

# Agenda

- ► Call to Order, Welcome and Introductions
- ► Approval of Minutes
- ▶ Operational Update
- ▶ Development Update
- ► Financial Update
- ▶ Recommendations
- Questions



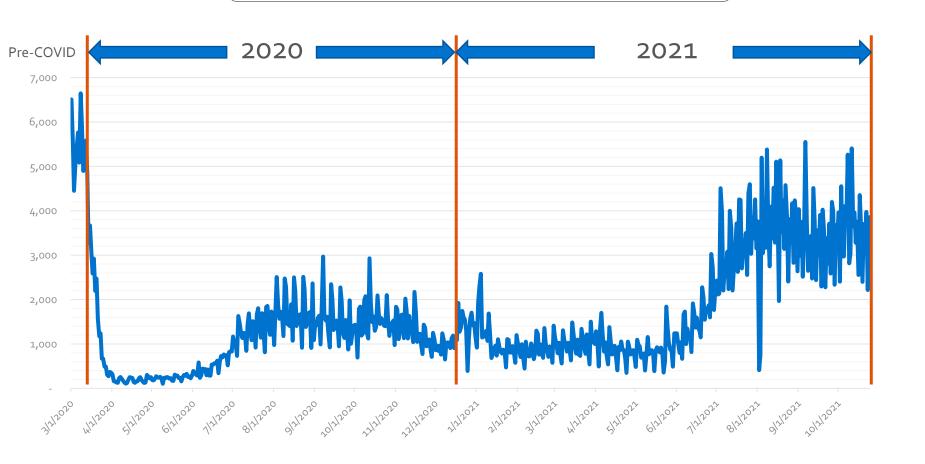


### 2021 Monthly Passengers

	Monthly	% Monthly	YTD	% YTD
January	31,417	-82%	31,417	-82%
February	26,892	-84%	58,309	-83%
March	30,339	-71%	88,648	-80%
April	26,146	358%	114,794	-75%
May	24,633	264%	139,427	-70%
June	48,035	213%	187,462	-61%
July	97,335	134%	284,797	-46%
August	101,653	101%	386,450	-32%
September	98,685	124%	485,135	-21%
Total (est)			840,626	12%



### Passenger Statistics – Tracked Daily





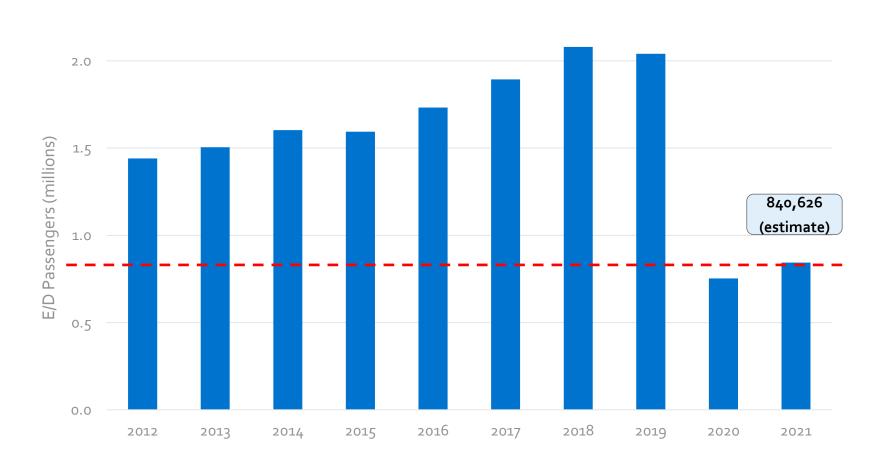
### Annual Comparison to pre-COVID

	Annual	% Change
2019 Total	2,032,019	
2020 Total	737,447	-64%
2021 (forecast)	840,626	-59%



### 2012 to 2021 Passenger Statistics

2.5





### Ongoing Staffing Reductions

#### Continuing to operate with reduced staffing levels

- 9 positions remain unfilled (20% of total team)
- 5 staff positions currently working on 80% work share
  - Will be returning to 100% on November 1, 2021
- Remaining staff have taken on increased portfolios

#### Staffing levels based on available "meaningful work"

- Groundside contracted maintenance temporarily moved in house
- Airside contracted security patrols temporarily moved in house

#### Continuing to meet regulatory requirements

- Safety management system
- Aircraft rescue & fire fighting
- Wildlife control
- Runway inspections and surface condition reporting
- Operations centre



### **Ongoing Operational Reductions**

#### **Groundside Operations**

- Valet parking service remains closed
- Several parking lots remain closed

#### Agency status

- Security screening continuing to operate at reduced hours and capacity
- International arrivals remain restricted to 10 airports in Canada
- CBSA (customs) remains closed to arriving commercial flights
- Ambassador, Junior Ambassador and Ambassadog programs remain suspended



### Terminal Building Operations

#### Food and Beverage Services

Groundside Whitespot

• Groundside Tim Hortons

Airside Subway and Tim Hortons

Airside Whitespot

Remains closed

Take out only

Open (limited hours)

Open for dine in

#### **Health Protocols**

- Masks mandatory in all areas of the building and on aircraft
- Enhanced cleaning protocols for all public areas
- WCB and Health Canada protocols for all office and private leased space

#### Temporary Reduction of Prime Contractor Services

- Reduced terminal building operating hours
- Reduced number of contractor staff hours on site
- Reduced service level in non-critical operating areas (baggage jams, general maintenance, response time)



### Antigen and PCR Testing Program





### WORKCAMP CHARTERS

TRAVELLING PUBLIC

CAMPUS EMPLOYEES



### Antigen and PCR Testing Program

#### Work Camp Charters

- Mandatory testing for charter passengers LNG Canada
- Allows for increased capacity at work camps
- Protects the community

#### **Travelling Public**

- Onsite Antigen and PCR accredited testing facility for pre-departure testing
- Onsite PCR lab allows for a 4-hour turnaround (rapid test 20 minutes)
- Community partnership with Whitecap Medical

#### Campus Employee Program

- Voluntary YLW campus wide testing program
- Free of charge to YLW employees
- Partnership with Health Canada and Whitecap Medical



#### ACI-NA Health Accreditation Obtained



- International program
- Cleaning protocols
- Employee distancing and shift changes
- Passenger queuing while collecting baggage and boarding aircraft
- Availability and location of hand sanitizer
- Public communication of the program
- ▶ Daily employee health checks
- Protocols for employees who are showing symptoms



# Vaccine Mandate - Passengers

- October 30<sup>th</sup> fully vaccinated or PCR test required 72-hours prior for domestic travel
- November 30<sup>th</sup> fully vaccinated for domestic travel (PCR test no longer valid option)
- Very narrow exemptions allowed
  - Medical / Religious
  - Emergency Travel
  - Travel from remote communities



# Vaccine Mandate - Employees

- All staff entering the restricted side of the airport are required to be fully vaccinated. Currently 850 restricted area pass holders on campus.
- Very narrow exemptions allowed:
  - Medical / Religious
  - Outside agencies responding to emergencies
  - In the process of being fully vaccinated (received 1 shot)
- October 30<sup>th</sup> policy declaration required by the Airport Operator
- November 15<sup>th</sup> staff must be fully vaccinated or in receipt of an exemption
- January 24<sup>th</sup> program to be fully implemented



# **Expansion of Testing Facility**

- Whitecap Medical to double the size of existing pre-departure testing facility in 2022 to meet demand
- Inbound testing facility planned to satisfy Health Canada inbound international testing requirements



# **Staffing Requirements**

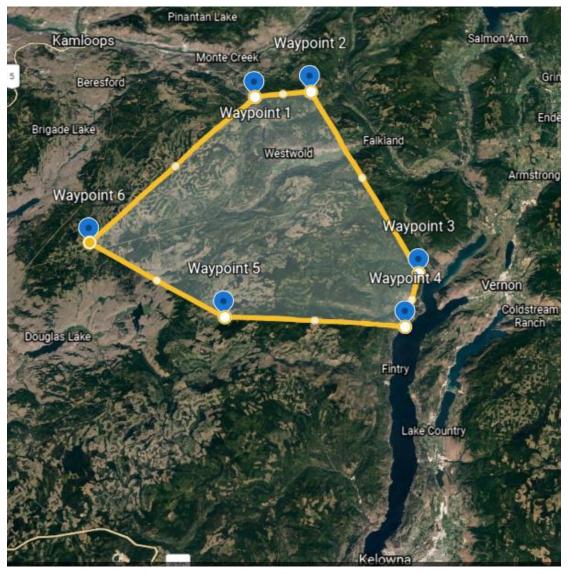
- Ensure operating hours match airline current and future schedule demands
- Adjust prime contractor staffing levels to match operational requirements
- Continue to assess internal staffing requirements based on operational needs and meaningful work
- Vacant positions to be filled strategically with a focus on generating and diversifying revenues and increasing cost efficiencies
- Reinstate Ambassador volunteer program once stage 4 of the provincial restart plan is in place

### **BC** Wildfires





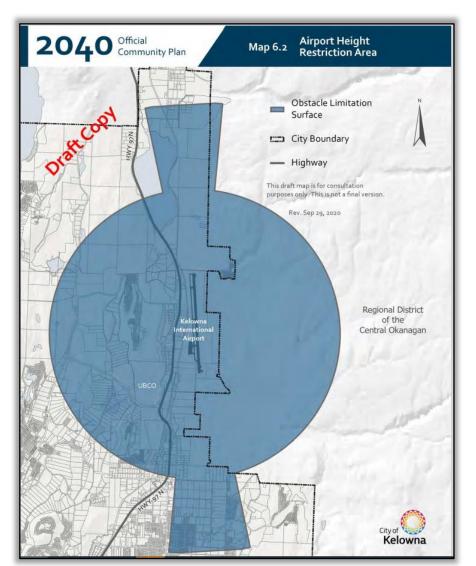
#### **BC** Wildfires

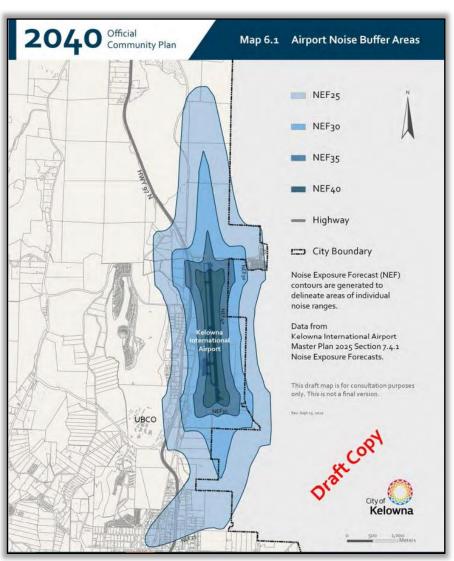






### Official Community Plan Engagement









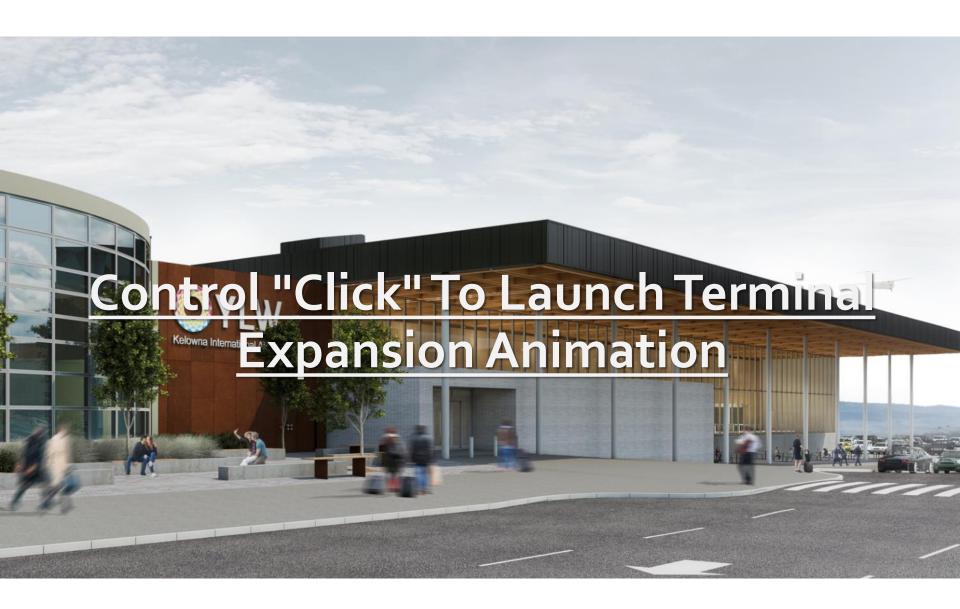
# Development Update

### Project Development Update

### Soaring Beyond 2.5 Million Passengers

- ▶ Design development of ATB expansion
  - ▶ VE exercise is complete
  - Current cost will be derived from the 90% design
  - ▶ Design has completed Issued for Tender set
  - Construction timeline TBD







### **Taxiway D Rehabilitation**

- Scope: Structural rehabilitation of Taxiway D from between Taxiways A and C
- Schedule: June August completed
- Great project with no incidents throughout







### **Taxiway E Rehabilitation**

Scope: Mill and Pave southern half of Taxiway E

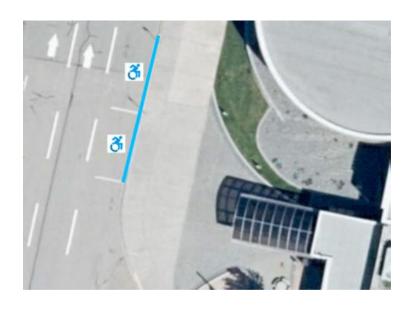
Schedule: 2 days, September 1 & 2 – completed











# Accessibility Upgrades

#### Scope:

- Departures Room Service Animal Relief Area
- South Curbside Parking Expanded
- Mezzanine Stair Transition added contrasting stair nosing







### Parking Lot Equipment Replacement

Scope: End of life replacement and technology upgrades of:

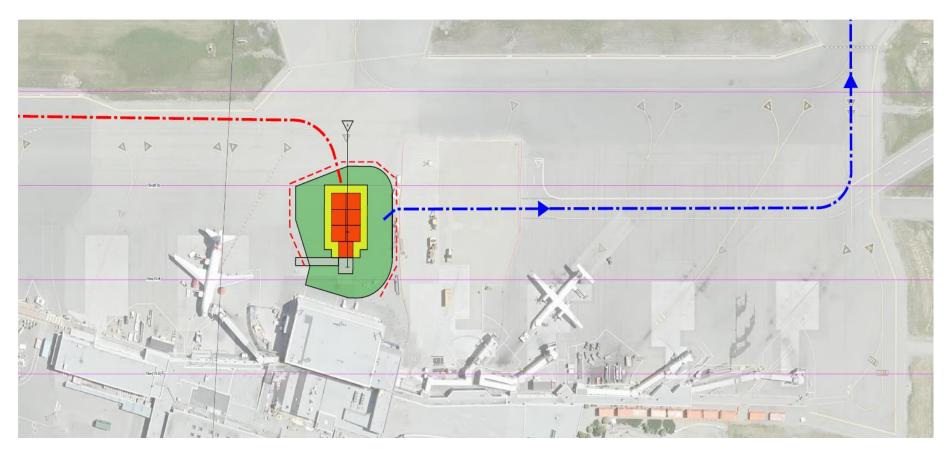
- parking kiosks
- point of sale equipment
- control equipment



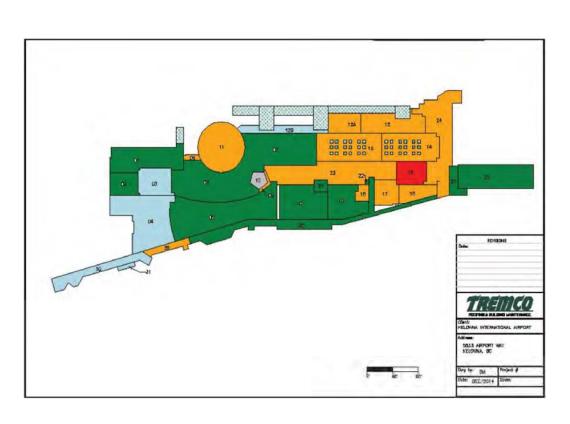


### Operation Stand 5 Concrete Panels

- Purpose: to add concrete panels to OS<sub>5</sub> due to deterioration of pavement caused by heavier aircraft and hot pavement
- Requested budget for design and construction in 2022

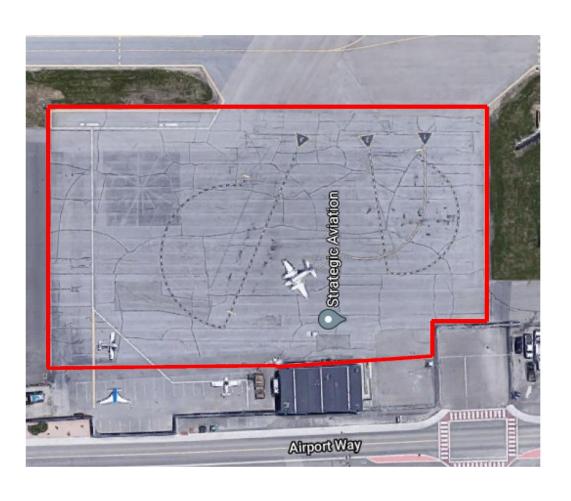


### ATB Roof Replacement



- Purpose: to replace sections of the ATB roof as most sections have reached the end of useful life.
- To commence in late spring/summer of 2022
- Will engage with stakeholders on operational challenges

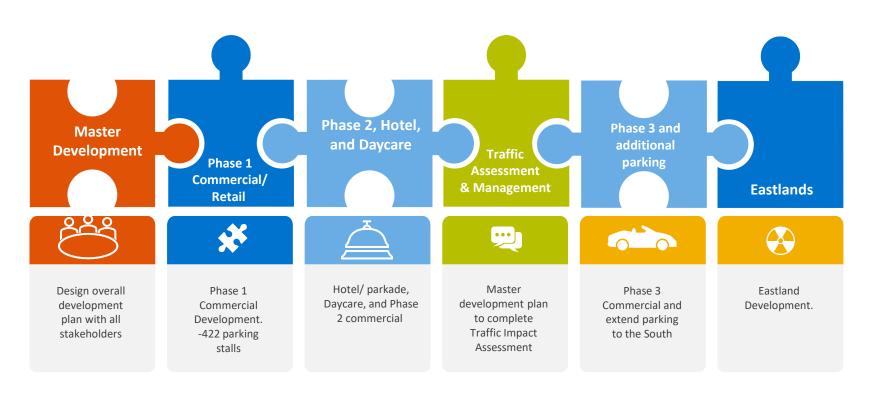
### Apron 3 Design



- Purpose: to rehabilitate Apron 3 due to pavement deterioration
- Design to commence in late in 2022 with construction in 2023
- Will engage with stakeholders on operational challenges once planning commences

### YLW Commercial Development plan

#### INTERCONNECTED - Puzzle Pieces



# Fully Serviced Commercial Investments

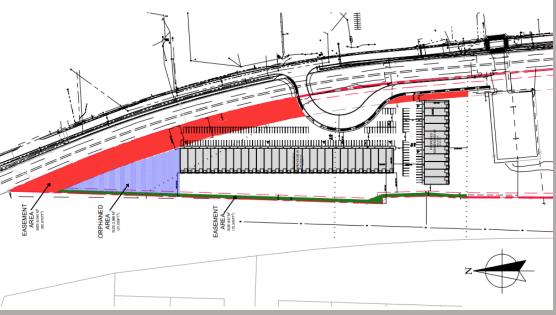
#### Opportunity

Development of destination retail and commercial space within CD12 zoning. Pre paid lease is an option for this and other commercial lots on the Airport campus.

- · Letter of Intent received
- Amalgamation of two lots to one total 6.01 acres to suit build and operations
- · Internal reviews and approval progressing







# Commercial Retail Phase 1

#### 3 phase 9-acre commercial development

✓ LOI signed

#### **Opportunity**

Commercial land development to be developed and occupied over a rolling 5-year period, for stability in construction and cost efficiencies.

Requirement to relocate some current facilities and update the landside master plan relating to these opportunities.

Negotiations and execution of phase 1 lease with internal reviews and approvals.

Traffic Impact Assessment required to include phase 1, 2, & 3 commercial and the hotel development.



# Airport Childcare Facility

#### Overview

There is a requirement for daycare facilities on the Airport campus to aid staff with work shifts and increase the ability for staff to start in or return to the workplace.

Federal funding is available for daycare facilities - \$1.5 million for the operator and an additional \$1.5 million utilizing public land.

Partnership group will build, manage, and operate the facility which will help the growth and return of employment at YLW.

#### **Benefits**

Pros – workplace destination childcare

- community benefit
- delivers on OCP objectives
- Increases work opportunities

Cons - traffic increase



# HOTEL AND PARKADE

#### Opportunity

2-acre hotel site with approximately 180 rooms and approximately 1000 stall parkade. Hotel will offer destination amenities, event space, and meeting space. Listed with a commercial realtor we garner the appropriate level of marketing and response.

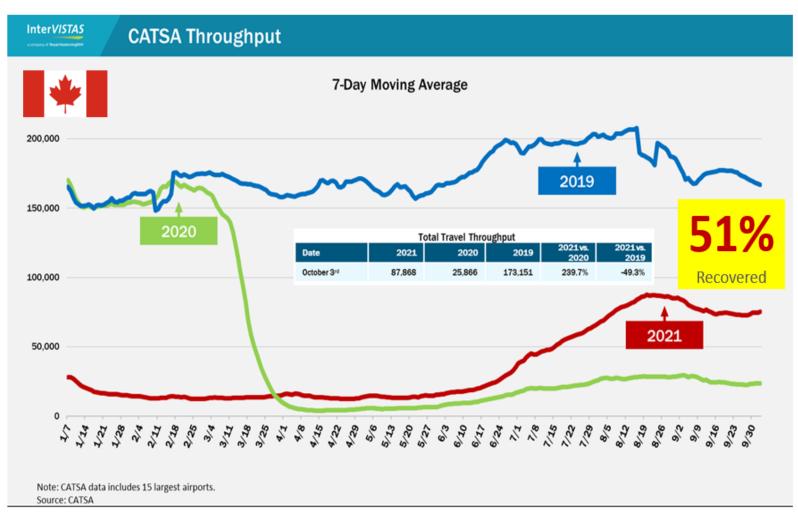
- Depending on layout, roundabout or traffic management system should be completed prior to or in parallel with the hotel build.
- May require text amendment to CD12 to allow for height variance.







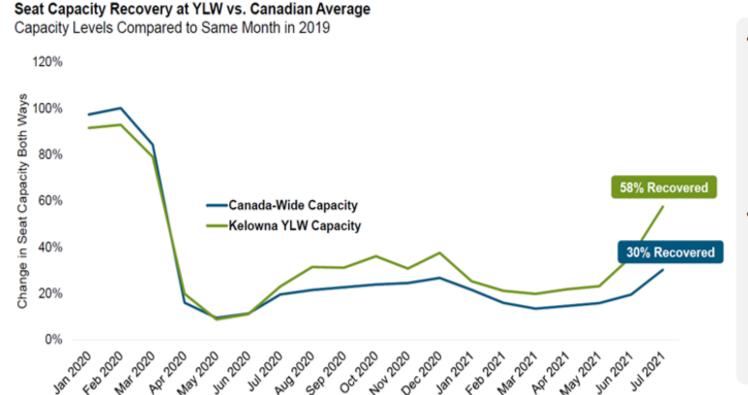
Fall and Winter 2021 Program – October 2021







### In 2021, YLW Has Recovered Faster Than Canadian Average



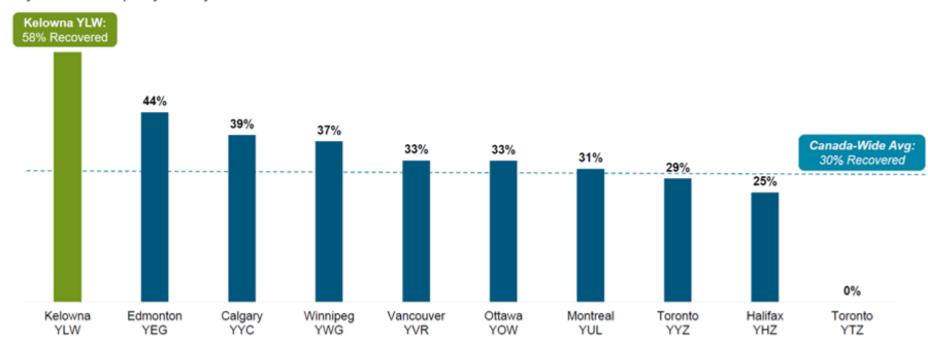
- Similar to U.S. leisure-focused markets such as Bozeman and Anchorage, Kelowna has experienced a much faster recovery than other airports.
- As of July 2021, YLW capacity will have recovered nearly 2x the amount that Canada-wide capacity has at 58% of 2019 levels vs. just 30% for Canada as a whole.



### In Fact, Kelowna is the Fastest Recovering Canadian Airport\*

### Seat Capacity Recovery by Canadian Airport

July 2021 Seat Capacity vs. July 2019 levels



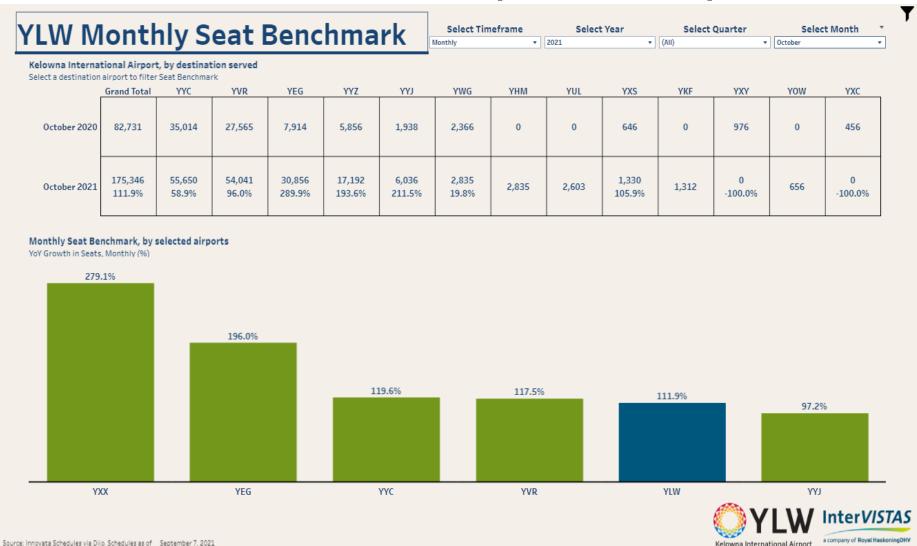
\*Includes the top 10 Canadian airports by enplaned/deplaned passengers in 2019.

Source: Innovata Schedules via Diio by Cirium, Sabre Global Demand Database (GDD), airport websites.











# 2019 Summer Air Service vs. 2021

2019 – 9 domestic destinations

2021 – 14 domestic destinations



#### 2019:

Canada – Whitehorse, Victoria, Vancouver, Prince George, Cranbrook, Calgary, Edmonton, Winnipeg and Toronto

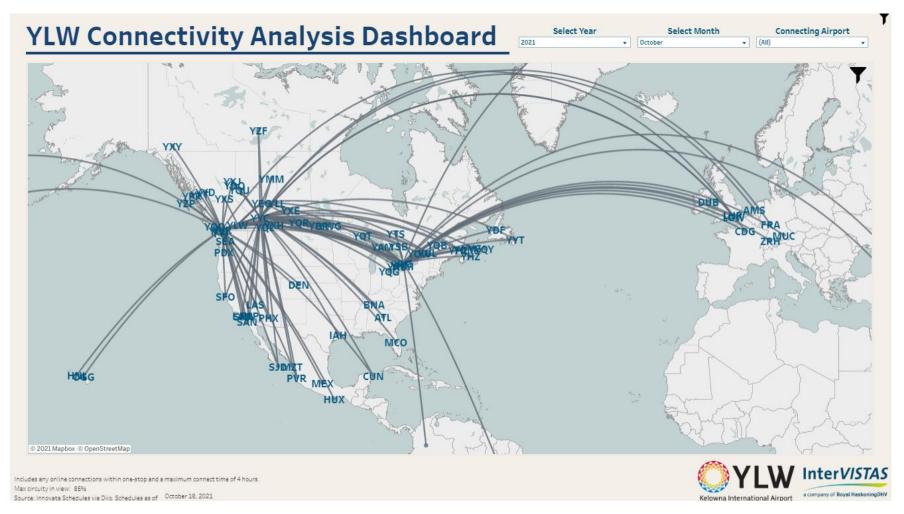
USA – Seattle, Las Vegas

#### 2021:

Canada – Whitehorse, Victoria, Vancouver, Prince George, Calgary, Edmonton, Saskatoon, Regina, Winnipeg, Kitchener/Waterloo, Hamilton, Toronto, Ottawa, Montreal

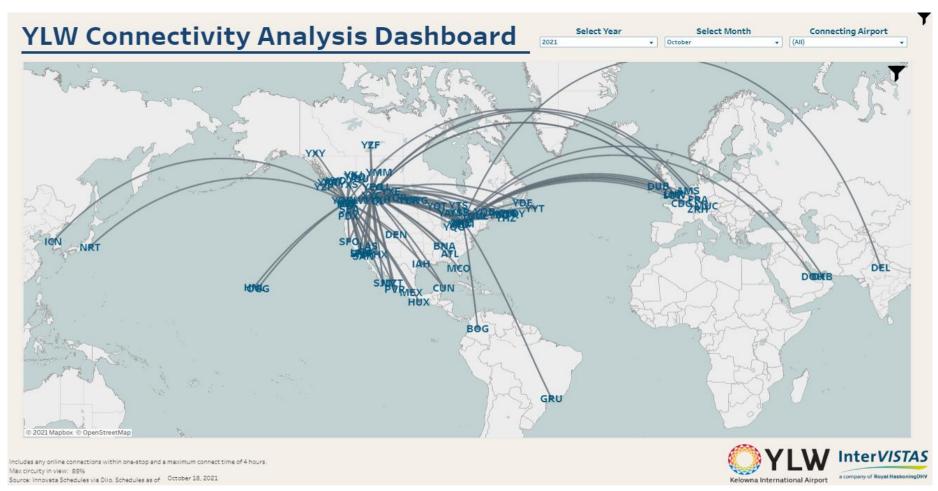


Connectivity October 2021 – Zoom In

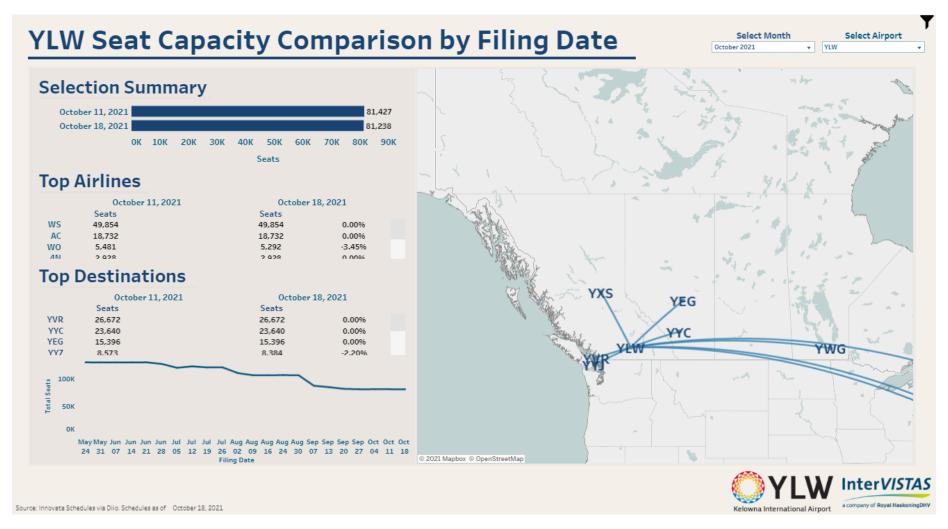




Connectivity October 2021 – Zoom Out

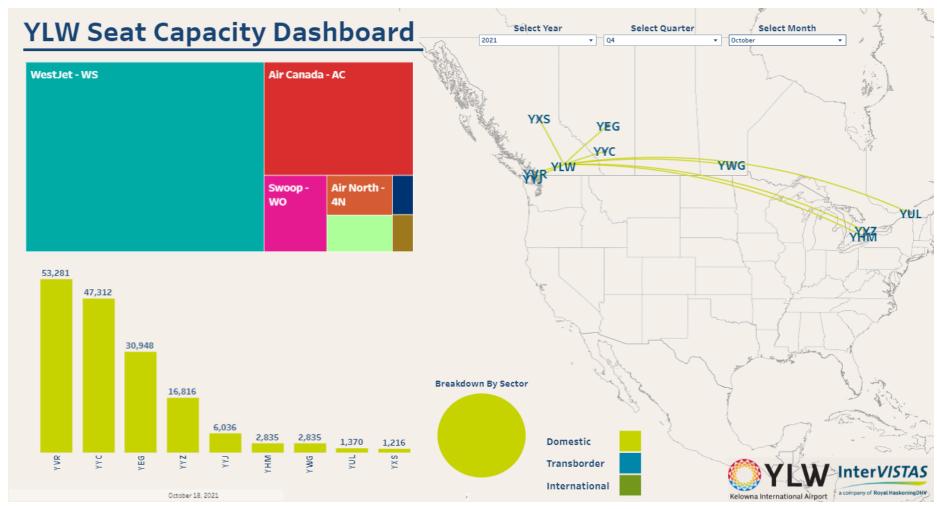






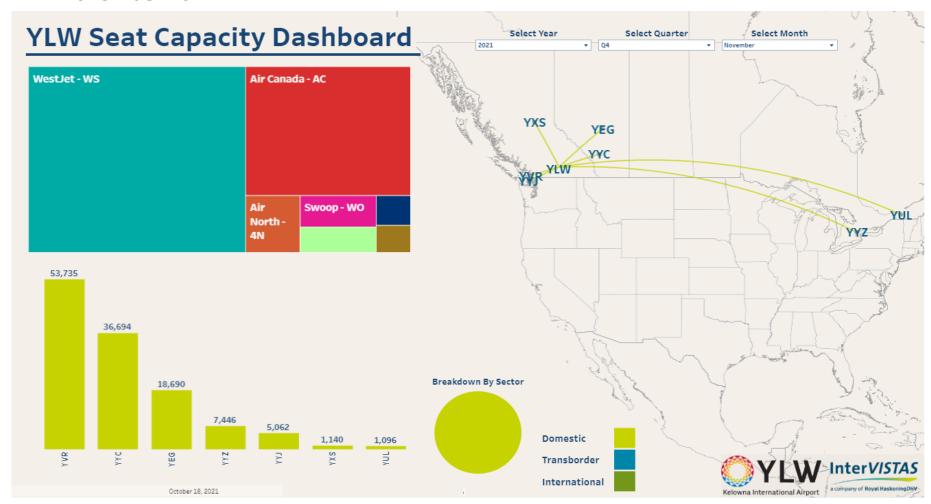


October 2021



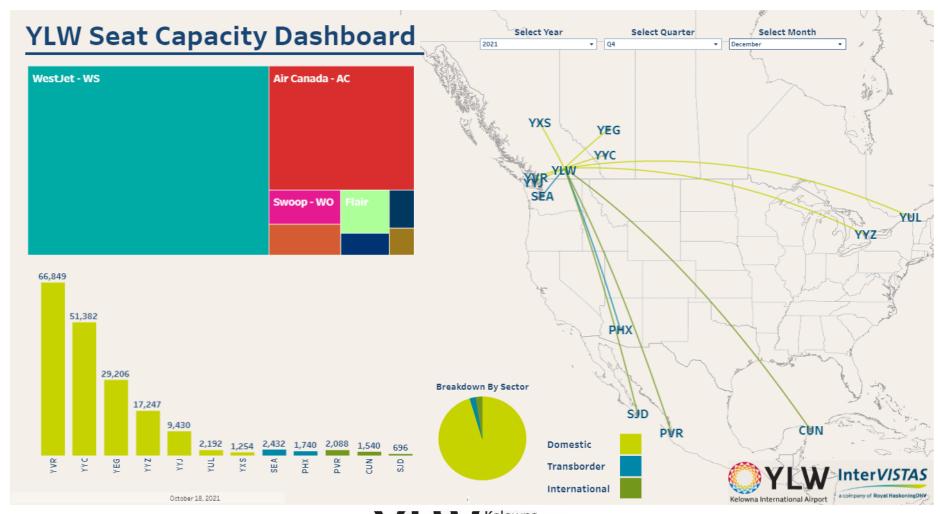


November 2021





December 2021



October 2021

### **Summary By Airline**

	Flights - Previous Year	Flights - Current Year	% Difference (Flights)	Seats - Previous Year	Seats - Current Year	% Difference (Seats) X
Air North - 4N	18	47	161.1%	2,196	5,734	161.1%
Pacific Coastal - 8P	126	96	-23.8%	2,394	1,824	-23.8%
Central Mountain Air - 9M	35	91	160.0%	665	1,729	160.0%
Air Canada - AC	342	443	29.5%	27,288	37,386	37.0%
Flair Airlines - F8	64	28	-56.3%	10,816	5,292	-51.1%
Swoop - WO	4	56	1300.0%	756	10,584	1300.0%
WestJet - WS	352	986	180.1%	38,616	100,100	159.2%
Grand Total	941	1,747	85.7%	82,731	162,649	96.6%



### **YLW Summary Table**

Select Year	Select Quarter	Select Month		
2021 🔻	Q4 v	October •		

### **Summary by Destination**

	Flights - Previous Year	Flights - Current Year	% Difference (Flights)	Seats - Previous Year	Seats - Current Year	% Difference (Seats) X
Edmonton - YEG	78	262	235.9%	7,914	30,856	289.9%
Hamilton - YHM	0	15		0	2,835	
Waterloo - YKF	0	8		0	1,312	
Ottawa - YOW	0	4		0	656	
Montreal-PET - YUL	0	19		0	2,603	
Vancouver - YVR	353	685	94.1%	27,565	54,041	96.0%
Winnipeg - YWG	14	15	7.196	2,366	2,835	19.8%
Cranbrook - YXC	24	0	-100.0%	456	0	-100.0%
Prince George - YXS	34	70	105.9%	646	1,330	105.9%
Whitehorse - YXY	8	0	-100.0%	976	0	-100.0%
Calgary - YYC	288	547	89.9%	35,014	55,650	58.9%
Victoria - YYJ	102	150	47.196	1,938	6,036	211.5%
Toronto - YYZ	40	110	175.0%	5,856	17,192	193.6%
Grand Total	941	1,885	100.3%	82,731	175,346	111.9%





# International Status



Daily loss of routes and schedules without the certainty of the return of our ability to operate with international status has equated to \$2.5M dollars in lost revenue for YLW.

Local businesses suffering without certainty of status

- Canadian Mountain Holidays 7,500 clients
- Big White cancelation of forward bookings
- Christmas transborder travel

# Federal Grant Funding





Regional Airport Relief Fund (ARF)

Air Transportation Initiative (RATI)

Airport Critical Infrastructure Program (ACIP)



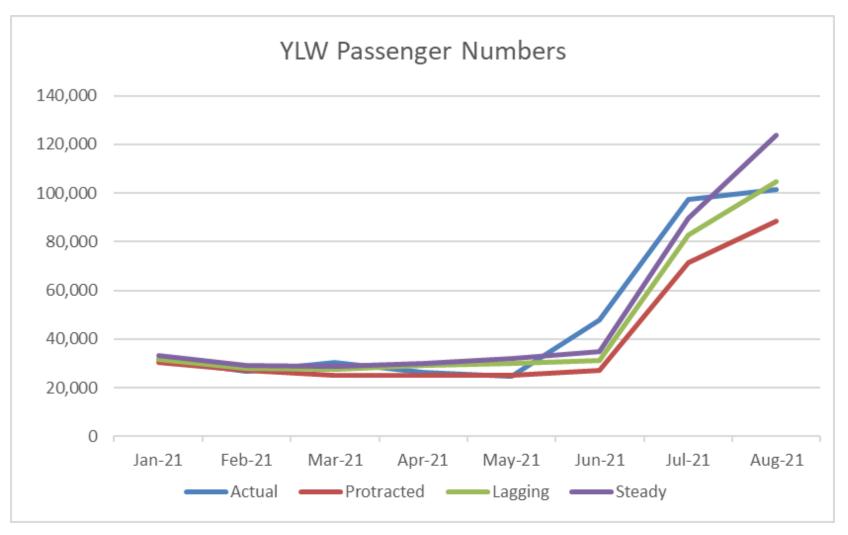
# COVID-19 Financial Forecasting

▶ 2021 Passenger Forecast

	2021 Budget	Steady	Lagging	Protracted
Passengers	512,981	934,241	840,626	765,624
Comparable Year	Prior to 1996	2004/05	2000	1997
% Change from 2020	-30%	27%	14%	4%
% Change from 2019	-75%	-54%	-59%	-62%



# COVID-19 Financial Forecasting





# COVID-19 Financial Forecasting - Non-AIF

	2021 Budget	Steady	Lagging	Protracted
Revenues	8,982,000	17,480,000	16,331,000	15,411,000
Interest Income	155,000	155,000	155,000	155,000
Operating Expenditures	(14,181,000)	(12,455,000)	(12,455,000)	(12,455,000)
Payment to COK	(1,989,000)	(1,989,000)	(1,989,000)	(1,989,000)
Capital Expenditures	(434,000)	(608,000)	(608,000)	(608,000)
Acquisition of Property	-	-	-	-
Debt Payments*	(900,000)	(900,000)	(900,000)	(900,000)
Total	(8,367,000)	1,683,000	534,000	(386,000)
Opening Reserve	17,638,000	20,212,000	20,212,000	20,212,000
Ending Reserve	9,271,000	21,895,000	20,746,000	19,826,000



# COVID-19 Financial Forecasting - Non-AIF

- ► Forecasted operating expenditures (\$14.4M)
  - Salaries and wages (\$3.9M)
  - ► Facility maintenance (\$3.2M)
  - Payment to City of Kelowna (\$2.0M)
  - Security expense (\$0.7M)
  - Professional and consulting services (\$0.5M)
  - Purchase services (\$0.9M)
  - ► Software maintenance (\$0.5M)
  - Electricity (\$0.4M)



# COVID-19 Financial Forecasting - Non-AIF

- ► Forecasted capital expenditures (\$608k)
  - ► ATB improvements (\$299k)
  - Small capital projects (\$170k)
  - ► Airside equipment attachments (\$80k)
  - ▶ Long-term and Convair Way parking lot upgrades (\$27k)
  - Integrated security network (\$32k)



# COVID-19 Financial Forecasting - AIF

	2021 Budget	Steady	Lagging	Protracted
Revenues*	5,860,000	10,781,000	9,714,000	8,858,000
Interest Income	131,000	131,000	131,000	131,000
Operating Expenditures	-	-	-	-
Capital Expenditures	(7,562,000)	(6,964,000)	(6,964,000)	(6,964,000)
Debt Payments**	(2,481,000)	(2,481,000)	(2,481,000)	(2,481,000)
Total	(4,052,000)	1,467,000	400,000	(456,000)
Opening Reserve	11,591,000	11,591,000	11,591,000	11,591,000
Ending Reserve	7,539,000	13,058,000	11,991,000	11,135,000



# COVID-19 Financial Forecasting - AIF

- ► Forecasted capital expenditures (\$7.0M)
  - ► Taxiway Delta rehab (\$4.4M)
  - ► ATB expansion design (\$1.7M)
  - ▶ Parking lot equipment replacement (\$0.45M)
  - ► Taxiway Echo rehab (\$0.28M)
  - ▶ Bridge mechanical upgrades (\$0.05M)
  - Self-serve bag drop consultation (\$0.05M)
  - ► Light-standard replacement (\$0.03M)



# Financial Update

### ► Debt Repayment Schedule

	2022	2023	2024	2025	2026	2027	Total
Principal	1,897,000	1,897,000	1,897,000	1,897,000	1,258,000	698,000	9,544,000
Interest	584,000	584,000	584,000	584,000	333,000	112,000	2,781,000
Total	2,481,000	2,481,000	2,481,000	2,481,000	1,591,000	810,000	12,325,000

### ▶ Paid in 2021

Principal: \$1,897,000

▶ Interest: \$584,000

### Municipal Finance Authority Loans

▶ \$7.5M (2.75%) – October 2015

▶ \$3.5M (2.60%) – April 2016

▶ \$3.0M (2.10%) – October 2016

▶ \$8.0M (2.80%) – April 2017



► Aeronautical Revenues per Landed Air Carrier Seat







► Airport Improvement Fee per Enplaned Passenger







Aeronautical Revenues and Airport Improvement
 Fee per Landed Air Carrier Seat







- > 2022
  - ▶ No increase
    - AIF
    - Landing
    - ▶ Terminal
  - ► Increase proposed
    - Parking



- ► Proposed Parking Fees
  - ▶ Last increase effective December 1, 2018
  - ► Effective January 1, 2022

	Current		Proposed		# of Comparables	Rank (Lowest to Highest)
Short-term						
1st hour or part thereof	\$	1.75	\$	2.00	13	5
Each additional hour or part thereof	\$	2.75	\$	3.00	10	5
Max per 24 hours	\$	21.00	\$	23.00	11	6
Gold Pass 6 month pre-purchase program	\$1,025.00		\$1	,100.00	1	1
Long-term						
1st hour	\$	1.75	\$	2.00	9	3
Each additional hour or part thereof	\$	2.75	\$	3.00	7	4
Max per 24 hours	\$	14.00	\$	15.00	12	5
Max per week	\$	70.00	\$	75.00	10	5



- ► Proposed Parking Fees
  - ▶ Last increase effective December 1, 2018
  - ► Effective January 1, 2022

	Cı	Current		oposed		# of Comparables	Rank (Lowest to Highest)
North End Lot and North Airport Way							
First 24 hours	\$	-	\$	-		1	1
Each additional 24 hours or part thereof	\$	8.00	\$	10.00		1	1
Valet Parking							
Peruse	\$	20.00	\$	25.00		2	1
Curbside Parking Meters							
Per 30 minutes	\$	2.00	\$	2.50		2	2
Aircrew Parking							
Per month or part thereof	\$	30.00	\$	32.50		1	1
Vehicle Storage							
Permonth	\$	30.00	\$	75.00		1	1





# Recommendations

### Recommendations

- ► THAT the Airport Advisory Committee receive, for information, the report from Kelowna International Airport, presented on October 28, 2021;
- ► AND THAT the Airport Advisory Committee supports obtaining the approval of Council for the amendment to the Airport Fees and Charges Bylaw No. 7982 to increase the Airport Parking fees effective January 1, 2022, as presented to the Airport Advisory Committee on October 28, 2021.





### Questions?

For more information, visit ylw.kelowna.ca.