

FREDERICTON INTERNATIONAL AIRPORT AUTHORITY

# 2026 – 2030 ESG Plan

Aéroport international de  
**Fredericton**  
International Airport

**YFC**

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## Message from the President and CEO

As a dynamic, progressive, and growing airport, YFC is well positioned for an exciting future. Our reputation as a central travel hub for New Brunswickers continues to strengthen, and with significant recent growth, we are seeing an expansion of flight opportunities. This momentum is thrilling, but it also carries a profound responsibility. We recognize that true progress means ensuring our growth is sustainable—for our community, our province, and our planet.

That is why I am proud to introduce our first Sustainability Plan. This document is a clear roadmap for how we will fulfill our mission of empowering vibrant communities through global connections. It outlines our commitments and defines the path forward as we strive to build an airport that benefits everyone.

The recent expansion of our terminal building was a chance to enhance the travel experience of visitors and build a stronger connection with the community we serve. But our commitment extends far beyond our facilities. It reaches into the centre of our operations as we act as stewards of the land for future generations. Our path is one of innovation and dedication, and it is a journey we will take together.



A handwritten signature in blue ink that reads "Johanne Gallant". The signature is fluid and cursive.

Johanne Gallant, President and CEO  
Fredericton International Airport Authority (FIAA)

## Land Acknowledgement

The Fredericton International Airport is located on traditional Wolastoqey territory. The territory of the Wolastoqiyik people is recognized in the Peace and Friendship Treaties to establish an ongoing relationship of peace, friendship, and mutual respect between equal nations. The river that runs through our city is known as the Wolastoq, along which lived the Wolastoqiyik “the people of the beautiful and bountiful river.”

# Sustainability Approach at YFC

The Fredericton International Airport takes a holistic approach to sustainability, encompassing environmental responsibility, social and community well-being, and responsible governance. As YFC continues to grow, it is more important than ever to plan for the future of a sustainable airport.

Our comprehensive sustainability plan was developed through engagement with the leadership team through a series of workshops and a long-term visioning exercise to identify, prioritize, and understand YFC's potential impact in these critical areas. The plan is aligned with global and national initiatives, including the United Nations Sustainable Development Goals (UN SDGs), Airports Council International (ACI) guidelines, and Canada's emission reduction targets. This approach has identified nine key pillars for advancing environmental, social, and governance sustainability at YFC over the next five years.

This plan outlines historical achievements, as well as goals and key strategies for advancing sustainability in each pillar. YFC will take a pragmatic approach to balancing the implementation of sustainability opportunities with the importance of fiscal responsibility, assessing the return on investment of each strategy to ensure the highest value items are achieved.



## Who We Are

The Fredericton International Airport (YFC) is operated and maintained by the Fredericton International Airport Authority (FIAA), a not-for-profit corporation which leases the airport from Transport Canada.

About 500 people are directly employed on airport property by the 20 businesses operating at YFC. The FIAA itself employs approximately 35 people.

YFC is referenced where this plan refers to the entire airport community, and FIAA is referenced where the plan refers specifically to the airport authority and its employees.

### Responsibility for Sustainability

Executive oversight of sustainability at YFC is the responsibility of Johanne Gallant, President & CEO.

A Sustainability Committee, comprised of representatives of departments across the airport, will be created to oversee the execution of this plan. The committee will meet at least bi-annually to ensure the airport is staying on track with its sustainability targets.

## YFC's Economic Impact

**\$245.1 million in  
annual economic  
output**

**1,385 jobs supported  
in New Brunswick**

## Vision

We are a dynamic, progressive, and growing airport.

## Mission

Empowering vibrant communities through global connections.

## Our Values

**Safety** is at the core of everything we do. We lead by example, with an unwavering commitment to the well-being of our employees, passengers, and partners. Every decision we make is grounded in a culture of safety and accountability.

**Teamwork:** People are the heart of our organization. We are a team fostering a workplace and community built on empathy, respect, and inclusion. Whether supporting travelers, collaborating with partners, or engaging with each other, we prioritize meaningful relationships and shared success.

**Sustainability** is fundamental to how we operate and grow. We are committed to environmental stewardship, financial responsibility, and operational resilience. By embedding sustainable practices across our organization, we aim to build a thriving, inclusive airport ecosystem that endures for generations.

## Background on Airport Carbon Accreditation (ACA)

Airport Carbon Accreditation (ACA) is a voluntary global program designed to assess, manage, and ultimately reduce the carbon emissions associated with airport operations. It provides a framework and a set of internationally recognized

standards to help airports track and reduce their greenhouse gas (GHG) emissions effectively. The ACA program is specifically designed for airports to manage and reduce their carbon emissions. The program progresses through levels, starting with measurement (Level 1) and moving to reduction (Level 2) and stakeholder engagement (Level 3).

In 2019, YFC attained Level 1 certification within the ACA program, with a commitment to continuous measurement and reduction of our carbon emissions. Subsequently, we have remained in good standing at Level 1, achieving a 2.4% reduction in emissions when comparing our 2024 carbon footprint to our 2018 baseline. Among the various carbon reduction strategies we have implemented, the most impactful was the energy efficiency upgrades during our renovations to the Airport Terminal Building completed in 2021.

Looking ahead, we are eager to continue our collaborative efforts, both internally and with stakeholders, to further reduce the airport's carbon footprint and move ahead in the ACA program.



# Environment

YFC is dedicated to environmental sustainability, striving to minimize its own environmental footprint while empowering partners and the broader community to take action. In recent years, YFC has invested in initiatives to optimize buildings for energy efficiency, upgrade the wastewater treatment plant, decrease water consumption, and promote electrification. Recognizing the urgent need for climate action, YFC is focusing future efforts on reducing GHG emissions, mitigating operational pollution, and conserving water resources.

## Historical Environmental Highlights

- **Wildlife Protection:** Installed 3 km of fencing to help prevent wildlife from entering the airfield.
- **Water Treatment:** Upgraded the Wastewater Treatment Plant (WWTP), to replace the previous chlorine treatment process with a UV system for water disinfection and established a chemical treatment plan to maintain excellent quality discharge water. A separate treatment facility also services a nearby subdivision, supporting sustainability goals for the community as well.
- **Water Conservation:** Installed low-flow toilets and sinks in the terminal building during the building upgrade project in 2019.
- **Energy Efficiency:**
  - All building lighting has been replaced with high efficiency LED bulbs.
  - Utilizing motion-sensing lights for increased energy efficiency.
  - Automated and optimized energy use for HVAC systems.
  - Upgraded to high-efficiency boilers.
  - Improved building insulation.
- **Fuel Reduction:** Implemented a 'no idling' policy.
- **Electric Ground Handling Equipment:** Facilitating the adoption of electric ground handling equipment in collaboration with partners.

# Carbon Management

## GHG Emission Reduction Target

YFC commits to reducing absolute Scope 1 & 2 GHG emissions by 25% by 2033, from the 2023 baseline of 1,491 tCO<sub>2</sub>e.

### Other Goals:

- Achieve ACA Level 2 by 2026.
- Achieve a 30% reduction in landfill waste by 2030 compared to the 2025 baseline.

### Key Strategies:

#### Near Term (1-3 years)

- Implement automation to shut down luggage carousels when not in active use (i.e., a forgotten bag is circulating), reducing unnecessary energy consumption.
- Install occupancy sensors in low-use areas to reduce lighting energy and HVAC energy.
- Convert all airfield lighting to LED. Aim to complete LED upgrades across airfields within three years.
- Improve automation within the Building Automation System (BAS) to enhance energy efficiency and system control.
- Improve insulation by replacing outdated doors and windows to enhance thermal efficiency and reduce energy demand.
- Replace boiler room piping insulation to reduce thermal losses.
- Conduct a waste audit to establish a baseline and identify improvement areas, including terminal operations and tenant waste.
- Assess waste receptacle signage at all facilities to ensure visitors can follow signs clearly and sort accordingly.

### Mid-Term (3-5 years)

- Replace forced air heating units with heat pumps (pump house, fire pump building, storage shed).
- Upgrade main distribution pumps and/or boiler pumps to new, high-efficiency models (at end of life).
- Reduce water use by installing low-flow sinks and toilets (in areas outside ATB, that have not already been upgraded).
- Explore the use of biodiesel in existing fleet vehicles. Identify a local supplier and set up a purchase agreement.
- Electrify smaller equipment (e.g., mowers).
- Conduct feasibility studies (possibly in partnership with UNB Engineering) to evaluate the cost and return on investment of potential renewable energy projects:
  - Heat recapture (pumphouse and electrical room).
  - Solar array (identify partner and define project size and scope).

### Long Term (5-10 years)

YFC will invest in at least one of the following strategies, evaluating the options based on feasibility and return on investment (carbon savings compared to financial investment):

- Solar array installation.
- Construction of a heat recapture system.
- Replace the aging wastewater treatment plant to improve efficiency.
- Phased upgrades of the runway maintenance fleet, prioritizing older vehicles.
  - Prioritize investing in larger, more efficient equipment to replace multiple pieces of smaller equipment, to reduce overall fleet size and fuel consumption.
- Monitor emerging technologies, like hydrogen fuel cells, for potential long-term application as they become viable.

## YFC's Role in Broader Carbon Emission Reductions

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Our carbon reduction target and carbon management strategy prioritizes reducing operational emissions directly under our control. However, we also recognize the opportunity to support broader emission reduction initiatives among our partners, including airlines, concessionaires, and other landside tenants, as they work towards their own targets. We aim to assist these partners in reducing their emissions and environmental impact through initiatives such as sustainable aviation fuel adoption, transitioning to renewable fuels, electrification, and green hydrogen.

# Water Conservation

## Goals

- Reduce water consumption by 10% per passenger by 2033 from 2019 baseline.

## Key Strategies:

- Collect rainwater runoff from roof gutters to use for landscaping and prevent from entering WWTP unnecessarily.
  - Co-benefit: reduces load on WWTP, decreasing energy consumption in the facility.
  - Co-benefit: rainwater catchment system can supply water for areas outside of domestic use (e.g., washing runways) to reduce the use of potable water in airport operations.
- Upgrade to low-flow faucets and toilets in all airport buildings. Note that all devices in the Airport Terminal Building were already upgraded during renovations in 2019.
- Conduct a water audit to establish a consumption baseline and identify further areas for reduction.

## Success Story: New Wastewater Treatment Plant

In 2019 the airport authority partnered with the Province of New Brunswick to establish a second wastewater treatment plant (WWTP) at the airport. The WWTP, finished in 2020, is an industrial facility that utilizes modular Rotating Biological Contactors (RBC) and UV systems to disinfect and remove pollutants from wastewater. The plant processes an average of 25 cubic meters of water daily. Treating wastewater removes substances like pollutants, chemicals, and waste products that can harm human health and the environment. Treating wastewater minimizes the threat of these pollutants entering the local watershed, impacting public health, and causing other adverse environmental impacts.

Municipal wastewater is one of the largest sources of pollution to surface water in Canada (Government of Canada) and wastewater management is critical for airports to protect the ecosystem of the airport lands and to prevent pollutants from entering the local watersheds. The WWTP not only provided an essential addition to YFC's infrastructure to meet the growing needs of the airport, but also services the nearby Gillies subdivision and a potential future FIAA Aerospace Defense Park, creating positive co-benefits for the broader community.



This project aligns with **UN SDG 6 Clean Water and Sanitation** - a global goal to ensure availability and sustainable management of water and sanitation for all.

# Social

YFC is dedicated to fostering an inclusive environment that enhances the social well-being of all passengers, community members, and employees. This commitment extends to promoting community connections and economic prosperity, ensuring an accessible and inclusive airport experience, and continuing its path toward reconciliation with the Wolastoqey peoples. YFC has an ongoing commitment to social sustainability, working for continuous and transparent progress towards a better future.

## Historical Social Highlights

- **Accessibility:** In 2024, an accessibility plan was developed with the support of Ability New Brunswick to ensure an inclusive and accessible airport for all passengers and workers. The plan focuses on employment, the built environment, information and communication technologies, communications, procurement, design and delivery of programs and services, and transportation.
- **Growing Together:** The airport has been dedicated to fostering close connections with community organizations such as the Chamber of Commerce, City of Fredericton, Ignite, Opportunities New Brunswick, Canadian Forces Base Gagetown and others to ensure growth efforts are aligned with the community's goals.
- **Employee Wellness:** Employee well-being is a priority at FIAA, supported through a variety of programs including a free onsite gym for all staff, an employee assistance program, and offering wellness learning sessions on topics such as nutrition and mental health.
- **Employee Engagement:** YFC hosts multiple events annually to build community amongst staff, including events such as family days and boat outings.
- **Community Co-benefits:** The new wastewater treatment plant benefits the local community by providing improved infrastructure through its connection to a local subdivision.
- **Giving Back:** Airport authority employees donate \$0.01 for each hour worked to a community organization, and the airport authority matches the donation. Over \$6,320 has been raised through this initiative since 2018.

- **Supporting Community Events:** YFC has had a dedicated commitment to providing space for community events to be held at the airport for over 10 years, and sponsors key community events such as the Harvest Festival, Chamber of Commerce events, Fredericton Marathon, and Fusion (a performance which raises funds for mental health).
- **First Nations Culture:** YFC promotes First Nations culture, art, and language within the airport environment through various initiatives such as prominent artwork in departures and the arrival corridor “welcome wall”.



# Employee Wellness and Engagement

YFC will support the health and wellness of employees by promoting regular wellness programs that are open to all team members.

## Goals:

- 80% of all airport authority employees participate in at least one wellness program of their choosing annually.
- Promote environmental education among employees by facilitating at least one training session or presentation by expert guest speakers per year.

## Key Strategies:

- Promote employee mental health awareness and sponsorship of mental health events.
- Implement a Learning Management System (LMS) to streamline training and information sharing, fostering retention through continuous learning and engagement.
- Conduct staff engagement surveys (at least once every two years) to identify areas for improvement and provide an additional feedback mechanism for airport authority employees.
- YFC will organize events and encourage participation in community-led events to contribute to team wellness.

# Community Connection and Support

Community connection and support is centered around Indigenous reconciliation, promoting an inclusive and accessible airport, and supporting the community through sponsorship. YFC currently sponsors 10+ community events annually and aims to increase the impact of that support by deepening partnerships and increasing financial contributions.

## Goals:

- YFC is committed to investing at least \$35,000 annually in community programs (through donations or sponsorships) aligned with YFC's goals, focused on deepening the existing partnerships that YFC values.
- Achieve all accessibility targets as outlined in the Accessibility Plan.
- Establish and maintain meaningful, long-term relationships with the Wolastoqey Nation. YFC intends to engage with the Nation in ways that are informed by their expressed preferences and priorities, ensuring respectful, responsive, and collaborative relationships.

## Key Strategies:

- Establish guidelines and practices for engagement and collaboration with the Wolastoqey Nation, such as co-developing a "Relationship Protocol" or "Friendship Agreement."
- Promote & acknowledge the Wolastoqey community through:
  - Further expand our collection of First Nations culture, art, and language into the airport environment (e.g., signage, public art, cultural performances).
  - Provide mandatory cultural competency and Indigenous awareness training for all airport staff and key partners.
  - Establish regular, structured meetings (e.g., quarterly, bi-annual) with First Nations leadership and designated representatives, to learn about their current priorities and how YFC can support these.
  - Consult with First Nations regarding development projects to ensure their informed involvement as rights holders of the lands.

# Economic Impact

## Goals:

- Drive economic growth through direct and indirect economic contribution to the local and regional economy; increase impact by 10% by 2035, compared to 2025 levels.

## Key Strategies:

- Develop a points-based purchasing policy to fairly evaluate vendors. This policy will award additional points to local, minority-owned, Indigenous, and women-owned businesses, which will help boost their overall score and increase their opportunity for selection.
- Conduct a bi-annual Economic Impact Study to understand the impact of YFC on the region.
- Support community vitality by adding additional carriers and destination offerings, leveraging the property for non-aviation activities to diversify revenue streams, and increasing seat capacity and passengers.



## Success Story: Championing Accessible Travel

YFC joined the **Hidden Disabilities Sunflower Program** in 2024, a global program that supports people with disabilities or conditions that may not be immediately visible. This program provides passengers with a sunflower lanyard as a discreet way of telling airport staff they may need extra support, assistance or time when travelling.

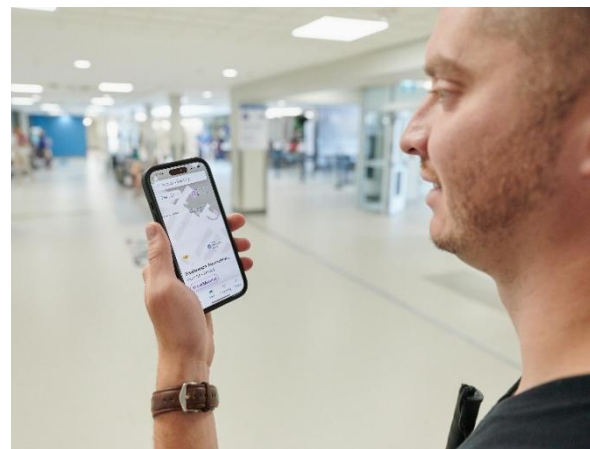
YFC is one of 300 airports around the world to join this program, supporting individuals with non-visible disabilities in travelling confidently and independently. Busy airports can often be overwhelming, and navigating these environments can be challenging for those with hidden disabilities. The program champions inclusivity, acceptance, and understanding by providing passengers with the necessary support and by educating airport staff on how best to assist these individuals. The Fredericton Convention Centre has recently adopted the program, inspired by the airport's launch.



Building on this commitment to accessibility, YFC launched the use of **GoodMaps** in 2025 at the airport. This real-time navigation app empowers individuals who are blind or have low vision to independently navigate indoor spaces, providing them with greater freedom and autonomy.

Together, the Hidden Disabilities Sunflower Program and GoodMaps have significantly improved accessibility at the airport, ensuring passengers can travel with confidence and receive the support they need.

This project contributed to the **UN SDG 10: Reduced Inequalities**.



# Governance

Our governance structure places safety and risk management at the forefront of our decision-making, ensuring the airport not only exceeds security regulations but also remains safe, operational, and future-ready. We foster a proactive culture of safety and security, with crisis and risk management an ongoing initiative at the airport.

Our organization is also committed to ongoing learning, especially related to sustainability and carbon management. Employees at all levels are engaged in our sustainability commitments, as our success truly depends on the efforts of the entire team.

## Historical Governance Highlights

- **Gender Parity:** Gender parity has been achieved on the FIAA Board of Directors.
- **Enhanced Safety:** YFC has demonstrated a strong focus on not just meeting but exceeding security regulations for Level 2 airports, through our security team's exceptional training.
- **Team Training:** All FIAA employees participated in an environmental workshop on climate change in the aviation industry.

# Health and Safety

Health and safety are fundamental to all operations at YFC. We are committed to prioritizing and promoting ongoing health and safety practices. Our robust risk management policy, emergency response protocols, and Safety Management Systems (SMS) are in place to ensure a healthy and supportive work environment for all.

## Key Strategies:

- Address physical and psychological hazards to employee well-being.
- Provide accessible resources and activities for mental health and stress management.
- Implement a uniform, proactive SMS, which is based on the involvement of all employees, utilization of suitable organizational tools and continued monitoring of safety performance.
- Regular safety audits, incident reporting and analysis, safety training for all personnel, promotion of a strong safety culture, and continuous improvement of safety processes.
- To maintain a comprehensive, proactive SMS that identifies hazards, assesses risks, and implements controls to ensure the highest level of safety performance.
- Foster a proactive safety culture where all individuals feel empowered to identify and report hazards without fear of reprisal.
- Continuously improve safety performance through learning and adaptation by organizing a training system aimed at increasing qualifications and safety awareness among employees of the FIAA.

# Risk & Crisis Management

YFC has strong protocols in place around risk and crisis management, and this will continue to be a top priority for all staff through regular training.

## Goals:

- Conduct a Climate Risk Assessment by 2028 to understand the climate risk and vulnerabilities to critical infrastructure at YFC.

## Key Strategies:

- YFC will take a proactive approach to a Security Management System (SeMS) implementation and development to incorporate data-driven risk-based principles in the strategic and day-to-day oversight and management of security.
- Collaboration and continued engagement with mutual aid, EMO, and outside emergency response.
- Identify and plan for opportunities to implement more modern risk assessment tools.

# Communication, Awareness and Training

YFC is committed to ongoing communication and discussion with stakeholders related to the goals and actions in this plan, including employees, tenants, passengers, and the community.

## Key Strategies:

- Regular staff meetings are held to update all employees on measures, policies, and initiatives relating to sustainability.
- Staff will be provided with opportunities for training related to sustainability where relevant.
- Progress will be shared in the FIAA's annual report.
- Stakeholders will be engaged, particularly when feedback is required to successfully implement an initiative.

## Self-Assessment and Monitoring

To ensure the successful implementation of this sustainability plan, YFC is committed to annually reviewing progress. The carbon footprint (Scope 1 & 2) for the organization will be measured at least annually, and the results will be compared to the average of the past three years to measure progress against the carbon reduction target.

Additionally, an internal review will be completed as part of the annual reporting commitment to the ACA program, with progress towards the goals in this plan assessed alongside the carbon measurement initiative. Progress will be documented in an Action Tracker, monitoring the status of all goals and tracking ongoing efforts to implement the key strategies. Results of the internal audit will be presented at an executive team meeting at least once per year.

## Success Story: Airport Terminal Building Expansion

In 2021, the Fredericton International Airport completed a major terminal expansion to modernize its facilities and support regional growth. The expansion was crucial, as the airport had been operating at more than double its capacity, serving a record 427,085 passengers in 2019 in a building designed for just 200,000. This rapid growth had made YFC the fastest-growing airport in the Maritimes.

The updated terminal now provides a more comfortable and efficient experience for travelers. Enhancements include:

**Improved Passenger Flow:** Expanded security areas, more space for airlines, and better accommodation for growing passenger numbers.

**Modern Amenities:** Updated facilities with charging ports at every seat, water bottle refilling stations, and a brighter, more welcoming atmosphere.

**Increased Sustainability:** The expansion incorporated energy-efficient features, such as LED lighting and a more efficient HVAC system.



This modernization effort not only helped the airport recover from the effects of the COVID-19 pandemic but also solidified its role as a key economic driver to the region and a modern, welcoming "front door" to the city of Fredericton and all of New Brunswick.

**UN SDG 9: Build resilient infrastructure**, promote inclusive and sustainable industrialization and foster innovation.

# Future Outlook

This ESG Strategy reflects our airport’s commitment to building a more sustainable, inclusive, and resilient future—one that supports our operations today while safeguarding the needs of future generations. By prioritizing carbon reduction and water efficiency, we will minimize our environmental footprint and contribute to broader climate action goals. Our focus on employee engagement, health, and wellness ensures a thriving workplace culture where people are empowered to succeed and grow.

We recognize the importance of investing in the communities we serve and are committed to meaningful reconciliation with the Wolastoqey Nations through respectful engagement and shared opportunities. Economic growth remains a cornerstone of our mission, and we will continue to support regional prosperity while embedding strong governance practices.

Through this strategy, we are not only aligning with global ESG best practices but also reinforcing our unique role as a small airport with a big impact. By working collaboratively—with our employees, partners, and community—we are confident in our ability to deliver long-term value and shared success.

