

Appendix B : Kelowna International Airport Master Plan 2045 Strategic Development Plan

Kelowna International Airport Master Plan 2045 Strategic Development Plan

Kelowna International Airport

FINAL REPORT
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INTRODUCTION

Strategic planning is essential for an airport to remain viable and to promote growth. Thinking strategically is important to create sustainable success. This Strategic Plan reflects the examination of the macro-economic environment, key aviation industry trends that impact the Kelowna International Airport (YLW), a SWOT analysis of strengths, weaknesses, opportunities and threats, quality service assessment of current air services and a review of airport development opportunities. Based on the results of this assessment, along with input from stakeholders, provided through workshops and surveys, the key strategic direction for YLW has been identified. A number of key strategies have been developed to achieve the airport's vision and help guide the airport over the next five years. In addition, this plan is directly linked to the Master Plan 2045. The Strategic Plan also includes performance measures to track progress.

YLW is the economic engine of central British Columbia as it brings a significant amount of visitors to the region. The greatest strengths of YLW from which future opportunities may be developed include the long-term vision and planning through the Master Plan, customer experience focus, diverse air service, strong ground transportation options, competitive cost structure, substantial non-airline revenues, effective organization and work force, technology focus, community partnerships and most importantly the unique world class Okanagan Valley Experience.

PURPOSE OF THE STRATEGIC DEVELOPMENT PLAN

The purpose of this Plan is:

- to establish the strategic direction for the efficient and economic development of the airport over the next 5 years as well as to outline development priorities;
- to provide for the development of additional aviation and non-aviation uses of the airport;
- to communicate to the public the objectives for future uses of airport lands and growth of the airport; and
- to minimize potential conflicts between uses and users of the airport, and to ensure compatibility with the areas surrounding the airport.

COLLABORATION WITH STAKEHOLDERS

YLW recognizes that the planning process and implementation is significantly improved when its stakeholders and the public are included in the development of sustainable plans. To this end, the Airport Advisory Committee will facilitate the participation from local government, business and community interests within the airport catchment area on matters associated with the development of the Kelowna International Airport and providing leadership and guidance with respect to the implementation of this plan.



NEW APPROACH TO STRATEGIC AIRPORT DEVELOPMENT

Airports have traditionally been viewed as places where aircraft operate and passengers and cargo transit. This traditional understanding is giving way to a broader, more encompassing model which recognizes the fact that along with their core aeronautical infrastructure and services, most major airports have incorporated a wide variety of non-aeronautical facilities and services. Retail mall concepts have been merged into passenger terminals. Airport property beyond the terminal is being developed with hotel facilities, conference and exhibition complexes, shopping centers, office buildings, and logistics and free trade zones. Airports also frequently commercially serve residents in the local market area.

Airports are thus taking on features of metropolitan central business districts or commercial nodes, increasingly operating as points of multimodal surface transportation convergence with surrounding office, hotel and commercial facilities. Indeed, under the new airport city model, many airports are becoming significant employment, shopping, business meeting and entertainment destinations in their own right. Because of the critical importance of landside commercial development to revenue streams, numerous airports are turning to the airport city model as a key component of their Master Plan and development strategies, in addition to traditional aeronautical development.

Today, many airports of various sizes receive greater percentages of their revenues from non-aeronautical sources than from aeronautical sources. These non-aeronautical revenues have become pivotal to airports meeting their facility modernization and infrastructure expansion needs, along with their being cost-competitive in attracting and retaining airlines.

Numerous airports will be increasingly dependent on revenue derived from non-aeronautical sources in the future. With airports under pressure by airlines and passengers to keep aeronautical costs under control, increasing non-aeronautical revenues pose the primary means by which airports will be able to meet their financial and growth needs. In fact, most do not see expanding non-aeronautical revenues as an option, but as a necessity. In the future these non-aeronautical revenue generating activities, such as retail, will increasingly take place on airport land beyond the terminal. This is because terminals are basically planned and built according to aeronautical needs and security issues tend to pose limits such as limiting shopping locations of meeters and greeters. Other space constraints of terminals limit the amount of retail and other non-aeronautical economic activities, pushing these activities landside as the airport develops.

To this end, a new approach is being taken with respect to the Strategic Plan for the Kelowna International Airport that brings together traditional aviation cluster development and land uses with emerging commercial clusters, introducing new landside commercial land uses in a synergistic manner so that future airport development will be economically efficient, aesthetically pleasing, and socially and environmentally sustainable. The Strategic Plan has been



developed based on extensive research, consultation and evaluation of a number of development concepts using airport best practices for optimizing the highest and best use of land and facilities.

NEW APPROACH TO OPERATING AS AN INTEGRATED SYSTEM OF AIRPORTS

In addition to achieving YLW's development strategy, there is a need to take a new collaborative approach with respect to the operation and governance of the primary airports in the Okanagan Region including Kelowna, Penticton and Vernon. Today each has a unique role: Kelowna's role is the airport that supports international, U.S. transborder and long-haul domestic traffic. Penticton is strictly serving short-haul traffic destined for the southern region of the valley. Vernon is primarily acting as a general aviation facility. A system of regional collaboration amongst airports is needed to allow these facilities to be operated as an integrated group rather than a collection of individual airports. This approach would see each airport in the region with a particular complimentary role so that aviation facilities and services are optimized to best meet the range of demands. This will also be more cost-effective in terms of administration, maintenance, ground transportation linkage and infrastructure improvements through the efficiencies achieved by operating as a coordinated system of airports serving the Okanagan region. Although not specifically examined as part of this Plan, a similar coordinated approach can also be taken with respect to Tourism promotion and having "One Voice" for tourism for the entire region. This approach would be complimentary to the airport integrated approach and more cost-effective in achieving tourism growth that will be beneficial to the entire Okanagan Valley.



VISION

The overall strategy is to develop the Kelowna International Airport as ‘best in class’ to meet their current vision of “being the best mid-size airport in North America” by responding to the needs of the local community, to serve the province’s evolving transportation and business development needs in the interior of British Columbia and to maximize the growth of a wide range of aeronautical and other non-aeronautical businesses at the airport. In addition, the Strategic Plan provides direction and focus towards the achievement of the current vision statement for YLW, namely:

“We are the best mid-size airport in North America”

This vision forms a target to which all other plans are defined against. The mission statement defines why the airport exists and brings clarity of purpose and how to achieve the vision. The new mission statement highlights the role of the airport as the hub in the interior of BC for the movement of goods and people.

“Provide safe, secure, customer-friendly economical services and facilities that promote the Okanagan Region”



CORE VALUES

The foundation of the mission and vision is built upon specific core values. YLW'S core values are intrinsic beliefs that all airport employees are expected to use, live by and demonstrate on a daily basis while executing their work responsibilities.

Excellence in Safety, Security and Environmental Performance

We ensure that the safety and security of our customers, staff, facilities and environment is a primary concern in all aspects of doing business.

Economic Development and Fiscally Responsible Ownership

We are committed to responsibly managing all of our assets in a fiscally responsible, commercially focused manner to advance the region's social well-being and economic prosperity.

Quality Customer Experience

We are motivated by customer expectations in providing quality facilities and services in a customer-sensitive and service-driven manner.

Integrity

We are accountable for all our actions, act honestly and respectfully in our business relations, usage of our resources, treatment of our customers and each other, and in the general conduct of our business.

Teamwork and People

People are our most important resource; we work together to foster an open and cooperative environment that encourages teamwork, communication and mutual respect.

Innovation

We champion innovation and entrepreneurship that drive efficiencies to create new value for our stakeholders.



KEY SUCCESS DRIVERS

Key success drivers (KSDs) are focus areas that help YLW organize goals and objectives to achieve the short-term and long-term strategic direction of the airport.

KSD 1 – Operate and maintain safe and secure best in class facilities and services

KSD 2 – Foster economic development for the region

KSD 3 – Act in a financially responsible and sustainable manner

KSD 4 – Exceed the customer service expectations of the travelling public in collaboration with airport partners and the community

YLW subscribes to a culture and operating philosophy where measurable results are applied against specific objectives that support the airport’s mission and vision. YLW’s success depends on this fundamental synergistic relationship. It is part of its corporate philosophy and the way it operates and conducts business.

The airport relies on a structured business planning framework to set the overall direction for the airport and to guide its operation. Fundamental elements for guiding the strategic development of the airport are the Vision and Mission Statements, Strategic Plan, Master Plan and the Annual Business Plan. This Strategic Plan delineates the commercial framework, presents strategies for improving customer service and the financial bottom line; and outlines objectives and related activities for achieving YLW’s long term goals.

Key goals of the vision are to:

GOAL 1: DEVELOP AN AIRPORT WORTHY OF THE SECOND BUSIEST INTERNATIONAL GATEWAY TO THE PROVINCE OF BRITISH COLUMBIA— the development of ‘best in class’ aeronautical and commercial facilities appropriate for the City of Kelowna.

GOAL 2: DEVELOP AN AEROSPACE BUSINESS PARK — to leverage the current aerospace industry cluster of businesses and the desirability of the location for employees.

GOAL 3: CREATION OF BUSINESS OPPORTUNITIES — to make Kelowna International Airport and its environs the centre of a business, retail, and transport hub to respond to the needs of users, providing economic impetus for office parks and landside commercial developments.



GOAL 4: TOURISM FOCUS —to make the Kelowna International Airport terminal an attractive facility for inbound tourists to the Okanagan Valley by providing unique terminal facilities, services and theming that caters to year-round tourism traffic with emphasis on the winter ski market and the summer leisure traveler.

GOAL 5: MAXIMIZE AIRPORT BASED EMPLOYMENT OPPORTUNITIES — to maximize total on-Airport employment and business growth, without compromising aviation operations; and

GOAL 6: RESPOND TO THE NEEDS OF USERS — grow aviation and non-aviation development at the Kelowna International Airport in response to the needs and market demands of airport tenants and operators, the regional business community and the general public.



DETAILED STRATEGIC DEVELOPMENT OBJECTIVES

A number of key business objectives have been developed to achieve these goals. The objectives in terms of developing the airport are as follows:

OBJECTIVE 1: *Develop Kelowna International Airport as the international gateway and multi-modal transport hub serving the Okanagan Region.*

The integration of a number of passenger modes of transportation into a single location at the Kelowna International Airport offers significant opportunities. The concentration of ground transportation shuttles and buses, bicycle trails and air services in one location offers a unique ability to seamlessly transfer between transport modes. The provision of complimentary terminal facilities and services with multi-modal linkages is a leading edge concept that will help strengthen YLW's regional hub strategy. The airport also needs to continue to increase domestic and international air services to maintain growth and increase revenues for the airport and the community. To this end, the airport should focus on:

- providing multi-modal terminal facilities to enhance connections to ground transportation services;
- attracting new ultra low cost carrier service;
- extending daily flights to Toronto year-round;
- encouraging new regional tier three service to northern BC communities;
- seeking U.S. transborder services to Los Angeles, Chicago and Minneapolis-St. Paul;
- attracting new seasonal charter service to a European destination;
- adding more leisure flights to sunspot destinations.

OBJECTIVE 2: *Ensure that the design of the airport reflects its role as a gateway to the Thompson Okanagan Tourism Region.*

The type, form and image of all airport buildings should reflect:

- the creation of an exciting 'sense of arrival' experience for passengers in the terminal;
- the creation of a wide range of attractive, environmentally and user-friendly buildings, including but not limited to office and retail;
- an introduction to the unique aspects of the region; and
- high quality contemporary airport design.

OBJECTIVE 3: *Maximize the economic growth of the Airport and the surrounding region.*

The development of the airport will seek to stimulate economic growth in the region through:



- maximization of aeronautical growth in number of businesses and related employment;
- proactively introduction of initiatives that take full advantage of the existing cluster of aerospace business; and
- maximization of non-aeronautical commercial development options on the airport site.

OBJECTIVE 4: *Provide a business environment that allows YLW and its associated businesses to reach their potential.*

A vibrant, flexible and supportive commercial and physical environment will be created at the airport to create substantial development opportunities and to allow businesses to respond to changing market needs, maintain viability and achieve growth in both aeronautical and non-aeronautical activities.

OBJECTIVE 5: *Develop non-aeronautical land to support future aeronautical infrastructure development.*

Increasingly, businesses are recognizing the role of airports as economic drivers for their region and are demanding a presence on or near major airports. Commercial development in response to this demand and the alternative revenue streams (i.e.: independent of airline revenues) enables the airport to fund major aviation infrastructure developments. Commercial land will be put to productive use where commercially possible, considering surrounding land uses and transport linkages, by incorporating a wide range of activities, including hospitality, office and retail.



INTEGRATION WITH LOCAL PLANNING STRATEGIES

YLW plays a pivotal role in the current and future success of Kelowna and the Okanagan Region as a major social, tourism, business, government gateway. The City recognizes the importance of managing on-airport development in unison with the metropolitan and regional planning strategies of the City of Kelowna and Government of BC, and seeking, where possible, to have the airport recognized in these strategies as a critical transportation, economic and business gateway for the region.

There is a shortage of well-located and serviced industrial land within Kelowna. Therefore the airport lands proposed for development would greatly benefit and be complimentary to the municipal and regional development strategy. In addition, the City of Kelowna is focusing on core economic growth segments. This is an opportunity for the City and YLW to promote and manage the development of an Aerospace Business Park. Furthermore, the future development of landside commercial property is critical to enhance the operation and the viability of the airport.

DEVELOPMENT CONCEPTS AND MASTER PLAN

A wide range of uses of the airport site are detailed in the Airport Master Plan to achieve YLW's development vision. The importance of aviation and the airport's intent to promote the overall growth of aviation and services should not be underestimated. In addition to these aviation uses however, there is clearly a significant demand for additional uses on the airport site, evidenced by the growth of the aerospace business. It is critical in the future to ensure the airport is not reliant upon only one revenue source – especially not one subject to the instability of aviation. The planning vision therefore is to diversify airport land uses as outlined in the following five precincts or development clusters, namely: *aviation, logistics, aerospace, multi-modal and landside commercial.*



PERFORMANCE MEASUREMENT

To measure the achievement of the vision statement, Airports Council International provides the only global benchmarking program that is targeted to monitor an airport’s performance and provide a comparison to other peer airports. The key attributes that are measured include:

- Access to airport and vehicle parking;
- Check-in facilities and services;
- Security services;
- Way-finding in terminal;
- Courtesy and friendliness of staff;
- Terminal cleanliness and ambience;
- Food, beverage and retail concessions;
- Internet, business/executive lounge;
- Washroom availability and cleanliness;
- Comfort of waiting and gate areas;
- CBSA/Customs/Immigration services;
- Speed of baggage delivery service; and
- Overall satisfaction with airport.

Airports in Canada participating in the ACI Quality of Service Index (QSI) survey with passenger activity between 0.5 and 2.5 million enplaned and deplaned (E/D) passengers are recommended as comparable peer airports. Classified medium-sized airports in the U.S. with under 10 million E/D passengers for which ACI QSI surveys are conducted were also selected. The following is a list of the selected airports that are recommended to be used for benchmarking purposes. An annual ‘report card’ may be generated to track progress towards the achievement of the YLW Strategic Plan and the airport vision and mission.

Canadian Airports

- Toronto/City
- Victoria
- St John's
- Québec
- Saskatoon
- Regina
- Fort McMurray
- Moncton

U.S. Airports

- Dallas Love Field
- San Jose
- Sacramento
- San Antonio
- Pittsburgh
- Cleveland Hopkins
- Indianapolis
- Cincinnati
- Columbus
- Jacksonville
- El Paso
- Grand Rapids



In addition other metrics can be used to assess the specific goals and objectives. YLW’s goal is to achieve a balance between a quality level of service at the lowest practical cost. The effectiveness of the governance and management of YLW is measured by conducting an independent ‘Five Year Review’.

MEASUREMENT FACTOR	PERFORMANCE TARGET
Passenger Satisfaction	Achieve a 4.0 Rating or Better out of 5.0 (80%+) on the ACI Service Quality Survey Rating Scale
Air Service	Achieve Top Quartile Performance when comparing passenger and air carrier movements per capita to other peer Canadian airports
Cost Containment	Achieve Top Quartile Performance when comparing direct operating costs per passenger to other peer airports in Canada
Aviation Fees	Maintain Aviation Fees Lower than the average of other peer Canadian airports

CONCLUSION

The successful execution of this Strategic Development Plan requires teamwork and continual improvement. The goals, objectives and strategies identified in this plan will provide the airport, partner organizations a strong sense of common purpose and a sense of direction.

The Kelowna International Airport will play a positive and significant role in the continued growth of Kelowna and the Okanagan Valley. YLW is committed to working effectively with all of their stakeholders to improve airport and aviation services for Kelowna and all customers using the Kelowna International Airport. YLW will add significant value to the community and will seek to realize the potential of the locally operated airport and contribute to the fulfillment of their mandate.



APPENDIX A – SWOT ANALYSIS

Strengths	Weaknesses
Level of Awareness to Safety and Security.	Disconnect with private aviation tenants.
Strong Management Team & Community Involvement.	Real estate has limited expansion possibilities.
Commitment by the City.	Residential build-up within airport proximity.
Service Quality to Customers.	Insufficient flights to popular destinations.
Convenient and Strategic Location.	Traffic congestion to/from City.
Long term vision	Restrictive international facilities.
Collaborative relationships	Slow economic and population growth.
The Okanagan Experience	Constrained capacity in terminal
Opportunities	Threats
Non-stop destination expansion.	Global and national economic situation.
Local Tourism growth.	Federal government regulations.
Embracing technology advancements that are taking place at larger airports.	Limited job opportunities in region.
Attracting more aviation industry to the airport.	US exchange rate differential increases.
Emerging air service markets.	Potential for increased security measures/cost.



APPENDIX B – LIST OF STAKEHOLDERS

Thank you to the airport partners, stakeholders and the community for their contribution in shaping our Strategic Plan. Online survey participation was kept confidential. List of workshop and survey participants that may have took part:

First Name	Last Name	Company	Stakeholder Category
Zahorodny	Zane	Air Canada	Airline Consultative Committee
McDannold	Gay	Air Canada Express	Airline Consultative Committee
Leitch	Murray	Air North	Airline Consultative Committee
Moore	Allan	Air North	Airline Consultative Committee
Willis	Benjamin	Alaska Airlines	Airline Consultative Committee
Coleman	Aubrey	Alaska Airlines	Airline Consultative Committee
Fuller-Lyman	Amy	Alaska Airlines	Airline Consultative Committee
Marchuk	Dixie	Central Mountain Air	Airline Consultative Committee
Murray	Bob	Central Mountain Air	Airline Consultative Committee
Prosser	Michael	Central Mountain Air	Airline Consultative Committee
Fleetham	Mark	Jazz Air LP	Airline Consultative Committee
McGhee	Terry	Jazz Aviation LP	Airline Consultative Committee
Nadin-Young	Laura	Jazz Aviation LP	Airline Consultative Committee
Rankin	David	Jazz Aviation LP	Airline Consultative Committee
Leach	Jennifer	Jazz Aviation LP	Airline Consultative Committee
Champion	Jay	United Airlines	Airline Consultative Committee
Mesaros	Dan	WestJet	Airline Consultative Committee
Schwindt	Ryan	WestJet	Airline Consultative Committee
Grigg	Heidi	WestJet	Airline Consultative Committee
Basran	Colin	Mayor	Mayor, Council Members (Kelowna)
Seiben	Councillor Brad	City of Kelowna	Mayor, Council Members (Kelowna)
Given	Councillor Gail	City of Kelowna	Mayor, Council Members (Kelowna)
Gray	Councillor Tracy	City of Kelowna	Mayor, Council Members (Kelowna)
Hodge	Councillor Charlie	City of Kelowna	Mayor, Council Members (Kelowna)
Donn	Councillor Ryan	City of Kelowna	Mayor, Council Members (Kelowna)
Singh	Councillor Mohini	City of Kelowna	Mayor, Council Members (Kelowna)
Stack	Councillor Luke	City of Kelowna	Mayor, Council Members (Kelowna)
DeHart	Councillor Maxine	City of Kelowna	Mayor, Council Members (Kelowna)
Linda	Daigle	Air Canada	Airport Operators Committee
Jennifer	Leach-Trask	Air Canada Express	Airport Operators Committee
Cliff	Kerr	Air Canada Express	Airport Operators Committee
Carina	Pourier	Air North	Airport Operators Committee
Trish	Pettitt	Air North	Airport Operators Committee
Roderick	Ramage	Air Transat	Airport Operators Committee



Benjamin	Willis	Alaska Airlines	Airport Operators Committee
James	Hahn	All Rush Express Ltd.	Airport Operators Committee
Ken	Dewerson	Ambassador	Airport Operators Committee
Resham	Bhatti	Apple Cabs	Airport Operators Committee
Sandhika Lata	Singh	Avis	Airport Operators Committee
Tracy	Layng	Big White Ski Resort	Airport Operators Committee
		Bouygues Energies & Services	Airport Operators Committee
Doug	Nott	Budget Rent-A-Car	Airport Operators Committee
Dave	Bianchini	Callahan Property Group Ltd.	Airport Operators Committee
Bob	Callahan	Callahan Property Group Ltd.	Airport Operators Committee
Steve	Harris	Canada Border Services Agency	Airport Operators Committee
Lisa	Cheswick	Canada Border Services Agency	Airport Operators Committee
Paul	Carter	Canadian North Airlines	Airport Operators Committee
Dave	Morris	Carson Air Ltd./600897 B.C. Ltd.	Airport Operators Committee
Kevin	Carson	Carson Air Ltd./600897 B.C. Ltd.	Airport Operators Committee
Kevin	Hillier	Central Mountain Air	Airport Operators Committee
Dixie	Marchuk	Central Mountain Air	Airport Operators Committee
Lucy	Cormier	Checkmate Cabs Ltd.	Airport Operators Committee
Amy	Wiltshire	Coast Capri Hotel	Airport Operators Committee
Dale	Sivucha	Coast Capri Hotel	Airport Operators Committee
Gavin	Parry	Commissionaires BC	Airport Operators Committee
Mark	Moger	Enterprise Rent-A-Car	Airport Operators Committee
Jordan	Lloyd	Enterprise Rent-A-Car	Airport Operators Committee
Victor	Patricio	Flair Airlines Ltd.	Airport Operators Committee
Bill	Hardy	Four Points by Sheraton	Airport Operators Committee
Vincent	Pouget	Great Slave Helicopters Ltd.	Airport Operators Committee
Mark	McGowan	Ironman Holdings Ltd. dba Kelowna Ramp Services	Airport Operators Committee
Mark	Halston	Kelowna Cabs	Airport Operators Committee
Tarsem	Sidhu	Kelowna Flightcraft Ltd.	Airport Operators Committee
Steve	Schnepf	Kelowna Flying Club	Airport Operators Committee
Pamela	Nelson	Kelowna T-Hangars Inc.	Airport Operators Committee
Blair	Jones	Let's Go Transportation	Airport Operators Committee
Fabio and Birgit	Santana	National Car Rental	Airport Operators Committee
Eilleen	Hill	NAV CANADA - YLW Tower	Airport Operators Committee
Paul	England		Airport Operators Committee



*Kelowna International Airport Master Plan 2045
Strategic Development Plan*

Shawn	Liddicoat	NAV CANADA - YLW Tower, Tech Operations	Airport Operators Committee
Brian	Harrold	Northwestern Air Lease Ltd.	Airport Operators Committee
Laura	Major	Okanagan Limousine Inc.	Airport Operators Committee
Claudette	St. Thomas	RCMP	Airport Operators Committee
John	Leonard	Revelstoke Connection Royal Star Enterprises Inc.	Airport Operators Committee
Philip	Patara	Shell Aerocentre	Airport Operators Committee
Del	Kohnke	Skyline Helicopters Ltd.	Airport Operators Committee
Gordie	Carr	Skyway Group	Airport Operators Committee
Ed	Wong	Strategic Aviation Services	Airport Operators Committee
Steve	Haynes	Sun Valley Limousine Ltd.	Airport Operators Committee
Michael	Hiebert	Suncor Energy	Airport Operators Committee
Jody	Schuler	Sunwing Airlines	Airport Operators Committee
Gord	Kenny	Tourism Kelowna	Airport Operators Committee
Chris	Lewis	Transport Canada, Pacific Region	Airport Operators Committee
Michael	Fu	United Airlines	Airport Operators Committee
Luis	Ramos	WestJet	Airport Operators Committee
Schwindt	Ryan	WestJet	Airport Operators Committee
Pritti	Pendharker	WestJet	Airport Operators Committee
Wayne	Stinn	WestJet	Airport Operators Committee



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