues and anticipated a continuation of limited passenger travel demand throughout 2021.

Passenger volumes contemplated in this forecast were exceeded due to stronger than expected recovery starting in the second quarter where The Authority experienced a stabilization of demand, which progressed into improvements in year-over-year operating results in the second half of 2021.

TOTAL REVENUE

Revenues in 2021 were \$41 million, or 23%, above forecast predominantly as a result of more than expected Enplaned and Deplaned passengers (6.3 million versus 5.1 million). Relatively stable real estate revenues were bolstered by activity driven increases in AIF, Aeronautical, and Non-Aeronautical Revenues. The latter of which also benefited from higher passenger spend on Concessions including rental cars and retail purchases.

	FORECAST	ACTUAL	FIVE YEAR OUTLOOK				
	2021	2021	2022	2023	2024	2025	2026
Total Revenue	175	216	360	431	478	490	497
Operating Expenses	136	131	170	175	178	182	185
Transport Canada Rent	14	19	35	44	49	51	51
Capital Expenditures	30	31	66	84	84	75	76



OPERATING EXPENSES

In 2021, Direct Operating Costs were \$5 million or 4% lower than forecast predominantly due to the continuation to the end of October 2021 of the Canada Emergency Wage Subsidy (CEWS) program which was anticipated to end in the first half of 2021, as well as by continued cost curtailment on major operating services contracts which were negotiated in 2020 and were able to be realized at a lower level for longer.

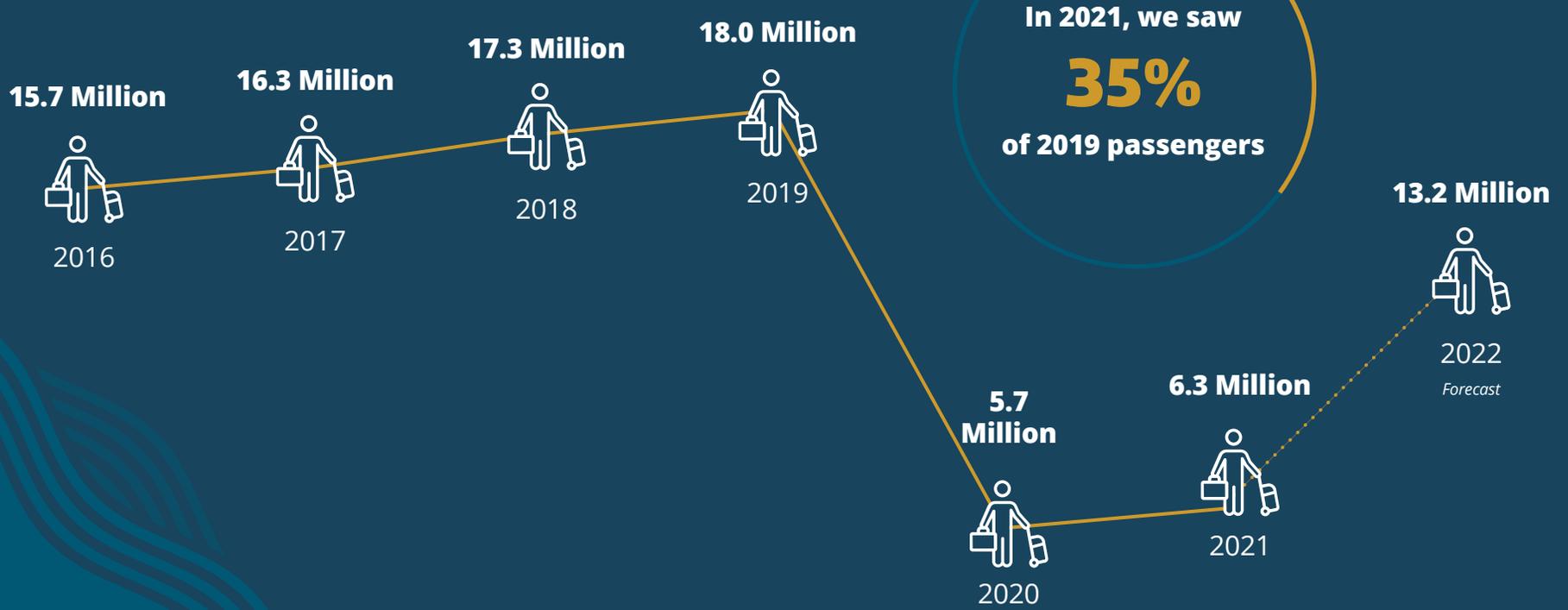
TRANSPORT CANADA RENT

Canada Lease expense is calculated as a percentage of gross revenues. Cash payments of the Canada Lease were suspended in 2021 as part of an arrangement for payment deferral with Transport Canada. Deferred Canada Lease expenses will be repaid monthly over a ten-year period starting in 2024. Canada Lease expense in 2021 was \$5 million or 36% higher than forecast primarily as a result of the higher total revenue.

CAPITAL EXPENDITURES

Capital spending was \$1 million or 3% above forecast in total predominantly due to additional capital lease costs related to the earlier than expected replacement of certain heavy equipment vehicles.

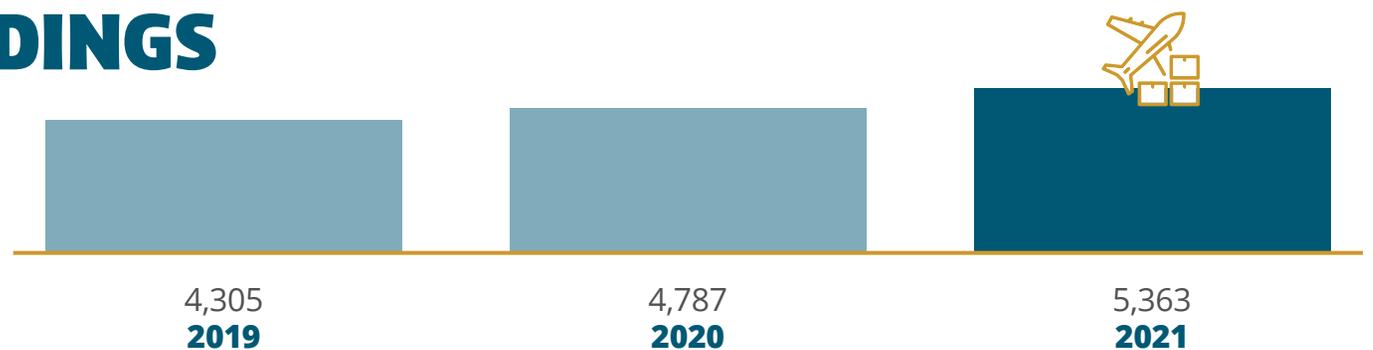
TOTAL PASSENGERS

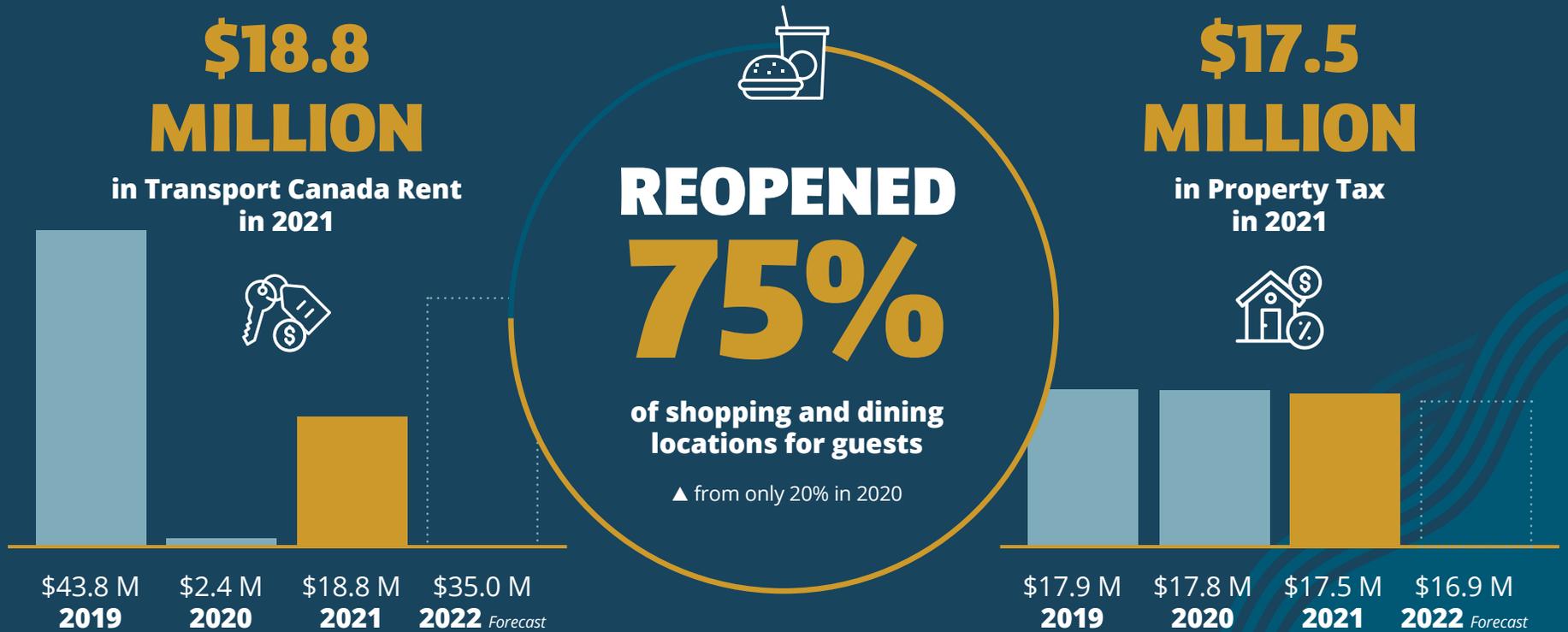


CARGO LANDINGS

For the past two years, cargo has increased by

11-12%





Pre-pandemic Economic Impact



\$8 BILLION
generated by YYC
towards region's GDP



50,000
jobs in the Calgary
region tied to YYC



24,000+
people employed
on campus

GROUND TRANSPORTATION

Public Parking Transactions

2019 1,034,770
2020 294,087
2021 311,132

2019



2020

2021

BACK UP TO
31%

of 2019 total

▲ from 29% in 2020

Taxi Trips

2019 458,500
2020 125,222
2021 135,814



Rental Car Transactions

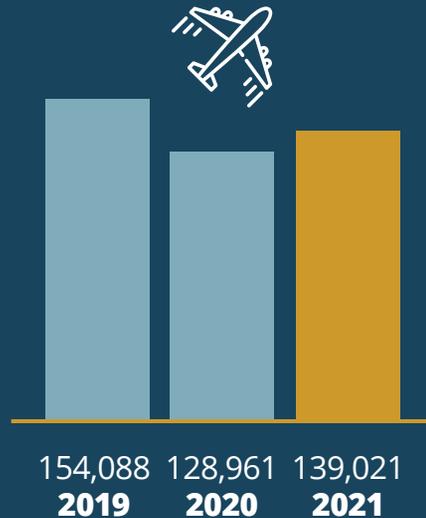
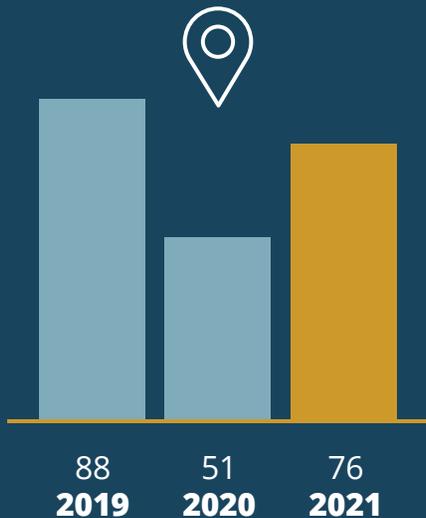
2019 420,234
2020 135,425
2021 143,679



Sedan Trips

2019 91,340
2020 30,130
2021 24,681





YBW is the SECOND busiest General Aviation airport and is the fifth busiest airport in Canada when measuring total aircraft movements. General Aviation airport refers to the airports that either don't have a commercial passenger service or a scheduled passenger service.

* The number of passenger flights dropped from an average of 257 per day in March 2019 to December 2019, to approximately 77 per day for March 2020 to December 2020. The number of flights during the March 2021 to December 2021 period also increased to an average of 108 per day from an average of 77 per day for same period of 2020.



YYC CALGARY
AIRPORT
AUTHORITY

ENVIRONMENTAL, SOCIAL AND CORPORATE GOVERNANCE

COMMITMENT TO SUSTAINABILITY AND ENVIRONMENTAL STEWARDSHIP IN 2021

The Calgary Airport Authority is committed to being an environmental steward, demonstrating sustainable and responsible use of the natural environment in our operations.

In 2021, we successfully demonstrated this commitment by making strides towards better energy efficiency, waste reduction and improvements in stormwater quality:

A total of 20,000 tonnes of concrete was stockpiled for repurposing on future airport projects.

Carbon capture concrete was used in our pavement restoration work, to offset emissions from concrete batching. Approximately 11,200 kg of carbon dioxide was sequestered.

The air handling unit in our main services building was upgraded to be more energy efficient.

A stormwater treatment system was piloted to address high total dissolved solids (TDS) runoff and odors associated with spring melt.

A major drainage infrastructure restoration program was initiated to improve stormwater quality.

In addition to those tangible achievements, we executed the following projects to further elevate the sustainability of our operations:

Airport Carbon Accreditation Level 1 was achieved by determining our emissions sources, calculating the annual emissions, and compiling a carbon footprint report.

We completed an assessment of potential and historical PFAS (perfluoroalkyl substances) contamination, in partnership with Transport Canada, in order to improve our management of historical contamination on the airport property.

Reporting of environmental key performance indicators (KPIs) was improved by automating data input processes that enabled more frequent reporting timelines.

Development began on a Net Zero Emissions roadmap (to be released in 2022).

We conducted a feasibility assessment of solar potential for YYC Calgary International Airport and YBW Springbank Airport.



YYC Crew have been enthusiastically collaborating on additional sustainability efforts. 2021 was a year of new beginnings, as several new initiatives aimed at strengthening the integration of sustainability into our business decisions were launched:

An interdepartmental Corporate Sustainability Committee was established.

A sustainability screening process was implemented for all major airport projects.

A climate change risk assessment was completed to continue to build the resiliency of our infrastructure and operations to climate risks.

We also developed important collaborations and partnerships that will advance sustainability efforts locally, and throughout the aviation sector. Those efforts included:

Being a founding member of the Canadian Council for Sustainable Aviation Fuels

Chairing the Calgary Climate Panel (an advisory group to The City of Calgary)

Membership in the Canadian Airports Council and Airports Council International – North America PFAS working groups

Becoming a founding partner of the Calgary Region Hydrogen Hub being coordinated by the Transition Accelerator

Working with the SAIT Integrated Water Management program to develop teaching materials and student practicum opportunities

Partnership with the University of Calgary to conduct important research on groundwater-surface water interactions in urban environments

Continuing support for the Nose Creek Watershed Partnership

A LOOK AHEAD AT THE AUTHORITY'S 2022-2026 SUSTAINABILITY STRATEGY

A key element of our 2021 work program was identifying opportunities for The Calgary Airport Authority to deeply integrate sustainability into our airport campus and our corporate decisions.

These opportunities have been solidified into a holistic five-year sustainability strategy that we look forward to officially launching publicly in 2022. The strategy is rooted in advancing sustainability at both YYC and YBW by making economically responsible investments, collaborating with

external partners, through continuous improvement and evidence-based approaches. The strategy will enable our organization and partners to work together to reduce our shared ecological footprint and maximize our contributions to our community.

The six focus areas of the strategy are:



1. Climate action



2. Materials & resource management



3. Land & ecosystem management



4. Healthy people & strong communities

5. Protecting our water



6. Supporting actions



Climate action: This focus area is about reducing our Greenhouse Gas (GHG) emissions and building resilience to climate change impacts (such as increased heat, more frequent wildfires, greater potential for drought, lightning advisories, changes in seasonality, greater uncertainty in weather, and extreme weather events).

Materials & resource management: We aim to reduce the amount of waste that goes to landfills, continually identify ways of reducing hazardous materials and improving their safe handling, and better understanding the lifecycle of products we use so we make better purchasing and supply chain choices.

Land & ecosystem management: Keeping wildlife hazards off the airfield is a priority for both aviation safety and the protection of key species like hawks and eagles. We have also identified opportunities to strengthen the health of our local ecosystem by improving soil health, incorporating nature-based features into the land base of our airports, and protecting the biodiversity of natural prairie vegetation by removing invasive plant species.

Healthy people & strong communities: Aviation noise is an important environmental concern for Calgary communities, given our airport's proximity to them. We will continue to work closely with Calgarians to better understand concerns related to aviation operations, and partner with airport users to address those concerns.

Protecting our water: The Bow River watershed is the foundation of our environment. Managing water at our airports in a sustainable manner is important for mitigating the impacts of drought and flooding in the watershed, supporting our fisheries, and protecting water quality for potable, recreational and agricultural uses. We will continue to support aquatic environments and watersheds by reducing water consumption, ensuring the quality of water leaving our sites is the best it can be, reusing greywater, and eliminating the need to irrigate.

Supporting actions: Having the right governance systems, procedures and documentation, and stakeholder engagement processes in place will support action in all of the other focus areas, and ensure that opportunities across them are realized while risks are managed.

We have aligned our sustainability strategy to the United Nations' Sustainable Development Goals.



OUR GOALS

So far, the following long-term targets have been set for the year 2050. We anticipate adding to this list each year, over the next five years.



Achieve net-zero waste



Achieve net-zero scope 1 & 2 emissions



Reduce potable water use by 30% over 2018 usage

To stay accountable and maintain our momentum, we have also set the following interim targets for the year 2025:



Reduce landfill rate by 44% over 2020



Reduce emissions by 18% over 2020 usage

(14,195 tonnes of CO2 equivalent)



Reduce potable water use by 17% over 2020 usage

(34,958 m³)



COMMUNITY SUPPORT

While The Authority has a long and proud history of working to support and empower the community, the pandemic has highlighted the importance of these efforts. Empowered and inspired by our values, we continued and enhanced our efforts to support our communities and environment in 2021.

20 years of partnership with The Mustard Seed

For decades, YYC Crew have been providing meals to Calgarians experiencing homelessness and poverty through our partnership with The Mustard Seed. In 2021, we were especially inspired by our people's eagerness to make a difference and we dedicated our entire holiday-giving initiative to The Mustard Seed.



\$12,200 raised



347 people received basic needs and resources

- Shelter, food, clothing, hot showers and hygiene supplies
- Mental health and addictions counselling
- Employment support, skills development, resume building and access to work attire
- Legal advice and tax clinics



Collected and donated items

- Winter supplies
- PPE (goggles, gloves and work boots)
- Razors and other hygiene supplies
- Blankets



Supporting women in aviation

Everyone should have the opportunity to fly as high as they can dream. That’s why we renewed our partnership with Elevate Aviation in 2021. This extended our long-term commitment to connect women with jobs in aviation through financial contributions, providing spaces to host critical job training and more.

Alberta’s Top 70 Employers 2021

The Calgary Airport Authority was proud to be recognized as a Top Employer for the 13th time. The areas measured include:



Physical workplace



Work atmosphere & social



Health, financial & family benefits



Vacation & time off



Employee communications



Performance management



Training & skills development



Community involvement

Human trafficking prevention

As one of the key gateways to the world, airports must be vigilant about human trafficking. In 2021, we facilitated training for employees in critical, front-line roles to identify the behavioural signs that might indicate an exploited person and how to get help without putting the individual of concern in harm’s way.

Thanks to this training, increased awareness and the diligence of our staff, law enforcement was able to respond to several suspected human trafficking incidents at YYC in 2021.

Airports Council International (ACI) World Voice of Customer

ACI celebrates airports that have shown commitment to collecting guest feedback during the pandemic through the Airport Service Quality (ASQ) program.

We’re one of the few airports in the world, and the only one in Canada, that continued to collect surveys throughout 2021 — which is why we were pleased to receive this award for the second consecutive year in a row.

THE CALGARY AIRPORT AUTHORITY LEADERSHIP

Board of Directors

The Calgary Airport Authority's Board of Directors bring extensive experience, diverse perspectives and strong roots in the community to their governance role.

Members are appointed by the City of Calgary, the Calgary Chamber of Commerce Long Range Planning Committee, Rocky View County and the Government of Canada. With skills in air transportation, industry, finance, law, engineering and consumer interests, The Board ensures the Calgary and Springbank airports operate in a safe, secure and efficient manner. As leading members in our community, they also advance economic and community development by promoting the aviation industry.



Matthew (Matt) Heffernan

BOARD CHAIR

APPOINTED BY THE CALGARY CHAMBER IN 2015

Matt was most recently the CEO of Banded Iron Group (formerly Zedi Inc.), a Calgary-based technology oil and gas field services company. He currently serves on the board of Dycar Pharmaceuticals and as an advisor to WaterSMART Solutions and Simplex Legal. Matt has served on many other boards including executive chairman of the board for Blackbridge, a private company involved with satellite imaging for various companies and government departments. He is a former board member of Canadian Locators Inc. and the Van Horne Institute and has also served as a member of the Chairman's Circle for the Southern Alberta Institute of Technology (SAIT). Matt has extensive experience in executive management roles in technology, sales and business development including TELUS Corporation, and an entrepreneurial venture, Outrider Technologies.

Jina Abells Morissette

APPOINTED BY THE CITY OF CALGARY IN 2020

Jina has more than twenty years of experience as a legal executive and board member. She was most recently the General Counsel & Corporate Secretary of Cavalier Energy Inc. Prior to that she held the same role at SilverBirch Energy Corp. and UTS Energy Inc. Jina has extensive experience in the energy industry, governance, human resources and executive compensation. She works extensively in the community and currently serves as board chair of Decidedly Jazz Danceworks and previously served on the boards of Calgary Reads and Theatre Calgary. Jina has a bachelor of commerce from the University of Regina with a major in marketing and a bachelor of laws degree from the University of Saskatchewan.





David C. Blom, CPA, CA, TEP, ICD.D, FEA

APPOINTED BY THE CALGARY CHAMBER IN 2016

David is the President of Desiderata Family Enterprise Advisory Corp. Prior to his appointment to The Calgary Airport Authority Board of Directors, David was a senior executive with the Carey Management Group of companies and is a retired partner of Grant Thornton LLP. David volunteered in various roles and is currently chair of Ducks Unlimited Canada. He also serves on several other non-for-profit and professional boards.



Randolph (Randy) M. Charron

APPOINTED BY THE ROCKY VIEW COUNTY IN 2019

Randy is the President and director of Star Valley Drilling Ltd., a private oilfield drilling contractor with petroleum drilling assets in Canada, the U.S.A., Trinidad W.I. and West Africa. He is also the President of Characo Corporation, a privately held oil and gas investment firm. Randy is a director of PHX Technology Services Corp., an oilfield service company providing horizontal and directional drilling services in Canada, the U.S., Albania and Russia. Randy graduated with a bachelor's degree from McMaster University. An aviation enthusiast, he presently holds a Transport Canada-issued airline transport pilot license. He is type rated on several citation jets and turbo prop aircraft and presently operates a private turbine aircraft out of Springbank Airport. Randy is also a director of the Springbank Airport Business and Pilots Association (SABPA).



Donald (Don) Cormack, CPA, ICD.D

CHAIR, AUDIT & FINANCE COMMITTEE

APPOINTED BY THE CALGARY CHAMBER IN 2016

Don is a retired partner at PricewaterhouseCoopers (PwC) where he served as the Calgary and Alberta Audit and Advisory practice leader and was a member of the National Assurance Executive. He has extensive financial accounting and reporting experience with both private and public companies of all sizes, covering regulatory compliance, risk management, acquisitions, corporate restructuring, internal controls and governance in Canada, the U.S. and internationally. Don has served on numerous not-for-profit and public boards, and he is currently a director and audit committee chair at Petrus Resources Ltd as well as United Farmers of Alta. He was the chair of The Calgary Foundation and a director of the Parks Foundation, Calgary. He is a Chartered Accountant (CA, CPA), a graduate of the Institute of Corporate Directors Program (ICD.D) and has a bachelor of commerce degree from the University of Saskatchewan.



Andrea Goertz

APPOINTED BY THE GOVERNMENT OF CANADA IN 2019

Andrea has extensive experience as an executive and board member. Andrea was chief communications and sustainability officer at TELUS, leading a national team responsible for a diverse portfolio comprised of external communications, media relations, privacy, provincial government relations, real estate, corporate marketing, sponsorships, community investment, and corporate social responsibility. Andrea was accountable for the vision, design, partnership and execution of several iconic real estate developments, most notably TELUS Garden in Vancouver and TELUS Sky in Calgary. Andrea's leadership earned TELUS repeated recognition on the Dow Jones Sustainability World Index, and she was a recipient in 2012 and 2014 of WXN Canada's Most Powerful Women: Top 100 Awards. Andrea's past board experience includes Alberta Ballet, Theatre Calgary, Arts Commons, the TELUS Calgary Community Board and the Haskayne School of Business Advisory Council. Andrea currently serves on the boards of Boardwalk REIT and TriSummit Utilities Inc. Andrea holds a bachelor of commerce in Finance and a master of business administration, both from the University of Alberta, and is a graduate of the ICD Directors Education Program.

Heather Kennedy, P.Eng, FCAE

APPOINTED BY THE CALGARY CHAMBER IN 2015

Heather is a fellow with the Canadian Academy of Engineering. She has a certificate in administrative tribunal justice from the Foundation of Administrative Justice and has an engineering degree from Queen's University. Heather currently focuses on board work including Braveheart Resources Inc. and volunteering with Ingenium and several engineering related organizations promoting diversity and innovation within the profession. Heather's career has been diverse with executive roles in government and external relations, major projects, and human resources, an extended secondment to the Government of Alberta and a term as a Hearing Commissioner for the Alberta Energy Regulator. Heather enjoys volunteering and has, for more than 30 years, chaired or was on the board of many local community organizations. She also provided leadership and support to multi stakeholder groups and initiatives in north eastern Alberta.





Grant MacEachern

CHAIR, GOVERNANCE & COMPENSATION COMMITTEE
APPOINTED BY THE CITY OF CALGARY IN 2014

Grant MacEachern is a portfolio manager with Richardson Wealth. He uses his 25+ years in the Canadian capital markets to counsel individuals in their financial lives and goals, as well as acting as advisor to public and private companies on their capital market needs and strategies. Grant is a graduate of the University of Calgary and served on its Alumni Association board from 1995-2013, including a two-year term as President of the Association. Grant has also served on the University of Calgary's Board of Governors and was a member and chair of the U of C Investment Committee. In the community, Grant has focused his time in support of the Rotary Club of Calgary Olympic and their philanthropic initiatives since 1994.



James Midwinter

APPOINTED BY THE CALGARY CHAMBER IN 2015

James is a seasoned real estate executive with a 35-year career that has spanned public and private commercial real estate firms working across Canada. Most recently, James was Executive Vice President, Development, at GWL Realty Advisors, a leading Canadian real estate investment advisor providing comprehensive portfolio, asset management, development and investment advice to pension funds and other clients. James oversaw the company's extensive development program, which encompassed a wide variety of projects in major urban centres across Canada. James has a bachelor of environmental studies (Honours Urban and Regional Planning) from the University of Waterloo and a masters of business administration from the University of Ottawa.

Manjit K. Minhas

APPOINTED BY THE CALGARY CHAMBER IN 2020

Manjit is the co-founder and CEO of Minhas Breweries, Distilleries and Wineries, which were developed in Alberta and now sold in 16 countries and the ninth largest in North America. Manjit is a venture capitalist on CBC's Dragons' Den for the last eight years/seasons investing in dozens of Canadian small businesses and entrepreneurs across the country. Manjit is highly skilled and experienced in brand development, marketing, sales management and brewing operations, distribution, and manufacturing. Manjit has served for numerous businesses and not-for-profit boards and is a current board member for ATB Financial, Alberta Brewers Association (ESG Committee Chair), Spiritleaf Cannabis and is the co-chair of the United Way of Calgary and Area. Manjit has extensive background and experience in shareholder relations, governance and executive performance and compensation.





Lisa Oldridge, CFA, ICD.D

APPOINTED BY THE CITY OF CALGARY IN 2019

Lisa is founding principal of Fulcrum Associates with expertise in environmental social and corporate governance (ESG) and diversity, equity and inclusion (DEI) performance integration and governance strategy for public and private companies, and for venture capital funds. Currently acting as strategic advisor with The51, a women-led financial platform and venture capital firm. Prior experience includes acting as senior advisor to boards & founders on advanced leadership and governance strategy, and over 15 years in the capital markets on the buy- and sell-sides, including as managing director institutional equity sales and portfolio management. Lisa is a CFA charterholder, holds an MBA (Finance) from the Haskayne School of Business, the SASB (now Value Reporting Institute) FSA credential, and the Institute of Corporate Directors ICD.D designation. Lisa has spent 20 years serving on crown, municipal, and not-for-profit boards as a board director and advisory board member. She recently completed the Akimbo altMBA.

Craig Richmond, MBA

APPOINTED BY THE CALGARY CHAMBER IN 2021

Craig is a former President & CEO of the Vancouver Airport Authority. His aviation background includes a decade as a pilot with the Royal Canadian Air Force, pivotal roles at Vancouver International Airport (YVR) and CEO positions with Vantage Airport Group at six airports in three countries.

After rejoining YVR as President & CEO in 2013, Craig oversaw the airport's vision to become a world-class, sustainable hub. Under his leadership, YVR experienced rapid growth and continued to gain recognition. Craig is the 2016 recipient of Airports Council International – North America's (ACI-NA) Excellence in Visionary Leadership Award. And in 2019 he was awarded B.C. CEO of the Year (not-for-profit category) in Business in Vancouver's annual British Columbia CEO Awards. He is a former director of the Vancouver Board of Trade and Canada's Aviation Hall of Fame.





Andrea Robertson

CHAIR, PLANNING & DEVELOPMENT COMMITTEE
APPOINTED BY THE CALGARY CHAMBER IN 2017

Andrea is the President & CEO of STARS, a not-for-profit organization that provides helicopter emergency medical care to critically ill and injured patients across Western Canada. Prior to joining STARS, she held several leadership roles in health care including senior Vice President and Chief Nursing Officer at Alberta Health Services. Andrea has also held operational roles such as Vice President for the Foothills Medical Centre and Alberta Children's Hospital and planning roles including Vice President of Calgary's South Health Campus. Andrea's leadership and contributions to business and community life are widely recognized. She has a bachelor of science baccalaureate in nursing, a master's degree in healthcare administration, an executive fellowship from Wharton University and Ivey School of Business and has completed the ICD-Rotman Directors Education Program. Andrea also serves as a director on the Canadian Pacific Railway board.

Phillip (Phil) J. Scheibel

APPOINTED BY THE GOVERNMENT OF CANADA IN 2019

Phil is a founding partner at Rose LLP where he advises on natural resource and infrastructure projects and disputes across western Canada. His experience includes critical infrastructure such as ring roads, light rail transit, hospitals, post-secondary institutions and airports. He is actively involved in the community including serving 9 years as a director of the Canadian Mental Health Association Calgary Region and as a long-time minor hockey, football and baseball coach. Phil holds a Bachelor of Arts (B.A.) and Bachelor of Laws (L.L.B.) from the University of Saskatchewan and a mediation certificate from the Harvard Law School Program on Negotiation.



Sheldon Schroeder

APPOINTED BY THE CALGARY CHAMBER IN 2020

Sheldon is a Vice President with Canadian Natural Resources Limited (CNRL), leading major projects in upstream oil sands mining along with logistics and infrastructure support. Sheldon has 30 years of engineering and construction experience and has been with CNRL for 20 years in various capacities during the development of its oil sands mining business. He holds a bachelor and masters of science in engineering from the University of Alberta and is a professional engineer and has served on a standards development committee for the Association of Professional Engineering Geoscientists of Alberta (APEGA). He has previously served as director and board chair of the Fort McMurray Airport Authority.





Murray Sigler

APPOINTED BY THE CALGARY CHAMBER IN 2014

Murray is principal of Calgary-based Altius Corporation, a private investment and consulting firm serving clients in aviation, tourism, technology and international commerce. Past roles include serving as President of Axia North America and Executive Vice President of Axia NetMedia Corporation, and President and CEO of the Calgary Chamber of Commerce. He has had an extensive career in the aviation industry, including as President and Chief Operating Officer of Canadian Airlines International, CEO of Canadian Regional Airlines and initial President and CEO of Winnipeg Airports Authority. He is a former board member of numerous transportation and aviation sector entities, including Canadian Air Transport Security Authority, Air Transport Association of Canada, Canadian Airports Council, and Airports Council International- North America. This unique blend of international aviation and transportation sector experience has enabled him to serve as an expert panel member of airport operations review public enquiries. Murray holds degrees in arts and law from the University of Alberta. He is a member of the Law Society of Alberta and is also a graduate of Harvard University's Graduate School of Business. Murray has served as volunteer board chair for the Sport for Calgary Foundation since its incorporation in 2018. He currently serves on the boards of Parks Foundation Calgary, KidSport Calgary, Lindsay Park Sports Society, and Alberta's History and Heroes Foundation.

Executive Leadership Team

From top to bottom, every member of the YYC Crew has an integral role in ensuring the recovery, growth and long-term success of the organization.

Our executive leadership team is proud to leverage the strength of their diverse blend of skills, talent and experience to lead and empower the entire organization in fulfilling our mission, vision and potential.



Robert (Bob) Sartor

PRESIDENT & CEO

Bob has led YYC since 2017 when he joined as President and CEO. Bob has worked in a variety of industries before joining the YYC team, such as President and CEO of Big Rock Brewery and CEO of the Forzani Group Limited. Prior to Forzani, Bob served as that company's President from 2000 to 2003 and its chief financial officer from 1997 to 2000. He's also held senior roles with Avenor Inc., the Oshawa Group and Kraft General Foods Canada. When not busy with airport business, Bob and his spouse Andrea are dedicated grandparents and also enjoy tending to their grapes in their Okanagan vineyard.

Carmelle Hunka

VICE PRESIDENT, PEOPLE, RISK & GENERAL COUNSEL

Carmelle joined The Authority in 2018 and became a member of the executive leadership team as Vice President in June of the next year. She is responsible for the people strategy, which includes organizational effectiveness, human resources, communications, health and safety and government relations, as well as the risk portfolio which includes legal, environment, security, and enterprise risk management for The Calgary Airport Authority. She is also the Privacy Officer and Corporate Secretary. Prior to joining The Authority, Carmelle spent 20 years working for oil and gas companies in Calgary in a variety of roles including as associate general counsel, internal audit executive and leader of security, governance, enterprise and financial risk, and compliance teams. Before moving to oil and gas, Carmelle practiced law at a major national law firm for six years. She earned three degrees at the University of Alberta — MBA, Bachelor of Laws and bachelor of commerce.





Chris Miles

VICE PRESIDENT, OPERATIONS & INFRASTRUCTURE

Chris is responsible for The Authority's day-to-day operations, engineering and construction portfolios. He is a senior aviation professional with over 25 years of progressive global experience having worked with airlines, airports and industry trade associations including the Greater Toronto Airports Authority, Airports Council International World, Air Canada, Abu Dhabi Airports Company and the International Air Transport Association (IATA) in Geneva, Switzerland. Chris holds an MBA from the Ivey School of Business at the University of Western Ontario. Chris joined the Calgary Airport Authority in 2018 as Vice President, Operations.

Robert (Rob) Palmer CPA

VICE PRESIDENT, COMMERCIAL, STRATEGY & CHIEF FINANCIAL OFFICER

Rob joined The Authority's executive leadership team in 2016 when he joined as Vice President, Finance and Chief Financial Officer. He is a senior finance leader with over 20 years of financial and strategic management expertise, executing on business plan development, corporate finance and accounting and program management. Rob's experience spans across multiple industries, including aviation, real estate, consumer packaged goods and technology. Rob is responsible for all aspects of finance, accounting, supply chain, strategy, planning, IT systems and commercial services. Rob is a Chartered Professional Accountant and holds a bachelor of commerce degree from the University of Manitoba.





BOARD GOVERNANCE AND ACCOUNTABILITY

The Calgary Airport Authority's Board of Directors is committed to maintaining the highest standards of corporate governance. They regularly review and update The Authority's 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).

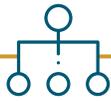
Responsible for fostering the long-term success of The Authority, The Board undertakes several governance activities to ensure compliance with applicable laws and promote ethical conduct, integrity and transparency.

The Board 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 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.



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, and emergency planning and response personnel.
- Corporate policies and plans** covering key governance, strategic, operational and financial issues.
- Environmental protection**, including air and water quality, solid waste and hazardous materials management, natural resources, endangered species and a comprehensive noise management program.
- A comprehensive management information and reporting system**, which includes regular reporting directly to The Board on key financial results and operational matters.
- Robust Safety Management System policies**, processes and procedures.
- Incident reporting**, including response and remedial procedures.

- Comprehensive risk-based cybersecurity program**, which includes regular reporting to The Board.

- Comprehensive insurance, audit and compliance programs.**

- A communications and stakeholder relations program.**

- A Delegation of Authority Policy and an Authorities Framework Matrix**, which defines management authorities.

Enterprise Risk Management

The Board and management of The Authority are committed to a disciplined approach to enterprise risk management. The Authority regularly assesses enterprise risk management capacity and processes, which includes reference to risk appetite and tolerance statements, an enterprise risk matrix and identification of its principal risk profile.

BOARD COMPOSITION

The composition of our board reflects the diversity of the communities we serve, through the experience, skills and gender of our directors. These leaders have the business acumen and experience to provide governance over the affairs of The Authority.

The directors are appointed by four organizations:



Long-Range Planning Committee of the Calgary Chamber of Commerce

11

City of Calgary

3

Federal Government

2

Rocky View County

1

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.

Board of Directors

(As of Dec. 31, 2021)

- **Matthew (Matt) Heffernan**, Board Chair
- **Jina Abells Morissette**
- **David C. Blom**, CPA, CA, TEP, ICD.D, FEA
- **Randolph (Randy) M. Charron**
- **Donald (Don) Cormack**, CPA, ICD.D
- **Andrea Goertz**
- **Heather Kennedy**, P.Eng, F.C.A.E.
- **Grant B. MacEachern**
- **James Midwinter**
- **Manjit Minhas**
- **Lisa Oldridge**, CFA, ICD.D
- **Craig Richmond**, MBA
- **Andrea Robertson**
- **Phillip (Phil) J. Scheibel**
- **Sheldon Schroeder**, P.Eng.
- **Murray Sigler**

MANAGEMENT COMPOSITION

The Board appoints The Authority's President and Chief Executive Officer (CEO) and sets and reviews his/her/their annual goals. 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.

and engineering, from both local and global for-profit and non-profit businesses and have the acumen and experience to provide governance on all Authority affairs.

Each new director receives a comprehensive orientation at the start of their appointments and ongoing education throughout their terms. This includes meetings with the President and CEO, corporate counsel, site-specific and facility tours and pertinent information regarding board and corporate operations.

Corporate Officers (As of Dec. 31, 2021)

Robert (Bob) Sartor

President & Chief Executive Officer

Carmelle Hunka

Vice President, People, Risk & General Counsel & Corporate Secretary

Chris Miles

Vice President, Operations & Infrastructure

Robert (Rob) J. Palmer

Vice President, Commercial, Strategy & Chief Financial Officer

Committees of the Board

The Board meets as often as is required to carry out its responsibilities in addition to maintaining three standing committees, which are ultimately accountable to the Board. The committees and their respective chairs as of Dec. 31, 2021 were:

COMMITTEE	CHAIR
Audit & Finance	Donald (Don) Cormack
Governance & Compensation	Grant MacEachern
Planning & Development	Andrea Robertson

Board Skills and Experience Matrix

The Board strives to ensure it has the collective skills and experience required to maintain the health of The Authority and to guide its long-term success. The 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 prominent leaders in air transportation, aviation, finance, business, commerce, law, government,

Each of the three committees have 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 Chair of the Board of Directors and the Governance and Compensation Committee ensure The Board's independence is respected and preserved.



Audit & Finance

Responsible for reviewing financial management policies and issues, including annual budgets, banking arrangements, accounting systems and procedures, internal financial controls, fraud-risk programs (including the Whistleblower Program), airport fees, insurance policies, pension plan policies and performance, and corporate-level financial risks and issues. The committee's other responsibilities include monitoring the external audit program, preparation of the annual financial statements, and recommending the annual appointment of the external auditor.



Planning & Development

Provides oversight with respect to long-range planning, including strategic, master and capital plans, including the review of The Authority's capital plan on an annual basis and review of corporate plans and strategies with respect to legislation regarding major commercial plans and activities including land development, air service development, retail, and other business development opportunities. In addition, the committee reviews and makes recommendations for prospective revenue contracts that require Board of Directors' approval.



Governance & Compensation

Responsible for the monitoring of corporate governance issues and ensuring the most current applicable governance standards are recommended for board approval, including the continuing assessment of The Authority's compensation policies and related practices, providing oversight and guidance with respect to The Authority's communication and public relations programs, government affairs programs and health, safety and security programs. Environmental, Social & Governance (ESG) compliance is also reviewed by this committee. This committee also reviews the remuneration of Directors periodically, taking into account time commitments, the scope of responsibilities and Directors' fees at comparable airports and/or other relevant businesses. (See Note insert in the Annual Report Financials for directors' remuneration.) The committee is also responsible for working with appointers in the process of nominating new directors, managing to a detailed skills matrix prepared in compliance with regulatory and corporate requirements.

NAME	BOARD OF DIRECTORS	AUDIT & FINANCE	GOVERNANCE & COMPENSATION	PLANNING & DEVELOPMENT	ATTENDANCE
Abells Morissette, Jina	7/7		6/6		13/13
Blom, David C.	7/7	7/7	3/3		17/17
Casey, Michael	4/4	4/4	2/2	2/2	12/12
Charron, Randolph (Randy)	7/7	6/7			13/14
Cormack, Donald (Don)	7/7	7/7			14/14
Goertz, Andrea	7/7			4/4	11/11
Heffernan, Matthew (Matt)	7/7	5/5	5/5	4/4	21/21
Kennedy, Heather	7/7	5/5	3/3		15/15
MacEachern, Grant B.	7/7		6/6		13/13
Midwinter, James	7/7			4/4	11/11
Minhas, Manjit	7/7			3/4	10/11
Oldridge, Lisa	7/7		3/3	4/4	14/14
Richmond, Craig	1/1				1/1
Robertson, Andrea	7/7	5/5		2/2	14/14
Scheibel, Phillip (Phil)	6/7	2/2		2/2	10/11
Schroeder, Sheldon	6/7		6/6		12/13
Sigler, Murray	6/6		3/3	1/1	10/10

2021 CHANGES	NOTES
Casey, Michael F.	Term ended August 8
Richmond, Craig	Term commenced November 22

PUBLIC AND 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 YYC Crew. The processes involved in achieving this level of accountability include:



The Authority reports on contracts in excess of \$130,000 (adjusted periodically by Consumer Price Index (CPI) from an original threshold of \$75,000) that were not awarded through a public tender process. In 2021, the following contracts met this criteria:

- **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, 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**

CONTRACT VALUE	CONTRACTOR	CONTRACT DESCRIPTION	REASON FOR AWARD WITHOUT PUBLIC TENDER
\$1,732,775.00	Commercial Truck Equipment Corp	Airport Rescue and Firefighting (ARFF) vehicle	Only supplier that could meet the operational requirements and emergency timeline

