

Deepening Our Connections

YVR 2023 Annual Report

About This Report

The YVR 2023 Annual Report provides an in-depth look at Vancouver Airport Authority and the airport we manage and operate, Vancouver International Airport (YVR), continuing a tradition of honest and transparent reporting under our sustainability pillars: Governance, Economic, Environment and Social. It presents a broad view of the Airport Authority's activities, identifying key priorities and challenges while also disclosing our performance. Driving this narrative is our commitment to improvement, which aligns our reporting in accordance with the Global Reporting Initiative's (GRI) Universal Standards. For more information on how we approach the GRI Universal Standards, please visit:



[Sustainability Report: ESG Performance](#)

Unless otherwise specified, all performance data and related content refer to YVR's operations for the fiscal year ending December 31, 2023, and all financial figures are in Canadian dollars (CAD).



As you explore this report, you will notice this icon appears throughout these pages. The icons are clickable interactive elements that will bring you to our website to learn more.

About the Cover Art

xʷməkʷəyəm (Musqueam) artist Thomas Cannell, whose traditional name is ʔəy̓xʷacəlenəxʷ, derives inspiration from the natural environment. His award-winning works reflect his experiences and the traditional values he has inherited from his ancestors and teachers.

The artwork Thomas created for Vancouver Airport Authority's 2023 Annual & Sustainability Reports is about deep connections at its core.

Thomas used the notion of flight and forward movement to create shapes that resemble the

nose of an aircraft which then transform into a feather. A feather is sacred in ceremonies for the xʷməkʷəyəm and is a big part of their cultural identity. Within the artwork are organic lifeforms, showing the balance of the deep connections we share with the land, air, and water in which we live, work, and play.

Thomas lives among his family and friends on their traditional Musqueam homeland. Together with his wife, they raise their three children with the same ancestral teachings he was shown, a Musqueam tradition since time immemorial.

Thomas studied graphic design and photography at Langara College and graduated Capilano University's Tourism Management program in 2005. However, he learned artistry primarily from his mother, Coast Salish artist Susan A. Point, and carving from John Livingston. He's adapted the ancient Coast Salish visual language, evolved throughout the ages and then again through his mother's contemporary style, into his perception of modern-day Coastal Salish, specifically, Musqueam art. Thomas has many large-scale public artworks throughout southwestern B.C.

His works show prominently in galleries in Vancouver, Victoria and Seattle and tour in Canadian and American exhibitions and catalogue publications. Travellers on BC Ferries see his grand design, Salish Raven, which links the Gulf Islands. Thomas is a recipient of a British Columbia Creative Achievement Award (2014) and is a City of Richmond Cultural Leadership Award Finalist (2019). In 2022, Thomas received the City of Richmond Artistic Innovation Award.

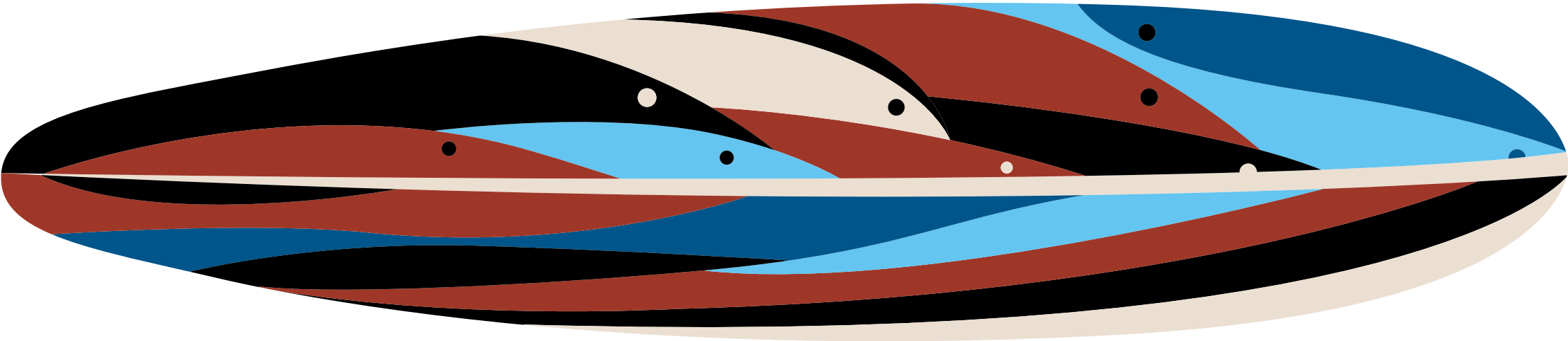


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Our 2022–2024 Strategy

YVR exists to serve our community and the economy that supports it.

Our 2022–2024 Strategic Plan provides the path forward for our work, with six Strategic Streams and five lenses that continue to allow us to navigate challenges and opportunities that affect our business and aviation. Our Strategic Plan has driven our efforts with respect to supporting the needs of our employees and employees across Sea Island, listening to and addressing the needs of our customers; advancing our work towards reconciliation; and strengthening and improving our business through asset management, emissions reductions, cargo operations, and aircraft journey efficiency.

All of this continues to be reflected in our priorities and areas of focus for the year ahead. We continue to invest in initiatives that make our terminal and airside assets more adaptable and efficient, and we remain steadfast in our commitment to our Musqueam partners under our Sustainability & Friendship Agreement. We also remain committed to becoming net zero by 2030 and climate resilience and adaptation while increasing our digital capabilities and investing in and growing our team. And of course, we do this with a sound financial frame and long-term sustainability model.

Our lenses focus our efforts and magnify positive outcomes:



Climate



Reconciliation



Financial Sustainability



Digital Innovation



Customer Service

OUR STRATEGIC STREAMS

Purpose Through People

Throughout our 2022–2024 Strategic Plan, our talent acquisition and development focus has been unwavering. As we continue to grow our team, our attention in 2024 will be on onboarding our new employees, learning, and training, as well as career growth and development. In addition, our commitment to customer service enhancement and accessibility will be paramount.

Strengthening the Core

Shifting our focus to bolstering existing infrastructure has allowed us to make considerable headway in strengthening the core, by addressing deferred maintenance and enabling substantial catch-up on asset state of repair. This, in turn, supports our ability to deliver service levels that our customers expect and keeps us on track to deliver on our Net Zero 2030 commitments.

Climate

We will continue implementing the initiatives required to achieve our net zero carbon targets by 2030 and become the world’s greenest airport. In addition, we will continue to focus on climate resilience and adaptation and commence our longer-term work on low-carbon energy transition to meet our sustainability goals and growth ambitions.

Gateway to the New Economy

We continue to explore new and innovative ways to strengthen our role as a diverse global hub while aligning YVR to the future growth and needs of British Columbia. We are focused on using our infrastructure, land, expertise, and influence to support our long-term growth ambitions while serving as a leader and key contributor to the new economy.

Financial Sustainability

We must work to advance our strategic plan in a way that improves our profitability and financial resilience in the medium to long terms. Considerable work has been done on our business model and long-term outlook and we remain committed to sustainable growth through investments in our core operations, funded by an increasingly diverse revenue base.

2023 Highlights

24.9 million passengers +5.9 million more than 2022

In 2023, as we focused on deepening connections, YVR welcomed 24.9 million passengers, the third-highest passenger total in our history and a 31 per cent increase over 2022. This increase was thanks to our partners' efforts, the daily contributions made by YVR staff and over 26,000 employees across Sea Island, and the support of the travelling public.

116 destinations

YVR finished 2023 with direct access to 116 destinations worldwide through our partnership with 53 airlines from around the globe. As a platform for our community to connect and thrive, we served as a gateway for people and products to key markets in the Americas, Europe, and across the Asia-Pacific region – spurring growth and innovation worldwide.

319,187 tonnes of cargo

In 2023, we moved 319,187 metric tonnes of cargo. Our cargo included a range of goods, from prized B.C. fruit and seafood to essential medicine, medical equipment, high-tech products, apparel, and more.

\$1,000,000

We donated nearly \$1,000,000 to 38 local organizations, contributing to important causes that improve the lives of British Columbians.

11 scholarships

We awarded 11 scholarships to Indigenous students, helping to advance educational opportunities for deserving youth.

Full steam ahead

We began transitioning our terminal hot water systems from natural gas to fully electric under our Roadmap to Net Zero Carbon by 2030.

Expanded Digital Twin

We incorporated YVR's entire airfield into the Digital Twin, unlocking new functionality and use cases.

\$54.3 million

Excess of Revenue Over Expenses (EROE)

\$631.6 million

Total Non-Consolidated Revenue Including Interest Income

\$276 million

Earnings Before Interest, Depreciation, and Amortization (EBIDA)

AA- credit

S&P Global Ratings affirmed its AA-long-term issuer credit rating

Awards



Tamara Vrooman
named one of
British Columbia's
most influential
business leaders



Canada's Most
Admired Corporate
Culture



Excellence in
Governance; Best
Practices in ESG,
Sustainability and
Purpose



Dementia-Friendly
Communities, Large
Organization



Gamechanger Award



Environmental
Award



Corporate Goodness,
Moonshot Award



Responsive
Communications;
Best Overall Public
Relations Program



Excellence in Airport
Marketing



Cleanest Airport in
North America;
Best Airport in North
America, Top Three List;
Best Airport in the
World, Top Twenty List

Letter from Our Board Chair

It is with great pride that I reflect on the achievements that marked our journey over the past year.

We started 2023 focused on enhancing our business and operation to deliver a better and more predictable service to passengers and our community. We built on the things that have made us one of the best airports in North America, drawing on years of experience adapting and transforming to meet new challenges while advancing other key areas of importance, including reconciliation, climate, and innovation.

As Tamara Vrooman, our President & CEO outlines in her letter below, 2023 focused on resilience. Our world is forever changed post pandemic, and in 2023, YVR spent enormous energy on our aviation ecosystem, to build resilience, and efficiency into our operations. Learning from our After-Action Review conducted early in 2023, the YVR team implemented new industry approaches, driven by collaboration and data, particularly from the digital twin, to enhance our partners' and the YVR team's ability to deliver consistent and expected results for our passengers.

Importantly at YVR, it is not only what we do but how we do it. One of our key strategic lenses is reconciliation, and 2023 saw much work in this regard. We continued to deepen our connection to Musqueam, where we are building trust,

learning from each other, and sharing opportunities and prosperity. It was more than inspiring to see YVR introduce a very special place in the airport terminal dedicated to Musqueam culture and history. The Musqueam Gathering Place is a testament to the rich heritage of Musqueam people and provides a space where passengers and guests can learn about deep-rooted traditions and gain a greater appreciation for the unceded and continuously occupied land upon which we operate and that Musqueam call home.

With climate also being a key strategic lens, we remained steadfast in our commitment to Net Zero 2030 and climate resilience. We are reminded of the importance of this unwavering commitment as we continue to see and experience climate-related challenges in B.C., across Canada, and globally, such as wildfires, implications of rising sea levels, and increased risk of flooding.

Throughout 2023, our dedication to innovation and an entrepreneurial mindset continued to drive success for YVR. With the evolution of our Digital Twin and other leading technologies, YVR was able to enhance efficiencies across operations and explore new solutions that will benefit travellers, our community, and

the economy, as well as aviation and industries beyond.

At the heart of our success is the YVR team. In 2023, YVR was named one of Canada's Most Admired Corporate Cultures. This national awards program identifies and recognizes best-in-class Canadian organizations for exemplary corporate cultures that enhance performance and sustain a competitive advantage. I am particularly proud of this recognition, which serves as proof positive of the inclusive culture YVR has built while continuing to put safety first and finding innovative ways to work with our partners across the aviation ecosystem.

I would like to congratulate the entire management team and staff of YVR for an excellent year, and I am very much looking forward to a productive and engaging 2024. It promises growth, transitions, and high-impact initiatives powered by the innovation and entrepreneurial spirit of YVR.

Annalisa King
Chair, Board of Directors



Letter from Our President & CEO

We started 2023 engaged in a full end-to-end review of our operations and ended the year with some of the best results in our history. From passenger growth to customer service excellence, to improved efficiency, to digital innovation, to financial results, we experienced strong performance across our entire business.

Entering the mid-point of our three-year strategic plan, in 2023, we hosted 24.9 million travellers, the third-highest total in more than 90 years of operations and an astounding 31 per cent increase over 2022. Our growth was driven by the many points of connection provided by our airline partners. This includes the launch of new service by Air Canada to Dubai and new and returning flights by WestJet, British Airways, JetBlue, Porter Airlines, and Pacific Coastal.

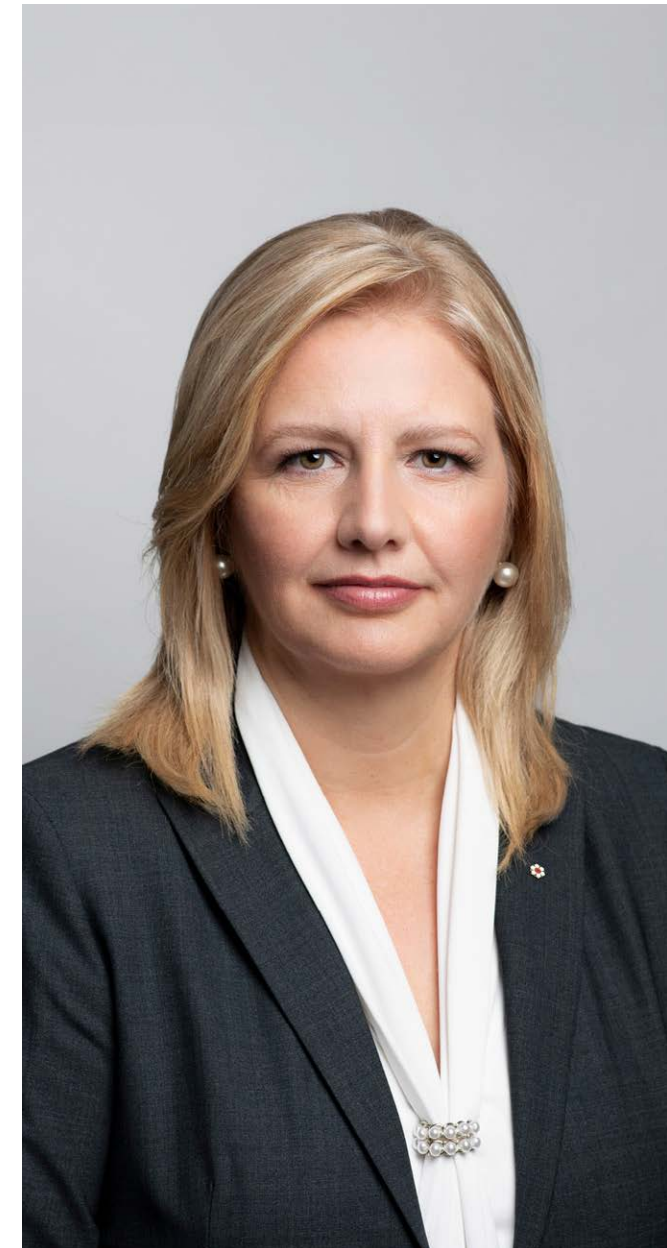
At the same time, we saw nearly 320,000 tonnes of cargo pass through our airport. The strength of our cargo operation and role in Canada's supply chain remained a key focus for us in 2023 as we opened new facilities and enhanced the systems that deliver the safe, reliable, and efficient movement of goods that our economy relies on.

We increased collaboration with airlines and government to deliver a predictable experience for travellers. We collectively kept the passenger experience in our sights and ensured safe, efficient operations through an especially busy summer season – welcoming 7.2 million passengers from June to September – and a winter season that saw intense periods of disruptive weather, including multiple days of sub-zero temperatures.

In 2023, we achieved the second strongest financial results in our organization's history, which allowed us to continue to invest in our digital capabilities and explore new and innovative ways to enhance operations and improve the passenger journey. This included introducing new digital tools that gave travellers more control over their experience, simulating processes to streamline the airport journey, and working with local tech companies to develop solutions for future needs and challenges.

We also invested in our infrastructure to enhance its long-term resiliency, ensuring the airport as well as our community are protected from the increasing risk of environmental impacts.

Our commitment to resiliency not only allowed us to meet the evolving needs of our passengers in 2023 but also those of our community. Through our social impact programs, we made a positive difference in the lives of British Columbians. We also advanced critical work to provide a more accessible and inclusive airport experience for all travellers, together with our many partners, including Pacific Autism Family Network.





Importantly, our partnership with Musqueam remained a core part of our work, as we advanced programs and policies to maintain commitments outlined in our Sustainability & Friendship Agreement with Musqueam. We also pursued broader initiatives that included signing a Memorandum of Understanding with Native Education College, and facilitating connections between Indigenous trade and Indigenous tourism partners.

None of this would be possible without the committed team of professionals who work at YVR. Many organizations talk about a learning culture, our team lives it. From best-in-class digital innovations, to 99 per cent on-time outbound baggage performance, my colleagues work to the highest levels of safety and efficiency each and every day. And while we are honoured to receive international recognition for our achievements, our true motivation comes from continuing to look for ways to innovate and make things better, for our passengers, our airline customers, our business partners, our community, and for each other.

And while there is no way to fit all our accomplishments and results into a single letter, I invite you to explore all the documents within our suite of Annual & Sustainability Reports to see for yourself the incredible work of our team.

I would like to take this opportunity to thank the Board of Directors, my executive colleagues, and the entire YVR team for an exceptional year. I look forward to a productive and engaging 2024, as we continue to serve our community and the economy that supports it.

Tamara Vrooman
President & CEO



Partner Story: Musqueam Indian Band

Throughout 2023, xʷməəkʷəyəm (Musqueam) and YVR worked together to implement the Musqueam Indian Band—YVR Airport Sustainability & Friendship Agreement. The Agreement is a 30-year agreement based on friendship and respect and is intended to help xʷməəkʷəyəm and YVR work together to achieve a sustainable and mutually beneficial future for xʷməəkʷəyəm as the exclusive rights and title holder in the territory on which the airport resides.

xʷməəkʷəyəm's implementation team achieved the following in 2023:

1. Developed programs and policies to support the implementation of the Agreement.
2. xʷməəkʷəyəm and YVR collaborated to introduce the Musqueam Gathering Place, to give travellers through the airport an opportunity to learn about xʷməəkʷəyəm's unceded homelands; hən̓q̓əmin̓əm̓ language, cultural protocols, and traditions; and rich history of the xʷməəkʷəyəm people. The space also provides an opportunity for travellers to Vancouver to learn more about who we are as xʷməəkʷəyəm people, our ancestral connection to our territory, and how we are preserving our connection to our lands and culture today. The promotion and support of our xʷməəkʷəyəm artists, established and emerging, by way of commission and retail opportunities at YVR, promotes the richness of xʷməəkʷəyəm heritage and facilitates entrepreneurship of our artists.
3. Increased the number of xʷməəkʷəyəm people working at YVR. This implementation measure includes providing opportunities for people to build capacity through development of skills and training, which in turn allows xʷməəkʷəyəm people to advance their careers at YVR and elsewhere.
4. Foster education amongst xʷməəkʷəyəm people by providing post-secondary funding to xʷməəkʷəyəm students, and opportunities for them to connect with Indigenous Trade and Tourism partners, thereby promoting economic growth for xʷməəkʷəyəm as a community and contributing to the personal and professional growth of xʷməəkʷəyəm people.
5. Look for ways to achieve economic reconciliation and xʷməəkʷəyəm's rights recognition implemented under UNDRIP through the Agreement.
6. Work jointly with YVR to identify opportunities for xʷməəkʷəyəm to become involved in airport business planning and sustainability.
7. Engage through regular committee meetings, consistent communication, and discussions that lead to a mutual understanding amongst xʷməəkʷəyəm and YVR – which solidifies commitments and expectations in the Agreement.

hay ce:p q̓ə (thank you all) at YVR for showing more than words. The actionable efforts of YVR to gain an understanding that is mutually beneficial to both xʷməəkʷəyəm and YVR are foundational to the success and longevity of this Agreement.

xʷməəkʷəyəm walks the road of recognition and reconciliation proudly and we continue to celebrate our achievements and look forward to continuing to work with YVR to implement the Agreement for the benefit of all Musqueam people and all Canadians.

**yəχʷyaχʷələq, Chief Wayne Sparrow,
Musqueam Indian Band**

Operations

As we focused on deepening our connections, we worked hard to deliver an elevated passenger experience during a year of building resilience into our operations. We enhanced how we work together with organizations across the aviation ecosystem, to manage through peak travel seasons and extreme weather events. We made investments in key infrastructure projects to protect our assets and ensure a state of good repair.



Highlights

YVR continued to enhance our core business for the benefit of passengers, employees and our community.

STRENGTH OF OPERATIONS

- Completed improvements to our south runway and connecting taxiways
- Implemented a new airport flow function into our Integrated Operations Centre
- Introduced a new runway capacity management system for all runway users

CARGO OPERATIONS

- Opened two new airside cargo warehouses, providing space for GTA Dnata and Cargojet to expand operations
- Completed proof-of-concept project for a truck slot booking system designed to improve efficiency through digitalization across our cargo operations

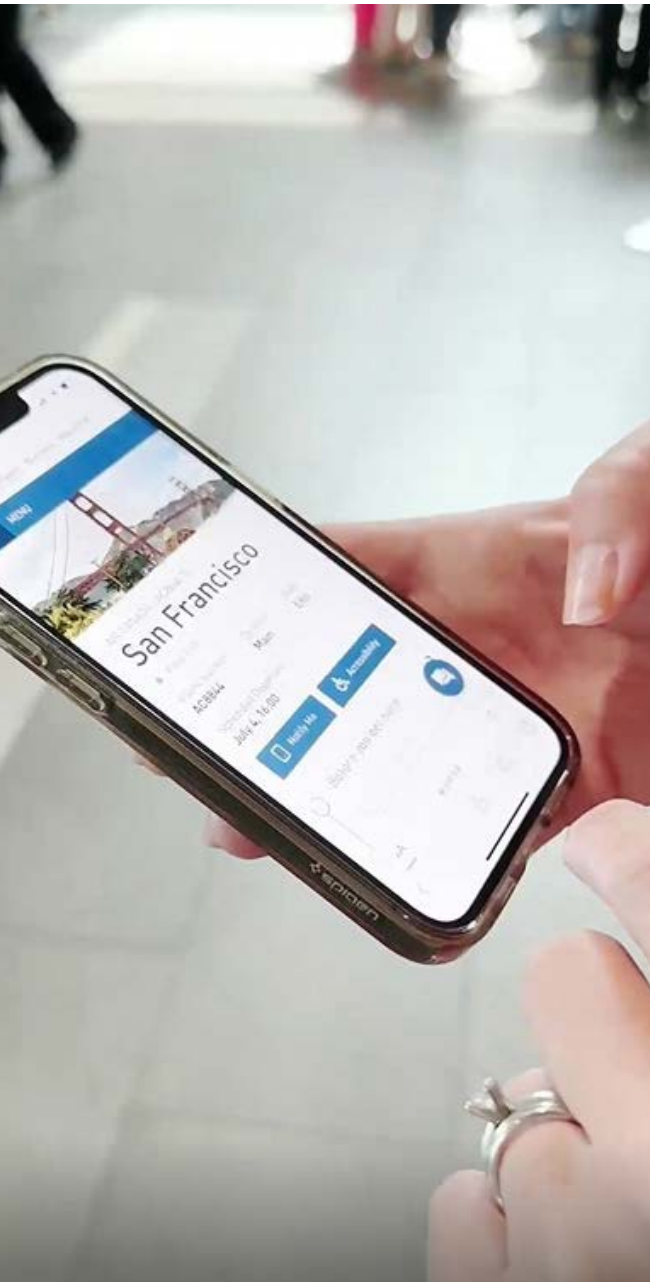
PASSENGER EXPERIENCE

- 91% of surveyed travellers were satisfied with our services and facilities
- Level 1 Customer Experience Accreditation granted to YVR from Airports Council International
- Developed and implemented Beyond Accessibility, a new three-year accessibility plan
- Delivered new digital tools for the benefit of travellers, including an Operational Snapshot, Passenger Journey tool, and YVR Timeline

AIR SERVICE & CONNECTIVITY

- Welcomed new service to Washington, DC, and Dubai, UAE, with Air Canada
- Welcomed new service to Atlanta, GA, and Nashville, TN, with WestJet
- Strengthened connectivity across B.C., Canada, the U.S., and Europe through 13 new routes with airlines at YVR, including new service to London-Gatwick





2023 was a year of improving and enhancing the traveller experience at YVR and building resilience into our operations and processes. During the year, we introduced a number of new procedures to serve our passengers and community better by working to improve collaboration and information sharing.

We focused on seasonal readiness, for both peak summer and winter travel periods. This included introducing new zone plans to monitor and manage passenger flow and operations in a localized way. We also focused on using operational data and analytics to inform our planning and engagement with government, service agencies, and airlines where applicable to support efficiency across our operations.

We established a new Airport Flow team in our Integrated Operations Centre. This team is integral to making collaborative decisions with air traffic control and airline personnel on matters of planned demand, capacity, and changing airport conditions, to enable efficient aircraft flow. Also helping to manage capacity is our new Airport Reservation Office, which is designed to maximize runway capacity and reduce airfield congestion and delays through active slot management.

We introduced a series of new digital tools to help travellers better navigate their trip through the airport and enhance their overall airport experience.

- We publicly shared our operational performance through YVR.ca by way of our [Operational Snapshot](#). Customers are welcome to click through to view the number of flights departing and arriving, our on-time performance for departures and wait times for Canadian Air Transport Security Authority (CATSA) security screening, and outbound baggage delivery performance.
- We launched the Passenger Journey tool, available for mobile devices, to help passengers navigate the airport more easily.
- We created YVR Timeline, which supports passengers by helping to ensure they reach their gate on time. Access is through a QR code that can be scanned at any security gate and the passenger's flight number inserted. The tool aims to determine if a passenger is at risk of missing their flight and requires the assistance of a Guest Experience representative to help them get to their flight on time.

As the world emerged from the pandemic, we saw a significant increase in passenger traffic at YVR. We experienced our busiest summer since 2019, with 7.2 million passengers from July to September. That is a 21.7 per cent increase compared to the same period in 2022 and on par with 2019.

Heading into the winter travel season, we leveraged improvements made over the course of the year to welcome travellers and get them safely on their way. These improvements included the installation of real-time weather monitoring equipment, new gating and towing protocols to ensure arriving aircraft have access to gates within 30 minutes, adding more front-line staff to support passengers 24/7, investing in technology to assist airlines in getting inbound bags back to passengers, and using digital sensors to enable more efficient passenger flow. In addition, we took a lead role in providing more reliable and consistent information to travellers.



[YVR Is Winter Ready: Safely and Reliably Connecting B.C. to the World](#)

In 2023, we also focused on a number of capital projects, ensuring our assets are in a state of good repair, improving the resilience of our airport infrastructure, and maximizing the value of our investments.

We undertook a series of rehabilitation projects on our south airfield. Work included concrete panel replacements, a full-length overlay of Taxiway Lima (the main taxiway connecting the main apron where aircraft are parked for loading/unloading and the west end of the south runway), rehabilitation and upgrades at several taxiway and runway intersections, electrical work to improve safety and energy efficiency, and modernization of YVR's taxiway system.

We conducted roadway projects. This includes Ferguson Road improvement work. Through this project, we realigned the roadway and, in 2023, we advanced work to repave it and create a multi-use pathway allowing for a safe access to Iona Beach Park. The multi-use pathway will run from the McDonald Road Junction to the west end of the airport and includes dedicated lanes for cyclists and pedestrians. It also includes improvements to the roadway system and sidewalks along our main terminal.

We advanced work to address climate-related challenges, including implications of rising sea levels and increased risk of flooding. We replaced the drainage system along Inglis Drive near our South Terminal and installed a new flood box and outlet to provide flood mitigation and increased climate resiliency across Sea Island.

We would like to thank our neighbours, including the residents of Burkeville, for their continued support during our projects and ongoing operations.





PASSENGER EXPERIENCE

We were proud to receive an overall customer satisfaction score (CSAT) of 91 per cent in 2023, an increase of two per cent over 2022. CSAT scores measure in-terminal satisfaction across various aspects of the airport experience, helping inform future initiatives. The overall CSAT score is based on surveys conducted every four days over a given year.

We were delighted to be awarded a Level 1 Customer Experience Accreditation by Airports Council International. This achievement showcases our focus on delivering the best possible customer experience to passengers and the airport community. As a Level 1 Customer Experience Accredited Airport, our efforts to prioritize customer service by understanding expectations, improving satisfaction, and addressing comments and complaints are recognized.

We launched Beyond Accessibility, our comprehensive three-year accessibility plan that builds on our long-standing work to provide a welcoming, inclusive, and accessible travel experience for people of all abilities. Beyond Accessibility was co-developed with input from our community partners and is designed to meet and exceed compliance with Canadian Transportation Agency (CTA) regulations. The plan follows the seven focus areas of the Accessible Transportation for Persons with Disabilities Regulations (ATPDR) and outlines what we have achieved, what we learned from consulting with the public, and areas for improvement. Areas for improvement include continuing to enhance terminal facilities, communications technology, support programs, and procurement practices.



[YVR becomes largest airport in Canada to achieve Level 1 Airport Customer Experience accreditation](#)



[YVR introduces Beyond Accessibility](#)

And the good news continues:

- CATSA achieved an average wait time for security screening of 15 minutes or less for 93 per cent of travellers.
- We revamped our website to include comprehensive new features that allow specific pages to act as a multi-faceted hub for up-to-date airport information, including serving as our go-to resource for communicating during irregular operations such as severe weather events.
- Our Less Airport Stress Initiative (LASI) returned to our terminals, reintroducing highly trained therapy dogs from the St. John's Therapy Dog Program, to provide emotional support and comfort to travellers experiencing travel anxiety.
- To improve customer service, we introduced the Curbside Greeting Program to welcome arriving guests and deliver seamless accessibility support for passengers with special needs.
- Our Gateway Valet premium curbside valet service returned in 2023.
- We continued our journey to reimagine the culinary experience at YVR, opening six new food and beverage offerings, including Paragon Tea Room, Whistler Brewing, and Purebread, the beloved B.C. bakery franchise.
- We celebrated Salmon n' Bannock with a grand opening event, the first Indigenous food and beverage concession operating in an airport in North America.
- We welcomed five new retail storefronts, among them international luxury brands Chloé and Chanel, a new duty-free shop, and a pop-up concept featuring Vancouver-based Herschel Supply Co.



Partner Story: Purebread

This year marked a milestone for us as we opened our newest Purebread bakery at the bustling YVR airport, our seventh location. What humbly began at the Whistler Farmers' Market has now grown to seven bakeries in B.C. Our partnership with YVR has not only significantly expanded our reach but has also deepened our connection with travelers from all corners of the globe. Amidst the steady stream of passengers, our handmade, locally baked sweet and savoury treats have found their way into the hearts and bellies of hundreds of thousands of customers. For our team, the privilege of being part of YVR represents an unparalleled opportunity to share our passion for pastry with a global community. As we continue to serve this vibrant locale, we look forward to further enhancing the travel experience, solidifying our dedication to baking delicious treats that bring smiles to people's faces.

Andrew Barnes, CEO, Purebread

AIR SERVICE AND CONNECTIVITY

YVR is Canada's second-busiest airport and provides critical and strategic links between Vancouver and markets around the world.

In 2023, we welcomed 24.9 million passengers, a 31 per cent increase over the previous year and the third-highest passenger count in the airport's 92-year history. Domestic passenger numbers were up 21 per cent compared to 2022 and increased one per cent compared to pre-pandemic 2019. Transborder flights – between YVR and U.S. destinations – also saw significant passenger growth, with a 38.5 per cent increase versus 2022 and reached 94 per cent of 2019's performance. International flights witnessed a substantial 50 per cent increase in passenger numbers compared to 2022 but remained 16.6 per cent lower than 2019.

Many airlines were proactive in rebuilding their networks in 2023, introducing several new routes and expanding their services. Air Canada notably launched non-stop services from YVR to Washington, DC, and to Dubai, and relaunched summer seasonal flights to Osaka, Japan, providing greater access for people and products to global destinations. WestJet also expanded its network in 2023, with new routes from YVR to Atlanta and Nashville.

In 2023, YVR also welcomed Porter Airlines, which launched daily service to Toronto and later added non-stop service to Montreal. Additionally, British Airways, and JetBlue all grew their existing networks from YVR, enhancing connectivity and driving economic growth. Overall, this contributed to an 18.6 per cent increase in total seat capacity at YVR compared to 2022.

New and returning service in 2023



New non-stop service to Washington, DC, and to Dubai

Returning service to Osaka



New non-stop service to Atlanta and Nashville



New non-stop service to London Gatwick, adding to its daily service to London Heathrow, offering direct service to major hubs in London



New non-stop service to Toronto and Ottawa



New non-stop season service to Boston



New non-stop service to Cancun and to Windsor and London, ON



New non-stop service to Nanaimo, BC



Partner Story: Air Canada

Air Canada’s business is connecting people and places. At YVR, we continue to implement our strategy of building a premier, global aviation hub that integrates our deep network across North America with our expanding and robust international network. This, together with the networks of our Joint Venture and Star Alliance partners, enables Air Canada to offer customers easy access to virtually any destination in the world to, from and through YVR, whether they are travelling for business, leisure, reuniting with friends and families, or shipping cargo.

In 2023, Air Canada connected B.C. to more than 60 destinations, offering up to 20,200 daily seats on 141 flights departing YVR for Asia, the South Pacific, Europe, the Middle East, across Canada and the USA. New flights to Dubai were launched, linking two top cosmopolitan destinations and global connection hubs, and to Washington DC, the capital of Canada’s largest trading partner.

We further built scale at YVR by diversifying our network with a significant boost to our capacity to Asia beginning in December 2023. This included up to double daily flights to Hong Kong during peak travel periods, nearly double capacity to Japan, more flights to Bangkok and larger aircraft operating to Shanghai. Air Canada also added significantly more capacity from YVR to sun destinations in Mexico, Miami, Phoenix, Las Vegas, and Hawaii.

YVR also was the launch Canadian airport for digital identification, available on select departing domestic flights. Air Canada is the first airline in Canada with approval to offer customers the safety and convenience of a new option using facial recognition technology to confirm identification.

Looking forward in 2024, Air Canada will launch the only non-stop service from Canada to Singapore, a dynamic, international financial capital. This is yet another strategic step in our ambition to solidify the position of our YVR hub as one of the most important global gateways in North America, which in turn, benefits economies through tourism, business and trade.

Michael Rousseau, President and CEO at Air Canada

CARGO OPERATIONS

2023 was an excellent year for cargo at YVR despite an overall slowing of the economy and cargo trends. Led by Air Canada, there was an increase in belly cargo – freight that is included in the hold of passenger flights – of 26 per cent. Cargo across the Atlantic was weaker than in previous years; however, we are seeing an increase in demand over the Pacific, driven by the next generation of e-commerce coming mainly from China, with companies such as Temu entering the North American market. Local freight companies like Triple Eagle Logistics have played an outsized role in this space, which was vital to bringing in new freight capacity with China Southern to support the demand.

YVR opened two new airside cargo warehouses in 2023, allowing GTA Dnata and Cargojet to expand their operations. Cargojet increased its daily extra flights from one to three during the peak months of November and December to accommodate extra deliveries from Amazon.

We also completed a proof of concept for a truck slot booking system last winter, using digital technology to improve cargo efficiency. Led by Kale Logistics, several tenants including Purolator, Aerostream, and Menzies are reviewing the technology for potential future use.

Despite increased inventory, higher inflation and more spending on services, our cargo volumes recovered very well compared to other west coast airports. While U.S. airports generally recovered more quickly post-COVID, recent results have been weaker while our recovery has accelerated. Compared to 2019, YVR is up five per cent versus just two per cent for Los Angeles. Seattle, Portland, and San Francisco were down.

Read more about our commitment to our customers, operational performance and efficiency, plus YVR's financial performance and our KPI results in the Our Business section of our Sustainability Report.



Partner Story: Cargojet

The significant expansion of Cargojet's capacity at YVR is a noteworthy milestone for our operations. The addition of the new 40,000-square-foot warehouse has substantially increased our ability to handle larger cargo volumes, resulting in a marked improvement in our overall cargo handling and processing capabilities. This added capacity has played a pivotal role in solidifying Cargojet's position as the largest dedicated cargo carrier at YVR.

The introduction of the new airside cargo warehouse has provided essential space and emerged as a key driver in facilitating our growth and elevating our operational capabilities to service our customers. We are eager to continue strengthening our partnership and exploring new avenues for growth and innovation. We are grateful to the YVR team for their unwavering support, and we are enthusiastic about the promising future that lies ahead for Cargojet. Together, we look forward to soaring to new heights and setting benchmarks in the realm of air cargo services.

Pauline Dhillon, Co-CEO, Cargojet

People & Community

People are the core of our business and operations and we remain focused on creating value for our employees, customers, and community.



Highlights

In 2023, we continued to focus on our people and our communities.

OUR PEOPLE

- Designed and ratified a new collective agreement, incorporating several provisions that make it a first of its kind in Canada
- Achieved an Organizational Health Index (OHI) score of 70%, an increase of eight percentage points over 2022

OUR COMMUNITY

- Supported 38 community partners, providing nearly \$1,000,000 in monetary donations
- In partnership with Pacific Autism Family Network, opened Paper Planes Café, a first-of-its-kind inclusive and accessible restaurant at a Canadian airport
- Supported employees and our community in directing 2,200 hours of employee volunteerism and \$200,000 in donations toward 181 causes





For the first time in our history, YVR was recognized in 2023 by Waterstone Canada as having a Most Admired Corporate Culture. This national program, now in its 20th year, annually recognizes best-in-class Canadian organizations by evaluating key performance areas, including Vision and Leadership, Recruitment Practices, Culture Alignment, and DEI&B.

We conducted our second People Experience Survey and saw a greater-than 80 per cent participation. This is an incredible response rate and provides insights into the high-level results of our Organizational Health Index (OHI) score, which jumped to 70 per cent, a significant increase over our 2022 score of 62 per cent. Overall results showed that 2023 was a year of motivation and inspiration.

2023 was a year of unprecedented people growth. We attracted top talent through our employee value proposition and focused on both the skills and experience of a candidate and how they will demonstrate our values and behaviours for cultural growth. As part of our [Report & Action Plan](#) to improve resiliency and better serve our passengers, we significantly increased our workforce, hiring and promoting a total of 683 employees, helping advance the career goals of many current team members. Our onboarding program, YVR Arrivals, grew tremendously, providing a best-in-class, interactive immersion into airport operations for new staff and Green Coat volunteers. We also asked all employees to create learning plans to maximize development and retention.

2023 also saw our offerings in physical, mental, social, and financial wellbeing evolve from our already market-leading benefits package. We accelerated on-site mental health support and on-site massage therapy for employees. Our culture team focused on engaging social events, and financial wellness check-ins filled up quickly.

We proudly recertified as a Living Wage Employer in 2023, ensuring all Airport Authority employees are paid at or above the designated living wage for Metro Vancouver, which is \$24.08. We also continued to work with our direct service providers to ensure their direct employees are paid at or higher than the designated living wage as well. Our direct service providers at the airport include janitorial, building maintenance, landscaping, and traffic management contractors.

Together with the Public Service Alliance of Canada (PSAC), we were pleased to announce a new four-year collective agreement effective through December 2026. A number of provisions in YVR's new collective agreement make it the first of its kind in Canada, developed in partnership with PSAC through our lens

of reconciliation and our employee value proposition. This includes shifting the traditional seniority-based job protection to include reconciliation and ensuring that Musqueam Indian Band employees will be retained as part of the Musqueam-YVR Sustainability & Friendship Agreement in the event of layoffs. This same provision also minimizes the adverse impacts of job losses often felt by members of other designated groups in the workplace such women, Indigenous Peoples, persons with disabilities, and members of visible minorities.



[YVR and Union ratify new, first of its kind four-year agreement](#)

Read more about our commitment to our people, KPIs and performance results in the Our People & Community section of our Sustainability Report.

IN MEMORIAM

Our colleagues at the Airport Authority are our greatest asset, a group of experienced and dedicated people who ensure the safe, efficient operation of YVR for the benefit of our community and economy that supports it. As we celebrate our people, we also want to acknowledge those who have passed away this year.



Ken Kramer, Board of Directors, passed in June 2023 following a battle with cancer. Ken joined our Board in 2020 as the nominee of the Law Society of B.C. and served on the Board's Governance and Finance and Audit Committees. Ken was committed to serving others and was a staunch advocate for diversity, equity, inclusion, and belonging, bringing his own lived experience into our boardroom discussions. He was also a big supporter of our friendship with Musqueam.

Outside the boardroom, Ken was the founder and principal of KMK Law, practising Estate Law with a focus on assisting people with disabilities. He served on numerous boards and committees, including as Vice-Chair of the College of Chiropractors of B.C. and a founding Board member of Technology for Living, a non-profit B.C. organization providing respiratory and technology supports to people with disabilities. For his service to the community, Ken was honoured with the Queen's Diamond Jubilee Medal in 2012 and the Queen's Counsel designation in 2014. Ken was recognized for his tenacity, thoughtfulness, generosity, and great sense of humour.



Marc Shapiro, Lieutenant of our Fire & Rescue team, passed in June after a long battle with cancer. Marc joined YVR in 2003 as an Airport Operations Emergency Response Specialist. Over the years, he held increasingly senior roles with our Fire & Rescue team.

He was a strong advocate for learning and safety in the industry. He managed the YVR First Aid Program as head instructor and provided recertification for B.C. aviation firefighters as a first aid instructor in the industry.

Marc generously dedicated his time to many causes he was passionate about, including raising money through the Distinguished Gentleman's Ride to fund cancer research, volunteering and raising awareness for stem cell donation, and being an ambassador for the B.C. Cancer Foundation.



Phoun Vourn, a beloved member of our Guest Experience team, passed from cancer in December 2023. Phoun was no stranger to the airport community. Phoun started working at YVR in April 2000 as a Customer Care Representative. At the same time, she worked seasonally with Whistler Connection and Destination North America. From January to March 2010, Phoun also represented the airport, city, province, and country as an Olympic and Paralympic Games VIP coordinator. In April 2022, she became one of the first members of the new YVR Guest Experience team. By summer that same year, Phoun was promoted to a Zone Lead.

Phoun will be remembered as a deeply kind and unflappable person who was always smiling and willing to do whatever was in the best interests of travellers. She showed us time and again what it meant to go above and beyond for our community, yet always served with great humility. She was recognized as a YVR Star on more than one occasion for her service to others.

As a platform for connection, YVR invests in our communities through donations, volunteering, building awareness for important causes and initiatives, and responding in times of crisis.

In 2023, we invested nearly \$1,000,000 in 38 community organizations. Part of this investment comes by way of our social impact program, YVR Cares, which facilitates a variety of creative giving campaigns that enable our employees to support causes important to them. We are proud of the incredible participation in this program from our colleagues and airport community. Collectively, through YVR Cares, we directed \$200,000 in donations from employee giving and corporate matching initiatives and rewarded 2,200 hours of volunteerism and acts of goodness, supporting 181 local organizations. These include Mission Possible, Ronald McDonald House, Covenant House Vancouver, Raincoast Conservation Foundation, Canucks Autism Network, Stanley Park Ecology Society, ReFood Canada, Greater Vancouver Food Bank, and Canadian Blood Services, to name a few.



One of our most successful employee volunteer initiatives in 2023 was Joenation held in partnership with one of our food and beverage partners, Joe & The Juice. With every sandwich purchased at one of two Joe & The Juice locations at YVR, customers were given the option to pay it forward and ultimately donate a sandwich to ReFood, a non-profit organization founded in 2015 that is dedicated to reducing food waste and ensuring that no one goes hungry. More than 6,700 sandwiches were donated. YVR and Joe & The Juice then came together to build and distribute the sandwiches to those in need across Metro Vancouver through ReFood.

Our investment also includes supporting our five valued pillar partners, who are aligned with our values and goals: the YVR Art Foundation, Pacific Autism Family Network, First Nations Technology Council, Canucks Autism Network, and Quest Outreach Society. We also supported the high-impact work of grassroots initiatives and organizations like The Ballantyne Project and the Black Block Party.

In addition, YVR is committed to stepping in during times of emergency and supporting our province and important causes that emerge. Together with our long-standing partner, the BC Professional Firefighters

Burn Fund, we held our annual pancake breakfast in August. While proceeds from the event go to the Burn Fund each year, in 2023 we expanded our reach to also include Canadian Red Cross wildfire appeals for British Columbia and Northwest Territories during one of the worst wildfire seasons on record. All donations were matched by YVR Cares with a total of \$50,000 directed to the Burn Fund, Canadian Red Cross, and wildfire relief.

We also leaned in for our community to help create greater awareness and provide support for important causes and initiatives.

In the early morning hours of August 19, YVR assisted in coordinating a medical evacuation flight under the leadership of B.C.'s Provincial Health Services Authority (PHSA).



[YVR supports Northwest Territories' medical evaluation flight](#)

YVR and Hope Air came together for the first-ever Haul for Hope event at YVR, an exciting firetruck-pull fundraising event for Canadians in need of medical care far from home.



[Inaugural Haul for Hope raises vital funds for Canadians needing to travel for medical care](#)

For the 13th year in a row, we held our annual Hamper Drive in partnership with Quest Outreach Society. The goal in 2023 was to fill 1,500 hampers; we exceeded that goal and filled 1,611 hampers. Thanks to everyone who donated, the initiative was able to feed over 9,000 individuals and families in B.C.



[Lucky number 13 for another successful YVR-Quest Hamper Drive](#)

Together with Pacific Autism Family Network (PAFN), we proudly opened Paper Planes Café, an inclusive and accessible coffee bar and the first of its kind at a Canadian airport. Staff at Paper Planes Café includes individuals of different abilities from the neurodiverse community. The team prepares and serves an array of coffee, hot drinks, and quick snacks for the millions of passengers who travel through YVR and thousands of employees and guests, creating inclusive employment opportunities and training while elevating the travel experience at YVR.



[Brewing inclusivity, empowerment, and support for a more accessible world](#)



Partner Story: Pacific Autism Family Network

The story of Pacific Autism Family Network's Paper Planes Café is a story of inclusion for all. Paper Planes Café is a place to learn, grow, nurture skills, and make friends. We're a coffee shop on a mission to empower autistic and neurodiverse individuals, providing meaningful employment opportunities. Proudly partnered with YVR, the Pacific Autism Family Network (PAFN) initiative operates as a training facility within the Vancouver International Airport's domestic arrivals area, cultivating job skills and experience. Following the training, staff will be supported in their community job search. The innovative, impactful, and important partnership between YVR and PAFN began in 2021 with a shared vision to make travel accessible and enjoyable for everyone. This coffee shop is the first of its kind in North America within an airport setting and that would not have been possible without the support of YVR Airport and our partnership. The space YVR has provided the café in the domestic departure terminal offers the perfect place for training. In addition to this initiative, PAFN is also on a mission to train all 26,000 airport team members on inclusion for every person and family that enters YVR's doors. Together we are creating meaningful inclusion.

Wendy & Sergio Cocchia, Founders of Pacific Autism Family Network

Reconciliation

Musqueam and YVR share a unique connection. YVR is located in Musqueam territory. Our Sustainability & Friendship Agreement serves as a roadmap to create thriving, respectful, and resilient relationships. We also look through our lens of reconciliation to advance our business and operations in a way that helps create a mutually beneficial future for Indigenous Peoples.



Highlights

We are privileged to walk beside Musqueam as we learn more about how we can continue to work together with intention towards the legacy we want to leave and pursue opportunities that will strengthen our partnership and benefit the communities that we mutually serve.

- Advanced the Truth and Reconciliation Commission of Canada Calls to Action, including #92 – Business and Reconciliation through concentrated hiring practices
- Awarded 11 scholarships to Musqueam students
- Implemented new practices to engage with Musqueam on major project planning for capital infrastructure work with a focus on archaeology, capacity building, communication, and cultural awareness training
- Continued to work with Musqueam to incorporate culture into operational priorities through language, protocol, art, educational programs, ceremonies, and in-terminal events



In 2023, we actively advanced programs and policies to maintain commitments outlined in the Musqueam Indian Band–YVR Airport Sustainability & Friendship Agreement, and to pursue broader work that includes Indigenous Peoples in programs and opportunities at YVR, while also facilitating connections between Indigenous trade and Indigenous tourism partners.

Importantly, we have increased Indigenous hiring, economic partnerships, and joint ventures as well as Indigenous procurement considerations.

Eight Musqueam members are employees of the Airport Authority and an additional 53 work at a variety of organizations across the airport. For Musqueam students, we continued our maintenance apprenticeship, awarded 11 scholarships, and delivered digital twin certification through the Musqueam–YVR training program.


In 2023, we had three Musqueam-registered businesses under contract at YVR with two additional Musqueam businesses in the application process. Musqueam also provided major project planning support for construction activities on our south airfield as well as dike and drainage work with a focus on archaeology, capacity building, communication, and cultural awareness training.

These initiatives not only respond to the Truth and Reconciliation Commission of Canada Call to Action #92 but also provide opportunities for the Airport Authority to engage internally and externally on best practices.

More than our programs and policies, we proudly deepened partnerships with Indigenous organizations and worked with Musqueam to incorporate art and culture throughout our terminals and across Sea Island in places of welcome.

Also in 2023, we signed a memorandum of understanding (MOU) with Native Education College (NEC) to enhance our work with cultural understanding, educational empowerment, and reconciliation. For more than 55 years, NEC has provided quality education and a safe place for Indigenous learners. At its core, the MOU brings us together with NEC, creating opportunity for a range of joint initiatives that will benefit Indigenous and non-Indigenous

learners, communities, and partners. Initiatives include scholarship programs, education and development resources, and ongoing communications and marketing activities to raise awareness of NEC and its mission to provide a culturally appropriate and supportive learning environment.

 [YVR and Native Education College advance Indigenous education and reconciliation](#)





In 2023, YVR initiated three art calls to the local Musqueam arts community. Art calls signal an opportunity for artists to contribute to the unique sense of place at YVR. One such call led to a celebration of Musqueam culture and design that now covers one of our newest fire and rescue trucks, Red 5. The artwork, designed by talented Musqueam artist Summer Cannell, beautifully weaves her cultural heritage into the vibrant design, signifying a powerful connection between her Musqueam culture and the airport.



[Musqueam and YVR unveil artwork on new fire truck](#)

In August, we introduced a very special place in the airport terminal, dedicated to Musqueam culture and history. The Musqueam Gathering Place was unveiled alongside the centrepiece for the space, a stunning, hand-crafted, 30-foot ocean-going canoe. The canoe was created by Musqueam master carvers who shared traditional skills – passed down through generations – with YVR staff, who also contributed to the creation of this beautiful and functional work of art.

The Gathering Place and canoe are a testament to the rich heritage of Musqueam people. This is a place where airport passengers and guests can immerse themselves in Musqueam culture, learn about deep-rooted traditions, and gain a greater appreciation for the unceded and continuously occupied land that YVR and Musqueam call home. More than just a physical space, the Musqueam Gathering Place embodies a shared commitment to preserving cultural identity as well as fostering understanding and encouraging learning.



Celebrating the Musqueam Gathering Place and Canoe at YVR

Read more about our important work with Musqueam and Indigenous Peoples and how we are working together towards reconciliation in the Our People & Community section of our Sustainability Report.



Partner Story: VSB

In 2023, we worked with the Vancouver School Board (VSB) to bring Indigenous elementary and high school students to the airport for a behind-the-scenes tour of YVR projects with a focus on science, technology, engineering, and math (STEM).

“Strathcona students thoroughly enjoyed the YVR STEM event organized by the VSB and YVR. It was the first time that many of the students had been to the airport, so this was a very special experience. I know some of them were thinking that being an engineer would be a super cool job to have in the future. Overall, the kids had so much fun, learned a lot, and will be a day that they will all remember. The teachers at Strathcona are very thankful to have this experience, as it shows career possibilities to our students and allows them to start dreaming big about working in STEM!”

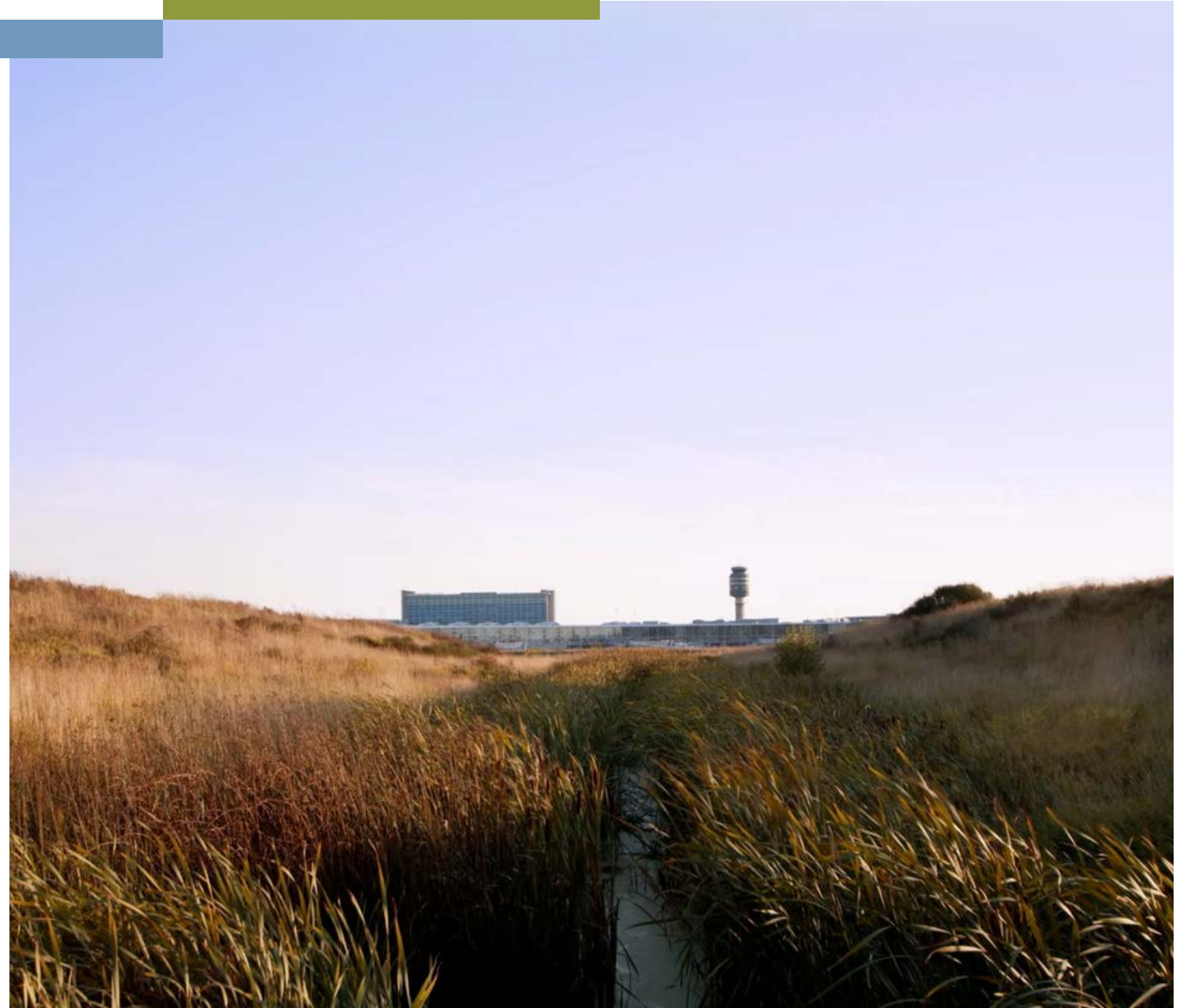
Megan Hanna (Métis),
Indigenous Education Teacher, VSB

“I think the experience of our students going through security and getting a 'behind the scenes' special tour has opened their minds to the possibilities of what they can aspire to do in their lifetimes. Having Indigenous people and practices woven into the fabric of YVR, and its operations being acknowledged on Indigenous territory is a huge step forward for our youth to experience. Our collaboration took many inner-city children and youth to a new vantage point, where they can see themselves as travellers, as engineers, and as culturally significant to the world. A place where they can see a future working in a diverse industry with high level employment opportunities and a place that is accessible to many of them for the first time. I believe many of your youth were impacted beyond what was shared during our programming. We have opened a lot of hearts and minds to what is possible, right here in our backyard.”

Trent Gauthier,
Indigenous Education Department, VSB

Climate

At YVR, we are focused on becoming net zero by 2030 and remain steadfast in our commitment to climate resilience and adaptation. In 2023, we continued with energy and emissions reduction investments in terminal lighting, heating, ventilation, and cooling systems and increased our investment in clean fuels and electrification. We also continue to work across the industry to support efforts and innovations that will decarbonize aviation.



Highlights

We have a long history of innovation and sustainability and are proud to be at the forefront of creating a greener, more resilient future for our airport, the aviation industry, our community, and the economy that supports it.

- Installed an electric flywheel for our airfield lighting to reduce diesel used by backup generators
- Trialled 100% renewable diesel in our fleet and purchased renewable natural gas for terminal heating
- Advanced work to transition our terminal hot water systems from natural gas to fully electric, starting with the Domestic Terminal



We continue to advance initiatives that reduce carbon emissions from our operations and support efforts to decarbonize aviation overall.

Since 2020, YVR has maintained a carbon-neutral status by continuing to reduce our emissions and purchase carbon offsets from B.C.'s Great Bear Forest Carbon Project to offset our direct, indirect, and corporate travel emissions. We are also accredited under the Transition (4+) category in the [Airport Carbon Accreditation program](#). This accreditation recognizes YVR's carbon-neutral status as well as the course we have set for reducing our carbon emissions while actively working with aviation partners to drive broader emission reductions.

In 2023, we installed an electric flywheel for our airfield lighting to reduce the diesel used by backup generators, trialed 100% renewable diesel in our fleet, purchased renewable natural gas for terminal heating, and added three

battery-electric vehicles, two hydrogen fuel-cell vehicles, and one hybrid vehicle to our light-duty fleet. Under our multi-year net zero capital plan, we continued to invest in energy-efficiency upgrades to our main terminal heating, cooling, and ventilation (HVAC) system and we improved the efficiency of our lighting with a grant from BC Hydro.

YVR also committed to replacing three, large, gas-fired tap water heating systems with innovative high-efficiency electric heat pumps in the main terminal building to reduce carbon emissions. Financial support for this project was provided through the CleanBC Communities Fund, a component of the federal Investing in Canada Infrastructure Program (ICIP) through BC Hydro.



Partner Story: DeltaTec

"Being an Indigenous- and Musqueam-owned company, we appreciate the opportunity to work on Musqueam Traditional and unceded territory. DeltaTec is proud to help YVR get closer to obtaining their ambitious net zero carbon goal by 2030 and grateful for the opportunity created through YVR and Musqueam's Sustainability & Friendship Agreement. The energy-efficient LED lighting retrofits project was our first major project in the terminal and gave us the opportunity to grow and work with the maintenance, projects, and operation teams at YVR. This growth has allowed us to hire more workers from within the Musqueam community, showing the partnership in action by creating jobs and building capacity for our people. We look forward to working with YVR in the future through friendship and respect to achieve a sustainable and mutually beneficial future for our community."

**Clarke Campbell-Sparrow, proud member of Musqueam Indian Band,
Owner and manager of DeltaTec**



Partner Story: BC Hydro

Recognized for its energy management foresight, YVR has been participating in the BC Hydro Energy Manager program for more than two decades, making the airport one of the longest-running members of our program. Our work with YVR includes identifying opportunities to not only save energy and increase efficiencies but also to reduce emissions by switching to BC Hydro's clean electricity. BC Hydro also supports YVR with incentives for both energy savings and electrification projects, such as the work to transition the airport's hot water systems from natural gas to fully electric, various energy and low-carbon electrification studies, and co-op student funding. BC Hydro is proud to be a strong ally to YVR as it works to become net zero carbon by 2023 and we applaud its leadership for not only setting ambitious goals and targets but also building knowledge and capacity with all of its community partners, including BC Hydro.

Diana Stephenson, Senior Vice-President of Customer and Corporate Affairs, BC Hydro



[YVR welcomes government funding for low-carbon hot water system](#)

We remain committed to climate resilience and adaptation. This includes continuing to upgrade and enhance the dike and drainage systems across Sea Island and optimizing our airside infrastructure to support our operational needs and our net zero goals.

We manage and report on our emissions and energy consumption for Airport Authority-owned buildings and operations and work to support key supply chain partners in efforts to reduce greenhouse gas emissions across the airport community.

Read more about our KPIs and performance results in the Our Climate section of our Sustainability Report.

Innovation

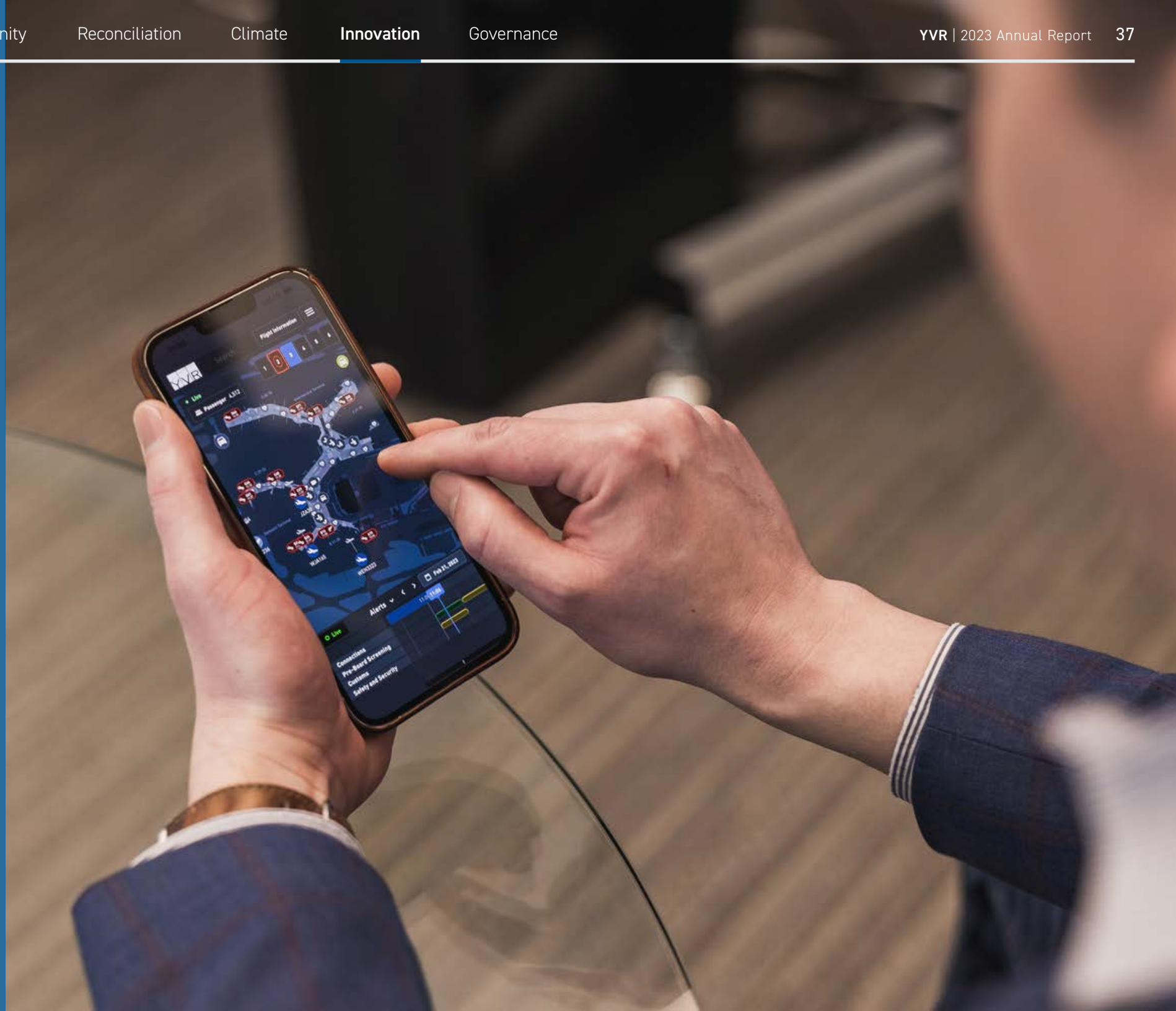
Innovation is one of our core values and continues to guide our business and operations. In 2023, we remained steadfast in our commitment to invest, test, adapt, innovate, and build sustainable technologies to enhance the airport experience for our partners, employees, businesses, and our communities.



Highlights

At YVR, we focus on innovation and supporting new ideas and technologies that benefit the airport and our industry as well as sectors outside of aviation. We do this by leveraging YVR, our land and our infrastructure, as a dynamic platform to test and trial new and sustainable solutions.

- Expanded our Digital Twin through the delivery of our Intelligent Airfield module to help support improvements to airfield management
- Implemented a new IoT (Internet of Things) sensor system to enhance our capabilities for monitoring operations and passenger flow data in real time.
- Partnered with the First Nations Technology Council to foster learning and growth opportunities for Indigenous learners.





In 2023, we delivered and put into use two substantial digital assets. First, we expanded YVR's Digital Twin to incorporate our entire airfield.

Our Digital Twin presents key information in 2D and 3D, enabling data-driven decision-making and collaboration that has never been available to such an extent before. Having our airfield mapped by this powerful digital tool provides an unparalleled ability to efficiently manage our operations by accessing real-time information, such as aircraft taxi times, and integrating existing systems across our terminal operations to present data in new and useful ways. As a result, YVR has access to enhanced visualizations of our operations, which facilitates faster identification of potential issues or opportunities for efficiencies. This data and visibility in turn support the drive toward a seamless passenger experience. Enhanced

functionality was also added to the Digital Twin to provide situational awareness of factors important during periods of heavy snowfall and disruptions. This includes the display of snow clearance metrics for a range of selected surfaces and central de-icing facility metrics.

The second digital asset we delivered in 2023 is a new IoT (Internet of Things) sensor system. New sensors have been installed throughout our Domestic Terminal to monitor and collect real-time operation and passenger flow data. Integration of this sensor data into the Digital Twin will provide additional real-time situational awareness, facilitating better operational decision-making, optimizing terminal assets, and enhancing passenger processing.

We also advanced initiatives and partnerships with the Innovation Hub @ YVR. In addition to harnessing digital tools, we also applied our innovation lens to our work with Musqueam and Indigenous Peoples. In 2023, we partnered with the First Nations Technology Council (FNTC) to fund a cohort of students from across B.C. in their Foundations Program, while sharing insights, opportunities, and information on how our airport operates in a digital world. YVR's ultimate goal is to support Indigenous learners in their education-to-employment journey by showcasing the vast opportunities in tech and innovation in an airport environment. We were proud to welcome the first cohort to YVR, where learners worked on their skills and training required to pursue careers in tech through Indigenous-designed courses, which are grounded in traditional cultures, values, and worldviews.

The Innovation Hub @ YVR hosted its first student Hackathon in 2023, where student participants from the region's leading academic institutions, including BCIT, UBC, and SFU, competed to solve a maintenance-related challenge at the airport. The goal for YVR is to continue to partner with post-secondary institutions to create real-world opportunities for students to learn, collaborate, and apply their industry-driven ideas within the innovation and technology environment at YVR.



Partner Story: BCIT

"The partnership between BCIT and YVR is both a leading-edge example of multidisciplinary innovation and another illustration of how BCIT contributes to the economic prosperity of B.C.. The pan-institute collaboration with YVR has created a living lab for our BCIT students and faculty as they work alongside industry leaders to solve real-world problems – all critical to building an agile workforce with sustained and meaningful impact."

**Dr. Kim Dotto, Dean, Applied Research and Innovation
and Centre for Applied Research and Innovation**

Governance

The Board of Directors oversees the business conduct and activities of the Executive Team and ensures we fulfill our objectives on an ongoing basis by operating in a safe, efficient, and reliable manner.



Board of Directors

Vancouver Airport Authority's Board of Directors is responsible for its overall stewardship, overseeing its strategic direction, governance, financial performance, and alignment to its values. In overseeing strategy and making governance decisions, the Board considers the lenses of Climate, Reconciliation, Financial Sustainability, and Digital Innovation, as well as the Customer perspective. The Board provides clear-sighted counsel and oversees Management, who is responsible for the day-to-day conduct of the business, with the objective of ensuring the Airport Authority meets its obligations and takes all reasonable steps to ensure the safety, resiliency, and sustainability of the Airport Authority. The Board's priority is to facilitate the long-term success of the Airport Authority in a manner consistent with Vancouver International Airport's purpose of serving our community and the economy that supports it while also being accountable to Airport Authority employees, business partners, customers, and the community at large. The Board follows the Board of Directors' Governance Rules and Practice Manual, available at yvr.ca/board, which includes terms of reference, guidelines, and policies.

BOARD DEPARTURES IN 2023:

Ken Kramer

BOARD ADDITIONS IN 2023:

Corey Sue



ANNALISA KING
Chair, Director at Large

Annalisa King is one of Canada's most respected business executives, and serves on three TSX Boards in addition to YVR. She serves as Audit Committee Chair for two of these Boards, and Chair of Governance for the third. Prior to her board career, Annalisa was Chief Financial Officer and Senior Vice President, at Best Buy Canada Ltd., where she led the Finance, Information Technology, real estate and legal functions. Before Best Buy, she was Senior Vice President of Business Transformation at Maple Leaf Foods, where she led critical strategies for one of Canada's largest food companies.



HAYDN ACHESON
Nominated by Government of Canada

Haydn Acheson has extensive senior leadership experience in the transportation sector, most recently as President and General Manager of Coast Mountain Bus Company.



MARY ANNE DAVIDSON
Nominated by Greater Vancouver
Board of Trade

Mary Anne Davidson has 30 years of senior executive experience, beginning in the Crown Corporation sector in Saskatchewan, transitioning into environmental stewardship leadership and then leading the KPMG Management consulting practice in the prairies region. In B.C., she served as CEO of an industry lead apprenticeship agency and as Vice President of ACCIONA Canada Inc. In addition, she served as the Chair of the YMCA of Greater Vancouver during its merger and evolution to YMCA of B.C.



HEATHER DEAL
Nominated by Metro Vancouver

Heather Deal brings decades of experience as a scientist, environmental educator, researcher, elected official, and literacy promoter to the Vancouver Airport Authority's Board. She was elected in the City of Vancouver five times and served many years as a board member of Metro Vancouver and the Federation of Canadian Municipalities, as well as being a member of, and chairing, multiple committees of those Boards.



FRANCES FIORILLO
Director at Large

Frances Fiorillo brings extensive airline industry experience in the areas of human resource management, operational strategy, and customer service. She has previously served in a number of high-ranking positions at Virgin America, the B.C. Provincial Health Services Authority, Canadian Airlines International, and Air Canada ZIP.



KEVIN HOWLETT
Director at Large

Kevin Howlett brings 40 years of experience in the aviation industry with expertise in human resources and operational management and corporate and government affairs. Kevin was most recently Senior Vice President Regional Markets & Government Relations at Air Canada and also held senior positions at Jazz Aviation and Canadian Airlines.



KEN M. KRAMER, KC
Nominated by Law Society of
British Columbia

Ken M. Kramer passed away in June 2023. He was the founder and principal of KMK Law, a boutique firm specializing in the areas of Estates, Trusts, and Elder Law. He served on numerous boards and committees with missions focused on disability and seniors' issues, and served as Director at Large of the College of Chiropractors of B.C.



JILL LEVERSAGE
Nominated by Government
of Canada

Jill Leversage is a corporate director with over 25 years' experience in corporate finance and investment banking. She has expertise in the areas of initial public offerings, financing strategies and advising boards and management on corporate financings, mergers and acquisitions and business valuations. She holds the Fellow of the Institute of Chartered Professional Accountants of B.C. designation and is a retired Chartered Business Valuator.



DAN NOMURA
Nominated by City of Richmond

Dan Nomura is the former President of the Canadian Fishing Company (Canfisco), which operates a fully integrated, sustainable seafood business including fishing, processing, and sales. In addition to his extensive leadership experience in the industry, he is active in the community serving on the Board of the Richmond Olympic Oval, previously on the Board of the Nikkei National Museum and Cultural Centre and on several cultural, educational, and sports committees.



JUGGY SIHOTA
Nominated by
City of Vancouver

Juggy Sihota is the Chief Growth Officer at TELUS, where she leads the global growth strategy for TELUS Health. Ms. Sihota is passionate about leading in social capitalism and her leadership influence deliberately spans health, business, racial/social justice, gender equality and globalization. She has more than 25 years of telecom leadership experience including leading several emerging technology businesses and operations across TELUS.



KEVIN SMITH
Nominated by Chartered
Professional Accountants of
British Columbia

Kevin Smith is the Executive Vice President & Chief Financial Officer for Northlands Properties Corporation. He brings extensive experience to the Board in areas including operations, capital markets, debt and equity financing, acquisitions and divestitures, and general business management. He has expertise in the operations, resort and real estate industries. Mr. Smith holds the Fellow designation from the Chartered Professional Accountants of B.C.



TAMARA VROOMAN
Vancouver Airport Authority
President & Chief Executive Officer,
Director at Large

Tamara Vrooman is an award-winning leader, known for her exemplary track record leading large, complex institutions in both the private and public sectors and her bold positions on sustainability and inclusion. Prior to joining Vancouver Airport Authority as President & CEO, she served for nine years on YVR's Board and for 13 years as the President & CEO of Vancity, Canada's largest community credit union, transforming the business into a global reference point for values-based banking. She currently serves as Simon Fraser University's 12th Chancellor, chairs the board of the Rick Hansen Foundation, and is the recipient of the Order of British Columbia (2019), Peter Lougheed Award for Leadership in Public Policy (2016) and B.C. CEO of the Year Award – Major Private Company, Business in Vancouver (2015), among many other citations.



SANY ZEIN
Nominated by Association of
Professional Engineers and
Geoscientists of British Columbia

Sany Zein is a Professional Engineer and senior executive with a specialization in transportation. He is the President and General Manager of the British Columbia Rapid Transit Company (BCRTC). Over a career spanning more than 30 years, Sany has worked in the private and public sectors and on transportation projects across Canada and in the United States. Previously, he was Vice President, Transit and Transportation (Canada) with Jacobs; and Vice President, Engineering at TransLink.

Executive Team

Our Executive Team guides our organization and ensures we operate the airport in a safe, efficient, and reliable manner.



TAMARA VROOMAN
President & Chief Executive Officer

Tamara Vrooman is an award-winning leader, known for her exemplary track record leading large, complex institutions in both the private and public sectors and her bold positions on sustainability and inclusion.



BILL BAKK
Vice President, Business Development

As Vice President, Business Development, Bill Bakk is responsible for finding new and diverse ways to support our community and regional economy while generating revenue for the airport, including commercial partnerships.



RICHARD BEED
Vice President, People & Brand

As Vice President, People and Brand, Richard Beed is responsible for all of the people-focused areas of the business including HR, Health and Safety and Marketing.



LYNETTE DUJOHN
Vice President, Innovation &
Chief Information Officer

As Vice President, Innovation and Chief Information Officer, Lynette DuJohn is responsible for all aspects of Information Technology at YVR.



JOHANNE JAYARATNE
Executive at Large

As an Executive at Large, Johanne Jayaratne applies his expertise as a strategic resource for the Executive Team.



ARGIRO KOTSALIS
Chief Governance Officer and
VP, Legal Services & Supply
Management–Office of the CEO

As Chief Governance Officer and Vice President, Legal & Supply Management, Argiro Kotsalis oversees the legal and supply management teams and is responsible for the privacy and insurance portfolios. She also acts as Chief Governance Officer to the Board of Directors. Argiro is a member of the Bar in British Columbia.



ANDY MARGOLIS
Chief Operations Officer &
Vice President, Operations

Andy is accountable for the end-to-end operations at Vancouver International Airport which include operational strategy, capacity management, business resilience and service delivery for the terminal, baggage and airside ecosystem.



MIKE MCNANEY
Vice President &
Chief External Affairs Officer

As Vice President and Chief External Affairs Officer, Mike McNaney is responsible for Government Relations, Indigenous Relations, Corporate Communications, and Strategic Customer Relationship teams.



ERIC PATEMAN
Chief Experience Officer & Vice
President, Passenger Experience

As Chief Experience Officer & Vice President, Passenger Experience, Eric Pateman is accountable for a broader end-to-end experience of our passengers, including retail, food & beverage offerings, Guest Services, Green Coats and Commercial Services.



CHRISTOPH RUFENACHT
Vice President, Airport
Development &
Asset Optimization

As Vice President, Airport Development and Asset Optimization, Christoph Rufenacht is responsible for ensuring the realization of long-term value from all assets and infrastructure through effective planning, project delivery, and maintenance.



DIANA VUONG
Vice President, Finance &
Chief Financial Officer

As Vice President, Finance and CFO, Diana Vuong is responsible for finance, accounting, enterprise risk management, and sustainability reporting.

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THANK YOU
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THIS REPORT IS COMPILED BY VANCOUVER AIRPORT AUTHORITY WITH DESIGN SUPPORT FROM WORKS DESIGN.

Thank you to our airport community and all travellers for your continued support and interest.
If you have any questions or comments regarding this Annual Report, or suggestions for topics
you would like to see covered in future reports, please write to us at: community_relations@yvr.ca

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