

# A WORLD OF STORIES 2020

ANNUAL REPORT



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## MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS

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It can be difficult sometimes to find a word to describe an experience. In 2020, many of us leaned on the overused word, unprecedented. Now, many of us have come to avoid the use of this word because what was once, by definition, unprecedented is now our reality. The COVID-19 pandemic tested us personally and professionally like never before.

I joined the Board of Directors of The Calgary Airport Authority in 2014 and began serving as Chair in 2017. This experience of working with the Authority's management and our dedicated Board of Directors has been a privilege. No more so than seeing what YYC Crew accomplished amid extraordinary challenges in 2020.

In recognition of this unwavering commitment and effort, the Board of Directors acknowledged all staff during the COVID-19 crisis for soaring above and beyond the call of duty while also balancing the numerous changes that were happening in everyone's personal lives. We are inspired by these special people.

This pandemic highlights the importance of a strategic and coordinated response from all levels of the organization in tackling an event of such severity and scale. The Board of Directors remains confident that our commitment to strong governance, our world-class YYC Crew, and the strength of our partners will facilitate ongoing innovation to ensure the Calgary and Springbank airports remain vital economic generators for our region.

This will be my final letter as Chair of the Board of Directors. It has been an honour serving among such committed and collaborative people. I have complete confidence in Chair-elect Matthew Heffernan whose term begins in August 2021.

I know the recovery will be challenging, but I look forward to seeing YYC rise to new and even greater heights while creating a future within a remarkable and vital industry.

Thank you,

**MICHAEL F. CASEY Q.C.**  
Chair of the Board of Directors

**THE BOARD OF DIRECTORS  
REMAINS CONFIDENT THAT  
OUR COMMITMENT TO  
STRONG GOVERNANCE, OUR  
WORLD-CLASS YYC CREW,  
AND THE STRENGTH OF OUR  
PARTNERS WILL FACILITATE  
ONGOING INNOVATION.**



## MESSAGE FROM THE PRESIDENT & CEO

**MORE THAN ANY PERIOD  
IN OUR HISTORY, OUR  
NORTH STAR GUIDED  
OUR ACTIONS AND  
RESPONSES IN 2020,  
DRIVING INNOVATION  
AND RESILIENCE.**

### A lesson in resilience

2020 was a devastating year for the aviation sector as a whole, and for The Calgary Airport Authority. As I write this letter, we continue to navigate an industry, and a world, that has changed dramatically. It's important to acknowledge that at the heart of the impact of the COVID-19 pandemic are the people. We've lost family, friends and neighbours to this virus. We grieve their loss and remember their contributions to our communities. At the same time, we acknowledge the heroes on the frontlines for their commitment to keeping us safe.

Safety and security are of ultimate importance to us at the Authority. This mandate was our guide as we navigated this year and will continue to lead us in the future as we meet the ongoing challenges of the pandemic.

As our world and business changed dramatically in the span of a few weeks last March, YYC Crew focused on keeping the operations at our airport moving amid rapidly changing guidance from government and public health agencies. The pandemic decimated demand for travel and erased 25 years of passenger growth. Still, we supported our airline partners including repatriating thousands of Canadians home, enabling the movement of critical cargo and we put an enhanced focus on cleaning our facility, creating an internationally accredited airport health program.

Our employees rose to the occasion and quickly adapted our business and operations. While some of our employees worked remotely, many of our frontline staff came to work every day to keep our airport open by continuing operations in our terminal, keeping mechanical systems operating, and maintaining our runways, taxiways and aprons. I would like to thank those individuals for their dedication and sacrifice. Unfortunately, we were also forced to make difficult decisions to say farewell to many of our colleagues. We thank them for their contributions.

### Vital support for the future

The Authority, along with many organizations in the region, has faced economic headwinds for some time. The aviation industry has persevered through many challenges over the past few decades, but the impact of this pandemic is likely to be significant and transformational for years to come. I have conveyed the urgent need for meaningful assistance in order to continue generating vital economic activity for the city and region we serve.

**EVEN IN THE NEW REALITY,  
WITH THE SIGNIFICANT  
CHALLENGES IN FRONT OF  
US, I DO HAVE HOPE FOR  
BETTER DAYS AHEAD. I AM  
CONFIDENT OUR NORTH  
STAR KEEPS OUR ENTIRE  
YYC CREW FOCUSED ON  
THE FUTURE.**

## **The reality of recovery**

The aviation industry has been, and will continue to be, a critical service that connects business and people. This is particularly relevant in Canada where air travel is required due to the large geographical distances between cities and provinces. Make no mistake, there is a path to recovery, but it may not be quick. We must be realistic that it will take some time before Canadians are comfortable travelling again.

The Authority advocated for and is proud to have participated in the Government of Alberta's International Border Pilot Testing Program. This joint program between provincial and federal governments provided a science-based and data-driven approach to safe air travel. We strongly believe this type of testing program, along with mass vaccination, are key to the resumption of safe air travel.

Prior to the pandemic, we were delivering on our strategic plan. Our impressive airline partner customer base, with an interconnected route map and passenger volumes, far exceeded what our region would typically support. Unfortunately, these connections and routes will not just reappear on airline schedules. Many of these flights may take years to return. When they do, we anticipate the cost will likely be much higher because both airlines and airports will have to pay back the significant debt incurred to survive the pandemic.

## **Moving forward**

In closing, I would like to acknowledge and thank Chair of the Board of Directors Michael Casey, Q.C. for his service to the Authority. His dedication and confidence in me and our YYC Crew has been unwavering, and we wish him well in the future. I look forward to working with Chair-elect Matthew Heffernan.

Even in the new reality, with the significant challenges in front of us, I do have hope for better days ahead. I am confident our North Star keeps our entire YYC Crew focused on the future. While we may not know exactly what the road to recovery looks like, and when restrictions will fully lift, we know we will return to travel one day. And when that day comes, the Authority will be here ready. We all look forward to that day.

Thank you,



**BOB SARTOR**  
President & CEO

# #FlyHealthyYYC

## Focus on safety, security and health

As guests return to YYC we want them to trust that we remain focused on delivering a safe and healthy airport to begin their journey or to welcome them home. Through our #FlyHealthyYYC program, we enhanced health measures and increased cleaning and disinfection throughout the airport—with a focus on high-touch areas. We required masks and limited access to the terminal to those who are travelling or working.

The Authority worked closely with our partners at the Public Health Agency of Canada, Alberta Health Services, Canada Border Services Agency, and the City of Calgary to ensure our protocols were aligned with the most current and best practices. The program received the globally recognized Airport Health Accreditation from the Airports Council International, which reinforces YYC's excellence in maintaining safe facilities.



**426**  
HAND SANITIZER STATIONS



**MANDATORY**  
MASKS



**326**  
PLEXIGLASS BARRIERS

**3,000**   
PHYSICAL DISTANCING FLOOR AND SEAT DECALS



## Repatriating Canadians home

As countries started to close their borders in 2020, thousands of travellers across the globe were forced to return home. The Authority was proud to support our partners in returning those guests, triggering one of the country's largest peace time repatriation efforts in history, which brought more than 57,000 Canadians home from over 100 countries. YYC Crew worked tirelessly to accommodate our partners' repatriation flights, reuniting Canadians with their friends and family in the midst of a global emergency.

# #FlyHealthyYYC



## Testing pilot program informs safe recovery

Early in the pandemic, we advocated for and became the first Canadian airport to trial science-based, data-driven testing through the International Border Testing Pilot Program. The program was developed in partnership with the governments of Alberta and Canada and aimed to reduce the length of quarantine for guests entering Canada from international destinations. The program collected vital data, with Alberta Health Services administering 46,270 tests to guests in less than four months. The International Border Testing Pilot Program instilled confidence in air travel and collected data which was used to inform public health directives. In the long-term, we hope the results of the pilot can inform the implementation of a national testing protocol that could one day lead to eliminating the current 14-day self-isolation requirement.



**DR. DEENA HINSHAW,  
ALBERTA'S CHIEF MEDICAL  
OFFICER OF HEALTH, CALLED  
THE INTERNATIONAL BORDER  
PILOT TESTING PROGRAM  
A SUCCESS AND PRAISED  
THE WORK OF PARTNERS  
WHO PARTICIPATED.**



**50**  
**AIRPLANES PARKED  
ON APRONS & TAXIWAYS**



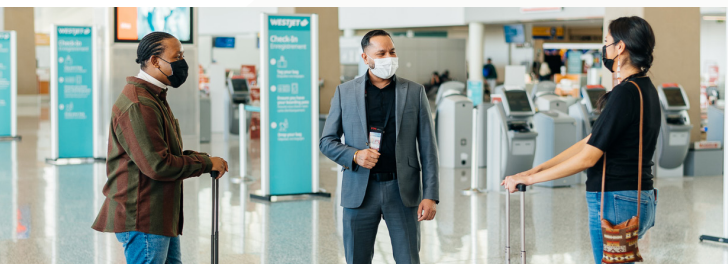
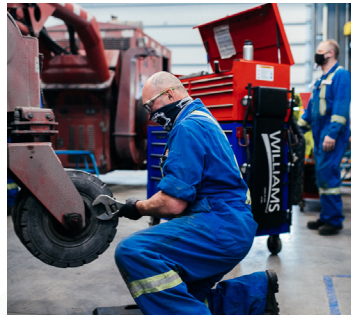
## Supporting airlines with aircraft parking

As health restrictions tightened and airport travel came to a standstill, many of our partners' aircraft were grounded. With less travel, our partners needed to store their aircraft—and fast. This presented YYC with a complex problem to solve, but also an opportunity to support our airline partners as they adjusted their operations. Innovation was required to accommodate their needs on aprons, taxiways and even one low-use runway. The flexibility of YYC's Integrated Operations Centre was key in providing airlines access and repositioning ability for maintenance and routine checks.

# NORTH STAR

## Delivering a positive guest experience

YYC's mandate of safety and security kept us focused, and our North Star guided our actions and responses as we navigated this devastating year. Our values drove innovation and resilience, and YYC Crew rose to the occasion and quickly adapted our business and operations.



**“I’M SO INCREDIBLY GRATEFUL FOR YYC CREW. IT’S RARE TO ENCOUNTER A COMPASSIONATE BUSINESS, ESPECIALLY WHEN AVIATION IS SUFFERING RIGHT NOW.”**

**– 2020 GUEST**



**WE CREATE EFFORTLESS AND MEMORABLE EXPERIENCES THAT REFLECT OUR REGION AND CALGARY’S LEGENDARY HOSPITALITY.**

**– OUR NORTH STAR**

## Resiliency during tough times

Our values shone all the way through to our one-on-one interactions. The YYC Crew constantly worked together with our partners to put guests first. Many travellers experienced difficult and evolving circumstances during 2020, from trying to reconnect with family, to understanding and following new regulations. At YYC, we helped inform guests from around the world as they navigated the changing travel restrictions and protocols. In the face of adversity, YYC Crew went above and beyond to support and assist guests. These were and continue to be challenging times, but this has only strengthened our dedication to providing a positive experience for our guests.



# NORTH STAR



## Reducing our operational footprint

We demonstrated resilience in our challenged environment by looking for efficiencies amid lower guest volumes. In record time, YYC Crew reduced our footprint by approximately 50 per cent. It has resulted in a better experience for our guests, with reduced connection times and less walking distance between gates.




## WestJet domestic check-in

Our largest airline partner, WestJet, moved to its new permanent, domestic check-in home at YYC. Located on the Departures Level, the check-in location is a large, spacious area with brand-new equipment. Self-bag drops and self-check-in kiosks allow guests to print bag tags, pay for extra baggage, and quickly check bags, meaning a more seamless experience for both guests and staff.



 **37**  
SELF-CHECK-IN  
KIOSKS

 **14**  
HIGH VELOCITY  
BAG DROPS

 **13**  
FULL-SERVICE  
CHECK-IN COUNTERS



Photo by Peak Aerials

## Improving access to and from the terminal

Led by the City of Calgary and supported by the Authority and governments of Alberta and Canada, the Airport Trail Interchanges Project is expected to be completed in 2022. It will create improved access routes to the airport for our guests and partners and strengthens the transportation network in the city. Once completed, traffic will be free flowing in and out of the airport and Airport Trail N.E. will connect from Deerfoot Trail to Stoney Trail.



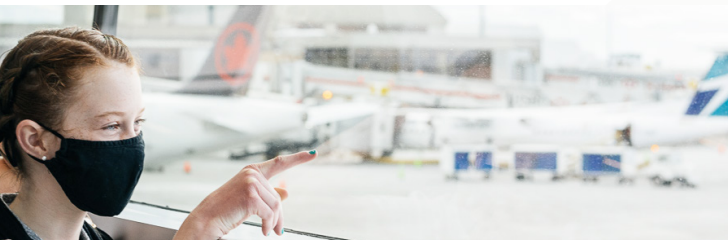
# NORTH STAR

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## Future-focused

The pandemic has changed the world and the future of travel. Despite this, YYC continues to be a critical economic generator for our community: connecting guests, goods and cargo to our city and beyond. Defining a new era of travel will take time, determination, and most importantly, innovation. While recovery may take time, YYC is determined to stay focused on our guests, staff and partners—the people who we know will be part of our future.



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**WE'RE LEANING HEAVILY  
ON NEW TECHNOLOGIES,  
PROVIDING GUESTS  
AND STAFF WITH A  
MORE CONTACTLESS  
AIRPORT.**



## Supporting the move to a more contactless travel experience

YYC continues to support our partners in finding new ways to minimize contact with public surfaces in the terminal. We've supported some partners with enhanced technology and infrastructure to have contactless bag tag printing, bag drops and ID checks. We are committed to reimagining the future of the airport experience.



# NORTH STAR



## Environment

Across the YYC campus and community, we are continuously looking for ways to reduce our impact on the environment.

Through YYC's new centralized passenger aircraft de-icing operations, we supported our partners in recycling nearly four million litres of recovered glycol fluid.

We also composted or recycled a third of all waste across the terminal and airfield operations.



## Giving Back

YYC partners with and supports several important Alberta-based organizations doing valuable work in our communities, including the Calgary Food Bank, the Mustard Seed, Rotary Challenger Park, #NotInMyCity, and Elevate Aviation. Despite the challenges of the pandemic, the YYC Crew and the Authority collectively donated \$17,945 to the Calgary Food Bank for those in need, translating to over \$80,000 worth of food.



## Alberta's Top Employer 2020

The Calgary Airport Authority was recognized as one of Alberta's Top 70 Employers for the 12<sup>th</sup> time.





# AUTHORITY PERFORMANCE

## Performance Summary

The outbreak of the COVID-19 pandemic and the measures adopted by governments in countries worldwide to mitigate the pandemic's spread have significantly impacted the Authority. These measures resulted in a significant reduction in passenger volumes and flight activities since March 2020. This has negatively impacted the Authority's financial performance for the year. The pandemic decimated demand for travel and erased 25 years of passenger growth at YYC. As a result, the Authority added \$68 million of additional debt with total debt of \$2.98 billion at the end of 2020.

	Forecast	Actual	Five-Year Outlook				
	2020	2020	2021	2022	2023	2024	2025
Total Revenue	446	174	175	295	376	422	469
Operating Expenses	185	141	136	150	157	161	163
Transport Canada Rent	46	2	14	27	37	42	48
Capital Expenditures	73	18	30	53	84	84	75

\*Millions of dollars

For current and past annual and financial reports go to [yyc.com/annualreport](https://yyc.com/annualreport)

## Total Revenue

Airport revenue in 2020 was \$272 million below forecast due to the impact of the COVID-19 pandemic on demand for travel worldwide. The reduction in passenger traffic and flight activity significantly impacted Airport Improvement Fee (AIF), Aeronautical and almost all sources of Non-Aeronautical revenue.

## Operating Expenses

Direct operating costs were \$44 million below forecast due primarily to reductions in operating expenses undertaken by the Authority in response to the COVID-19 pandemic. These reductions came from renegotiation of service agreements, significant reductions in operating footprint, and the termination and furlough of roughly one third of Authority staff. The Authority also participated in the Canada Emergency Wage Subsidy program which contributed \$9 million in savings during 2020.

## Transport Canada Rent

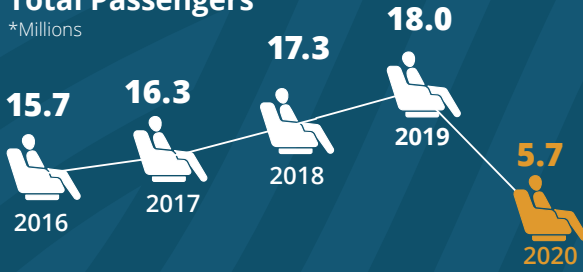
Federal Rent incurred in 2020 was \$44 million below forecast. In part, \$32 million was due to lower than anticipated Total Revenue and \$12 million was due to the federal government's waiver from March 1 through December 31, 2020. Transport Canada Rent is incurred as a percentage of revenue.

## Capital Expenditures

Capital expenditures were \$55 million below forecast, as we took swift and decisive action to suspend capital projects in response to the COVID-19 pandemic.

### Total Passengers

\*Millions



### Cargo Landings

2020

4,787



2019

4,305



**11%**

**50%**



**OF OUR TERMINAL SPACE IS CLOSED DUE TO DECREASED GUEST VOLUMES**

**80%**



**OF OUR EATING AND SHOPPING OUTLETS ARE TEMP. CLOSED**

**80%**



**DECREASE IN DEMAND FOR PARKING, RENTAL CARS, TAXIS & RIDESHARING**

**50**



**AIRCRAFT PARKED ON APRONS & TAXIWAYS**

### PRE-PANDEMIC ECONOMIC IMPACT

**\$8B**

**GENERATED BY YYC TOWARD THE CITY AND REGIONS' GDP**

**50K**

**JOB IN THE CALGARY REGION TIED TO YYC**

**24K+**

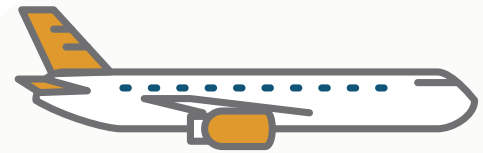
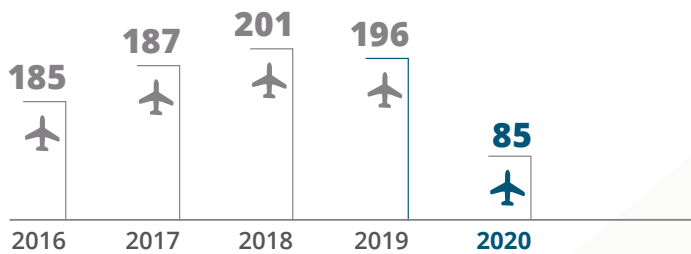
**PEOPLE EMPLOYED ON YYC CAMPUS**

# AUTHORITY PERFORMANCE

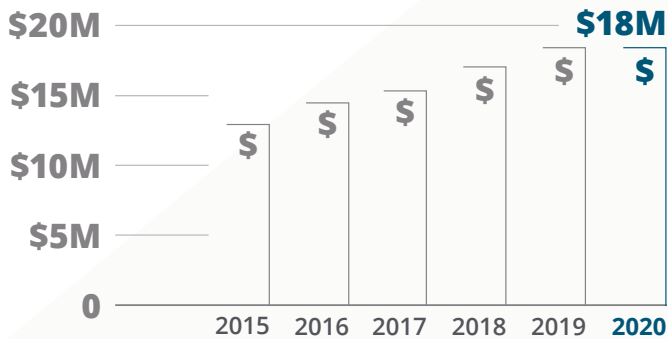


## Total Air Carrier Movements

\*Thousands

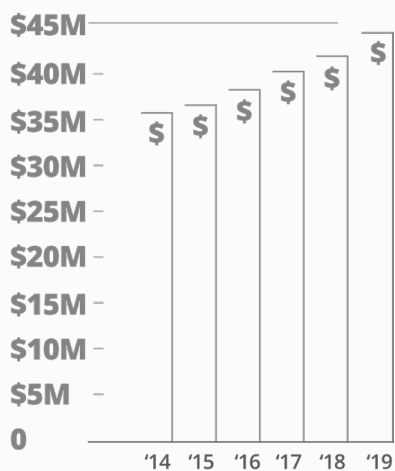


## Property Taxes



**YYC HAS PAID OVER \$108 MILLION IN PROPERTY TAXES TO THE CITY OF CALGARY SINCE 2014.**

## Federal Rent



**WE'VE PAID \$239 MILLION IN FEDERAL RENT BETWEEN 2014 AND 2019. IN 2020, WE PAID \$2 MILLION IN FEDERAL RENT.**

## CORPORATE GOVERNANCE

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**MANJIT MINHAS**  
Board Member,  
The Calgary Airport Authority

With an extensive background in shareholder relations, governance, and executive performance and compensation, Manjit Minhas was a natural fit for The Calgary Airport Authority's Board of Directors.

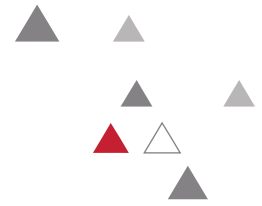
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**"I AM PROUD TO BE PART OF  
A STRATEGIC BOARD THAT  
LOOKS AHEAD, DISPLAYS  
INSIGHT AND COMPETENCY  
AND PROVIDES GREAT  
DISCUSSION, PERSPECTIVES  
AND ULTIMATELY, OUTCOMES."  
- MANJIT MINHAS**

Manjit was appointed by the Calgary Chamber of Commerce in summer 2020 and brings a unique set of skills to the Board that includes brand development, sales management, marketing, distribution and manufacturing. As the co-founder and co-owner of Minhas Breweries and Distilleries, this life-long entrepreneur led her company to international success by turning a small spirits business into a global company that distributes to 16 countries around the world. Manjit is also a hands-on venture capitalist who invests in numerous Canadian start-up companies. She is confident the Board is well-positioned to help lead YYC into the future.

# CORPORATE GOVERNANCE

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## Board Governance and Accountability

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 several 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 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:

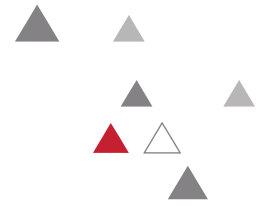
- An organizational structure with dedicated safety, security, and emergency planning and response personnel.
- Corporate policies and plans covering key governance, strategic, operational and financial issues.
- Environmental protection, including air and water quality, solid waste and hazardous materials 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.



# CORPORATE GOVERNANCE



## Board Composition

The composition of our Board reflects the diversity of the communities we serve, through the experience, skills and gender of our Directors. Our Board consists of prominent leaders in finance, business, commerce, law, government, engineering, air transportation and aviation from both local and global for-profit and non-profit businesses. 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 (eleven)
- City of Calgary (three)
- Federal Government (two)
- Rocky View County (one)

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, 2020)

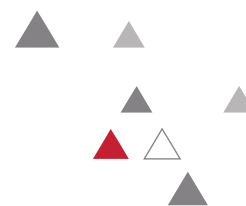
**Michael F. Casey**, Q.C. Board Chair  
**Jina Abells Morissette**<sup>2</sup>  
**David Blom**, CA, TEP  
**Randy Charron**  
**Donald Cormack**, CPA, ICD.D  
**Andrea Goertz**

**Matthew Heffernan**  
**Heather Kennedy**, P.Eng, F.C.A.E.  
**Grant B. MacEachern**  
**James Midwinter**  
**Manjit Minhas**<sup>1</sup>  
**Lisa Oldridge**, CFA, ICD.D

**Andrea Robertson**  
**Phil Scheibel**  
**Sheldon Schroeder**<sup>1</sup>, P.Eng.  
**Murray Sigler**

<sup>1</sup> Appointed Aug. 8, 2020  
<sup>2</sup> Appointed Oct. 26, 2020

# CORPORATE GOVERNANCE



## Composition of Management

The Board appoints the President and Chief Executive Officer (CEO) and sets and reviews the 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.

## Corporate Officers (As of Dec. 31, 2020)

### Robert (Bob) Sartor

President & Chief Executive Officer

### Carmelle Hunka

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

### Chris Miles

Vice President, Operations & Infrastructure

### Robert J. Palmer

Vice President, Commercial, Strategy  
& Chief Financial Officer

## Board Skills and Experience Matrix

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 prominent leaders in air transportation, aviation, finance, business, commerce, law, government, and engineering, from both local and global for-profit and non-profit businesses and have the business acumen and experience to provide governance over the affairs of the Authority.

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.

## 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, 2020 were:

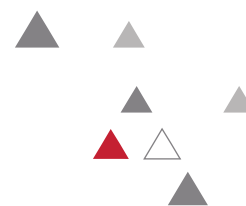
Committee	Chair
Audit & Finance	Don Cormack
Governance & Compensation	Grant MacEachern
Planning & Development	Matthew Heffernan <sup>1</sup>

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 Board's Chair and Governance and Compensation Committee ensure the Board's independence is respected and preserved.

<sup>1</sup> When Matthew Heffernan takes the role of Chair of the Board of Directors, a new Chair for the Planning & Development Committee will be selected.

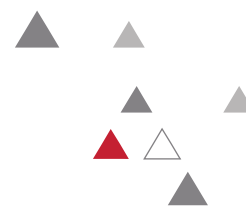
# CORPORATE GOVERNANCE

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<b>Committee</b>	<b>Purpose</b>
<b>Audit &amp; Finance</b>	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.
<b>Governance &amp; Compensation</b>	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.
<b>Planning &amp; Development</b>	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.

# CORPORATE GOVERNANCE



## Board and Committee Attendance 2020

Name	Board of Directors	Audit & Finance	Governance & Compensation	Infrastructure & Technology <sup>1</sup>	OSHE <sup>1</sup>	Business Development <sup>1</sup>	Nominating <sup>1</sup>	Planning & Development <sup>2</sup>	Attendance
Abells Morissette, Jina	2/2		1/1						3/3
Blom, David	7/7	6/6				1/1			14/14
Casey, Michael F.	7/7	6/6	5/5	1/1	1/1	1/1	3/3	1/1	25/25
Charron, Randy	7/7	2/2	3/3		1/1				13/13
Cormack, Donald	7/7	6/6	3/3	1/1					17/17
Fraser, Wendelin A. <sup>3</sup>	5/5		3/3			1/1	3/3		12/12
Goertz, Andrea	7/7				1/1	1/1		1/1	10/10
Heffernan, Matthew	6/7			1/1		1/1	2/3	1/1	11/13
Hotchkiss, Richard J. <sup>4</sup>	3/3				1/1		3/3		7/7
Kennedy, Heather	7/7	4/4	3/3	1/1			2/2		17/17
King, Ken <sup>5</sup>	1/1				1/1	0/1			2/3
MacEachern, Grant B.	7/7	4/4	5/5						16/16
Midwinter, James	7/7	4/4				1/1		1/1	13/13
Minhas, Manjit	4/4	1/1	1/1					1/1	7/7
Oldridge, Lisa	7/7		5/5	1/1					13/13
Robertson, Andrea	7/7	6/6			1/1		3/3		17/17
Scheibel, Phil	7/7	4/4		1/1				1/1	13/13
Schroeder, Sheldon	4/4	1/1	3/3						8/8
Sigler, Murray	7/7		2/2	1/1	1/1		3/3		14/14

1 Committee dissolved and responsibilities reassigned in Sep. 2020.

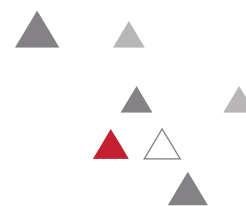
2 New committee constituted in Sep. 2020.

3 Term ended Oct. 26, 2020

4 Term ended Aug. 8, 2020

5 Term ended Mar. 2020

# CORPORATE GOVERNANCE



## 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 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 (adjusted periodically by Consumer Price Index (CPI) from an original threshold of \$75,000) that were not awarded through a public tender process. In 2020, the following contracts met this criteria:

Contract Value	Contractor	Description of Contract	Reason for Award Without Public Tender
\$130,000 to \$500,000	Telus Communication Inc.	Software License Renewal	Note 1
\$500,000 to \$1,000,000	Mulesoft Inc.	Software License Renewal	Note 1
\$1,000,000 to \$2,500,000	Microsoft Licensing GP	Software License	Note 1
	Cisco Systems Capital Canada Corporation	Software Maintenance and Support	Note 2

**Note 1:** Only authorized software licensor  
**Note 2:** Only experienced service provider



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AUTHORITY