

Central Saanich Council

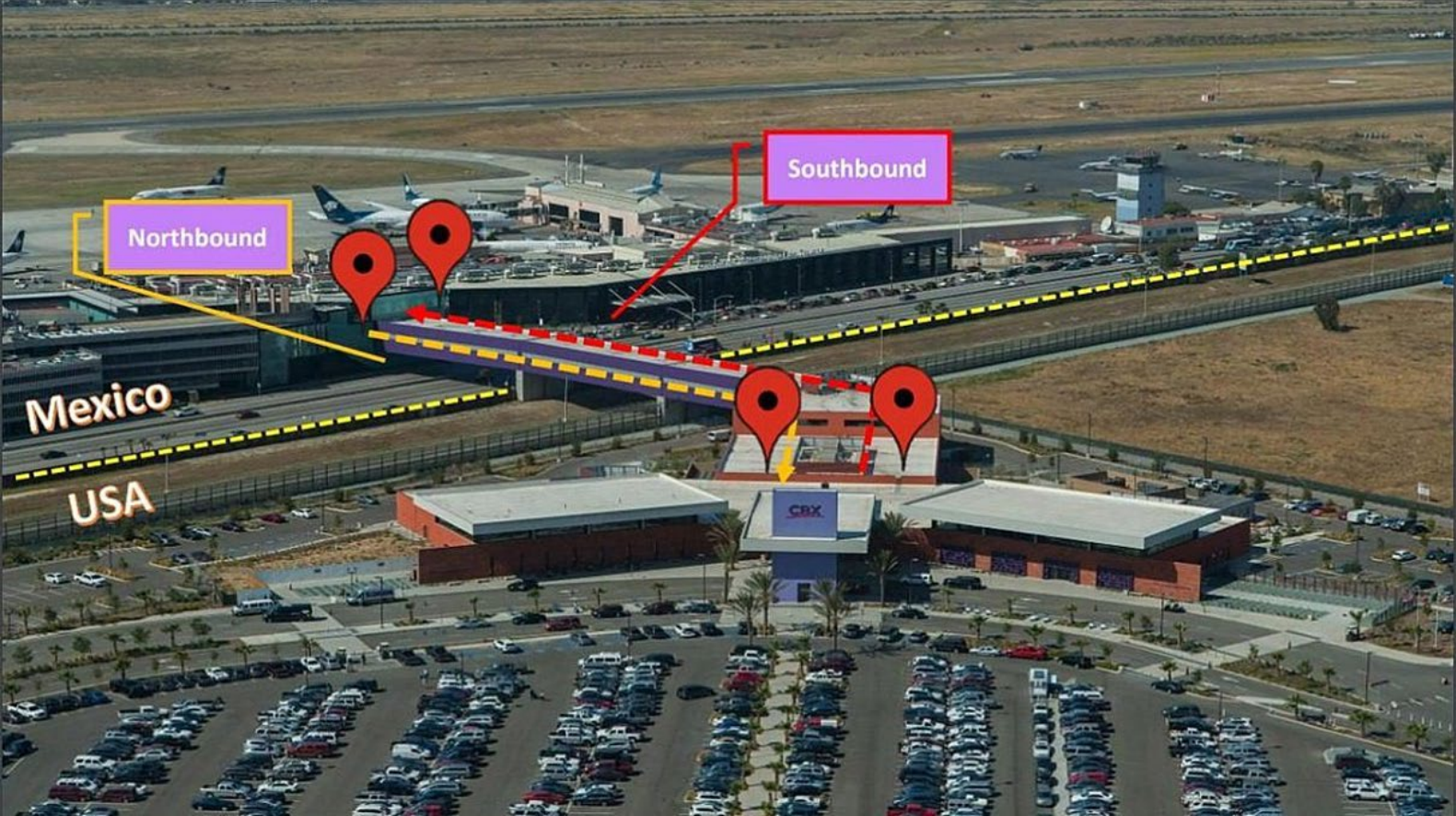
Report from the President and Chief Executive Officer
May 27, 2024



Montego Bay, Jamaica



Cross Border Express, San Diego/Tijuana



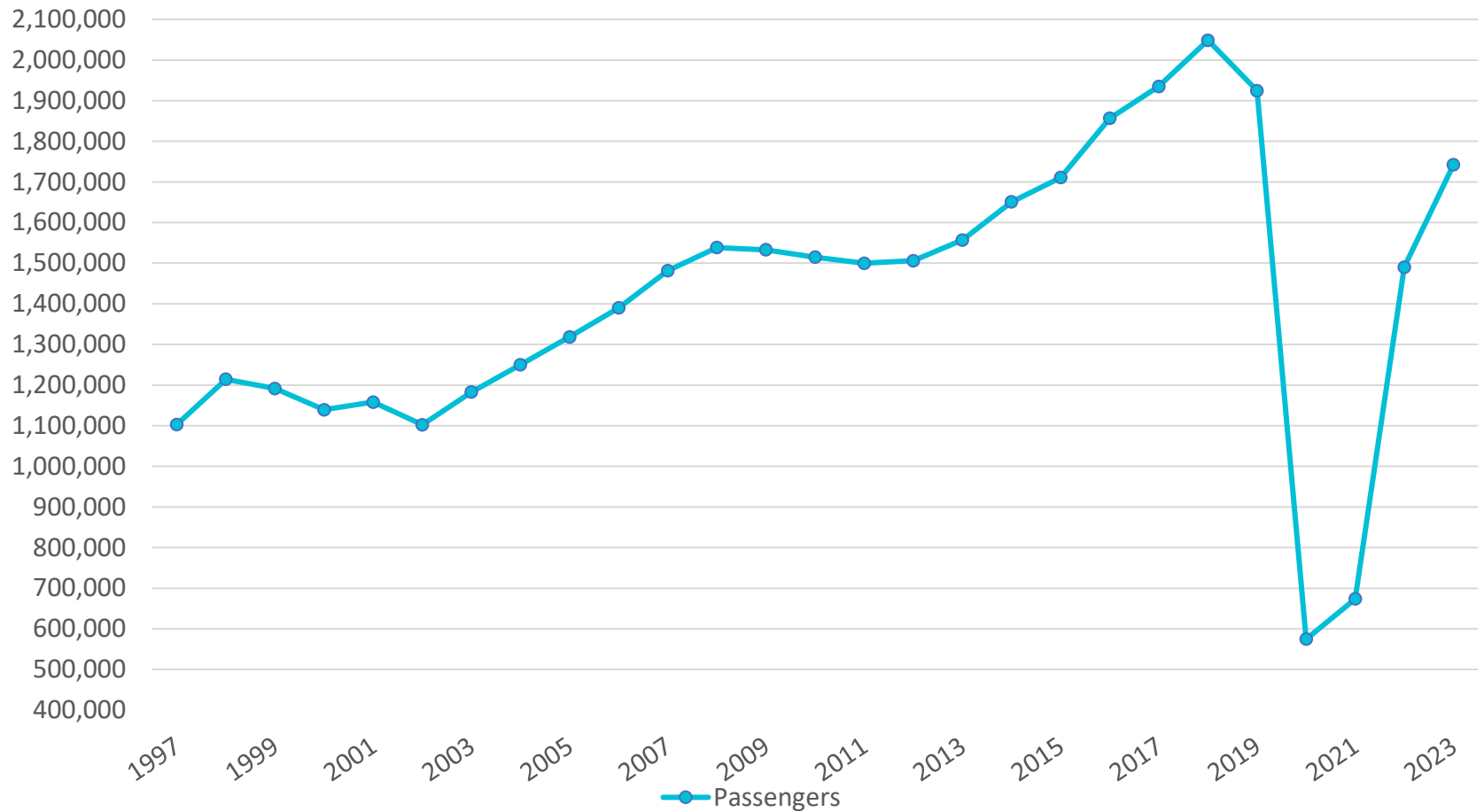
Orlando Sanford, Florida



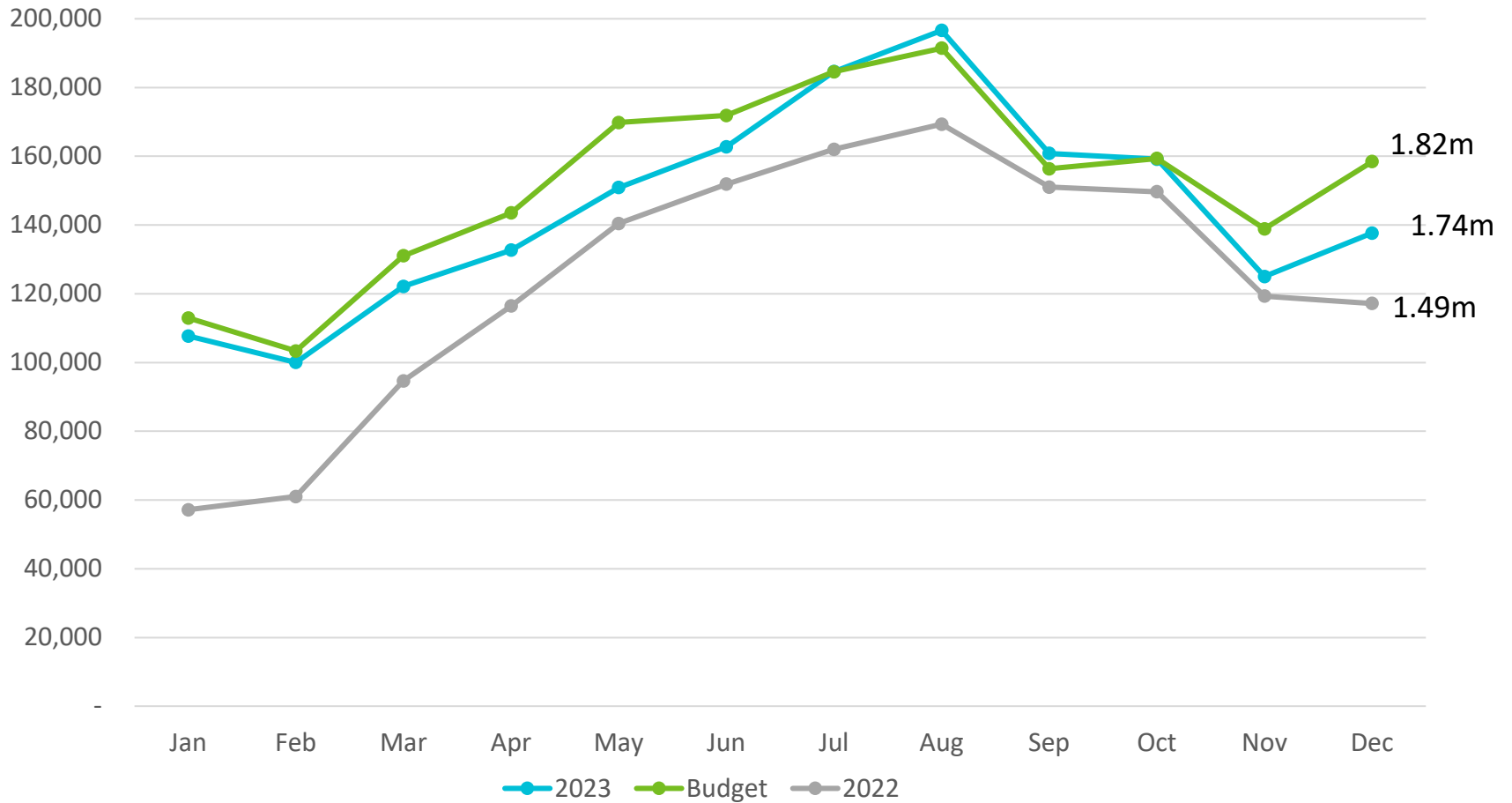
Highlights of 2023

- ✓ BC Top 100 Employers – 5th Consecutive Year!
- ✓ Welcomed Porter Airlines to the market
- ✓ Airports Council International North America recognized achievement for the Pollinator Garden
- ✓ Approval of Kothari Group proposal for the new Marriott Towne Suites
- ✓ Amazon Distribution Centre completed
- ✓ New YYJ Website and YYJ.ca
- ✓ Expanded Spinnakers Restaurant in departures and expanded operating hours of all concessions
- ✓ Added 300 more parking stalls in new lot just in time for the holidays!
- ✓ UBER entered the market adding more ground transportation options for passengers

YYJ Historical Passenger Numbers



Monthly Passengers



Challenges to Recovery

- Pilot Shortage
- Aircraft Shortage
- Air Traffic Controller Shortage
- Labour Force Costs
- Airline Consolidation or Failures



Overview of Canadian Capacity Recovery Trends

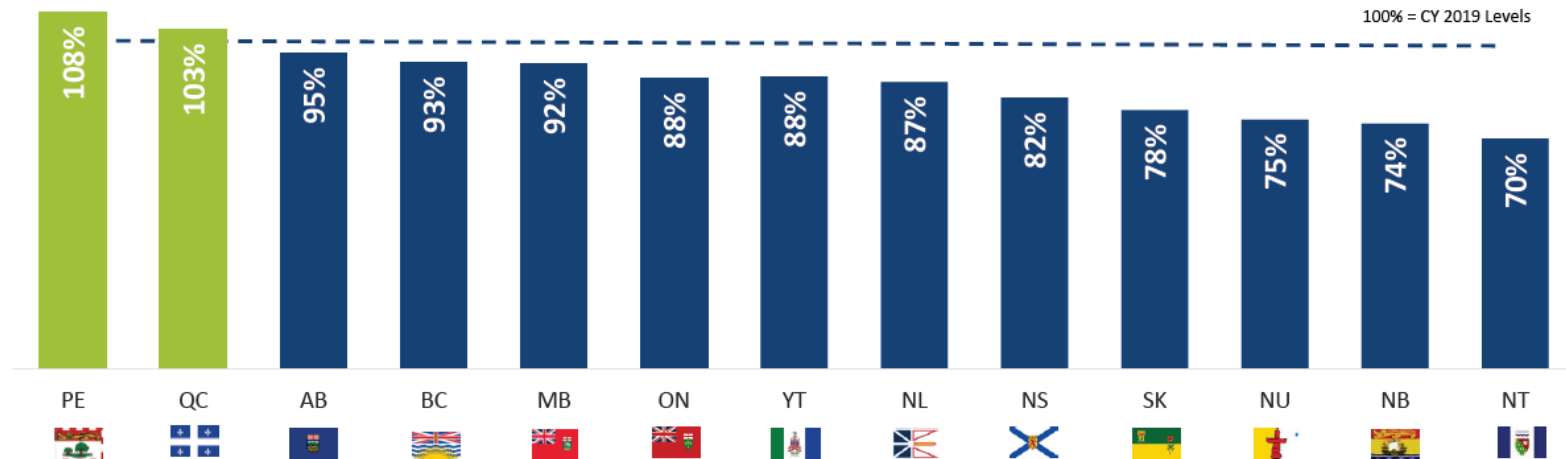
On average, Canadian air service capacity in 2023 has recovered to 91.8% of 2019 levels, though not evenly across every Province or Territory.

CY 2023 Capacity Recovery
(versus CY 2019)

91.8%

All Provinces

Seat Capacity Recovery by Canadian Province
CY 2023 Capacity vs CY 2019



InterVISTAS

Source: Innovata Schedules via Diio as of Nov 2023

2023 Financial Report

	2023 Actual (000's)	2023 Budget (000's)	Variance (000's)
Revenue			
Aeronautical	\$ 7,533	\$ 8,744	\$ (1,211)
AIF	12,986	13,389	(403)
Concessions	13,396	13,074	322
Real estate rentals	3,819	3,763	56
Deferred capital contribution	1,179	1,172	7
Other	1,269	731	538
	40,182	40,873	(691)
Expenses			
Supplies & services	6,027.0	6,072.0	45.0
Security & terminal services	4,037.0	4,077.0	40.0
Salaries and benefits	8,205.0	8,152.0	(53.0)
AIF Administration fee	936.0	894.0	(42.0)
Property taxes	1,039.0	1,238.0	199.0
Rent	1,910.0	1,968.0	58.0
Utilities	807.0	771.0	(36.0)
Interest	-	-	-
Insurance	444.0	378.0	(66.0)
Amortization	12,046.0	12,722.0	676.0
	35,451.0	36,272.0	821.0
Net Income	\$ 4,731	\$ 4,601	\$ 130

Capital Projects in 2023

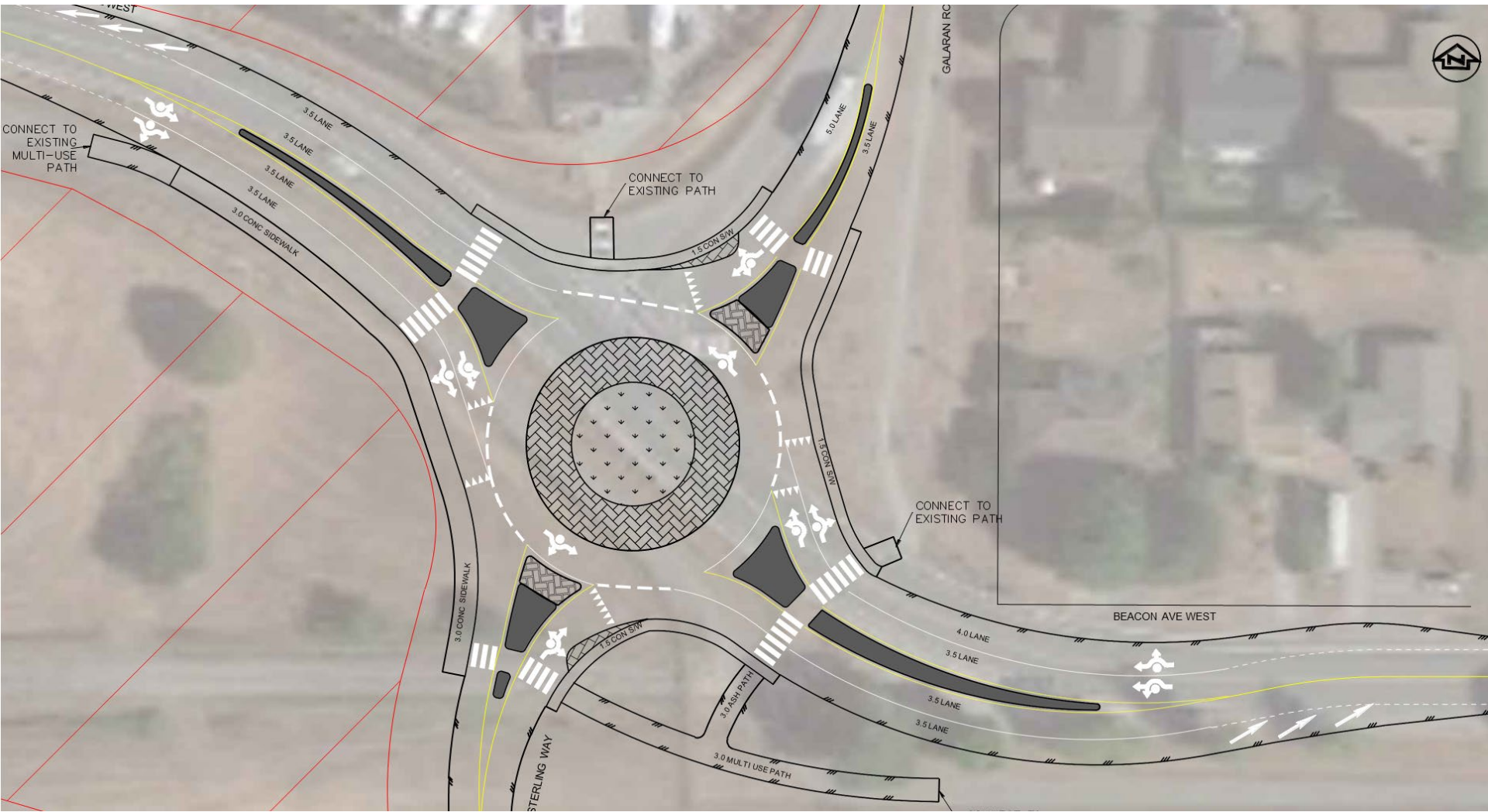


CAPITAL PROJECTS	2023 FORECAST (000's)
Upper Hold Room Refresh Phase II	\$ 950.00
Air Terminal Building Landside Floor Refresh	800.00
AIF Pre-Implementation	800.00
Renovation for VAA Office expansion	405.00
Passenger Boarding Bridges Refurbishment	375.00
Acquire ARFF Truck	2,250.0
Procure New Backhoe	345.00
Landside Plow/Salt Truck	425.00
Light Fleet Vehicle Procurement (3)	315.00
Light Fleet Electrification Infrastructure	315.00
CUSS System Replacement	949.40
Glycol Recovery Phase II	245.60
Apron IV Joint Resealing – East	575.00
Runway 27 RESA Embankment	1,891.10
Parking Expansion	5,100.00
2023 Minor AIF Capital Projects	600.00
TOTAL:	\$ 16,341.1

Runway 09 Lighting - SSALR



Beacon/Galaran Roundabout



Summer Parking Expansion



Common Use Self Service



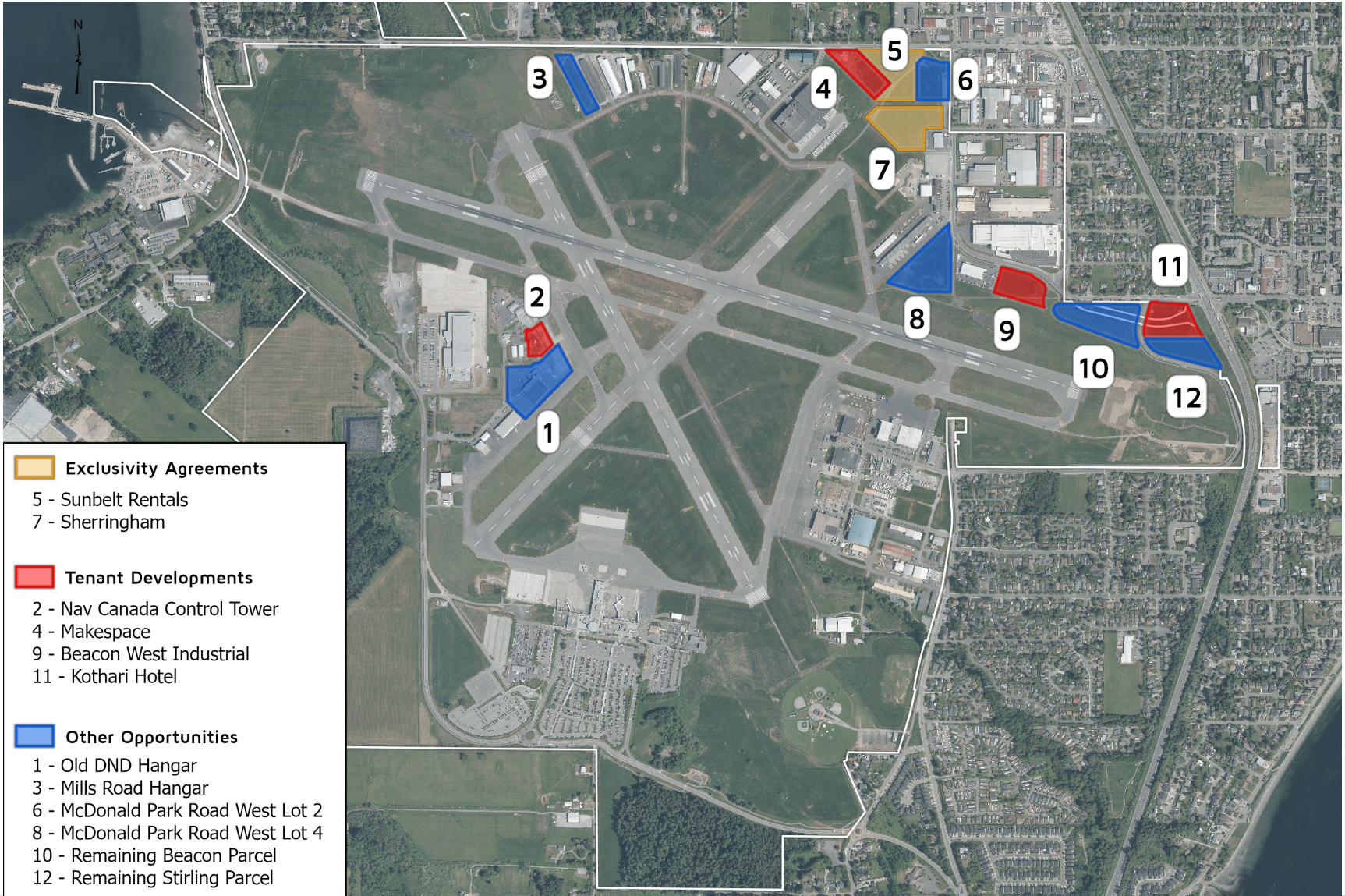
Terminal Flooring Replacement



Business Development in 2023



Land Development Roadmap



Amazon



Kothari Hotel Proposal

 MATAJ
ARCHITECTS INC



 YYJ

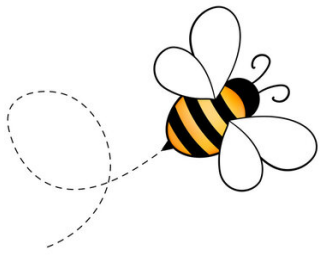
Operations and Sustainability



Passenger Experience

- Autism Aviation Day in partnership with the Canucks Autism Network and Air Canada Foundation
- Pet relief area that is more accessible to passengers





Sustainability

Waste Diversion – rate of 75% by 2030

Biodiversity – increase by 20%

Green House Gases – ACI Level 4 carbon neutrality by 2030

Water Quality and Conservation - reduce use by 25%



Pollinator Garden

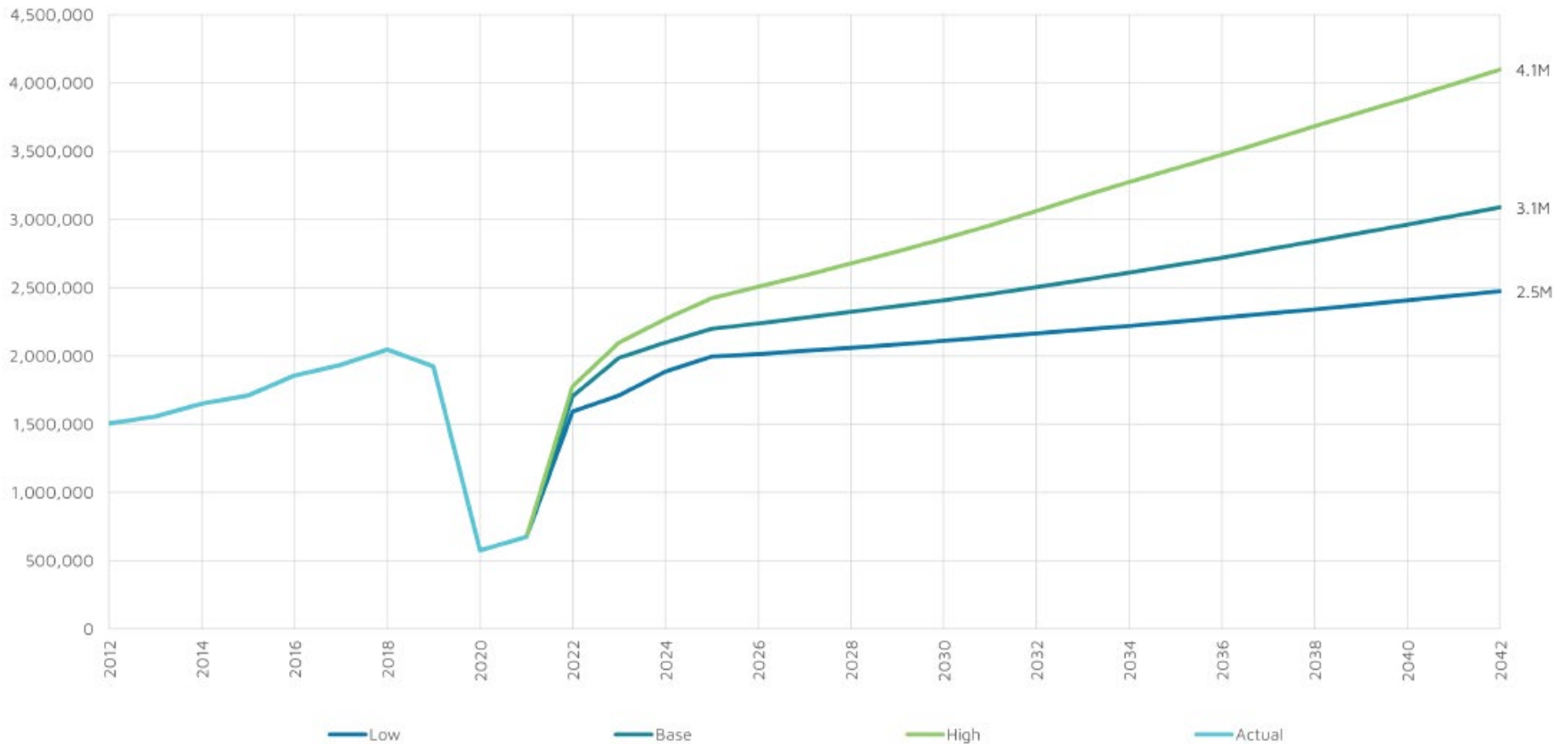


2024 Outlook



Forecast – Annual Passengers

YYJ Annual Pax



2024 and Beyond

- **Focus on Air Service Development and Passenger Growth**
- **Assess Terminal Building Needs and 20 Year Master Plan**
 - Passenger Experience**
 - Technical Innovation**
 - Infrastructure Investment**
 - Terminal Expansion**
- **Commercial Program**
- **Land Development - New Hotel, Cargo Opportunities**
- **Community Partnerships – W̱SÁNEĆ First Nations, Destination Greater Victoria, business community and tourism stakeholders**
- **Sustainability – carbon neutrality by 2030**

Route Focus

- Non-Stop Destinations 2023:**
- Calgary
 - Cancun
 - Edmonton
 - Friday Harbor, Washington
 - Kelowna
 - Kamloops
 - Los Cabos
 - Montreal
 - Ottawa
 - Prince George
 - Puerto Vallarta
 - Seattle
 - Toronto
 - Vancouver
 - Whitehorse

Domestic flights

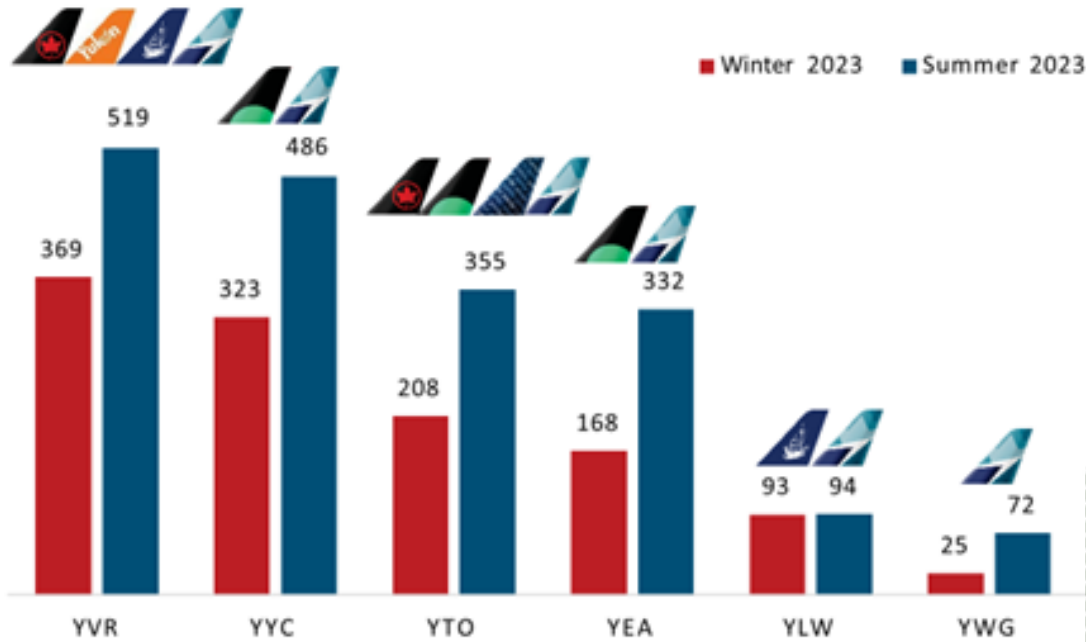
International/US flights



YYJ's Top Domestic Markets

YYJ's Top Domestic O&D Markets

Seasonal Passengers Daily Each Way (PDEW)



YYJ Top Unserved Markets

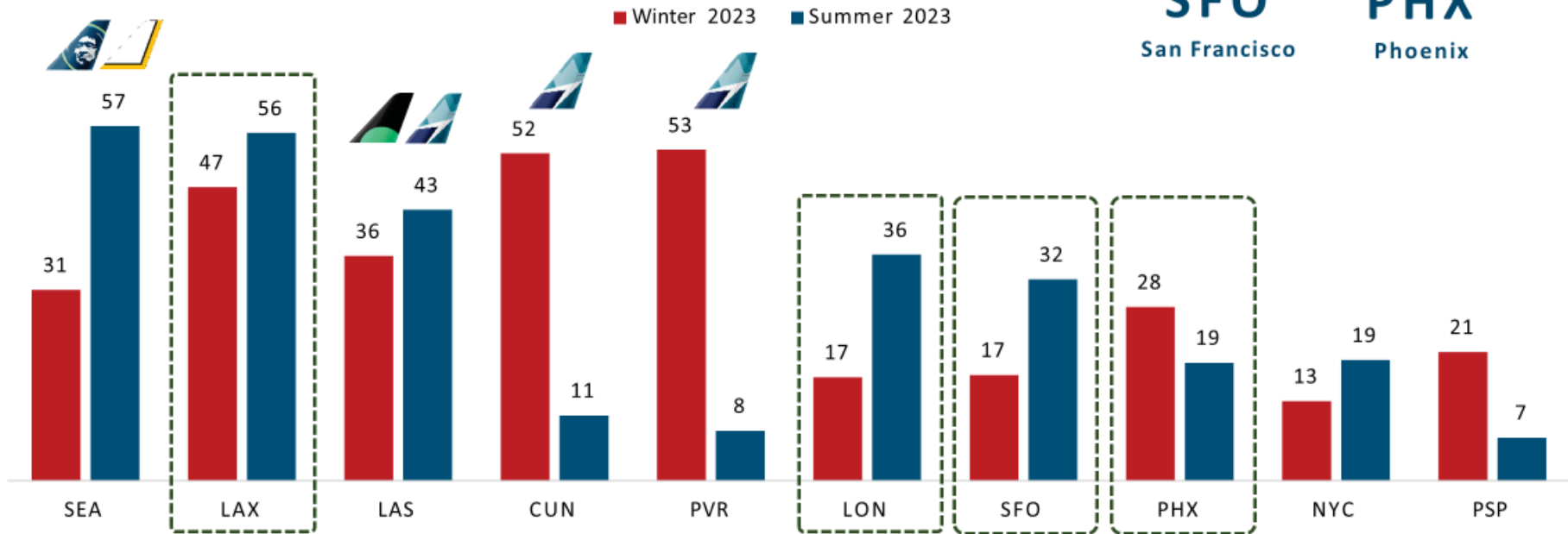
YOW Ottawa
YHZ Halifax

Source: Sabre Global Demand Database (GDD) CY 2023 as of Feb 2024.

InterVISTAS

YYJ's Top U.S. / International Markets

YYJ's Top U.S. & International O&D Markets
Seasonal Passengers Daily Each Way (PDEW)



YYJ Top Unserved Markets

LAX

Los Angeles

LON

London

SFO

San Francisco

PHX

Phoenix

InterVISTAS

Source: Sabre Global Demand Database (GDD) CY 2023 as of Feb 2024.

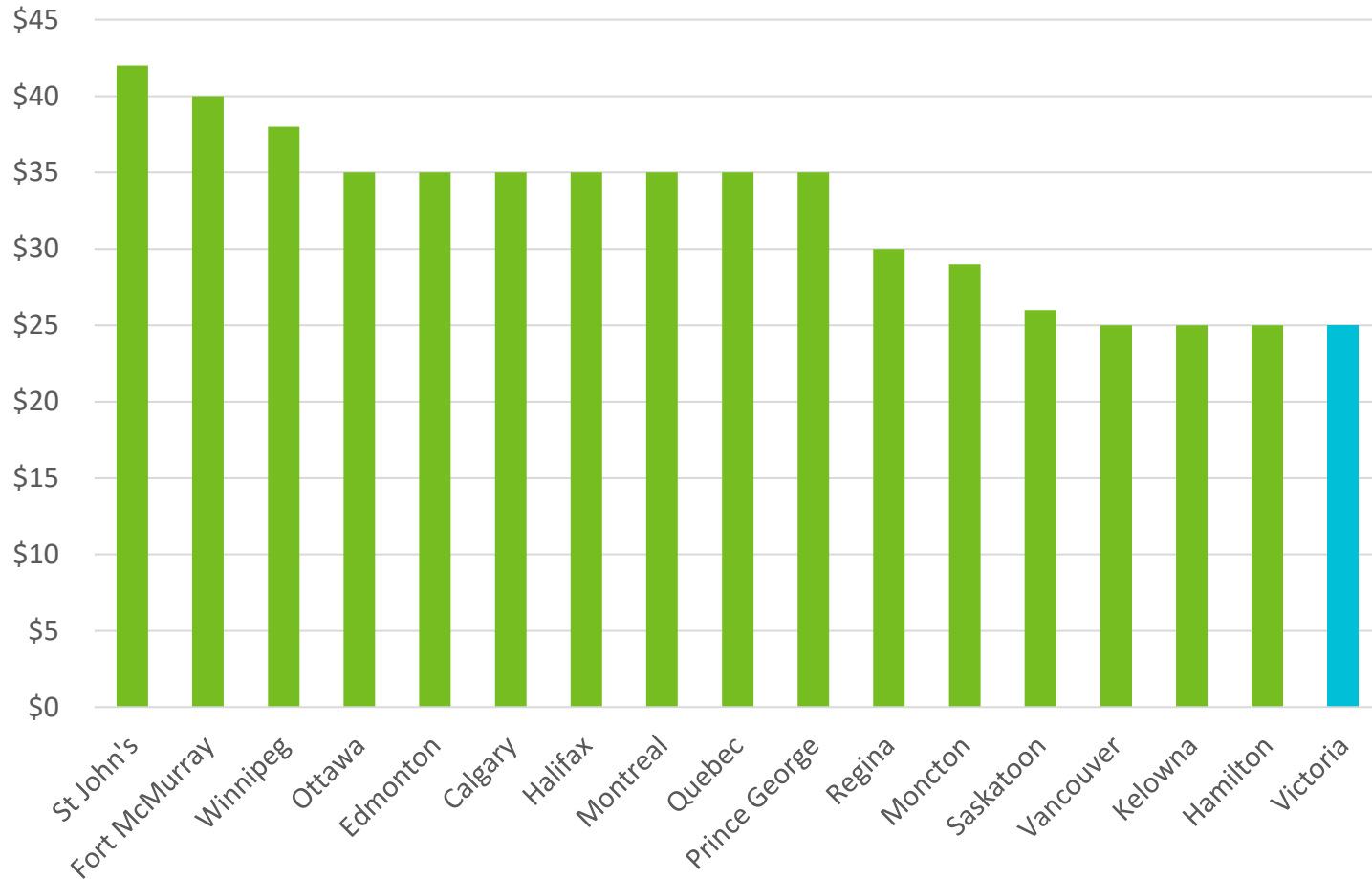
2024 Capital Projects and Big Decisions for the Future

Over \$22 million in capital projects in 2024

- Completion of Runway End Safety Area on main commercial runway
- Taxiway Rehabilitation
- Airfield Signage and lighting upgrades
- Terminal Building Roof Replacement
- Storm Water System Improvements



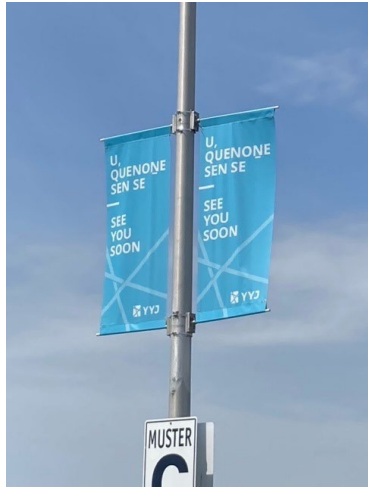
The Importance of the AIF



New Air Traffic Control Tower



W̱SÁNEĆ: Fostering Partnership and Reconciliation



Welcome to the Martin Mars in 2024





THANK YOU!