



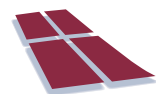
ST. JOHN'S  
INTERNATIONAL

A PICTURE OF PROGRESS

ANNUAL REPORT 2010

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**ST. JOHN'S**  
International Airport Authority





## Who We Are

*St. John's International Airport Authority is a private, not-for-profit corporation that exists to provide a safe and efficient transportation facility at Newfoundland and Labrador's premier gateway.*

*We generate our own revenues, raise our own capital, pay municipal taxes, and pay rent to the Federal Government on an annual basis to operate the airport on behalf of the community we serve. We are committed to offering an outstanding airport experience for our passengers, and enhancing the economic and social well-being for our community.*

## Mission Statement

*We deliver an outstanding airport experience and facilitate our region's economic development.*

## Vision Statement

*We will be a leader in our community and industry, providing exceptional facilities and services as Newfoundland and Labrador's premier gateway.*



## Table of Contents

Greetings from the Chair & CEO .....	2
Unprecedented and Continuous Growth.....	6
An Outstanding Airport Experience .....	10
Expanded Resources and Facilities .....	12
Vision for our Future .....	14
Senior Management Team.....	20
Board of Directors .....	22
Business Plan Summary.....	24
A Solid Team With Strong Leadership .....	25
A Leader in the Region's Economic Growth.....	26

# AN AIRPORT THAT SERVES AS THE GATEWAY TO AND FROM A GROWING AND INCREASINGLY PROSPEROUS PROVINCE

It is with pleasure that we present this report on the many achievements realized over the last year as we continued to meet the air transportation needs of our community. While our focus remained on delivering an outstanding airport experience to our passengers, we also prepared for the future demands that will be placed on our Airport - an Airport that serves as the gateway to and from a growing and increasingly prosperous province.

This growth is evident from the record-breaking number of passengers who travelled through our Airport gates in 2010 as, for the first time in our history, our traffic exceeded 1.3 million passengers. And that number represented an 8% growth over the previous year, a rate of growth that was double the national average. With a greater demand for travel, it was also important that we work with our airline partners to expand the number of flights and the destinations served from St. John's. Our partners responded and, in total, the number of available airline seats to and from St. John's increased by 13%. The re-establishment of the direct link to London, England is a note-worthy addition that was well-received by the community and its success bodes well for a second season in 2011.

The role our facility plays in enabling the movement of people and cargo is essential to the economic growth and development of our community. Although the true value is not easily quantified, we did complete our second Economic Impact Study to understand the contribution that our Airport's operations have on the overall economic development of the region we serve - and the results are staggering. Each year the operations of the Airport Authority and all our airline partners, service providers and land tenants contribute \$400 million to the Gross Domestic Product (GDP) throughout Canada, including

a \$270 million contribution to Newfoundland and Labrador's GDP. Six Thousand (6,000) person-years of employment are supported in our province each year - 3,000 in the tourism industry alone - and more than \$80 million is generated in tax revenue to the three levels of government, including \$49 million to the Government of Canada. Our Airport's role as a major facilitator of growth in our economy cannot be understated.

We recognize this role and take its responsibility very seriously. This recognition is a key driver to many of the decisions that we make. In reviewing our Infrastructure Plan a number of years ago, we took the approach of prioritizing those projects that will provide the greatest benefit to our community. Solving the accessibility issue at our Airport became our number one priority, given the impact that low-visibility weather can have on our Airport's operations and the resulting impact on our community. The tremendous level of support we have received throughout our community for our Airport Accessibility Initiative has left us with no doubt that we chose correctly.

This \$25.8 million Initiative to install Category 3 Instrument Landing System technology along with the associated infrastructure improvements necessary to support this advanced technology will significantly improve the annual usability of our Airport. Once completed, this Initiative will have the effect of increasing our Airport's accessibility to a level of 98.9% - a level consistent with the other major airports in Canada. This will mean that 70% of the 1000 flights and 100,000 passengers that are presently impacted by low visibility conditions on an annual basis will no longer experience flight delays, diversions or cancellations.

The economic, business and social benefits of this Initiative











Fraser Edison, Chair  
Keith Collins, President & CEO

are substantial. However, the greatest impact is the reversal of the reputation that our province's capital region is not reliably accessible for portions of the year. Reversing this reputation will mean that conference planning groups that previously discounted St. John's as an option to host national meetings will now be confident to include it in their plans, making the province more attractive to business investors and tourists. We are delighted that both the federal and provincial governments understand the value of this project to the economic development of our region and have become equal partners with us in funding this transformative Initiative.

A major focus for the Board of Directors and senior management in 2010 was planning for our Airport's future growth, to ensure our ability to enable the future travel needs of our community and to facilitate the associated economic development for our region and the entire province.

We began by developing a new Strategic Business Plan for the 2011 to 2015 period. This Plan lays out our strategic direction and identifies our key strategic business objectives and the set of actions necessary to achieve them. This overarching Plan also serves to guide the investment of our human and financial resources toward our key priorities as we move forward.

We want to be an organization that collaborates with our community partners, that is open and transparent with our stakeholders and our employees, that seeks and adopts environmentally sustainable practices, and that strives for excellence in everything we do. We understand that we will never be the largest airport, but we believe there is nothing preventing us from being one of the very best.

One of the Strategic Business Plan's major priorities is the improvement and expansion of our Airport's infrastructure and facilities. Toward that end, during 2010 we also developed a 10-year, \$150 million Infrastructure Plan to

articulate the capital initiatives to upgrade our Airport's infrastructure, to ensure its operational integrity, to address the priorities related to aviation safety and security, and to support strong environmental stewardship.

A major project related to improving the Airport's infrastructure involves our current Airport Terminal Building. The Building is already operating well beyond its design capacity due to the unprecedented 90% growth in passenger traffic experienced since the Airport was privatized in 1998. It is therefore necessary to plan the solution for our existing capacity constraints, as well as for our expected future growth.

Given the tremendous growth and investment we are expecting and planning for over the next decade, we believe it is essential that we pursue a prudent financial strategy by which to finance this growth and expansion. Consequently, during 2010 the Authority also developed a comprehensive long term Financial Plan to establish the guiding principles for our financial stewardship, and to ensure that we pursue the exciting opportunities in front of us in a financially sustainable manner. With this objective in mind, we were pleased that during 2010 Moody's Investors Service re-affirmed the Authority's A1 credit rating, reflecting their confidence in the responsible approach we are taking in managing our growth.

As we reflect on the past year, there are many reasons to celebrate. Looking forward, there will always be challenges. However, we are guided by a strong sense of our strategic direction and are supported by a solid financial position. As well, we are proud of the team of competent employees we have been so fortunate to attract and retain, who are as committed to our future success as we are.

With all of these things going for us, we are confident in our future.



Fraser Edison, Chair

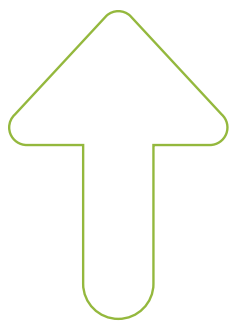


Keith Collins, President & CEO



## Unprecedented and Continuous Growth

Five years ago we set out with a plan to become a leader in our community and our industry, and to deliver world-class facilities and services to passengers at our airport. This required a commitment to continuously look for ways to improve in all areas of our operation and to benchmark ourselves against the best airports in the world. It also required us to partner with our stakeholders in the community and the industry, without which we would be unable to achieve the many goals and objectives we established for ourselves. Our goals were ambitious but achievable. Here is a snapshot of the tremendous progress we have made.



# 90% GROWTH

IN PASSENGER TRAFFIC SINCE 1998

*80 daily flights in 2010*

*1.3 million passengers per year*

*13% increase in airline seat capacity*

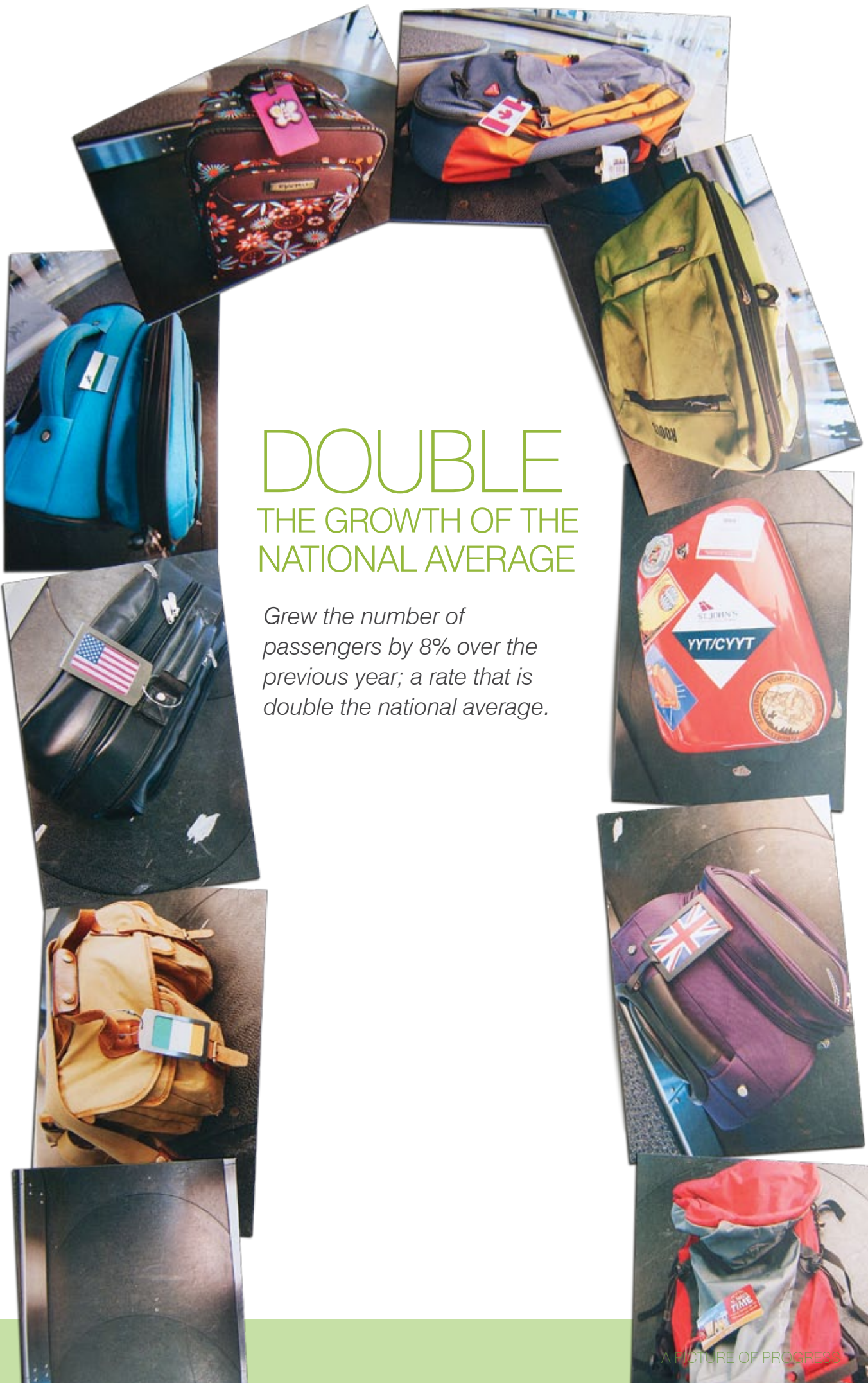
### Growing the Business

Offering a choice of airlines and destinations to meet the growing demand for air travel within our community is paramount to satisfying our mandate as a facilitator of our community's economic and social development. Between 1999 and 2009, the number of available airline seats at our Airport grew by more than 20%, a rate that was double the Atlantic Canadian average. Last year, this increased again by 13%. Air Canada's reinstatement of the London Heathrow flight, the extension of the seasonal flight to Ottawa into a year-round service and the introduction of a new flight direct to Goose Bay contributed greatly to this growth. In addition, the successful recruitment of Porter Airlines in late 2009 meant that we experienced a full year of their four daily flights in 2010. This increased airline seat capacity improved the passengers' ability to travel at

their convenience. As a result, we reached a new record of more than 1.3 million passengers in 2010 and grew the number of passengers by 8% over the previous year; a rate that is double the national average.

The recruitment of new airline service offerings to an airport, whether it is new airlines providing service to existing markets or existing airlines serving new destinations, is a very competitive process. To ensure that we remain focused and targeted on this important aspect of our business, we completed an Air Service Development Strategy last year to identify any gaps in our service offerings and to develop an action plan to fill these gaps. For example, one destination that was noted as having significant demand with no direct service was Orlando, Florida. After presenting the opportunity to our airline partners, we worked with WestJet Airlines and





# DOUBLE THE GROWTH OF THE NATIONAL AVERAGE

*Grew the number of  
passengers by 8% over the  
previous year; a rate that is  
double the national average.*

Unprecedented and Continuous Growth

# 1.3 MILLION

## PASSENGERS IN 2010

A NEW RECORD



\$45 MILLION  
IS SPENT ANNUALLY IN  
ST. JOHN'S BY MILITARY  
THAT LAND AT OUR AIRPORT





in late 2010 they announced that a seasonal service to Orlando would commence in 2011. Going forward, we intend to consult regularly with our stakeholders to identify new destinations that will support the business and tourism goals of our province. From there we will build the business case to be presented to the targeted airlines.

## Diversifying our Revenue

The commercial airline industry represents our largest revenue-generating market. However, over the last five years we have made a concerted effort to grow and diversify our revenue base in order to reduce our dependence on the often volatile airline industry.

Regardless of the fluctuation in the number of aircraft that fly to and from St. John's each year, many of our costs remain fixed. By growing other sources of revenue, we are able to maintain a steady flow of revenue while being able to offer competitive prices to our airline partners. We have been successful in increasing revenues from non-aeronautical sources to 50%. We have done this by targeting new markets such as military aircraft landings, adding additional car rental agencies and increasing the real estate space available for advertising purposes. We continue to expand our revenue sources and last year we completed an air cargo study to identify growth opportunities within this market. As we move forward, developing the almost 300 acres of industrial land available on our property will become a priority.

# 88% OVERALL PASSENGER SATISFACTION RATING

We are more than just a terminal building. We're a place of first hellos and good-byes for a while. And while we have visitors in our house, we want to ensure that their experience is beyond what they expect. As with all first impressions, they are lasting. It is therefore important that the impression we leave is a positive one as it reflects not just on us, but on our entire community. We also strive to instil a sense of pride in our local community who may be welcoming guests to our city and province for the first time and to ensure that the service they receive lives up to the strong reputation we've built as a friendly and courteous people. Everything we do is with this in mind.

Five years ago we began measuring our passengers' satisfaction with their Airport experience. At that time, the overall satisfaction rating was 82%. Placing a greater emphasis on improving the passenger experience at our Airport meant we needed to hear directly from our frequent travellers. We therefore implemented a Passenger Advisory Panel that meets on a quarterly basis. This panel advises us on where improvements can be made and what is working well. The information and suggestions obtained from our Passenger Advisory Panel, combined with the results of the annual surveys, led to

service improvements and new initiatives. Consequently, we achieved and have maintained an overall passenger satisfaction level of 88% for the last two years. Ninety eight percent (98%) of those surveyed stated we were meeting their needs, and of these, 20% stated we were exceeding their needs.

Although these ratings are high, we will continue to strive for excellence. In 2010 we added new features to our award-winning website that allow visitors to the site to search for the most cost-efficient flights to and from St. John's. While we are already recognized for providing a friendly and courteous service, we initiated Superhost training for all Airport Authority employees to develop and maintain a customer service mindset. We've installed new parking lot pay stations and signage to improve the overall payment process and flow of traffic, added seating to the Departures Lounge and implemented new policies to improve the baggage arrival process. We've also used our facility to showcase and promote local talent and to entertain passengers with concerts during Juno week and the peak Christmas period. And when there are new services or significant events worthy of celebration, we are also sure to include our passengers.





# \$150 MILLION CAPITAL IMPROVEMENT PLAN TO 2020

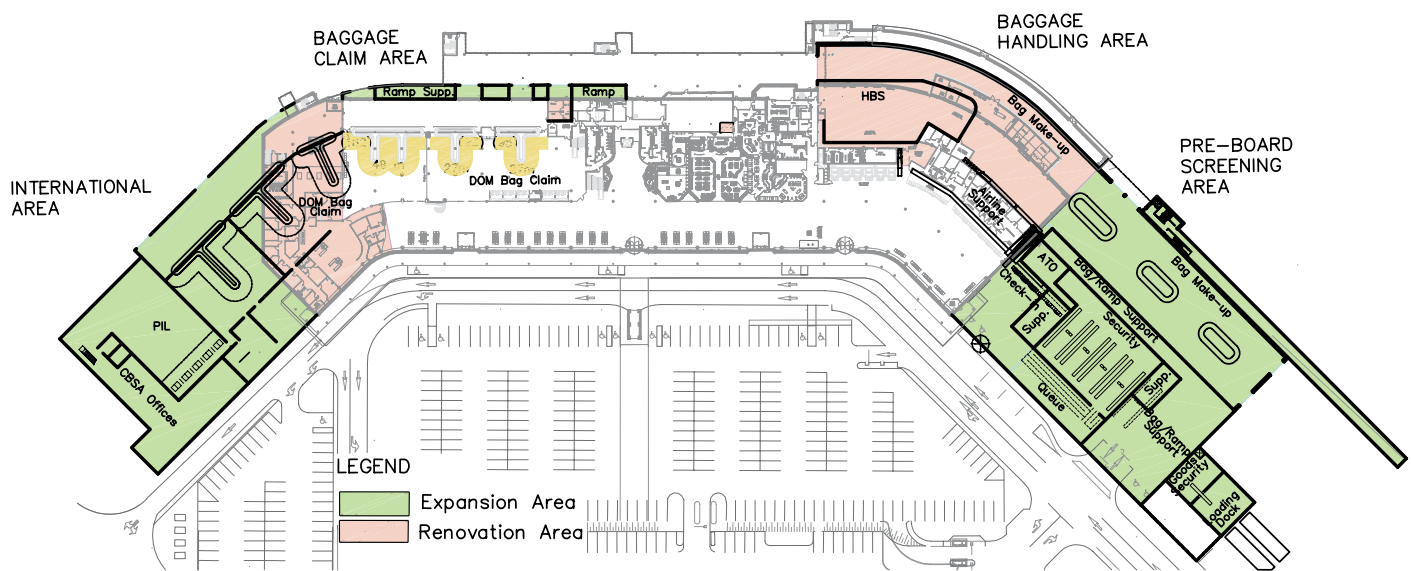
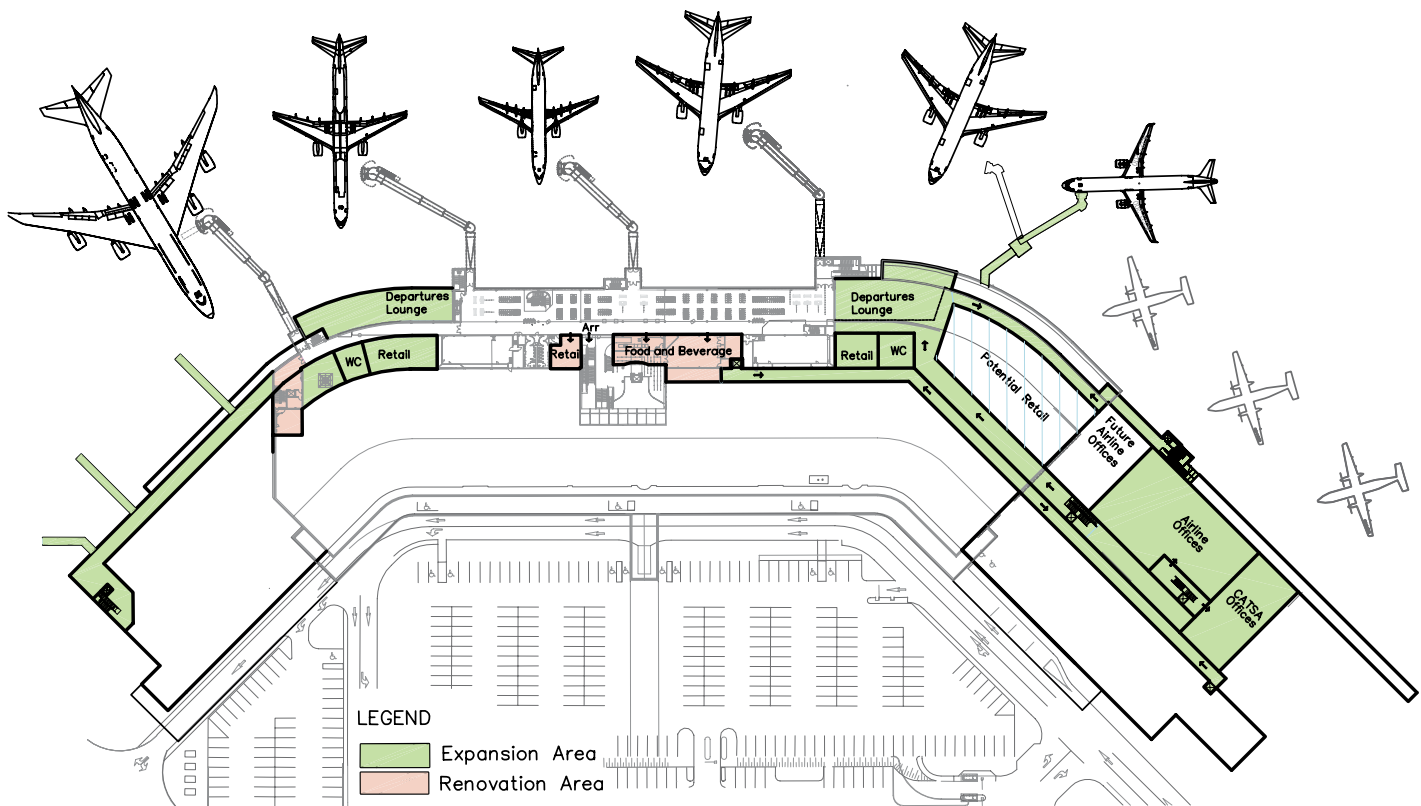
Providing a safe and secure environment, enhancing our passengers' airport experience and improving the operational efficiency of our Airport have served as the impetus for the investment in additional resources and facilities. From a human resources perspective, there has been a 26% increase in the number of people employed by the Airport Authority over the last five years to support these objectives. We have developed a reputation for being a place where people want to work and the efforts made over the last five years have increased our employee satisfaction levels.

Our facilities also continue to expand. To date, we have invested \$140 million in capital improvements at our Airport. Over the past year we began construction of a new Ramp Services Building, to be located on the west end of the Airport Terminal ramp. This facility will provide much-needed additional space for cargo, airline maintenance services and ground-handling equipment and, in doing so, will provide additional aircraft parking space on the terminal ramp. We also expanded the overflow vehicle parking lot to accommodate the increased demand for long-term parking and completed the preparation work for a 5th passenger loading bridge to be installed in 2011. Capacity increases to our water and sewer services was also completed last year that will allow us to accommodate additional land tenants.

While completing these projects, extensive planning was underway to accommodate the forecasted passenger traffic of 1.9 million passengers by the year 2020. A 10-year, \$150 million Infrastructure Plan was developed to ensure existing capacity constraints are resolved and plans are in place to accommodate future growth.

As we expand our facilities and improve our operations, we will do so by employing sustainability best practices to limit the environmental impact of our operations. The projects and activities that have taken place over the last year have established a strong foundation on which to build. A Green Committee has been established that consists of Airport Authority employees who are committed to developing and promoting "green" initiatives within the entire airport community and a partnership with Evergreen Recycling has resulted in an expanded recycling program for passengers, the general public and the entire airport community. We have also started the conversion of all lighting fixtures in our buildings and on the airfield to LED lighting. This will result in both extensive energy savings as well as a reduction in the number of light bulbs going to the landfill by more than 6,000 over a 5-year period.





AIRPORT TERMINAL BUILDING EXPANSION PLANS (CONCEPTUAL DRAWINGS)

## Vision for our Future

Never before in the history of our province have we experienced such prosperity with such a positive outlook for the future. As the premier gateway for our province, we have witnessed and experienced the results of this prosperity in the demand for air service. We also understand the significant role we play in contributing to our province's success. It is critical that we respond to this dynamic environment and prepare for the future and all the exciting opportunities that lie ahead.

Over the last year we developed our new Strategic Plan that will serve as our guiding document to address the challenges and opportunities we expect to face over the next five years. As part of this Plan, we created a Vision for ourselves; a Vision of who we want to be and how we want to be perceived. That Vision is as follows:

*We will be a leader in our community and industry,  
providing exceptional facilities and services as  
Newfoundland and Labrador's premier gateway*

The Plan outlines six strategic objectives that will enable us to achieve our Vision for the future. Below is an overview of each objective and the targets we have established for ourselves.





## Enhanced Passenger Experience

Providing an outstanding airport experience for our passengers is a priority of our organization and we take pride and delight in exceeding their expectations. We are committed to persistently looking for ways to improve. We will continue to consult with our Passenger Advisory Panel while, at the same time, we implement more and easy ways for passengers to provide direct feedback. We also intend to improve the baggage delivery process through the installation of new and advanced technology; improve the parking lot pay process that will expedite the exit process; and we will have a revamped food, beverage and retail program. We have already implemented Superhost customer service training for all our staff and intend to continue to develop a customer-minded approach among all our employees.

The challenge over the next few years will be to maintain our high level of passenger service while undergoing construction in a building that is already space constrained, and while also conducting infrastructure improvements on our principal runways. However, we are up to the challenge. Given that we will not experience the substantial benefits of the first phase terminal building expansion until after the planning horizon of this strategic plan, we have set a target of an 85% overall passenger satisfaction rating throughout the planning horizon.

### Key Target:

- 85% overall passenger satisfaction rating



Passenger Advisory Panel Members  
(L-R): Brian Shortall, Joe Sala

## Raise our Community Profile

We play an important role within our community but that role is not always well-understood by the general public. Over the next five years we will look for ways to engage with our community partners and stakeholders even further and to educate the public on what we are doing and how those actions positively impact them. We will pursue community outreach opportunities and establish additional ways to speak directly with those who use our facilities. We also intend to spread our good news beyond our borders and build our positive brand internationally.

### Key Target:

- Achieve a 60% agreement among members of the general public that the Airport Authority is a leader in the region's economic growth, provides an outstanding airport experience and is environmentally responsible.



### Aggressive Business and Air Service Development

With the threat of increased fuel prices, airlines are once again looking to reduce the number of available airline seats. This means a reduction in the number of aircraft used and the number of destinations served. Added to this, airlines are creating and growing their alliances with other airlines, making it increasingly more difficult to negotiate additional airline routes. The competition among airports for limited aircraft to provide services has intensified. We have therefore developed an aggressive air service development strategy that will be implemented and consistently updated. We have also established an Air Service Development Committee that consists of key stakeholders within our community. This Committee allows members to provide input into our strategy and to receive information that is pertinent to their respective organizations.

We are also looking for new business opportunities to diversify our revenue stream. In 2011 we will develop and implement a land development strategy that will enable us to lease our almost 300 acres of land in a city where there is limited commercial/industrial land available for new construction. Over the next five years we will also be exploring the corporate jet market, identifying ways to continue to expand the military market and our advertising sales program, and assess the ability to market our information and communications technology services.

#### Key Targets:

- Increase capacity on transborder flights by 200%
- Secure year-round service to Europe by 2015
- Increase revenue from non-aeronautical sources by 2% per year





## Financial Sustainability

Being responsible for such an important infrastructure asset in our community requires great prudence in managing our financial situation. As we expand and enhance our facilities, we will need to take on additional debt to finance the capital program. We will only do this, however, in a fiscally responsible manner and in a way that allows us to maintain our very positive credit rating.

When we completed our first private placement bond offering in 2007, we established an A1 credit rating. This has been reaffirmed each year by Moody's Investors Service. Over the next five years we will implement a Financial Plan and complete a second private placement bond offering. Our goal is to continue to maintain our A1 credit rating throughout the entire planning horizon. In addition to our own self-financing, we will also look for appropriate partners to finance projects that are mutually beneficial to both parties.

### Key Targets:

- Maintain A1 credit rating
- Secure \$25 million in partnership funding to support infrastructure development

## Employer of Choice

The future that we envision for our Airport will not be achieved without an engaged group of employees who are committed to fulfilling the organization's business objectives. We are fortunate to have built a reputation for being a desired place to work and we continue to attract strong candidates to key positions within the organization. Retention of our employees and supporting their development through training and education will prove beneficial to realizing the organization's long-term goals.

Our objective is to develop and maintain a work environment that is based on mutual trust, respect and accountability, with safety always top-of-mind. We will do this through a number of initiatives including the implementation of a comprehensive training program; the development of a performance management system and a succession plan; the implementation of a new job classification system; and the promotion of a new culture based on safety and security. We will measure our progress through annual employee engagement and safety culture surveys.

### Key Targets:

- Maintain annual employee turnover rates at less than 5% for the next five years
- Increase the level of engagement by employees to between 75% and 80%
- Create a safety culture within our organization



### Improved Facilities

Since the Airport was privatized in 1998, the Authority has invested \$140 million in infrastructure improvements. Passenger traffic since then has been unprecedented, growing at a rate twice the national average and the Airport's infrastructure is starting to feel constrained. With an understanding of the link between the accessibility of a region and the development of its economy, we finalized a 10-year, \$150 million Infrastructure Plan to accommodate the existing and future demand anticipated by the year 2020. The projects included in this Plan will enable our Airport facility to meet the highest standards for safety and security and employ sustainability best practices to limit the environmental impact of our operations.

Our largest infrastructure project is the expansion of the Airport Terminal Building. Our Building is presently operating well above its original design capacity, and will be expanded in two phases to accommodate the existing demand and the anticipated growth in passengers and aircraft movements. Phase One will involve an extension on the Terminal Building's east end, and will provide a new pre-board security area with a provision for optional full-body scanners, expanded departure lounge facilities, as well as enhanced passenger services. Detailed planning for Phase One will commence in 2011, with completion of the construction associated with this Phase slated for 2015. Phase Two will begin in 2016 with a focus on the west end of the Terminal Building, enabling new jet gates, an expanded baggage area, further expansion and improvements to the departure lounge and the international arrivals area.

Our Airport Accessibility Initiative is also a major project that will transform our reputation as an airport and as a location. This is a two-year construction project that will increase the usability of our Airport to 98.9% during low-visibility conditions and will put us on par with the top eight airports in Canada. The full benefits associated

with the installation of a Category 3 Instrument Landing System are anticipated to be realized by the travelling public in 2013.

In addition to the construction work to take place on our airfield to support the enhanced instrument landing system as well as the construction associated with Phase One of the Terminal Building expansion, our vehicle parking expansion will be constructed and will be capable of accommodating the 2020 forecasted demand of 1.9 million passengers. At the end of this five-year planning horizon, there will be a new access road to the Airport that will allow for increased vehicle capacity. In addition, the terminal apron will be expanded to allow for more aircraft parking and there will be a fifth passenger bridge to connect passengers between the terminal and their aircraft.

We have developed an image of who we want to be and a map of how we will get there. This will only happen by remaining focused on the big picture, staying true to our core values and partnering with our stakeholders. We are committed to doing this. As a result, we will be a leader among our industry peers, and our facility will be the pride of our community as we continue to provide exceptional facilities and services in an environmentally responsible manner at our province's premier gateway.

#### Key Targets:

- Design terminal expansion and substantially complete phase 1 construction
- Design and complete construction of vehicle parking
- Expand aircraft parking capacity
- Increase the airport access road capacity







## Core Values

- ✈ Safety & Security
- ✈ Collaboration
- ✈ Integrity
- ✈ Quality & Excellence
- ✈ Accountability & Transparency
- ✈ Environmental Stewardship
- ✈ Leadership



## Senior Management Team







Top Row (L-R): Marie Manning, Janet O'Brien,  
Bob Nurse, Randy Mahon, Peter Avery

Bottom Row (L-R): Lynn Holwell, Frank Wyse,  
Jennifer Williams, Laura Cooper, Keith Collins

Missing: Phil O'Connell



## Board of Directors







Top Row (L-R): Gail Carroll, Gary Follett, Neil Pittman,  
Blair Patrick, Irene Baird, John Outerbridge

Bottom Row (L-R): Art Cheeseman, Katharine Hickey,  
Darlene Whalen, John Chapman, Fraser Edison

Missing: Raymond Stamp

## Business Plan Summary

### 2010 Capital Program

The capital program for 2010 included the procurement of Common User Terminal Equipment (CUTE), the design of the Ramp Services Building, heavy equipment fleet replacement (5 vehicles), and a new apron security gate and access road.

### 2010 Actual vs. Business Plan

(Shown in thousands of dollars)

	Actual	Plan	Difference	Explanation
<b>Revenue</b> (Note 1)	25,637	24,216	1,421	Higher passenger traffic than expected resulted in higher concession, parking and AIF revenues.
<b>Expenses</b> (Note 2)	17,714	18,899	(1,185)	Lower winter maintenance costs and interest on long term debt.
<b>Capital</b>	7,255	9,922	(2,677)	Construction of the Ramp Services Building was delayed.

Note 1. Revenue includes net AIF and operating revenue.

Note 2. Expenses include interest and exclude the non-cash items of depreciation and amortization.

### Planning for Growth (2011-2015)

During 2010 we completed a long-term Infrastructure Plan to address capacity constraints and to accommodate anticipated passenger growth in the years to come, as the province's economy continues to thrive. Highlights of the plan include the necessary infrastructure improvements to support the implementation of a Category III Instrument Landing System (Cat III ILS) and a two-phased expansion of the Airport Terminal Building. A long-term financial plan was also prepared in 2010 in order to support the investment in infrastructure improvements. This plan includes future borrowings in the form of either a bank loan or another private placement bond.

### Business Plan Forecast 2011-2015

(Shown in thousands of dollars) Note 1

	2011	2012	2013	2014	2015
<b>Revenue</b> (Note 2)	29,379	32,121	34,586	39,828	42,006
<b>Expenses</b> (Note 3)	20,088	21,680	23,521	24,611	25,734
<b>Capital</b> (Note 4)	13,464	25,375	19,437	13,200	13,600

Note 1. Assumes passenger growth will be 3% in 2011 and 3.9% in 2012 to 2015.

Note 2. Revenue includes net AIF and operating revenue.

Note 3. Expenses include interest and exclude the non-cash items of depreciation and amortization.

Note 4. Capital includes CAT 3 ILS, expansion of the Airport Terminal Building, runway rehabilitation and an expanded parking facility.



A Solid Team with Strong Leadership

ACHIEVING AN OUTSTANDING AIRPORT  
EXPERIENCE FOR OUR PASSENGERS IS  
OUR PRIORITY, SECOND ONLY TO SAFETY.



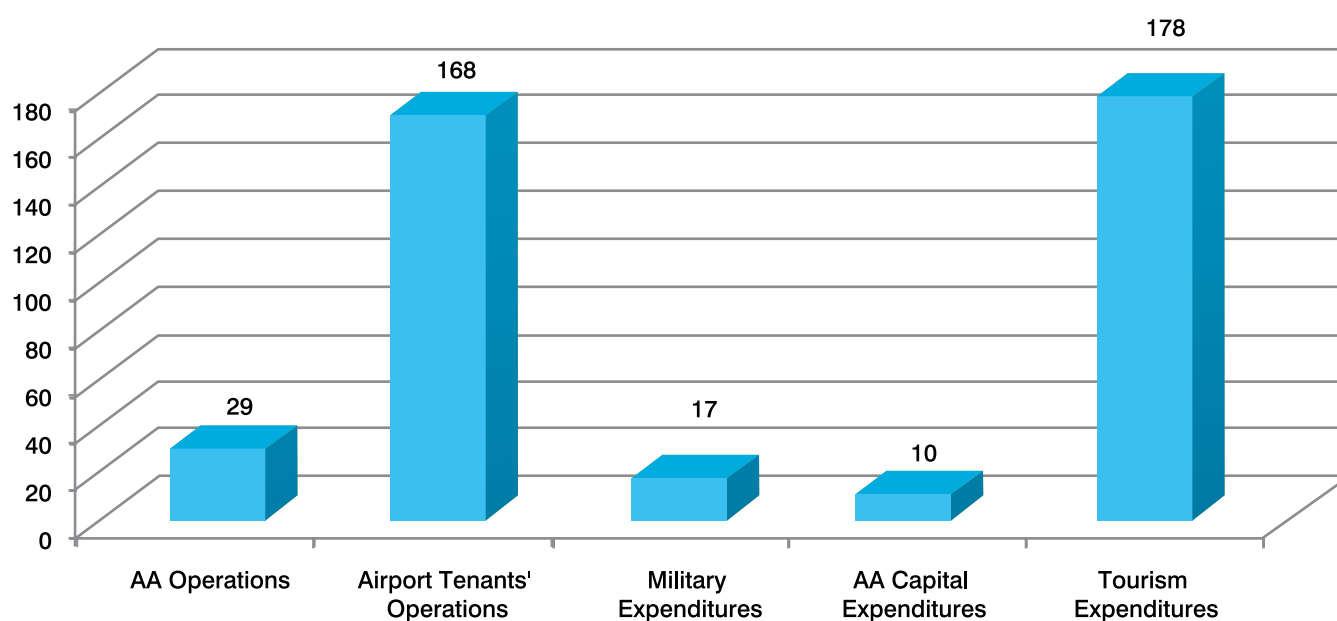


## A Leader in the Region's Economic Growth

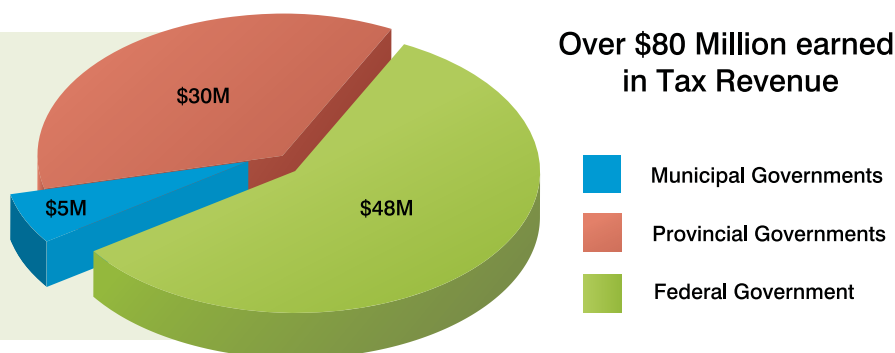
St. John's International Airport is an economic engine for our province. The Airport employs over 1500 people, contributes \$400 million to the economy on an annual basis and has invested \$140 million in infrastructure and capital improvements since privatization. With a \$150 million capital program planned for the next 10 years to accommodate the anticipated passenger growth to 1.9 million by 2020, the Airport will continue to propel our economy into the next decade.

Annually, there is a **\$400 Million Economic Benefit**, of which **\$270 million** of this total is generated within Newfoundland and Labrador.

GDP Generated by Segment (\$ millions)



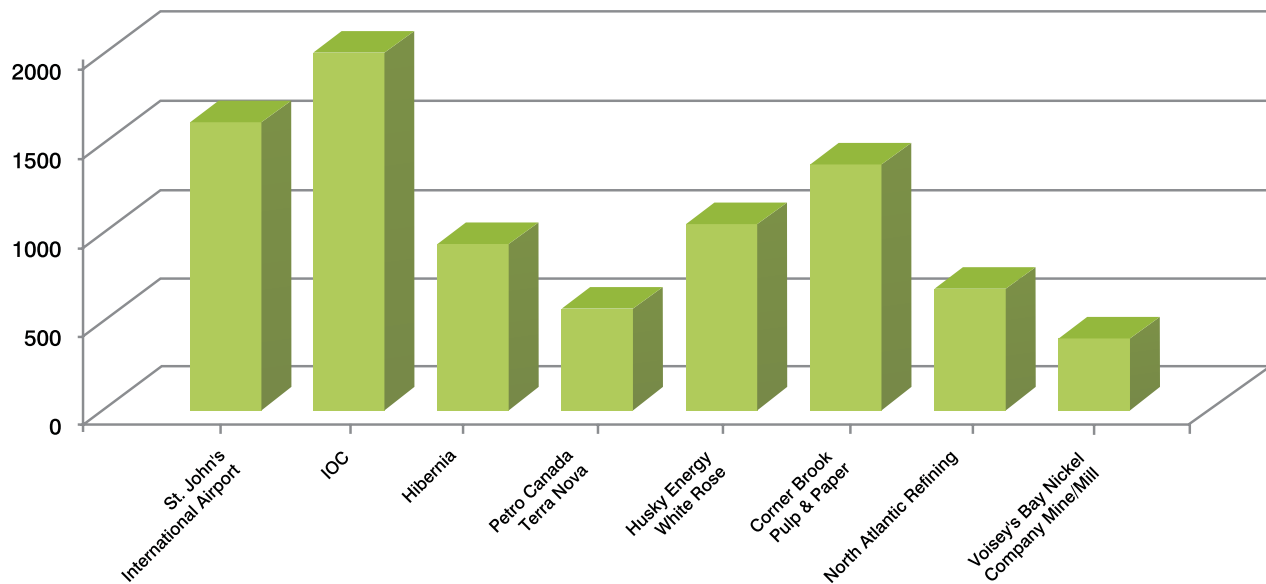
Over **\$80 million** is earned in tax revenue by 3 levels of government on an annual basis. Of this total, **\$56 million** is earned by provincial and municipal governments in Newfoundland and Labrador.





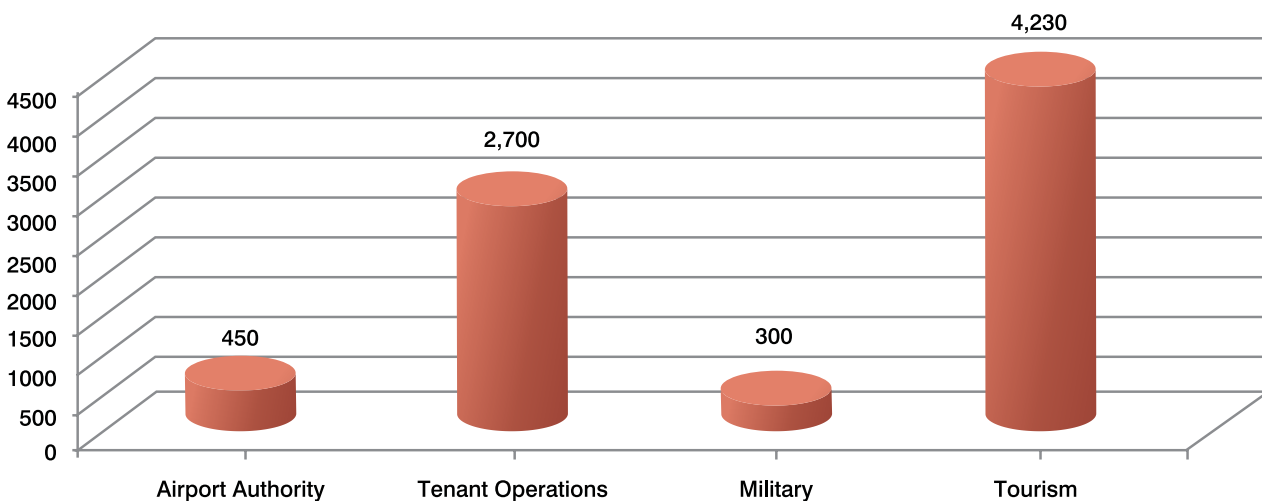
St. John's International Airport Authority along with its operating partners are a major employer in Newfoundland and Labrador. In fact, over **1,500** people are employed at St. John's International Airport making it the second largest private employer in the province.

**2<sup>nd</sup> Largest Private Employer in the Province**



Each year, the operations at St. John's International Airport generate **7700** person-years of employment, of which **6000** is located within Newfoundland and Labrador.

**7700 Person-years of Employment Generated by the Airport's Operations**

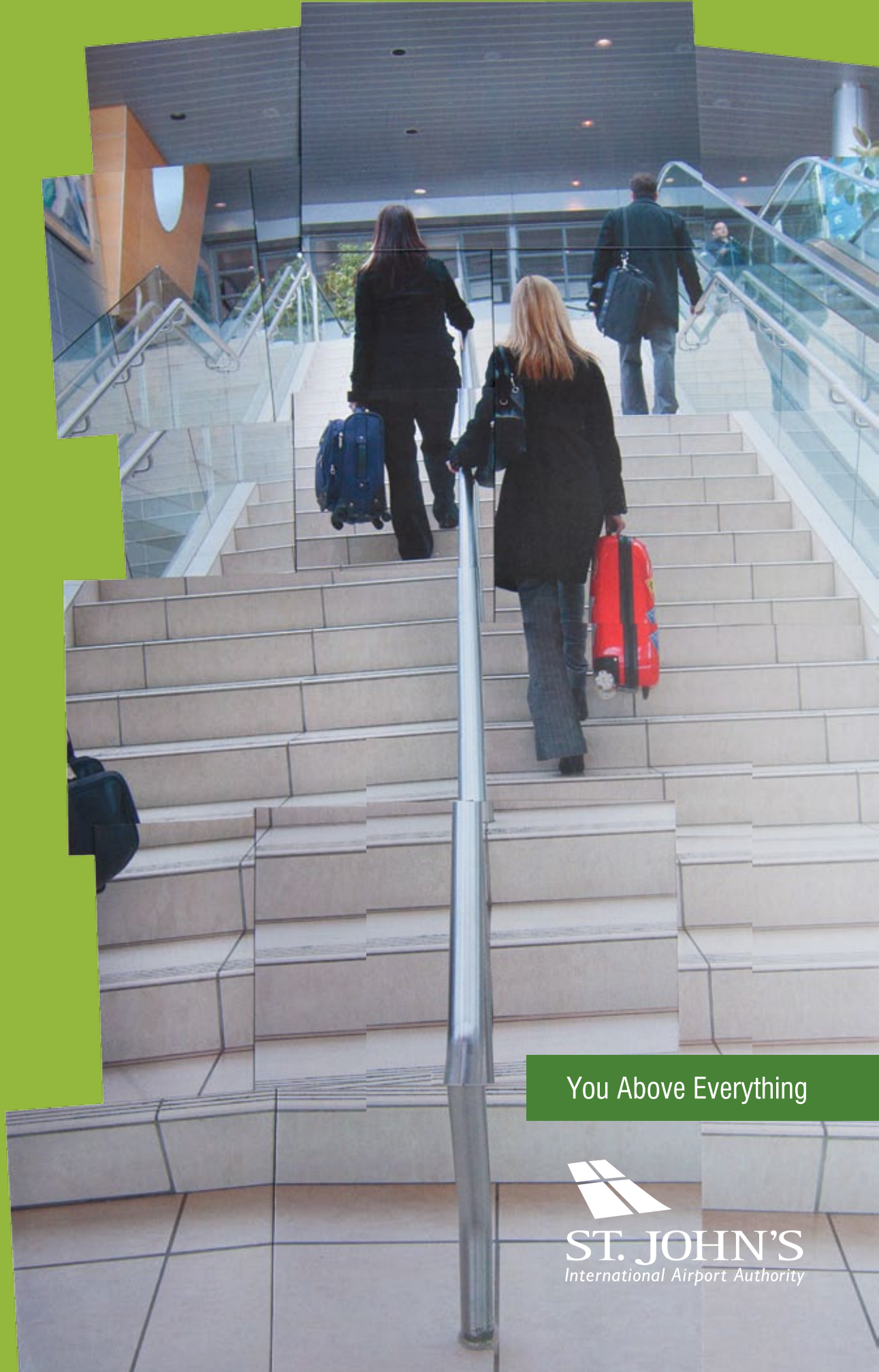


St. John's International Airport's  
Largest Employers:









You Above Everything

  
**ST. JOHN'S**  
*International Airport Authority*



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