



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

# 2021 Annual Report



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"Well this island has no strangers cause  
everybody is your friend, this little isle called  
Newfoundland oh I'd sure love to see it again"

Roy Payne (NL Singer-Songwriter)





# Messages from the Chair & CEO

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# Message from the Chair

Much like 2020, the past year was one of obstacles and changing priorities. While the pandemic-related impact to SJIAA will continue for years to come, the second half of 2021 also offered hope and optimism.

PAL Airlines launched a new route from YYT to Fredericton in late June. It was a huge success to launch a new route while so many were reduced or suspended.

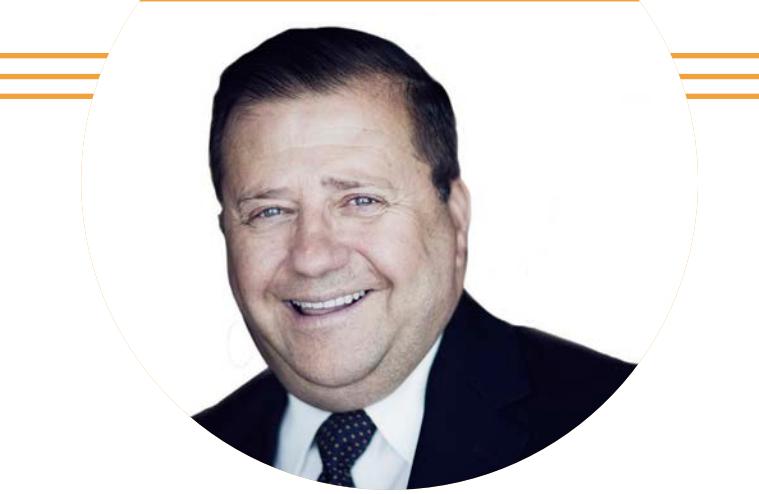
The Atlantic Bubble was a welcomed addition during the summer months, and in September and October, Porter and Air St. Pierre respectively, resumed operations out of YYT. Of course, Omicron was on our shores by December, but it is important to highlight any wins in the aviation sector during these times.

The financial impacts of COVID-19 on SJIAA cannot be underestimated, but we were pleased to see Federal government funding of \$11.8 million in Regional Air Transportation Initiative (RATI) funding secured and \$3.6 million from the Airport Relief Fund (ARF) which provided the necessary liquidity to continue Airport operations.

Our Board had seven regularly scheduled meetings, in addition to numerous Governance, Development, Finance and Audit committee meetings. Due to unforeseen and time-sensitive pandemic related issues, numerous special board meetings were also held without remuneration.

A major Board activity this year was the approval of a comprehensive reform of our Board of Directors recruitment and retention policy. This will enhance the process by which both independent and qualified Directors are recruited.

Directors also completed annual self, committee and Board evaluations and were enrolled in various education sessions – one of which was an in-depth tour of the Provincial Aerospace Facilities and business operations. We are proud that this impressive setup is housed on SJIAA property.



SJIAA is committed to Corporate Social Responsibility, and as Board Chair, I'm proud to say that the organization recognized the first National Day for Truth and Reconciliation on September 30th, and will continue to do so going forward. This day honours the missing indigenous children and survivors of residential schools, their families and communities, and serves as a day of reflection across our Country.

As we enter 2022, we also enter the final year of our 2020-22 strategic plan, which had six guiding priorities: Exceptional Passenger Experience; Strategic Business & Air Service Development; Culture of Teamwork and Engagement; Enhanced Partnerships & Collaboration; Operational Excellence and Financial Sustainability.

We are very pleased of the work that was executed within the plan, especially given the difficult circumstances during this time frame and we have started the process of assembling our new plan.

I want to thank our Board of Directors, Senior Leadership Team and our loyal and dedicated employees for their dedication and loyalty during the last year. Working in the aviation sector during a global pandemic certainly has not been easy, but it comes as no surprise to me that the SJIAA team was able to move important projects along while continuing to provide critical services to those who relied on it.

Our Authority is well-equipped for the next chapter.

A handwritten signature in blue ink that reads "Tom Williams".

**Tom Williams**  
Chair, Board of Directors



## Message from the CEO

Our Airport Authority, alongside our entire industry, continued to feel the effects of the COVID-19 pandemic throughout 2021. As always, our employees ensured that we remained a 24/7 operation servicing commercial passengers, MedEvac, rotational and offshore workers, cargo and flight diversions – and we did so with safety top of mind.

Public Health maintained its presence at our Airport, various testing options were made available to passengers, masks remained a requirement of entry to our Airport Terminal and vaccinations and enhanced cleaning protocols were added to our COVID mitigation plans. For our efforts, our Airport Authority was re-accredited by Airports Council International for demonstrating highly proficient passenger health measures that align with best practises.

As proud as I am of our pandemic response, there's no way around it – 2021 was devastating on our business. One of the hardest affected areas was passenger traffic which was down 68% compared to pre-pandemic 2019 levels, with a corresponding \$24 million loss in revenue. For the first time in our history, we were without a non-stop route to Toronto, and we also lost all WestJet flights for nearly three months.

Still, there were glimmers of hope. We were thrilled with the announcement of our Province's summer reopening to the rest of Canada. It was truly heartwarming to watch families re-unite outside the terminal.

In late-November, we were once again able to accept international flights. Little did we know however, that Omicron was just two weeks away, and provincial restrictions erased our usual Christmas rush.

If the past year (and the entire pandemic) has taught us anything, it is that we must be adaptable. As difficult as it was to navigate changing restrictions and alert levels, the

show must go on. We continued to steer the Authority into the future, and our strategic plan saw great progress as we enhanced accessibility for persons with disabilities, optimized operations and strengthened partnerships.

Air service is the core function of our business, and we used this time to revitalize our strategy. We partnered with an industry expert and held focus groups with business and industry leaders to better understand what our passengers now need from us.

Our Airport made significant changes to passenger accessibility in 2021. We established a working group that determined ways to improve and enhance our services for persons with disabilities. I am happy to say that we made significant progress. We developed and implemented a curbside assistance program, implemented visual paging for passenger announcements, added software to our website to enhance the experience for passengers with visual, auditory or cognitive disabilities and also installed indoor and outdoor pet relief areas for passengers travelling with service animals.

Many of our successes this year would not be possible without the collaboration and partnership of our stakeholders. We have an obligation to our province to provide connectivity even during these difficult times, and funding sources like the Regional Air Transportation Initiative and the Airport Relief Fund helped us to fulfill that obligation. We are very grateful to our Federal Government for this assistance.

I want to thank our Board of Directors for providing sound direction to our Authority Team over the past year. This is a tough time to work in the aviation sector, but our Team remained focused through the many uncertainties and challenges thrown at us. Our organizational culture and values of teamwork and integrity remain strong because of our employees. I want to thank each valued member for your hard work and dedication.

Thank you to all of our stakeholders and the travelling public for your patience, understanding and support during these difficult times. While our path to full recovery is still protracted and remains somewhat unpredictable, I am confident brighter days are around the corner.

Peter Avery  
Chief Executive Officer



### III. Who we are

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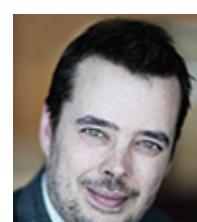
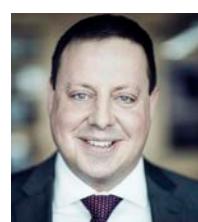
## III. Who we are

St. John's International Airport 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.

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

**Mission:** Proudly enabling prosperity and growth



**Photo of Senior Leadership Team**

Top Row (L-R): Peter Avery, Lisa Bragg, Connie Duffett, Laura Gough, Jill Grant, Lynn Holwell

Bottom Row (L-R): Scott Kelly, Scott Mercer, Wayne Morris, Philip O'Connell, Kirk White,



## IV. Ongoing Pandemic Related Efforts

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## IV. Ongoing Pandemic Related Efforts

The pandemic continued to affect SJIAA's organization, operations, employees and stakeholders throughout 2021. The year finished with a 68% reduction in passenger traffic, compared to pre-pandemic levels (2019).

### Government of NL Public Health at YYT Point of Entry

Public Health continued its presence at St. John's International Airport for inbound, out of province passengers to administer point of entry forms and to gather information for contact tracing. SJIAA provided operating and storage space and related infrastructure for this government required check point.



### SJIAA Vaccination Policy

In October 2021, Prime Minister Justin Trudeau and Deputy Prime Minister Chrystia Freeland announced details of the government's plan to require COVID-19 vaccination across the federal public service and federally regulated transportation sectors.

In accordance with the Federal Government's Interim Orders, SJIAA implemented an airport wide vaccination policy which saw approximately 1,200 employees across the Airport campus processed to confirm their vaccination status. SJIAA worked with, and continues to work with, CATSA to implement the vaccination program for passengers and non passengers in the terminal.

### Support to Northern and Remote Communities

Recognizing the unique needs of travellers from remote communities, Transport Canada worked with SJIAA and local carriers to ensure that remote travellers who were not fully vaccinated were still able to travel for their medical, health or social well-being, and return safely to their homes. SJIAA facilitated this process to ensure maximum flexibility. The Federal government provided rapid molecular tests to remote travellers who did not provide proof of vaccination or a valid COVID-19 molecular test. These tests were provided to gateway airports, which were identified as transit points for remote communities under Interim Orders.

### On-Site Testing

Main Street Medical began on-site operations at SJIAA in November 2021. Passengers book appointments directly through Main Street, and the service is conveniently located on the first floor of the terminal building, near the baggage hall.

Adjustments adopted by the Airport Authority at the onset of the pandemic to protect the passenger experience continued throughout 2021 which included:

- masks required in the Airport Terminal Building
- enhanced cleaning regimens and high efficacy cleaning equipment
- additional hand sanitization stations
- the Airport's footprint in the arrivals area was changed to accommodate mandatory provincial health screening
- passengers and rental car clients only permitted entry to the baggage hall.



## V. Strategic Plan

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*"When first she breathed the salty air,  
she seemed to sense the beauty there,  
of rock and sea, as treasures rare"*

Roy Payne

## V. 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 the six strategic goals within the plan.

### 1. Exceptional Passenger Experience

SJIAA is one of many transportation hubs that must comply with federal Accessible Transportation for Persons with Disabilities Regulations (ATPDR) legislation. SJIAA's ATPDR working group implemented monthly terminal walks to identify ways to improve accessibility throughout the Airport and worked diligently to put these measures in place. SJIAA aims to provide an excellent passenger experience for all passengers and Airport stakeholders. This includes offering accessible transportation and services for passengers with a disability and/or reduced mobility.

By the end of 2021, SJIAA made significant progress in these areas:

#### Curbside Assistance Program

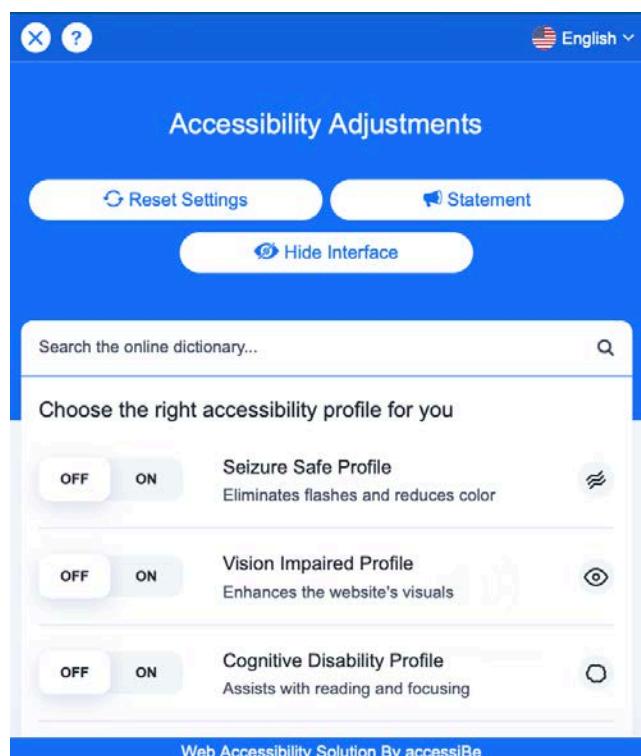
A passenger with a disability and/or reduced mobility can request curbside assistance through our website or by phone. The Airport Authority will provide curbside assistance to the airline check-in counter and from the baggage claim area upon receipt of luggage. SJIAA developed training in conjunction with an Occupational Therapist and delivers this training to employees who will assist with passengers requesting this service.

#### Visual Paging

Passengers with hearing impairments will now see announcements delivered on the departures floor as a voice to text announcement that scrolls across the screens positioned at the gates.

#### Website Accessibility

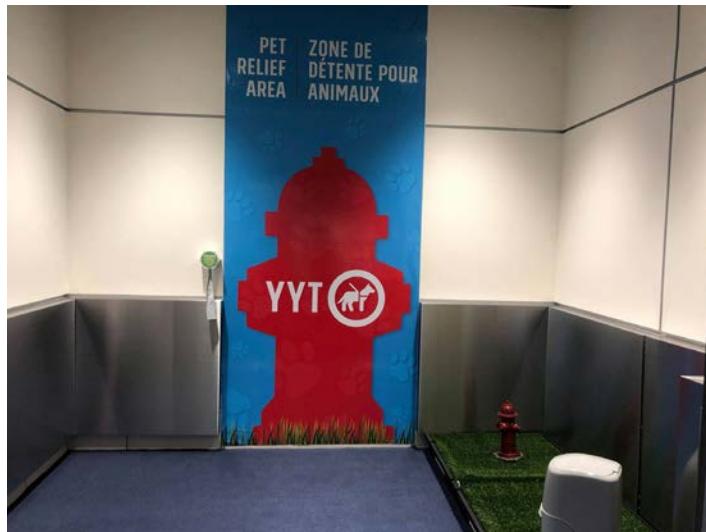
SJIAA's website now meets all accessibility legislation using AccessiBe, a software interface that is a session-based design and makes accessibility modifications based on individual needs. All adjustments are compliant with WCAG 2.1 AA and AAA requirements.



# PET RELIEF AREA | ZONE DE DÉTENTE POUR ANIMAUX

## Pet Relief

SJIAA now has designated pet relief areas for individuals travelling with a service animal. These areas are located curbside across the roadway from arrivals next to the car rental covered walkway, and on the departures floor in the renovated Gate area (between Gates 7 & 9).



## Airport Health Accreditation

Human Resources led the re-accreditation process for the Airports Council International (ACI) Airport Health Accreditation for 2021. This Airport Health Accreditation offers both passengers and employees an added layer of confidence and demonstrates that our stringent health measures and protocols are in line with global best practices. It was noted by our evaluator that our airport "demonstrated an admirable continuation of its efforts to provide a safe airport experience for all travellers which is in line with the recommended health measures established in the ACI Aviation Business Restart and Recovery guidelines and ICAO Council Aviation Recovery Task Force Recommendations, along with industry best practices."





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YOU | YYT ❤ | TU M'AS  
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### Passenger Confidence Campaign

SJIAA made strategic efforts to communicate vital passenger facing information to boost confidence in the passenger experience. Communications strategically focused on messages around provincial entry requirements, mask policy information on concession hours and related updates. Information was, and continues to be, shared on social media, digital billboards, terminal screens and the YYT website. YYT also launched a "YYT Heart" campaign with messages of Missed You/Ready When You Are throughout 2021. In addition, we enhanced our customer facing website portal where stakeholders can send questions, issues or comments.



### 2. Strategic Business & Air Service Development

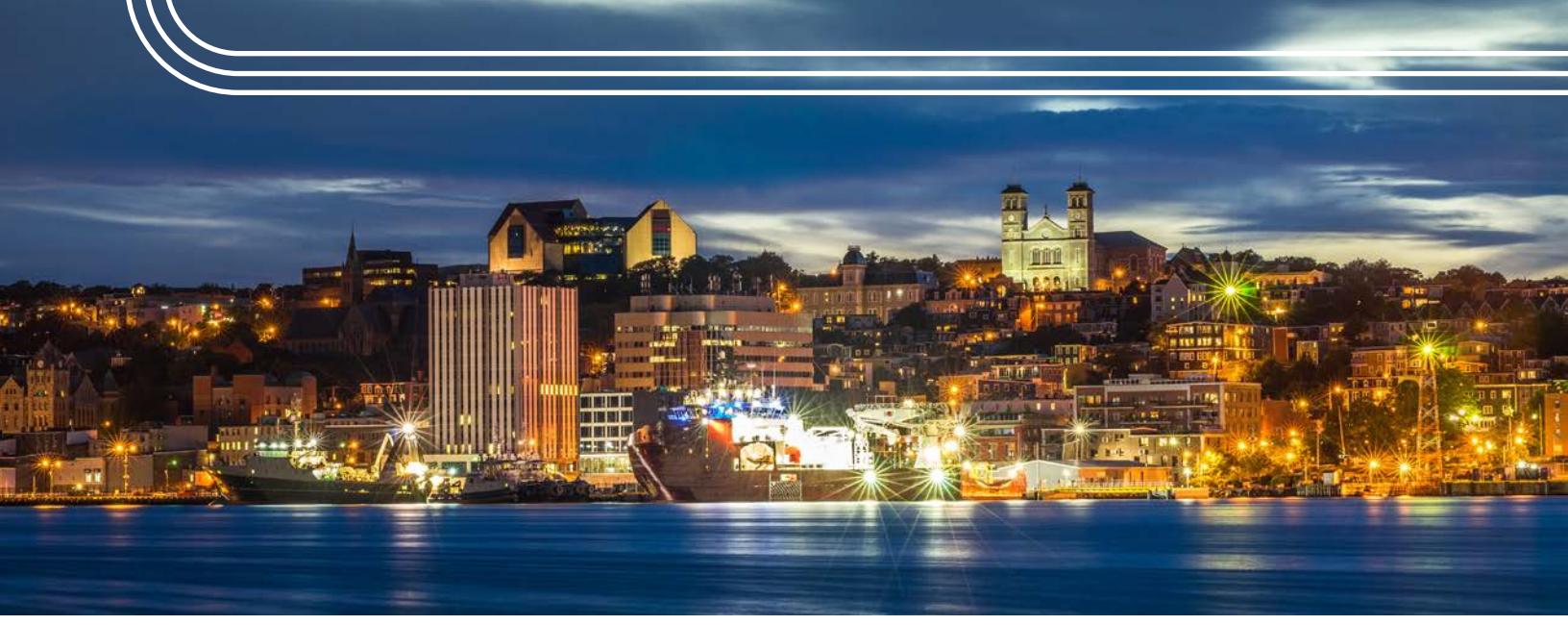
2021 saw many ebbs and flows with respect to travel restrictions and COVID pandemic peaks and the affects were fully felt at SJIAA.

#### Concessions

Our diversified concession offerings (food, retail and ground transportation) were significantly impacted by decreases in passenger traffic, and as a result, created extended periods of concession closures and/or reduced operating hours throughout the year. We are pleased that our concessions have continued to serve both passengers and employees to the best of their abilities.

#### Air Service

Air service is the core business function of our Airport and remains one of our highest priorities. In the summer of 2021, SJIAA partnered with an experienced industry consultant to re-develop SJIAA's Air Service Strategy. Throughout the fall, focus groups were held with business and industry sector leaders along with our own Passenger Advisory Committee to get key feedback and insights into the needs of various travellers.



While maintaining key air service throughout 2021 was a main focus, we experienced both challenges and opportunities.

#### Challenges

- Porter grounded its entire fleet as of March 2020.
- WestJet temporarily suspended its non-stop YYT-Toronto Pearson flight from October 2020 until June 24, 2021.
- Air Canada temporarily suspended its non-stop route from YYT to Toronto-Pearson from January 23, 2021 to June 19, 2021. This marked the first time in the Airport's existence that we were without a non-stop route to Toronto.
- WestJet temporarily suspended its sole remaining route at the time from YYT-Halifax from March 21, 2021 to May 6, 2021.
- SunWing did not re-start its sun destinations or its summer seasonal service to Toronto.
- December was met with the new Omicron variant and resulting provincial restrictions the week prior to Christmas causing many passengers to cancel due to new isolation periods.

#### Opportunities

- PAL Airlines launched a new route to Fredericton on June 28. This route is currently routed through Deer Lake.
- July 1, 2021, saw provincial restrictions ease and the opening up of the Atlantic bubble.
- Porter returned to YYT on September 17.
- Air St. Pierre was given an exemption, as an international carrier, to operate medically required charters throughout the pandemic.

On October 1, Air St. Pierre was allowed to resume commercial operation to YYT.

- In early November the Federal government announced that St. John's International Airport was one of eight additional airports across Canada able to accept international flights, effective November 30, 2021.

### 3. Culture of Teamwork & Engagement

SJIAA recognizes the value of 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.

#### Performance Management and Career Development Program

SJIAA's Performance Management and Career Development Program was fully implemented in 2021 with a 96% participation rate. Performance Management training was delivered to all employees, and all supervisors, managers and directors were supported through enhanced leadership training for the program.

#### Employee Engagement Committee

Human Resources re-established the Employee Engagement Committee, which was placed on hold during the pandemic. Committee members

rolled out a multi-phase employee rewards and recognition program called Proud of Our People. The rewards and recognition program was developed to ensure employees feel like their contributions are valued at SJIAA. Two employee recognition programs also launched in 2021 - Going the Extra Mile, an employee-to-employee recognition program and Welcome Aboard, a brand-new Employee Onboarding program. The full program will be launched in 2022 with a focus on annual awards linked to our organization's core values, years of service and volunteerism.

#### Mental Health Initiatives

SJIAA placed a great deal of focus on this area throughout 2021. Human Resources implemented several initiatives throughout the year to support employee mental well-being including all-employee wellness communication called Wellness Wednesday, training to all staff from the Mental Health Commission of Canada, Engaging Employees in Mental Wellness, Working Mind training sessions and visits from Stella - the Royal Newfoundland Constabulary's police support dog. Not only was mental health a focus, but initiatives such as yoga, hikes and flu immunization were implemented to support employee physical well-being.

#### Policy Initiatives

Through collaboration with all staff, the Human Resources department advanced several important policy initiatives throughout 2021. Key policies implemented included remote work, workplace violence and harassment prevention, inclement weather, vaccination and code of conduct. Additionally, the inaugural annual policy review day was launched, where all employees received training on key organizational policies.

#### Corporate Social Responsibility

To support this focus, SJIAA hosted a number of initiatives. A Food Drive was hosted in support of the Community Food Sharing Association (CDSA) in December. SJIAA partnered with Tiffany Village-

Retirement Living who used their resident bus to pick up food collected from the Airport and bring directly to the CDSA. SJIAA also partnered with Salvation Army's Christmas Collection Drive by collecting hats and gloves for teens in need and participating in their signature Kettle Campaign. Through these initiatives, SJIAA employees donated 619 pounds of food, \$680 in cash and several Christmas trees full of hats, mitts and gloves.



SJIAA continues to collaborate within the organization through various inter-departmental committees including Occupational Health and Safety and the active Labour Management Committee. These committees ensure regular, open dialogue between union and management to address and resolve a variety of workplace concerns.

SJIAA recognized the first National Day for Truth and Reconciliation on September 30th and will continue to do so going forward. The day honours the lost children and survivors of residential schools, their families and communities.



## 4. Enhanced Partnerships & Collaboration

Connecting with our community partners and stakeholders remains a priority. SJIAA is committed to finding opportunities to collaborate and establish partnerships that maintain and increase air service; enhance the passenger experience; showcase our province's unique identity and culture and establish a sense of pride within the community for the facilities and services offered.

### Partnerships

SJIAA fostered industry relationships with a variety of stakeholders throughout 2021.

- SJIAA partnered with the provincial department of Tourism, Culture and Recreation to place both vaccination and "Together Again" campaign materials at the Airport.
- For pandemic related reasons, SJIAA partnered with provincial government's Public Health Department to ensure they had adequate space within the Airport. We also developed a relationship with the Point of Entry Liaison to ensure that efficiencies were maintained.
- We had significant communication with both Public Health Association of Canada (PHAC) and Canada Border Services Agency (CBSA) on the requirements for international passengers.

### Representation

SJIAA is represented on a number of boards including Destination St. John's, the Atlantic Canada Airport Association and is an active member of the Hospitality Newfoundland and Labrador Air Access Action Plan Working Group. SJIAA's CEO is a member of the Premier's Advisory Council on Tourism (PACT) and also Chaired the Industry Engagement Sub Committee. SJIAA's Board Chair was also the Vice Chair of the Canadian Airports Council, Council of Chairs. Air access is a key concern across a variety of government departments and industry groups. As such, SJIAA met regularly with Provincial and Federal Ministers, Political leaders, and airports in both our province, region and across Canada.



## 5. Operational Excellence

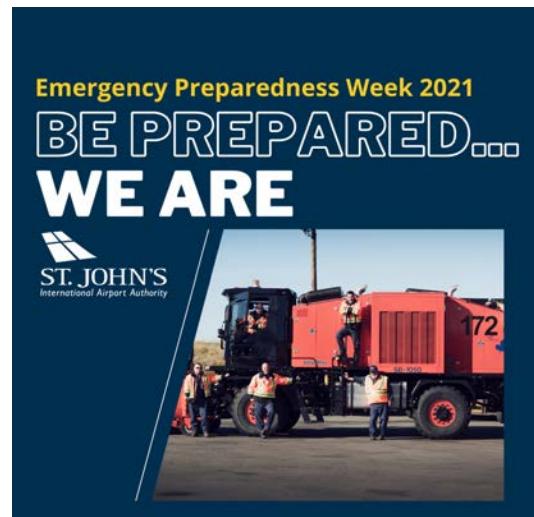
SJIAA continuously looks at its operations to improve and build on its current practices and also implement new operational components when the opportunity arises.

### Enterprise Risk Management (ERM)

Due to the pandemic and resulting impacts on both Airport passenger levels and the financial situation, SJIAA completed a review and updated organizational risks within our ERM framework. Included in this review and update was a new ERM Policy and the integration of the enterprise risks into our VORTEX Complete Management System to allow for more oversight and management of our organizational risks.

### Operational Risk Management

Despite SJIAA's passenger and aircraft declines in 2021, the procedures and processes contained in our Aviation Safety Management System continued to be successfully managed to ensure the safety of aircraft operations on our airfield. As a result, SJIAA recorded zero "high risk" safety events on our airfield in 2021.





## Employee Safety

Employee safety and Occupational Health and Safety (OHS) shifted focus during 2021 to continue to ensure that safety risks associated with COVID were minimized and mitigated for SJIAA employees, tenants and passengers. SJIAA's OHS committee continued to meet monthly (virtually as required) to provide expertise and guidance in all facets of employee safety. Emphasis in 2021 was also placed on employee physical fitness and psychological health and safety was highlighted during National Occupational Health and Safety Week.





### Hold Bag Screening (HBS)

The HBS, or “Outbound Baggage Handling System”, was fully operational in March 2021. The remainder of 2021 was utilized to complete deficiencies, ramp up the system to design capacity, train and establish the bag system operator team and transition to steady-state operation. Additional access points were also installed to help respond to upsets. The new system increases reliability at check-in with reverse belt capability, and modern x-ray technology provides a higher level of screening. The new system ensures that bags are able to be tracked all the way to the aircraft, and the system has numerous troubleshooting tools enabling operators to react quickly and keep the system running reliably and efficiently.

### Successful Implementation of Global Reporting Format (GRF)

Canada formally adopted the International Civil Aviation Organization (ICAO) driven Global Reporting Format initiative for reporting runway surface conditions in August 2021, after an implementation delay due to the pandemic. In the fall of 2021, SJIAA trained and certified 16 personnel in winter GRF

reporting, after developing an in-house training program delivered by SJIAA instructors. SJIAA provides runway surface conditions to air carriers around the clock.

### Diversions

St. John’s International Airport is uniquely located on Canada’s eastern edge bordering the Atlantic ocean and as such, is a key crossing point for trans-Atlantic flights. In 2021, SJIAA saw 13 large aircraft medical diversions and provided and coordinated the appropriate level of service in partnership with CBSA, Eastern Health, Air Canada and other related partners.



### Winter Maintenance Plan

For the winter of 2020-21, SJIAA implemented planned surface closures as part of its winter maintenance plan in an effort to reduce costs. Airside, Runway 02/20 and Taxiways Delta and Foxtrot were closed from December 14, 2020, until mid-April 2021. This resulted in a 7% reduction in the airside areas that required maintenance with no loss of runway availability to carriers operating a limited flight schedule. In the groundside portion of the Airport, parking lots were reconfigured and combined with the same cost cutting strategy. This resulted in a 25% reduction of areas requiring clearing and a parallel reduction in person hours, fuel and salt.



### 6. Financial Sustainability

As a private, not-for-profit, non-share capital corporation, SJIAA 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.

The global pandemic that crippled the aviation industry in 2020 continued its destructive path in 2021 with low revenues, passenger traffic and flight



activity. Although passenger traffic increased by 31% over 2020, it was a staggering 68% lower than pre-pandemic levels. This decrease in traffic and reduction in air service resulted in a \$24 million loss in revenue (excluding government assistance) for the year, compared to pre-pandemic levels.

The Canada Emergency Wage Subsidy (CEWS) continued to provide essential support for SJIAA in 2021 with funding of \$1.8 million offsetting payroll costs by 20%. Also, in 2021, SJIAA successfully secured \$11.8 million in Regional Air Transportation Initiative (RATI) funding and \$3.6 million from the Airport Relief Fund (ARF). This funding provided the necessary liquidity to continue Airport operations, and we are happy to report that St. John's International Airport remained operational 24/7 throughout the pandemic. The Authority is very grateful for this funding from the Federal Government, which allowed the Airport to maintain operations without any further cuts to Airport operations or services.

In response to continued revenue losses, the substantial cost cutting measures which were implemented in 2020 continued in 2021 as follows:

- 17% workforce reduction – no re-hiring in 2021
- discretionary spending freeze
- capital program cut to less than 20% of our pre-pandemic spend, reserved for essential safety and security projects only
- temporary extended closures (select gates, bridges, parking lots, roadways and sections of the terminal building)

SJIAA has invested over \$350 million in infrastructure improvements at the Airport and has collected only \$239 million in Airport Improvement Fees (AIF) revenue. These investments were paid for using borrowed funds and as such, the Airport continues to carry significant debt that must be serviced over the life of the respective assets.



## VI. Business plan

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# 2021 Actual vs. Business Plan

(Shown in thousands of dollars)

	Actual	Plan	Difference	Title
Revenues	\$25,760	\$18,411	\$7,349	Although revenues were nearly 50% lower than pre-pandemic levels, commercial flight activity and passenger traffic were higher than expected resulting in higher revenues.
Expenses (Note1)	\$35,628	\$35,499	\$129	The implementation of cost saving measures in response to drastically reduced revenues continued in 2021 and the Authority achieved its reduced budgeted expenses.
Capital	\$2,033	\$3,005	(\$972)	Certain capital projects deferred as a cost saving measure.

Note 1: Expenses include amortization.

## Business Plan Forecast 2022-2026

(Shown in thousand of dollars)

The airport sector's recovery from the pandemic may take several years, and the return to pre-pandemic passenger levels will be dependent on the speed of recovery. As revenues are greatly tied to passengers, actual financial results will fluctuate depending on passenger levels. 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.

	2022	2023	2024	2025	2026
Revenues	\$37,166	\$42,527	\$49,387	\$53,961	\$55,273
Expenses (Note 1)	\$41,554	\$43,183	\$44,719	\$45,865	\$46,751
Capital (Note 2)	\$8,109	\$6,337	\$3,878	\$5,571	\$8,274

Note 1: Expenses include amortization.

Note 2: Capital includes critical fleet replacement and the rehabilitation of certain runways, taxiways and aprons.

# ST. JOHN'S INTERNATIONAL



Photo taken during RATI funding announcement. From left to right: Peter Avery-SJIAA CEO; Tom Williams-SJIAA Board Chair; Honourable Seamus O'Regan Jr.-Minister of Natural Resources (at time of photo) and Member of Parliament for St. John's South; Ken McDonald-Member of Parliament for Avalon.

## VII. Corporate Governance

## VII. Corporate Governance

The role of the Board of Directors is to guide the strategic direction for the SJIAA. 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 SJIAA staff collaborate on key initiatives. In 2020, the Board also struck a new, volunteer committee in response to the Pandemic to address Air Service which continued to meet throughout 2021.

Federal Government (Peggy Coady, William Malone)

Provincial Government (Robert Gosse)

City of St. John's (Ken Baggs, Andrea Marshall)

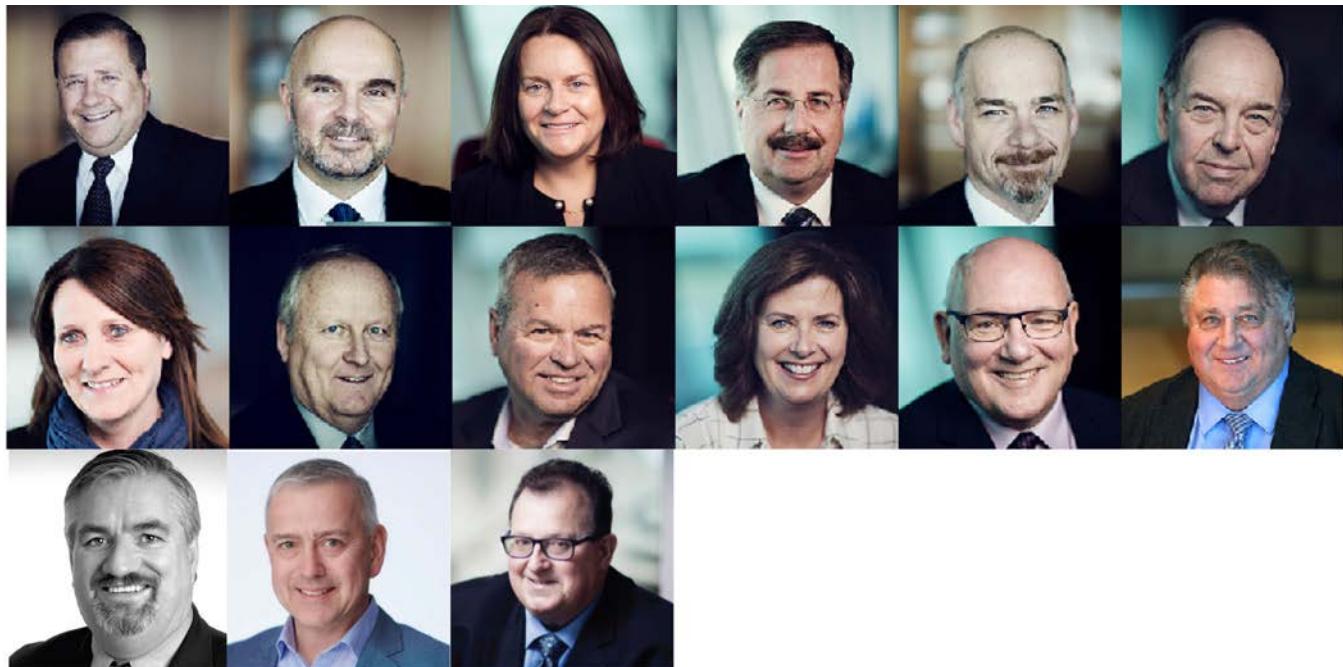
St. John's Board of Trade (David Mitchell\*\*, Larry Pittman\*)

City of Mount Pearl (Brian Butt\*\*, Darren Martin\*)

Mount Pearl Paradise Chamber of Commerce (David Howe\*\*, Jim Heale\*)

Town of Conception Bay South (Holly Hicks)

SJIAA Board of Directors (Roger Butt, Stephen Outerbridge, Tom Williams)



### Board of Directors:

Top Row (L-R): Tom Williams (Board Chair), William Malone (Board Vice Chair), Peggy Coady, Darren Martin\*, Roger Butt, Ken Baggs

Middle Row (L-R): Holly Hicks, Jim Heale\*, Stephen Outerbridge, Andrea Marshall, Larry Pittman\*, Robert Gosse

Bottom Row (L-R): Brian Butt\*\*, David Howe\*\*, David Mitchell\*\*

\* Board member term completed in 2021

\*\*New Board Member joined in 2021

Board Member	Committee Membership	Board Meetings	Compensation
Tom Williams	Board Chair	7	\$39,500.00
William Malone	Board Vice-Chair Member of Finance & Audit	7	\$23,500.00
Roger Butt	Chair, Finance & Audit	7	\$22,500.00
Holly Hicks	Chair, Development	7	\$18,333.00
Peggy Coady	Chair Governance	7	\$25,000.00
Brian Butt	Member of Finance & Audit	2	\$5,000.00
David Howe	Member of Finance & Audit	2	\$5,833.00
Robert Gosse	Member of Development	5	\$16,500.00
David Mitchell	Member of Development	2	\$5,833.00
Stephen Outerbridge	Member of Development	5	\$17,500.00
Ken Baggs	Member of Governance	7	\$18,000.00
Andrea Marshall	Member of Governance	7	\$19,500.00
Jim Heale	Completed Term August 31, 2021	5	\$11,667.00
Darren Martin	Completed Term August 31, 2021	6	\$18,500.00
Larry Pittman	Completed Term August 31, 2021	5	\$11,667.00
			Total: \$258,833.00

**NOTE:**

A total of seven regular meetings and numerous Committee meetings were scheduled in 2021. Special Board meetings were held throughout the year without remuneration to address COVID-19 and its financial impact on the Airport.

## 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. SJIAA’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 2021, there were no breaches of the Conflict of Interest Guidelines by any Officer or Director of the Airport Authority.

SJIAA is committed to conducting business in a competitive fashion. All procurements of goods and services with a value in excess of \$75,000 (base year 1998 = 100, CPI annually adjusted) which were not awarded under a public competitive tendering process are disclosed herein (including the value, nature and reasoning).



## VIII. Financials

Please see audited financial statement

