



VICTORIA AIRPORT AUTHORITY

COPY

December 14, 2015

DELIVERED BY COURIER

Mayor Lisa Helps and Council
City of Victoria
1 Centennial Square
Victoria, BC V8W 1P6

RECEIVED

DEC 18 2015

LEGISLATIVE SERVICES

Dear Mayor Helps and Council,

Re: Victoria Airport Authority (VAA) 2015 Report to Nominators

As the Nominee for the City of Victoria, I am pleased to submit a copy of the 2015 Report to Nominators regarding the activities and events of the Victoria Airport Authority over the past year.

If you have any questions about this report, or if Council would like a more detailed briefing, please let me know and I will make the necessary arrangements.

While my first duty as a VAA Director is to consider the best interests of the VAA, please be assured that the interests of the City of Victoria are always a consideration in my contribution to debate and decision-making at the Board table.

Thank you for the opportunity to serve our region in my capacity as a VAA Board member. I wish you all the best for the upcoming holiday season.

Yours truly,

A handwritten signature in blue ink, appearing to read 'Eric Donald'.

Eric Donald
Director
Victoria Airport Authority

ED/mo
Enclosure

c: Mr. Rob Woodland, Director — Legislative Services



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2015

Report to Nominators



Report to Nominators 2015

The Victoria Airport Authority (VAA) Board of Directors is pleased to present the following brief summary Report to Nominators. Financial results are preliminary estimates. The formal Annual Report with audited results will be available in April 2016 prior to the Annual Public General Meeting scheduled for May 12, 2016.

Passenger Traffic

Year-to-date passenger traffic is up 4.0% as of October 31, 2015, compared to the same period last year, with each month representing record traffic levels.

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015 Forecast
Domestic	1,239,921	1,280,300	1,297,346	1,268,259	1,234,558	1,217,558	1,236,231	1,277,097	1,359,3297	1,408,,317
U.S. & International	150,207	201,306	241,071	264,630	279,762	282,263	269,981	279,8631	291,575	302,683
Total Passengers	1,390,128	1,481,606	1,538,417	1,532,889	1,514,713	1,499,821	1,506,212	1,56,960	1,650,904	1,711,000

2015 Passenger Volumes (YTD October)



Achievements

2015 was a very successful year for Victoria International Airport, with continued strong passenger growth, cost efficiency, significant infrastructure investment to position the airport for future growth, and recognition for environmental, business and customer service excellence.

Highlights

- ♦ Record passenger numbers in each of the first ten months of 2015, with year-end projections expected to be well over 1.7 million passengers.
- ♦ For the second time in three years, Victoria International Airport's commitment to providing excellent customer service has earned it the prestigious Airports Council International (ACI) Award for Airport Service Quality. Victoria International Airport ranked first overall for the best regional airport in North America. The CEO accepted the award during the ACI Asia-Pacific Regional Assembly which was held in Dead Sea, Jordan.
- ♦ Victoria Airport Authority was awarded 'Business of the Year' (26-75 Employees) by the Greater Victoria Chamber of Commerce, in recognition of its excellence in leadership, innovation and customer service.
- ♦ The Air Transport Research Society identified Victoria International Airport as having the lowest cost per enplaned passenger of 12 major Canadian airports studied.
- ♦ Victoria International Airport was formally recognized as being the third airport in North America to achieve Carbon Accreditation certification.
- ♦ The Airport Improvement Fee (AIF) was increased from \$10 to \$15 in July which had remained unchanged since 2004. The \$15 AIF is still amongst the lowest in Canada and will enable the VAA to meet its future capital obligations.
- ♦ The VAA secured a 20 year lease extension with the Federal Government for the airport lands to 2077.
- ♦ Victoria Airport Authority secured a two-year license of occupation of the Pat Bay Seaplane Base with the Province of British Columbia, with a view to negotiating a long-term lease with the provincial government.
- ♦ The Airport's main apron was expanded to accommodate three additional aircraft for overnight parking which will help facilitate growth. The total project budget was \$8.2 million.
- ♦ The VAA entered into an exclusivity agreement with Omicron, one of the largest integrated development, design and construction firms in Western Canada to construct a new commercial retail centre at the intersection of the Patricia Bay Highway (Highway 17), Beacon Avenue and Stirling Way.

Air Services

- ♦ Pacific Coastal Airlines commenced new non-stop service between Victoria and Prince George in January 2015 to provide access to the north.
- ♦ Pacific Coastal Airlines commenced twice daily service between Victoria and Kelowna in November 2015.
- ♦ Delta Airlines announced new three times daily non-stop service between Victoria and Seattle effective April 2016. This new service will facilitate connections through Delta's worldwide network of destinations from their Seattle hub
- ♦ WestJet's subsidiary Encore continued to add service at Victoria International Airport. Encore now operates 12 flights per day in addition to WestJet's mainline service.
- ♦ Air Canada added an additional Toronto summer service for a total of six flights a day.
- ♦ As part of the Western Economic Diversification initiative, the VAA partnered to develop analytical tools to help attract new U.S. air services.
- ♦ Several meetings were held throughout 2015 with senior management of potential new low-cost carriers to ensure Victoria forms part of their start-up plans. There are three companies vying to create a low cost airline.

Ground Transportation

- ♦ YYJ Airport Shuttle continued to expand its operations as the licensed hotel shuttle bus contractor operating out of Victoria International Airport. Enhancements were made to its online reservations system and website for an improved customer experience.
- ♦ VAA met with the Downtown Hotel Association and Yellow Cabs to create a flat rate fare from the airport to the downtown core. The filing is under development for presentation to the Passenger Transportation Board.
- ♦ Construction was completed for a new overflow parking lot west of the Air Terminal Building which will allow additional vehicles to park during peak periods. Plans for an expanded daily parking lot to accommodate additional vehicles are in progress for completion in 2016.

Community Relations

- ♦ VAA maintains a comprehensive public communications program through its Annual Public General Meeting, Airport Consultative Committee meetings, Environmental Committee meetings and Noise Management Committee meetings.
- ♦ VAA representatives are active members in a number of community organizations including Tourism Victoria, Greater Victoria Development Agency, Saanich Peninsula Chamber of Commerce, Greater Victoria Chamber of Commerce and Sidney Community Development Committee.
- ♦ Updates about Victoria International Airport are communicated through its Annual Report, On Approach airport newsletter, website, airmail and social media platforms.
- ♦ YYJ launched a new Instagram account (yyjairport) to expand its social media presence.
- ♦ VAA proactively met with the Town of Sidney and District of North Saanich to discuss appropriate land use near the airport as it relates to residential development.
- ♦ Enhancements were added to the parking lot area for Rotary Park for the direct benefit of the Peninsula Baseball Association.
- ♦ An agreement was completed with Tseycum First Nation and the Province of BC regarding a licence of occupation for the Pat Bay Seaplane Base.
- ♦ A Request For Proposals process to design and build a military commemorative monument at Hospital Hill was completed and will utilize bricks from the demolished DND administrative building
- ♦ VAA participated in a ceremony at the Tseycum First Nation longhouse witnessing an apology from the Province of British Columbia to First Nations around Grace Islet.
- ♦ VAA joined the Victoria Conference Centre Advisory Committee.
- ♦ VAA held open houses and participated in numerous speaking engagements to share information about upcoming projects, initiatives and events.
- ♦ VAA facilitated a number of exclusive behind-the-scenes airport tours for military cadets, preschool groups and service groups.
- ♦ Senior airport executives and the VAA Board of Directors participate in several mentorship initiatives with a number of post-secondary institutions to share knowledge and build relationships with future business leaders.
- ♦ In cooperation with the Community Arts Council of Greater Victoria and the Art Gallery of Greater Victoria, YYJ's rotating art collection expanded to the Upper Passengers Departure Lounge. A new program entitled 'Love It Want It Have It' provides opportunities to connect local and regional visual artists with potential clients. The art is featured throughout the airport to promote Victoria as a center of artistic and cultural excellence, to provide professional opportunities to local and regional visual artists, and to enhance public spaces.

Customer Service

- ♦ YYJ's Red Coat Volunteers celebrated their 25th Anniversary at the airport. VAA's dedicated team of men and women were treated to a special luncheon to mark the occasion.
- ♦ For the second time in the past three years Victoria International Airport was recognized by Airports Council International as the best regional airport in North America for service quality. The award was presented at an international event at the Dead Sea, Jordan.
- ♦ New Ali Ficus trees were added throughout the terminal building to add green space and to complement many improvements in seating and waiting areas in public spaces and departure lounges.
- ♦ Customer service enhancements were added to the family room, fireside lounge, rotunda meeting area and pre-board screening which included a 270 ft² photo mural of Francis King Park.
- ♦ Four new benches were added to the Flight Path multi use trail around the airport for the users to enjoy.
- ♦ New electric vehicle charging stations were added to the parking lots.

Donations and Sponsorships

- ♦ In lieu of sending out holiday greeting cards, VAA collected non-perishable food items and cash donations for donation to the Sidney Lions Food Bank, Mustard Seed Food Bank and Victoria Hospice Society.
- ♦ The VAA Board of Directors matched employee contributions to the United Way of Greater Victoria which is expected to total approximately \$8,500.
- ♦ VAA contributed an additional \$56,360 toward various charitable causes and community events through donations and sponsorships, which are noted on the following page.
- ♦ In summary, VAA forecasts the 2015 charitable contributions to total \$64,860.

2015 Charitable Donations and Sponsorships

Organization	Amount
BC AVIATION COUNCIL	\$1,250.00
BC CANCER FOUNDATION – RIDE TO CONQUER CANCER	250.00
BC CHILDRENS HOSPITAL FOUNDATION	1,000.00
BUILDING OWNERS AND MANAGERS ASSOCIATION	100.00
SIDNEY FINE ARTS SHOW	750.00
CAMOSUN COLLEGE – IN KIND DONATION – MATERIALS AND EQUIPMENT	10,000.00
CANADIAN AIRPORTS ASSOCIATION (CANEW)	1,000.00
CERTIFIED GENERAL ACCOUNTANTS – EDUCATIONAL DONATION	25.00
CITY OF VICTORIA – CANADA DAY CELEBRATIONS	1,000.00
COMMUNITY LIVING VICTORIA	250.00
DISTRICT OF NORTH SAANICH – JULBILEE CELEBRATION	5,000.00
DISTRICT OF NORTH SAANICH – FREE RIDE JUMP PARK	1,000.00
EASTER SEALS / LIONS SOCIETY	100.00
GERONIMO CANOE CLUB	250.00
GREATER VICTORIA CHAMBER OF COMMERCE (VARIOUS EVENTS)	1,370.00
GREATER VICTORIA DEVELOPMENT AGENCY	2,000.00
HORTICULTURAL CENTRE OF THE PACIFIC	500.00
JEWISH BURIAL SOCIETY – IN MEMORY OF BOARD MEMBER MEL SATOK	500.00
LEADERSHIP VICTORIA	1,500.00
PARKLAND SECONDARY SCHOOL – GRADUATION DONATION	750.00
PEARSON COLLEGE	1,500.00
PENINSULA CELEBRATIONS SOCIETY	1,000.00
PENINSULA PANTHERS JR. HOCKEY CLUB	1,200.00
PENINSULA STREAMS SOCIETY	2,000.00
POWER TO BE ADVENTURE THERAPY	1,500.00
SAANICH PENINSULA CHAMBER OF COMMERCE (VARIOUS EVENTS)	2,275.00
SAANICH PENINSULA HOSPITALS FOUNDATION (VARIOUS EVENTS)	1,650.00
SEASIDE MAGAZINE – TAKING IT TO THE STREETS CHARITY EVENT FOR HELP FILL A DREAM FOUNDATION	500.00
SIDNEY PENINSULA LITERARY FESTIVAL	25.00
SIDNEY ANGLERS ASSOCIATION	500.00
TOWN OF SIDNEY - SIDNEY BUSINESS IMPROVEMENT	275.00
SIDNEY GUIDE AND SCOUT HALL SOCIETY	250.00
SIDNEY PIER HOTEL – FOOD BANK FUNDRAISER	240.00
SOUTH VANCOUVER ISLAND FILM AND MEDIA COMMISSION	250.00
STELLYS SECONDARY SCHOOL – GRADUATION DONATION	750.00
TEAM4HOPE – PEDIATRIC CANCER RESEARCH (VARIOUS EVENTS)	850.00
TSEYCU FIRST NATION – ELDERS GATHERING	1,000.00
TSEYCU FIRST NATION – SHOREKEEPERS PROGRAM	2,500.00
UNIVERSITY OF VICTORIA – AERO TEAM	500.00
VICTORIA FILM FESTIVAL	1,500.00
VICTORIA OPEN GOLF IN SUPPORT OF GREATER VICTORIA HOUSING SOCIETY	5,500.00
VICTORIA RADIO CONTROL MODELERS SOCIETY – CFAX SANTAS ANONYMOUS AND SAANICH PENINSULA HOSPITALS FOUNDATION	500.00
WSÁNEĆ – PULLING TOGETHER CANOE JOURNEY	500.00
TOTAL:	\$56,360.00

Events at YYJ

- ♦ In January, Victoria International Airport hosted the annual Santa Shave For Hospice, raising funds and awareness for Victoria Hospice Society.
- ♦ Ribbon cutting ceremonies were held to celebrate route launches for Pacific Coastal Airlines' new service to Prince George and Kelowna.
- ♦ An airport tenant appreciation lunch was held to mark the occasion of YYJ's Airport Service Quality Award win, and to thank all airport tenants for their contributions in making the award possible.
- ♦ Victoria Airport Fire Services participated in the Victoria Day parade.
- ♦ VAA presented at 'PrepAIR', a full day seminar held in partnership with NavCanada designed to educate general aviation pilots about flight safety and procedures at Victoria International Airport.
- ♦ VAA staff volunteered their time to give tours of a number of airport vehicles to the public at the annual 'Touch A Truck' fundraiser for pediatric cancer.
- ♦ In August, the Victoria Flying club welcomed the 'Sentimental Journey', a World War II B-17 bomber offering public tours of the historic aircraft.
- ♦ Pacific Sky Aviation hosted the Canadian Forces Snowbirds as a fundraiser for the C.H.I.L.D. Foundation.
- ♦ In August, the Vancouver Island Motor Gathering was held at Viscount Aerocentre.
- ♦ In September the post-secondary institutions set up greeting booths to welcome new students to the city.
- ♦ VAA participated in the 'Team 4 Hope' 50K Goose Relay and Ultra Marathon, winning the first place medal.
- ♦ YYJ welcomed Air Transat's wide body A330 aircraft for a special charter flight.
- ♦ The VAA's Christmas music program ran through the holidays where a variety of musicians and choirs entertained our guests

Safety and Security

Safety and security are the highest priorities for the Victoria International Airport.

- ♦ In 2015, the project to enhance CCTV camera coverage was expanded to include more outdoor cameras in the parking lots and maintenance yard.
 - ♦ Victoria International Airport began work on a \$9.7 million CATSA-initiated project to update its checked baggage screening capabilities to comply with international standards and replace aging equipment.
 - ♦ Planning for the new Transport Canada-mandated Non-Passenger Vehicle Screening facility got underway for an April 1, 2016 implementation.
 - ♦ Ice alert indicators were installed along The Flight Path – VAA's 9.3 km multi use path around the terminal building to forewarn the public of potential freezing conditions on walkways.
 - ♦ Human Factors training, which focuses on the interaction between humans and systems, was provided to all staff and was extended to contractors acting on behalf of the VAA.
 - ♦ A Program Validation Inspection was completed by Transport Canada which focused on the airport's Safety Management System.
 - ♦ An extensive review of all incidents and hazards recorded in the VAA's reporting system was completed. This resulted in four primary safety specific goals for focus on in 2015. Objectives included reduction of runway incursions, reduction of bird strikes, reduction of safety issues on commercial aprons and reduction of foreign objects and debris (FOD).
 - ♦ An awareness campaign was introduced to airport tenants focusing on the impacts of FOD on aircraft operations.
-
- ♦ A number of safety auditing procedures were developed to enhance the quality of VAA's safety program.
 - ♦ A new Manager of Safety and Emergency Services was recruited due to a staff retirement.

Environment

The Victoria International Airport continued to maintain a leadership position with respect to environmental stewardship.

- ♦ Victoria International Airport was the third airport in North America to achieve Airports Council International's Level 1 Airport Carbon Accreditation.
- ♦ Annual tenant environmental compliance audits were completed.
- ♦ VAA completed a TenTen Creek preliminary bank stability assessment and project plan for 2016.
- ♦ VAA completed significant sediment removal work in TenTen Creek.
- ♦ In addition to many smaller fish, a large cutthroat Trout was discovered in TenTen Creek which confirms that trout from the ocean are once again returning to the creek.
- ♦ There were no glycol exceedences in Reay Creek or violations of the CRD discharge permit for glycol.
- ♦ A Stage 1 environmental assessment of Pat Bay Seaplane Base was completed.
- ♦ VAA hosted Transport Canada's air quality monitoring truck.
- ♦ Preliminary design work for a detention pond system at Reay Creek was completed which is intended to reduce peak storm water flows.
- ♦ VAA is actively participating in the Reay Creek Pond Technical Advisory Group which has a mandate to assess the pollution continued within the pond.

Airport Operations

- ♦ The Operations team is responsible for keeping the runways clear, inspecting and repairing equipment, maintaining the airport grounds and terminal buildings, maintaining VAA's fleet and ensuring compliance with Transport Canada's safety requirements.
- ♦ VAA invests in various mandatory and development training opportunities for employees. Some of the training completed in 2015 by the Operational Team included:
 - Airport Wildlife Control
 - Aircraft Movement Surface Condition Reporting
 - Annual Live Fires
 - Airfield Lighting Systems

- ♦ Phase 3 of a multi-phase airfield power distribution system was completed to upgrade the electrical system.
- ♦ A 17,000 m² expansion to the main commercial apron began in the fall of 2015. The expansion will provide parking for up to three large aircraft as well as a glycol collection system.
- ♦ A new airfield sweeper truck was purchased to replace an older unit at the end of its life cycle.
- ♦ VAA replaced its aging public address system in the terminal building.

Land Development

- ♦ VAA announced an exclusivity agreement with Omicron for a potential new commercial land development near the intersection of Beacon Avenue and Highway 17 (Pat Bay Highway).
- ♦ Pacific Sky Aviation and Viking Air announced a new Twin Otter flight simulator facility.
- ♦ Seastar Chemicals announced the construction of a new building.
- ♦ Scott Plastics announced plans to expand their facilities to include a new building.
- ♦ 443 Maritime Helicopter Squadron moved its administrative offices into the new hangar facility 'Arundel Castle'.
- ♦ Mifco Inc. (Global Remote Sensing) installed a new solar panel array on their building.
- ♦ VAA completed updates to its Land Development Guidelines and a new tenant resource section was added to VAA's website.

Financial Highlights

(Projected 2015 Results)

Attached as Appendix 1 is VAA's unaudited 2015 Forecasted Statement of Operations.

Highlights

- ♦ At \$15, Victoria's AIF remains among the lowest for Canadian airports in the National Airports System.
- ♦ The Air Transport Research Society identified Victoria International Airport as having the lowest cost per enplaned passenger of twelve major Canadian Airports studied.
- ♦ Total revenue for 2015 is expected to be 11.0% higher than 2014.
- ♦ Excess revenue over expenses before amortization improved 18.4%.
- ♦ Year-end long-term debt was reduced by \$1.8 million to \$2.25 million.
- ♦ Non-aeronautical revenue was 66% of total operations revenue which represents the highest percentage of the major airports in the country.

Rent to the Federal Government

- ♦ In 2015, VAA paid approximately \$1.1 million to the Federal government.
- ♦ The rent formula is a sliding scale with rate increases similar to income tax.
- ♦ VAA is currently in the 8% marginal rent bracket which applies to annual gross revenue over \$25 million. Each incremental dollar of revenue attracts rent of \$0.08.

Capital Program

Over \$139 million has been invested in capital improvements to the facility since the Victoria Airport Authority took over operations of the Victoria International Airport in 1997.

Attached as Appendix 2 are the Capital Program 2015 Forecast and 2016 Capital Program Plan.

Board of Directors

The Board of Directors provides oversight to the Victoria Airport Authority to ensure its purposes and objectives are realized, and that YYJ operates in a safe, efficient and reliable manner.

Attached as Appendix 3 is a summary of the VAA Board of Directors and Committee Participation for year 2015.

Appendix 1

Victoria Airport Authority 2015 Forecasted Statement of Operations

Forecast for the year ended December 31, 2015, with comparative figures for the year ended December 31, 2014 (Unaudited – Shown in Thousands \$000s)

	2015 Forecast	2014 Actual	% Change
Revenue			
Landing fees	3,391	\$ 3,371	0.6%
General terminal charges	2,929	2,853	2.7%
Concessions ¹	9,149	8,387	9.1%
Rentals	2,916	3,095	(5.8%)
Other	442	445	(0.7%)
	18,826	18,151	3.7%
Airport improvement fee (AIF) ²	10,224	8,028	27.3%
Total Revenue	\$ 29,050	\$ 26,179	11.0%
Expenses			
Salaries and employee benefits	4,494	4,435	1.3%
Services, supplies and administration	3,824	3,673	4.1%
Security & terminal services	2,516	2,399	4.9%
Rent ³	1,116	948	17.8%
Property taxes	892	865	3.1%
AIF handling fees ⁴	736	580	26.9%
Amortization ⁵	6,534	5,704	14.6%
Utilities	674	689	(2.2%)
Interest ⁶	125	201	(38.0%)
Total Expenses	\$ 20,910	\$ 19,493	7.3%
Excess of revenue over expenses	\$ 8,140	\$ 6,686	21.7%

Explanations for projected noteworthy variances from above include:

1. Increase in passenger volumes has led to improved parking, restaurant and other concession revenues.
2. Result of increased passenger traffic and the adjustment to the AIF from \$10 to \$15 per passenger as of July 1, 2015.
3. Rent expense is paid to Transport Canada as a percentage of revenue – the projected increase reflects projected increases in revenue from both the AIF and other areas shown above.
4. The AIF handling fee represents a 7% fee paid to the air carriers to collect the AIF – as the AIF revenue increases, the handling fee increases accordingly.
5. Reflects a projected increase in capital assets.
6. Long-term debt has been reduced by \$1.8 million in 2015, which reduces interest expense.

Appendix 2

Capital Program

2015 Forecast and 2016 Plan (\$000s)

PROJECTS FUNDED FROM NON-AIF SOURCES	2015 FORECAST	2016 PLAN
Replace Pump Station #3	\$ -	\$ 1,100.0
TenTen Creek Remediation 2016		450.0
Minor capital projects (under \$75k, \$350k per annum)	350.0	350.0
Municipal Infrastructure 2016		300.0
Pat Bay Air Station Memorial		160.0
Operations Technology – SAN Storage		150.0
Municipal Infrastructure 2015	649.1	
Rental Car Service Centre Restoration	200.0	
SUBTOTAL - PROJECTS FUNDED FROM NON-AIF SOURCES	1,199.1	2,510.0

PROJECTS FUNDED FROM AIF SOURCES	2015 FORECAST	2016 PLAN
Apron IV Expansion Phase II	\$ -	\$ 6,800.0
HBS Recapitalization Project	3,099.0	6,593.0
Long Term Parking Lot 2016		3,750.0
Non-passenger Screening - Vehicle		2,300.0
Apron IV Expansion - Phase I	6,000.0	1,000.0
Lower Hold Room Expansion (design only in 2016)		1,000.0
Replace Boarding Bridge #1		850.0
Minor capital projects (under \$75k, \$650k per annum)	650.0	650.0
Bag Make-up Area Sloped Plate Carousels		400.0
Runway Weather Information System		195.0
ATB Frontage Safety Improvements		175.0
Suspect Baggage Evacuation Device		180.0
Vacuum Lifting for Outbound Baggage		135.0
Rehabilitate Airfield Pavements 2017		100.0
Utility Consumption Reduction Program		100.0
Miscellaneous Security Initiatives		100.0
Runway 09-27 Overlay	461.8	
Replace ATB Public Address System	425.0	
Overflow Parking Lot Expansion to the West	400.0	
Airfield Power Distribution Modernization - Phase III	251.5	
High Speed Runway Sweeper 2015	217.5	
Airfield Power Distribution Modernization - Phase II	171.2	
Apron Safety Doors	200.0	
Refurbish ATB HVAC Chillers	135.0	
Electric Vehicle Charging Stations for Parking Lots	100.0	
Miscellaneous Security-Related	100.0	
Tender Ready Design for Expansion to Daily Parking Lot	100.0	
SUBTOTAL - PROJECTS FUNDED FROM AIF SOURCES	\$ 12,311.0	\$ 24,328.0

TOTAL AIF & NON-AIF PROJECTS (including flow-through funded by CATSA)	\$ 13,510.1	\$ 26,838.0
TOTAL AIF & NON-AIF PROJECTS (funded by VAA)	\$ 10,411.1	\$ 20,245.0

Appendix 3

Victoria Airport Authority

Year 2015 Board of Director and Committee Participation

	Member	Nominating Body	Committees
1.	Mel Rinald Board Chair	Town of Sidney	<ul style="list-style-type: none"> ➤ Chair, Steering Committee ➤ Ex Officio, all Committees
2.	Graeme Roberts Board Vice-Chair	District of Central Saanich	<ul style="list-style-type: none"> ➤ Chair, Airport Consultative Committee ➤ Steering Committee ➤ Governance Committee ➤ Planning and Development Committee ➤ Audit and Finance Committee
3.	Colin Smith Board Secretary	Capital Regional District	<ul style="list-style-type: none"> ➤ Chair, Governance Committee ➤ Steering Committee ➤ Audit and Finance Committee
4.	Rod Dewar	Greater Victoria Chamber of Commerce	<ul style="list-style-type: none"> ➤ Vice-Chair, Audit and Finance Committee ➤ Governance Committee
5.	James Crowley	District of North Saanich	<ul style="list-style-type: none"> ➤ Chair, Planning and Development Committee ➤ Steering Committee ➤ Governance Committee
6.	Gordon Safarik	District of North Saanich	<ul style="list-style-type: none"> ➤ Chair, Audit and Finance Committee ➤ Steering Committee ➤ Governance Committee ➤ Planning and Development Committee ➤ Airport Consultative Committee
7.	Eric Donald	City of Victoria	<ul style="list-style-type: none"> ➤ Audit and Finance Committee ➤ Planning and Development Committee
8.	Wendy Everson	Town of Sidney	<ul style="list-style-type: none"> ➤ Planning and Development Committee ➤ Airport Consultative Committee
9.	Lynne Henderson	Province of British Columbia	<ul style="list-style-type: none"> ➤ Vice-Chair, Governance Committee ➤ Audit and Finance Committee ➤ Airport Consultative Committee
10.	Frank Leonard	Government of Canada	<ul style="list-style-type: none"> ➤ Vice-Chair, Airport Consultative Committee ➤ Audit and Finance Committee
11.	Marilyn Loveless	Government of Canada	<ul style="list-style-type: none"> ➤ Planning and Development Committee ➤ Airport Consultative Committee
12.	Sharlene Smith	District of Saanich	<ul style="list-style-type: none"> ➤ Governance Committee ➤ Planning and Development Committee