

ST. JOHN'S
International Airport Authority

2022

2022 Annual Report



you above everything.



Table of contents

I.	Messages from the Board Chair and Chief Executive Officer	01
II.	Who We Are	03
III.	Pandemic Related Information	05
IV.	Strategic Plan	07
	1. Exceptional Passenger Experience	08
	2. Strategic Business and Air Service Development	10
	3. Culture of Teamwork and Engagement	12
	4. Enhanced Partnership and Collaboration	16
	5. Operational Excellence	18
	6. Financial Stability	20
V.	Business Plan	22
VI.	Corporate Governance	24
VII.	Financials	28

A large commercial airplane is shown from a low angle, parked on a wet tarmac. The scene is dimly lit, suggesting dusk or dawn, with a strong blue color overlay across the entire image. The airplane's nose, cockpit windows, and wing are visible. The wet surface of the tarmac reflects the light and the aircraft. The text is overlaid on the left side of the image.

I. Messages from the Board Chair and Chief Executive Officer

2022 Annual Report

St. John's International Airport Authority

Messages from the Board Chair and Chief Executive Officer



Tom Williams
Board Chair

On behalf of the Board of Directors, I am pleased to present the St. John's International Airport Authority's 2022 Annual Report.

The first quarter of 2022 continued to see the effects of the COVID-19 pandemic, but as both provincial and federal travel restrictions were removed, our passenger levels improved. The Airport Authority ended 2022 at 74.1% of pre-pandemic passenger traffic. Our summer season was particularly strong, approaching 84% of pre-pandemic passenger levels.

There were many positive air service developments in 2022 including the addition of Swoop and Lynx Air - two Canadian, low-cost carriers, and both SunWing and WestJet resumed non-stop seasonal routes that were halted during the pandemic.

2022 marks the final year of our three-year strategic plan, which had six guiding priorities: Exceptional Passenger Experience; Strategic Business and Air Service Development; Culture of Teamwork and Engagement; Operational Excellence; and Financial Sustainability. The Board is very proud of all advancements that were made within this plan, and work is underway to develop a new plan to meet the ever-changing demands in the aviation industry.


There were seven full Board meetings in 2022, with additional Governance, Development, and Finance and Audit committee meetings. One of our major activities was the development and endorsement of a Psychological Health and Safety policy commitment statement.

I would also be remiss not to mention some key Senior Leadership Team changes - former CEO Peter Avery retired in Fall 2022, and Kirk White, former Director, Operations retired in

early 2023. Both gentlemen were highly valued assets within our organization, and we wish them all the best in retirement.

Dennis Hogan was named the Authority's new CEO in December 2022. The Board was beyond impressed with Dennis' character and experience, and is confident in his ability to lead our organization into its next chapter.

Finally, I would like to thank our Board of Directors, Senior Leadership Team and Employees for their continued dedication. We all play a role in the unique obligation to provide an exceptional passenger experience, and our organization is ready and eager to do so.

.....  I feel great privilege and responsibility as the Airport Authority's newly appointed CEO.

The opportunity to lead an organization that has such an impact on our community is incredibly exciting for me. This organization is unique in so many ways. It enables tourism and economic growth, a place where families both reunite and say goodbye, and a transportation hub for delivering critical products and services to our province.

As we continue to emerge from the pandemic, there are many opportunities and challenges ahead. I look forward to working with our partners and stakeholders, Board of Directors, and employees to develop our forward-looking vision.

I am confident that together, we will achieve great things.



Dennis Hogan
Chief Executive Officer

ST. JOHN'S INTERNATIONAL

II. Who We Are

2022 Annual Report

St. John's International Airport Authority



Who We Are

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

We generate our own revenue, 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 exceptional Airport experience for our passengers and enhancing the economic and social well-being of our community.

SJIAA has a team of approximately 70 loyal, hard working employees which grows in the winter season due to the work associated with winter operations.

Senior Leadership Team

(at time of Annual Report production)



Photo of Senior Leadership Team:

Top row (L-R): **Dennis Hogan** - CEO; **Lisa Bragg** - Director, Business Director and Marketing; **Erik Campbell** - Manager, Emergency Response and Planning; **Connie Duffett** - Senior Manager, Human Resources, Culture and Social Impact; **Laura Gough** - Chief Financial Officer; **Jill Grant** - Director, Information Technology

Bottom Row (L-R): **Lynn Holwell** - Executive Assistant; **Scott Kelly** - Director, Human Resources; **Scott Mercer** - Director, Infrastructure and Planning; **Wayne Morris** - Director, Operations; **Phil O'Connell** - Manager, Safety, Security and Environment

Vision

We will deliver an exceptional airport experience at Newfoundland and Labrador's premier gateway.


Mission

Proudly enabling prosperity and growth.



Senior Leadership Team 2022 Retirements:

Peter Avery, former CEO retired in Fall 2022 and **Kirk White**, former Director, Operations retired in early 2023. These two valuable and long standing employees devoted many years and volumes of wisdom to SJIAA during their tenures.



III. Pandemic Related Information

2022 Annual Report

St. John's International Airport Authority



Pandemic Related Information

The pandemic continued to impact St. John's International Airport throughout 2022. The first quarter of the year was dominated with the presence of the Omicron variant, which had negative impacts on passenger recovery. During this period, many travel requirements and restrictions remained in place which resulted in an approximate 60% decrease in January-March passenger traffic compared to pre-pandemic levels.



Main Street Medical began on-site COVID testing at SJIAA in November 2021. Passengers booked appointments directly through Main Street and the service was conveniently located on the first floor of the Terminal building in close proximity to the baggage hall. This service ended in June 2022 due to the change in testing requirements.

While all COVID-19 related restrictions were lifted at various points in 2022, mask use is still recommended at St. John's International Airport, plexiglass barriers remain in some areas of the Airport, enhanced cleaning protocols are now our new normal, and hand sanitizer stations are widely available.

St. John's International Airport also received re-accreditation in the Airports Council International (ACI) Airport Health Accreditation program in 2022. This involved completing a comprehensive questionnaire about our health and safety procedures. The re-accreditation recognizes our airport's commitment to prioritizing health and safety measures in accordance with ICAO Council Aviation Restart Task Force (CART) recommendations and in alignment with the ACI Aviation Business Restart and Recovery guidelines along with industry best practices.



Key COVID restriction changes:

- Effective February 28th, 2022, the province of Newfoundland and Labrador lifted all provincial border controls and travel restrictions. Travellers were no longer required to isolate or were subject to testing.
- Effective October 1st, 2022, the Government of Canada removed all COVID-19 related border and travel measures including proof of vaccination requirements, testing and quarantine requirements and the wearing of masks.





IV. Strategic Plan

2022 Annual Report

St. John's International Airport Authority



Strategic Plan

In 2019, the Airport Authority executed a new, three-year Strategic Business Plan for the 2020-22 period. This Strategic Plan was adopted before the onset of the pandemic and was amended in 2020 to reflect the current operating environment. The Airport Authority is guided by these six strategic goals within the plan.



1. Exceptional Passenger Experience

Accessibility Enhancements

As a federally regulated transportation hub, SJIAA is bound by Accessible Transportation for Persons with Disabilities Regulations (ATPDR). Beyond that, we view accessibility as a responsibility, not a choice. We have the privilege of providing an essential service and one that proudly impacts everyone in our community.

SJIAA staff conduct monthly terminal walks to improve all aspects of the travel experience, with accessibility enhancements being a standing item.

In 2022, SJIAA, in partnership with the Autism Society of Newfoundland and Labrador, developed sensory initiatives to familiarize individuals and their families on the Autism spectrum with the Airport experience. A social story is a common learning tool used to explain how to behave in various situations. Our social story documents the entire airport experience from the first step into the terminal to boarding the aircraft. In-person Airport tours can also be arranged as part of this initiative. The development of the social story and in-person tours included several meetings with the Autism Society of Newfoundland and Labrador, and in person walk-throughs with their clients to ensure that proper input was received.



Marketing and Communications Advisor Ryan Howell with an Airport tour participant

Braille was also installed throughout the terminal to key passenger facing signage, including washrooms.

SJIAA provides many additional services to persons with disabilities, including curbside assistance, pet relief areas, departure floor announcements are displayed as a text announcement that scrolls across the gate screens for passengers who are hard of hearing, along with our website being Web Content Accessibility Guidelines 2.1 Level AA compliant and is session-based so that the user has a personalized experience that best aligns with their needs.

CATSA Plus

At the Pre-Board Screening (PBS) area, which is managed by the Canadian Air Transport Security Authority (CATSA), passenger areas have been expanded. Stainless steel tables with dividers now allow three passengers to simultaneously place their items in bins for screening which improves passenger processing and wait times.



Trusted Traveller Pre-Board Screening Queue

In partnership with CATSA, SJIAA now has a new Trusted Traveller priority line at Pre-Board Screening. This line is for families, passengers requiring special assistance and qualified trusted travellers.



Come Home Year Funding

SJIAA applied for, and was successfully awarded a grant through the Government of Newfoundland and Labrador's Come Home Year funding. This funding was used to improve the sense of arrival in the Airport, and was used to create two new projects.

Through collaboration with the Department of Tourism, Culture, Arts and Recreation and Business and Arts NL, SJIAA embarked on a project to boldly impact travellers' sense of arrival through a unique art installation. A call for submissions went out to the local arts community to wrap eight large columns in the baggage hall with a special emphasis on bright, vibrant colors that showcase local culture. While the artwork was installed in early 2023, the bulk of this project was completed in 2022, and was supported through Come Home Year funding.

This funding was also used to promote enhanced recycling practices across the Terminal Building. SJIAA developed a new partnership with the East Coast Trail Association, where their iconic trail scenery is featured on our garbage and recycling bins. This project is designed to highlight the importance of keeping our communities clean.

2. Strategic Business and Air Service Development

SJIAA finished 2022 at 74.1% of pre-pandemic passenger levels, up from 68% in 2021. The first quarter of the year suffered from continued pandemic restrictions as the Omicron variant circulated. In contrast, summer 2022 passenger traffic approached 84% of pre-pandemic levels for the same time period. This was largely due to pent up demand and the provincial government's efforts concentrated on Come Home Year to further promote travel to Newfoundland and Labrador.

Air service is the core business function of our Airport and remains our top strategic priority. SJIAA's air service efforts experienced both challenges and opportunities in 2022.



Launch flight celebrations for Swoop and Lynx Air



Challenges

- SunWing did not re-start its sun destinations despite an initial announcement that they would, largely due to the timing of Federal government international travel restrictions.
- While SJIAA continues to work on regaining an international route to Europe, this did not happen in 2022, and will take time before the route is re-developed.

Opportunities

- Swoop began operations out of YYT on June 13th, servicing Hamilton with a non-stop route. This route allowed SJIAA to capitalize on a new Ontario destination, which is our largest Canadian market. While the route was initially launched as seasonal, in Fall 2022, Swoop extended the route year-round due to its success.
- Lynx Air began operations out of YYT on June 28th, servicing Toronto-Pearson with through-flights to Calgary and Edmonton. This allowed for connectivity to Western Canada, with the ease of one boarding pass and the ability to check bags through to the final destination.
- SunWing resumed its seasonal route to Toronto-Pearson on June 20th.
- WestJet added seasonal, non-stop, routes to both Calgary and Edmonton.
- WestJet resumed its seasonal, non-stop route to Orlando, Florida on October 8th.

Air Canada, WestJet, Provincial Airlines, Porter Airlines and Air St. Pierre continued to provide consistent service to key routes to and from St. John's International Airport in 2022.

Air Service Activities

As we emerge from the pandemic, attracting new airlines and routes, along with regaining routes lost throughout the pandemic are key elements of our strategy. We are in regular communication with our current airline partners, and strategically attend key air service development conferences to develop routes in a highly competitive market.



Business Development and Marketing team attending air service development conferences



Airport Concessions

Throughout the pandemic, our concession partners were either closed or operated on very minimal hours. As passenger traffic increased, so too did our concession partners' hours. In 2022, there was an 87% increase compared to 2021 in operating hours, while continuing to face challenges throughout 2022 - particularly the labour shortage. We continue to work with our partners as they provide an essential service to the travelling public.

Ground Transportation

SJIAA welcomed Turo as an operator in Fall 2022. Turo is a peer-to-peer car sharing marketplace where customers book directly from trusted local car owners. Turo offers another option for passengers and further enhances the availability of cars during peak times, when supply is often an issue.

Cargo

Air Canada Cargo launched freight operations at St. John's International Airport on October 1st, 2022. This new service at YYT uses Boeing 767 aircraft and provides cargo service to Frankfurt, Germany, and Madrid, Spain.



3. Culture of Teamwork and Engagement

The St. John's International Airport values a strong culture of engagement, with a focus on employee satisfaction and organizational effectiveness. A culture of engagement is one where communication channels and dialogue are open; there is a sense of community in the workplace; employees feel their work is meaningful; and all parties are committed to a shared and valued vision.

Employee Engagement Committee

In 2022, our Human Resources department re-established the Employee Engagement Committee. The committee is comprised of both unionized employees and management, and is endorsed by our CEO. This program was developed to ensure employees feel like their contributions are valued within our organization.

Proud of our People Program

SJIAA's Employee Engagement Committee rolled out several new initiatives in a multi-phase approach to congratulate and celebrate our employees. The program is called **Proud of Our People**.

Awards within the **Proud of Our People** program include **Going the Extra Mile** – an employee-to-employee recognition program, and **Welcome Aboard** – a comprehensive, multi-day onboarding and orientation program. This Employee Engagement Committee also helped launch a years of service recognition program called **Years of Gratitude**, where employees are recognized for their contributions in increments of five years. In 2022, 10 employees were recognized for their valued service.

The engagement committee also formalized a recognition process for our **retirees**. The organization celebrated with retirees and their partners at the employee Christmas Party, and they received a gift and framed certificate as a token of our appreciation.

Labour Management Committee

To ensure and promote regular, open dialogue, the Airport Authority's Labour Management Committee continues to meet regularly. This joint committee works collaboratively to seek improvements in efficiency, engagement, and employee satisfaction for all SJIAA employees.

Scholarship Program

SJIAA's Employee Engagement Committee also launched a new **Scholarship Program** which offers the dependents of our employees a reward for post secondary endeavours and assists with the rising costs of tuition. Applicants were asked to write an essay reflecting on how the St. John's International Airport benefits the local community. Themes highlighting the importance of connectivity and contributions to the economy were weaved into all submissions. A panel reviewed all applications to ensure that requirements were met for this non-competitive process to ensure inclusiveness. In 2022, five students received SJIAA's inaugural scholarships.



Recipients of SJIAA's inaugural Scholarship program and former CEO Peter Avery



Social Events

2022 saw the return of many annual employee social events that were halted during the pandemic. In the summertime, the Annual Staff Barbecue and Golf Tournament at Clovelly where employees are placed in mixed teams of four were held.

To celebrate the holiday season, SJIAA's Social Club Christmas party brought together all employees – past and present – for an evening of dining and dancing.

SJIAA's Social Club also hosted the Children's Christmas party where Santa paid a visit and gave a wrapped present to each child in attendance.

For the second consecutive year, SJIAA also hosted a wreath-making session where boughs and decorations were provided for employees who wished to make their home more festive.

Mental Health Initiatives

SJIAA believes mental health is as important as physical health and several key initiatives were implemented throughout the past year to support employee well-being:

- 40% of our staff received two-day Mental Health First Aid training from an experienced consultant, with the remaining employees scheduled to be trained in 2023.
- All employees received Respectful Workplace Training from the Gardiner Centre to support our Occupational Health and Safety Committee's Psychological Health and Safety Standards.
- Supervisors received role-specific training on the new Workplace Harassment and Prevention Regulations through the Gardiner Centre.
- Organizational-wide education sessions on Psychological Health and Safety through WorkplaceNL were held.
- An external speaker was commissioned who spoke about their personal struggles and an organizational-wide hike was held during North American Occupational Safety and Health (NAOSH) week.
- SJIAA offers an extensive Employee Assistance Program where professionals provide personalized support or coaching across a wide range of areas including mental, physical and financial well-being, nutrition advice and elder care.




In 2022, SJIAA’s Board of Directors created and endorsed a Psychological Health and Safety policy commitment statement. This statement reaffirms the Board’s belief that physical and psychological health and safety well being and safety are key aspects to organizational success, and also commits to incorporating the thirteen elements of psychological health and safety into the Airport’s daily operations.

Prior to a recent Board meeting, Chair Tom Williams and CEO Dennis Hogan met with most members of our Organizational Health and Safety Committee to thank them for their important work in advancing several initiatives.



Collective Bargaining

SJIAA was successful in achieving a new five-year collective agreement with the Public Service Alliance of Canada for our unionized employees. The new agreement extends to December 31st, 2026.



BOARD STATEMENT

PSYCHOLOGICAL HEALTH AND SAFETY

The Board of Directors of the St. John’s International Airport Authority (SJIAA) is committed to a vision of being leaders and role models in the area of workplace wellness. The Board believes that the physical and psychological well being and safety of employees are key aspects to organizational success and sustainability.

It further endorses that it is a shared responsibility of employees and the organization as a whole to promote and enhance working relations consistent with the principles of mutual respect, confidentiality and cooperation.

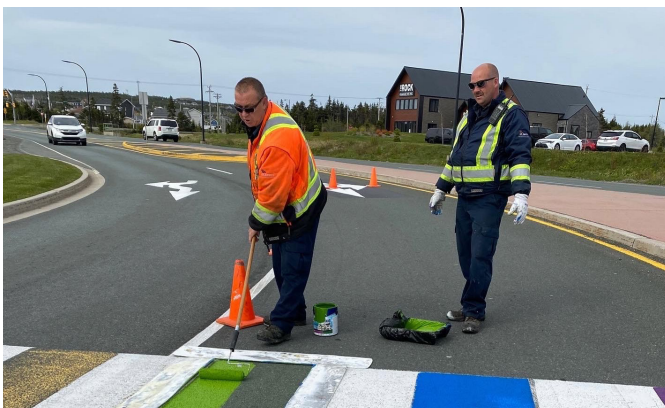
The SJIAA Board endorses wholeheartedly the intent by senior management through the Occupational Health and Safety Committee to incorporate the thirteen elements of psychological health and safety into the daily functioning of the airport.

We will continually strive to achieve a culture of health, safety and wellness performance that we are proud of in order to earn the confidence of our employees, partners, funders and other stakeholders and the public.

Corporate Social Responsibility

To align with our organization's core values, SJIAA's Human Resources department lead the development of a Corporate Social Responsibility Action Plan to foster and enhance our community outreach. The following initiatives were accomplished in 2022:

- Demonstrated allyship to the LGBTQ+ community by re-installing the Pride crosswalk at the main entrance to the Airport, along with promoting Pride month across all digital assets on Airport property.
- Successfully executed two employee group donations to the Canadian Blood Services to support the growing demand for blood in our communities.
- Raised over \$5,000 through voluntary employee and board member donations for the Canadian Red Cross Relief Fund and United Refugees to support the humanitarian crisis in Ukraine. All donations were then matched by the Airport Authority.
- SJIAA employees participated in an Airport-wide community cleanup during Volunteer Week.
- SJIAA continued to observe the National Day for Truth and Reconciliation in 2022, and supported the Tim Hortons' Orange Donut campaign where 100% of proceeds benefited Indigenous organizations across Canada. A corporate donation was also made to First Light St. John's Friendship Centre.
- Raised \$490 for the Community Food Sharing Association through an employee driven competition at Christmas time.
- After growing his hair for nearly two years, Building Maintenance Technician Tom Stokes participated in the 2022 Shave for the Brave and hosted his shave at the Airport. The Airport Authority was proud to support Tom's initiative through a corporate donation.
- Recognized International Women's Day by presenting all female staff and Board members with a Newfoundland Chocolate Company fundraiser bar with proceeds supporting Stella's Circle emergency shelter programming.
- SJIAA was pleased to host a COVID-19 and flu vaccination clinic for employees and their families. Over 100 vaccinations were given at this clinic.



St. John's Board of Trade Award Nominations

SJIAA was nominated for two St. John's Board of Trade Business Resilience awards, and named a finalist for one during the event. The event was attended by staff and board members, and the nominations allowed an opportunity to show the business community the work that the Airport has been doing throughout the pandemic despite the impacts on our industry.

4. Enhanced Partnership & Collaboration

Connecting with stakeholders and fostering meaningful partnerships is integral to SJIAA's success as a community builder. Connecting with our community partners and stakeholders, especially as we emerge from the pandemic, remains a top priority for the Airport Authority.



We are in regular communication with our municipal, provincial and federal governments and a variety of integral stakeholder groups.



Partnerships

- SJIAA was proud to be the first Airport in Canada to welcome Ukrainian refugees, and worked extensively with our provincial government partners to ensure the safe arrival of three charters in 2022.
- SJIAA partnered with Business and Arts NL on the post-pandemic re-launch of the Come Play With Me public piano with a performance by Memorial University School of Music student Oz Merchavy. This program is designed to create magical, impromptu musical moments in the Airport Terminal Building.
- In an effort to promote enhanced recycling practices across the Terminal Building, SJIAA developed a new partnership with the East Coast Trail Association, which features the Trail's iconic imagery on our garbage and recycling bins. This project is designed to highlight the importance of keeping our communities clean.
- Then – SJIAA CEO Peter Avery was invited to the arrival of Their Royal Highnesses The Prince of Wales and The Duchess of Cornwall on their 2022 Royal Tour by the Federal Government's Department of Canadian Heritage.
- SJIAA offered space to Memorial University's Internationalization Office for their Airport Greeter Program, designed to greet international students who have arrived in St. John's for the first time.
- SJIAA liaised with Air Canada and the National Hockey League to ensure the safe arrival of the Stanley Cup, which was greeted by a huge audience at the Airport.



- SJIAA welcomed back primary/elementary schools from the St. John's area in December for the YYT Holiday Concert Series. This annual tradition was sorely missed throughout the pandemic, and brought smiles to the faces of everyone who passed by. In total, over 200 students from Paradise Elementary, St. Theresa's Elementary, St. Peter's Primary, St. Francis of Assisi, Roncalli Elementary and St. Matthew's Elementary participated.
- SJIAA partnered with PAL Airlines and HOT 99.1 FM for the annual Flight to the North Pole event. This exclusive, win-to-get-in, event always promises to be a magical day.



Photo credit: Canadian Heritage/Patrimoine canadien



Photo credit: Joe Gibbons/The Telegram



Advocacy

The St. John's International Airport Authority is represented on a number of boards including the Atlantic Canada Airports Association and Destination St. John's. SJIAA's CEO hold seats on both of these Boards. SJIAA sits on the Hospitality Newfoundland and Labrador's Access and Transportation Committee and SJIAA's Board of Directors Chair, Tom Williams, was elected the National Chair of a Canadian Airports Council Advisory Board in early 2022.

SJIAA presented a thorough Air Service Development update to both the Destination St. John's Board of Directors and Hospitality Newfoundland and Labrador Board of Directors in 2022. Such meaningful presentations bring partner organizations up to date on air service activities, challenges and opportunities and open the door for further conversations and collaboration.

5. Operational Excellence

As the operating entity for the Airport, the St. John's International Airport Authority continuously monitors its operations, processes and infrastructure to provide safe, efficient and effective services at the Airport.



Winter Maintenance Plan

SJIAA operates over 80 pieces of equipment. The Airport's heavy duty fleet for snow clearing comprises approximately 33 pieces of heavy equipment and includes Plow-Sweeper-Blowers, High Capacity Snowblowers, Loaders, Bulldozers, Chemical Application trucks, Tractors and sidewalk plows. SJIAA receives an average of 336 cm of snow annually and clears 1.3 million square metres of asphalt.

As the SJIAA's post-pandemic recovery continues, one area of the airfield was closed in January and not snow cleared with no impact on operational capability. Select parking lots were also combined to minimize the areas requiring snow clearing.

Airfield Asphalt Rehabilitation

2022 marked the first of a four-year asphalt rehabilitation program, where the Central De-icing Facility and Taxiways Juliet and Hotel were milled and re-paved. The project scope included the update of lighting and signage to ensure code compliance. Additional upgrades involved the completion of critical drainage upgrade work, select asphalt being redesigned to address durability concerns, and improvements in Foreign Object and Debris (FOD) reduction to address safety concerns. The Federal Government funds 50% of this sustaining capital through the Airport Critical Infrastructure Program (ACIP).

Runway 02/20 Conversion to Taxiway Mike

Runway 02/20 was converted to Taxiway Mike (M) as per the approved Airport Master Plan. This project included replacing all signage, updating the pavement markings, reorienting some lighting, as well as updating all airport publications to reflect the change in function. The conversion was completed on schedule in November. Further updates are scheduled for 2023.

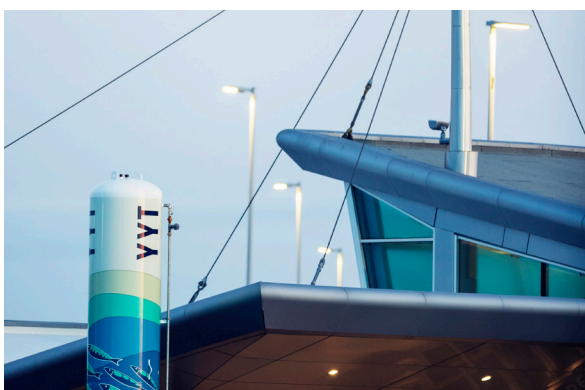
Fleet Replacement Program

2022 also marked the first of a four-year fleet replacement program. ACIP funding allowed SJIAA to start the initial stages of the winter plow-sweeper replacements. The modernization of SJIAA's heavy equipment fleet will provide the necessary capacity and reliability to meet demanding winter conditions.

Fire Hall Expansion Project

In summer 2022, SJIAA's Fire Hall underwent extensive renovations which required the expansion of two bays for new Rosenbauer Airport Rescue Fire Fighting (ARFF) trucks, which will be delivered in 2023 and 2025, respectively.

The expansion was completed while the fire hall remained fully operational. The scope included building civil footings and erecting structural steel, adding a new building envelope for the extension, and completing the mechanical, electrical and architectural fit-up.





Emergency Planning Exercise

SJIAA held a full-scale emergency planning training session in September 2022 as part of a routine exercise to ensure that our Airport partners are prepared in the event of an actual emergency. Exercise participants included the Royal Newfoundland Constabulary, Eastern Health, St. John's Regional Fire Department, Garda, Canadian Red Cross, and SJIAA staff.

Security Excellence

In early June 2022, St. John's International Airport hosted a National Security Officer Training Course. Sixteen participants from airports across the country completed the course led by SJIAA Security Officer Rick Stacey. St. John's International Airport is the only airport in the country to offer this training.

Mr. Stacey was also selected as one of only eight worldwide security staff to attend Airports Council International's World Airport Excellence Program. This program consisted of a five-day security audit of the Manuel Márquez de León International Airport in La Paz, Mexico and the Curaçao International Airport. Following the audit, the team made recommendations on how to improve their security operations.

Safety Advancements

The St. John's International Airport Authority continued to advance all aspects of Airport Safety Management in 2022 including aviation safety, occupational health and safety, and passenger safety.

Our Occupational Health and Safety Committee (OH&S) plays a vital role in the advancement of OH&S programs and procedures for our employees.

In 2022, the Committee met 11 times with main areas of focus being psychological health and safety initiatives (including training a large portion of our staff in Mental Health First Aid), the re-development of critical OH&S Programs (fall protection, hazardous energy) and oversight of the SJIAA OH&S training program. The Committee also organized a very successful National Occupational Health and Safety (NAOSH) Week, which included 13 activities and seminars related to physical fitness and mental health.

The St. John's International Airport Authority continues to implement and expand on passenger facing infrastructure and technologies to ensure the safety of passengers and public. In 2022, SJIAA was re-certified with the Airport Council International Airport Health Accreditation which ensures the Airport Authority is implementing best practices to reduce exposure to transmissible diseases including COVID-19.

Diversions

St. John's International Airport is uniquely located on Canada's eastern edge bordering the Atlantic ocean and is an ideal stopping point for diverting flights. In 2022, SJIAA received 32 flight diversions which required various levels of service and coordinated efforts from SJIAA's Fire Hall, Eastern Health, CBSA and airline partners.



6. Financial Stability

As a private, not-for-profit, non-share capital corporation, the St. John's International Airport Authority is responsible for generating its own revenue and raising its own capital to support Airport operations, improvements and maintenance plans. All earnings generated through Airport operations are reinvested back into the infrastructure and operations of the Airport.

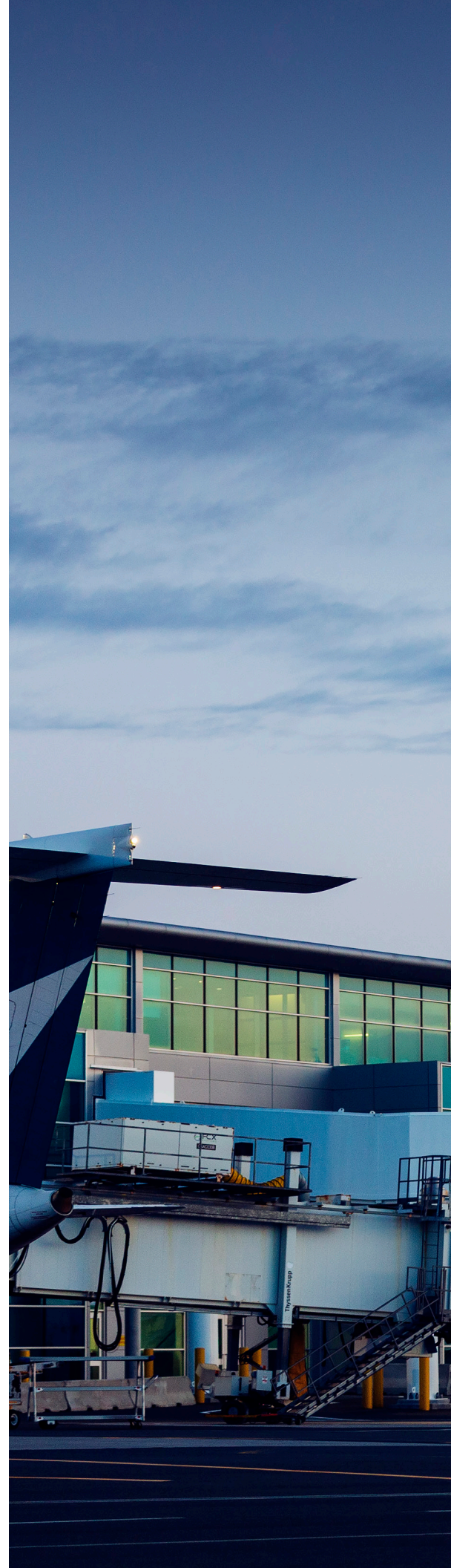
Recovery from the global pandemic that crippled the aviation industry in 2020, continued in 2022. Passenger traffic increased by 130% over 2021, but was 26% lower than pre-pandemic levels. 2022 ended with aircraft movements and passenger traffic at 74% of pre-pandemic levels as of December 31st, 2022.

Although 2022 total revenues remain below pre-pandemic levels, revenues rebounded nicely, due to pent up demand for air travel arising from the prolonged pandemic. The Province of Newfoundland and Labrador's 'Come Home Year' campaign also stimulated air travel in 2022, as Newfoundlanders and Labradorians travelled home to see loved ones. As passengers returned, we saw increasing hours of operation for all of our concessionaires which were challenged with staffing constraints earlier in the year, resulting in increased concession and parking revenues.

With continued uncertainty around the rate of recovery, and drastically rising inflation, SJIAA continued its conservative approach to spending. Certain cost cutting measures implemented early in the pandemic continued in 2022 for as long as reasonably possible, including the closure of select gates, bridges, parking lots, roadways and sections of the terminal building. The return of certain essential personnel did not commence until the fourth quarter of the year.

The Authority successfully secured a total of \$19 million in Airport Critical Infrastructure Program (ACIP) funding for two multi-year projects; namely, airfield asphalt rehabilitation and fleet replacement. This program, which spans 2022 to 2026, will provide the necessary liquidity to complete these two critical projects.

Since privatization, the Authority has invested nearly \$359 million in infrastructure improvements at the Airport and has collected \$266 million in Airport Improvement Fee (AIF) revenue.







V. Business Plan

2022 Annual Report

St. John's International Airport Authority



Business Plan

2022 Actual vs. Business Plan

(Shown in thousands of dollars)

	Actual	Plan	Difference	Explanation
Revenues	\$45,880	\$37,166	\$8,714	Although revenues in 2022 were below pre-pandemic levels, commercial flight activity and passenger traffic were higher than expected resulting in higher revenues.
Expenses (See Note 1)	\$41,653	\$41,554	\$99	As recovery from the pandemic continued, expenses were carefully managed in 2022, including certain cost saving measures.
Capital	\$8,079	\$8,109	(\$30)	Capital expenditures were as planned in 2022.

Note 1. Expenses include amortization

Business Plan Forecast 2023-2027

(Shown in thousands of dollars)

Preparation of this forecast required management to make estimates and assumptions. Actual results could differ materially. Readers are cautioned not to place undue reliance on this forecast.

	2023	2024	2025	2026	2027
Revenues	\$47,506	\$49,387	\$51,362	\$52,903	\$54,490
Expenses (See Note 1)	\$46,438	\$48,276	\$50,207	\$51,714	\$53,265
Capital (See Note 2)	\$11,716	\$11,613	\$19,253	\$7,256	\$10,997

Note 1. Expenses include amortization

Note 2. Capital includes fleet replacement, asphalt rehabilitation, parking lot refurbishment and boarding bridge replacements.





VI. Corporate Governance

2022 Annual Report

St. John's International Airport Authority



Corporate Governance

The role of the Board of Directors is to guide the strategic direction for the Airport Authority. The community’s interests are represented through a diverse Board of Directors, comprised of 12 members who are nominated by various stakeholders in the region.

The Board has three standing Committees - Governance, Development, and Finance & Audit on which Board members and Airport Authority staff collaborate on key initiatives.

Federal Government	Peggy Coady, William Malone
Provincial Government	Robert Gosse
City of St. John’s	Ken Baggs, Andrea Marshall
St. John’s Board of Trade	David Mitchell
City of Mount Pearl	Brian Butt
Mount Pearl-Paradise Chamber of Commerce	David Howe
Town of Conception Bay South	Holly Hicks
SJIAA Board of Directors	Louise Bradley*, Stephen Outerbridge, Tom Williams



Board of Directors:

Top row (L-R): **Tom Williams** - Board Chair; **William Malone** - Board Vice-Chair; **Holly Hicks**; **Peggy Coady**; **David Howe**; **Brian Butt**; **Robert Gosse**

Bottom row (L-R): **David Mitchell**; **Stephen Outerbridge**; **Ken Baggs**; **Andrea Marshall**; **Louise Bradley**; **Roger Butt**

** Louise Bradley was appointed to the Board of Directors in September 2022 following the conclusion of Roger Butt’s term.*

Board of Directors' Compensation

Board Member	Committee Membership	Board Meetings	Compensation
Tom Williams	Board Chair	8	\$47,500
William Malone	Board Vice-Chair & Member, Finance and Audit Committee	8	\$30,000
Holly Hicks	Chair, Development Committee	8	\$25,000
Peggy Coady	Chair, Governance Committee	8	\$27,000
David Howe	Chair, Finance and Audit Committee	7	\$19,750
Brian Butt	Member, Finance and Audit Committee	8	\$19,500
Robert Gosse	Member, Governance Committee	8	\$19,000
David Mitchell	Member, Development Committee	7	\$19,000
Stephen Outerbridge	Member, Development Committee	8	\$20,000
Ken Baggs	Member, Governance Committee	8	\$18,500
Andrea Marshall	Member, Development Committee	8	\$21,500
Louise Bradley	Member, Governance Committee	2	\$7,333
Roger Butt	Completed Term August 31, 2022	6	\$17,500



How We Govern

The corporate operations and the activities of the Board of Directors are guided by the National Airports Policy of 1994 – specifically the “Public Accountability Principles for Canadian Airports” and the Authority’s Operating By-Laws. The St. John’s International Airport Authority’s Operating By-Laws were amended in 2008 to incorporate the relevant elements of the Not-For-Profit Corporations Act, the proposed Canada Airports Act, as well as the best practices of corporate governance currently employed in Canada. Further amendments to the By-Laws, as required under the new Canada Not-For-Profit Corporations Act, were submitted to Transport Canada in 2014 for approval.

The By-Laws contain Conflict of Interest Guidelines and a prescribed Code of Conduct. In 2020, there were no breaches of the Conflict of Interest Guidelines by any Officer or Director of the Airport Authority.

The St. John’s International Airport Authority is committed to conducting business in a competitive fashion. All projects with a value in excess of \$75,000 (base year 1998 = 100, CPI annually adjusted) require a public tender or request for proposal.





VII. Financials

Please see audited financial statement.