



Growth and Connections

Vancouver Airport Authority
2022 Annual and Sustainability Report





2022 in Review

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Letter from
President & CEO

YVR Operations
in 2022

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About the Cover Art

Artists Felecia Stogan and Sandra Fossella explain their inspiration for the artwork YVR has used with permission for our 2022 Annual & Sustainability Report:

"The name Musqueam relates back to the mækʷəy plant, (river grass) a symbol of who we are and where we come from. It has been a long-standing tradition that the Musqueam people welcome guests to the land now known as Vancouver.

"The diverse elements [of the artwork] such as the airplane, the warrior and river grass, represent the connection and friendship between the Musqueam Nation and Vancouver International Airport."

Meet the artists

The cover art was designed by sisters Felecia Stogan and Sandra Fossella.

Descendants of the late xʷmækʷəyʼəm (Musqueam) Chief Jack Tsimilano, Felecia and Sandra inherited their cultural beliefs and artistic abilities from the Stogan and Fossella families.

Felecia has been under the artistic mentorship of her older sister Sandra for several years, working with mediums such as glass blasting, knitting, cedar and drawings to produce merchandise and teach workshops.



Passengers enjoy views of the Fraser River as the aircraft begins to land in the Musqueam territory. The warrior in the canoe sings a welcoming song to welcome all visitors to the traditional unceded territory of the Musqueam Nation."

– Felecia Stogan and Sandra Fossella



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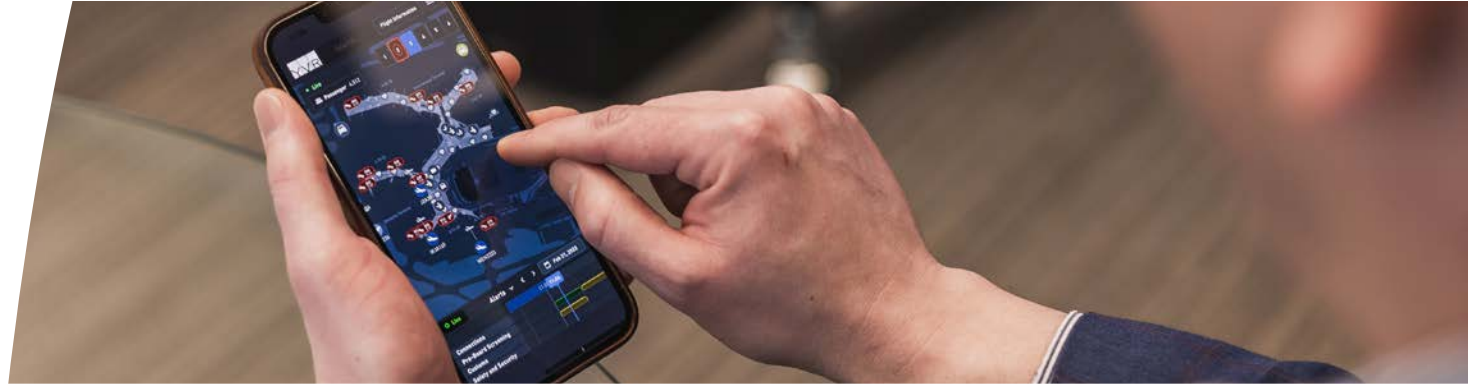
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2022 in Review

In this 2022 Annual & Sustainability Report, Vancouver Airport Authority is pleased to provide an update on how we are moving through the pandemic, our journey in this year of travel complexities and recovery, how we are building the future of growth and connections and, most importantly, how our vision for the future will ensure we are well positioned to continue to connect B.C. proudly to the world.

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

Vancouver Airport Authority operates Vancouver International Airport (YVR) in service of the community and economy that supports it.

As B.C.'s airport and one of the region's largest institutions, YVR reaches every community in the province.

We have a responsibility to lead. To grow with purpose. To help build a globally connected community that is resilient, thriving, and sustainable.

As we deliver on our purpose and ensure our business and operation is building towards a new era of travel, we continue to follow our three-year strategic plan to ensure YVR is designed to thrive in the future.

Introduced in 2022 and built on the learnings from the previous 12 months, our 2022 – 2024 Strategic Plan sets a course for the longer term. It is based on reconceptualizing and amplifying our role as a diversified hub that connects people, cargo, data, ideas, and community. It's also based on change, specifically changing how we approach our work.

Through to 2024, we will continue to advance the six strategic streams established in 2021. As we do this, we will look through four lenses—digital, climate, financial sustainability, and reconciliation—to understand impacts, make decisions, and create opportunities that will help to amplify our influence so that we emerge from this pandemic as a greener, stronger, more diversified, and sustainable business, ready to serve our community.

Our 2022 Annual & Sustainability Report is published alongside our Accountability Data, Consolidated Financial Statements, and Executive Compensation at yvr.ca.



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.





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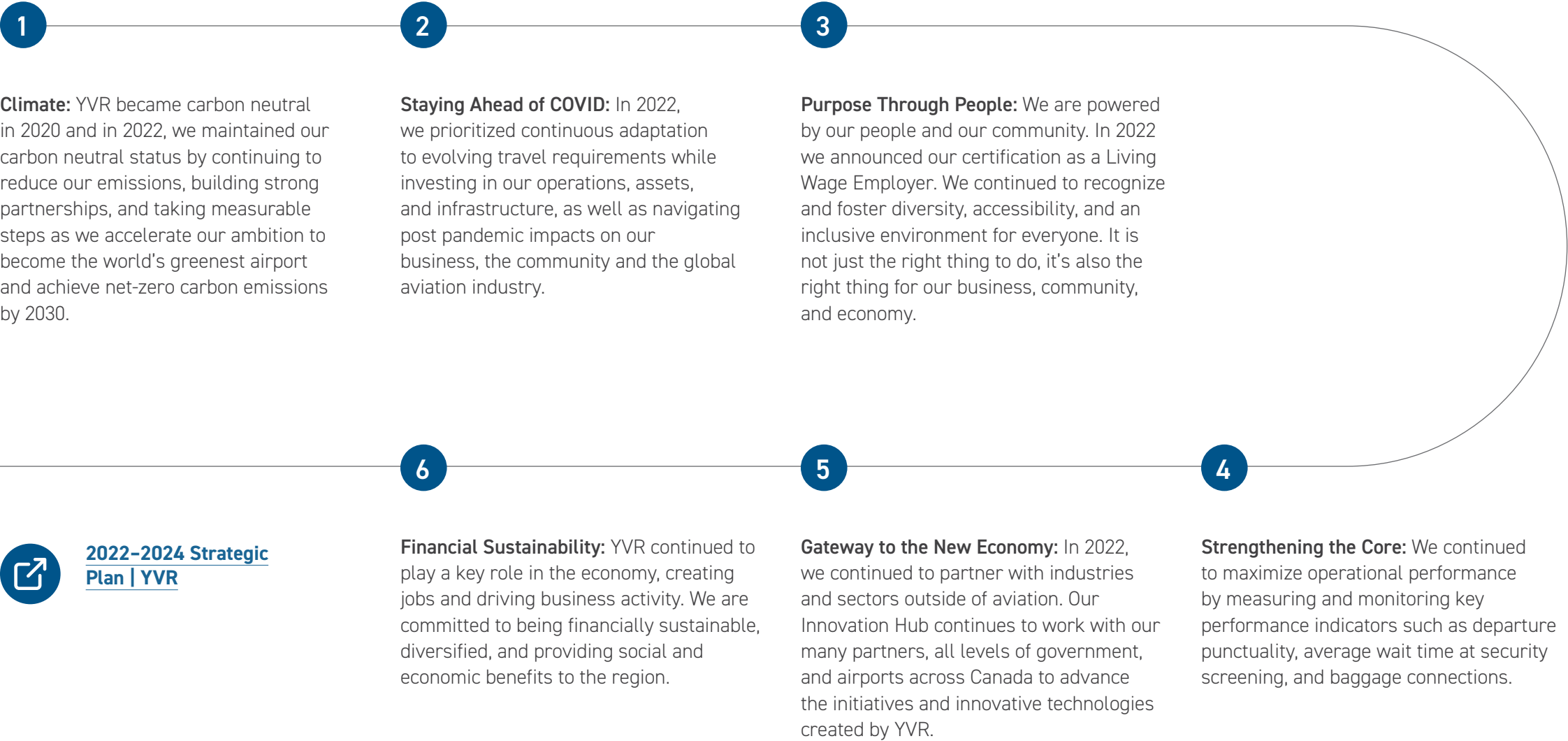
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YVR's 2022-2024 Strategic Plan

Our Strategic Streams:





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AWARDS AND RECOGNITION



YVR OPERATIONS IN 2022

LEVEL 4+

- Achieved Airport Carbon Accreditation.
- The highest level
 - 1st airport in Canada
 - Only 3 in North America

Salmon Safe

- 1st airport in North America to renew Salmon Safe Certification

Top 3

- Best North American airports and Best Airport Staff Service: Skytrax World Airport Awards

Excellence in Industry Innovation

- Recognition of Digital Twin: Technology Impact Awards

Strategy Award

Excellence in Governance: Governance Professionals of Canada

52 & 111

- 52 airlines serving 111 destinations
- Up from 36 airlines & 98 destinations in 2021

19 million

- Annual passengers
- 7.1 million in 2021

302,572

- Tons of cargo moved
- An increase of nearly 9% over 2021

Land use

Redesigned land use plan, in consultation with Musqueam to unlock development opportunities on Sea Island



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FINANCIAL PERFORMANCE



PEOPLE & COMMUNITY

-\$27.2 million

Excess of Revenue Over
Expenses (EROE)

\$502.2 million

Total Non-Consolidated Revenue
Including Interest Income

\$215.3 million

Earnings Before Interest
and Depreciation
Amortization (EBIDA)

AA- credit

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

**Living Wage
Employer**

1st airport in Canada to achieve
this designation

\$1.9 million

Total monetary and in-kind donations
to local community organizations



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CLIMATE



RECONCILIATION



DIGITAL INNOVATION

Cascadia Corridor Partnership

Joined with Ports of Seattle and Portland to advance sustainability and net-zero carbon initiatives

Net-Zero by 2030

- Updated 20,000 lights with LED bulbs
- Optimized parts of heating, ventilation, and air conditioning systems (HVAC), saving an estimated 241 tons of CO₂e per year
- Exceeded annual carbon reduction target by 263 tons

5 Years

Working in partnership with Musqueam under our Sustainability & Friendship Agreement

Raised a new welcome figure at YVR

Hosted ceremonial work with leadership from Musqueam to raise a new welcome figure at YVR carved by ʔəyxwatələq (Musqueam artist Brent Sparrow)

Partnership with Iskwew Air

Strengthens connection and connectivity for communities across B.C. while generating economic value for Indigenous people and businesses

52+

Successful use cases of YVR's Digital Twin

YVR Express

New security screening appointment system for travel within Canada and the U.S.



Letter from Annalisa King, Chair, Board of Directors, Vancouver Airport Authority

For YVR, 2022 was a year of recovery, growth, and reconnection. And connection is indeed at the heart of what we do. While we began the year with travel and health restrictions still in effect, these measures were quickly lifted, making way for incredible growth as well as new challenges that the leadership team and everyone at YVR navigated with our values of safety, teamwork, innovation, and accountability at the core.

As the world returned to travel in a significant way heading into summer, YVR experienced substantial increases in passenger numbers, unlike anything we had seen before, and exceeding all projections. However, the organization’s time, attention, and strategic investments made during the pandemic paid operational dividends. We saw many of these focal points, such as the Digital Twin, and baggage upgrades, serve us well as we dealt with the return of significant volume.

These investments, combined with the dedication of our YVR team and our partners, laid a solid foundation to meet challenges head-on and deliver for our passengers and our community.

In addition to passenger milestones, I was pleased to mark an important milestone in our partnership with Musqueam. YVR sits on the traditional and unceded territory of Musqueam and five years ago, we established a first-of-its-kind Sustainability & Friendship Agreement between Musqueam and YVR. Through this



agreement, we embarked on and continue to walk a path of reconciliation by advancing important initiatives and cultural works, and are integrating the spirit of this path in everything we do.

YVR continued to work with all levels of government, airlines, partners, institutions, and businesses, by actively engaging in partnerships and community impact initiatives, stepping up, providing support, and making a difference.

Emerging from the pandemic, the organization continued to prioritize innovation as well as ensuring safe and secure operations and advancing climate action goals. We maintained our carbon neutral status. We built innovative technologies, not the least of which was refining our Digital Twin, to enhance the



passenger journey experience and improve and maximize operational efficiencies. It was rewarding to see our climate efforts recognized with Airport Carbon Accreditation Level 4+, the highest level of recognition provided by Airports Council International. YVR was also voted into the top three best North American airports and received the Best Airport Staff Service at the Skytrax World Airport Awards. All these honours are a tribute to the tireless dedication and skills of our talented team and partners.

YVR continues to play a key role in our economy, creating jobs and driving business activity, back to that important theme of connection. It is very inspiring to see the commitment and contribution of the airport community as we journey together to build the airport ecosystem of the future.



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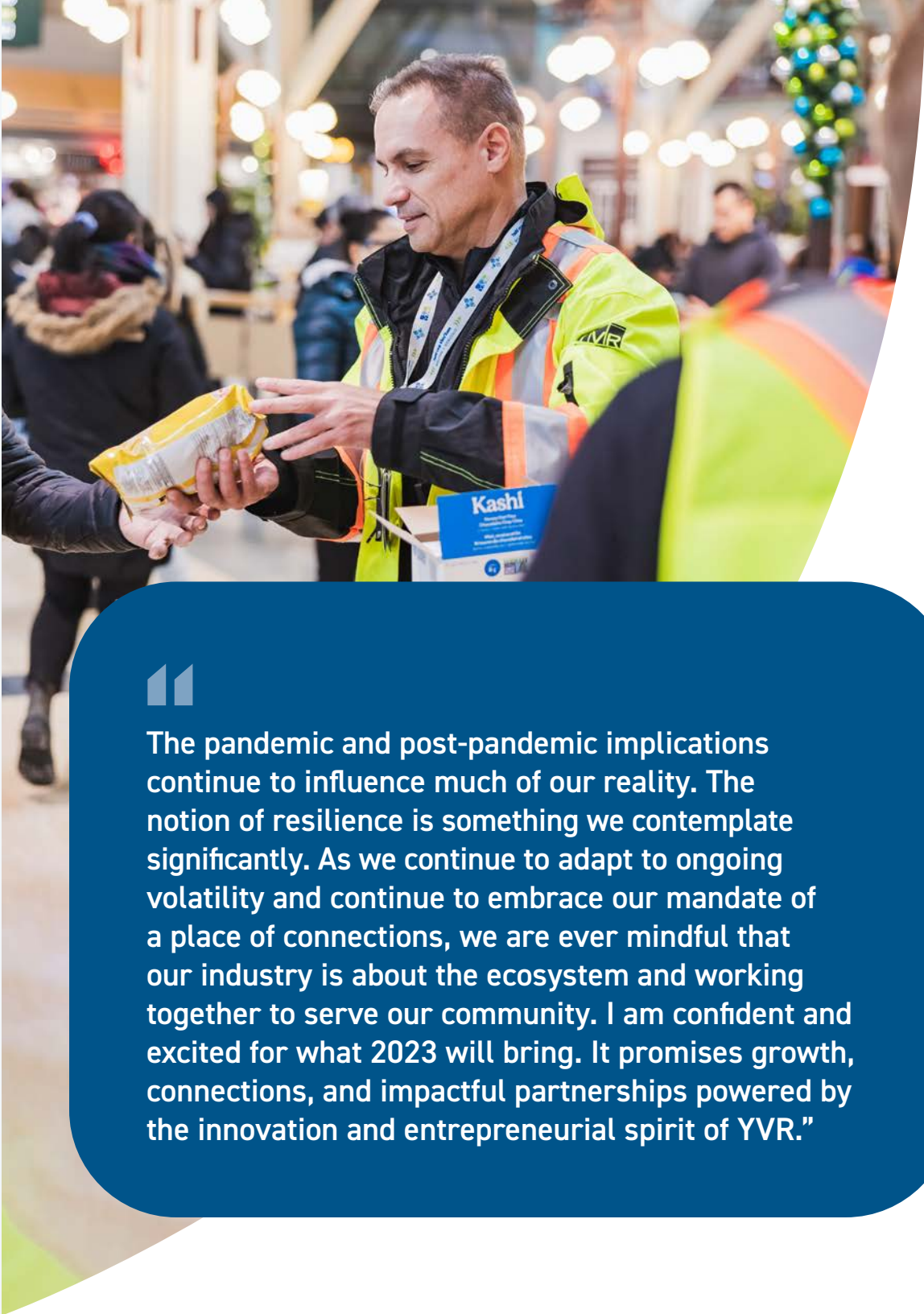
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The pandemic and post-pandemic implications continue to influence much of our reality. The notion of resilience is something we contemplate significantly. As we continue to adapt to ongoing volatility and continue to embrace our mandate of a place of connections, we are ever mindful that our industry is about the ecosystem and working together to serve our community. I am confident and excited for what 2023 will bring. It promises growth, connections, and impactful partnerships powered by the innovation and entrepreneurial spirit of YVR.”

While there was much to celebrate in 2022, including YVR continuing to be recognized as one of B.C.’s best-loved brands, I would be remiss in not mentioning the challenges and disruptions that YVR experienced at the end of the year. The severe winter weather events in December and the travel disruptions that ensued impacted operations in a way not seen in many years and were compounded by the post-pandemic impacts on our industry. We applaud YVR leadership not only for how they tirelessly worked to maintain safe airport operations and support passengers affected by the storms, but also for their efforts after the event to launch a comprehensive review of what happened and how airport systems and procedures can be strengthened to face extreme weather events in the future.

The pandemic and post-pandemic implications continue to influence much of our reality. The notion of resilience is something we contemplate significantly. As we continue to adapt to ongoing volatility and continue to embrace our mandate of a place of connections, we know that our industry is about the ecosystem and working together to serve our community. I am confident and excited for what 2023 will bring. It promises growth, connections, and impactful partnerships powered by the innovation and entrepreneurial spirit of YVR.

Thank you.

Annalisa King
Chair, Board Of Directors
Vancouver Airport Authority



Letter from Tamara Vrooman, President & CEO, Vancouver Airport Authority

Airports are about connection. They connect us in deep and profound ways that support the growth, resiliency, innovation, and opportunity that is so much a part of our region. They are a welcoming place for friends and family reunification, new citizens to our country, new ideas, and new businesses that help our economy thrive and prosper. And as B.C.'s airport, YVR continues to do just that, to serve our community and the economy that supports it.

This past year was one of growth. We continued to be Canada's second busiest airport, welcoming 19 million passengers in 2022. We experienced a 168 per cent increase in passengers between January and August—the single biggest increase in our 90-year history. We welcomed new carriers, including Fiji Airways, JetBlue, Lynx and Sun Country, and announced a partnership with Iskwew Airlines, the first Indigenous- and woman-owned airline. We celebrated as Air Canada restored many of its services and added new destinations like Bangkok, Miami, Austin and Halifax. And we supported WestJet as they refocused their strategy to the west and expanded connections to the U.S.

We managed this growth with planning and hard work. We evaluated our systems, tested our assumptions, looked at different ways of working, practiced, and tested some more. We channeled our energy into resolving issues and working on innovations that would mitigate future issues.

We completed work on our new baggage system, opened our expanded International



Terminal, and finalized the last of our Runway End Safety Areas. We in-sourced our Guest Experience team and launched our Digital Twin. This put real-time operational data directly into the hands of our employees, allowing us to plan and adjust on a daily basis to improve the passenger experience.

And while operations ran well and we welcomed millions of passengers throughout the year, we did not deliver the level of service over the winter holidays that our passengers had come to expect. The post-pandemic realities of our industry and increasing climate-related weather events demonstrated our need to review the airport-wide systems and processes we relied on for decades. As such, we launched an enhanced after-action review, coupled with comprehensive public engagement, to

learn more and are committed to delivering upon the recommendations put forward.

As I reflect further on lessons learned throughout the pandemic and look to the future, the importance of connection has clearly illustrated the responsibility we have to lead and grow with purpose to help build a community that is resilient, thriving, and sustainable.

To that end, we redesigned our land use plan, unlocking significant opportunities for new development. We focused on our cargo business by investing in digital infrastructure to improve goods movement. We remained committed to delivering upon our goal of Net-Zero 2030 and advanced efforts that will accelerate the decarbonization of the industry. And we did so together with Musqueam, the stewards of the land.





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PARTNERSHIP

FRIENDSHIP & SUSTAINABILITY AGREEMENT



I am proud of the entire YVR team for adapting amid turbulence experienced by the aviation industry over the last year. Our continued growth keeps B.C. connected to the world and keeps our community and businesses connected to new ideas, experiences, goods, and investment to ensure a healthy and sustainable economy."

YVR's long-term partnership with Musqueam Indian Band remains a key anchor and guiding principle for all airport operations and business growth opportunities. One of the most poignant moments this year was watching Musqueam Elders greet passengers on each of the two dozen refugee flights arriving from Afghanistan and Ukraine. They welcomed them to our community, as the first peoples of the land, letting them know they belonged and that there was hope for their future.

Our people are at the core of who we are at YVR. And like many other companies, we navigated the changes to work environment expectations, labour market inflation, and diversity and inclusion responsibilities. We welcomed our colleagues back into the office, subsidized transit passes for employees, and most importantly, we were officially certified as a Living Wage Employer in 2022.

I am proud of the entire YVR team for adapting amid turbulence experienced

by the aviation industry over the last year. Our continued growth keeps B.C. connected to the world and keeps our community and businesses connected to new ideas, experiences, goods, and investment to ensure a healthy and sustainable economy.

As we look to the year ahead, we remain focused on our three-year Strategic Plan and the priorities for 2023—strengthening our work with Musqueam and advancing reconciliation in B.C. and Canada, assessing the land around the airport and how we use it for the benefit of our community and economy, innovating the role of YVR in the global supply chain, and enhancing our resiliency through thoughtful improvements to our operations, infrastructure, and how we collect and use data. All with an eye on minimizing our impact on the environment, leading the decarbonization of aviation, and creating space for new technologies and digital solutions to be explored.

I am confident that the YVR team will continue to advance opportunities in these areas throughout 2023. In partnership with our airline customers, businesses and agencies, entrepreneurs, the construction and trades industries, community organizations, and government at all levels, we will continue to grow YVR towards becoming a greener, stronger, more diversified, and sustainable business, ready to serve our community.

Tamara Vrooman
President & CEO
Vancouver Airport Authority



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YVR Operations in 2022

In this year of growth and connection, we focused on strengthening our core operations and exploring new technologies to support the significant increase in air travel, maintain and increase services with our airline partners, and deliver an exceptional passenger experience with greater efficiency. We also focused on improving resiliency and optimizing the land on Sea Island and enhancing our role in the global cargo supply chain.





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YVR continued to adapt and focused on strengthening our operations.

HIGHLIGHTS:

Strength of Operations

- Completed Runway End Safety Areas (RESA) for north and south runways
- Processed 99.9% of outbound bags in time and alongside the departing passenger

Passenger Experience

- 89% of surveyed travellers were satisfied with our services and facilities
- 85% of passengers cleared security screening within 16.3 minutes
- Welcomed 80+ new Guest Experience team members speaking 30 languages collectively
- Celebrated 10+ new restaurant openings, including the first Indigenous restaurant at a Canadian airport

Air Service & Connectivity

- Welcomed five new airlines, including Fiji Airways, JetBlue, Sun Country, Lynx Air and Canada Jetlines
- Strengthened connectivity to and from YVR with airline partners adding more than 35 new and returning destinations

Cargo & Land Use

- Partnered with Kale Info Solutions to digitize parts of YVR’s supply chain
- Unlocked 400 acres of industrial-zoned land and 800 acres for future commercial density





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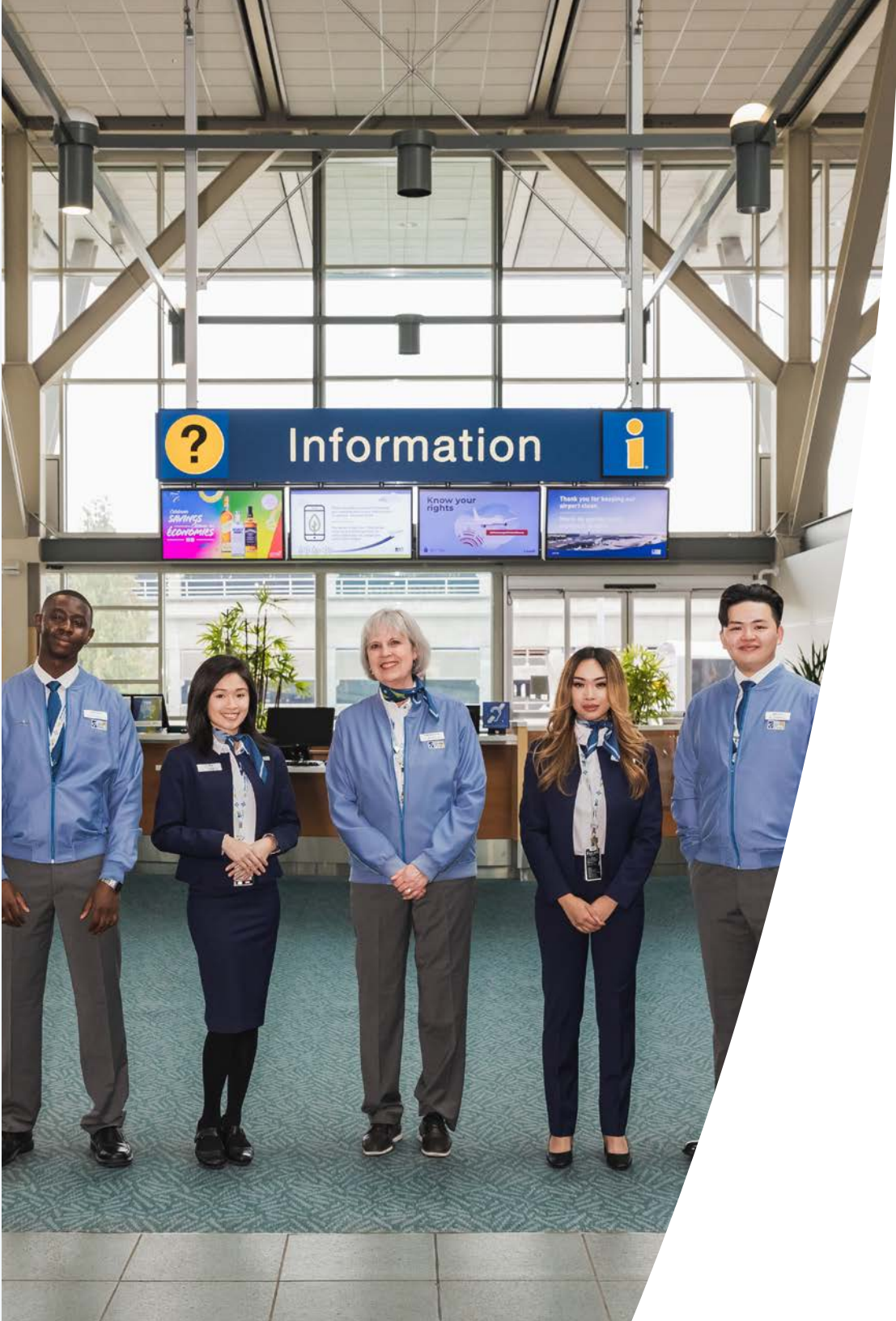
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STRENGTH OF OPERATIONS

As pandemic-related travel measures in Canada eased, YVR continued to adapt our operations and communicate changes to our community in collaboration with our many partners and across the aviation ecosystem to ensure travellers could move through the airport safely and with confidence.

We were able to focus on strengthening our operations as a result of the investments we made starting in 2021 to improve resiliency and optimize our terminal and airside infrastructure. This ensured we create efficiencies, meet regulatory compliance standards, maintain safety, minimize risk, and maximize opportunity.

With a focus on how we optimize our operations and infrastructure for the benefit of our passengers and partners, we continued measuring against key performance indicators (KPIs) in 2022, including customer satisfaction and wait times through security screening.

PASSENGER EXPERIENCE

We received an overall customer satisfaction (CSAT) score of 89 per cent, which is based on in-terminal customer satisfaction surveys conducted every four days. Survey questions measure our passenger satisfaction across various aspects of the airport experience and help inform future project initiatives.

In collaboration with the Canadian Air Transport Security Authority (CATSA), we reached an average of 85 per cent of passengers processed through security screening within 16.3 minutes. This represents a wait time of approximately one minute above our set target, on average. We are continuing to innovate and drive improvements to meet our target.

Working with our valued airline and agency partners, we introduced new technology in October—YVR EXPRESS which helps reduce wait times for security checkpoints and creates a more predictable experience for both passengers and staff. We also partnered with Canada Border Services Agency (CBSA) to develop an innovative new technology to speed up Canada's customs and border process—Advance Declaration through ArriveCAN. This allowed passengers arriving at YVR to move through the process 50 per cent faster than before.



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Understanding the changing needs of travellers, we refocused efforts on passenger experience. We established a new Guest Experience team. Made up of more than 80 team members speaking a collective total of 30 languages, YVR's Guest Experience team, together with our Green Coat volunteers, are stationed across the terminal and at Information Counters to assist travellers and guests. Importantly, these team members take part in cultural learning with Musqueam, enabling them to reflect the YVR brand and international and local cultures to passengers and the community, at every touchpoint.



**YVR Launches New Guest
Experience Program | YVR**

To further support our frontline staff during peak summer travel, we established the X-Team—a volunteer effort to provide extra staffing and support. In total, 154 staff members from across the organization dedicated up to four hours each week to serve passengers and guests in the terminal, creating thousands of extra hours of coverage and support.

Rounding out the passenger experience, we began a journey to reimagine the culinary experience at YVR. We introduced interesting and local flavours like Dirty Apron and Pacific Farms. We partnered with Trendi, a local innovative food waste solutions company to install automated smoothie machines which use upcycled fruit. We welcomed Salmon n' Bannock, Vancouver's only Indigenous restaurant and now the first Indigenous restaurant at a Canadian airport. We also welcomed world-renowned luxury French patisserie Ladurée, which opened a pop-up carriage at YVR.



Partner Story

I am thrilled to bring Salmon n' Bannock on The Fly, the first Indigenous restaurant in any airport in Canada, to YVR. I'm proud to showcase my heritage in the form of food with travellers from around the world to enjoy and feed their spirits. Whenever I travel, I like to try the food from the land, and know what people from the land eat. I like to know what's local, and that informs what I should be eating. And we're the original locals to Canada. Vancouver International Airport is the perfect location for my second restaurant, with all the beautiful Indigenous art everywhere, it's such a nice continuation of the story. Our food has a story, all of our people have a story. And we're sharing that story with our visitors."

– Inez Cook, a member of Northern B.C.'s Nuxalk Nation,
Owner of Salmon n' Bannock



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AIR SERVICE AND CONNECTIVITY

As international travellers returned and with an increased need for cargo, we officially opened our newly expanded International Terminal, Pier D. This was a significant project in the history of YVR and our largest terminal expansion since 1996. The expansion features eight new gates, a glassed-in, open-air atrium, a yoga space, multi-faith prayer room, a quiet room, and an immersive digital experience as well as an inclusive and accessible travel experience for all travellers.



Pier D Expansion | YVR

To ensure safe, dependable and seamless transportation options for travellers to and from the airport, we completed negotiations with our 17 taxi operators, establishing a new service agreement. The new agreement brings improvements that mutually benefit YVR and taxi operators, adding more licensed cars servicing the airport and outlining actions to reduce emissions through operational efficiencies and infrastructure that will support electrifying the taxi fleet.





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Throughout the year, YVR continued to grow air services and strengthen connectivity. YVR welcomed five new airline partners, adding new and exciting destinations for passengers. We also celebrated the return of many familiar favourite destinations with our established airline partners.

Air Canada continues to invest in YVR, growing its network between Asia and the Americas. We were thrilled to see the restoration of Air Canada services as well as service to exciting new destinations. In fact, with Air Canada, we are the only city in North America to offer direct service to Thailand.

With WestJet, we continued to support their new strategy as they focus on the west and on increasing service to the U.S. We were also pleased to see their partnership with Pacific Coastal, which will provide even more points of connection for the people and communities of our province.

We were honoured to partner with Teara Fraser and Iskwew Airlines, the first Indigenous- and woman-owned airline in North America. This local airline will help maintain and grow vital air services to communities across B.C., while generating economic value for Indigenous people and businesses in these areas.

We were proud to see continued services and growth with Flair Airlines, Lynx Air and Canada Jetlines. We also welcomed a number of new airlines in 2022: Sun Country, Fiji Airways, and JetBlue, making us the first Canadian airport to welcome this iconic U.S. carrier.



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Partner Story

Global aviation's recovery continues to show improvement and Air Canada is well positioned as a key player in rebuilding the travel and tourism industry. We are leveraging our competitive strengths as we restore and expand our international network spanning six continents in response to pent-up demand. Our vast and growing network has been built to conveniently increase connectivity to and from global destinations through our Vancouver hub. Combined with the networks of our Joint Venture and Star Alliance partners, we offer customers easy access to virtually any destination in the world. In 2022, Air Canada connected YVR to more than 60 destinations which include launching new routes to Bangkok, Austin, Houston, Miami and Halifax. Our new Bangkok route is the only non-stop service from North America to Thailand and is another strategic step in our ambition to develop the YVR hub into one of the most important trans-pacific gateways in North America. As we continue building on Air Canada's momentum at YVR in 2023, we look forward with plans for new, exciting, non-stop services including to Washington Dulles and Boston, the advancement of new technologies such as digital identification, the expansion of our YVR cargo facility to coincide with the arrival of Air Canada Cargo's first Boeing 777 freighter in 2024, and the continued electrification of our ground equipment in support of our ambitious net-zero greenhouse gas emissions goals by 2050."

– Michael Rousseau,
President and CEO at Air Canada





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CARGO & LAND USE

In 2022, we finalized amendment to our land use plan and cargo continued to be a bright spot for our operation.

We redrew the lines to unlock significant potential for commercial and industrial development with the approval of Musqueam as well as the federal government.

Through this work, we freed up 400 acres of industrial-zoned land for greenfield development and an additional 800 acres available for future commercial density. This represents a significant economic development opportunity for our airport, for our region, and for Musqueam.

In 2022, we moved 302,572 tons of cargo through YVR. This represents an increase of nearly nine per cent over 2021 and exceeds our target of 274,000 tons. Cargo volumes at YVR, like other west coast airports, are now close to 2019 levels.

When moving hundreds of thousands of tons of cargo, the opportunity for digitization that benefits our partners—such as FedEx, CargoJet, and Canada Post—is endless. We partnered with Kale Info Solutions to digitize our cargo community system, using AI and data analytics to create efficiencies for us and our partners and significantly reducing paper, fuel consumption, and idling time, benefiting the planet.



Our Business section of our Accountability Data



Partner Story

We are very privileged to commission the first Airport Cargo Community System (ACS) in Canada with YVR, which will synchronise the cargo flow to make it more environmentally sustainable. The airport is setting new benchmarks on how they work across industry, with many partners, and with the government to build a globally connected community that will continue to focus on its cargo business by exploring and investing in digital infrastructure to improve the movement of goods. We successfully concluded the proof of concept for the airport’s Cargo Community system and are thrilled to share that through this digitization process, YVR can help the community save approximately \$15 million annually and reduce CO₂ emissions by approximately 2 million kgs annually.”

– Amar More, President, Kale Info Solutions



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**YVR HOSTED MULTI-AGENCY
TRAINING EXERCISE**

In September, YVR hosted a multi-agency training exercise simulating an aircraft crash. The event included more than 200 participants from 20 different agencies across Sea Island and the Lower Mainland. This training provides crucial opportunities to practice emergency response plans with agencies, business partners, and the airport community.

Due to impacts of the COVID-19 pandemic, the exercise was YVR’s first since 2019 and the largest non-military full-scale exercise to be conducted in B.C.



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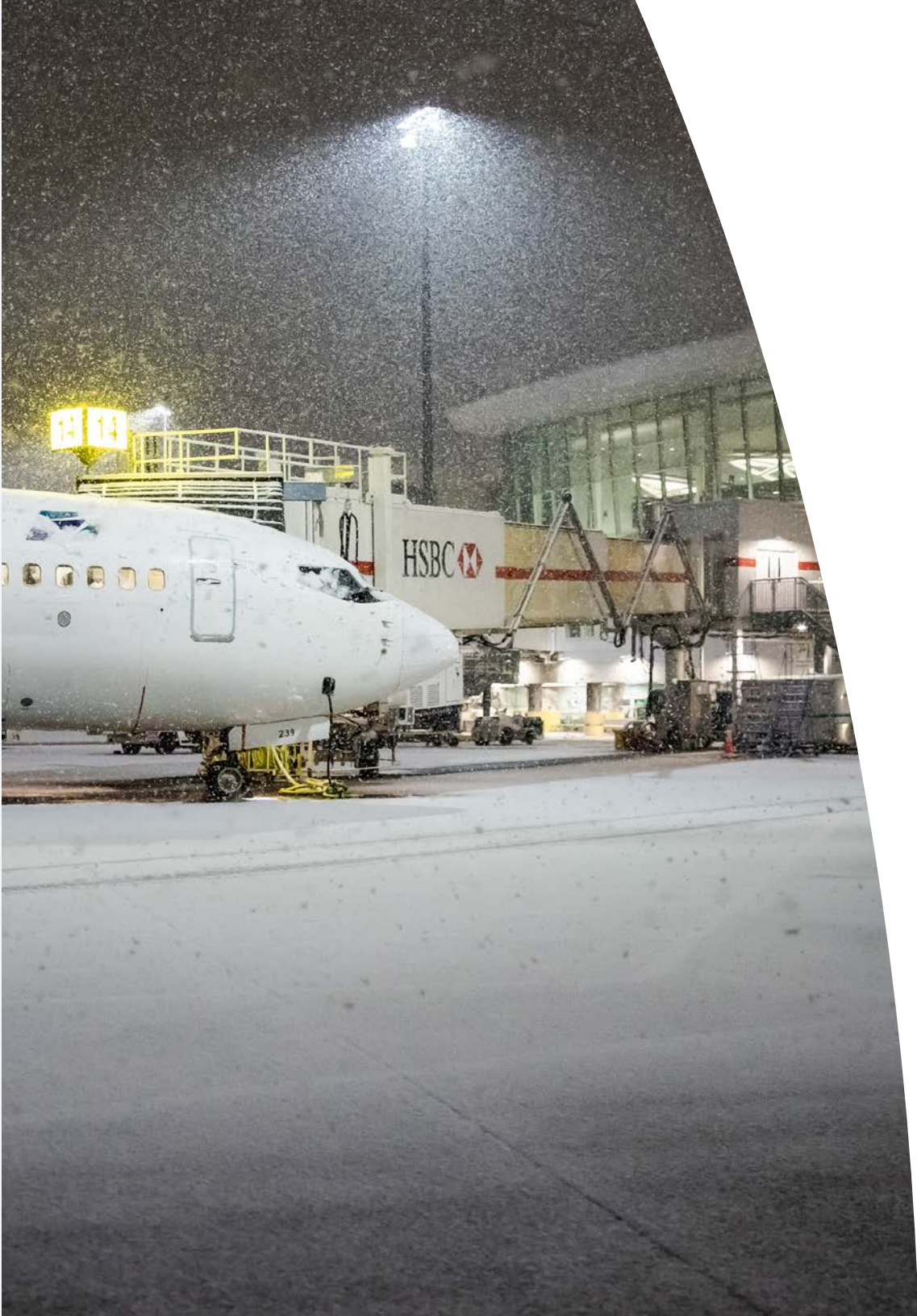
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**YVR NAVIGATES TRAVEL
DISRUPTION AND UNCERTAINTY**

As YVR and the global aviation industry continued to build back from the impacts of the COVID-19 pandemic, we experienced a historic 168 per cent increase in daily passenger numbers from January to August. Like airports globally and across Canada, we saw long wait times for security screening and travellers needing more information to help them prepare for their trips. While YVR experienced some challenges during this re-start period, we did not experience significant disruptions to airport operations. This was a direct result of planning and investment initiatives, including establishing a new Guest Experience team, investing in our baggage infrastructure, and introducing new digital tools for travellers. We also continued to work with our many airport partners, including the Canadian Air Transport Security Authority (CATSA), the federal crown corporation responsible for all security screening, Canada Border Services Agency (CBSA), and airlines to get travellers on their way safely.

In December, weather events in Vancouver and across Canada resulted in significant disruptions for travellers. This period was challenging for travellers, their friends, and families. We focused on maintaining

safe airport operations and supporting travellers. We continued to keep runways, taxiways and aprons clear of snow and ice and all de-icing facilities in operation. We also extended care and comfort to passengers in the terminal facing overnight delays, including providing hotel rooms, restaurant gift cards and access to essential amenities.

While our actions during the weather event were done with safety top of mind, it was clear that we came up short in several areas. To identify how we can do better in future extreme weather events, we initiated an After-Action Review that brought together input from airlines, partners, suppliers, and employees. We also engaged with the travelling public to hear directly about their experiences and suggestions for improvement relating to information and support during the disruption.

Learnings will inform continued improvements at YVR and allow the airport authority to work across the aviation ecosystem to enhance the overall travel experience for passengers.

The results from the After-Action Review and public engagement were announced a week before this report went into production. Findings and actions are available on [YVR.ca](https://www.yvr.ca).



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People & Community

We are powered by our people, who reflect the rich diversity of the communities we serve and who showed incredible resilience and teamwork while working with passion and commitment to connect travellers and make a difference in our community.





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In this year of recovery, growth, and connections, we continued to focus on our people and our communities.

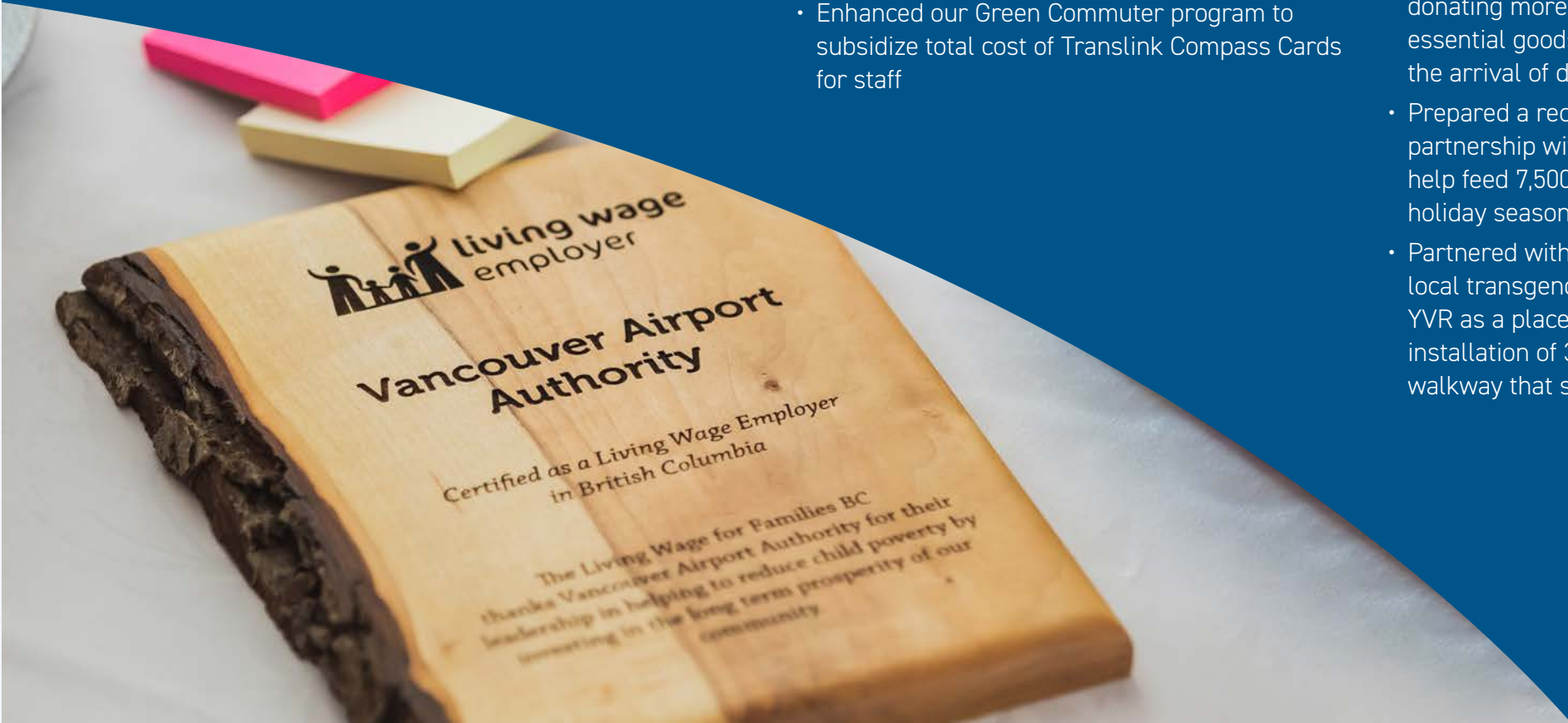
HIGHLIGHTS:

Our People

- YVR became a certified Living Wage employer, the first airport in Canada to achieve this designation
- Established a new mentorship program, bringing together 54 pairs of employees for development and growth opportunities
- Launched YVR Arrivals, a comprehensive onboarding program for all new employees
- Enhanced our Green Commuter program to subsidize total cost of Translink Compass Cards for staff

Our Community

- YVR supported 18 community partners in 2022, providing \$1.9 million in monetary and in-kind donations
- Developed travel resources for neuro-diverse individuals and their families in partnership with Pacific Autism Family Network
- Coordinated the #EmptyBoxChallenge across our YVR airport community, collecting and donating more than 200 boxes filled with essential goods and care items to support the arrival of displaced Ukrainians
- Prepared a record 1,264 food hampers in partnership with Quest Outreach Society to help feed 7,500 British Columbians over the holiday season
- Partnered with Vancouver Pride Society and a local transgender artist to creatively showcase YVR as a place to welcome all with a unique art installation of 32 Pride flags at the Canada Line walkway that spans the YVR platform





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In 2022, we proudly became a certified Living Wage Employer, making YVR the first airport in Canada to achieve this designation. As a Living Wage Employer, all Vancouver Airport Authority employees are paid at or higher than the designated living wage in B.C. We are also working with our direct service providers at the airport, such as janitorial, building maintenance, landscaping, and traffic management contractors to ensure their employees are also paid a living wage in the future.

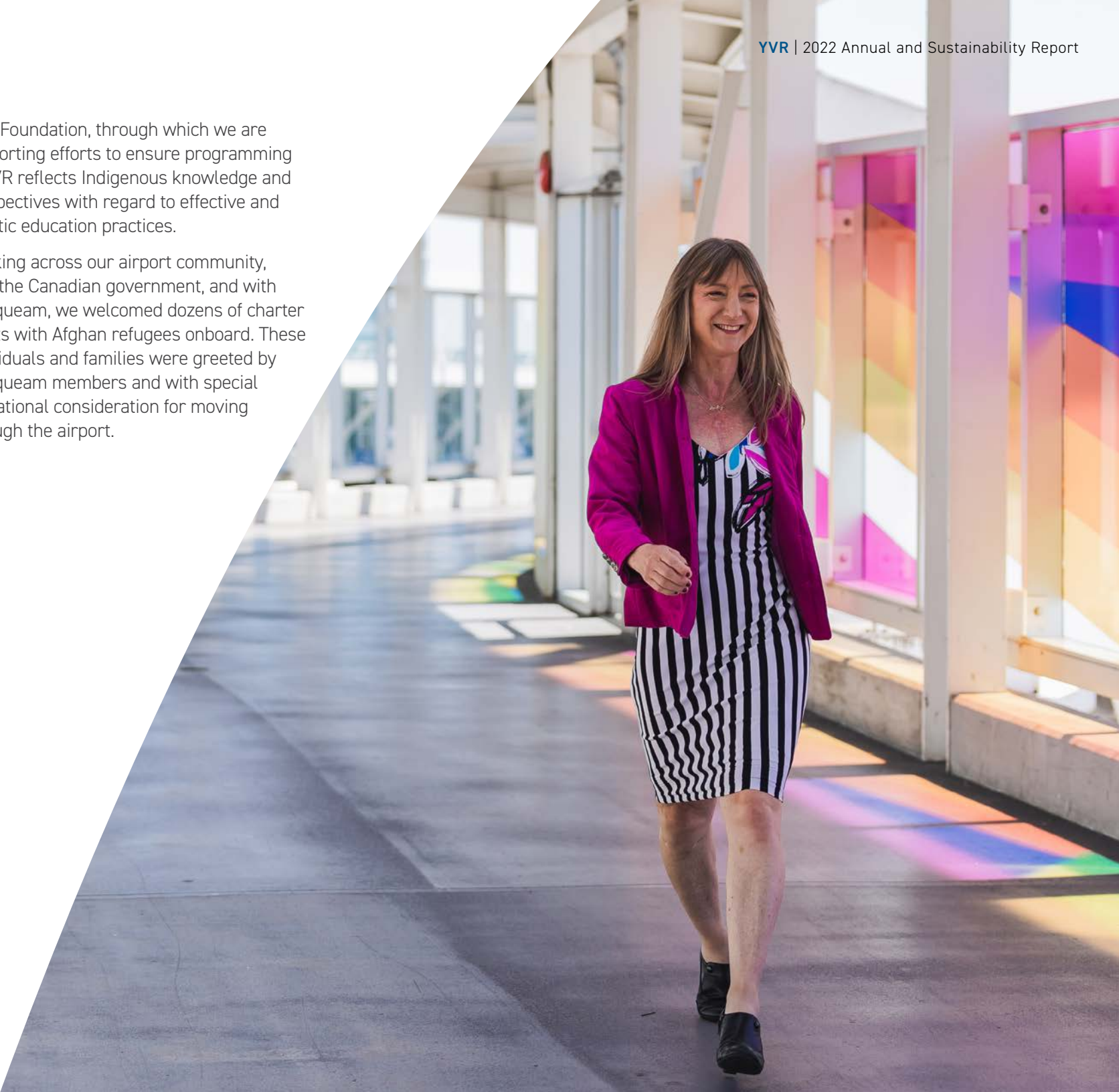
To support our people across our talented and diverse team, we created additional professional learning opportunities within our YVR Learning program. These opportunities included new classes as well as revised sessions to incorporate Musqueam and Indigenous education elements within the program. We also introduced a mentorship program and an onboarding course to support new colleagues with learning about our business and operations.

To support our community, we continued to focus on our role as a platform for connection.

In addition to providing \$1.9 million in monetary and in-kind donations to 18 community organizations, we strengthened our support for our valued pillar partners, including the YVR Art Foundation, Pacific Autism Family Network, and Quest Outreach Society. We also forged a new partnership with Take a

Hike Foundation, through which we are supporting efforts to ensure programming at YVR reflects Indigenous knowledge and perspectives with regard to effective and holistic education practices.

Working across our airport community, with the Canadian government, and with Musqueam, we welcomed dozens of charter flights with Afghan refugees onboard. These individuals and families were greeted by Musqueam members and with special operational consideration for moving through the airport.





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As early as February, thousands of displaced Ukrainians began arriving at YVR. To help them settle into life in B.C., YVR first established a welcome area where Ukrainian individuals and facilities could access resources and information about government programs. YVR took the added step of collaborating with the Ukrainian Canadian Congress, the Canada-Ukraine Foundation, Red Cross, and the local Ukrainian community to activate our airport community in support of the Empty Box Challenge. Together with our community, we filled more than 200 boxes with essential goods and care items that were donated to the Ukraine-Canada Foundation for benefit of Ukrainians arriving in Vancouver.

We continued our work with Quest Outreach Society, hosting our 12th Annual Hamper Drive event at YVR in December. In total, we prepared a record 1,264 hampers to feed over 7,500 British Columbians during the holiday season. Hampers included meal essentials and festive favourites for a complete holiday dinner.

We continued to work closely with our partners from Pacific Autism Family Network on a variety of initiatives to advance accessibility at YVR for Canada’s autism and neurodiverse community including the development of travel resources and employment skills training for autistic individuals and professional development for frontline staff on how best to support the autism community.

We also continue to collaborate with YVR Art Foundation to support Indigenous artists, provide scholarships and mentoring opportunities with the goal to connect people, communities and culture at YVR.

To celebrate Vancouver’s first in-person Pride festival in over two years, Vancouver Pride Society partnered with YVR and local transgender artist, Lindsey McEwan, to create a beautiful art brand experience; a bold, bright mural which included more than 32 Pride flags, the collection representing a myriad of queer communities.



[People and Community section
of our Accountability Data](#)



Partner Story

The story of the holiday hamper is really the story of food security across British Columbia and the global economic barriers that face it. The last few years have been a roller coaster when it comes to the cost of food. 2022 was extra challenging for items such as turkeys, given the impact of avian flu across North America, the rising cost of feed which is a direct impact of the war in Ukraine, as well as cost increases that make raising poultry more expensive than before, due to inflation. As the Hamper Drive returned to in-person this year, YVR and Quest created the first YVR Quest Pop-Up Market where employees, partners and the community had the option to shop for items at wholesale prices and make their contribution. The 1,325 hampers that were prepared at YVR helped ensure over 7,500 British Columbians could sit down for a complete meal this past holiday season. Alone we can do so little; together we can do so much! Our long-standing partnership with YVR reflects the spirit behind this journey together as we work to make a difference.”

– Theodora Lamb, Executive Director at Quest Outreach Society



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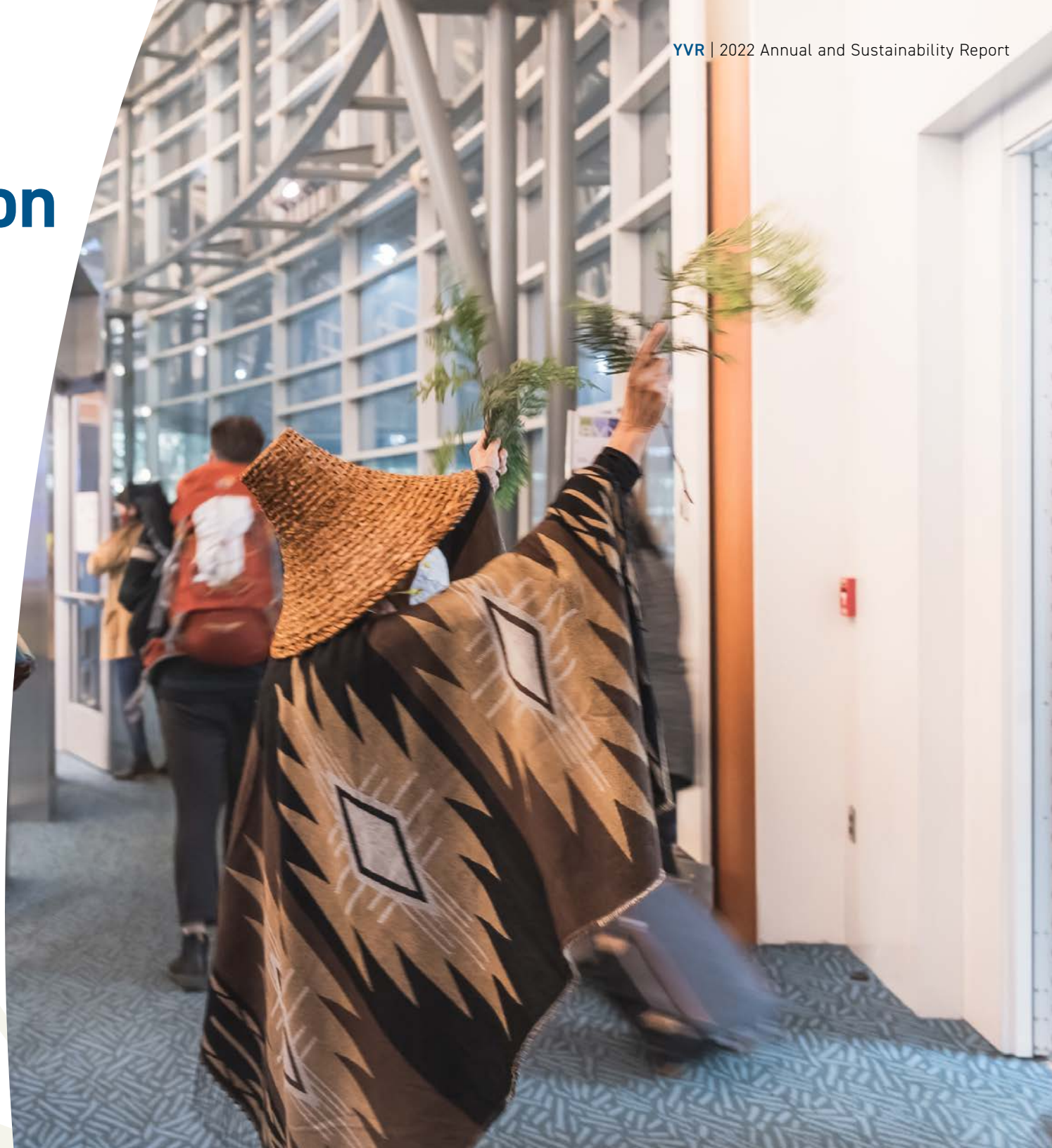
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Reconciliation

YVR sits on the traditional, ancestral, and unceded territory of the Musqueam people. In 2022, we celebrated the five-year anniversary of the Musqueam–YVR Sustainability and Friendship Agreement and we are looking ahead with continued commitment to reconciliation and to pursuing opportunities that will strengthen our partnership with Musqueam and our community.





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YVR and Musqueam share a unique connection. 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.

HIGHLIGHTS:

Reconciliation and Connection

- YVR awarded 7 scholarships to Musqueam students to further their post-secondary education
- Named and opened a new community pathway: xʷqaxińtál ct (Walking Together)
- 3 Musqueam Markets held in 2022. Each market saw 10–20 Musqueam artists





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2022 marked the fifth anniversary of the Musqueam-YVR Sustainability and Friendship Agreement. Since signing this historic agreement, YVR has incorporated Musqueam cultural protocols throughout our business and operations and continues to increase Musqueam representation across the airport community. This includes integrating some of the 94 Calls to Action put forward by Canada’s Truth and Reconciliation Commission, with more work to follow.

This year, we proudly worked with Musqueam to advance many initiatives together, including **opportunities for economic reconciliation, and to make connections** across our airport community.

YVR reinstated our Maintenance Apprenticeship Program, bringing on two members of Musqueam. Two additional members of Musqueam were engaged for a pre-apprentice program.

We engaged Musqueam-owned and -operated Delta Tritec Group to lead our terminal lighting efficiency project, which saw more than 20,000 lights throughout the terminal upgraded to LED bulbs.

YVR proudly followed Musqueam guidance and protocol to celebrate important cultural work at YVR. Together, we named and opened a pathway in the Templeton Corridor. The pathway is commemorative of our past and future—one that includes Musqueam, the airport, City of Richmond, and the Burkeville community. It is an honour that Musqueam gave their blessing and permission to name the pathway in the language of the Musqueam people. The name, xʷqaxiŋtəl ct (Walking Together), is reflective of our relationship, which is based on friendship and respect to achieve a sustainable and mutually beneficial future for the community and the lands on which we operate.



Walking the path together | YVR

Following many months of planning and coordination, YVR and Musqueam came together to raise a new house post. The

post, raised in Chester Johnson Park, carved by ʔə́yɣʷatələq (Musqueam artist Brent Sparrow), is visible upon exit from our International Terminal. This placement is significant to Musqueam culture and YVR’s unique sense of place as it provides a traditional Musqueam welcome to the millions of travellers and visitors to the airport and Musqueam territory each year.

Together with Musqueam, we hosted 3 Musqueam Markets last year at YVR. With over 10-20 Musqueam artists participating in each market, we provided passengers and the airport community the option to experience and own authentic Indigenous local easy-to-carry items. Many of these products have also been placed in the new Musqueam Arts Store in the terminal.



Musqueam guides YVR through cultural ceremony in support of reconciliation | YVR

These important advancements and partnerships set a strong precedent for how YVR honours our relationship with Indigenous peoples and how we will work together towards reconciliation for a mutually sustainable and beneficial future for our community.



Local Communities section of our Accountability Data



Partner Story

In 2022, Musqueam and YVR celebrated five years of our sustainability and friendship agreement, and each year our relationship truly gets stronger. YVR continues to show its dedication to honouring Musqueam’s rights to the territory by working closely with Musqueam Council and many of our administrative departments to uphold the commitments of the agreement. We’ve worked together to train and hire numerous Musqueam members in a variety of roles throughout the airport, help fund our post-secondary students, provide space for our artisans to sell their work and commission established and emerging Musqueam artists for public artworks. Together we have also worked to respectfully incorporate Musqueam history, cultural protocol and hə́nqəmiṇəm, Musqueam’s traditional language, into documents, events and physical spaces throughout the airport. hay ce:p qə (thank you all) to YVR for understanding the importance of creating opportunities for education and cultural exchange with airport staff and visitors to Vancouver. We look forward to seeing how our relationship continues to strengthen in the next five, 10 and 25 years. We are walking the path of reconciliation together with YVR, to achieve a sustainable, purposeful and mutually beneficial future for the community.”

– yax’yax’əlaq, Chief Wayne Sparrow, Musqueam Indian Band





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The future of growth and connection must be decarbonized. In 2022, we continued to work with our partners, businesses, technology, and all levels of government to innovate and advance our goal of becoming the world's greenest airport while supporting the decarbonization of aviation.





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At YVR, 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.

HIGHLIGHTS:

Climate and Sustainability

- YVR was recognized by Airports Council International and Airports Going Green for leadership in carbon reduction
- Signed on to the World Economic Forum's Clean Skies for Tomorrow Commission
- Signed the federal government's [Net-Zero Challenge](#)





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In 2022, we advanced initiatives and priorities that support our goal of becoming the first airport in Canada and one of a few in the world to become net-zero carbon by 2030.

Our Roadmap to Net-Zero is guided by reducing carbon emissions and improving energy efficiency. In 2022, we invested in a major terminal lighting retrofit project, improved the efficiency of our heating, ventilation and cooling and domestic hot water systems through equipment upgrades, and expanded the number of electric vehicles in our fleet.

For **efforts with climate and sustainability**, YVR received three important recognitions:

- **Airports Going Green** awarded YVR with an Honourable Mention for Outstanding Sustainability Program for the airport's Roadmap to Net-Zero
- **Airports Going Green** recognized Marion Town, former Director, Climate and Environment, with the James M. Crites Pioneer in Aviation Sustainability Award
- **Airports Council International** recognized our Roadmap to Net-Zero with an honourable mention at the Environmental Achievement Awards

We maintained our carbon neutral status by continuing to reduce our emissions and purchase carbon offsets for our direct, indirect, and corporate travel emissions from the Great Bear Forest Carbon Project, located in B.C.

We became the first airport in Canada to achieve Level 4+ Airport Carbon Accreditation program. This recognizes YVR's role in setting a course for our own carbon reduction while actively working with aviation partners to drive broader emissions reductions.



YVR becomes first airport in Canada to achieve Level 4+ Airport Carbon Accreditation | YVR

YVR successfully renewed our Salmon-Safe Certification for a second five-year period and incorporated Indigenous perspectives on ecosystem health as part of the process. This marks the first time Indigenous knowledge was included in the certification assessment as an Indigenous assessor was part of the team.

We continue to work with our business partners, airlines and communities to minimize environmental impact across the airport. Through YVR's Project Green initiative, we work with Sea Island businesses to reduce their waste, water and energy use and save money through a variety of programs.

We also continued to drive climate and innovation initiatives that support our environmental goals while advancing those of the aviation industry overall.

We partnered with the province of British Columbia to test made-in-B.C. clean technologies, including alternative fuel operations and electrification.

We signed on with the Ports of Seattle and Portland to collaborate on the decarbonization of aviation. Our new Cascadia Corridor partnership will break down regional and sector silos, increase collaboration on key infrastructure and policy decisions, and provide a critical layer of planning and development.



Our Environment section of our Accountability Data





Partner Story

Our Cascadia partnership starts with our values. We all share the drive to create economic opportunity as the foundation for why we do our work. Partnership, sustainability, and equity are the roadmap for how we do our work. Decarbonizing heavy industries is the challenge of our time. None of us has the abilities or resources to make industry-wide change in a silo. We share the regional infrastructure and tenants. We need to share in the planning of and transition to a clean energy economy. Acting together multiplies the impact of our efforts and helps us achieve more than we could in isolation.”

– Stephen P. Metruck, Executive Director, Port of Seattle



Partner Story

Climate change represents one of the most important challenges for this generation, and for generations to come. Like small cities, international airports operate around the clock, leaving behind substantial carbon footprints. At Portland International Airport, we’re taking steps to minimize our emissions, investing in strategies that will have immediate, meaningful effects, and pursuing opportunities that will best address environmental injustices—from transitioning to sustainable aviation fuel and renewal diesel to pursuing electrification of ground support equipment. But it’s our involvement in the Cascadia Corridor partnership that stands to have the biggest impact: sharing our expertise and lessons learned and partnering to drive needed changes more quickly. We are proud to stand alongside Seattle-Tacoma International Airport and Vancouver International Airport and lead the way towards a more resilient, sustainable and equitable future for U.S. airports and the people whose livelihoods depend on them.”

– Curtis Robinhold, Executive Director, Port of Portland



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Innovation

Innovation at YVR is centred around people—our employees, passengers, and the community that we serve. In 2022, we continued to invest, test, adapt, innovate, and build sustainable technologies to enhance the airport experience for our partners, employees, businesses, and our communities. We also advanced technology solutions for the benefit of industries beyond aviation.





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We are the only airport in North America and only one of a few in the world to create a full Digital Twin of our terminal, airfield, and surrounding lands, and we continue to leverage this platform for the benefit of passengers, partners, and industries beyond aviation.

HIGHLIGHTS:

Innovation at YVR

- YVR formed 8 new strategic partnerships with leading organizations to advance solutions that will benefit travellers and our community
- Introduced a new common use cloud-based system to support airline operations, creating the foundation for innovations that will improve the travel journey at YVR, such as contactless services and biometric check-in
- Advanced the technology and application of our Digital Twin
- Partnered with Teck to enhance health and hygiene throughout our terminal and offices using antimicrobial copper





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The YVR Digital Twin facilitates optimization, future planning, simulation, training, testing, and more by aggregating and visualizing data across multiple sources. Through the integration of sensors, historical and real-time data into the platform, the YVR Digital Twin strategically presents key information in 2D and 3D, enabling data-driven decision-making and collaboration which has never been available before.

In 2022, we moved the YVR Digital Twin to a fully productionized environment and made it available to all YVR Employees on mobile platforms. We created over 52 use cases for the YVR Digital Twin, including situational awareness tools to improve our operations and developing a calculation model to monitor and improve efficiencies with routing aircraft on our airfield. This also supports our carbon reduction goals and those of our airline partners.

We advanced initiatives and partnerships through the **Innovation Hub @ YVR**, including partnerships with Teck Resources and the British Columbia Institute of Technology (BCIT). The Innovation Hub @YVR is a platform that develops, tests and trials new processes and sustainable technologies in collaboration with the community. In May, we signed on with Teck’s Copper & Health program, making YVR the first airport in Canada to install antimicrobial copper on high touch surfaces throughout

our terminal and administrative offices to enhance cleanliness and sanitization. In July, we unveiled our first BCIT project—a living lab for students and faculty to research new processes and technology from a wide variety of applications. The first application presented was a device to monitor the water quality at outfall stations on Sea Island 24/7 and in real time, creating certainty and efficiency with this important data collection process at YVR.

We joined forces with the province of B.C. under our Innovation Hub to introduce the Integrated Marketplace Initiative (IMI). This new program will support our efforts to become net-zero carbon by 2030 and the world’s greenest airport through new made-in-B.C. technology solutions focused on optimization and efficiencies, alternative fuel options and electrification of all applicable aspects of our operations.



YVR partners with Province to test made-in-B.C. clean technologies and advance net zero goal | YVR

In addition, we formed eight new strategic partnerships in 2022 to deliver key initiatives under our Innovation Hub, with organizations specializing in robotics, skills development and training for Indigenous people, security, drone technology and AI.



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Partner Story

BCIT's long-term partnership with YVR has been a great example of the power of working with industry and community leaders to provide opportunities for faculty and students to gain real world, work-integrated learning experience. The BCIT Centre of Internet of Things (IoT) has been working with YVR's Innovation Hub to design an innovative water monitoring station to create a network of sensors that will enable YVR to collect and analyze water quality in the channels around the YVR airfield. The first water monitoring station has been designed and installed in Guichon Creek at BCIT's Burnaby Campus by multidisciplinary teams of students and has undergone months of testing. A second device is being prepared for installation at YVR in the coming months. This will improve YVR's ability to model the airfield and provide diagnostics and predictive insight as part of the airport's need to address climate change and rising sea levels."

– Kim Dotto, Dean of Applied Research,
British Columbia Institute of Technology (BCIT)



Partner Story

With one the strongest economic recoveries in Canada, B.C. is leading the transition to a low-carbon economy. The Integrated Marketplace presents an enormous opportunity for B.C. industry to work with local innovative companies to solve business problems and reduce greenhouse gas emissions. This will allow them to be more resilient, competitive and support our small innovation companies to scale up and export to new markets. The pilot testbed at YVR will support transitioning airfield vehicles—primarily ground-handling equipment, such as baggage tractors, belt loaders and stair trucks—from diesel to electric power. The initiative aligns with the airport's commitment to climate action and continuous innovation."

– Gerri Sinclair, B.C. Innovation Commissioner



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Governance

The Board of Directors oversees the business conduct and activities of the management team. The goal of the Board is to ensure we fulfill our objectives on an ongoing basis and operate in a safe, efficient and reliable manner.





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Board departures in 2022:

John Currie and Kush Panatch
(both retired in May)

Board additions in 2022:

Kevin Smith

Board of Directors

Vancouver Airport Authority's Board of Directors is responsible for the overall stewardship of the Airport Authority, overseeing the Airport Authority's strategic direction, governance, financials and alignment to its values. In overseeing strategy and making Board decisions, the Board considers the lenses of Climate, Digital, Reconciliation and Financial Sustainability, 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 foster 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.



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.



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 BC, 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 BC.



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.



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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.



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.



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 BC 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.



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.



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

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





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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.



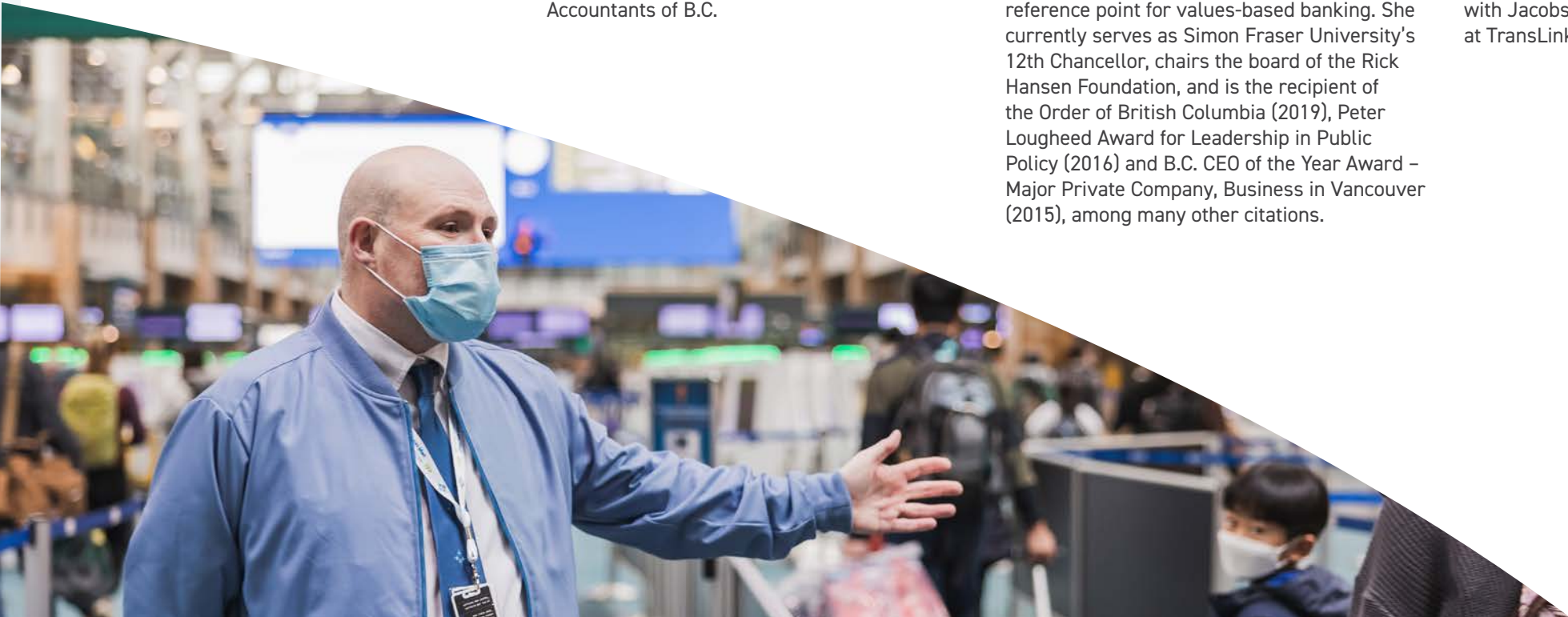
TAMARA VROOMAN, Vancouver
Airport Authority President & Chief
Executive Officer, Director at Large

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.





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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.



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.



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.





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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.



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.



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.



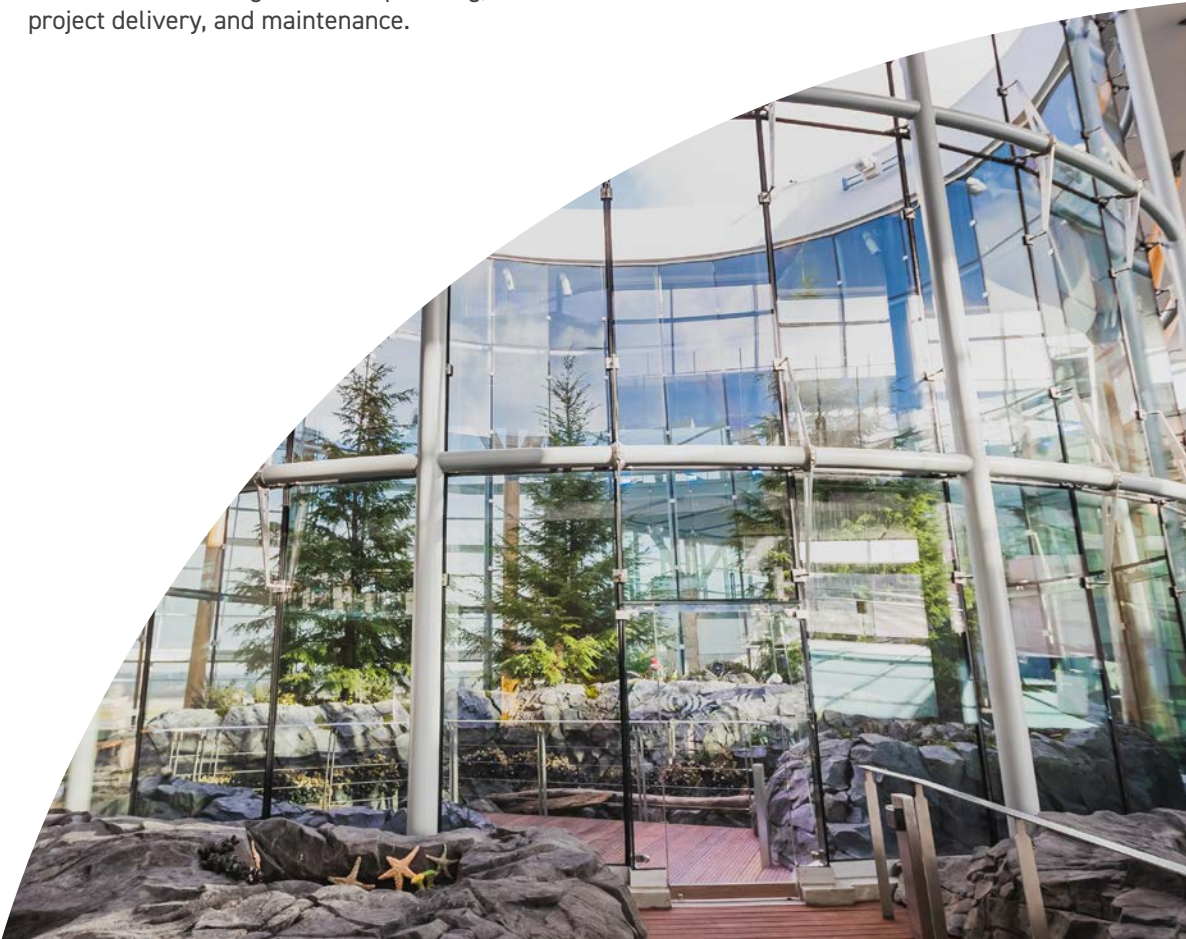
ANDY MARGOLIS, Chief Operations Officer & Vice President, Operations

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.



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.



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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 and Sustainability 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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