

REGION OF WATERLOO

YKF Airport Growth Plan

TUESDAY JUNE 2, 2026



Region of Waterloo
INTERNATIONAL
AIRPORT



Region of Waterloo

YKF IS AN ECONOMIC DRIVER

YKF continues to be well-positioned as a Regional Airport with BIG advantages:

- Purpose-built infrastructure
- Potential connectivity to multi-modal transit system (GO, ION, GRT)
- Available capacity to support local & SWO demand
- Strong support of A&A sector, local business community, industry leaders and residents
- Leading edge partnerships with WISA
- Ability to be nimble and responsive to opportunity

\$390M

Economic Impact

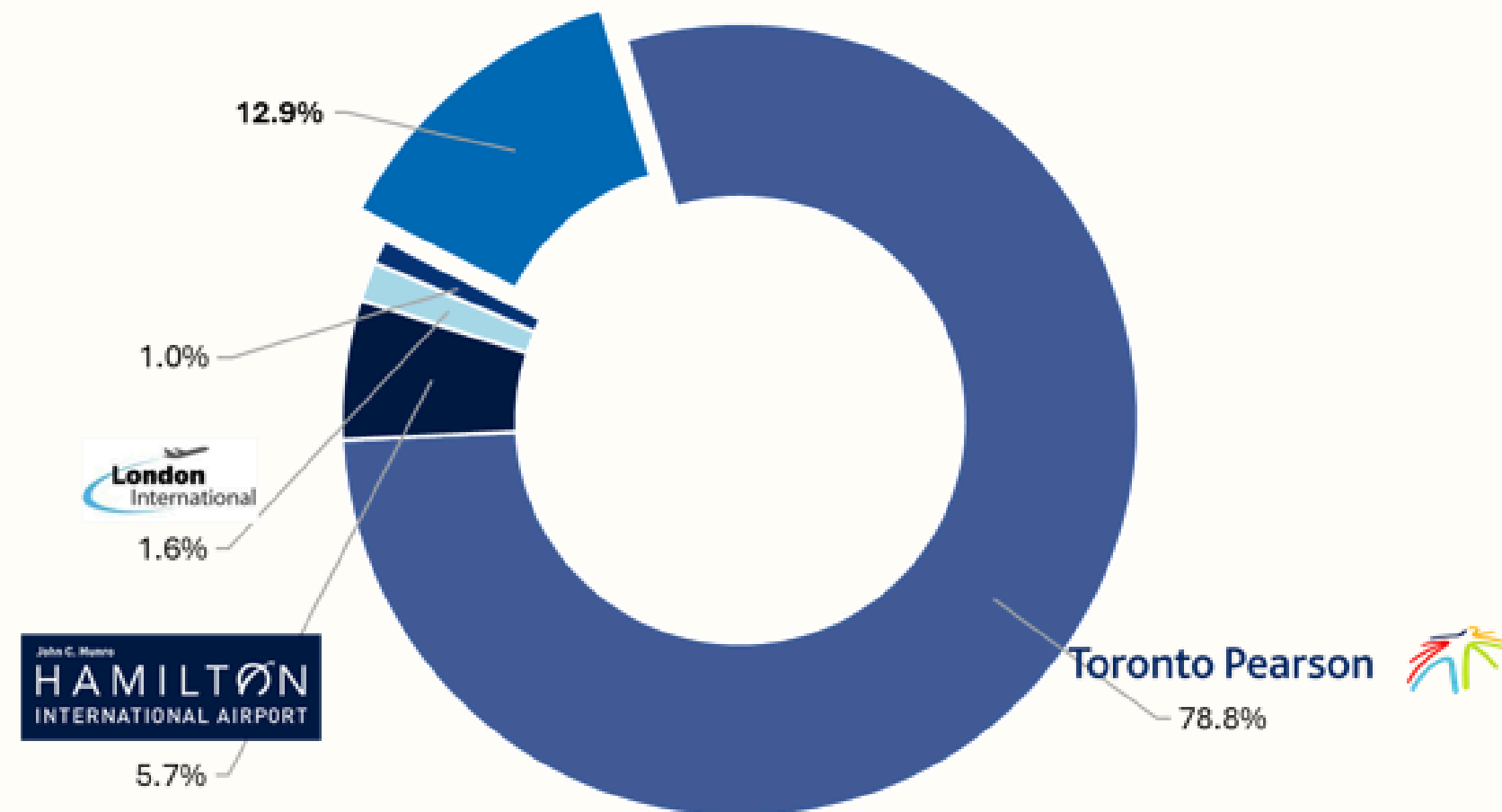
426,000

2025 Passengers

140,000

2025 Aircraft Movements

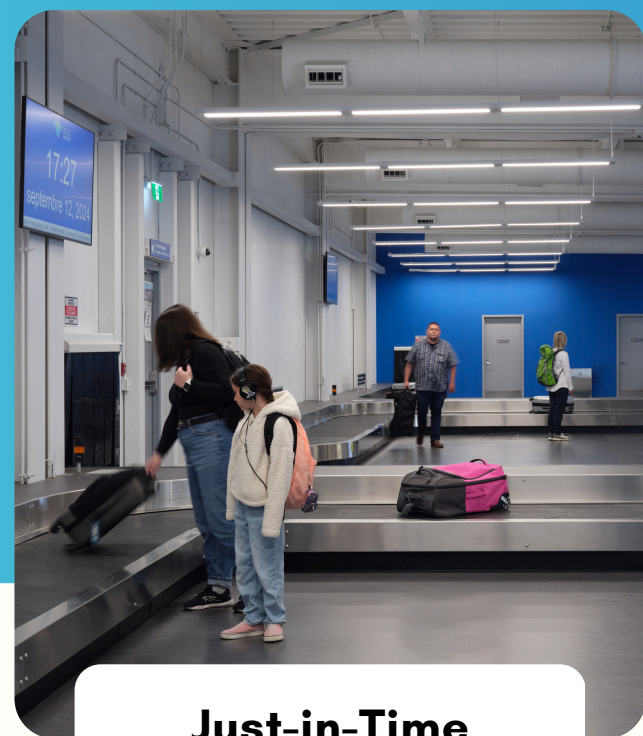
PASSENGER LEAKAGE STUDY



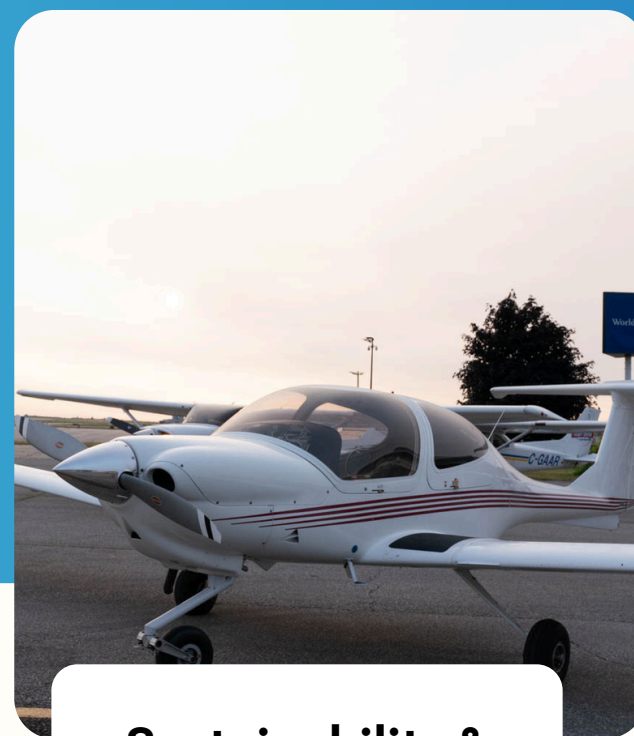
Key Principles of the Growth Plan



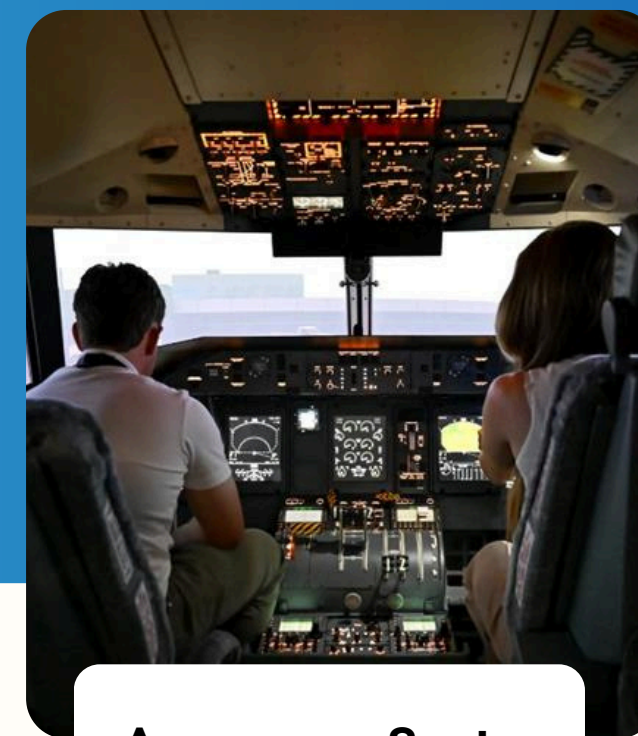
YKF as a Mobility Hub for a growing community



Just-in-Time Infrastructure Strategy



Sustainability & Environment



Aerospace Sector Development



Managing Competing Land Uses

YKF AS A MOBILITY HUB FOR A GROWING COMMUNITY

- Updated understanding of available passengers in a 40km radius
- Updated passenger forecasts
- Early plans for a new air terminal building (when warranted by demand)
- Planned Transit Corridor
 - Fixed GRT Routes
 - Potential Light Rail Connectivity
 - Proximity to future Breslau GO
- Enhanced Passenger Experience



JUST IN TIME INFRASTRUCTURE STRATEGY

Building on our “Build As Needed” success

- Updated Development Triggers
- Runway 14-32 extension design complete (awaiting funding approval from Fed/Prov government)
- Site servicing plans and partnerships



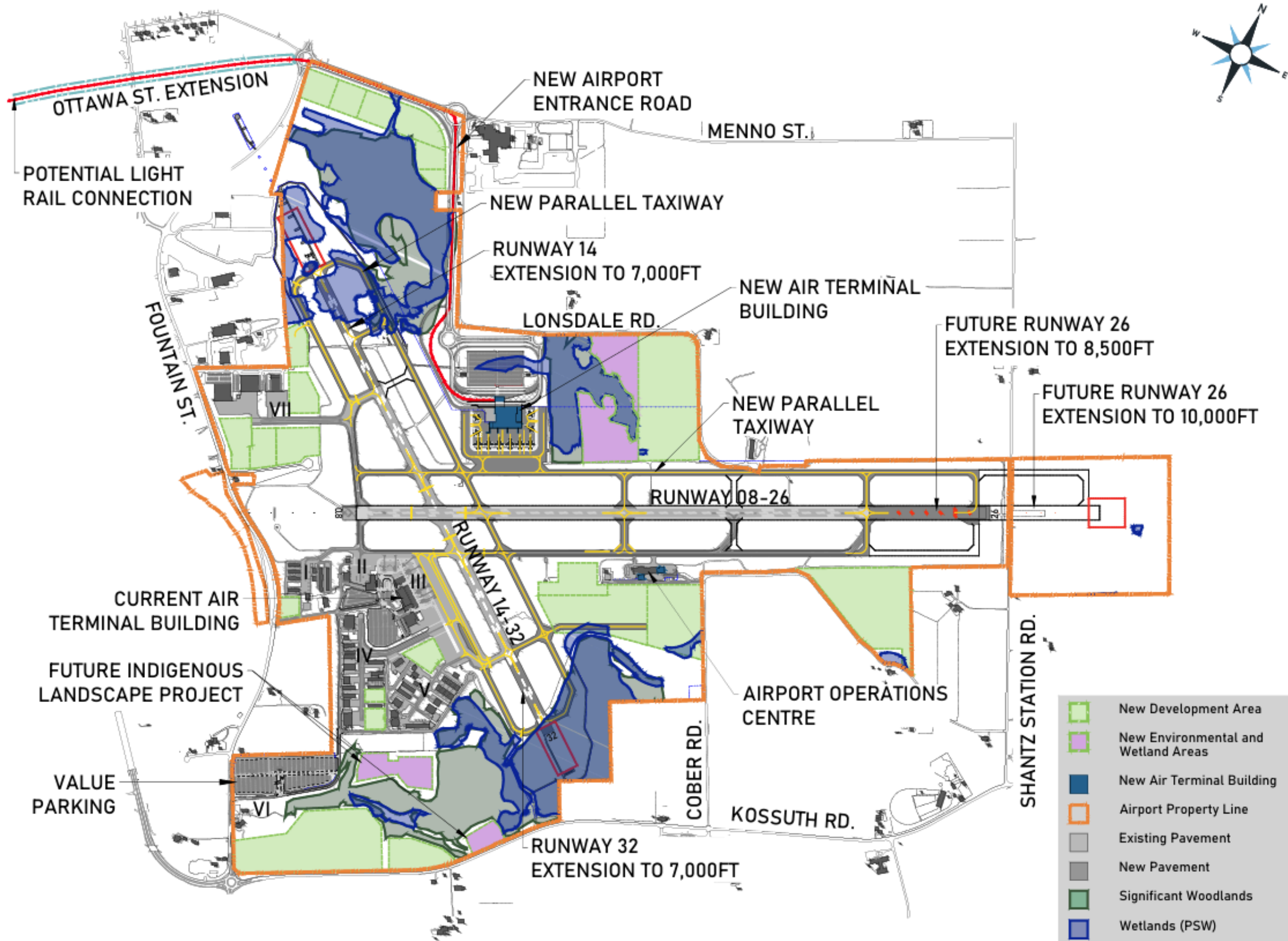
FUTURE AIRPORT LANDS CONCEPT



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SUSTAINABILITY AND ENVIRONMENT

Balancing growth and sustainability is a key part of the plan

- Decarbonization Action Plan
- Climate action commitments and long-term target
- Hydrogen Roundtable (June 8)
- Natural Heritage Management Plan
- Indigenous Landscape Initiative
- Net-Zero Design for future Terminal Building
- Continued partnership with WISA



AEROSPACE SECTOR DEVELOPMENT

YKF is a driver for the vibrant Aviation and Aerospace cluster

- AeroWR
- Economic policies and program
- Aeronautics cluster within airport campus
- Aviation & Aerospace Business Park
- Continued partnership with local, national and international businesses



MANAGING CONFLICT WITH COMPETING LAND USES

Balancing growth and sustainability is a key part of the plan

- Federal Airport Zoning Regulations update to protect airport and modern approach/departure paths
- Aligning land use planning with Area Municipalities to further protect YKF airspace
- Removal of the planning and protection for the third runway



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COMMUNITY ENGAGEMENT

- Area Municipal Staff
- First Nations
- Airport Tenants
- YKF Business Advisory Committee
- Industry experts (NAVCANADA, Transport Canada)
- Airline Partners
- YKF Passengers
- Waterloo Region and Guelph businesses
- Waterloo Region and Guelph residents

KEY FINDINGS

YKF is:

- Easy to Use
- Friendly, Passenger Focused
- A Gateway to Life's Most Important Moments

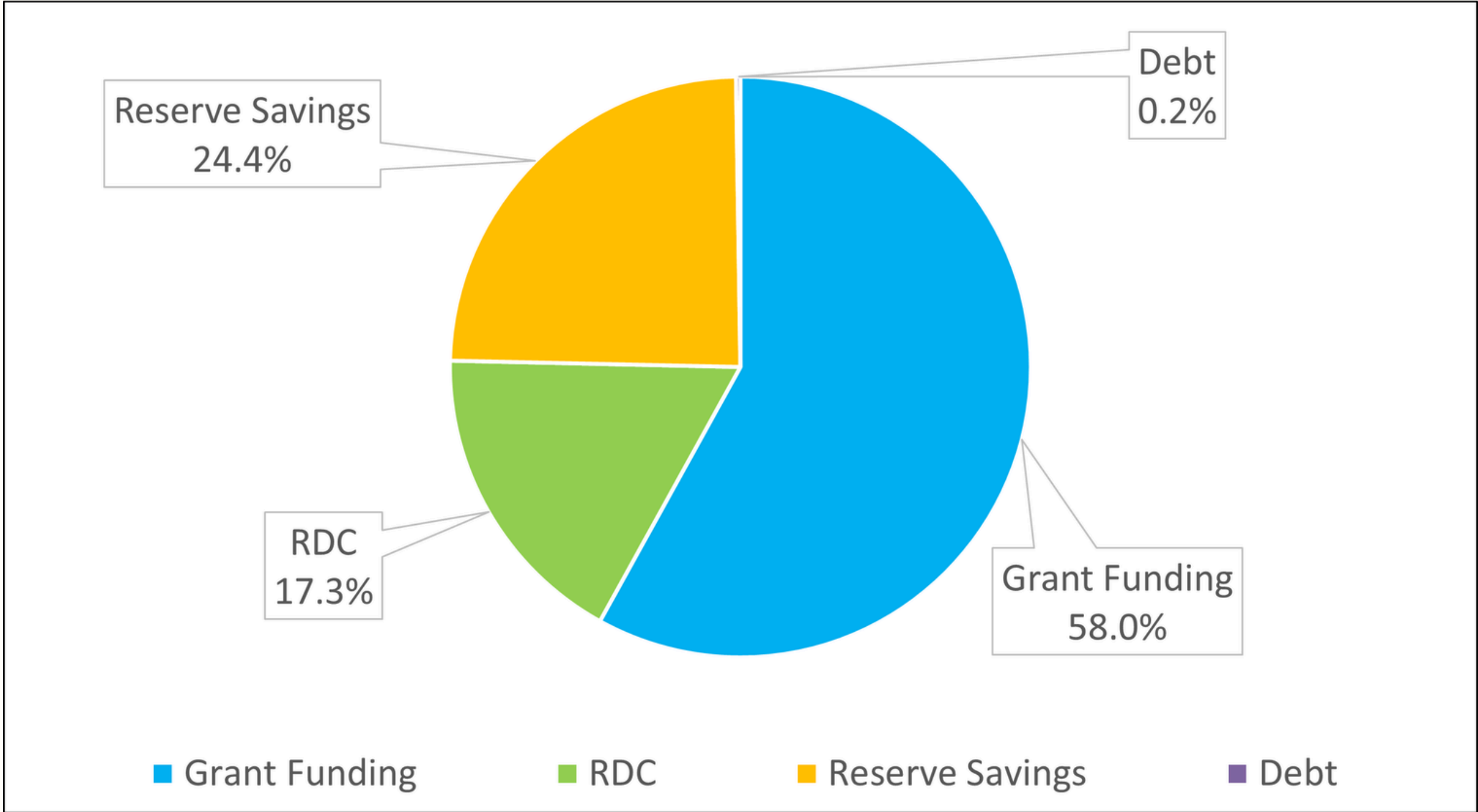


Financial Overview



AIRPORT GROWTH PLAN OVERVIEW - FINANCIALS

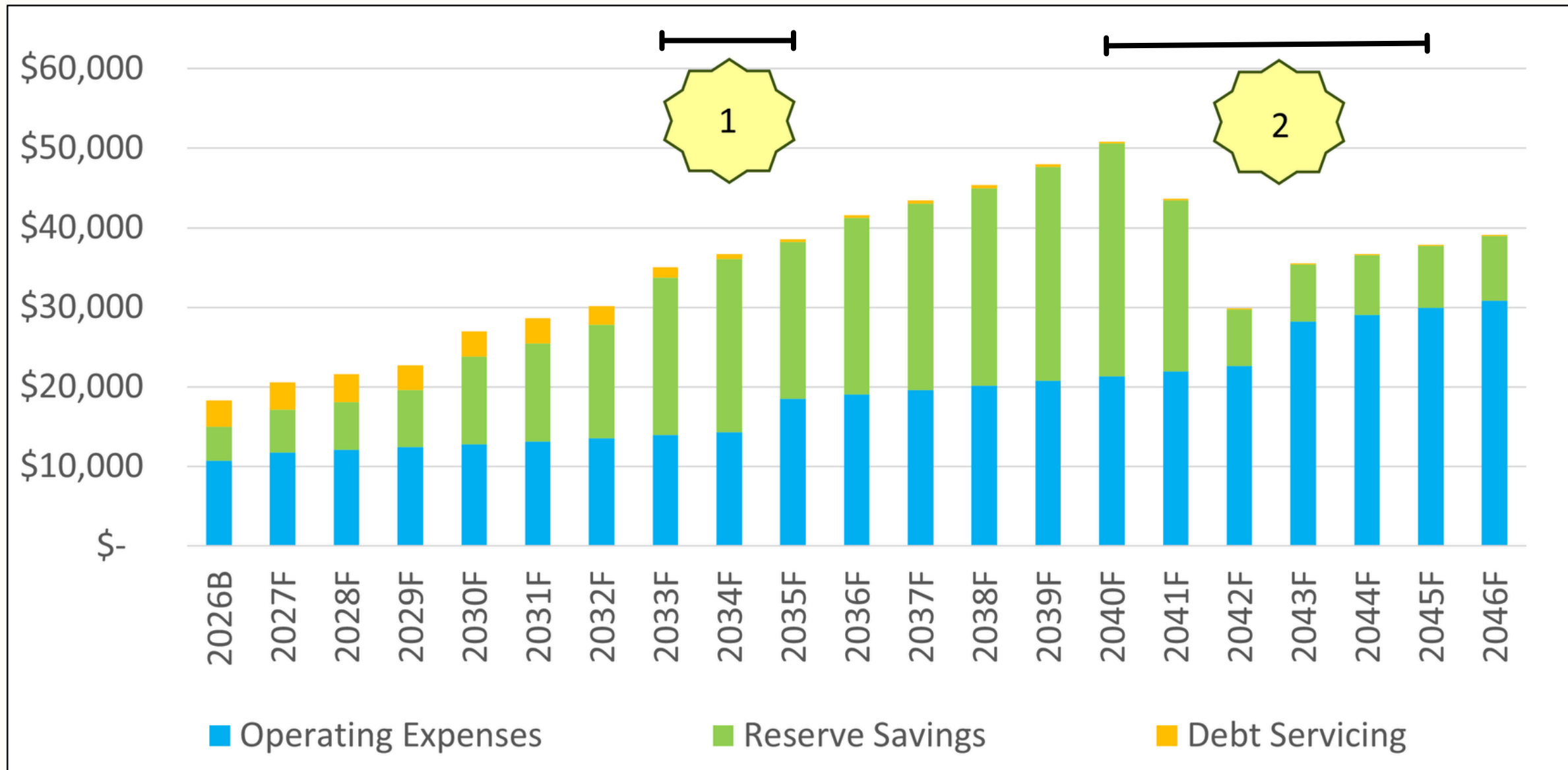
Building Savings to Position the Region to Fund Expansion Activities (2026-2046)



- ### Capital Funding Strategy
- Allocate reductions in debt servicing payments to reserve contributions
 - Additional contributions to reserves supported by increased revenues while maintaining 3% levy growth

AIRPORT GROWTH PLAN OVERVIEW - FINANCIALS

Debt Retirement and Increased Savings Key in Managing Infrastructure Investments (\$000s)



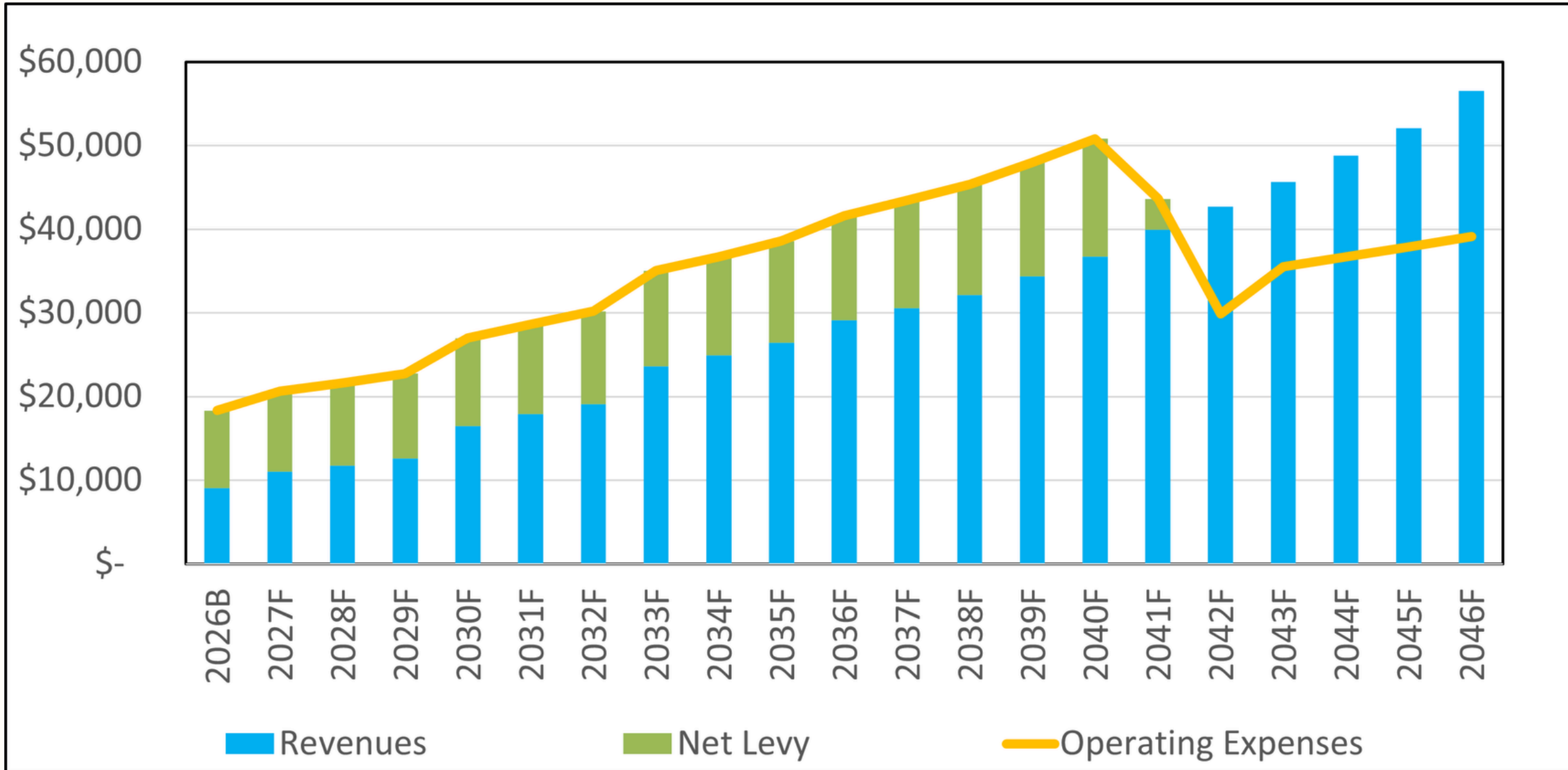
“Just-in-Time” Infrastructure Strategy

- New Investments in infrastructure will begin as key milestones are within reach
- Strategy allows YKF to manage operations smoothly as growth milestones are realized

Legend	Construction Activities
1	Secondary Runway Extension (2033-2035)
2	Primary Runway Extension & Future Terminal Building Construction (2040-2045)

AIRPORT GROWTH PLAN OVERVIEW - FINANCIALS

Managing Expenses and Levy Impact While Driving Growth (\$000s)



Expense Management Strategy

- Year-over-year increases in operating expenses driven from inflation and addition of FTEs
- FTE growth triggered by passenger milestones
- Focus on debt reduction to reduce debt servicing costs
- Reduction in levy funding beginning in 2041 is due to debt retirement and lower reserve contributions

AIRPORT GROWTH PLAN OVERVIEW - FINANCIALS

Challenges and Risks

- Unsecured grants - expansion projects contingent on external funding
- Exposure to construction cost escalation and schedule delays
- Debt capacity limitations and competing capital projects
- Majority of airport projects are not eligible for DC funding
- Expansion projects not mandatory impacting prioritization
- Volatile industry - demand and partnerships can shift quickly and unexpectedly
- Interest rate and economic risks
- Residential growth assumptions and road infrastructure impacts

Dependencies

- Decision making on rates and flight routes are highly dependent on:
 - Airline decisions
 - Route availability
 - World events





YKF AIRPORT GROWTH PLAN

Next Steps



Finalize the Plan following Council support



Share the Plan with Community



Further the work of individual action plans:

- Decarbonization Plan
- Natural Landscape Project
- Aerospace and Aviation Cluster Development & AeroWR
- Commercial service expansion



Return to Council with any future Financial asks



Thank You

HAPPY TO TAKE ANY QUESTIONS