



# YYR ANNUAL REPORT 2024-25



# YYR

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# YYR ANNUAL REPORT 2024-25





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## Report from the Chair, Board of Directors



Goose Bay Airport is the largest airport in Labrador and is poised to have an even bigger role as military activity increases and new resource developments take place. GBAC's management and Board have planned for that future growth. Our progress in the past year is proof that we are on the right path.

In line with our mission to operate in a financially viable manner, we have implemented decisions to increase revenue and end several years of operating losses. This is an important achievement and one that will benefit the airport now and into the future.

We are planning for growth through the development of an airport master plan. We engaged a consultant, and in our directions, we stressed having a plan that makes the air terminal building more friendly and functional while supporting our existing tenants. We want to continue in our existing footprint.

GBAC is viewing the entire Civil Aviation Area as a single unit, one that must be operated in a safe, secure, and cost-efficient manner so that the airport will meet the needs of this region now and into the future.



As a dual use, civilian and military facility, it is vital that we continue our close collaboration with DND. This partnership brings significant benefits to GBAC, both in terms of the services that DND provides, and the cost benefit of operating an airport. We are partners with DND, and GBAC will ensure that the relationship not only works, but that it prospers. This is especially important as we anticipate the expansion of 5 Wing Goose Bay.

An essential part of running an airport is the role played by our management team and the Board of Directors. The entire team has made a valuable contribution in helping us make significant progress to meet our strategic goals.

An organization must focus on continuous improvement if it is to advance. This is the primary goal in our review of GBAC's governance structure and by-laws. We are working with an experienced consultant and lawyer to develop a detailed governance structure that aligns with best practices. Organizational and governance excellence is essential if GBAC is to meet the needs of today and plan for the future.

Dean Clarke  
Chair, Board of Directors  
Goose Bay Airport Corporation

## Report from the Chief Executive Officer



During the past fiscal year, Goose Bay Airport Corporation made considerable progress on the key elements of our Strategic Direction document. Management and the Board identified four priority areas:

- Financial Sustainability
- Planning for Growth with a New Airport Masterplan
- Better and More Affordable Air Service Options
- Improved Organizational and Corporate Governance

I am happy to report that we are moving forward in all four areas.

### **FINANCIAL SUSTAINABILITY**

The airport has operated at a loss since 2020, with an accumulated loss of \$1.5 million. We have instituted new fee structures that will put GBAC on a solid financial footing. Once the new fee structure is fully implemented, airport revenue will increase by about \$600,000 annually.

### **PLANNING FOR GROWTH**

GBAC must be ready for the anticipated increase in air travel associated with continued resource development and the NORAD Modernization and Northern Basing Initiative (NNBI). The new airport masterplan will provide a blueprint for future airport development. We reviewed a preliminary plan in late fall, and based on feedback, the consultant was asked to consider other options, as well as provide an early-stage cost estimate.

## **BETTER AND MORE AFFORDABLE AIR SERVICE OPTIONS**

GBAC and our community partners have been at the forefront of efforts to introduce new air service options for Upper Lake Melville and to make air service more affordable. One result was the provincial Labrador Air Access Travel program, which was introduced in August 2025. We have asked the provincial government to continue the program and to make improvements based on usage and community feedback.

GBAC received provincial funding to support our work to add new routes with existing carriers or to attract a new carrier. We utilized a portion of that funding and have asked that the remainder be reprofiled for our use in the 2026-27 fiscal year. Our air service development plan is based on the recommendations made in the InterVISTAS market study.

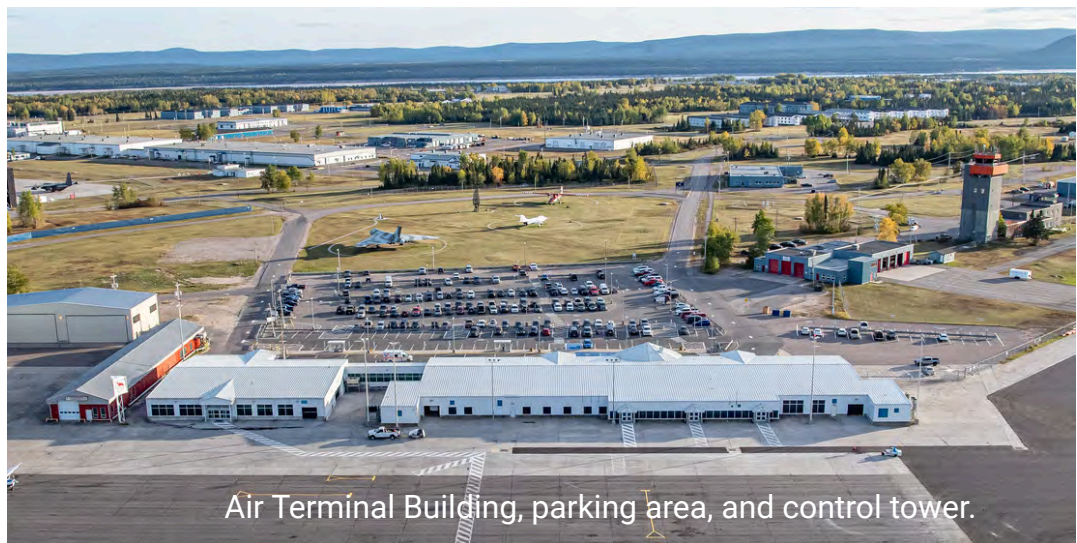
## **ORGANIZATIONAL AND GOVERNANCE EXCELLENCE**

GBAC has engaged the services of a consultant and lawyer to review our governance structure and by-laws to improve governance and operations. We are planning to adopt a best-practices structure. The consultant will assist with implementation.

## **ENHANCING CIVIL AVIATION SECURITY PROTOCOLS**

Goose Bay will play a vital role as Canada increases defence spending to 5 percent of GDP by 2035. Based on preliminary discussions with the Department of National Defence (DND) and presentations from NNBI, work is progressing quickly to better define the new plan and role for 5 Wing Goose Bay.

As one of the few dual use airports in Canada, we can expect to be impacted. A key concern on the part of DND and NNBI is airport security. A Threat Risk Assessment will outline new security requirements and an expanded security perimeter to accommodate expanded military activity. Concerns have been expressed about existing civil aviation activity, security, and site conditions at properties within the Civil Aviation Area.



Air Terminal Building, parking area, and control tower.

## **OTTER CREEK WATER DROME**

Otter Creek Water Drome is operating on a more sustainable basis and is entering the third phase of its new rate structure. With increased interest in resource development in Labrador, including mineral exploration, there is additional potential at Otter Creek. The property has adequate space for increased commercial and private activity, with several parcels of land available for lease.

Currently, two float plane charter operations and several fishing camps operate out of the facility.



## **LOOKING FORWARD**

With increased military activity on the horizon, and additional resource development potential, Goose Bay Airport is well positioned to grow. The management team and the Board have taken significant first steps, and we expect further progress in the year ahead.

Rex Goudie  
CEO, Goose Bay Airport Corporation



# 5 Wing Partnership



Photo: LS Brad Upshall  
Canadian Armed Forces Imagery Gallery



Photo: SERCO



Photo: Cpl. Anthony Laviolette  
Canadian Armed Forces Imagery Gallery



The badge for 5 Wing was approved on September 1, 1997. It was officially announced in the Canada Gazette on March 4, 2006:

***“The Canada Goose refers to the fact that 5 Wing is located at Goose Bay, Labrador. The badge includes five spruce trees along with symbols for land and sea recalling the Labrador coast.”***

5 Wing’s motto is SULIAKAKATIGËJUT, which is an Inuktitut word meaning “Working Together.”

Goose Bay is one of a few dual function airports in Canada, where the Department of National Defence (DND) owns and operates the airfield, including the control tower. Civil aviation operates alongside the military operation.

Under this arrangement, DND collects all landing fees. The tradeoff for GBAC is that, while it is ineligible for funding that Transport Canada provides to most other airports, DND maintains the airfield, including snow clearing, maintenance, and overall airfield improvements.

GBAC operates under a management agreement with DND for areas of the airfield that are predominantly used for civil aviation activities.

GBAC maintains an excellent working relationship with the 5 Wing Command and DND’s service provider, SERCO.

Collaboration with 5 Wing is taking on added importance as the NORAD Modernization and Northern Basing Initiative takes shape. Canada first announced these plans in 2022 and it is anticipated that it will translate into a bigger role and a major investment for DND at 5 Wing.

GBAC has prepared by commissioning a new Airport Master Plan. The plan will take into account several factors, including a new risk/security posture that will likely result in significantly enhanced security protocols.



# 2024-25 Highlights



**2024-25**

**REVENUE**

**\$3,323,379**

**EXPENDITURE**

**\$3,346,483**



# WHERE REVENUE CAME FROM

COMPARISON 2024-25 AND 2023-24



Passenger Facility Fees

\$1,372,925

\$1,395,046



Aircraft Terminal Fees

\$ 585,926

\$ 578,231



Airport Area (Land) Leases

\$ 480,700

\$ 479,057



Tenant Leases

\$ 450,576

\$ 416,920



Parking Fees

\$ 266,272

\$ 206,062



Grant Revenue

\$ 79,107

--



Otter Creek

\$ 54,025

\$ 32,981

# WHERE THE MONEY WAS SPENT

COMPARISON 2024-25 AND 2023-24



**Amortization**

\$ 751,955

\$ 786,427



**Salaries/Benefits**

\$ 591,186

\$ 579,227



**Security**

\$ 454,639

\$ 413,373



**Janitorial**

\$ 445,714

\$ 445,714



**Snow Clearing**

\$ 254,450

\$ 246,000



**Professional/Consulting  
Fees**

\$ 174,429

\$ 106,351



**Insurance**

\$ 153,058

\$ 158,640



**Repairs/  
Maintenance**

\$ 120,730

\$ 161,303



**Taxes**

\$ 111,376

\$ 100,463



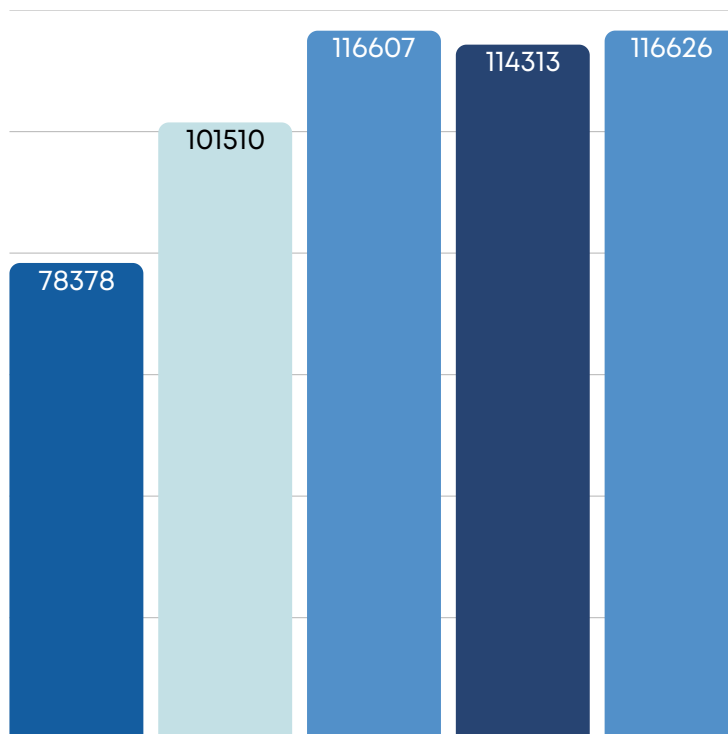
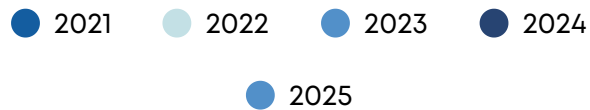


**116,626**

**Total Passengers in 2025**

**2.0 %**

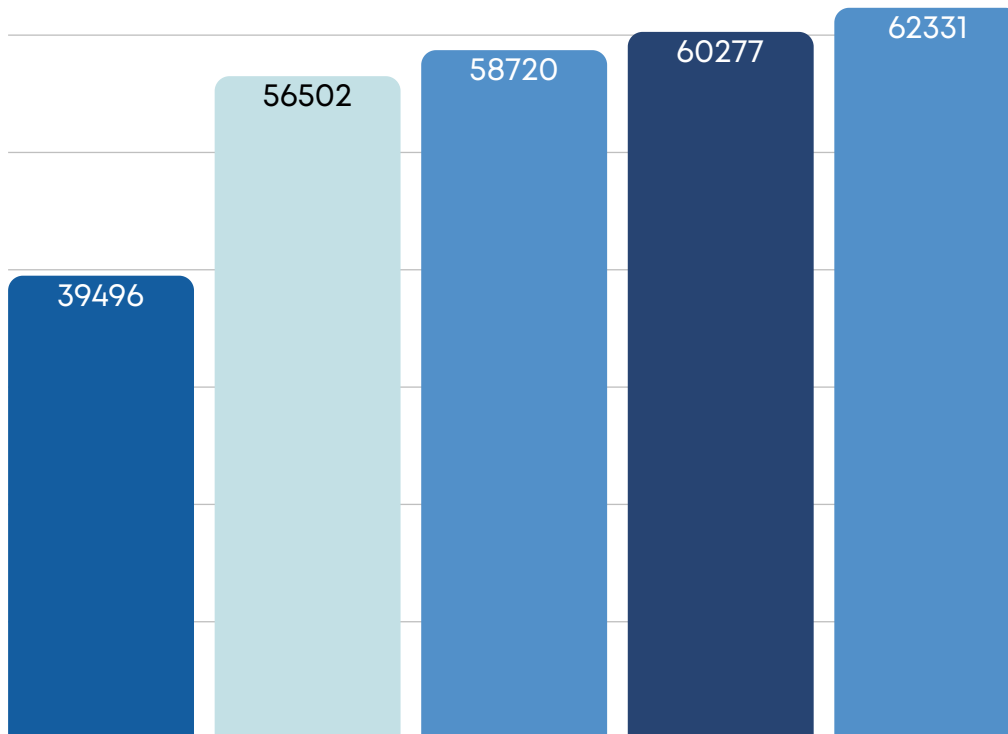
**Increase over 2024**





## BOARDING PASSENGERS 5-YEAR COMPARISON

● 2021   ● 2022   ● 2023   ● 2024   ● 2025



# 2025 BY THE NUMBERS

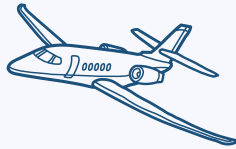
ALL AIRCRAFT LANDINGS AND DEPARTURES

**26,688**



SCHEDULED  
AIR SERVICE

**14,899**



COMMERCIAL

**4,942**



PRIVATE  
AIRCRAFT

**2,223**



MILITARY/MILITARY  
CONTRACT

**1,209**



MEDEVAC

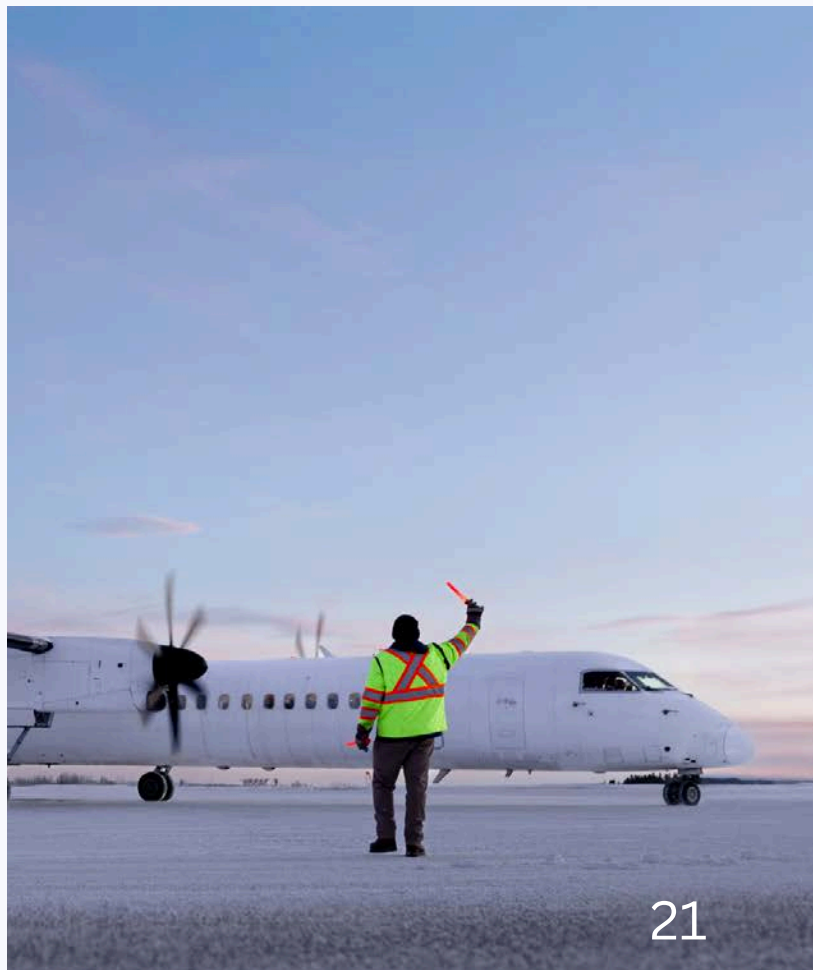
**1,775**



GOVERNMENT

**702**







# Strategic Direction

Goose Bay Airport Corporation is guided by four strategic priorities that assist our decision making and help chart the path forward. These are financial sustainability, expansion of air services and improving affordability, preparing for growth, and organizational and governance excellence.

In 2024-25, GBAC's executive and its board continued to make progress toward achieving our strategic goals and helping GBAC achieve its long-term goal to be a sustainable business that provides essential civil aviation services



## Financial Sustainability

GBAC must operate on a solid financial footing so that it is sustainable and prepared for the growth opportunities that lie ahead.

Since the COVID period, and with conclusion of the significant traffic that accompanied the Muskrat Falls hydro development, GBAC has sustained losses on its operations. A Rate and Charges Review initiated by management and the board concluded that GBAC's various user rates were well below market rates.

Accordingly, GBAC implemented rate structures. The Passenger Facility Fee (PFF) will increase from \$20 to \$25 on April 1, 2026. Based on current passenger numbers, the new PFF rate will translate into an additional \$300,000 annually.

GBAC is entering phase 3 of a new rate regimen for the Otter Creek Water Drome and is exploring options to increase revenue from Otter Creek's Industrial/Commercial Land base, as well as lands in the Civil Aviation Area (CAA). There may be other revenue opportunities with the airport's Fixed Base Operations (FBO). The airport will introduce commercial advertising on digital boards inside the terminal on April 1, 2026.





Once all new rates are fully implemented, annual revenue will increase by about \$600,000. These measures will place GBAC in a solid financial operating position and ensure that the airport can undertake needed maintenance and modifications to its facilities.



## **Better and More Affordable Air Service Options**

GBAC played a significant role in lobbying for affordable travel within the province for people who live in Labrador. The result was a provincial pilot project announced in August 2025. There has been considerable uptake on the program. GBAC has continued its advocacy efforts with the province, by requesting that the program be continued and improved.

GBAC successfully made the case for provincial support to assist its efforts to add new routes. The province committed funding and GBAC has requested that the funds be reprofiled for the 2026-27 fiscal year so that this work can continue.

Two specific underserved routes were identified in the InterVISTAS consultant report commissioned by GBAC: Goose Bay-Montreal and Goose Bay-St. John's. Our focus will be on adding new routes, which could include existing carriers or a new carrier.



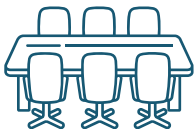


## Preparing for Growth

There are significant new economic development opportunities on the horizon for Labrador, including NORAD Modernization and the Northern Basing Initiative, new mining developments, and further hydro development on the Churchill River. Any, or all of these projects, will lead to increased air travel through Goose Bay.

To prepare for growth, GBAC engaged AirBiz, a leading international consultant in airport planning and design, to develop an Airport Master Plan. The Master Plan will be guided by several principles:

- ▶ Make the existing ATB more friendly and functional.
- ▶ Avoid overbuilding.
- ▶ Minimize the impact on existing tenants.
- ▶ Provide the flexibility to adjust to a new security posture.
- ▶ Expand within the existing footprint.

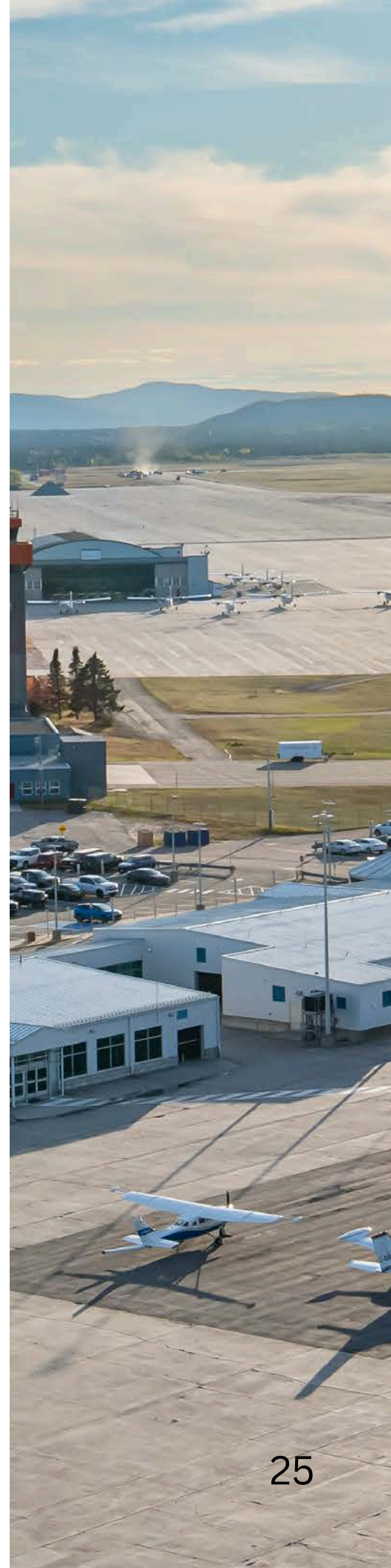


## Organizational and Corporate Governance

The Government of Canada began transferring control of airports to not-for-profit airport authorities in 1992. Airports were to be managed by boards of directors operating with normal corporate governance best practices, with members possessing broad skills and experience across a wide range of areas (*Canadian Airports Council*).

Goose Bay Airport Corporation was created 30 years ago, in 1996. With three decades of operational experience, and significant future opportunities for growth, GBAC engaged a consultant and lawyer to review its current governance structure and by-laws, with the goal of improving governance and operations.

The consultant will work with the Human Resources and Governance Committee of the Board to develop a detailed governance structure that aligns with best practices. The consultant will also assist with implementation.





# Airport Management & Governance

# GBAC TEAM



**REX GOUDIE**  
Chief Executive Officer



**MICHELLE ELLIOTT**  
Operations Manager



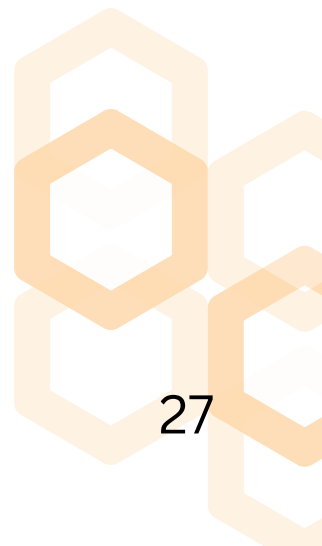
**CHRISTINE KENNEDY**  
Business Manager



**HARRY FORD**  
Maintenance Manager



**DEXTER DANCEL**  
IT Specialist



# Board of Directors



**Dean Clarke**  
Board Chair



**Henry Winderler**  
Vice Chair (At large)



**Tony Chubbs**  
Treasurer (At large)



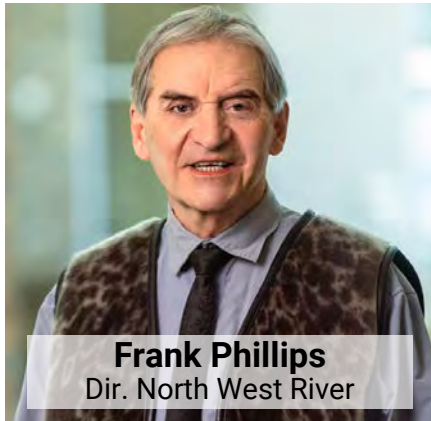
**Denise Rumbolt**  
Dir. Happy Valley-Goose Bay



**Paul Connors**  
Director (At large)



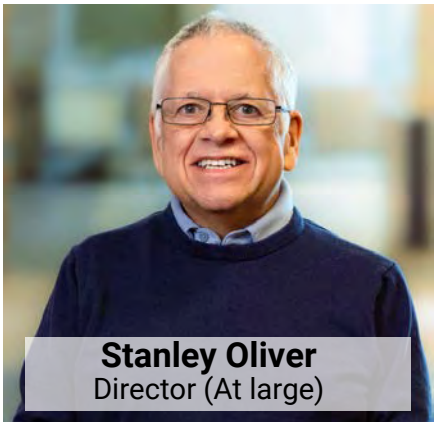
**Brian Corbin**  
Director (At large)



**Frank Phillips**  
Dir. North West River

**Ernie McLean**  
Dir. Lab. North C of Commerce

**Greg Pastitshi**  
Dir. Town of Sheshatshiu



**Stanley Oliver**  
Director (At large)



**Arlene Michelin**  
Director Government NL

# Governance Review

Goose Bay Airport Corporation has initiated a review of its oversight structure to align GBAC with best governance practices among Canadian airports.

To facilitate this work, GBAC has engaged the services of a consultant and lawyer with vast experience in this field. The result of this exercise will be a new governance structure and by-laws.



## Best Practices

- 9 to 15 directors.
- Term limits and independence.
- Conflict of interest declarations and codes of conduct in place.
- Skills-based selection to ensure expertise in aviation, law, finance, engineering, and community leadership.

## Selection Process

- Governance Committee is responsible for overseeing the process to appoint new board members.
- Potential board members are evaluated based on a pre-defined skills and expertise matrix.







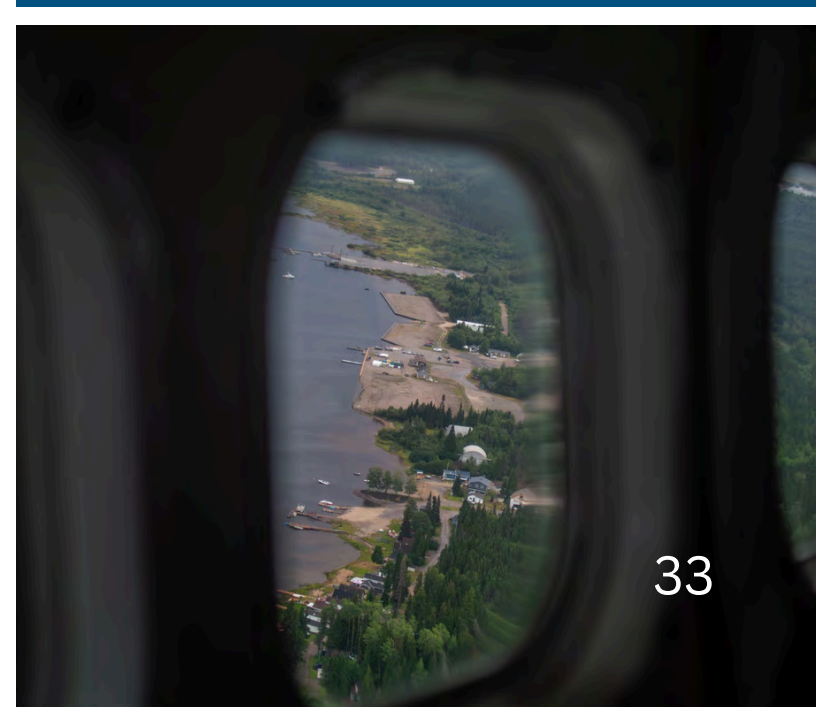
# Otter Creek Water Drone



Otter Creek Water Dome is the starting point for legendary fishing trips to Labrador's numerous outfitting lodges and the gateway to mineral exploration sites in southern, eastern, and northern Labrador.

Situated just 7 kilometres from Goose Bay Airport, Otter Creek offers commercial and industrial land for lease.

GBAC has made significant improvements to the facility and is exploring additional opportunities.





# The Airport

# GBAC

Goose Bay Airport operates within the footprint of 5 Wing Goose Bay. The airport utilizes world class infrastructure and services. Runway 08/26, at 11,051 feet, is the seventh longest runway in Canada.



## Two concrete surface runways with asphalt overlay

08/26 Runway 11,051 ft (3,368 m) x 200 ft (61 m)

15/33 Runway 9,580 ft (2,920 m) x 200 ft (61 m)



## Air Traffic Control

24/7 with full VFR and IFR, including ASR, ILS, TACEN, VOR/DME, and NDB.



## Crash, Fire Rescue

ICOA CAT 8.



## Search and Rescue

444 Combat Support Squadron's primary mission is to provide rapid response to local emergencies during flight operations and military exercises taking place at 5 Wing. In its utility role, the squadron can provide range support and assistance to civil authorities, including search and rescue.



## Airport Master Plan

In April 2025, GBAC embarked on a process to develop a comprehensive plan to guide airport development for the next 20 years. The Master Plan is a living, breathing document that will inform decision-making and can be adjusted as business, social, and environmental conditions change.

GBAC established parameters to guide our consultants. New construction should take place within the existing footprint and with minimal impact on tenants; the terminal building should be more friendly and functional; it must be flexible so as to accommodate a new security posture.

Preliminary work is complete. The final report is due in June 2026.



## OUR AIR SERVICE PARTNERS



Goose Bay Airport provides connections to the northern coastal communities of Labrador, as well as Wabush, Churchill Falls, Blanc Sablon, St. Anthony, Deer Lake, Gander, St. John's, and Halifax.

Goose Bay Airport is serviced by three airlines. Air Borealis has scheduled daily service to coastal airports; PAL Airlines provides daily connections to Wabush, Deer Lake, Gander, and St. John's, as well as service to Churchill Falls, Blanc Sablon, and St. Anthony; Air Canada operates a daily flight between Goose Bay and Halifax.

Goose Bay has experienced a gradual increase in passenger traffic since 2021. There are several major resource development projects contemplated for all parts of Labrador and this is expected to result in increased air travel through YYP.



# Airport Services

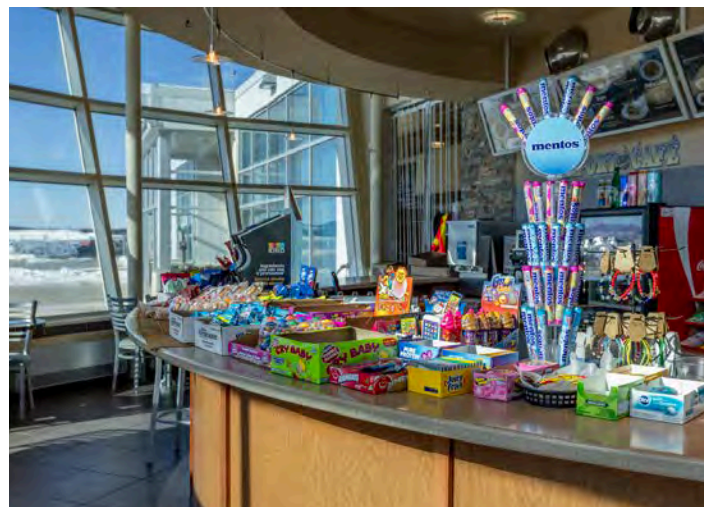
Goose Bay Airport provides a wide range of services, including a large parking area that offers both short- and long-term parking.

The airport has two Fixed-Base Operations (FBOs): Woodward Aviation and Irving Aviation provide 24/7/365 services for all types of aircraft.

Several car rental agencies are located inside the terminal building, including Avis, Budget, and National.

The airport cafe has a range of offerings from coffee and quick snacks, to burgers and Filipino favourites.

Happy Valley-Goose Bay offers taxi services with quick connection between the airport and the town.





# Security & Border Services



Security at Goose Bay Airport is a priority and an essential requirement in all its operations

The Airport Security Plan (ASP) is reviewed annually, or more frequently if required. The ASP provides a coordinated security framework based on risk.

GBAC works closely with its security partners, including the Canadian Border Services Agency (CBSA), the Canadian Air Transport and Security Agency (CATSA), and the Canadian Corps of Commissionaires, who provide general airport security services.



Collaboration with our security partners involves promoting a culture of security vigilance, meeting national and international standards for effective security processes and procedures. We review all safety incidents, set annual goals to meet areas of concern, and conduct regular safety audits.



## Our History

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**1941**  
The Canadian Air Ministry broke ground and began construction of the airbase to support Canadian and US air operations in Europe during World War II.

**1942-1945**  
24,000 Canadian and US bombers passed through Goose Bay enroute to Europe.

**1950**  
Goose Bay became part of the United States Air Force (USAF) Northeast Air Command, a unit responsible for air bases in Greenland, and Newfoundland and Labrador.

**1957**  
USAF makes Goose Bay a Strategic Command Base.

**1976**  
USAF Strategic Command closes Goose Air Base and all infrastructure is transferred to Canada. The airfield and facilities are designated CFB Goose Bay .

**1983**  
NASA's Space Shuttle Enterprise landed at Goose Bay atop a Boeing 747 during a tour of Canada and Europe. It was the first "landing" of a space shuttle outside the United States.

**1996**  
Goose Bay Airport Corporation (GBAC) is created as a not-for-profit organization to oversee civilian aviation.

**2011**  
The Department of National Defence (DND) transfers the air terminal building and lands off the airfield to GBAC.

**2012**  
The airport's new terminal building is opened, expanding space for airlines and users.

**2016**  
Gate 3, a dedicated gate to facilitate the movement of rotational workers becomes operational.

**2025**  
Review of Airport Master Plan initiated to guide future development. Report to be finalized June 2026.



# GBAC

*in the Community*

Goose Bay Airport Corporation is a vital part of the Upper Lake Meville community. We support local employment through the services that GBAC provides to travellers, and we contract local services such as snow clearing, janitorial, and security. We support the provision of municipal services in Happy Valley-Goose Bay through the payment of taxes.

In 2025, GBAC was a leader in the campaign to convince the province to make air travel more affordable. We continue to advocate for an improved program and for additional provincial support to introduce new air service options.

GBAC was proud to help community-minded groups provide services that make a difference to people in Upper Lake Melville by assisting the Labrador Friendship Centre, the Mokami Status of Women Council, and the Happy Valley-Goose Bay Rotary Club.

As part of our commitment to continuous improvement, GBAC is looking at new ways to further our connection to the local community.





# FROM HERE...TO ANYWHERE IN THE BIG LAND!

Whether it's the fishing that brings you to Labrador, the majestic Torngats and the north coast, a trip back in time through a restored fishing village, a hike along the Pioneer Footpath in the Straits, or a journey through the history of central Labrador at the museum at North West River, Goose Bay Airport is your connection point.

*Photos: Destination Labrador*



*Battle Harbour National Historic District*



*Pioneer Footpath, Labrador Straits*



*Torngat Mountains National Park*



*Birch Island Conservation Area  
Happy Valley-Goose Bay*



**Audited  
Financial  
Statements**

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## Independent Auditor's Report

To the Directors of  
Goose Bay Airport Corporation

### Opinion

We have audited the financial statements of Goose Bay Airport Corporation, which comprise the statement of financial position as at September 30, 2025, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at September 30, 2025, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### Basis for opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.

# Independent Auditor's Report (continued)

## Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We will also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

St. John's, Canada  
March 16, 2026

*Doane Grant Thornton LLP*

Chartered Professional Accountants

# Goose Bay Airport Corporation

## Statement of Operations

Year ended September 30

2025

2024  
(Note 9)

### Revenues

Passenger facility fees	\$ 1,372,925	\$ 1,395,046
Terminal fees	585,926	578,231
CAA leases	480,700	479,057
Air terminal building leases	450,576	416,920
Parking	266,272	206,062
Grant revenue	79,107	-
Otter Creek	54,025	32,981
Other	33,848	67,430
	<u>3,323,379</u>	<u>3,175,727</u>

### Expenditures

Amortization	751,955	786,427
Communications	20,805	29,372
Donations	3,000	1,000
Honorariums	58,250	49,500
Insurance	153,058	158,640
Janitorial	445,714	445,714
Marketing and promotion	13,510	5,349
Memberships	6,899	9,490
Municipal taxes	111,346	100,463
Office supplies	40,726	42,541
Other Professional and consulting fees	3,914	6,375
Repairs and maintenance	174,429	106,551
Security	120,730	161,303
Snow clearing	454,639	413,373
Travel and meetings	257,450	246,000
Utilities	63,309	58,345
Wages and benefits	75,563	70,655
	<u>591,186</u>	<u>579,227</u>
	<u>3,346,483</u>	<u>3,270,325</u>

Deficiency of revenues over expenditures before other income	<u>(23,104)</u>	<u>(94,598)</u>
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### Other income

Market value adjustment of portfolio investments	933,828	204,407
Investment income	407,055	518,335
Amortization of deferred capital grants (Note 5)	365,237	382,529
	<u>1,706,120</u>	<u>1,105,271</u>

Excess of revenues over expenditures	<u>\$ 1,683,016</u>	<u>\$ 1,010,673</u>
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## Goose Bay Airport Corporation Statement of Changes in Net Assets

Year ended September 30

2025

	Balance, beginning of year	Excess of revenues over expenditures	Balance, end of year
Unrestricted	\$ 15,914,838	\$ 653,322	\$ 16,568,160
Capital reserve	<u>5,290,988</u>	<u>1,029,694</u>	<u>6,320,682</u>
	<u>\$ 21,205,826</u>	<u>\$ 1,683,016</u>	<u>\$ 22,888,842</u>

Year ended September 30

2024  
(Note 9)

	Balance, beginning of year	Excess (deficiency) of revenues over expenditures	Balance, end of year
Unrestricted	\$ 15,950,450	\$ (35,612)	\$ 15,914,838
Capital reserve	<u>4,244,703</u>	<u>1,046,285</u>	<u>5,290,988</u>
	<u>\$ 20,195,153</u>	<u>\$ 1,010,673</u>	<u>\$ 21,205,826</u>

# Goose Bay Airport Corporation

## Statement of Financial Position

September 30	2025	2024
<b>Assets</b>		
Current		
Cash	\$ 2,014,090	\$ 1,912,840
Accounts receivable (Note 3)	617,414	604,272
Prepaid expenses	<u>42,142</u>	<u>43,672</u>
	2,673,646	2,560,784
Portfolio investments	13,953,261	11,979,593
Property and equipment (Note 4)	<u>15,943,744</u>	<u>16,626,225</u>
	<b><u>\$ 32,570,651</u></b>	<b><u>\$ 31,166,602</u></b>
<b>Liabilities</b>		
Current		
Accounts payable	\$ 168,112	\$ 151,133
Accrued wages and honorariums	79,040	67,180
Harmonized sales tax payable	147,860	136,922
Payroll deductions payable	21,028	-
Unearned revenue	<u>60,552</u>	<u>35,088</u>
	476,592	390,323
Deferred capital grants (Note 5)	<u>8,294,217</u>	<u>8,659,453</u>
	<b><u>8,770,809</u></b>	<b><u>9,049,776</u></b>
<b>Net assets</b>		
Contributed surplus (Note 6)	911,000	911,000
Net assets (Note 7)	<u>22,888,842</u>	<u>21,205,826</u>
	<b><u>23,799,842</u></b>	<b><u>22,116,826</u></b>
	<b><u>\$ 32,570,651</u></b>	<b><u>\$ 31,166,602</u></b>

On behalf of the Board

\_\_\_\_\_ Director

\_\_\_\_\_ Director

## Goose Bay Airport Corporation Statement of Cash Flows

Year ended September 30

2025

2024

Increase (decrease) in cash

### Operating

Excess of revenues over expenditures	\$ 1,683,016	\$ 1,010,673
Items not affecting cash		
Amortization	751,955	786,427
Amortization of deferred capital grants	(365,237)	(382,529)
Loss on wind-up of long-term investment	-	2,043
Market value adjustment of portfolio investments	<u>(933,828)</u>	<u>(204,407)</u>
	<b>1,135,906</b>	1,212,207
Change in non-cash working capital items		
Accounts receivable	(13,142)	(36,223)
Prepaid expenses	1,530	95,706
Accounts payable	16,981	75,402
Accrued wages and honorariums	11,860	(8,855)
Harmonized sales tax	10,938	14,685
Payroll deductions payable	21,028	(10,851)
Unearned revenue	<u>25,464</u>	<u>35,088</u>
	<b><u>1,210,565</u></b>	<b><u>1,377,159</u></b>

### Investing

Increase in portfolio investments	(1,039,840)	(1,027,734)
Purchase of property and equipment	(69,475)	(67,277)
Distribution upon dissolution of long-term investment	<u>-</u>	<u>18</u>
	<b><u>(1,109,315)</u></b>	<b><u>(1,094,993)</u></b>

Increase in cash 101,250 282,166

### Cash

Beginning of year	<u>1,912,840</u>	<u>1,630,674</u>
End of year	<b><u>\$ 2,014,090</u></b>	<b><u>\$ 1,912,840</u></b>

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# Goose Bay Airport Corporation

## Notes to the Financial Statements

September 30, 2025

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### 1. Nature of operations

Goose Bay Airport Corporation (the "Corporation") manages civil aviation facilities in Happy Valley-Goose Bay, Newfoundland and Labrador. It is incorporated under the Corporations Act of Newfoundland and Labrador, as a corporation without share capital. It is exempt from tax under the income tax act as a non-profit organization.

Transport Canada, under the National Airport Policy, transferred its responsibility to manage the Civil Aviation at the Goose Bay Airport to the Corporation effective October 1, 1998. The Department of National Defence provided the airfield services and related infrastructure until April 24, 2006.

In July 2007, the air terminal building and a portion of the land relating to the Civil Aviation Area was transferred to the Corporation.

The Corporation endeavours to contribute to the economic development of the region by promoting, researching and developing aviation-related activities on the Corporation's managed property.

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### 2. Significant accounting policies

The Corporation applies the Canadian accounting standards for not-for-profit organizations.

#### Cash and cash equivalents

The Corporation's policy is to present bank balances under cash and cash equivalents and term deposits with a maturity period of three months or less from the date of acquisition.

#### Property and equipment

Each class of property and equipment is carried at cost less, where applicable, any accumulated amortization and impairment losses.

The following rates applied on a declining balance method will apply the cost over the estimated useful lives of property and equipment:

Buildings	4%
Parking lot	8%
Equipment - general	20%
Equipment - computers	30%
Otter Creek - mole frontage	5%

Contributed property and equipment is recorded at fair value. If fair value cannot reasonably be estimated, property and equipment are recorded at cost.

#### Investments

Investments are accounted for at fair value with changes in fair value recorded in the Statement of Operations.

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# Goose Bay Airport Corporation

## Notes to the Financial Statements

September 30, 2025

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### 2. Significant accounting policies (continued)

#### Net assets

The Corporation has an internal policy to help manage the burden of future costs. As part of this policy the Corporation has established a capital reserve to mitigate the effects of projected capital costs that will be incurred by the Corporation. The capital reserve has been funded through an initial transfer from unrestricted net assets of \$3,000,000 in 2020, with 25% of passenger facility fee revenue added at year end annually for 2020-2023, which was increased to 75% for 2024 and thereafter.

The Corporation's unrestricted net assets are available to fund the regular operations and administrative activities of the Corporation.

#### Revenue recognition

Passenger facility fee revenue is recognized as income in the periods that passengers depart from the airport.

Terminal fees are generated principally from scheduled airline and non-scheduled commercial aviation and are recognized as revenue when airport facilities are utilized.

Lease revenue is recognized over the respective tenants' lease for space, land and buildings.

Concessions revenue is recognized based on the greater of agreed percentage of reported concessionaire sales and specified minimum rentals.

Parking revenue is recognized when airport facilities are utilized.

Other types of revenue are recognized in the period in which they are earned and measurement and collectability is reasonable assured.

#### Government assistance

Government assistance related to the purchase of property and equipment is deferred and amortized on the same basis as the related asset.

Other government grants are accounted for as revenue in the period in which the assistance has been approved and the related eligible costs have been incurred.

#### Financial instruments

The Corporation considers any contract creating a financial asset, liability or equity instrument as a financial instrument, except in certain limited circumstances. The Corporation accounts for the following as financial instruments:

- cash and cash equivalents
- accounts receivable
- portfolio investments
- accounts payable

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# Goose Bay Airport Corporation

## Notes to the Financial Statements

September 30, 2025

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### 2. Significant accounting policies (continued)

#### Financial instruments (continued)

##### Financial instruments in arm's length transactions.

###### *Initial measurement*

Financial assets or liabilities obtained in arm's length transactions are initially measured at their fair value. In the case of a financial asset or liability not being subsequently measured at fair value, the initial fair value will be adjusted for financing fees and transaction costs that are directly attributable to its origination, acquisition, issuance or assumption.

###### *Subsequent measurement*

The Corporation subsequently measures all of its financial assets and financial liabilities at amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value; investments in equity instruments that are not quoted in an active market, which are measured at cost less any reduction for impairment; derivative contracts, which are measured at fair value; and certain financial assets and financial liabilities which the Corporation has elected to measure at fair value. Changes in financial instruments measured at fair value are recognized in net income.

Financial assets measured at amortized cost include cash and cash equivalents and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable.

Financial instruments measured at fair value include portfolio investments.

###### *Derecognition*

The Corporation removes financial liabilities, or a portion of, when the obligation is discharged, cancelled or expires.

###### *Impairment*

Financial assets measured at cost or amortized cost are tested for impairment when indicators of impairment exist at the end of the reporting period. Previously recognized impairment losses are reversed to the extent of the improvement provided the financial asset is not carried at an amount, at the date of the reversal, greater than the amount that would have been the carrying amount had no impairment loss been recognized previously. The amounts of any write-downs or reversals are recognized in net income.

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# Goose Bay Airport Corporation

## Notes to the Financial Statements

September 30, 2025

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### 2. Significant accounting policies (continued)

#### Financial instruments (continued)

##### Financial instruments in related party transactions.

###### *Initial measurement*

Financial assets and financial liabilities in related party transactions are initially measured at cost, with the exception of certain instruments which are initially measured at fair value. The Corporation does not have any financial assets or financial liabilities in related party transactions which are initially measured at fair value.

Gains or losses arising on initial measurement differences are generally recognized in net income when the transaction is in the normal course of operations, and in equity when the transaction is not in the normal course of operations, subject to certain exceptions.

###### *Subsequent measurement*

Financial assets and financial liabilities recognized in related party transactions are subsequently measured based on how the Corporation initially measured the instrument. Financial instruments initially measured at cost are subsequently measured at cost, less any impairment for financial assets. Financial instruments initially measured at fair value, of which the Corporation has none, would be subsequently measured at amortized cost or fair value based on certain conditions.

#### **Use of estimates**

Management reviews the carrying amounts of items in the financial statements at each balance sheet date to assess the need for revision or any possibility of impairment. Many items in the preparation of these financial statements require management's best estimate. Management determines these estimates based on assumptions that reflect the most probable set of economic conditions and planned courses of action.

These estimates are reviewed periodically and adjustments are made to net income as appropriate in the year they become known.

Items subject to significant management estimates include allowance for doubtful accounts and useful lives of property and equipment.

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### 3. Accounts receivable

	<u>2025</u>	<u>2024</u>
Trade	\$ 558,512	\$ 604,272
Grants	<u>58,902</u>	<u>-</u>
	<u>\$ 617,414</u>	<u>\$ 604,272</u>

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# Goose Bay Airport Corporation

## Notes to the Financial Statements

September 30, 2025

4. Property and equipment			<u>2025</u>	<u>2024</u>
	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	<u>Net Book Value</u>
Buildings	\$ 22,098,398	\$ 8,492,192	<b>\$ 13,606,206</b>	\$ 14,173,132
Parking lot	615,443	318,759	<b>296,684</b>	307,039
Equipment - general	1,497,123	1,216,738	<b>280,385</b>	317,002
Equipment - computers	199,195	156,251	<b>42,944</b>	31,094
Otter Creek - mole frontage	2,928,813	1,400,586	<b>1,528,227</b>	1,608,660
Otter Creek - land improvements	189,298	-	<b>189,298</b>	189,298
	<u>\$ 27,528,270</u>	<u>\$ 11,584,526</u>	<u><b>\$ 15,943,744</b></u>	<u>\$ 16,626,225</u>

5. Deferred capital grants	<u>2025</u>	<u>2024</u>
Balance, beginning of year	<b>\$ 8,659,453</b>	\$ 9,041,983
Amortization	<u>(365,236)</u>	<u>(382,530)</u>
	<u><b>\$ 8,294,217</b></u>	<u>\$ 8,659,453</u>

Original grants relates to the acquisition or construction of property and equipment and are being amortized on the same basis as the assets to which they relate.

### 6. Contributed surplus

Contributed surplus represents the value of cash and other assets, contributed to the Corporation upon the assumption of the responsibility of civil aviation.

### 7. Net assets

	<u>2025</u>	<u>2024</u>
Unrestricted net assets	<b>\$ 16,568,160</b>	\$ 15,914,838
Capital reserve	<u><b>6,320,682</b></u>	<u>5,290,988</u>
	<u><b>\$ 22,888,842</b></u>	<u>\$ 21,205,826</u>

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# Goose Bay Airport Corporation

## Notes to the Financial Statements

September 30, 2025

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### 8. Financial instruments

The Corporation is exposed to various risks through its financial instruments. The following analysis provides a measure of the Corporation's risk exposures and concentrations at September 30, 2025:

#### Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Corporation's main credit risks relate to its receivables which arises primarily from terminal and passenger facility fees. In order to reduce its risk, the Corporation has adopted credit policies which include regular review of customer accounts, prompt follow-up on overdue invoices and suspension of services. There was no significant change in exposure from the prior year.

#### Concentration risk

The Corporation is exposed to concentration risk. Concentration risk is the risk that a customer has more than ten percent of the total receivables balance and thus there is a higher risk to the Corporation in the event of a default by one of these customers. 73% (2024 - 67%) of trade receivables outstanding at year end is comprised of balances due from two major customers. There was no significant change in exposure from the prior year.

#### Liquidity risk

Liquidity risk is the risk that the Corporation will encounter difficulty in meeting the obligations associated with its financial liabilities. The Corporation is exposed to this risk mainly in respect of its payables and accrued wages and honorariums. The Corporation reduces its exposure to liquidity risk by ensuring that it documents when authorized payments become due and repays long term as it becomes due. There was no significant change in exposure from the prior year.

#### Market risk

Market risk is the risk that the fair value or expected future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

##### (i) Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Corporation is exposed to currency risk on fluctuations related to equity investments that are denominated in a foreign currency. Currency risk is managed through diversification of the investment portfolio. The Corporation's investments in foreign equities at September 30, 2025 had total market value of \$4,703,264 (2024 - \$3,560,161).

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# Goose Bay Airport Corporation

## Notes to the Financial Statements

September 30, 2025

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### 8. Financial instruments (continued)

Market risk (continued)

#### (ii) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Corporation is exposed to interest rate risk on investments in fixed income securities. Interest rate risk is managed through diversification of fixed income securities through sector allocation and security duration. The Corporation's investments in fixed income securities at September 30, 2025 had total market value of \$6,234,836 (2024 - \$5,220,108).

#### (iii) Other price risk

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The Corporation is exposed to other price risk through its investments quoted in an active market. At September 30, 2025, the Corporation's investments had total market value of \$13,953,261 (2024 - \$11,979,593).

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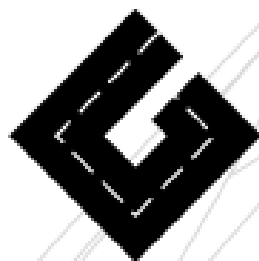
### 9. Comparative figures

Certain of the comparative figures have been reclassified to conform with the financial statement presentation adopted for the current year.

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