



WINNIPEG
AIRPORTS AUTHORITY

AIRPORT SITE REDEVELOPMENT PROGRAM

TAKING OFF

WINTER
2005

Message from the President

Supporting community growth and prosperity



Barry Rempel
President & CEO
Winnipeg Airports Authority

There are very few opportunities in the span of a century for a community to build something as important as new airport infrastructure. Our staff at WAA have been both blessed and challenged with this monumental task as we move forward

with the Airport Site Redevelopment Program.

Like the community we serve, we are poised for a very exciting and dynamic future.

As communities grow, so should airports keep pace with their prosperity. A robust and diversified economy requires human and material resources to physically move people and products efficiently and effectively. Today, on the cusp of this new millennium, the region WAA serves is in a state of significant development. The evidence is all around us – the MTS Centre, the new Manitoba Hydro head office, the floodway enhancement project, to name a few. And as these developments in our community flourish, the two million populace we serve will look to the skies for the fastest and most efficient means of transportation to support economic growth and prosperity for the future.

By 2009 the Winnipeg International Airport will be transformed – not only in the physical sense – but also in the way our airport serves our community.

The airport redevelopment will be the centre piece for an 'airport campus' – a multifaceted and integrated business environment, where the airport not only services the logistic and traveling needs of the community, but also responds to the economic and business opportunities defined by those we serve, our community.

The airport will be more than just a place to move people and products. It will also be an expression of the community. It will be a cultural expression, in tune with events in the community and reflecting the spirit and enthusiasm of those occasions. It will be a dynamic retail environment where terminal businesses can showcase the goods and wares unique to our region, or provide the personal service and quality that exemplifies 'Friendly Manitoba.'

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The Airport Site Redevelopment Program will establish a world-class facility built appropriately with fiscal prudence and social responsibility. It will be flexible and adaptable to changing markets, regulatory and security environments, and meet our customer, carrier and tenant needs well into the future.

Since we introduced the Redevelopment Program to the community in April, 2004, the WAA and the Board of Directors have ensured that a consultative approach be taken to uphold the best interests of those who will utilize this transportation infrastructure today, and well into this new century.

Therefore, we submit to you the first of what will be quarterly publications communicating updates on the Airport Site Redevelopment Program.

We look forward to informing you of our progress, and we welcome your comments, or concerns, for us to respond accordingly.

Sincerely,

Barry Rempel

President & CEO
Winnipeg Airports Authority

Quick Facts

Airport Site Redevelopment Program at a glance

For handy reference, here's a summary of the main facts regarding your Airport Redevelopment:

Need for major redevelopment

Despite various improvements over the years, Winnipeg's airport facility remains fundamentally the same as the day it opened to the public in 1964. Independent audits have demonstrated that a variety of condition and capacity deficiencies will soon render the facility inadequate as an airport terminal, including:

- Failure of building structure
- Sinking foundation
- Parts no longer available for mechanical systems
- Breakdown of passenger processing
- Passengers boarding from outside locations
- Baggage delivery time compromised
- Passengers regularly missing flights

The right choice for Manitoba

Renovation would be more expensive than constructing a new terminal for the long term and would entail an extended period of disruption for all customers.

Specifications

- Airport Terminal Building size: Approximately 60,000 square meters
- Parking structure: 4 level parking facility
- Airside construction: additional aircraft parking apron
- Groundside site services

Terminal location

Northeast of existing site

Cost:

- \$350 million range based on 2003 values [parking & terminal plus roadways, civil site works and infrastructure]
- Project funded through Airport Improvement Fee

Forecast economic impact of WAA capital projects 2003-08

- Person years: 6,460
- Wages: \$270 million
- GDP: \$340 million
- Economic output: \$850 million

Contractors

Tender notices and other business opportunities are regularly posted on the Winnipeg Airports Authority web site www.waa.ca

PROJECT SCHEDULE:

2004/05	Roadways/Site works
2005/06	Parkade
2006/09	Airport Terminal Building • Phase I
2007/08	Airside
TBD	Airport Terminal Building • Phase II

AIRPORT SITE REDEVELOPMENT PROGRAM

We're getting the message out

Input being sought from community and stakeholders



During the calendar year 2004, WAA has gone out to address community and stakeholder organizations on over 40 separate occasions, in order to share Redevelopment progress to date and respond to any questions and concerns that may exist. This community meeting schedule, conducted virtually on a weekly basis, has included such business organizations as the Winnipeg Chamber of Commerce and Manitoba Federation of Labour as well as airlines and other aerospace industry professionals plus representatives of the community as a whole.

WAA's consultative approach has been noticed by those involved, including Air Canada Vice President Norbert Manger, who commented at the April 26 2004 public introduction event: "Through in-depth analysis and a demonstrated commitment to consultation with all stakeholders, the WAA will ensure a successful, customer focused, economically and operationally viable airport for Winnipeg." Premier Gary Doer was also on hand at this event, describing Airport Redevelopment as "a significant contribution to the future of Winnipeg and the region, which will further build Manitoba's reputation as a major centre of economic, cultural and community activity."

Regular consultations will continue to occur as the Program Design is developed during 2005, aiming for a final terminal design by approximately the middle of the year. Input will be actively sought from airlines and airport tenants, travel customers, business people, public officials and community stakeholders including the general public. If you wish to contact us with your comments regarding the Airport Site Redevelopment Program, please e-mail us directly through the WAA web site or see page 8 of this newsletter.



Redevelopment Vision

Winnipeg Airports Authority will establish a design that is consistent with our vision of leading transportation innovation and growth on behalf of our community. Unique, striking and outstanding, our terminal structure will reflect our prairie roots and heritage—an important Canadian transportation centre that will continue to play a leading role in the future of this country.

Strategic Directions

Airport site redevelopment will be implemented based on WAA's corporate Strategic Directions: To enhance customer service and value by providing a new basis for safe, secure and enjoyable travel experiences benefiting all customers; and to deliver and operate excellent facilities and services that will emphasize convenience and satisfaction among all customers.



Site Redevelopment Consultant Team

Best package of total value for Manitobans

On October 28, 2004 WAA announced that a local, national and international architectural team was selected for the Airport Site Redevelopment Program, consisting of Stantec Architecture Ltd plus Cesar Pelli and Associates. The selection was the result of a unique competitive teaming approach initiated by WAA last spring, involving Manitoba firms as well as international aviation experts, to ensure a standard of excellence throughout the program and to create opportunities for participation by local businesses.

With the RFP process already well along, confirmations of successful bids are upcoming for the following categories:

- **Groundside Site Services Consultant**
- **Master Signage Consultant**
- **Concession Consultant**
- **Baggage Consultant**
- **Simulation Consultant**

Other business opportunities, including an RFP process to select the General Contractor, will follow later in the Site Redevelopment process using WAA's standard contracting/procurement policy to ensure best total value based on quality, qualifications and cost. All WAA tender notices are posted through the company web site at www.waa.ca/business_RFPs.htm

Focus on design

WAA's Airport terminal design will be lead by Cesar Pelli & Associates [Master Architect] in association with Stantec Architecture Ltd [Prime Architect]—a unique collaboration which brings together all the benefits of a strong local presence backed up by the resources of a global architectural team specializing in airport terminal design. Selected examples of their work in the aviation industry include:

Stantec Architecture Ltd

- Vancouver International Airport Terminal
- Edmonton International Airport Terminal
- Ottawa International Airport Terminal

Cesar Pelli & Associates

- North Terminal, Ronald Reagan Washington National Airport
- East Passenger Terminal, Tokyo International Airport





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Stantec Architecture

- 1 Vancouver International Airport Terminal
Vancouver, British Columbia
- 2 Ottawa International Airport Terminal
Ottawa, Ontario
- 3 Engineering Information Technology Centre
University of Manitoba
Winnipeg, Manitoba
- 4 Apollo Saturn V Project
Kennedy Space Center
Orlando, Florida

Cesar Pelli & Associates

- 5 Ronald Reagan Washington National Airport
Washington DC
- 6 Petronas Towers
Kuala Lumpur, Malaysia
- 7 Minneapolis Central Library
Minneapolis, Minnesota
- 8 National Museum of Art
Osaka, Japan



Frequently asked questions

Following are answers to questions that have been raised most often by stakeholders, including the general community and aviation industry.



Why is a new airport terminal required?

The building is 40 years old and deteriorating rapidly. An independent audit has established that it is no longer sustainable in terms of meeting the demands of a major modern airport. Renovating the current terminal would be more expensive than constructing a new one and would also entail an extended period of disruption for passengers, airlines and tenants.

How disruptive will this project be to those doing business from the terminal?

The Redevelopment Program has been conceived to minimize disruptions to regular business wherever possible. The existing terminal will remain operational until the new facility is ready for operation. A detailed testing and transition methodology will be put in place to address issues of interest to all customers, including a smooth flow of information.

Is the project going to be undertaken in phases?

Yes. While the largest proportion of construction is planned for completion in 2009, a phased approach allows efficient responses to future conditions and areas of need. In addition, financing will be managed prudently over time, providing the most affordable approach.

How was the location determined?

The new terminal will be located to the northeast of the existing building. This location was selected based on ease of access for customers and to ensure a smooth transition from the old building, avoiding any major disruptions in customer service. In addition, the location maximizes the use of current infrastructure in a cost efficient fashion.

How was the right size calculated?

WAA has adopted a realistic traffic forecast model, with input from the carrier community and based on projections from Transport Canada, to ensure that the terminal will support present and long term community requirements.

How much will it cost?

It is anticipated that total Phase I costs will be in the \$350 million range [based on 2003 values] including new parking and terminal structures, two level roadways and additional apron.



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How will the project be paid for?

Through Airport Improvement Fees. WAA is 100% self-reliant and receives no government funding. Taxpayers are not directly involved in paying for the Site Redevelopment Program or other airport capital work.

Will there be opportunities for local businesses?

The Airport Site Redevelopment represents significant potential for local business, including the construction industry. In addition, the airport offers exciting opportunities covering a range of other business segments, including commercial development and transportation integration services. With approximately four million people visiting the terminal every year, including passenger traffic of approximately three million, there are also viable business opportunities for retail, financial and other service industries, as well as those who wish to advertise or merchandise their own products.

How will the public be involved?

Winnipeg Airports Authority Inc is a corporation without share capital under part II of the Canada Corporations Act and reports to a Board of Directors representing the community. Frequent consultations occur with City and Province officials as well as community and industry stakeholders. Updated information will be released through the news media on a regular basis. Public presentations occur through interested community organizations as well as an Annual General Meeting, which is open to all. Further information is available electronically at waa.ca, which also gives people the opportunity to contact WAA directly.



