

Victoria Airport Authority
Five-Year Performance Review
June 7, 2002

Grant Thornton 

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Introduction



Letter of Instruction

In accordance with the Victoria Airport Authority's (the "Authority") request for a proposal dated March 13, 2002, and our response to that proposal of April 1, 2002, we have carried out a review of the Authority's five-year operational history (April 1, 1997 to March 31, 2002).

Scope of Assignment

It is within this context that Grant Thornton LLP was contracted by the Authority to perform this review. As outlined under S9.02.04 of the lease, the review was to cover the following items:

The Tenant shall ensure that the Person conducting the review shall include in the report at least the following:

- a) *the terms of reference of the review;*
- b) *statements stating the extent to which the Tenant has been and is operating*
 - i. *a safe and efficient service to the public; and*
 - ii. *an efficiently run undertaking in accordance with the Tenant's business plans and approved objects;*
- c) *statements stating the extent to which financial and management controls information systems and management practices have been and are maintained, including the steps taken to ensure that*
 - i. *the assets of the Tenant have been safeguarded and controlled;*
 - ii. *the financial, human and physical resources of the Tenant have been managed economically and efficiently; and*
 - iii. *the operations of the Tenant have been carried out effectively;*
- d) *any further information that is reasonably required by any Nominator or by a majority of the Board;*
- e) *any concerns or qualifications that the Person conducting the review has with respect to any matter described in this Section; and*
- f) *any other relevant information about the Tenant.*

Our Approach

In keeping with the general objectives of the review, we focussed on the actual results achieved by the Authority in its first five years of operations in relation to its broadly stated purposes and objectives. As a baseline for these objectives, we reviewed the Authority's operating by-laws and the vision, mission and strategic priorities of the Authority as well as various internally generated documents such as a Business Plan dated June 1999, and the Master Plan dated December 2000. Actual financial results were compared to budgeted figures, as was the level of projected capital expenditures.

To help assess the level of safety at which the Authority has been operating, Transport Canada's Annual Aerodrome Safety Audit Reports were reviewed along with the Authority's response to concerns brought forward in these reviews. As well, interviews were conducted with Transport Canada and the PSAC Union president to determine their views on the overall safety efforts of the Authority.

Financial and management controls and practices were reviewed with respect to the efficient operations of the Authority and management's ability to work with the Board of Directors to monitor results and effect change when warranted.

Externally generated documents were used to assess the effectiveness and efficiency of the Authority's operations including Transport Canada's Lease Monitoring Report, Transport Canada's Environmental Compliance Audit Reports and the Audited Annual Reports. Interviews were conducted with stakeholders to determine their perspective on the issues covered in this report. Interviews were conducted with Transport Canada, Municipalities, Tourism and Business representatives and tenants. (A summary of the interviews is contained in Schedule 2)

In assessing the efficiency of the operations, we were able to perform data analysis of the Authority's financial results in comparison to industry standards as determined by reviewing similar Airport Authorities Annual Reports published for the year 2000.

Independence

The Authority reviewed a Preliminary Draft of this Report for its reasonableness and internal consistency. Any issues raised during the Authority's review were brought forward to Grant Thornton LLP for discussion. The ultimate decision on the contents of the report was determined by Grant Thornton LLP, who were hired for their experience and ability to deliver an objective and independent opinion with respect to this assignment. Grant Thornton LLP is able to confirm that, at no point during or prior to this review, the firm acted as a consultant to the Authority or acted as their external auditors.

Observations



Safety

This chapter summarizes the key findings and observations that we have made throughout our review process as it relates to the safe operation of the airport. The Authority along with Transport Canada recognizes that safety is one of the key aspects to the successful operation of an airport. Throughout its operation, the Authority has strived to maintain and improve operational efficiency and safety. Some of the changes that the Authority has made over the 5 years include:

- 1998 - Introduction of a Touch-screen Remote Airfield Condition Reporting System
- 1999 - Licensing of Fire Fighters by the EMA Licensing Board to First Responder Level III
- 2000 - Conducting a Major Aircraft Crash on-Site Exercise
- 2000 - Acquired an additional fire truck
- 2001 - Purchased and trained all Fire Fighters in an external AED defibrillator

Throughout this time period, the Authority also conducted regular "Table-top Exercises" which were discussions held with several different agencies, designed to review the responses by emergency service providers within the Authority and from the surrounding communities.

The Authority has also attempted to foster coordinated participation with the surrounding communities by developing and entering into a Mutual Aid Agreement with the Town of Sidney, and the Districts of North Saanich and Central Saanich.

External Review

Transport Canada performs Aerodrome Certification and Security Audits with the latest audit on the Authority being conducted on March 21-23, April 2 and 3, 2001. The Audit is conducted by the Audit Inspection Teams from Transport Canada who then submit a written report to the Authority for their response. The Safety Audit Reports are also reviewed by Transport Canada while preparing the Lease Monitoring review and report.

The Authority has received good audit reports from Transport Canada throughout its operation with the Authority quickly responding to any concerns or corrections that were required. During the Authority's last audit, twenty-five findings were reported in the final report, however,

enforcement action was not contemplated by the audit team. At the time of Grant Thornton's review for this report, the Authority was able to confirm that all of the concerns mentioned in the Audit report had been addressed and resolved.

Union Discussions

In the course of preparing our report, we were able to conduct interviews with various stakeholders and associated parties. We were able to have a face-to-face meeting with the PSAC Local 20209 President and an additional union representative. They complimented the Authority on what they saw as a successful transition of the management of the airport from Transport Canada to that of the Authority. However, they had some concerns regarding the changes in Category Levels at the airport.

The Union does not agree with the Transport Canada Canadian Aviation Regulation that allows the Authority to move between a Category 5 ("Cat 5") staffing level and that of a Category 6 ("Cat 6").

Cat 5 status requires a single fire fighter on shift and available in the fire hall to respond to an incident with a fire truck within 3 minutes. When the airport is at a Cat 6 status, the requirement is for two fire fighters and their equipment to respond within 3 minutes. The distinction between a Cat 5 and Cat 6 is based on the size and frequency of aircraft scheduled to arrive or depart the airport.

The Cat level is set based on flight information provided by the airlines which allows the Authority to set the staffing schedules for the fire fighters. Each day the Cat level moves between a Cat 5 and Cat 6 based on scheduled flight arrivals and departures. Current policy requires the fire fighters to be in position in the fire hall 15 minutes prior to the arrival of an aircraft and to remain in the fire hall 15 minutes after the arrival or departure to ensure coverage for either early or late flights.

In most situations the system works well, however, it is the Union's position that there have been situations where a Cat 6 flight has arrived or departed outside the Cat 6 window without prior notification from the airline involved.

Grant Thornton discussed the Union's concerns with the Authority who indicated that they were aware that there were occasions when aircraft arrived or departed outside the Cat 6 window but were not aware staffing levels for Cat 6 coverage had not been provided. As a result, the Authority has developed a Standard Operating Procedure in addition to issuing a memo to all fire fighters identifying the procedures to be followed by on duty fire fighters to avoid these types of incidents in the future. (For example, prior to moving to a Cat 5, the fire fighters are responsible to review flight information on the Authority's real-time arrival schedule located on the Web in addition to checking with the appropriate airline.

Security

Fortunately, the Airport Terminal Building ("ATB") improvements were not completed prior to September 11th and therefore, the Authority was able to delay completion to allow for security upgrades for pre-board screening and screening of checked baggage. One airline representative felt that the planned security upgrades would put the Victoria Airport at the forefront of security procedures for an airport of its size.

Business Plans and Financial Results

This section of our observations outlines the findings that were made in relation to the Authority's business plans and the Authority's ability to run its operations efficiently in relation to those plans. For the purposes of this part of our review, the Authority was able to provide us with numerous financial and operational information documents including a detailed 10-year business plan dated June 1999, numerous annual revised 10-year financial projections, actual year-end financial results in comparison to budget, annual audit reports and auditor comments along with the accompanying annual reports, organizational graphs and a copy of the policy and procedures manual.

Capital Plans

When the Authority assumed responsibility for the airport from Transport Canada in 1997 it was originally believed that the existing terminal structure would be sufficient for the immediate future. However, the Authority soon discovered that the existing terminal building was inadequate for the current passenger levels, let alone the expected increased future passenger loads. At that time a 10-year financial projection was undertaken to examine the changes required to the terminal building along with the projected financial requirements. The Board determined that a significant capital expenditure program was necessary which would require the implementation of an Airport Improvement Fee ("AIF"). On this basis the board approved a 10-year business plan.

Financial Forecasting

Included in the Authority's Business Plan for 1999 was a projected net cash flow from operations and an estimate of required capital expenditures covering 2000 to 2009. This Business Plan was successfully used by the Authority to secure approximately \$20 million in external financing required for the ATB project. Along with external financing sources, the Authority, through a collection agreement with the airlines, began collecting an airport improvement fee ("AIF") of \$5 that was to be used to solely for capital project financing and repayment.

Subsequent to the 1999 Business Plan, the Authority was diligent in monitoring actual results and in producing revised projections when new information and actual results became available. In conducting our review it was noted that the Authority's staff was very competent in the area of financial projection and information maintenance. The annual projected budgets were prepared accurately and under supportable assumptions when compared to actual results. This was particularly challenging subsequent to the

events of September 11, 2001, which resulted in only a slight refinement of the budget early in 2002 when the actual effects on the airline industry became clear.

Actual Results

Each of the year-end financial results were reviewed and it was noted that the Authority had received an unreserved audit opinion for all of the years covered by this review. In 2001, the auditors also provided the Authority with a letter outlining their findings that were noted in the course of their review that would not effect their audit opinion but might be useful management information. The findings for 2001 were not significant in nature and were quickly addressed by the Authority's accounting staff.

The financial results of the Authority haven't been quite as good as originally projected in the business plan of 1999, due to the general downturn in the airline industry and the effects of September 11th. As well, over the course of the first five years of its operation, it became clear that there were additional capital expenditures not covered under the original AIF agreement that would require financing outside of normal operations. In 2001, the Authority approached the airlines to have airfield re-pavement and electrical upgrades included under the AIF agreement. The airlines reviewed the Authority's ten year financial plans and on the strength of that information agreed to the expanded AIF capital expenditures. (Benchmark analysis is detailed in Schedule 1)

The Authority reviewed its financial projections and realized that with the expanded AIF capital program, an increase in the AIF would be necessary. To this end, the Authority's Board has recently given management the authority to discuss increasing the AIF in 2003 with the airlines.

Authority's Board of Directors

In order to ensure that there is an appropriate level of community involvement and consultation as required, the Authority's Board includes nominees from the surrounding Municipalities, (the Districts of Saanich, North Saanich, and Central Saanich), the Town of Sidney, the City of Victoria, Capital Regional District, the Province of British Columbia, the Chamber of Commerce, and the Federal Government. Other nominees are also included.

To help with the smooth governance of the airport in accordance with its Business Plan, the Authority's Board members are also involved in numerous committees. Some of the committees include the Steering Committee, Audit and Finance Committee, Operations Committee, Planning and Development Committee and Community Consultative Committee. Minutes from these committees were reviewed and it was noted that they appeared to be operating effectively.

Public Consultation

Our interviews concluded that the surrounding Municipalities felt that the make-up of the Board allowed their individual concerns to be brought forward and appropriately addressed regarding

the implementation of the Authority's Business Plan. Further, the general demeanour of the Board's Chair and the Authority's CEO, was such that there was an air of co-operation and openness pervasive within the Board and throughout the Authority's management. This has resulted in what the interviewed parties, including the tenant airlines, refer to as a "team atmosphere".

From a tourism point of view, the individuals that we interviewed agreed that there was a need for a large capital expenditure to bring the airport up to a level that would reflect well on the surrounding communities. Although they felt that an AIF was one more "tax" on the travelling public, generally they felt that the Authority had received good value for the funds expended to date. The tenant airlines also agreed that a significant upgrade was required given the expected traffic levels

Asset Management

This portion of the report reviews our findings as they relate to the safeguarding and efficient use of the assets under the care of the Authority. For the purposes of this report, the category of assets is broken down between financial assets, physical assets and human resources.

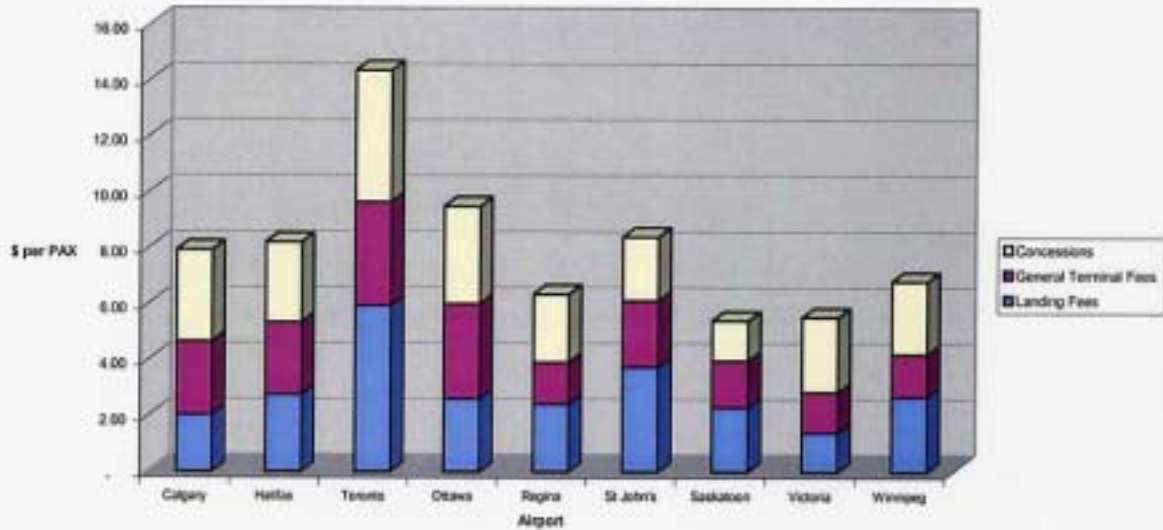
Financial Assets

As discussed above, on the strength of its financial projections and business plan, the Authority has been successful in obtaining external financing for the ATB expansion. Prior to September 11th, the capital project had been completing on schedule however it had to be delayed when it became clear that there would be a need for modifications to accommodate additional security requirements. As well, the incremental security costs directly related to September 11th amounted to \$450,000 to March 31, 2002, the total of which the Authority submitted to Transport Canada for compensation and has since been reimbursed almost 100%.

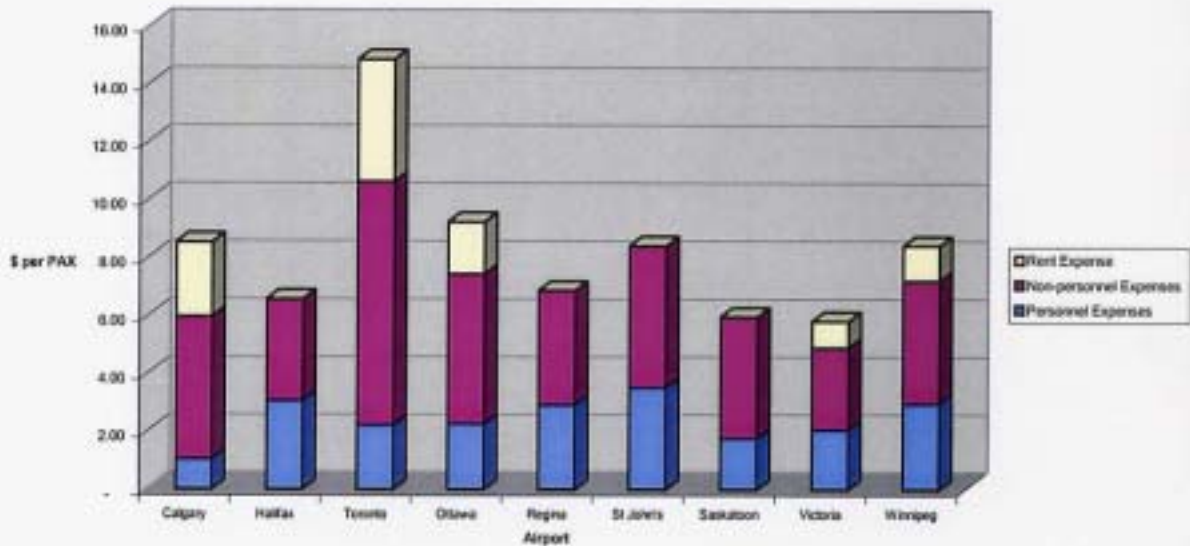
Based on a report prepared by the Project Manager, as of March 14, 2002 the ATB and Apron expansion is proceeding on schedule and on budget. The Authority's management regularly prepares a detailed financial schedule for the Board detailing the costs expended to date as well as projected future costs. The Board's Chair confirms that the information provided by management is timely and accurate. To this extent, the Authority has effectively managed its financial resources as it relates to the AIF and the terminal expansion.

When considering the effective use of financial resources as it relates to operational activity, we reviewed the Authority's year-end financial results for 2001 as compared to various other Authorities throughout Canada for the same time period. These results are detailed in Schedule 1. An extrapolation of these results is illustrated below.

Revenues per Enplaned and Deplaned PAX (2000)



Expenses per Enplaned and Deplaned PAX (2000)



An analysis of the foregoing-illustrated financial information indicates that the Authority has been exceeding industry guidelines when compared to other Authorities throughout Canada. Based on the total expenses, not including rent, per enplaned and deplaned passengers, Victoria's results were the lowest with a cost of \$5.81 per passenger. It should be noted that Victoria pays over \$1 million in rent to Transport Canada, whereas Saskatoon, Regina, St. John's and Halifax do not pay rent.

When reviewing the revenue per passenger, it is significant to note that Victoria's aviation fees per passenger were the lowest in the comparison group. It is also important to note that Victoria has been successful in generating the highest percentage of concession income. This is significant when it is recognized that Victoria is generally an airport of final destination versus a transition airport where travellers would be forced to lay over for a period of time, as is the case in some of the other airports in the comparison group.

Initiative to Reduce Rent and Municipal Property Tax

The Authority, in cooperation with other airports, has entered into consultations with Transport Canada in an effort to have its annual rent payments reduced. The Authority has also launched an appeal of its current property tax assessment for the current year.

Physical Assets

This section of the report reviews the safeguards and controls around the physical assets managed by the Authority along with the management practices and procedures in relation to those assets.

Capital Projects

As was previously discussed, the Authority has launched into a major capital expenditure for the ATB and apron expansion. The Authority has engaged external consultants, formed a sub-committee to monitor the construction and prepared regular cost monitoring reports and projections. The Authority also regularly reviews the need for additional major and minor capital expenditures. Per the Authority's Annual Report for 2001, the Authority spent over \$1 Million on 6 major and 16 minor capital projects.

NavCanada noted that the paving and rehabilitation expenditures were a vast improvement over the previous years. The representative from NavCanada felt that the Authority was responsive to NavCanada's concerns and requests regarding items that they felt needed to be addressed. They also realized that there was limited capital available but felt that the necessary funds were being allocated to its concerns when required. NavCanada also noted that the Operating Agreement had yet to be signed with the Authority but that they were operating effectively without having one in place.

The Authority's management advises that they have a good day-to-day relationship with NavCanada. The Authority is prepared to update the final written understanding but is not prepared to execute the form of agreement drafted by NavCanada which changes the current indemnity relationship to the disadvantage of the Victoria Airport Authority.

On an annual basis the Authority is audited by Transport Canada in accordance with the terms of their lease. In the 2000/01 report, the Transport Canada auditor noted that "based on site inspections, interviews with Authority staff, and

the documentation reviewed, it is in the opinion of the monitoring team that the Authority has maintained the Demised Premises in a state or order, condition, maintenance and repair consistent with that of a First Class Facility and as a Major International Airport”.

In discussions with the tenants it was noted that they felt the capital restoration plan was well developed and implemented. It was clear that the Authority was making attempts to keep the disruption to the tenants and the travelling public to a minimum. The airline tenants also noted that the consultation with airlines during the development phase had been good particularly prior to September 11th. One of the key airlines concerns and requests was that the Authority continues to address the issue of operational effectiveness and efficiency of the new designs versus its architectural purity. The airlines hope that with the continued expansion and development of the ATB that the Authority continues to engage the airlines in meaningful discussion at the design stage.

From an external user point of view, the tourism representatives felt that the Authority has shown great vision in development of a Terminal Building that will serve as a showcase for arriving passengers.

Environment

In accordance with its lease with Transport Canada, the Authority has developed an Environmental Management Plan. Furthermore, the Authority has implemented a policy to inspect five tenant locations on an annual basis to ensure their compliance with environmental regulations.

As reported by Transport Canada in the 2001 Lease Monitoring Report, it was “the opinion of the inspection team that the activities of the Authority are conducted in an environmentally responsible manner”. As well, Transport Canada Pacific Region conducted an Environmental Inspection and Property Evaluation Audit in September 2000 where it was concluded that, “the Authority and its tenants comply with all applicable environmental laws”. As well, the audit also concluded that the “Authority has the necessary management systems in place to effectively deal with hazardous materials generated at the Airport, effectively deal with petroleum products, glycol management, tank management, waste management, water quality management, contaminated site management, and with natural environmental management.”

The 2001 Environmental Audit inspection was delayed due to the incidents of September 11th with a report being verbally presented to the CEO and his staff during the course of our review. The Authority was able to confirm that there were no major concerns in the current report. The Authority was also able to confirm that they have not received any Notices of Contravention of applicable Environmental Legislation from any regulatory bodies.

Land Development

As required under the lease with Transport Canada, the Authority has developed a Land Use Plan, a Master Plan and an agreement on Land Use and Development with Sidney and North Saanich. The Municipalities were able to confirm that the Land Use Plan had been adhered to and noted that the Authority was careful to give proper notice to the Municipalities when any changes were being considered. The Municipalities also noted that the working relationship with the staff at the Authority has been excellent over the past few years and that the Authority and its staff have made great efforts to keep the dialogue open and cooperative.

During the course of our interviews it was noted that the Authority has made great attempts to address some sensitive development and restoration issues. As an example, cooperation from numerous groups was required in the restoration of the Ten Ten Creek. Regarding land development, the Authority has implemented a program of pre-development environmental and archaeological site assessment for all new developments. This was recognized as an attempt by the Authority to be responsive to all stakeholders concerns.

Human Resource Management

The final asset under the control of the Authority that we reviewed was human resources. As illustrated in the financial results outlined in Schedule 1, the Authority has effectively controlled the personnel costs as it relates to expenses per enplaned and deplaned passengers. From an efficiency point of view, Victoria has one of the lowest personnel costs per PAX at \$2.05 with the average cost, based on our observation group, at \$2.41.

It should be noted that the only two airports with lower personnel costs per passenger than Victoria are Calgary and Saskatoon. These airports have their fire fighting provided under contract by the City which reduces their personnel costs significantly.

While conducting our interviews with the Union representative, they indicated the Authority had negotiated with them in good faith and that their members were fairly compensated for their services. They also noted that the turnover within their union local was relatively low.

It was a general conclusion from our interviews that the dealings with the Authority's staff were always pleasant, professional, competent and cooperative. It was particularly noted that the Authority's management starting from the CEO down to the manager level and including the Board's Chair, presented an atmosphere that was open to suggestions and willing to listen and consider alternative ideas. The airline representatives made particular complementary comments regarding the Authority's management and staff's response to the events of September 11th.

Conclusions

It is clear from the financial analysis and discussions with stakeholders that the Authority has been successful over the first five years of its mandate in achieving the goals and objectives set out in its business plans. Although the Authority's revenues fell slightly short of its original projections, the management structure and information systems allowed the Authority to quickly make the required adjustments to ensure financial stability.

The Authority has been successful in maintaining the safe operation of the airport while remaining fiscally responsible as illustrated in the financial comparison analysis.

The Authority has been proactive in dealing with stakeholder groups and developed an atmosphere that all find to be open and professional. Both the Transport Canada official and one of the airline representatives indicated that the Victoria Airport Authority was one of the most successful and well managed Authorities that they had worked with.

The Authority has successfully managed the assets under its control including its physical, financial and human resources. It has successfully listened to the concerns and issues presented by the many stakeholder groups. At the most recently held Annual General Meeting it was noted that there were no groups or individuals who presented themselves as having concerns that were not being successfully addressed by the Authority.

Throughout the airport expansion process the management information systems have allowed the Authority to closely monitor the costs to date and make quick adjustments to the plans when additional security requirements were mandated. Environmental matters have been addressed and clean-ups of contaminated sites instituted or completed. It is the opinion of the reviewers that the Authority has effectively carried out its operations and objectives over the first five years of its operation.

Grant Thornton LLP
Victoria Airport Authority - Five-Year Performance Review
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Schedules

2000 Airport Activity

	Calgary	Halifax	Toronto	Ottawa	Regina	St. John's	Saskatoon	Victoria	Winnipeg
Passengers (E&D)*	8,090,426	2,980,970	28,900,000	3,434,345	745,209	852,044	800,000	1,139,262	2,837,771
Landing Fees per PAX	2.02	2.74	5.93	2.60	2.41	3.74	2.30	1.39	2.67
General Terminal Fees per PAX	2.62	2.58	3.70	3.39	1.49	2.36	1.64	1.44	1.52
Concessions per PAX	3.29	2.88	4.72	3.50	2.44	2.28	1.44	2.68	2.61
Total per PAX	7.92	8.19	14.35	9.48	6.34	8.38	5.39	5.51	6.80
Revenues:									
Landing Fees	16,304,000	8,155,000	171,279,000	8,918,000	1,793,290	3,186,000	1,840,985	1,585,800	7,567,000
General Terminal Fees	21,160,000	7,690,000	106,837,000	11,632,000	1,109,073	2,007,000	1,315,578	1,641,500	4,322,000
Land Rent	2,657,000	608,000	27,352,000	3,341,000	126,231	609,000	248,282	684,300	3,806,000
Concessions	26,588,000	8,571,000	136,520,000	12,013,000	1,818,892	1,946,000	1,153,635	3,049,100	7,402,000
Other	37,437,000	1,606,000	7,669,000	17,236,000	1,434,242	4,202,000	4,709,994	723,600	12,044,000
Total Revenues	104,146,000	26,630,000	449,657,000	53,140,000	6,281,728	11,950,000	9,268,474	7,684,300	35,141,000
Operating Expenses:									
**Personnel	8,404,000	9,108,000	64,023,000	7,762,000	2,167,923	2,997,000	1,403,193	2,339,000	8,403,000
Personnel expenses per PAX	1.04	3.06	2.22	2.26	2.91	3.52	1.75	2.05	2.96
Total non-personnel	60,538,000	10,466,000	365,156,000	23,907,000	2,946,747	4,159,000	3,366,424	4,280,100	15,464,000
Rent Expense	20,718,000	-	122,332,000	6,145,000	-	-	-	1,032,000	3,397,000
Rent Expense per PAX	2.56	-	4.23	1.79	-	-	-	0.91	1.20
Non-personnel expenses (not incl rent) per PAX	4.92	3.51	8.40	5.17	3.95	4.88	4.21	2.85	4.25
Total Expenses	68,942,000	19,574,000	429,179,000	31,669,000	5,114,670	7,156,000	4,769,617	6,619,100	23,867,000
Total per PAX	8.52	6.57	14.85	9.22	6.86	8.40	5.96	5.81	8.41
Margin (Revenue less Expenses)	35,204,000	7,056,000	20,478,000	21,471,000	1,167,058	4,794,000	4,498,857	1,065,200	11,274,000
Margin as a % of Revenues	34%	26%	5%	40%	19%	40%	49%	14%	32%

Source: 2000 Published Annual Reports

* Enplanned and Deplanned

**Calgary & Saskatoon fire fighting provided under contract by City, therefore, costs reported in non-personnel expenses

Schedule 2

Summary of Comments from Interviews Conducted

Peggy Clark, Manager Customer Services, Air Canada

Kathleen Lindsay, Station Manager, West Jet

John Morrison, VP, Viking Air

Stuart White, Manager, NavCanada

Steve Donaldson, President, PSAC Local 2029

Alan Peterson, Chair, Board of Directors, Victoria Airport Authority

Lorne Whyte, Tourism Victoria

Ian Powell, GM, Empress Hotel

Municipality Mayors, various

Comments:

- Communication with the Authority has improved 100% from what it use to be with Transport Canada
- The communication level with the Authority over the reconstruction has decreased since September 11th; we are concerned that we may receive a finished product first and then asked for our approval rather than being a part of the process from the beginning
- The Authority is producing a flagship airport for its size
- At times it appears that the Authority is paying more attention to the architectural design over the operation efficiency (glassed in waiting area impedes the view of computer terminals)
- Great deal of respect for the Authority, its management staff and CEO, consider them to be professional, open and well skilled
- The Authority's response to the events of September 11th was exceptional
- Question the Bridge design – may not be sufficient for the growth anticipated – bit of a tight fit
- Authority is a forward thinking with regard to the ATB itself and its open spaces
- Friendly atmosphere – the Authority is here to meet our needs
- Very happy with the outcome of the redevelopment so far
- The level of service has been enhanced since the transfer of operations to VAA, but still could be improved in terms of this being a tourist's first impression of Victoria
- Good cooperation on land use development. They try not to compete with adjacent municipalities
- Very receptive to community needs
- Operating Agreement not signed with NavCanada
- The relationship with the Board got off to a rocky start but have significantly improved over the last 4 years
- Overall working climate with the Authority and its staff is excellent
- Very pleased with the overall direction that the Authority has taken
- Been extremely difficult to develop an acceptable lease with the Authority and Transport Canada – further direction from Transport Canada needed for non-disturbance agreement
- Board make-up and stated Policies were effective in providing an framework that was manageable