



Goose Bay Airport 2025 Master Plan

September 2026

Reference Number: 14011



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01 Airport Overview

Introduction

The Goose Bay Airport (YYR) is a major regional airport located on the East Coast of Canada in Happy Valley-Goose Bay, Labrador. It has a storied history and acts as an important economic driver in the community. The airport was developed in September 1941, during World War II, when work began on the airfield to serve as a landing and refueling stop for transatlantic flights, and three 7,000-foot runways were built in only 79 days. During the war, 24,000 Canadian and American aircraft passed through Goose Bay, making it the busiest airport in the world during this time.



GOOSE BAY AIRPORT AERIAL VIEW IN 1949 - (SOURCE: VIC GRAY - WWW.CANDEMUSEUM.ORG)

The airport continues to be used during various military operations and was used during the Gulf War by aircraft transporting military personnel and equipment. In 1983, the Goose Bay Airfield also gained international recognition when the Boeing 747 carrying NASA's Space Shuttle landed for refueling. The Department of National Defence (DND) at CFB (Canadian Forces Base) Goose Bay also supported tactical flight training activities for the Air Forces of Germany, the United Kingdom, Canada and Italy.

With all the navigational aids accompanied by the world's most technologically sophisticated air traffic control radar system, the airport not only serves commercial customers and the travelling public but is open 24 hours a day providing vital emergency response services in the area.



SPACE SHUTTLE ENTERPRISE IN 1983 (SOURCE: BARRY YAGER WWW.CANDEMUSEUM.ORG)



CANADIAN HANGAR LINE IN 1949 – (SOURCE: VIC GRAY WWW.CANDEMUSEUM.ORG)

Goose Bay Airport Corporation

During the 1990s, negotiations between the DND and Transport Canada (TC) paved the way for the privatization of the Goose Bay Airport and the establishment of the Goose Bay Airport Corporation (GBAC). The Goose Bay Airport Corporation was created as a not-for-profit organization in 1996 and is governed by an eleven-member board of community representatives. The Corporation owns and operates the Goose Bay Air Terminal as well as lands off the airfield. This arrangement was completed through a land transfer with the Department of National Defence in 2011. The transfer allowed civilian operators, including fuel suppliers and car rental companies, to establish a more permanent base for their operations. Goose Bay Airport is unique among airports in Canada as the airport, including the control tower, is operated by the DND as a military facility. DND owns the land on which the airfield is located and operates the airfield itself. This unique arrangement makes Goose Bay the only dual function airport in Canada classified as an airport of entry by NAV Canada and staffed by the Canadian Border Services Agency (CBSA).

The ownership structure impacts GBAC in several ways. Since DND owns the airfield, GBAC is ineligible for Transport Canada funding. DND also collects all landing fees. The trade-off for GBAC is that DND is responsible for maintaining the airfield, including snow clearing, maintenance, and overall airfield improvements. GBAC is funded through a Passenger Facility Fee (PFF) which is collected from all departing passengers, and General Terminal Fees (GTF) collected from aircraft accessing the terminal facility. The corporation also receives revenue from airport parking and commercial leases.

The Goose Bay Airport Corporation also regulates the activities at Otter Creek; a water aerodrome located 7 km from the main airport.



▸ GBAC's Purpose

- Manage, operate, and develop the Airport in a safe, secure, efficient, cost-effective, environmentally sensitive, and financially viable manner.
- Undertake and promote the development of the Airport lands for uses compatible with air transportation activities.
- Expand transportation facilities and generate economic activity in ways which are compatible with Airport transportation activities.

Historical data at the Goose Bay Airport shows a strong correlation between economic activity in the region and air traffic levels. With large-scale energy and defence projects being announced locally, air travel demand is expected to rise correspondingly. This significant uptake in air travel will require robust airport infrastructure to provide an adequate level of service. While this economic activity will likely help sustain scheduled air travel, the associated organic growth won't achieve the scale of traffic projected during the construction phase of these various energy projects. As such, pragmatic and cost-effective solutions must be identified to meet the demand of the peak construction period while being economically sustainable for the long-term development of the airport.



➤ About this Master Plan

As airfield assets remain the property of the DND, the focus of this Master Plan will be primarily on the Passenger Terminal Building as well as adjacent facilities owned by the Goose Bay Airport Corporation. However, the DND will be a key stakeholder to ensure that airfield facilities are coordinated with terminal and landside facilities to ensure a seamless journey for passengers. The plan will also include the water aerodrome at Otter Creek, and especially the commercial opportunities associated with the airport-owned land at that site.

GBAC is looking to develop an Airport Master Plan that should address the following:

- Identify how to reconfigure and expand the airport terminal building, airplane parking areas, ground access and parking areas to effectively manage projected increases in passenger and rotational worker movements and anticipated increase in the size of aircraft.
- Review the daily functions of the airport including janitorial room, data room, and the storage and workspace and make recommendations for enhancements.
- Increase the financial viability and economic impact of the airport.
- Determine the best use of the vacant land and buildings in the civil aviation area and the industrial/commercial land at Otter Creek.
- Identify revenue streams that would offset airport operations and capital costs.

While the Master Plan is developed for a 20-year horizon, it acknowledges that growth is likely to be uneven over this time horizon and that a key element of this Master Plan is to provide a flexible framework that will ensure the development and operation of financially sustainable options.



02 Aviation Activity and Forecast

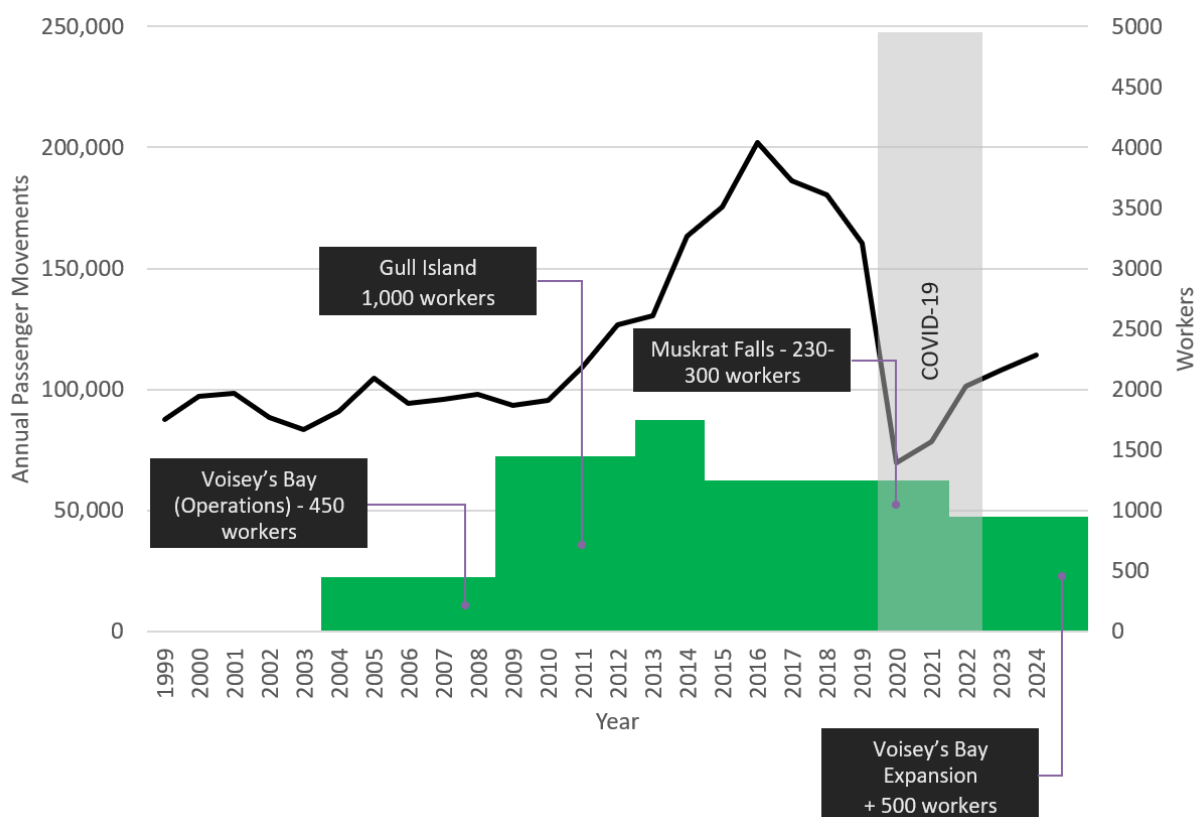
Introduction

Goose Bay Airport (YYR) 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 (3) airlines. Air Borealis has scheduled daily service to coastal airports; PAL Airlines provides daily connections to Wabush, Deer Lake, Gander, and St. John's, and service to Churchill Falls, Blanc Sablon, and St. Anthony; Air Canada, through a capacity purchase agreement with PAL Airlines, operates a daily flight between Goose Bay and Halifax.

Historical Traffic

Goose Bay, like other airports, was significantly impacted by the pandemic that began in early 2020. Air traffic has recovered significantly since that point but remains below the levels of 2019. Passenger numbers were 72.9% recovered in April 2024 compared to 2019 and seat capacity was 83.6% compared to 2019¹.

The following chart highlights the historical passenger movements along with key major projects or drivers of air travel showcasing high-level estimates of the associated workforce.



HISTORICAL PASSENGER MOVEMENTS

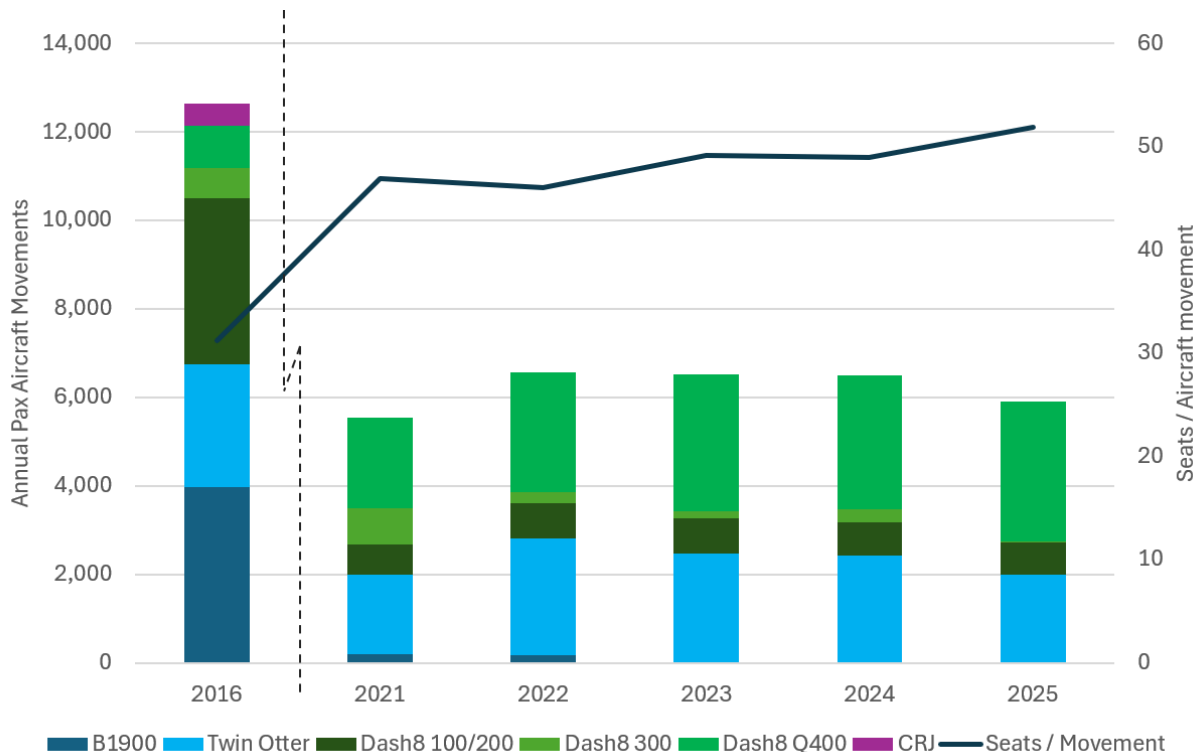
While passenger movements have remained steady from 1999 to 2010, a significant surge was experienced between 2011 and 2016 on the back of Voisey's Bay mining operations and the Gull Island and Muskrat Falls

¹ InterVISTAS "YYR Air Service Market Opportunity, July 2024

projects. While a downturn was experienced from 2017 to 2019, the COVID-19 pandemic further impacted demand before experiencing a recovery back to 2012 levels. This highlights the major ties between local economic activity associated with major projects and demand for air travel.

Prior to the COVID-19 pandemic, passenger aircraft movement demand peaked because of smaller aircraft fleet. Decommissioning of B1900 and small Dash8 combined with the growth in Q400 operations has led to a significant increase in seats / aircraft movement and associated decrease in overall passenger aircraft movements.

The year 2016 is also used as a pre-COVID reference year because of the economic activities around Muskrat Falls and Voisey's Bay which could be repeated in the years ahead with business activities at Gull Island and at 5 Wing.



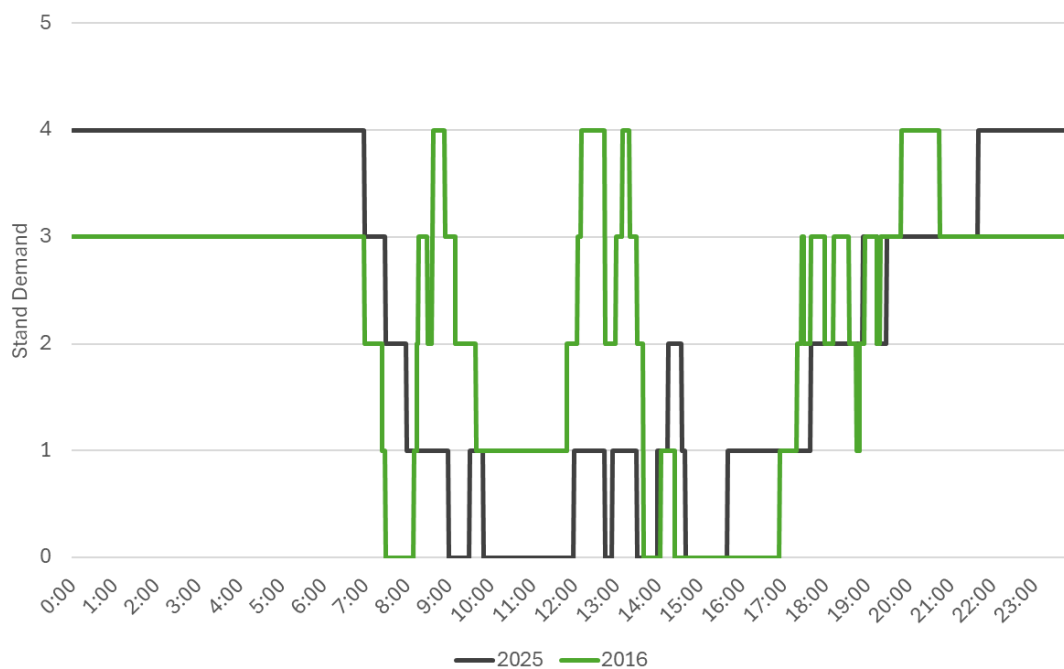
HISTORICAL AIRCRAFT MOVEMENT

However, while annual traffic is a critical indicator, facility requirements are typically driven by busy period demand.

Historical stand demand highlights significant component of overnighting aircraft, consistent with the location of the Air Borealis base in Goose Bay. In practice, the peak stand demand will relate to aircraft on the ground simultaneously for turns since Air Borealis and PAL can overnight at their hangars.

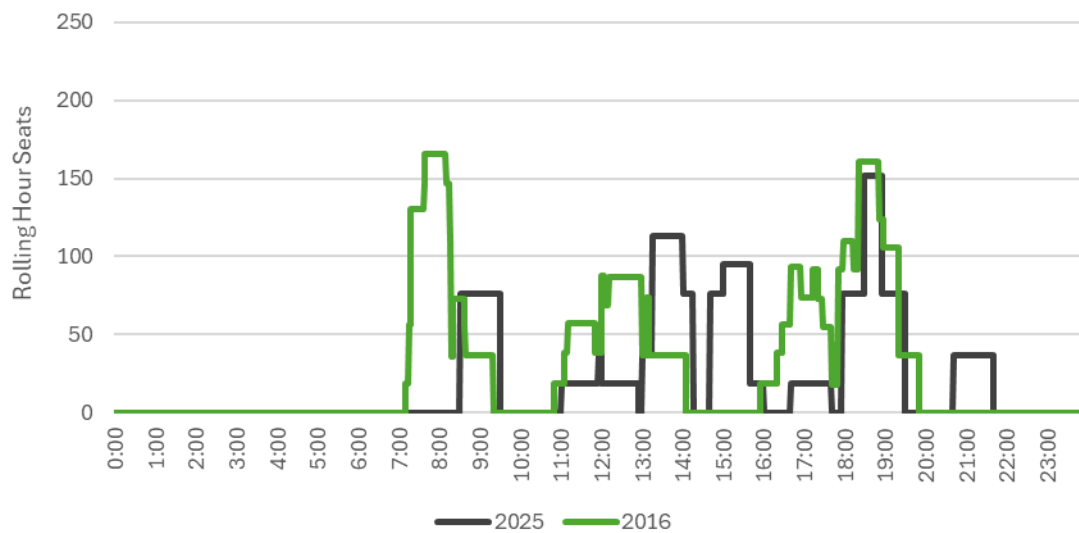
Additional charter traffic such as flights to Voisey's Bay would be added to this stand demand but as highlighted in the chart, stand demand since 2016 has significantly reduced due to the average increased size in the fleet mix.

The following chart highlights stand demand across a typical busy day.

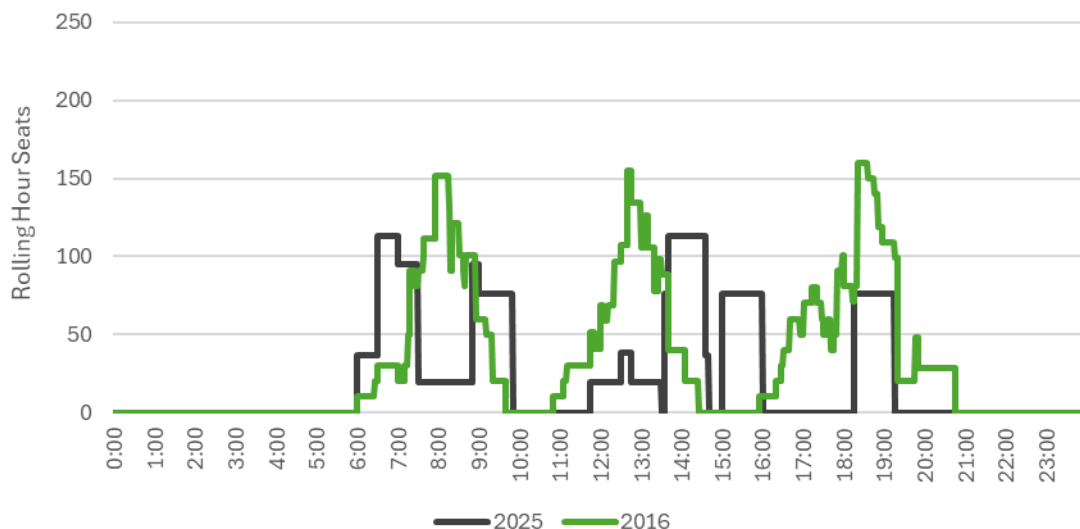


HISTORICAL AIRCRAFT STAND DEMAND (SCHEDULED TRAFFIC – TYPICAL BUSY DAY)

The daily profile of arrival and departure seats highlights multiple turns a day.



HISTORICAL ROLLING HOUR SEATS – ARRIVALS (TYPICAL BUSY DAY)

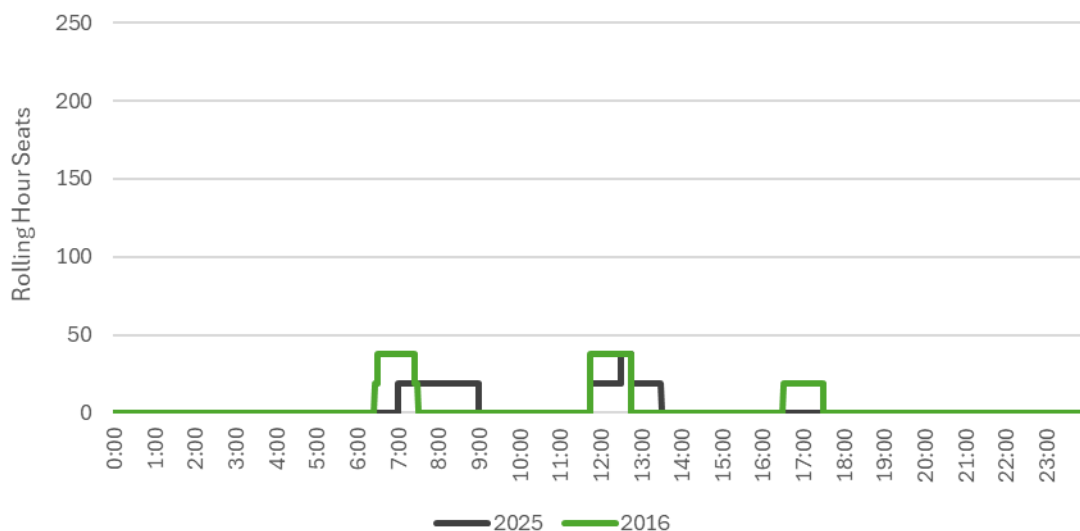


HISTORICAL ROLLING HOUR SEATS – DEPARTURES (TYPICAL BUSY DAY)

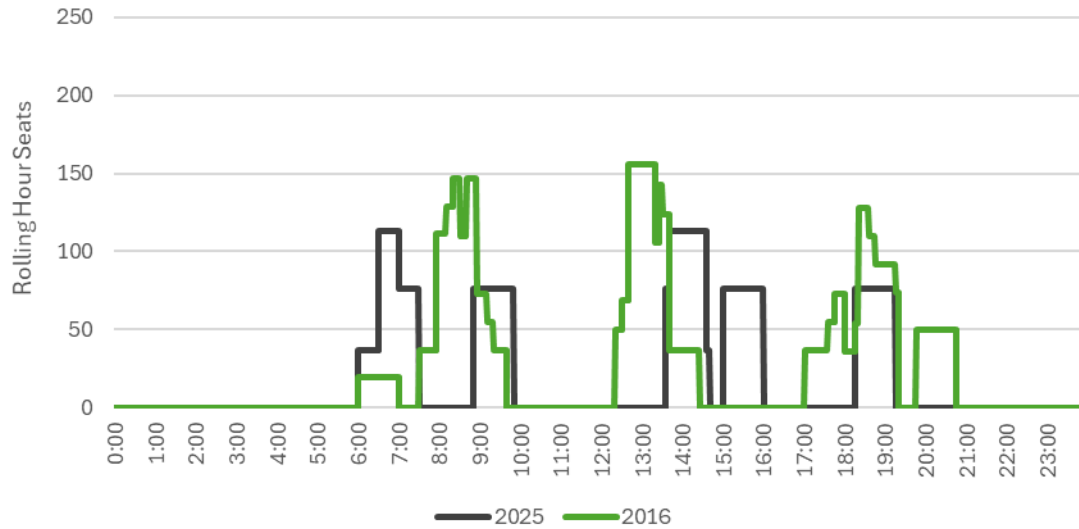
Departures are split between screened Canadian Air Transport and Security Agency (CATSA) flights to designated airports and unscreened flights to northern/coastal communities. Demand levels for these unscreened scheduled flights are low but are often impacted by weather delays.

Demand levels for screened scheduled flights vary based on route (point-to-point vs multi-sector).

Furthermore, Voisey's Bay (CVB2) charters have recently relocated from Hangar 18 to the passenger terminal, departing unscreened from the arrivals area. These charter flights are not included in the assessment below but typically use the smaller Dash8-300 (40-50 seats) aircraft (but also Q400 and Twin Otters).



HISTORICAL ROLLING HOUR SEATS – UNSCREENED DEPARTURES (TYPICAL BUSY DAY)



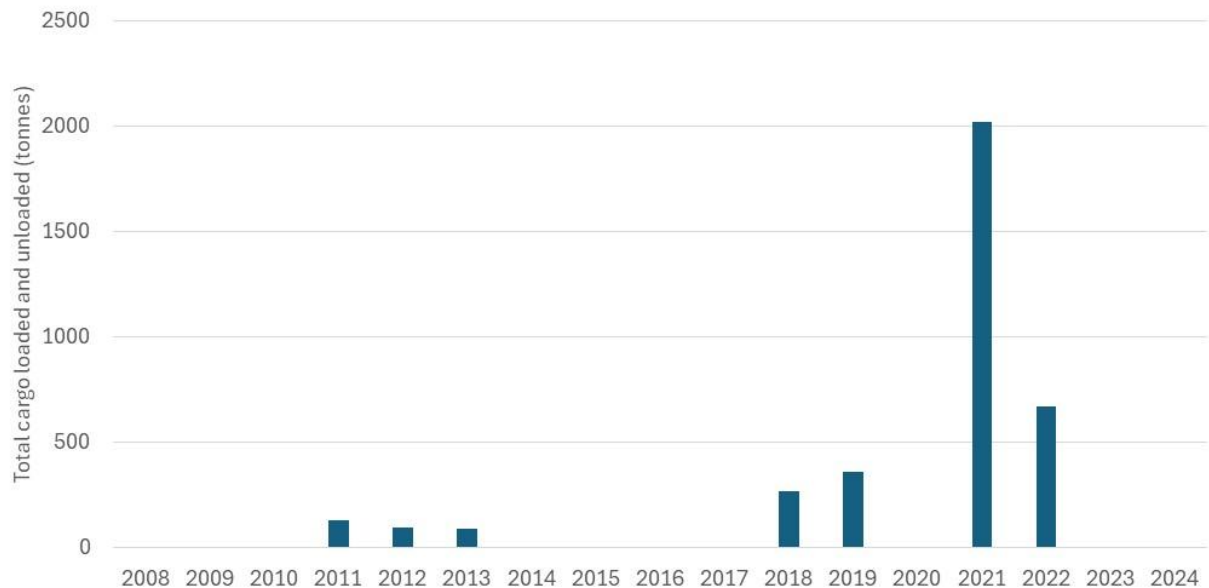
HISTORICAL ROLLING HOUR SEATS – SCREENED DEPARTURES (TYPICAL BUSY DAY)

Air Cargo Activity

There is some air cargo activity at the Goose Bay Airport mostly transiting as belly cargo. This will include Canada Post and integrator freight activity through one of the local freight forwarders such as Blizzard Express and Altimax Courier.

Air Borealis handles freight at its hangar for Air Borealis and PAL. While air cargo activity is limited, this component can be an important part of the success of a scheduled passenger route, especially if service to a major metropolitan area such as Montreal or Toronto is targeted.

Data on air cargo is limited due to confidentiality requirements but historical data when available highlights limited freight (a few hundred tons a year) except during the pandemic where a surge was experienced.

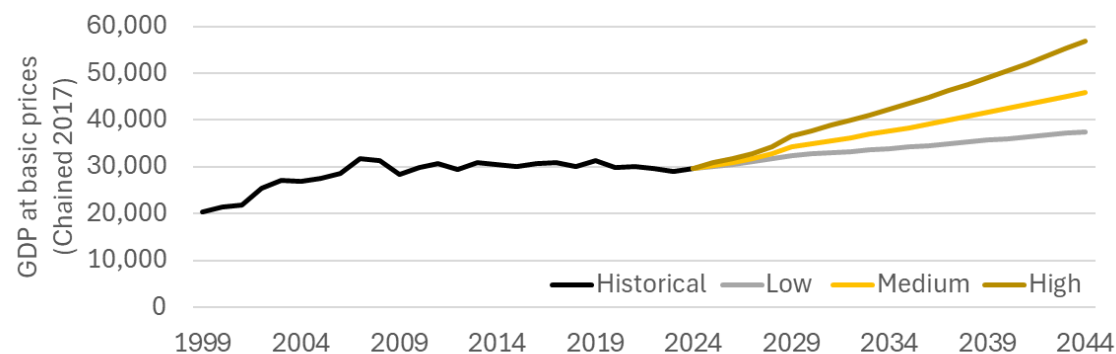


HISTORICAL AIR CARGO TRAFFIC

Furthermore, major works at Gull Island, Churchill Falls and as part of the NORAD Northern Basing Initiative could lead to the need for dedicated freighter or combi air cargo activity. While such air freight would likely be handled “through the fence”, the airport terminal should be able to handle some air cargo for airlines that may seek this capability.

GDP & Population

Population and real gross domestic product (GDP) growth are two (2) key drivers that typically correlate with travel demand. Historical GDP for the province highlights a significant reliance on the oil sector as well as minerals. While significant growth was experienced up to 2005, the last 20 years have remained stable. Forecasting scenarios were developed based on a consensus of major Canadian banks GDP projections for Newfoundland and Labrador over the next 5 years, followed by OECD projections for Canada.

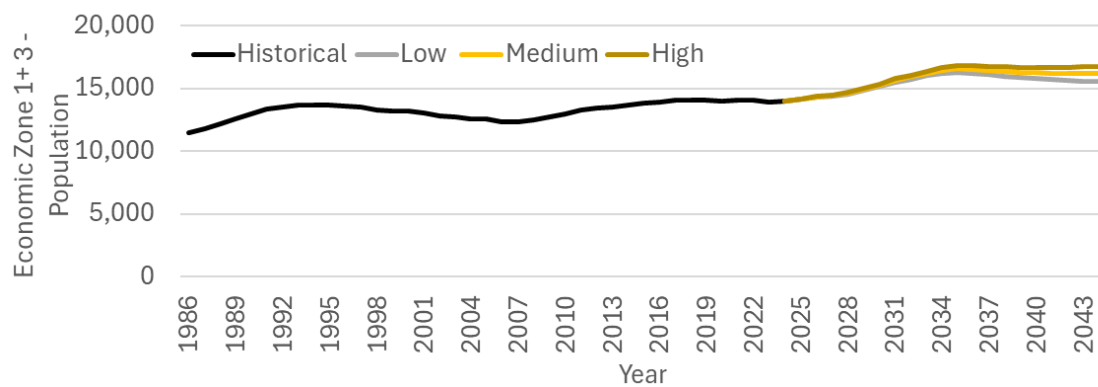


GROSS DOMESTIC PRODUCT AT MARKET PRICE, EXPENDITURE-BASED (CHAINED 2017 \$)

For population, historical and 20-year projections for economic zones 1 and 3 were used to assess the contribution of population growth to air travel propensity.



ECONOMIC ZONES



HISTORICAL AND FORECASTS – POPULATION

However, provincial GDP and local population do not provide an accurate proxy of the local economy, especially considering some of the major projects that have historically driven air travel as well as those planned to be undertaken over the coming years. As such, a scenario-based annual passenger forecast was adopted using an appreciation of potential major projects lead by Hydro-Quebec, Newfoundland and Labrador Hydro and DND.

Forecasting Scenarios

Beyond population and GDP trends, major regional energy projects are expected to play a key role and influence future traffic volumes at the airport. The Churchill River hydro projects are expected to lead to a significant increase in air traffic demand for the GBAC Airport Master Plan.

The MOU between the Government of Newfoundland and Labrador and the province of Quebec includes new projects that will increase installed electricity generation capacity from the Churchill River by approximately 3,900 MW.

These include:

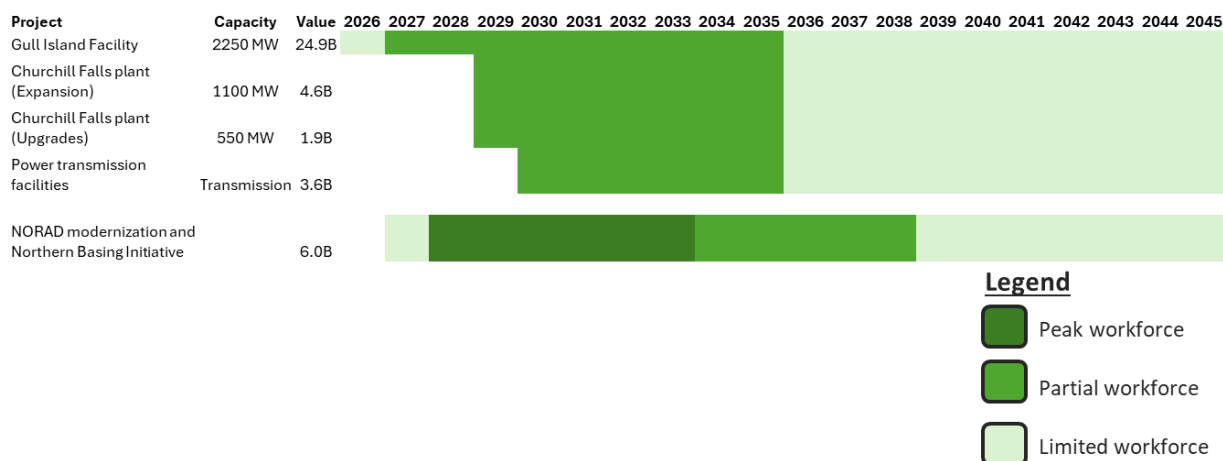
- Gull Island: 2,250 MW.
- Churchill Falls Expansion: 1,100 MW with a second powerhouse at Churchill Falls.
- Churchill Falls Upgrades: 550 MW with upgrades to existing units.
- Transmission: 340 km of 735kV AC lines to enable new developments.

These four (4) new projects are expected to generate a large rotational workforce of approximately 3,000 average annual direct jobs during construction and 5,000 peak direct jobs. While some labour will be local, import labour from outside the region will be flown into and out of Goose Bay Airport on charters and then be transported by large buses to and from the work camp on a typical roster of two weeks at the camp and two weeks off.

The volume and scheduling of traffic associated with this project and other anticipated projects will require a plan on how best to manage this dramatic increase in passengers. In 2016, a mobile workforce distribution centre was established to better facilitate the movement of workers for large hydroelectric, mining, research and development projects. The purpose of this facility is reviewed as part of this Master Plan.

The Goose Bay Airport Corporation is forecasting 16,000 - 20,000 charter passenger movements per month for the Lower Churchill Project – Phase I. This traffic is different from regular scheduled traffic. Charter passengers are unscreened and will arrive by bus at the terminal during peak or nonpeak hours with lots of baggage. This traffic is not suitable for the Air Terminal Building (ATB) where regular scheduled service operates and are subject to CATSA screening. Moreover, the current ATB does not have the capacity for fully serve charter traffic associated with the Gull Island project and other large mobile workforce projects.

The following chart provides a timeline of the major hydro projects and DND initiatives that could contribute to increased air travel requirements



MAJOR PROJECT TIMELINES

A more recent non-bidding agreement signed on August 17th 2026 has now increased the additional capacity at Gull Island to 2,700 MW and at the Churchill Falls plant to 2,500 MW. Furthermore, a new development of 2,000 MW of onshore wind is proposed in Labrador to support growing mining activities. A final agreement is now expected to be concluded by the end of 2026.

For DND, an advance procurement notice has been issued confirming the intent of the federal government to award a modified design-building contract over \$5B for airfield improvements, hangars with aprons and taxiways, ammunition compounds, fuel facilities, accommodations, warehousing, planning, multi-purpose facilities, and support equipment such as IT and logistic infrastructure. These developments are further confirming the importance of proactive yet flexible growth plans for the Goose Bay Airport.

Combined with population and GDP growth assumptions, business development scenarios were developed to identify the scale of a likely surge in air travel demand, whether it is from scheduled or charter operations.

Scenario	Business Development	Population	GDP
Low	Status Quo with organic growth	Health Zone 1 + 3 Low Scenario	Low 5-year consensus + OECD-1% over 15 years
Medium	Partial Uptake in Hydro (\$10B) and DND project (\$1B), with marginal impact from air access program	Health Zone 1 + 3 Medium Scenario	Average 5-year consensus + OECD 15 years
High	Full Hydro uptake (\$35B), strong DND growth (\$6B) and successful Air Access Program	Health Zone 1 + 3 High Scenario	Max 5-year consensus + OECD +1% 15 years

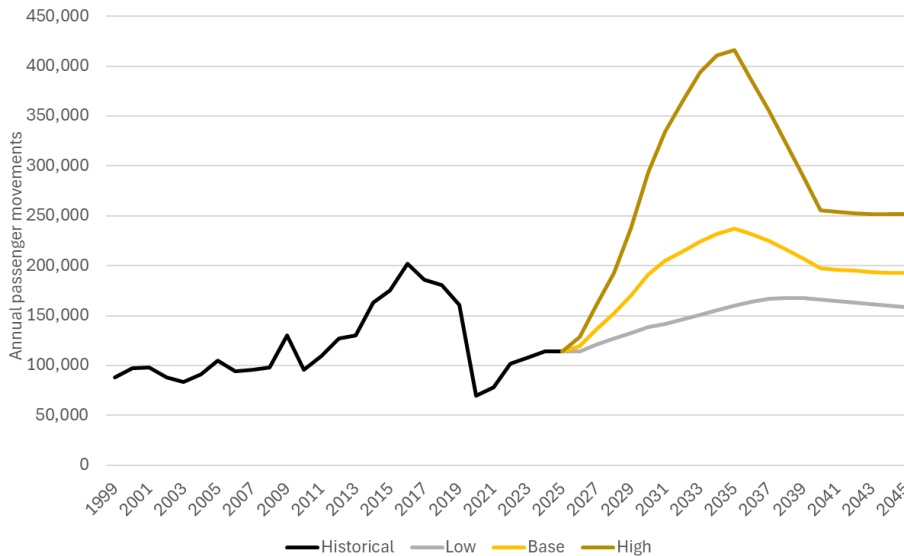
FORECASTING SCENARIOS

Although an Air Access subsidy Program² for the local population was raised as a potential driver for air travel growth, it was not included as a differentiating factor for these forecasts.

² e.g Labrador Air Acces Program (LAAP) pilot

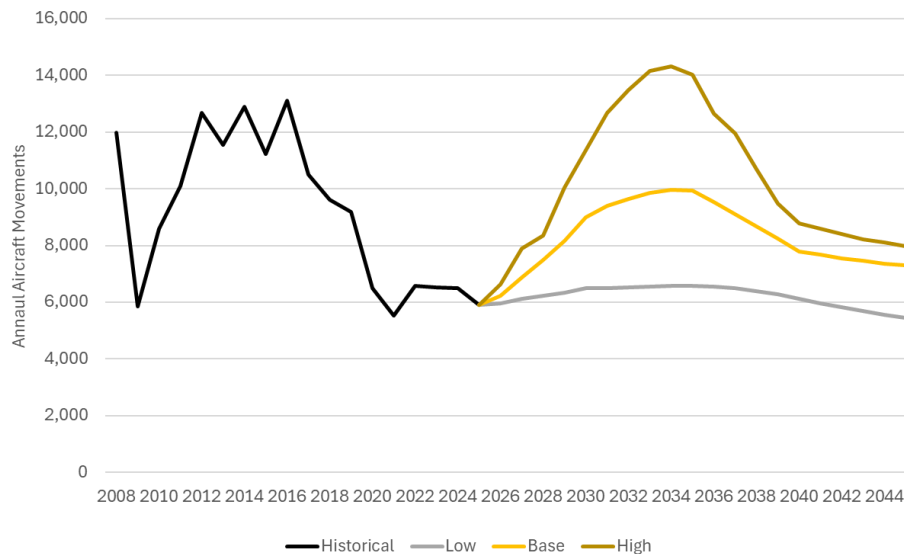
Passengers & aircraft movement forecasts

From the assumptions, the resulting passenger movement forecasts highlight a significant spike in demand for the base and high growth scenarios, followed by organic growth which reflects long-term demographic trends for the region.



PASSENGER MOVEMENT FORECASTS

While these demand levels may appear to be significant, a daily B737-800 equates to approximately 125,000 passengers per year which could be achieved under a steady charter operation. Although growth in aircraft movements is expected, the surge in passenger demand will likely be handled by larger aircraft, which will progressively dampen the growth in aircraft movements. This will in turn limit apron requirements for passenger aircraft parking. The high growth passenger aircraft scenario is based on up to 2 narrowbody jets operating passenger service each week. The following chart highlights passenger aircraft movement forecasts.



PASSENGER AIRCRAFT MOVEMENT FORECASTS

The following table provides a scenario highlighting the existing peak stand demand as well as a projected peak stand demand under a high growth scenario.

Facility Requirements

Fleet Mix	Typical Fleet	Existing Demand	# of PAX	Peak Scenario	# of PAX
	Small Turboprops Twin Otter – 16 seats	3	Unscreened 48 seats @ 80% Load Factor 38 pax	3	Unscreened 48 seats @ 80% Load Factor 38 pax
 	Large Turboprops Q400 – 74-78 seats Regional Jets E175 – 76 seats	1 x Q400 1 x Dash8-300	Screened 138 seats @ 80% Load Factor 110 pax	2 x Q400	Screened 156 seats @ 80% Load Factor 125 pax
	Narrowbody Jets A320/B738 – 169 to 189 seats	-	-	1	Unscreened 189 seats @ 80% Load Factor 152 pax

STAND DEMAND SCENARIOS

Long-Term Operational Position

GBAC's long-term objective is to advocate for all secure charter operations to be processed through the existing Air Terminal Building whenever practical. Maintaining secure charter operations within the terminal will:

- maximize the use of existing airport infrastructure;
- provide passengers with a significantly improved travel experience;
- enhance opportunities for concessionaires and airport tenants; and
- strengthen the business case for future commercial air service growth throughout the region.

These priorities will significantly improve passenger flow, operational efficiency, and customer experience while providing the flexibility necessary to support future growth at YYR.

However, it is hoped that FIFO (fly-in, fly-out) operations will support the development of new scheduled routes which will enable the local community and businesses to benefit from this enhanced air service.

03 Airfield Infrastructure

Existing Airfield Infrastructure

Goose Bay Airport operates within the footprint of 5 Wing Goose Bay and utilizes world class infrastructure and services, including two runways that can accommodate the largest aircraft in the world, a 24/7 control tower, crash and fire rescue (ICAO Category 8), and a Canadian Forces Search and Rescue Squadron (Three (3) Bell 412 helicopters with PARA Rescue capabilities).

Runway	Type	Dimensions
08/26	Concrete surface with asphalt overlay	11,051 ft (3,368 m) x 200 ft (61 m)
15/33	Concrete surface with asphalt overlay	9,580 ft (2,920 m) x 200 ft (61 m)

RUNWAYS SPECIFICATIONS

Given the shared use of the airfield, the above assets as well as other fixed assets on the airfield are assumed as constants. This review of airfield assets is therefore focused on apron parking requirements for passenger services.



Future Apron Layout

The Goose Bay Airport has an extensive apron area which can be planned to manage the peak stand demand scenario within its existing footprint. While a B737 charter aircraft could be parked close to Gate 3, potential impacts on adjacent operations at the Woodward FBO and the need for repurposed terminal facilities to handle charter operations is supporting operations at the West end of the passenger terminal, as highlighted in the following layout.



PREFERRED AIRCRAFT PARKING LAYOUT

This option assumes that a new facility or boarding zone could be developed at the West end of the passenger terminal. The existing staff and car rental car park could be repurposed as a bus pick-up/drop-off area for fly-in/fly-out workers. Under this preferred layout, the Mobile Workforce holdroom would be redeveloped to specifically serve unscreened operations to Coastal communities.

➤ Otter Creek Water Drome

Otter Creek is a full-service water drome located 7 kilometres from Goose Bay Airport. The facility provides the transportation link for visitors to Labrador's world class fishing and hunting areas and for the companies exploring Labrador's mineral resources.

Otter Creek was originally intended to be the site of a housing camp for the coastal crews that came to Goose Bay in 1941 to assist in constructing Goose Bay Airport. The site was deemed too close to the airport, and a town would eventually be established at Happy Valley. From spring thaw to late autumn, Otter Creek becomes a bustling base for float planes.

With significant mineral exploration taking place in central and eastern Labrador, and with more mineral and other resource projects on the horizon, Otter Creek is ideally situated to provide quick and easy access to those locations. Its proximity to Goose Bay Airport and the seaport at Terrington Basin provides convenient connections to the rest of the province of Newfoundland and Labrador and to other parts of Canada. GBAC has made significant improvements to the Otter Creek facility and is exploring additional opportunities.



04 Passenger Terminal

➤ Introduction

The air terminal building (ATB) provides the interface for passengers between groundside and airside. It is owned and operated by the Goose Bay Airport Corporation (GBAC). The original terminal built in 1973-74 through a \$13M renovation and expansion project in 2009-11.

Subsequently, an 11,000ft² Mobile Work Force Distribution Centre (MWFDC) was commissioned in 2015 at the eastern end of the existing terminal (also called Gate 3) to specifically service charter flights for the mining workforce. This \$5.5M expansion was funded in part through Atlantic Canada Opportunities Agency's (ACOA) Innovative Communities Fund.



AIRPORT TERMINAL IN 1995 (SOURCE: DALE JARVIS)

Existing Passenger Terminal Facilities

Existing facilities provide a complete curb-to-gate experience for passengers travelling to CATSA-designated airports as well as undesignated CATSA aerodromes such as Nain, Rigolet, Natuashish, Hopedale, Pottsville and Makkovik.

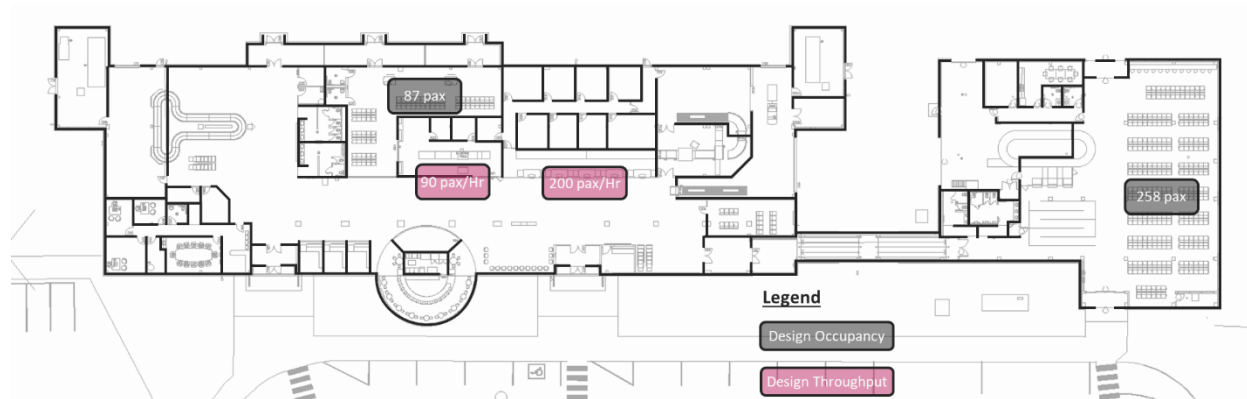
Departures								
Check In	148 m ²	4 %						
Check In Queue	116 m ²	3 %						
Security	*121 m ²	2 %						
Security Queue	42 m ²	1 %						
Seating	466 m ²	13 %						
Boarding	30 m ²	1 %						
BHS Makeup	106 m ²	3 %						
Departure Subtotal	963 m ²	26 %						
			Arrivals			Commercial		
			Arrivals Hall	0 m ²	## %	Food & Beverage	92 m ²	3 %
			BHS Reclaim	200 m ²	5 %	News & Gift	22 m ²	1 %
			BHS Breakdown	116 m ²	3 %	Specialty	48 m ²	1 %
			Arrival Subtotal	316 m ²	9 %	Commercial Subtotal	162 m ²	4 %
						Support		
						Circulation	1,563 m ²	43 %
						Bathrooms	128 m ²	3 %
						Stair/Elevator/Escalator	0 m ²	0 %
						Back-Of-House	340 m ²	9 %
						Mechanical	188 m ²	5 %
						Support Subtotal	2,219 m ²	61 %
						Gross Terminal Area: 3,600 m ²		

*Includes Hold Bag Screening. PBS = 55m²



TERMINAL USEABLE AREA INVENTORY (NET AREA)

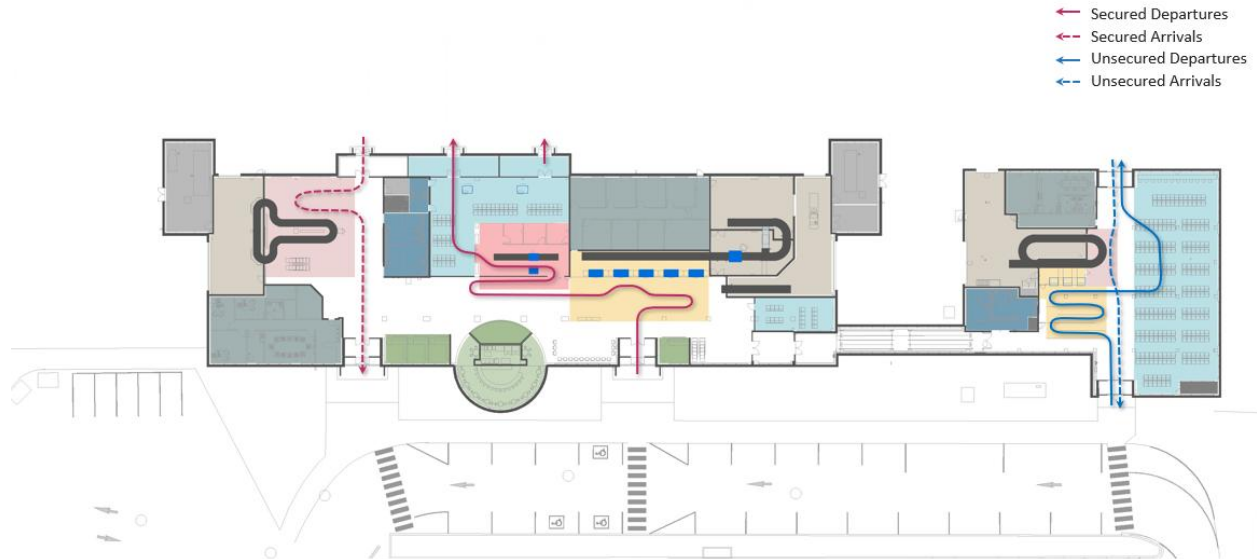
An estimate of spatial capacity was undertaken. While the screened holdroom appears to have sufficient capacity to serve the typical busy hour demand, its shape and lack of amenities are impacting comfort and would benefit from being rearranged to serve present and future levels of demand. The unscreened holdroom is currently underutilized as described below.



EXISTING TERMINAL CAPACITY

Existing Passenger Flows

Currently, there are distinct passenger flows for screened and unscreened operations as outlined in the following layout.



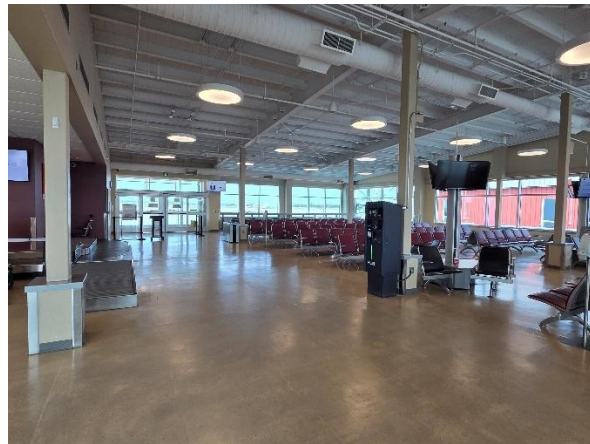
PASSENGER FLOW SCENARIOS



➤ Mobile Work Force Distribution Centre (MWFDC)

The MWFDC encompasses 11,000 ft² and offers a comprehensive range of facilities designed to support passenger operations. It features a direct link to the Main ATB, groundside and airside vestibules with roof canopies, ticket counters and check-in stations, a baggage pickup belt and dedicated baggage area, and seating for over 250 passengers with expansive curtain wall windows on both groundside and airside.

Additional amenities include public and staff accessible washrooms, a staff lunchroom, secure storage, and an airside baggage belt. Currently, this space is utilized to accommodate unscreened traffic serving Northern Labrador communities. In 2024, Gate 3 processed a total of 29,880 passenger movements through this facility. Expected growth in charter traffic would require optimized facilities to manage this likely temporary surge in fly-in/fly-out operations.



MOBILE WORK FORCE DISTRIBUTION CENTRE (GATE 3)

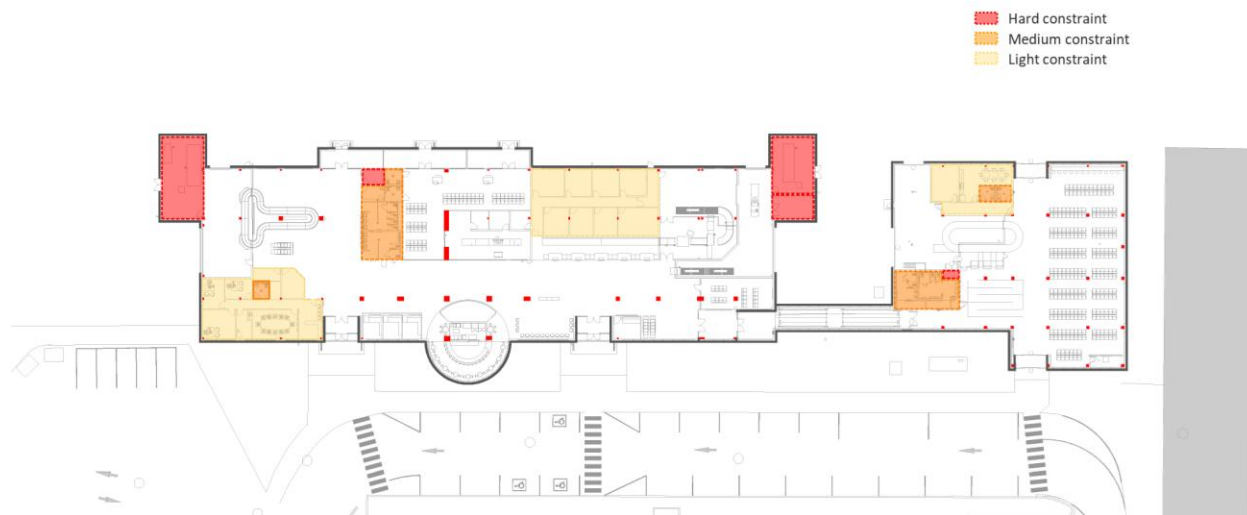
➤ Airport Agencies

A vital part of GBAC's security plan is the role played by CBSA and the CATSA. CATSA oversees passenger screening at Goose Bay Airport, while CSBA provides customs clearance services at both Goose Bay Airport and the Otter Creek Water Drome.

YYR is registered as an AOE/15 (general aviation) as well as an Airport of Entry/Military (AOE/M). AOE/15 means the airport is used solely for clearing persons arriving by general aviation aircraft (private or company) where the flights are unscheduled and the number of non-paying travellers on each flight does not exceed 15 (including the crew). These flights must obtain CBSA approval by contacting the CBSA's Telephone Reporting Center to enter or return to Canada, and they must land at an approved AOE during CBSA hours of business. AOE/15 services may also be provided to unscheduled general aviation flights only (CANPASS and non-CANPASS) from midnight to 08:00.

➤ Proposed Passenger Terminal Development

The existing ATB has various constraints that should inform the potential development options. These include structural elements and mechanical rooms (hard), washrooms (medium) and back-of-house functions (light).



DEVELOPMENT CONSTRAINTS

Discussions with stakeholders highlighted shortcomings and considerations for forthcoming retrofit and expansion concepts.

Although charter traffic has been repatriated to the passenger terminal, the original Gate 3 facilities may not meet the intended purpose for these operations, currently most used by flights to/from the northern and coastal communities. Differenced passenger flows for coastal communities (small Twin Otter aircraft) and fly-in/fly-out workers (up to B737 narrowbody jets) should be developed conceptually.

Additional constraints were identified such as the adjacency of IT rooms to the janitor closet, a lack of space for divestment at pre-board screening (PBS), a lack of post-security holdroom space for screened passengers and some inefficiencies with the retail offering.

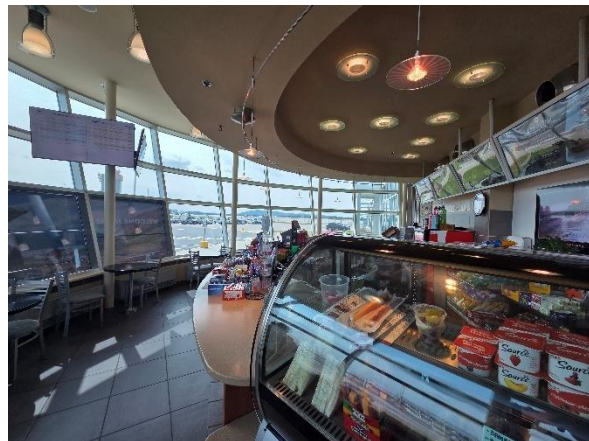


TERMINAL SHORTCOMINGS – COMBINED
MAKE-UP AND BREAKDOWN AREA



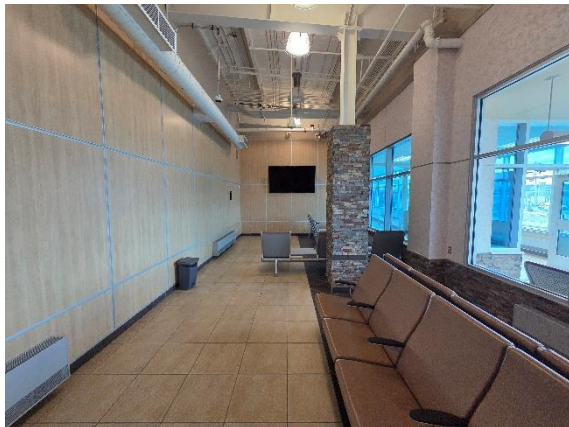
TERMINAL SHORTCOMINGS AND CONSTRAINTS

The retail offering is aligned with demand levels experienced at the passenger terminal, but its layout is not optimal with the restaurant tucked in an undersized area, which also lacks storage facilities. A review of the retail layout would better integrate the commercial space with the dwelling areas (arrivals and pre-security screening) which would encourage more patronage.



EXISTING RETAIL LAYOUT

Some other areas within the ATB are either underutilized such as the family room or get congested easily because of the uneven shape of the holdroom.

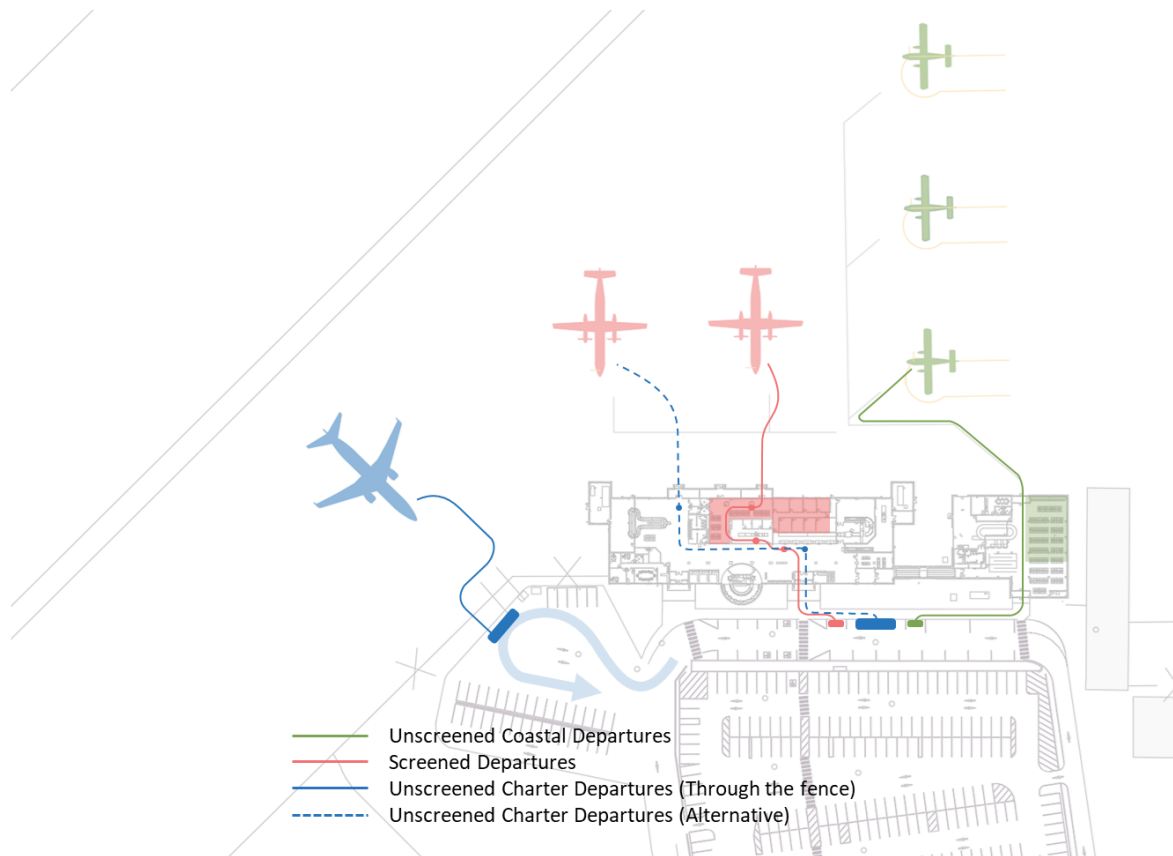


EXISTING DWELLING AREAS

While some retrofit work could initially address issues identified, the ATB would likely need some expansion to enable the optimization of existing spatial areas. To facilitate buy-in from DND, development options should minimize any expansion within the common airside area. This is discussed in more details in the following section.

Proposed Apron-Terminal Interface

As outlined in the previous section, the preferred apron parking layout proposes to use the West end of the ATB to handle future narrowbody jet charter operations.



PREFERRED APRON TERMINAL INTERFACE

This initial concept proposes to repurpose the Mobile Workforce Terminal as an unsecured holdroom for coastal flights (DHC-6), to expand the secured departure holdroom within the existing terminal footprint and to provide a bus pick-up/drop-off curb in the existing staff carpark for narrowbody jet charter operations. This provides an initial lower cost option by retrofitting the existing passenger terminal building.

Expansion options are subsequently developed to provide temporary and permanent expansion options.

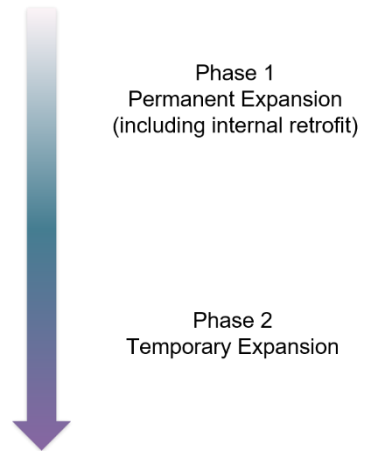
Terminal Precinct Retrofit and Expansion

The terminal precinct retrofit plan considers the individual requirements identified above and highlights associated triggers. The phasing approach provides a terminal operating environment that meets level of service standards and provides flexibility and passenger experience aligned with each of the development triggers.

The following layout highlights the proposed end-state for the passenger terminal expansion.

- Phase 1: Terminal retrofit and expansion
- Phase 2: Temporary charter departure area

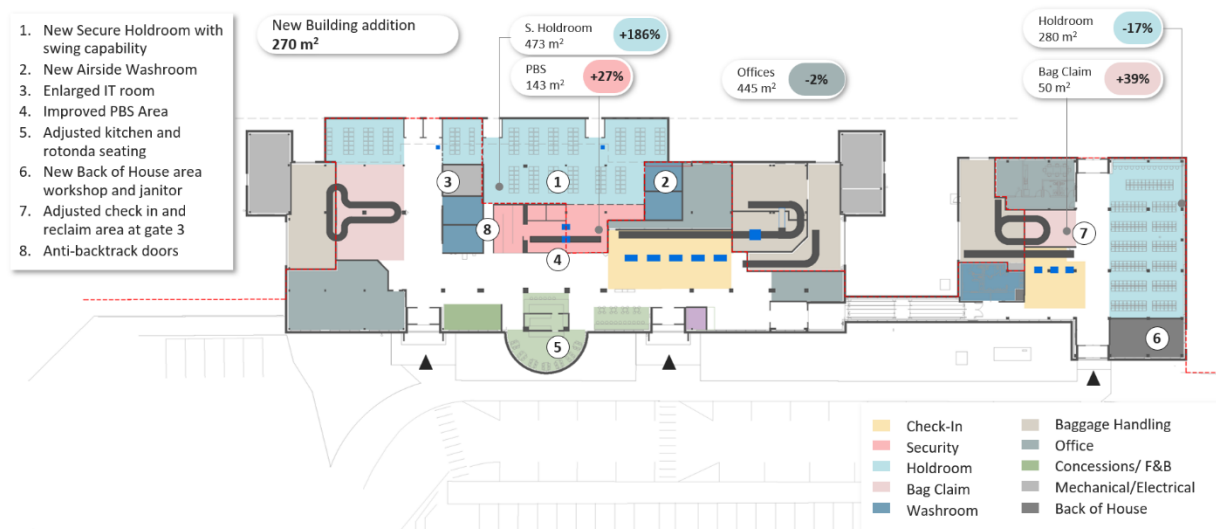
Our focus will be on phase 1 where we will present passenger flows and key area variations.



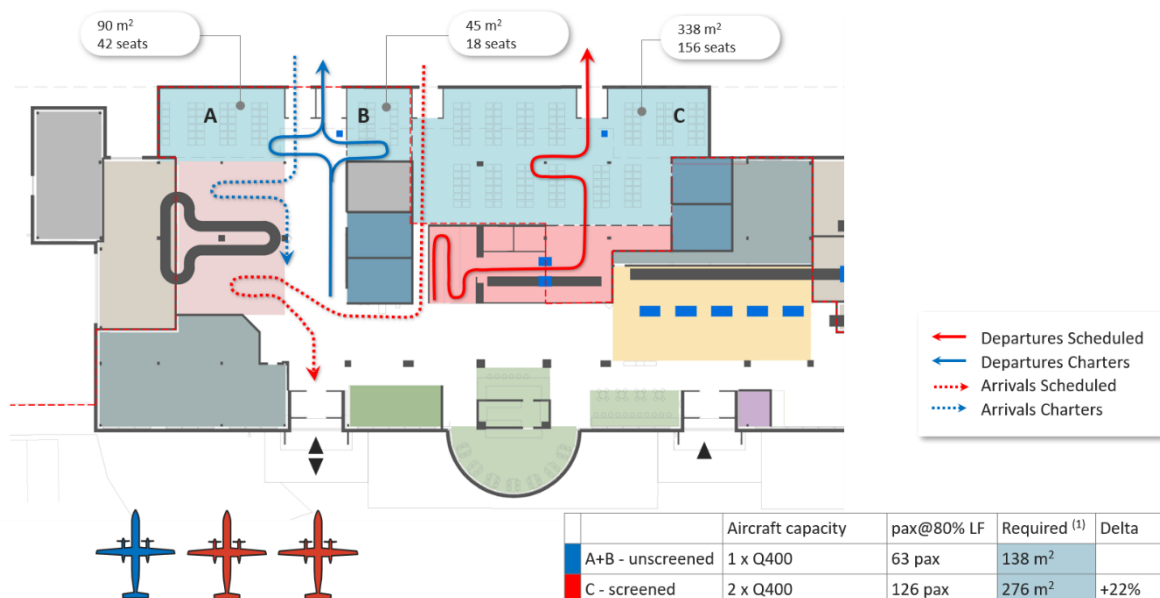
Phase 1: Permanent Terminal Expansion and Internal Retrofit

Phase 1 focuses on improving the functionality of the Air Terminal Building while addressing one of the most significant operational challenges—the limited capacity of our current Pre-Board Screening (PBS) and Sterile Holding Room. Key elements include retrofitting Gate 3 for coastal charter operations to optimize office space. Ultimately, this phase provides more tailored space for passenger operations.

This option provides sufficient holdroom area for scheduled demand and would provide more flexibility to segregate unscreened charters in the arrival area of the passenger terminal.



AIRSIDE TERMINAL EXPANSION – PHASE 1 - AREA VARIATIONS



AIRSIDE TERMINAL EXPANSION – PHASE 1 - HOLDROOM CAPACITY

Additional elements to consider in the refinement and development of a final concept design for the passenger terminal expansion includes the following:

Pre-Board Screening (PBS) & Sterile Hold Room

- Provide sufficient space to accommodate a potential second screening lane
- Ensure vestibules are included within the GBAC building footprint.
- Provide additional washroom facilities within the sterile area, including a family/universal washroom. Maintain the washroom location as close as possible to the existing facilities to utilize current plumbing infrastructure.
- Minimize impacts to the existing back-of-house office space. If additional space is required, consideration should be given to extending the front of the building rather than reducing operational office space.
- Upgrade the existing air conditioning system to accommodate the increased building occupancy.

Check-In Counters

- Reconfigure the existing check-in counters by pushing the current desks back and removing one section of the baggage conveyor to create additional passenger queuing and check-in space.
- Upgrade the baggage belt system to better accommodate unsecured charter operations.

General Arrivals / Departures

- Increase passenger seating within the General Arrivals/Departures area.
- Evaluate the addition of another departure gate capable of accommodating unsecured charter arrivals and departures.

Gate 3 Redevelopment

- Relocate the Maintenance (MTC) workshop and office to Gate 3.
 - o New space to include water service.
 - o Exterior access.
 - o Small overhead garage door.
- Construct a dedicated janitorial room with storage.
- Include a permanent stage area for GBAC events and community functions.
- Increase the area identified back-of-house and janitor to approximately double the currently proposed footprint.
- Redevelop the remaining passenger seating area into a "Labrador Coastal Gateway."

This space should be designed in collaboration with key stakeholders to create a warm, welcoming environment that reflects the culture and heritage of coastal Labrador while enhancing the travel experience for passengers using the non-secure portion of the terminal.



PERIMETER AIRLINES TERMINAL AND ELDER'S LOUNGE- WINNIPEG AIRPORT

Commercial and Other Areas

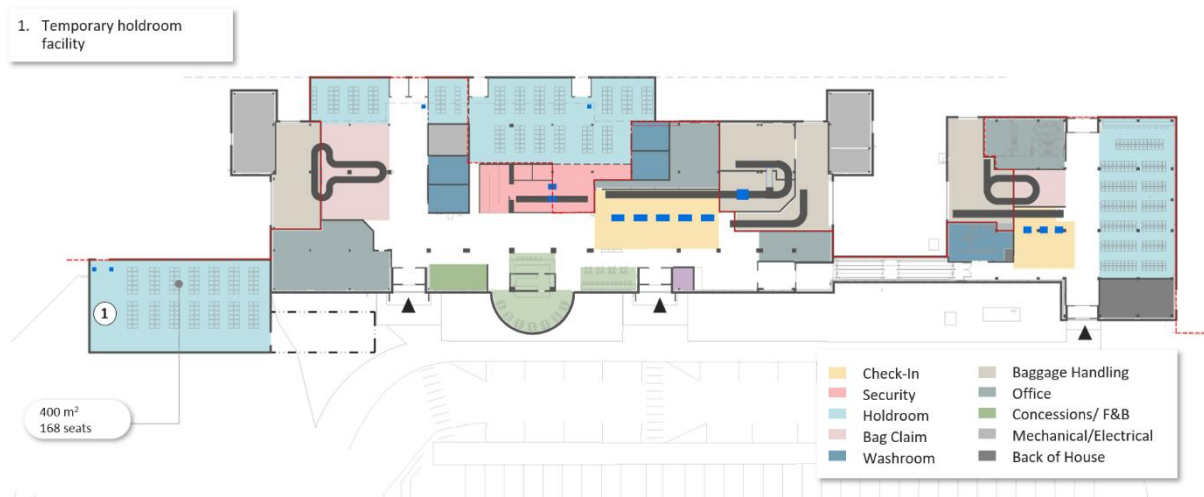
- Maintain the existing café footprint but enhance its interface with the landside holdroom area.
- Add a dedicated Grab-and-Go service area, possibly at the current breastfeeding pod area.
- If required, maintenance (MTC) workshop could be repurposed either as part of the Grab-and-Go expansion or as additional storage once it has been relocated.
- The area will require:
 - o Filtered water supply.
 - o Electrical service.
- Maintain the GBAC offices in their current location but consider redesigning the office layout to improve operational efficiency and staff workspace.
- Expand the existing Data Room to provide additional equipment space and storage capacity.

Phase 2: Temporary Departure Charter Area

The next phase of development would be triggered by sustained charter operations that can no longer be effectively managed through the west end of the existing terminal. It would involve the development of a temporary modular expansion capable of accommodating approximately 120 passengers, including:

- Passenger seating
- Washroom facilities
- Two boarding gates

While presented as a temporary facility, this expansion can also be provided as a cost-effective long-term solution.



AIRSIDE TERMINAL EXPANSION – PHASE 2 - AREA VARIATIONS

Should timelines not permit completion of the temporary structure before the arrival of large-scale charter operations, the airside Gate 12 could be used as an interim solution, as highlighted in the preferred apron-terminal interface layout. Passengers and baggage would be transported directly between the aircraft and the terminal via shuttle bus until the temporary facility becomes operational.

Summary of Key Expansion Areas

The following summary table highlights the gross spatial gains between the various development phases proposed.

Existing

Sector	Holdroom (m²)	Bag Claim (m²)	Office (m²)	PBS (m²)
East Building - Coastal	337	33	87	n/a
Main Building - Scheduled	165 (secured) 50 (landside)	150	356	112
Main Building - Charters	Shared w/ Coastal	Shared w/ Coastal		n/a

Phase 1

East Building - Coastal	280	50	144	n/a
Main Building - Scheduled	276 (secured)	150	301	156
Main Building - Charters	138	Shared w/ Scheduled		n/a

Phase 2

East Building - Coastal	280	50	144	n/a
Main Building - Scheduled	276 (secured)	150	301	156
New Temporary Building - Charters	138 + 400 (Temporary)	Shared w/ Scheduled		n/a

SUMMARY OF EXPANSION OPTIONS

While some of the initial gains could be undertaken within the existing terminal footprint as “quick wins”, terminal expansion options should be reviewed based on additional input from key stakeholders such as Hydro-Quebec and CFB 5 Wing to ensure the compatibility of each phase of development.

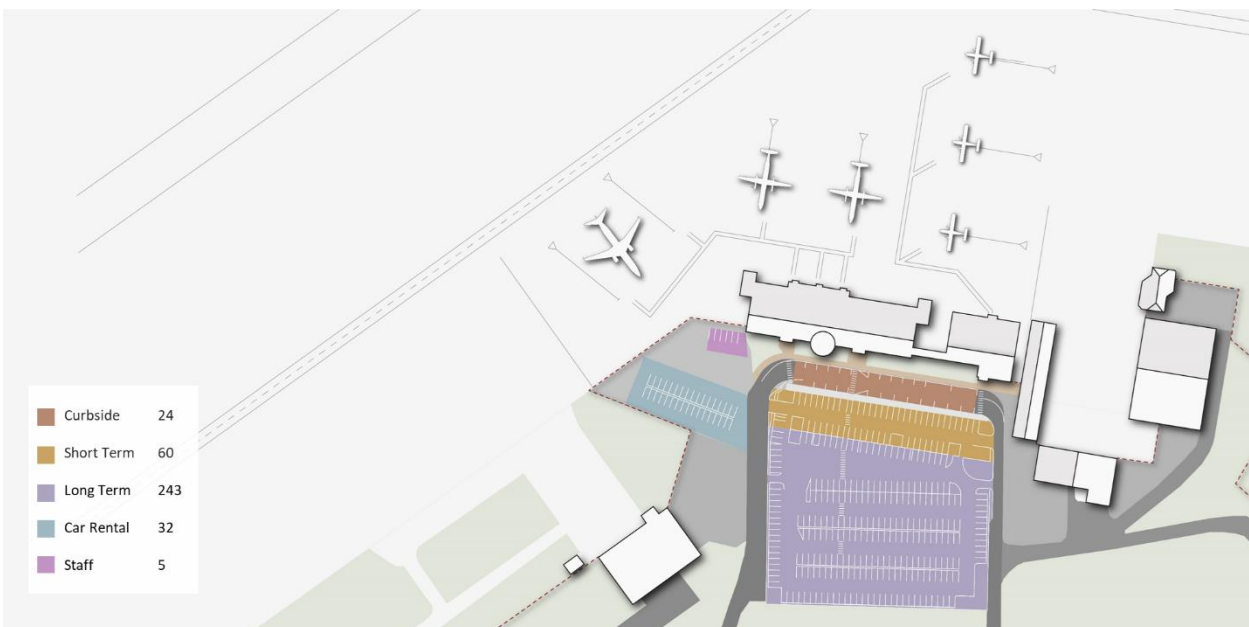
05 Ground Access and Parking

Introduction

The groundside facilities under GBAC's ownership are limited to the curb and car parking areas. In addition to facilitating pick-up and drop-off of passengers, parking facilities are an important non-aeronautical revenue source for airports.

Car Parking

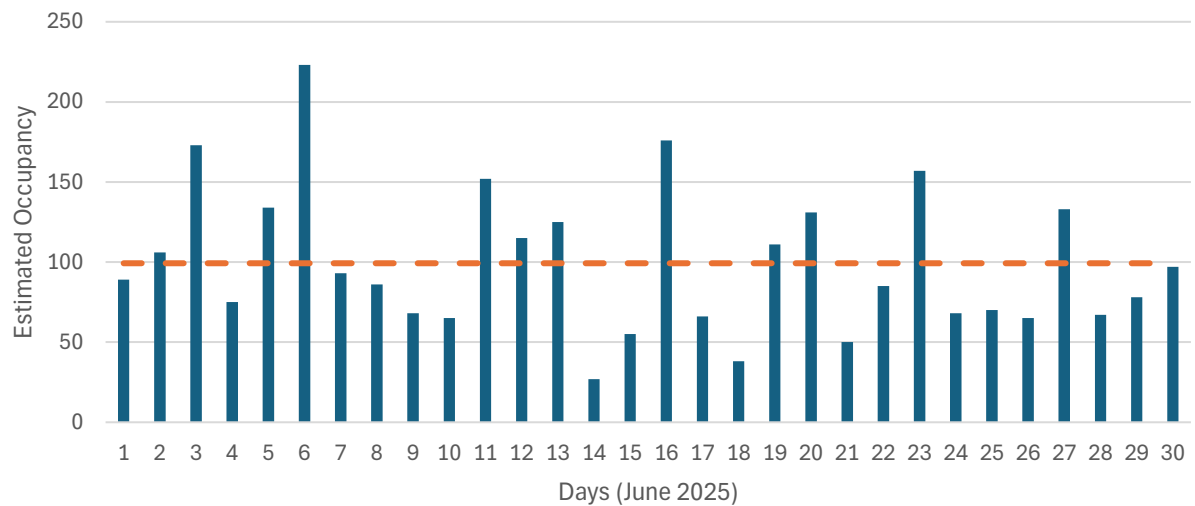
Existing facilities include a short-term and long-term car parking area, as well as car rental stalls, airport staff stalls and the terminal curbside area. An area for overflow parking is seldom used but may have a larger role in the airport's groundside strategy as demand is progressively centralized in the terminal precinct.



EXISTING GROUNDSIDE LAYOUT



Using length-of-stay data for the month of June 2025, the average maximum daily occupancy is about 100 cars for most days but peaking at over 200 cars. However, the relocation of Voisey's Bay car parking could add 75 to 100 cars, likely increasing the reliance on the overflow parking to meet demand.



HISTORICAL CAR PARKING LONG-TERM OCCUPANCY

In order to support likely demand growth in car parking, DND provided approval for an additional area for a long-term lease, adjacent to the existing car park. This area is currently use for snow dump operations in winter so a portion of that land will need to remain allocated for that purpose. This parking lot expansion should be gated and constructed as a crushed-stone parking lot offering discounted rates for long-term travellers.



FUTURE GROUNDSIDE LAYOUT

06 Commercial Development

➤ Introduction

The Goose Bay Airport Corporation (GBAC) is in a relatively rare land control situation among Canadian Airports.

Unlike most civilian airports, it does not control significant developed or developable areas of land beyond the boundaries of the airfield and terminal building. The non-military component of the airport property is a relatively small proportion of the overall land holding. While many airports view their land base as an opportunity to develop revenue streams to support aviation operations, in Goose Bay, the limited land portfolio makes this an unrealistic objective to any meaningful extent.

➤ Current Commercial Land-use

The airfield and most of the surrounding land is owned by The Crown and forms the Goose Bay Air Force Base. Within the boundaries of the overall airport campus, GBAC owns approximately twenty-five parcels of land, most of which are developed and leased to organizations conducting business at the airport or on the airfield. To facilitate this arrangement there is a “Common Use Area” of the airfield which is managed under the provisions of a common use agreement between GBAC and the DND. Among the non-airside parcels are airport operational buildings on groundside parcels, along with several parcels which are either vacant or the sites of vacant buildings.

Current uses of the developed properties include several hangars, some of which are utilized partly or even primarily, as charter passenger terminals. There are two FBO operations, which perform several functions including charter passenger operations, private aircraft maintenance and passenger handling, as well as supplying fuel. In one case the FBO provides facilities for CBSA operations and clearance functions for the entire airport.

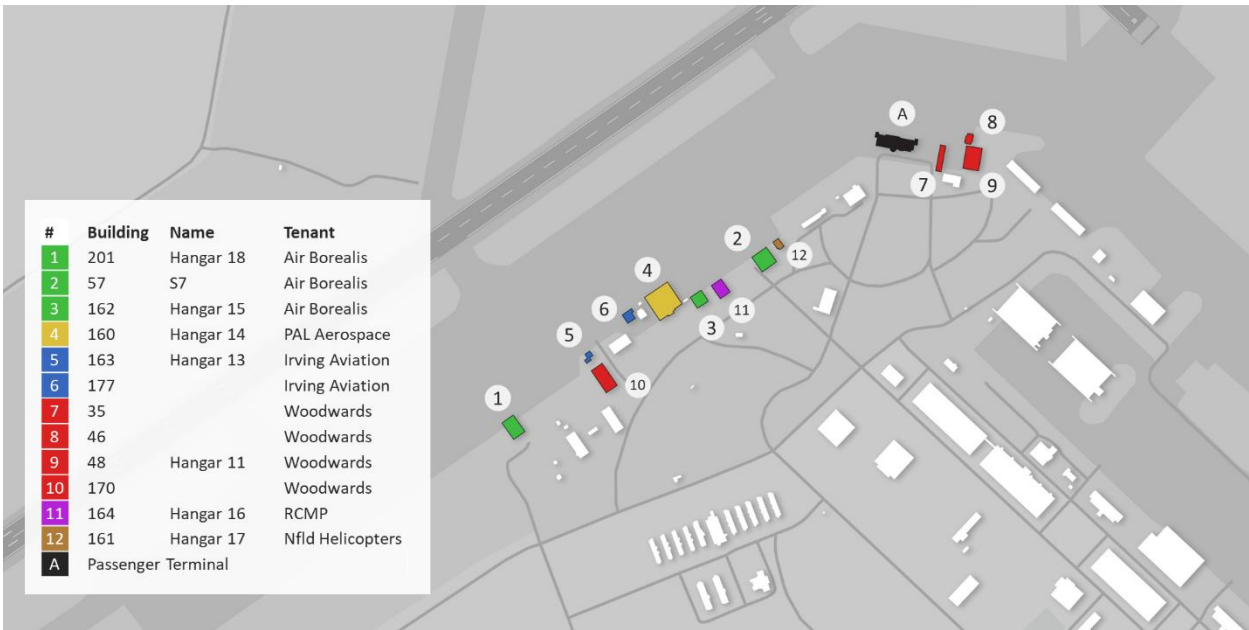
GBAC also owns several parcels of land in the Otter Creek area which will be discussed later in this section

Commercial Demand

The challenge for GBAC is to be able to respond to the needs of cyclical, variable, and somewhat uncertain future demand for passenger services. Along with the need for air terminal capacity, there will be variable demand for both airside and groundside land and building facilities.

To justify the development of enhanced passenger terminal facilities, and the provision of additional passenger services, it will be necessary to concentrate passenger handling at the terminal, rather than in various hangar and FBO facilities. If this can be achieved through negotiations with existing building tenants, then increased demand for MRO services could then be accommodated within existing buildings and tenancies.

Among the opportunities identified, the vacant lot between hangar 16 and S7 would provide a prime airside aviation-related lot, as well as the existing site where building 166 currently sits (between hangar 13 and building 170).



COMMERCIAL FACILITIES KEY MAP

Cargo Operations

The airport is well served to enable cargo connections between central Labrador, other points in Labrador, and throughout Canada. Air Borealis offers cargo service between Goose Bay and the north coast, while PAL Airlines transports cargo between Goose Bay and Wabush as well as a range of airports in Newfoundland & Labrador, other Maritime provinces, and Quebec.

Fixed-Base Operators

Goose Bay Airport is served by two Fixed-Base Operations (FBOs): Woodward Aviation and Irving Aviation provide a full range of services for all types of aircraft.

Both FBOs provide 24/7/365 service to clients, enhancing Goose Bay Airport's reputation as a preferred stopover for commercial, military, and domestic as well as international private aircraft.



➤ Airside Commercial

Airside commercial activities include hangars, offices and ancillary facilities for FBOs, airlines and other operators such as the RCMP and Newfoundland Helicopters.

The increases in traffic would likely also encourage the development or redevelopment of the other airside parcels owned by GBAC as demand grows and becomes more certain. These now-vacant parcels will need to be made available for development to support increased demand for services requiring airside access.

➤ Landside Commercial

Development of the groundside parcels will be dependent on traffic generated either by DND or other military requirements, or other commercial passenger volumes.

Opportunities may eventually exist for the development or use of these parcels for services such as rental car maintenance facilities, cargo operations, employee parking or related operational uses by third parties.

In anticipation of rising demand for short-term accommodation, a potential site has been identified as a future hotel site.

It is suggested that further investigation of this opportunity be undertaken, with a view to identifying the passenger and traffic volume thresholds which would be necessary to warrant perusing the marketing of this property for that purpose. In the meantime, the property should be held for that purpose.

Airport Terminal Precinct

The Goose Bay Airport Corporation provides a limited range of services for its passenger, business, and commercial clients. Arriving or departing guests can purchase a snack or a meal at the small airport cafe. Avis, Budget, National, and Enterprise operate vehicle rental agencies from the airport. Beyond those services, the opportunity for viable commercial services is constrained by the current relatively low level of commercial passenger traffic. Perhaps more importantly, the traffic flows are uneven, and often unpredictable, making staffing and merchandise or service offerings difficult to manage profitably. As traffic level warrant it would be appropriate that limited additional space in the terminal building be allocated to additional retail and service opportunities. Such space should be located where it will be exposed to as much traffic from the various sources as reasonable, within the constraints of security considerations. Examples of future opportunities might include enhanced food services, in addition to non-food convenience items.

Commercial Strategy

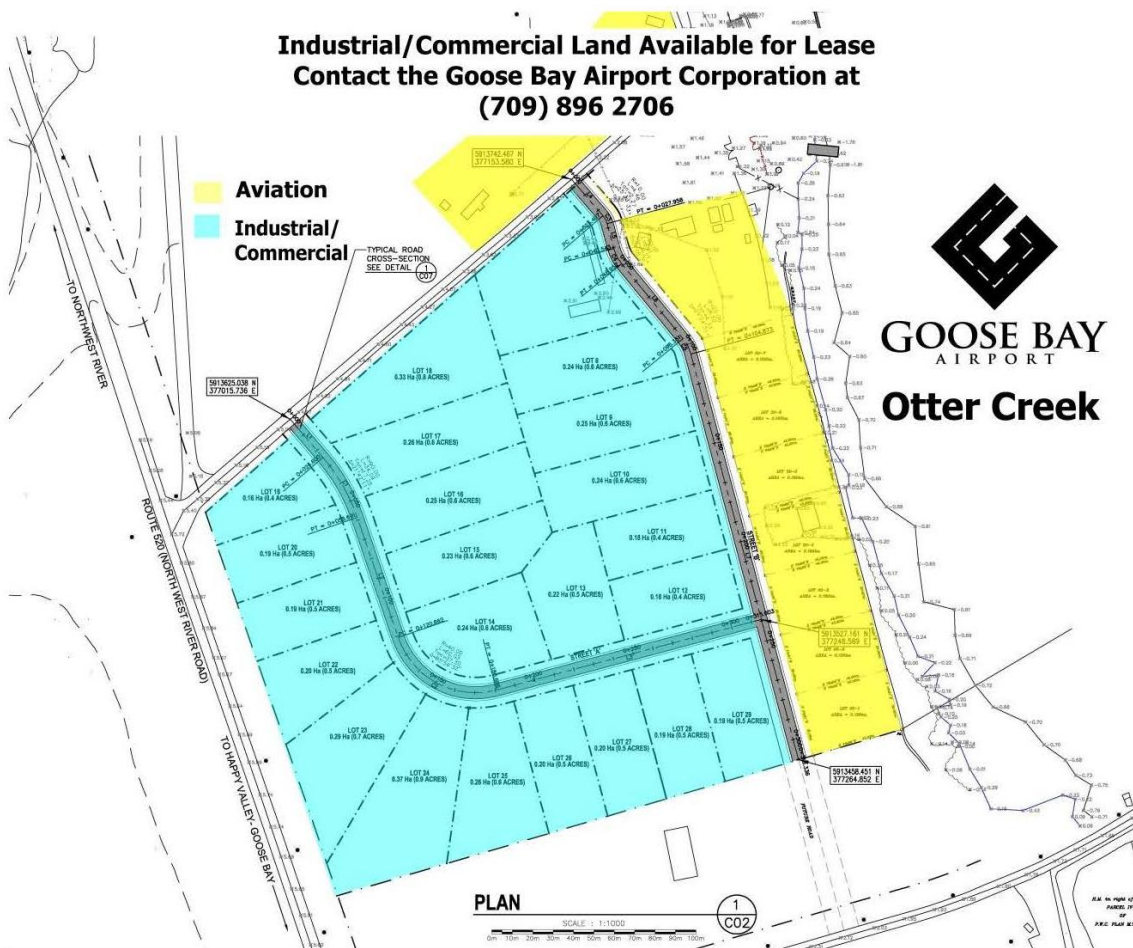
The limited land within the YYR campus is likely to be required for uses, either third-party or airport operations, which support increased aircraft movement or passenger traffic. While timing and certainty of those requirements remain unclear, efforts should be undertaken to relocate passenger movements to the terminal building, and leases renegotiated to introduce incentives to redefine the uses permitted in those facilities. These moves would enhance the ability of existing tenants to provide more aircraft services and fewer passenger handling facilities. In turn this may provide enhanced revenue opportunities within the terminal.

Currently vacant or underutilized properties should be designated for uses which are compatible with increased aviation and passenger traffic. Such uses as a hotel, cargo local delivery, or ultimately a gas station, might be among the uses considered, subject to buy-in from CFB 5 Wing. Staff parking, a taxi stand, additional rental car facilities or other overflow uses should be considered as passenger volumes fluctuate over time.

The timing of demand will be the ultimate guide for the development or redevelopment of the GBAC's land. In the meantime, the land should be retained for uses which will support the anticipated changes in demand for aviation-related services.

Otter Creek Water Drome

Approximately seven kilometers from the YYR terminal building, GBAC owns approximately 20 acres of land at the Otter Creek seaplane base. The largest waterside portion of this land comprises land leased to Borealis Air for their largely cargo seaplane operations. Another roughly three (3) acres is subdivided into small parcels which are currently on annual lease for the long-term storage of aircraft, or for other uses which are not necessarily compatible with the appearance of an active, attractive community.



OTTER CREEK WATER DROME LAND USE MAP

On the groundside, a subdivision of approximately 12.4 acres comprising 22 lots ranging in size from 0.5 to 0.9 acres is located entirely on groundside. Originally designed as a residential subdivision, the land was subdivided when the Airport was being developed. It was never utilized for its original purpose of housing construction workers. More recently the land was partially serviced with a water line and gravel road. The land is designated as industrial or commercial under the Goose Bay Happy Valley land use by-law, which clearly is inconsistent with the nature of the subdivision as it currently exists.



It has been suggested during stakeholder consultations that the lots be retained as recreational residential lots and leased. Current market rents are not available for comparisons, although it has been suggested that \$1,000 per year for a lot would be reasonable. Based on the further infrastructure and development work that would be required, those rents would not justify this course of action.

From an industrial viewpoint there is little reason to think that the land would be immediately marketable, since the industrial land market in the town is not very active. While there is little available inventory in some categories of land, prices appear to be somewhat speculative in anticipation of increased activity to be generated by the construction of new hydroelectric, or resource-related, projects in the region. The 12.4 acres of commercial industrial land at Otter Creek could be developed as an aviation and industrial park that capitalizes on the defense and resource development opportunities on the horizon. This is an ideal location that is close to both the port and airport that could be attractive given the limited amount of land available in the region. While there would be significant up-front investment to consider, this could be dealt with once sufficient user interest could be clearly identified. Options could involve selling off the parcel to a third party or could also involve investment by the airport if there were a significant aviation-related component to the industrial use. Whatever the ultimate use of the subdivided land may be, there will need to be significant regulatory and environmental work done to facilitate development.

07 Development Phasing Plan

➤ Introduction

The review of airport development requirements has highlighted a key focus on the terminal precinct and associated groundside area. Rather than time-based triggers, we are highlighting demand-based triggers with a focus on short-term initiatives.

These are prioritized based on the need to merely meet compliance, on demand or discretionary drivers. This section identifies triggers for each item with the associated facility size and quantities that would require development. This section concludes with cost estimates and associated revenue potential for each development trigger.

➤ Development Triggers

The phased development plan is provided as a flexible, demand-based framework rather than a strictly time-based one. Because the airport's growth is heavily tied to large-scale regional energy projects like Gull Island and the Churchill Falls expansion, the plan must remain adaptable to "uneven" surges in passenger movements.

The seldom nature of peaks in charter traffic introduces uncertainty making it difficult to plan financially viable layouts. Periods of peak flow could represent a short-term, but substantial, opportunity for in-terminal revenue. This implies the need to plan in inexpensive, flexible, or temporary space into the layout for compatible retail, or other traffic-sensitive services.

Other variables such as the type of traffic (screened vs unscreened) whether induced by the route served or by DND guidance, will add complexity to planning the segregation of the different type of traffic while trying to obtain maximum concentration of traffic through a commercial area. The overarching objective should be to concentrate traffic to maximize retail footfall

The development triggers are categorized by what drives the need for expansion: compliance, demand drivers (such as the Gull Island project), or discretionary improvements. Instead of building for a specific year, we initiate phases once specific passenger or aircraft thresholds are reached, ensuring financial sustainability.

Terminal Precinct Phasing

The passenger terminal is the centerpiece of the development plan, divided into three phases which can be implemented progressively or as a step-change to the airport's operating model:

Phase 1 Terminal Development: Permanent Terminal Expansion, Internal Retrofit and "Quick Wins"

This phase takes place entirely within the existing terminal footprint. Key actions include retrofitting the Mobile Workforce Distribution Centre (Gate 3) for coastal charter operations and relocating airport administration offices to create a new unscreened holdroom for mining and hydro workers. A new outdoor walkway is also planned to improve access to distant aircraft.

An expansion option was subsequently developed towards airside and was focussed on providing flexibility for holdrooms by enabling swing capability based on whether flights are screened or not. The possibility that charter flights could require screening in the future is a risk that should be mitigated which this option does.

Phase 2 Terminal Development: Temporary Modular Expansion

Triggered by sustained but limited charter operations, this involves a modular solution, likely towards the West over the existing staff carpark.

Groundside Triggers

Furthermore, to manage the associated influx of fly-in/fly-out (FIFO) workers, GBAC is progressively centralizing groundside activity.

The existing staff and car rental car park can be repurposed as a dedicated bus pick-up/drop-off area for workers under a scenario where narrowbody (e.g. A320/B737) charter activity is limited. As charter activity is sustained, there will be a need to increase reliance on overflow and long-term parking by leasing adjacent land from the Department of National Defence (DND), which currently serves as a snow dump.

General Terminal Maintenance considerations

The Goose Bay Airport Terminal was rated in fair to good condition during a 2019 capital replacement study. Significant maintenance issues were identified that require immediate and long-term financial commitments.

One of the most pressing concerns involves the building's exterior. Visual inspections revealed active roof leaks at the interface between the roof and exterior walls. These leaks are primarily attributed to heat loss that leads to ice damming, causing moisture to freeze and back up under the roofing membranes. To mitigate this, it is recommended installing heat trace in gutters and edge areas prone to icing.

Furthermore, the exterior doorways present functional challenges. Two service doors on the north airside elevation are obstructed by frost action, which causes the exterior concrete slab to move and contact the doors. It is recommended replacing these doors, frames, and hardware, and adding porch enclosures to shield them from snow. Additionally, four original high-speed rolling rubber overhead doors in the main terminal are nearing the end of their service life and require replacement.

Specific costs within the mechanical systems totaling \$50,000 including for fire protection, plumbing, backflow prevention and HVAC systems. Electrical systems are generally sound, though the report suggests a facility-wide upgrade to LED lighting to reduce power consumption and maintenance costs. The CCTV system maybe require upgrades to fix existing failures, integration issues, and to add coverage for the parking lot.

Internally, moisture from roof leaks has damaged gypsum board and ceiling tiles, which require immediate repair. High-traffic areas, such as the baggage handling garages, show signs of worn floor paint and cracked porcelain tiles, while sheet vinyl flooring in the main terminal will eventually require replacement within 15 to 20 years.

Commercial and Land-Use Strategy

Because GBAC's land portfolio is limited, it must be strategic about uses to optimize revenue generation. This can be achieved by eliminating revenue leakage at the passenger terminal building, prioritize high-yield aviation-compatible developments on GBAC owned land within the DND property, and to maintain awareness over commercial lots availability with direct airside access in the north precinct of the airfield.

Centralizing Passenger Handling

While Fixed-Base Operators (FBO) are critical to the airport's ecosystem, handling of operations other than technical stop services or business jet operations can lead to revenue leakage for GBAC. Such situations are not common occurrences at Transport Canada owned airports as the ground leases between the federal government and local airport authorities specifically prevents such decentralized activities.

Activities where premises are used for public and commercial passenger service facilities associated with the transfer of commercial passengers and their baggage from the point of interchange between ground transportation and the building to the point of connection with the aircraft, and with the transfer of connecting and in-transit commercial passengers and their baggage between flights, should therefore take place at a centralized passenger terminal facility unless a specific agreement is in place for specific operations. At Goose Bay Airport, this exemption would apply to international stops and diversions as the passenger terminal does not provide Airport of Entry facilities. Furthermore, an aircraft seat limit can be implemented to specifically exclude general aviation and private business jets from this requirement.

Aviation-Related Development

Vacant parcels will be designated for uses that support aviation, such as a future hotel site, rental car maintenance, or cargo operations, once specific traffic thresholds are reached.

GBAC owns a land parcel on the north side of the airfield on land outside of DND's property but with direct frontage to the airfield. Currently leased by Canadian Helicopters, it is one of the only lots with airside frontage currently used for an aviation-related purpose. Another lot in the area is owned by Customs Helicopters, a sister company of Air Borealis. While other current uses may be compatible with aviation activities, it does not leverage the potential of airside frontage, especially considering that those lots are not within the DND perimeter.



Risk and Threat Considerations

A fundamental constraint and key element of every phase is the coordination with CFB 5 Wing.

A key action from GBAC to ensure compatible co-existence of civilian and military activities involves taking steps to centralize passenger activity and ensure appropriate security management of screened and unscreened passenger flows on airside, as well as civilian movements and activities on groundside.

Since the DND owns the airfield and controls land use, all civilian development must be approved by the Wing Commander to ensure military and civilian activities coexist securely.

Cost Estimates

A Ten-Year Forecast (2019-2029) identified the need for \$2,757,300 (2019 dollars) in general terminal maintenance. This forecast should be adjusted for inflation and contingencies to support on-going capital planning. However, some optimizations may be achieved by combining maintenance works with the following proposed phase 1 terminal expansion program.

Projects should be prioritized into those that are required to meet compliance or demand drivers and those that may be discretionary. To specifically support the development of the proposed phase 1 terminal development, cost estimates were assessed based on Class D estimates developed by RLB as a sub-consultant to Airbiz.

Class D cost estimates

Class D cost estimates were developed for the proposed phase 1 development of the passenger terminal as follows:

Phase	Estimated net costs	Margin and contingencies	Total cost
Phase 1 development	\$5,942,138	\$5,682,111	\$11,624,249

08 Airport Master Plan

➤ Introduction

This section presents the Airport Master Plan, highlighting each land use for property owned by GBAC within the federal land boundaries of CFB 5 Wing. A key consideration of this plan must be to ensure that civilian and military activities can continue to coexist. As a military base, CFB 5 Wing defines land use in a fundamental way which must be dealt with as current and evolving constraint for civilian operations.

➤ NORAD Northern Basing Initiative

This Master Plan is being developed as upgrades to Canadian Armed Forces' infrastructure are also being defined at Forward Operating Locations (FOL) in Canada's North including at Goose Bay Airport.

Because the civilian airport operates within the footprint of CFB 5 Wing, the Master Plan must remain compatible with evolving military infrastructure. Crucially, any civilian development or activity can only proceed with the express approval of the Wing Commander and the RP Ops North Program.

Beyond compatible land uses, increase security protocols at the ATB and in the Civil Aviation Area (CAA) will include limiting activities in the CAA to aviation and aerospace and ensuring that all passenger traffic flows through the ATB. Key considerations include:

- **Strengthened Protocols:** GBAC is required to implement increased security measures to manage the mix of secure and unsecure traffic moving through the ATB.
- **Risk Assessments:** The airport development necessitates ongoing risk assessments to ensure that civilian operations do not compromise the safety or security of military assets.
- **Restricted Land Use:** Activities within the CAA will be strictly limited to aviation and aerospace (direct or indirect) to maintain compatibility with the military mission.



RENDERING OF QUICK REACTION AREA (QRA) AT CFB BAGOTVILLE (SOURCE: DND)

➤ Recommended Land Use Plan

The following is a detailed list of land uses at the Goose Bay Airport, specifically on land owned or leased by GBAC.

› Common Area (Airside)

This area refers to the apron area which is not specifically owned by GBAC but is identified as a common area where civilian operations (terminal, FBO and other airside commercial uses) occur.

› Terminal Area and Reserve

The terminal area refers to the existing passenger terminal building and a general expansion envelope sufficient to meet demand over the next 20 years. While expansion within the common area may be possible, options were presented where the expansion would proceed over existing GBAC owned land on groundside.



TERMINAL AREA AND RESERVE LAND USE

› Car Parking and Reserve

Ownership of groundside areas by GBAC are limited to the car parking and curb area. Road access remains under the ownership and responsibility of DND. A primary paved car parking area is provided by GBAC, but additional land is leased from DND to provide overflow and long-term car parking capability.



CAR PARKING AND RESERVE LAND USE

› Airside Commercial

The airside commercial areas include all GBAC-owned lots with a direct airside interface to the common area or airfield. These lots should support or complement civilian aviation activities at the Goose Bay Airport.

GBAC also owns a parcel on municipal land in the Northside Industrial Park which is zoned as Industrial Aviation. This zone is aimed at providing future expansion of aviation related industries. However, “to ensure that development is compatible with the civilian and military Airport operations, any uses within this designation can only be approved by the Town after it has been reviewed, and if necessary, approved by the Goose Bay Airport Authority, the Department of National Defence-CFB 5 Wing or its successor – and/or other relevant Federal and Provincial agencies.”³

³ Town of Happy Valley-Goose Bay Municipal Plan 2018-2028



AIRSIDE COMMERCIAL LAND USE

› Landside Commercial

GBAC has limited landside commercial development capabilities. While uses will be limited to those not requiring direct airside access, activities should still support or complement civilian aviation activities at the Goose Bay Airport (e.g. car rental lot, overflow parking lot, hotel, etc.)



LANDSIDE COMMERCIAL LAND USE



AIRPORT MASTER PLAN

Appendix

Stakeholder Consultations

Stakeholder	Contacts	Meeting Date
Hydro-Quebec	Philippe Michaud, Yvan Racicot, Jean-Marc Morlot, Emmanuelle Hoga, Jill Pitcher (NLH)	17 Jul 2025 - Online
Newfoundland and Labrador Hydro	Paul Hancock	29 Jul 2025 - Online
CATSA	François Aurbertin, Philippe Lebeuf	29 Jul 2025 - Online
CBSA	Justin Curtis (YYT), Chuck Elliott (YYR), Meaghan Goss/Cheryl Morin (YSJ)	29 Jul 2025 - Online
Irving Oil	Caroline Davis (site), Courtney Waycott (YSJ)	30 Jul 2025 - Online
Labrador North Chamber of Commerce	Julianne Griffin, CEO	31 Jul 2025 - Online
Toown of Happy Valley Goose Bay	Nadine MacAulay, CAO	31 Jul 2025 - Online
Air Borealis	Wendy Gray	31 Jul 2025 - Online 8 Aug 2025 - GBAC
Woodward	Cameron Patterson	6 Aug 2025 - GBAC
CFB 5 Wing	Major Rick Quickfall, Capt Gabriel Boucher, Capt Stevens, Lt.Col Brake	7 Aug 2025 - GBAC 13 Nov 2025 - CFB
Garda	Roxanne Wellman	6 Aug 2025 - GBAC
Air Borealis (Otter Creek)	Keith Leonard	7 Aug 2025 - GBAC
Real Estate	Jim Burton	15 Aug 2025 - Online
IT Specialist	Dexter Dancel	21 Aug 2025 - Online
PAL Airlines	David Hickey (VP – Charter Ops), Ashlynn Gillis (VP – Commercial Ops)	22 Aug 2025 - Online
Pascan	Yani Gagnon, CEO	2 Oct 2025 - Online

