a new day ANNUAL REPORT 2007
Welcome to the home of non-stop service. It’s a new day at Edmonton Airports, with a new brand for your Edmonton International Airport, and expansive plans for Canada’s fastest-growing major airport.
Edmonton Airports is a financially independent, non-share corporation charged with managing the region’s four airports in a commercially focused manner. All year-end earnings are re-invested in the airports. A vital component of accountability for any organization is clearly stating the guiding principles that underpin how it operates and serves the community.

**Vision**

To be the North’s preferred gateway to the World, and the World’s preferred gateway to the North.

**Mission**

We manage commercially focused airports and facilities, striving to exceed customer and community expectations.
Core Values

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

**QUALITY**
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, including financial management, and 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**
People are our most important resource; we work together to foster an open and co-operative environment that encourages teamwork, communication and mutual respect.

**INNOVATION**
We champion innovation and drive efficiencies to create new value for our stakeholders.
Chair’s Message
To keep pace with this incredible growth, Edmonton Airports announced a $1.1-billion airport expansion project in 2007, enabling EIA to serve nine million passengers annually by 2012.
Funding for the major expansion has been secured through the Alberta Capital Finance Authority, allowing for maximum flexibility at the lowest possible cost. A critical advantage is that we do not have to draw down our capital credit until necessary.

While we’re moving forward into a new era, it inspires confidence to know that an independent report prepared for Transport Canada gave us a glowing assessment of our performance, from safety to fiscal management, in its five-year review of our operations.

Key to our 2007 success was the significant capacity increases (seats available) to and from EIA made by our airline partners. The number of international seats increased by 86 per cent over 2006, followed by U.S. with 16 per cent growth, and domestic with nine per cent growth. In addition, new non-stop destinations were announced in 2007, bringing the total non-stop destinations served by EIA to 53, including 34 daily non-stop flights, to and from 10 destinations in the United States.

Our initiative to expand our cargo business, Port Alberta, gained momentum in 2007 with a concentrated public awareness and relationship-building program that culminated early in 2008 in the signing of a memorandum of understanding between EA, the Edmonton Chamber of Commerce and Edmonton Economic Development Corporation. The goal of the agreement is to transform this region into a leading global transportation and trade hub.

LEADERSHIP IS KEY
Underpinning the success of EIA and Edmonton Airports in the past 15 years have been boards of directors made up of some of the region’s most respected business and community leaders. Their work has been complemented by management teams and staff that have steered EIA to become the major Canadian air hub it is today.

I want to personally thank outgoing Chair Margaret Bateman, Vice-Chair Allister McPherson and Gary Hanson. Their stewardship through pivotal moments in our history has led us to our current success. I also want to congratulate David Margolus, who was selected as Vice-Chair.

As we celebrate the accomplishments of our outgoing members, I want to warmly welcome three new members to the board. Bryan Bailey, Anne McLellan and Tom Redl are welcome and highly capable additions to the board. All three are City of Edmonton appointees.

It is my honour to chair this group of talented, diverse and respected directors. We all look forward to continue enhancing the already strong, positive relationships we have with our appointer municipalities and thank them for their support as we further develop air service in the region.

EA is now a $100-million-plus corporation operating airports that generate a conservatively estimated $1.8 billion in economic spin-offs for the region. EIA, at the centre of that business, is a key economic driver and enabler – our region’s anchor airport. As stewards of this key community economic asset, we welcome feedback and suggestions because it takes an entire community to build competitive, comprehensive air service.

Finally, as we look to reflect our new reality and our aspirations for the future, we are launching a new brand for our airports and our company. On a practical level, this means we have a new logo and visual look. On a deeper level, this means we have a new, more powerful way to represent ourselves to our customers and tell our story. This Annual Report is the first chapter of this new story, but there is a lot more yet to be written.

Gordon Clanachan, Board Chair
President’s Message
It is a new day at Edmonton International Airport (EIA). We have a new story to tell, one rooted in the vibrancy and dynamism of the Edmonton region and Northwestern Canada.

Let’s first look at the facts behind the story.

In 2007, EIA served a record 6.1 million passengers – two million more than in 2004, representing a nearly 50 per cent increase in just three years.

That almost globally unprecedented ascent from a smaller, regionally focused airport into today’s expanding mid-size northern Canadian hub means we have many more people from our region, and from all over the world, to move quickly and comfortably through our airport.

In 2007, the number of passengers using EIA to connect to other destinations and hubs increased by 37 per cent. Northern Alberta and, really, Northwestern Canada are huge drivers of our new hub status. Overall passenger traffic from our four largest northern markets – Grande Prairie, Fort McMurray, Whitehorse and Yellowknife – has grown by 31 per cent in the past two years.

No matter what measurements you use to examine EIA’s business performance, the trend lines are up, up and up. The airlines have certainly responded with the best air service in our region’s history. When Mexicana Airlines starts its new regularly scheduled non-stop Mexico City service in June, EIA will have another regularly scheduled non-stop international destination alongside the 50-plus domestic, U.S. and sun destinations currently served by EIA. The daily London-Heathrow service, the other regularly scheduled non-stop international service, was solidified in 2007 by Air Canada as a year-round, daily non-stop.

On the strength of EIA’s tremendous business success, 2007 was the year EA surpassed $100 million in revenues for the first time in its 15-year history. This is a major milestone for our corporation. We will continue to pursue new ways to diversify our income.
streams through improved services and amenities as well as land development. Our significant net earnings for this year, like in all years, are being reinvested back into our region’s four airports.

With more passengers than ever, EIA is quickly adopting new self-serve technologies and programs such as common-use self-serve check-in kiosks, flow-through check-in counters, Pay & Go parking kiosks, the joint Canada-U.S. expedited border program NEXUS and many others to ease people through our airport.

These new technologies are helping us maximize the space we have. Yet technology can only take us so far when you consider we have significantly breached the 5.5 million passenger design capacity of the current terminal.

In 2008, we’re boldly moving forward with a five-year, $1.1-billion expansion of the terminal. The aim is to fully integrate the new array of leading industry technologies to ensure we build the space we need to build, not a square foot more, to serve the projected nine million passengers we’re expecting in four to five years. Certainly, with more passengers and more space, comes a wider offering of innovative services and amenities our customers are demanding.

New technologies, new services and new space mean little if our customers aren’t happy. For the past two years we have participated in the comprehensive Airport Service Quality program. We ask our customers on a quarterly basis how we are doing and compare our results with over 110 global airports. Ninety-eight per cent of our passengers surveyed rated EIA as “good,” “very good,” or “excellent” in 2007 compared to 93 per cent in 2006.

WE’LL MOVE YOU

Tying all of these initiatives together going forward from today is one simple, powerful promise to our customers – We’ll move you.

Our brand promise “we’ll move you” is our new call to action, our guiding belief, and our promise to all of our customers, stakeholders and ourselves.

When you walk through our doors, or when you enter into a partnership or business arrangement with us, you are part of a community of people and partners whose focus is to make your experience easy, worry-free, comfortable, profitable and satisfying. We are at your service, all ways. We are your door to what Edmonton has to offer the world and what it has to offer to us.

We value you. And we care about upholding the qualities of complete and effective service: Friendliness, boldness, a commitment to your needs, energy and a down-to-earth straight-forward style. It’s how we build trust. We’re here for our people, customers, clients and partners.

It is my personal belief that we have been striving to provide customer value for the past 15 years in how we have managed EIA and our region’s general aviation airports, Edmonton City Centre Airport, Villeneuve Airport and Cooking Lake.

It’s also how we’ll approach the region-driven effort to establish Port Alberta and position our region as a major global cargo distribution centre.

Yet we understand that we have to earn your business. It doesn’t just come to us. People do have other air and transportation service options.

In a world where the market “noise” easily diverts attention, we chose to distinguish EIA and our other airports on the proud tradition of Edmonton’s friendly, down-to-earth style, but that also reflects a new bold, enterprising culture that matches Edmonton’s and EIAs surging economic, social and political clout.

As we move forward into a new era for our international airport and region, I want to personally thank all the staff, management and board members that took the critical steps to achieve the success we now enjoy. In typical Edmonton fashion, it has been a team effort for the past 15 years, and together with our community partners, we will continue moving forward with passion, innovation and integrity.

EIA is your airport. We’ll move you.

Reg Milley, President and CEO
“Our brand promise ‘we’ll move you’ is our new call to action, our guiding belief, and our promise to all of our customers, stakeholders and ourselves.”

REG MILLEY, PRESIDENT AND CEO

The geometric shape of this logo design refers to aviation, but more broadly connotes ascent, direction, wayfinding, a pathway, energy and motion. The shape also evokes Alberta’s natural endowments: blue skies, mountains and waterways. The nature of the shape readily allows for adaptation to various settings and applications. This design and colour evoke qualities of boldness, aspiration, trust, and friendliness, while also staying crisp and timeless.
Welcome to EIA
Moving more people to more places with more services
A record-breaking 6.1 million passengers flew to and from Edmonton International Airport (EIA) in 2007, an increase of 16.3 per cent over 2006. This follows 15.5 per cent passenger growth in 2006, making EIA Canada’s fastest-growing major airport over the past two years.

Significant growth in passenger volumes across all market segments was achieved, with international growth leading the way at 85.4 per cent, followed by transborder (travel between Canada and the U.S.) at 16.8 per cent, and domestic at 13.5 per cent.

The increase in passengers at EIA is impressive even by world standards. Airports Council International reports a 6.0 per cent increase in worldwide passenger volume in 2007, placing EIA well ahead of global trends.

Notably, EIA has seen a tremendous growth in international passengers and passengers using EIA to connect to other destinations, indicating a significant change in our passenger profile.
2007 EIA PASSENGER TRAFFIC INCREASE

Domestic

- 2005
- 2006
- 2007

Increase in 2007: +13.5%

Transborder

- 2005
- 2006
- 2007

Increase in 2007: +16.8%

International

- 2005
- 2006
- 2007

Increase in 2007: +85.4%
CONNECTING OUR REGION TO THE WORLD
EIA has historically been an “origin and destination” airport – meaning that most passengers either start or end their journeys in Edmonton. But, this profile is rapidly transforming.

The incredible growth in the number of passengers using EIA as their gateway of choice to other destinations is evidence that our airport is transforming. EIA is emerging as a regional and international hub. The number of passengers using the airport as a connection hub to other destinations increased by 37 per cent last year – outstripping overall passenger growth by more than a two-to-one margin.

OPENING MORE DOORS TO THE NORTH
EIA is Canada’s premier northern gateway serving 12 northern communities – more than any other major Canadian airport. As we expand our services and our role as a regional hub, passenger growth to and from important northern markets such as Fort McMurray, Grande Prairie, Yellowknife and Whitehorse continues. For example, Edmonton International-Fort McMurray traffic has increased by 25 per cent over the past two years and Edmonton International-Grande Prairie traffic has grown by 66 per cent during this period.

Significantly, more passengers from Grande Prairie, Fort McMurray, Yellowknife and Whitehorse are using EIA to connect to other destinations. Connecting traffic from these four important northern markets increased by 26 per cent last year. Overall passenger levels (EIA as final destination and connections through EIA combined) from these four markets increased by eight per cent following 22 per cent growth in 2006.

BEST-EVER AIR SERVICE
With 53 non-stop destinations and increased capacity on countless routes, in 2007 Edmonton and northwestern Canadian travellers enjoyed the best air service in our region’s history.

Some of the best load volumes ever for a new route spurred Air Canada to solidify the non-stop service between EIA and London-Heathrow as a year-round daily flight. First launched in October 2006 with flights three times per week and expanded to daily service in April 2007, this high-profile route shows Edmonton and Northwestern Canada are ready to support non-stop overseas service.

To cap off a year of substantial increases in seat capacity across all market segments, Edmonton and northwestern Canadian travellers looking to escape the snow and cold were able to take advantage of the largest-ever capacity offered to winter sun destinations from EIA. During the peak winter 2007 travel season, EIA was served by five airlines offering 26 non-stops per week to 11 destinations in Mexico and the Caribbean.

New destinations, like seasonal non-stop service by WestJet to Cabo San Lucas, combined with additional frequencies, resulted in a 15 per cent increase in capacity to sun destinations over winter 2006.

MARKETING OUR SERVICE
Having the best air service in our region’s history to work with, we set out last year to let Edmonton and northwestern Canadians know that their airport was Canada’s fastest-growing major airport for a reason.

Advertising campaigns were carried out during the year with the goal of raising awareness of new and expanded services at EIA.

2007 Highlights
• Percentage of Edmonton residents that reported awareness of non-stop destinations increased to 59 per cent – up from 50 per cent in 2006.
• Percentage of passengers who report using EIA every time they fly increased to 70 per cent from 56 per cent in 2006.

2008 OUTLOOK: MORE SERVICES THAT LET YOU FLY
While the tremendous growth rates achieved in 2006 and 2007 are unlikely to be sustained, strong growth is still expected in 2008. Edmonton Airports is forecasting above-industry-average passenger growth in 2008, and airlines are expected to continue to add capacity and routes to the Edmonton region market.

As the year ended, several new or expanded services were already on tap for 2008, including non-stop service to Mexico City by Mexicana Airlines.
ABBOTSFORD  MEXICO CITY**
AMSTERDAM*  MINNEAPOLIS
CABO SAN LUCAS  MONTTEGO BAY
CALGARY  MONTREAL
CANCUN  NORMAN WELLS
CHICAGO  OTTAWA
COMOX  PALM SPRINGS
COZUMEL  PEACE RIVER
DENVER  PHOENIX
FORT MCMURRAY  PUERTO PLATA
FORT SMITH  PUERTO VALLARTA
FORT ST. JOHN  PUNTA CANA
FRANKFURT  RAINBOW LAKE
GRANDE PRAIRIE  RED DEER
HALIFAX  REGINA
HAMILTON  SALT LAKE CITY
HAY RIVER  SAN FRANCISCO
HIGH LEVEL  SANTO DOMINGO*
INUVIK  SASKATOON
KELOWNA  SEATTLE
LAS VEGAS  TORONTO
LETHBRIDGE  VANCOUVER
LONDON (UK)  VARADERO
HEATHROW  VICTORIA
LONDON (UK)  WHITEHORSE
GATWICK  WINNIPEG
LOS ANGELES  YELLOWKNIFE
MANZANILLO  * 2007 ONLY
MAZATLAN  ** COMMENCES JUNE 2008
Moving our community and partners
Edmonton Airports (EA) understands that working together leads to progress for all of us. The incredible achievements in air service development and passenger traffic growth at EIA over the past few years could not have been achieved working in isolation. We are committed to serving the community and our region. Formal and informal relationships with local, regional and national partners are critical to achieving our mandate and vision.

Last year was a banner year for partnerships with tangible results. Our work with airlines, community groups and partner organizations resulted in new and expanded services, international recognition and set the course for future successes.

**BUSINESS-TO-BUSINESS PARTNERSHIPS**

EA has forged strong connections with Edmonton and northwestern Canadian business communities. We are committed to working with our business partners to create the conditions needed for air service improvements that support economic development in our region.

**2007 Highlights**

- EIA hosted a Travel Agents Forum, which provided us with valuable feedback from travel industry partners.
- Multiple sessions were held with federal, provincial, municipal and private stakeholders, including Canadian Airports Council, the Government of Alberta and the Edmonton Chamber of Commerce, regarding reforms of Export Distribution Centre legislation with a formal submission to go to the federal government in early 2008.
- Countless presentations by members of our Executive Management Team were made to Rotary Clubs, regional chambers of commerce, and other business and community service organizations. These presentations foster two-way communication between EA and the Edmonton and Northwestern Canada business community and ensure we’re on track to meet their air service needs.

**INTERNATIONAL RECOGNITION**

In 2007, Airports Council International – North America (ACI-NA) honoured EIA with two awards in recognition of excellence in marketing and communications. Both awards focused on results achieved by working together with regional and community partners.

EIA was awarded first place in the Partnering with Carriers category for its community campaign to build support for Air Canada’s non-stop service between Edmonton International and London-Heathrow. The three-year campaign involves many community partners, including the City of Edmonton, Edmonton Chamber of Commerce, Edmonton Economic Development Corporation, Leduc-Nisku Economic Development Authority, Travel Alberta and the Edmonton Jasper Marketing Group (EJAG). Business, political and community stakeholders also played a major role by writing letters to Air Canada showing support for the service.

EIA was also recognized with a second place award in the Public Relations Campaigns category for Careers Take Flight, an ongoing campaign, including an airport-wide employee recruitment website, to promote job opportunities with our 65 partner companies at EIA.

**EA NAMED EDMONTON ‘COMPANY OF THE YEAR’**

At its Annual Luncheon, Edmonton Economic Development Corporation (EEDC) presented EA with its prestigious Company of the Year Award for 2007.

The award was in recognition of EIA’s impressive development and growth in passenger traffic — especially a record-breaking 6.1 million passengers in 2007, the second-consecutive year EIA has led all major Canadian airports in passenger growth.

The award is the result of the hard work, dedication and commitment to excellence shown by all EIA employees during a period of rapid growth, and we are proud to receive this honour from one of our key community partners.
EDMONTON-JASPER CONNECTION
EIA is the nearest natural gateway for regional and international visitors coming to enjoy Edmonton and Jasper. Now, thanks to the work of the Edmonton-Jasper Access Group (EJAG), access to Jasper’s beautiful mountains and Edmonton’s vibrant urban experiences is easier than ever with the launch of the Edmonton-Jasper Connector bus operated by SunDog Tour Company in November 2007.

EA played a key role in the development and launch of the new daily door-to-door service between EIA, West Edmonton Mall and Jasper as a member of EJAG — a group of regional economic development and tourism partners established to promote and facilitate the development of the Edmonton-Jasper corridor as a single destination for international visitors.

LIVE ALL YEAR AT EIA
Greater Edmonton is proud to host over 30 festivals throughout the year. EIA partnered with Edmonton Festival City in a Box, an Edmonton Tourism initiative supported by TransAlta, to develop a live program called Live All Year at Edmonton International Airport.

The program transforms the normal airport stay into a fun, vibrant experience by bringing live performances, interactive activities, and artistic displays to the terminal to promote Edmonton’s many festivals and special events. In its first year, EIA worked with the Canadian Finals Rodeo, Jazz Festival, Heritage Festival, Children’s Festival, Grand Prix and Street Performers Festival.

COMMUNITY INVESTMENT
To serve the community and the region, we must invest in programs, organizations and events that help to improve the quality of life for Edmontonians and northern Albertans.

EA’s Community Investment Program focuses on the areas of tourism and trade promotion and aviation. In 2007, EA contributed approximately $500,000 in financial and in-kind sponsorships to a variety of community groups.

2007 Highlights
- Grand Prix of Edmonton
- Air Canada’s Dreams Take Flight
- FIFA U-19 World Cup
- CN Canadian Women’s Open Golf Tournament
- Ford World Men’s Curling Championships
- 2007 Culture Capital of Canada
- Big Brothers and Sisters Climb for Kids
- United Way
- STARS Gala
- You’re Welcome Edmonton Awards
- Leduc-Nisku Economic Development Authority
Moving our customers
We recognize that our customers have choices about how and where they travel and do business. Our customers are important to us and that’s why we are focused on delivering a complete passenger experience.

This is not just another way to say “customer service.” Providing a complete passenger experience reflects our commitment to taking care of our customer’s needs every step of the way. Together with our partners, we’re working to create a seamless, efficient, easy and enjoyable airport experience.

MEASURING OURSELVES AGAINST THE WORLD

After adopting the Airports Council International’s Airports Service Quality (ASQ) Program in 2006, EIA continues to use the ASQ program to monitor and enhance customer satisfaction levels. The ASQ is the world’s leading airport customer satisfaction benchmarking program, with more than 110 airports participating worldwide.

EIA’s participation in this program is a globally recognized commitment to increase customer satisfaction and improve the services we offer to our passengers, carriers and business partners.

2007 Highlights

- Ninety-eight per cent of our passengers surveyed rated EIA as “good,” “very good,” or “excellent” in 2007 compared to 93 per cent in 2006.
- This five per cent increase in overall customer satisfaction is breaking industry trends by achieving improvements in customer satisfaction levels while also managing unprecedented growth and multiple construction projects.
- This success is the result of the entire airport community working together to achieve continuous customer service improvement and a recognition that we have to work together to achieve our goals.

AIRPORT VOLUNTEERS GUIDE THE WAY

Our Northern Lights Airport Volunteers reflect EIA’s commitment to delivering a complete passenger experience. Our volunteers are seen throughout the airport terminal in vibrant new uniforms inspired by Alberta’s northern lights and the colour palette of the airport terminal itself.

Last year, more than 80 airport volunteers assisted passengers with luggage carts, wheelchairs, strollers, directions and information. Our volunteers were recognized with all three nominations in the Volunteer of the Year category at the annual You’re Welcome Edmonton Awards.

Watch for our Northern Lights Volunteers – they are here to guide you on your way.

NEW CHECK-IN COUNTERS LET YOU FLY

We understand that our customers want to move through the airport as quickly and easily as possible. To help our shared customers do just that, WestJet and EA launched flow-through check-in counters at EIA on Nov. 1, 2007.

With flow-through check-in, guests keep their baggage with them after it is tagged and then they place it on a belt themselves. Guests move forward through the check-in counters then straight through to the baggage belt, creating less congestion than the traditional counter set-up.

Flow-through check-in can reduce check-in time by one minute per passenger compared to traditional linear check-in counters. Air Canada also offers flow-through check-in at EIA, so although it may just be one minute per person, with EIA serving six-million plus passengers per year, that adds up to a lot of minutes!
BUILDING A FAMILY-FRIENDLY AIRPORT
Travelling with young children is challenging. Juggling luggage, diaper bags, snacks, and toys, not to mention kids, while trying to make your way through a busy airport can test even the most patient of parents and caregivers. Families are important to us and that’s why EIA is working to create a great airport experience for the entire family. Last year, EIA launched an exciting new program that will make us a leader in family-friendly airports – Kidzworld!
The centerpiece of Kidzworld is two new kids’ play areas in the airport terminal. Designed for children aged two to 12, these play areas encourage creative play and provide caregivers with a place to wait comfortably for arriving and departing flights. The Kidzworld program also features existing family-friendly services at EIA – including family washrooms, baby nurseries with change stations, and family-friendly restaurants and retail outlets – packaging and promoting them so people travelling with young children can make the most of our family-friendly airport.

NEXUS ARRIVES
Transborder (U.S.) traffic to/from EIA continues to grow by leaps and bounds and getting those travellers where they are going as quickly and easily as possible is a top priority. With 34 non-stop flights per day to and from 10 U.S. hub cities, the arrival of NEXUS services at EIA in 2007 was a welcome addition to airport services. Automated NEXUS kiosks allow registered, pre-approved travellers to move more quickly through the border clearance process between Canada and the United States. NEXUS members arriving to Canada from other international destinations can also use this service. NEXUS applications can be completed online at www.nexus.gc.ca.

With so many business connections between Edmonton and Northern Alberta and the United States, NEXUS is a real boon for business travellers.

EIA GOES SMOKE-FREE
For the comfort and well being of all passengers and employees, EIA became a smoke-free facility and workplace on Nov. 1, 2007. All indoor smoking areas were closed, but, for the convenience of those who would like to smoke, seven clearly marked outdoor smoking areas, located away from doors and other high-traffic pedestrian areas, were set up on both the Departures and Arrivals Levels.

COMPUTER WORKSTATIONS OFFER CONVENIENCE
To make EIA a more convenient place for our customers to conduct business while en route from one destination to another, 16 Internet-ready business workstations were opened in the Departures Lounge.

HOLIDAY HELP CAMPAIGN
Anticipating our busiest-ever winter holiday travel season, EIA implemented another very successful Holiday Help program. We had more than 60 extra holiday helpers stationed throughout the airport during peak periods from Dec. 19 – Jan. 7. The holiday helpers provided assistance during peak hours in a number of areas including queue management, information/assistance in preparation for pre-board screening, assistance with persons requiring special services (such as wheelchair assistance), curbside assistance with baggage carts/luggage, assistance in the baggage rooms, and assistance with general litter clean-up in the terminal and food and beverage areas.
Edmonton Airports is strongly committed to being open and accountable to the region we serve.

FIVE-YEAR PERFORMANCE REVIEW

In 2007, EA’s third Five-Year Performance Review (June 1, 2002 to May 31, 2007) was completed pursuant to the requirements in the EIA Ground Lease and the Regional Airport Authorities Act (Alberta). Deloitte & Touche, who were selected through a competitive process as independent reviewers, concluded that Edmonton Airports has met its statutory purposes by operating the airports for which it is responsible in a safe, secure and efficient manner and by advancing economic and community development.

In their report, the independent reviewers specifically recognized EA for several key accomplishments. These accomplishments included the completion of an Air Service Consolidation Review, successful negotiation of a new financing arrangement with Alberta Capital Finance Authority (ACFA) to finance future capital investment, and a revised rent agreement with Transport Canada. The report also highlighted the successful completion of Central Hall, the third phase of the Air Terminal Redevelopment Project, parking expansion and major runway resurfacing projects, and the establishment of a new Airport Vicinity Protection Area Regulation (AVPA) at EIA.

We strive to keep you informed and encourage your feedback with:

- Quarterly meetings with appointer bodies where we discuss business plans, progress to date, new initiatives and challenges
- Bi-annual public meetings where we do the same for our stakeholders
- Audited financial statements and the Annual Report
- Five-Year Strategic Plans and Annual Business Plans
- Transport Canada’s lease monitoring and audits
- City of Edmonton lease monitoring and audits
- Extensive customer-service surveys
- Business Advisory Committee meetings that bring together community leaders to provide input about EA’s operations
- Numerous community presentations annually by our senior managers
- Regular public announcements and news releases, which are available on our website flyeia.com
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Building the airport of the future
BUILDING THE AIRPORT OF THE FUTURE

FUTURE AIRPORT
The relationship between airlines, airports and the passengers they share is changing. Through automation and self-serve technologies, passengers now have more options than ever before to manage their travel. Airports can now take on a new and expanded role in easing passenger movement through the airport terminal to maximize the benefits of self-serve technology.

New technology also means that airports don’t need to invest as much in physical infrastructure to house traditional lobby/check-in floor space.

Passenger growth at EIA has made it necessary to expand infrastructure, including terminal and parking facilities, much faster than expected and we are taking advantage of this opportunity to build the “airport of the future.”

EIA EMBARKS ON A $1.1-BILLION EXPANSION
Sustained double-digit passenger growth at EIA has prompted a major expansion of the airport terminal building, parking facilities, and other infrastructure much faster than expected.

EIA’s last phased expansion project was completed in 2003, giving the airport terminal a 5.5-million passenger capacity. EIA served more than six million passengers in 2007.

Over the next five years, EIA will invest $1.1-billion in an expansion project, enabling EIA to serve nine million passengers annually. An additional 13 bridges will be added as part of a new “hammerhead” terminal to be built south of the existing terminal, boosting the total number of aircraft bridges to 30 from the current 17.

In addition to the long-term expansion plans, several other expansion projects are already underway, such as parkade expansion (completion 2008), adding 1,000 new parking stalls. As well, EIA is expanding aircraft aprons and new de-icing pads (completed 2007) and through technological enhancements we are upgrading/replacing current systems and better utilizing existing space (ongoing).

PARKING CONTINUES TO GROW
In the past three years, to keep pace with increasing parking demand, EIA has almost doubled its parking capacity from 3,600 stalls in 2005 to the current 7,040 stalls.

Another 800 stalls will open once the parkade expansion is complete in summer 2008 and construction of a new 4,000-stall parking area is planned to start in late 2008. EIA has the most parking per capita of any major airport in Canada.

New Technologies
- Common-use terminal equipment (counters) that any airline can use allows more efficient use of available gates, meaning passengers can get on their way more quickly.
- Common-use self-serve check-in kiosks allow customers of any airline to access their boarding pass at many points throughout the terminal – enabling them to choose a kiosk with the shortest line, and control their own seat selection.
- Common-use equipment will also allow for passengers to self-tag baggage and check baggage at any location in the terminal.
- Flow-through check-in counters create less congestion than the traditional counter set-up by having guests keep their baggage with them after it is tagged and then place it on a belt themselves. Research shows that flow-through check-in can reduce check-in time by one minute per person compared to traditional linear check-in counters. When you consider a fully-loaded aircraft may hold up to 140 passengers, that’s a lot of time saved by our customers.
- NEXUS technology allows members to avoid line ups and move more quickly through the border clearance process between Canada and the United States.
- Pay & Go parking stations allow customers to save time by pre-paying for parking before leaving the airport terminal.
- Common-use dynamic signage enables messages to be quickly modified and updated, helping passengers to find their way.
More and more hungry passengers making their way through EiA are driving increased demand on restaurants and retail operators. EiA has been working to satisfy demand for more outlets and more choice, and the next phase of restaurant/retail development got underway in 2007.

First up was the opening of a new Tim Hortons in the North Terminal passenger lounge in time for the peak winter holiday travel season. But that’s just the beginning. In 2007, we were successful in working with HMS Host – one of our key airport partners – to finalize an agreement to build four new food and beverage outlets and renovate and expand three existing restaurants. In addition, grab-and-go food options are available throughout the terminal.

Over the next year, EiA’s food and beverage program will expand as new, expanded and refurbished restaurants come online. Future food and beverage and retail programs will also be incorporated into the terminal expansion project as EiA keeps pace with passenger growth.
EA is a responsible, business-focused organization entrusted with managing the region’s aviation assets in the best economic development interests of the entire region. We are always striving to achieve efficiencies and encourage innovation to capitalize on opportunities for growth.

MANAGING WITH A LABOUR SHORTAGE
Like many other large-scale operations, airport employers faced challenges in 2007 maintaining optimal staffing levels in the face of a province-wide labour shortage. Attracting qualified people to work at the airport is a top priority shared by the 65 companies with operations at EIA. Working together, we implemented several initiatives to manage a labour shortage that is expected to continue for years to come.

2007 Highlights
- Airport-wide recruiting website (www.edmontonairports.com/eteam) allows airport employers to post jobs and receive resumes online through a common website. The jobs website frequently features more than 100 job postings and receives approximately 7,000 visitors per month.
- Airport-wide reward and recognition programs foster airport team spirit and encourage airport employers to strive to be employers of choice.
- Employee recruitment and retention information, resources and tools support airport employers in their efforts to attract and retain staff.
- Merchants Association incentive-based programs help with employee retention and promote perfect attendance by food and beverage and retail employees during peak periods.

2007 Highlights
- In 2007, we held aeronautical fees at 2005 levels.
- Increased parking capacity achieved in 2007 will help boost non-aeronautical revenues for years to come.
- Although several other Canadian airports increased their AIF in 2007, EA is committed to maintaining its AIF fee at its current level.

DIVERSIFYING REVENUE
Diversifying our sources of revenue is key to our long-term success. We have two main sources of revenue: aeronautical and non-aeronautical. Aeronautical refers mainly to fees paid by airlines to land, park, and load aircraft, as well as Airport Improvement Fees (AIF). Non-aeronautical revenue includes income from parking, retail, food and beverage, and car rental services as well as real estate leases and land sales. Driven by record passenger growth, both streams of revenue increased substantially in 2007.

EA is committed to expanding the percentage of revenue stemming from non-aeronautical sources and will continue to explore new revenue-generating opportunities so we can hold the line on airline fee increases to help airlines control their costs and what they charge passengers.
We are pursuing a new approach to developing air cargo business to provide a clear competitive advantage for EIA and our region. The emergence of the Port of Prince Rupert as a major new gateway focused on Asia-Pacific trade presents significant opportunity for multi-modal cargo growth. Funded and supported through the Asia-Pacific Gateway and Corridor Initiative (APGCI), the port establishes a new trade corridor for goods and material to flow in and out of our region, en route to the United States and other markets. To take advantage of this opportunity, Edmonton Airports and our partners are developing Port Alberta at Edmonton International Airport.

At its heart, Port Alberta is an ambitious plan to transform our region into a leading global transportation and trade hub. Port Alberta seeks to take advantage of Edmonton’s strategic location and its International Airport to expand Asia-Pacific and European trade with Canada, providing sustainable, long-term jobs and substantial regional economic spin-offs.

In early 2008, a Memorandum of Understanding (MOU) established a formal partnership between Edmonton Airports, the Edmonton Chamber of Commerce and Edmonton Economic Development Corporation. In the MOU, the partners outline their commitment to ensure this region develops as a major North American warehousing, distribution, and multi-modal hub linking road, rail, and air throughout the region with marine ports on the west coast. Leduc County, the City of Leduc and Leduc-Nisku Economic Development Authority are also key players in the Port Alberta Strategy.

**2007 Highlights**

- Completion of Port Alberta cargo and land development strategy.
- Development of new Executive Flight Centre hangar and office space.
- Redevelopment of a building for Edmonton International Flight Kitchen.

**Port Alberta Gateway Council established to develop an integrated regional transportation strategy that has at its core a transportation hub focused on Port Alberta.**

**Program support pursued through Western Economic Diversification and Transport Canada’s Asia-Pacific Gateway and Corridor Initiative.**

**2007 Highlights**

- Port Alberta Gateway Council established to develop an integrated regional transportation strategy that has at its core a transportation hub focused on Port Alberta.
- Program support pursued through Western Economic Diversification and Transport Canada’s Asia-Pacific Gateway and Corridor Initiative.
Our general aviation facilities serve many functions in our region: charters, corporate fleets, government flights, Medevac, surveying, spraying, sightseeing and pilot training; and a wide variety of businesses support these activities. General aviation activity showed healthy growth at all our general aviation facilities in 2007.

### Aircraft Movement Statistics 2006 – 2007*

<table>
<thead>
<tr>
<th>Airport</th>
<th>2006</th>
<th>2007</th>
<th>% Change</th>
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<tbody>
<tr>
<td>ECCA</td>
<td>82,571</td>
<td>86,574</td>
<td>4.8</td>
</tr>
<tr>
<td>EIA</td>
<td>124,910</td>
<td>130,704</td>
<td>4.6</td>
</tr>
<tr>
<td>Villeneuve</td>
<td>57,876</td>
<td>69,003</td>
<td>19.2</td>
</tr>
<tr>
<td>Total</td>
<td>265,357</td>
<td>286,281</td>
<td>7.9</td>
</tr>
</tbody>
</table>

* Without a NAV CANADA control tower, accurate aircraft movement statistics for Cooking Lake Airport are not available.

### Edmonton Airports General Aviation Facilities

- Edmonton City Centre Airport (ECCA) is the Edmonton region’s premier general and corporate aviation facility.
- In addition to commercial passenger and cargo aviation, EIA provides general and corporate aviation services from Apron II, supported by fixed base operators Executive Flight Centre, Flight Tech Shell Aerocentre and Canadian North.
- Cooking Lake is the only combination wheeled and floatplane airport in the region.
- Villeneuve Airport provides the Edmonton region with excellent flight training facilities.

### 2007 Highlights

- As the result of a public, competitive bid process, Nor-Alta Aviation Leasing Inc., Northern Air Charter (P.R.) Inc. and Swanberg Air Inc. were each awarded licences to provide services to one of the northern communities of Grande Prairie, High Level and Peace River.
- Day-to-day operations of ECCA were transferred back to Edmonton Airports as the service contract with ATCO Frontec concluded. The new arrangement is expected to save EA more than $100,000 per year.
- Working with airport users, two new Global Positioning System (GPS) approaches were developed at Villeneuve Airport.

### EVENTS, SPONSORSHIPS AND TRADESHOWS

To promote general aviation services and facilities in our region, EA organized or participated in numerous trade shows and events throughout the year:

- Cooking Lake Airport Open House/Fly-In Event promoted investment opportunities and services at the airport, attracting more than 300 aviation enthusiasts.
- Villeneuve Airport Open House/Fly-In Event promoted investment opportunities and services at the airport, attracting more than 300 aviation enthusiasts.
- Sponsored and exhibited at the Northern Air Transport Association (NATA) Conference.
- Sponsored and participated in trade show at the Canadian Owners and Pilots Association (COPA) Canadian Aviation Expo, one of the key aviation events in Canada.
- Major sponsor of the annual Aviation Alberta Conference, Trade Show and Annual General Meeting.
- Sponsored Airfest 2007, an event honouring Edmonton’s proud aviation history.
- Attended the Canadian Business Aviation Association (CBAAA) annual conference.
SAFETY AND SECURITY

The safety and security of our passengers, staff and cargo is of paramount importance. EA, in partnership with Transport Canada and many other industry partners, continues to diligently work to ensure safety, security and comfort for our customers.

Our Emergency Response Services (ERS) team is a leader in regional emergency planning and constantly seeks out ways to improve service delivery to the airport community.

2007 Highlights

- EIA ERS and other staff participated in an annual emergency response exercise.
- Completed first phase of an on-airport training site business plan to provide a cost-effective approach to training both airport and external customers.
- Implemented Threat Assessment Training mandated by Transport Canada and Canadian Air Transport Security Authority (CATSA).
- Audit of EIA operations conducted by the Transport Security Administration of the United States did not find any areas of concern.
- Security Operations Plan completed in accordance with International Air Transport Association (IATA) and International Civil Aviation Organization (ICAO) standards.
- Participated in a regional fire services review with Leduc County and City of Leduc.
- Joint ERS training initiatives were held in co-operation with regional partners.
- An airport equipment operator training program was implemented aimed at ensuring efficient and safe operations.

ENVIRONMENTAL RESPONSIBILITY

EA is committed to operating and maintaining its facilities in an environmentally responsible manner and to meeting or exceeding all federal, provincial and local environmental regulations. Commitment to the environment has been integrated into EA’s corporate business objectives as an inherent value that guides our decisions.

All airport employees are expected to abide by EA’s environmental policy and airport tenants are required to understand their environmental obligations and abide by environmental regulations.

2007 Highlights

- EA updated its Environmental Management Plan to ensure that our operations continue to adhere to these principles.
- EIA Stormwater Master Plan was updated in accordance with changes implemented by Alberta Environment.
- Completed an internal audit of our environmental management system.
The five-year strategic goals are examined each year and adjusted as necessary to reflect the rapidly changing commercial aviation environment. We invite the community to mark our success based on these goals.

**FIVE-YEAR STRATEGIC GOALS**

The International Air Transport Association Eagle Award recognizes airports and air navigation service providers for outstanding performance in customer satisfaction, cost efficiency and continuous improvement, providing value for money and quality service to their airline customers.

**BY 2012, EDMONTON AIRPORTS WILL BE RECOGNIZED FOR SUPERIOR PARTNERSHIPS WITH AIRLINE CUSTOMERS BY RECEIVING THE INTERNATIONAL AIR TRANSPORT ASSOCIATION (IATA) EAGLE AWARD.**

INCREASE PER-ENPLANED-PASSENGER NON-AERONAUTICAL REVENUE BY EXCEEDING THE FIVE-YEAR AVERAGE ALBERTA CONSUMER PRICE INDEX (CPI), AND KEEP THE CHANGE IN PER-ENPLANED-PASSENGER OPERATING EXPENSES (EXCLUDING CANADA LEASE RENT) BELOW THE FIVE-YEAR AVERAGE ALBERTA CPI.

We’ll achieve this goal by diversifying our income stream through reducing our reliance on aeronautical revenue, operating efficiently, and obtaining flexible and cost-effective financing. Enhancing non-aeronautical revenue will hinge on three key areas: terminal retail, food and beverage; parking; and property development.
BY 2012, COMPLETE SUBDIVISION AND PRIMARY SITE PREPARATION ACTIVITIES AND PLANNING FOR AVIATION INFRASTRUCTURE REQUIRED TO DEVELOP EDMONTON INTERNATIONAL AIRPORT LANDS DESIGNATED AS AIRLINKS WEST INTO A GLOBAL CARGO VILLAGE IN PARTNERSHIP WITH THIRD-PARTY DEVELOPERS, GOVERNMENT, INDUSTRY AND TRANSPORTATION PROVIDERS.

Developing a cargo environment that complements our core passenger business is a prudent use of valuable airport land. Few airports have EIA’s natural advantages to become a major hub in global trade and the movement of domestic and international cargo. Executing this strategy will differentiate EIA from competitors and support the development of the Port Alberta cargo strategy, providing a permanent competitive advantage for our region.

IN THE AIRPORT SERVICE QUALITY (ASQ) SURVEY, PLACE IN THE TOP 10 PER CENT FOR OVERALL CUSTOMER SATISFACTION, EVALUATED IN THE AIRPORT GROUPINGS OF: AIRPORTS OVERALL; AMERICAS; OR AIRPORTS WITH 5 – 15 MILLION PASSENGERS.

To achieve this ambitious ranking will require that we work collaboratively as an airport community to provide a consistent, efficient full-service experience to an expanding customer base.

BY THE END OF 2012, EIA WILL BE 100 PER CENT COMMON USE.

Common-use systems will enable passengers to retrieve a boarding pass, self-tag bags and check them in at any location in the terminal, speeding up the check-in process. Common-use will permit airlines to operate from any podium, and use all common systems for optimizing space usage.
To maintain and seek continuous improvement in high standards of Board governance for the purpose of enhancing corporate performance for the general benefit of the public in the region where EA’s airports are located.

BOARD MEMBERSHIP
The Board of Directors comprises 15 members, 13 of which are appointed by seven governmental bodies. The Board appoints two members at-large. Board appointments are as follows: The City of Edmonton (6), Leduc County (1), The City of Leduc (1), Strathcona County (1), Sturgeon County (1), Parkland County (1), Government of Canada (2), Board (2). One at-large board position is currently vacant.

In its governance role, the Board offers input into the organization’s strategic direction set by management and approves the Five-Year Strategic Plan and the Annual Business Plan.

Reviewing and approving key corporate policies, monitoring organizational performance and progress, as well as overseeing the management of EA’s business affairs are the key governance functions of the Board.

The Board ensures that EA is accountable to the public in the region it serves through appropriate transparency processes, disclosure practices and effective communications plans and policies.

The EA Board is made up of some of the region’s most successful and respected business and community leaders. Their collective experience, insight and guidance are an invaluable contribution to fulfilling EA’s regional mandate.

CORPORATE GOVERNANCE PRACTICES
Although not subject to governance rules that apply to public companies, EA is committed to implementing corporate governance practices that are in alignment with practices required of public companies, adapting them to EA’s status as a non-share corporation.

Under National Policy 58-201 Corporate Governance Guidelines and the accompanying National Instrument 58-101 Disclosure of Corporate Governance Practices, published by the Canadian Securities Administrators, public companies are required to disclose their corporate governance practices. The attendance record of each Director for all Board meetings held since the beginning of the corporation’s most recently completed financial year is disclosed.

The following is the attendance record of each EA Director for all Board and Committee meetings he or she was scheduled to attend in 2007. Additional documents will be posted on EA’s website at flyeia.com during 2008.
ATTENDANCE, BOARD AND COMMITTEE MEETINGS 2007

Margaret Bateman, Chair 16/16
Allister J. McPherson, Vice Chair 15/15
Evan Cameron 10/10
Robert Carwell 12/14
Gordon Clanachan 16/16
Dennis Foley 8/10
John Friesen 10/10
James Funk 11/14
Gary Hanson/ 13/13
Bryan Bailey (mid-term replacement) 1/1
David B. Margolus 17/17
Shelley Miller 18/18
Rolly Owens 13/13
Al Thompson 18/18
Robert Walker 10/10
2008 BOARD OF DIRECTORS

AL THOMPSON
Appointed by Board of Directors
Term Expiry: Dec. 31, 2011

ROLLY OWENS
Appointed by City of Leduc
Term Expiry: Dec. 31, 2010

ROBERT WALKER
Appointed by City of Edmonton
Resigned: Apr. 2, 2008

GORDON CLANACHAN (CHAIR)
Appointed by Federal Government
Term Expiry: Dec. 31, 2008

EVAN CAMERON
Appointed by Sturgeon County
Term Expiry: Dec. 31, 2008

TOM REDL
Appointed by City of Edmonton
Term Expiry: Dec. 31, 2011

SHELLEY MILLER
Appointed by City of Edmonton
Term Expiry: Dec. 31, 2008

JOHN FRIESEN
Appointed by Parkland County
Term Expiry: Dec. 31, 2009

ROBERT WALKER
Appointed by City of Edmonton
Term Expiry: Dec. 31, 2008

JohN FRIESEN
Appointed by Parkland County
Term Expiry: Dec. 31, 2009

JohN FRIESEN
Appointed by Parkland County
Term Expiry: Dec. 31, 2009
David B. Margolus (Vice Chair)
Appointed by City of Edmonton
Term expiry: Dec. 31, 2011

James Funk
Appointed by Federal Government
Term expiry: Dec. 31, 2010

Anne McLellan
Appointed by City of Edmonton
Term expiry: Dec. 31, 2011

Dennis Foley
Appointed by Leduc County
Term expiry: Dec. 31, 2008

Gary D. Hanson
Appointed by City of Edmonton
Term expiry: Dec. 31, 2007
Resigned: Sept. 30, 2007

Margaret Bateman
Appointed by City of Edmonton
Term expiry: Dec. 31, 2007

Allister J. McPherson
Appointed by City of Edmonton
Term expiry: Dec. 31, 2007

Bryan Bailey
Appointed by City of Edmonton
Term expiry: Dec. 31, 2011

Robert Carwell
Appointed by Strathcona County
Term expiry: Dec. 31, 2010

Dennis Foley
Appointed by Leduc County
Term expiry: Dec. 31, 2008

Anne McLellan
Appointed by City of Edmonton
Term expiry: Dec. 31, 2011

Retiring Board Members (not in photo)
APPointers anD offiCers:

CITY OF EDMONTON
Stephen Mandel, Mayor
Al Maurer, City Manager

CITY OF Leduc
Greg Krischke, Mayor
Paul Benedetto, City Manager

LEDUC COUNTY
Marvin Molzan, Reeve
Doug Wright, County Manager

PARKLAND COUNTY
Rob Wiedeman, Mayor
Pat Vincent, Chief Commissioner

STRATHCONA COUNTY
Cathy Olesen, Mayor
Robyn Singleton, Chief Commissioner

STURGEON COUNTY
Don Rigney, Mayor
Larry Kirkpatrick, County Commissioner

TRANSPORT CANADA
Sylvain Giguère, Regional Director General, Prairie and Northern Region
Harvey Nikkel, Regional Director, Programs, Prairie and Northern Region

ALSO INVITED TO APPOINTERS MEETINGS:
Rod Thompson, Executive Director, Transportation Policy and Economic Analysis, Alberta Infrastructure and Transportation
Sara Wong, Sr. Policy Advisor, Passenger Transportation, Alberta Infrastructure and Transportation

EXECUTIVE MANAGEMENT TEAM
Reg Milley, President and CEO
Annie Yee, General Counsel and Corporate Secretary
Ralph Peterson, CA, Vice President, Corporate Finance, Risk and Strategy, Chief Financial Officer
Diane Trenn, Vice President, Airport Operations
Peter McCart, Vice President, Marketing and Business Development
Paul Garbiar, Vice President, Infrastructure and Technology
Traci Bednard, Vice President, Communications and Passenger Experience
Donna Poburan, Director, Human Resources and Organizational Effectiveness

AUDITORS
PricewaterhouseCoopers LLP, Edmonton