

YSJ

Saint John Airport

2023 ANNUAL REPORT



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About The Airport

Saint John Airport Inc. (YSJ) is a community-based not-for-profit corporation serving the air travel needs of residents of southern New Brunswick.

YSJ reinvests all profits back into the airport and local communities.





Our Values

Our core values act as guideposts for everything we do.

Safety:

Safety & security is our first priority.

Standards:

We meet or exceed all environmental and regulatory standards.

Service:

We strive to exceed passenger expectations.

New Brunswick

We're an active participant in Greater Saint John's vibrant community and a vital gateway to economic growth in New Brunswick.



OUR MISSION

To maintain a safe, convenient and modern airport that connects Greater Saint John with the rest of Canada and the World.

KEY STRATEGIES

4 Pillars of Growth

These four goals must be reached in order to realize the Mission and Vision of our airport.

1 Broaden air service and routes

- Diversify airline carriers and routes
- Post-pandemic YSJ continues to rebuild its carrier diversity with the goal of showing consistent passenger growth

2 Diversify our revenue stream

- Develop our land
- Expand our tenant base
- Optimize concessions

3 Drive community ownership

- Improve stakeholder engagement
- Improve social, environmental, and economic impact on the region
- Improve community engagement

4 Enhance facilities, infrastructure processes and passenger experience

- Invest in ourselves - modernize and beautify
- Improve business planning, processes and procedures
- Improve employee engagement
- Measure passenger experience
- Improve safety, cybersecurity, and compliance

Message from the Chair

I am pleased to bring my first Message as the Chair of the Saint John Airport (YSJ) Board of Directors since taking on the role in May 2023. I thank outgoing Chair Mark Bettle and Board Members John Wheatley and Shilo Boucher, whose terms also ended, for their dedication, hard work and contributions while serving on the Board.

As we emerged from the Pandemic, we were faced with a few vacant board positions, in addition to our board members completing their terms. With a clear focus on rebuilding our air service offerings from YSJ, and pursuing projects in land development to put our airport on a solid growth plan to support both the business and leisure travellers in southern New Brunswick, the Board turned our focus to recruiting board members with specific skills and experiences to help drive this growth.

We used industry best practices and identified specific skills gaps we had on our Board and we are pleased



Now, I am proud to say it was a successful year as we emerged from the Pandemic with new Airline partners, new flight offerings and a number of capital improvements on time and on budget.

to have welcomed several new members over the past several months, including Stephanie Bell, Director of National Public Relations; Chris MacDonald, Vice President, Government Relations at JD Irving; Bryana Ganong, CEO at Ganong Bros., Limited; Kelly Thompson, Director of Human Resources at Canadian Health Solutions and Sylvia MacVey, CEO at Barbour Foods.

It was a busy year for the Board as we worked with the CEO and YSJ's senior management team to develop a new business development plan for the airport and helped guide the activities of the executive team in making improvements to the airport — both in services offered and capital projects for long-term growth and sustainability. I am proud to say it was a successful year as we emerged from the Pandemic with new Airline partners, new flight offerings and a number of capital improvements on time and on budget.



YSJ connects the people and businesses of Greater Saint John, and Southern New Brunswick and beyond, to the world. New Brunswick has experienced population growth in recent years with people coming from other parts of Canada as well as international destinations. It is important for our new residents, as



they embrace their lives in our area, to have convenient, accessible and easy travel links to stay connected to friends and family.

The Board is focused on achieving the results and targets outlined in our business and operational plans. We regularly review our financial results, passenger growth numbers and our customer experience. We are committed to supporting our region with the air services needed to continue to grow and thrive.

I believe the future is bright for YSJ and I look forward to working with the Board of Directors as we continue this exciting journey.

Susan Harley
Chair of the Board of Directors

Message from the CEO

The Saint John Airport (YSJ) saw continued growth in 2023 with passenger numbers reaching 175,000 by year-end, an 18 per cent increase over 2022. Helping with this growth were activities like Flair adding a third weekly rotation to Toronto and announcing the start of a new, direct winter flight to Orlando, Florida. These additions are confirmation of their belief and commitment to Saint John and our market. Flair is a great partner for YSJ as it offers an ultra-low-cost-pricing option for travellers less interested in the perks and connections offered by larger airlines like Air Canada which has long served our Saint John market.

It was nice to once again gather for our first in-person AGM since the pandemic and to have several mayors and council members from surrounding communities join us. Building these connections is so important to the future of YSJ. Bringing everyone to the table helps others better understand our value



but also provides us with valuable information about what is happening in nearby communities that could impact air travel.

Another in-person event last year was Elevate Aviation, an exciting initiative that promotes aviation to under-represented groups in the industry, particularly women. We were fortunate to have

*It was nice to once again gather for our first **"in-person"** AGM since the pandemic and to have several mayors and council members from surrounding communities join us. Building these **connections** is so important to the future of **YSJ**.*

them add Saint John to their cross-Canada tour and to have the CEO of the Elevate Aviation organization, Kendra Kincade, who is originally from Saint John herself, join us in person. It was a great day and I look forward to us doing it again in 2024.

We also partnered with Saint John's Port Days last year as their transportation sponsor. This collaboration builds on our vision for YSJ to be part of an inter-modal partnership in this community which includes the city's strong rail, trucking and shipping transportation systems. The airport is the final piece of that puzzle so we are looking for opportunities like Port Days to collaborate and partner more often as well as to support and learn from one another.



Along with our events, improvements to the airport continued in 2023 including completing the departures lounge and purchasing a covered walkway for use in inclement weather, a new snowblower and a second new fire truck. We also completed the addition of a beautiful welcome space in the terminal in collaboration with Envision Saint John. This space, located at the arrival area's exit doors, is one of the first things people now see as they arrive at YSJ. It offers a convenient location to welcome people such as international students and those arriving for large conferences taking place in the region.

In 2023, we began to seriously work on land development. I look forward to some exciting announcements in this area in 2024. Utilizing this land more effectively will be good for YSJ as the revenue will enable us to grow the terminal and our air service. We are working with the City of Saint John which will benefit from the land tax revenue and employment growth. Plus, the added amenities and services will be beneficial to Saint John residents as well as YSJ's travellers and staff.

There is no doubt 2023 was a year of growth for YSJ and we are excited to continue into 2024 on the upswing.

Alexander (Sandy) Ross, CEO

Committees of the Board

Finance, Audit & Investment Committee *Chair — Tom Gribbons*

The committee and senior management meet on a regular basis to review the operational and corporate financial activities, review the annual business plan, capital plan and financial budget and makes appropriate recommendations to the board of directors.

The annual audit is reviewed with the Corporation's auditors prior to presentation to the board of directors for approval. The Finance, Audit & Investment Committee recommends investment options to the board of directors and, as required, recommends options for the appointment of the Corporation's auditors.

Governance Committee *Chair — Peter Gaulton*

The committee and senior management meet to review board policies, the Corporation's by-laws, and the public accountability principles for Canadian airports to ensure compliance with relevant legislation, regulations and current policies and procedures.

New board member attraction and orientation is also the responsibility of the committee. This committee evaluates board training options, committee terms of reference, board composition and any potential gaps in board expertise and diversity.



Facilities And Air Service Committee *Chair — Dwayne Stoddart*

The committee and senior management meet as required to determine air service priorities and develop strategies for airline attraction. Committee members also seek and recruit community support for airline attraction activities and expertise for presentation to potential airline partners, all in an effort to broaden our air service options.

The committee also develops for the board of directors, recommendations on infrastructure improvements and development and strategies for commercial development opportunities. They provide guidance on matters related to long-term growth and viability, revenue diversification and land development options.

Human Resources Committee *Chair — Kevin Scott*

The committee and senior management meet on a regular basis to review and make recommendations to the board on the annual salary policy for the CEO and management team (nonunionized), mandates for the negotiation of collective agreements with certified bargaining units, employee benefit plan coverage and benefit rate renewal for management, and plans for recruitment and changes in staffing levels.

The committee also serves to provide general oversight on policies and processes that ensure the Airport's compliance with occupational and environmental health and safety legislation, and to receive and consider reports and recommendations from the Pension Administration Committee and make recommendations to the board with respect to the design of the pension plan and other pension matters within the authority of the board.



Executive Committee

Chair — Susan Harley

A committee made up of the Chairs of the Board Committees, the Vice Chair and senior management meets between regular meetings of the board to deal with matters pertaining to the direction of the affairs and business of the Corporation, in such manner as it deems best for the interests of the Corporation.

Airport Community Consultative Committee (ACCC)

Chair — Alexander (Sandy) Ross

The YSJ Airport Community Consultative Committee's purpose is to provide effective dialogue between the Saint John Airport Authority and community stakeholders, government partners, and other aviation community representatives.

The ACCC is intended to demonstrate YSJ's commitment to transparency and effective engagement with local community stakeholders potentially affected by activities of the Saint John Airport Authority.

The committee shares and discusses issues relating to the ongoing operation and future plans of the Saint John Airport, such as growth plans, flight path changes, or noise issues to name a few, and allow the Airport's management team to hear municipal concerns expressed in a public forum and to take action as agreed and considered appropriate.

Community Engagement

A Forum For Dialogue with Our Local Community

The Airport Community Consultative Committee (ACCC) provides effective dialogue between the airport and our local community stakeholders potentially affected by activities of the Saint John Airport Authority.

The committee shares and discusses issues relating to the ongoing operation and future plans of the Saint John Airport. It allows for any concerns by the local community to be expressed in a public forum and to be heard directly by the airport's management team.

In 2023, the ACCC held a meeting on June 14th. These meetings are representative of the community, particularly the traveling public and organized labour.

Corporate Governance

Your Board of Directors (As of December 31 2023)

Susan Harley, Chair

Nominated by: Transport Canada

Kevin Scott, Vice Chair; Chair HR

Nominated by: Saint John Airport Inc.

Peter Gaulton, Secretary, Chair Governance

Nominated by: Province of New Brunswick

Dwayne Stoddart, Chair Facilities

Nominated by: Saint John Airport Inc.

Tom Gribbons, Treasurer, Chair Finance

Nominated by: City of Saint John

Ankit Amin, Director

Nominated by: City of Saint John

Kevin Suttie, Director

Nominated by: Saint John & District Labour Council

Chris MacDonald, Director

Nominated by: Envision Saint John

Stephanie Bell, Director

Nominated by: The Saint John Region Chamber

Bryana Ganong, Director

Nominated by: Southwest Regional Services Commission

Kelly Thompson, Director

Nominated by: Fundy Region Service Commission



Safety and Security

The Saint John Airport's (YSJ) commitment to safety and security, for both our employees and passengers, is an integral part of everyday life at the airport. While safety and security are important every day, YSJ organizes and participates in a number of initiatives throughout the year that shine the spotlight on these important issues.

Canadian Airports Safety Week

YSJ hosted a successful Canadian Airports Safety Week Sept. 18 to 22. This week provides a great opportunity to remind our staff of the safety culture at airports; to allow them to learn new skills, take part in special team-building exercises and reinforce good habits as well as to thank them for their contributions to safety.

The week included a number of activities such as daily presentations, games and prizes, a fire drill and a thank you barbecue. A series of informative webinars included one by the Not In My City organization (<https://notinmycity.ca>) founded by Canadian country music singer Paul Brandt on being aware of and recognizing the signs of human trafficking.

YSJ, Air Canada and Flair staff also conducted an FOD (foreign object debris) walk during Canadian Airports Safety Week. This walk around the airport's apron area provides an opportunity for us to collect debris that has fallen off of aircraft or blown through fences that might damage aircraft.



Operation Rabid Bird

In November, YSJ conducted a drone-related tabletop exercise called Operation Rabid Bird and involved airport staff, security, the Canadian Air Transport Security Authority (CATSA), airline partners, NAV Canada and local emergency services personnel such as the Saint John Police Force, Saint John Fire Department and Ambulance NB. It was a facilitated discussion using a Remotely Piloted Aircraft Systems (RPAS) attack scenario that progressed from sighting and disruption to an aircraft crash.

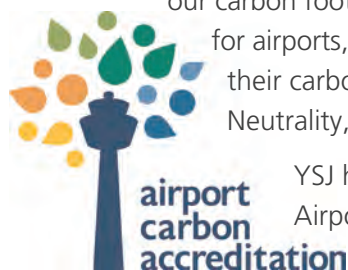


The purpose of Exercise Rabid Bird was to assist us with preparedness for responding to a drone attack and identifying gaps and areas that need improvement. The exercise included validating standard operating procedures, response protocols and current notification and communication processes.

Simulating a real-world emergency scenario at the airport to test our response procedures and coordination with mutual aid partners provides a valuable opportunity for cross-functional learning, fostering relationships and reinforcing the importance of effective communication and coordination. We are confident the lessons learned will significantly contribute to our ongoing efforts to enhance emergency response capabilities.

Focus on the Environment

As participants of the International Airport Carbon Accreditation (ACA) Program, YSJ is on a journey to reduce our carbon footprint. The only institutionally endorsed, global carbon management certification program for airports, ACA independently assesses and recognizes the efforts of airports to manage and reduce their carbon emissions through seven levels of certification: Mapping, Reduction, Optimization, Neutrality, Transformation, Transition and Level 5.



YSJ has been a member of the program since 2019 and is committed to obtaining Level 2 Airport Carbon Accreditation in 2024. Working towards this, we implement environmental programs and initiatives to reduce carbon and to help propel us to a greener tomorrow.

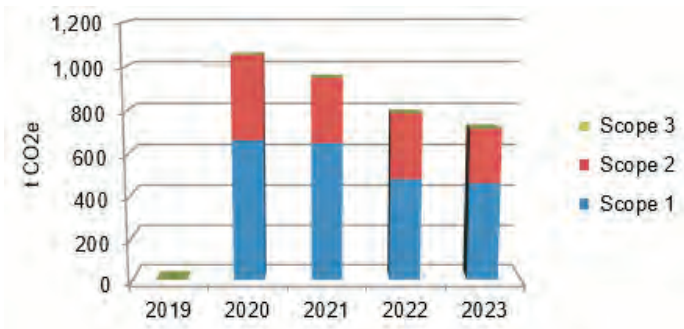
Scope 1 and 2 Carbon Reductions

YSJ currently monitors annual reductions of total carbon equivalent (tCO₂e) in scopes 1 (airport operator emitted carbon from vehicles, heating equipment and process fuels) and 2 (energy purchased), which are airport-owned initiatives. Scope 3 widens the scope of carbon footprint to include third-party emissions.

Initiatives completed in 2023 that helped lower our carbon footprint included:

- Amending RVOP/LVOP procedure under scope 1. This reduced our generator fuel usage by 38%.
- Installing new firehall overhead doors and LED-backlit signs throughout the ATB under scope 2.

From the beginning of YSJ's 2018 carbon emissions baseline to the end of 2023, we have reduced our carbon footprint by 338.4 tCO₂e. This is equivalent to CO₂ emissions from 104 passenger vehicles.



Hydrogen Information Session



With a strong interest in transitioning environmentally sustainable fuel sources for our vehicles and heating needs, YSJ was pleased to participate in a hydrogen information session hosted by Irving Oil in 2023. The day included sessions with Toyota Canada and Hyzon and an opportunity for YSJ staff to test drive Toyota's hydrogen-fuel vehicles and learn more about this exciting new option that could potentially help us move the needle on our carbon accreditation program.



Votre Aéroport de Saint-John

YSJ est fier d'être l'un des premiers aéroports du Nouveau-Brunswick à voir ses mesures sanitaires et de sécurité reconnues à l'échelle mondiale. Nous nous efforçons de proposer un aéroport sûr, pratique et moderne qui sache dépasser les attentes des passagers.

[Explorez Saint-John](#)

Official Languages

Saint John Airport Inc. (YSJ) is committed to ensuring that our customers are able to receive key travel and wayfinding information in both official languages. Some of the updates that have taken place at YSJ include:

- Primary way-finding signage in the airport is available in both official languages
- YSJ's website provides important information for the travelling public, such as arrival and departure information, airport wayfinding, construction-related information, and urgent travel advisories, in French and English
- All video and graphics-based content shared on our digital channels includes bilingual captions
- YSJ's website domain and company e-mail addresses have been changed to ensure compliance with the Official Languages Act



Health & Safety

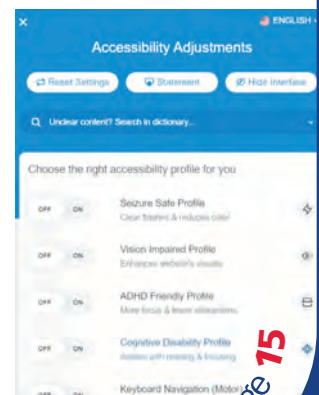
YSJ has an extensive health and safety program to prevent work accidents and injuries. Key to these measures is the Hazard Prevention Program, which allows health and safety committees to identify and assess workplace hazards and to determine appropriate controls for mitigating risks. The Occupational Health and Safety (OHS) committee is responsible for ensuring that employee safety programs are documented, implemented, effective and adapted to realize identified improvements.

Lost-Time Injuries

We measure health and safety performance by tracking any at-work injuries that result in an employee missing work. Our goal is to have zero at-work injuries. In 2023, we had one lost-time injury.

Website Accessibility

Saint John's website meets all accessibility legislation using a software interface that makes accessibility modifications based on individual needs. All adjustments are compliant with WCAG 2.1 AA and AAA requirements.



2023 HIGHLIGHTS

Art at the Airport

YSJ provides space in the terminal for local artists to display their art as part of our Art at the Airport program. We hope everyone takes some time to enjoy the displays and paintings the next time they travel through YSJ.

Welcome Centre Opens

YSJ was excited to open a brand new Welcome Centre at the Arrivals section of the airport. Created in collaboration with Envision Saint John, this space is a wonderful addition for promoting conferences and welcoming delegates as well as international students to Saint John. As well as being functional, this welcoming space is also one of YSJ's beautification initiatives to make the airport even more attractive for visitors and staff.





Elevate Aviation Cross Canada Tour Day

Elevate Aviation is a not-for-profit organization founded in Edmonton, Alberta in 2016 to provide a platform for women and underrepresented groups to thrive and succeed through careers in aviation.

YSJ was excited to be part of Elevate Aviation's 2023 Cross Canada Tour, welcoming co-founder and CEO of the not-for-profit and air traffic controller, Kendra Kincade, to speak to area high school students about her career. This was her only speaking engagement on the cross-Canada tour as she was proud to be in her hometown of Saint John for the first time with this event.

The day also showcased an aircraft maintenance engineer, pilot and flight dispatcher, as well as tours of the terminal and a fixed base operation for aircraft maintenance. YSJ's firefighting equipment was displayed out front to demonstrate that there are also jobs in firefighting.

It was a great day!

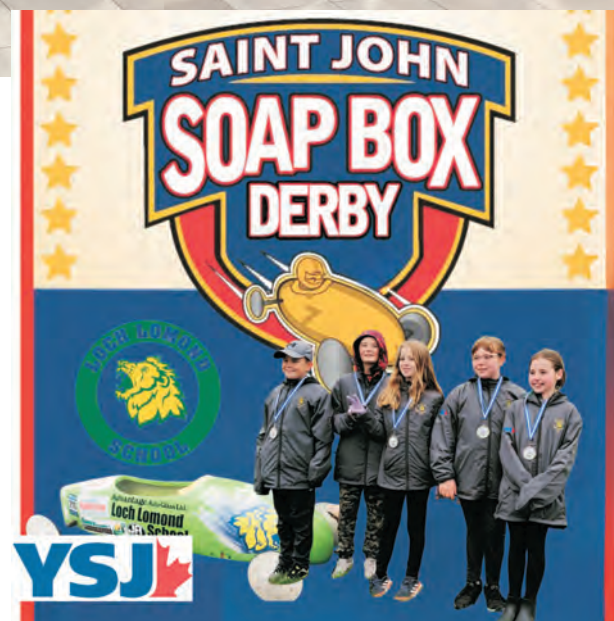




Loch Lomond Elementary School

YSJ is proud of our partner school, Loch Lomond Elementary School, and the many projects we collaborated on throughout the year, including judging their Heritage Fair at the school and welcoming students to sing at Arrivals for our passengers and their families.

In 2023, we also sponsored their soap box derby team with jackets for the annual Saint John Soap Box Derby. All derby funds raised support the PALS in the Park program, a partnership with the City of Saint John that enables thousands of students in the Anglophone South School District to experience recreational and educational activities in Rockwood Park.



Loch Lomond Elementary School students and staff visited the airport in June for their annual tradition of planting marigolds at the airport as part of the Marigold Project. Celebrating its 25th year in 2023, the Marigold Project is a beautification project that aims to help children - often from priority neighbourhoods - build self-esteem, confidence, and pride in their community.

And at Christmastime, YSJ and partners in the terminal were happy to spread some holiday joy when they sponsored four families with holiday hampers of food.



Saint John Newcomers Centre



YSJ was asked to speak about the important relationship between immigration and our airport at the 1st anniversary of the Newcomers Centre Prince William Street location.



Port Days 2023

YSJ was proud to support our other port as the transportation sponsor for Port Days and to bring delegates from the airport to Uptown Saint John. During this event, we networked with our logistics partners (road, rail, sea and air) supporting our greater vision to be part of an intermodal partnership in the community.

Moonlight Bazaar

YSJ and Flair held a contest for best costume during Saint John's Moonlight Bazaar for a pair of tickets on Flair Airlines.



Student Leadership Conference



Airway of Heroes

YSJ is pleased to support Airway of Heroes! We are part of a community of airports coast to coast that host art easels for Support Our Troops. Throughout the year, people can bid on featured artwork displayed in the departures lounge or at arrivals with proceeds going to help members, Veterans and their families overcome extraordinary challenges as a result of military service.

Visitors at the Airport

You never know who's going to come through the doors of an airport.



The Saint John Airport (YSJ) was excited to welcome the American Ambassador to Canada, David L. Cohen, in 2023.

We were also a little starstruck when the children's musical group, the Wiggles, and Canadian singer-songwriter Jim Cuddy travelled through YSJ. There may have been some Jim Cuddy songs playing on the sound system that day!

The 2023 Para Hockey Cup was held at the Qplex in December. Local youth hockey players and some newcomers from the Chinese community came out to welcome the players as they arrived at YSJ.



Loch Lomond Villa



The YSJ crew had a great time laughing with the volunteers, staff and patrons at a fundraising BBQ for Loch Lomond Villa Foundation. We cooked, served and gave away a YSJ prize pack.



Employee Appreciation

Our employees enjoyed thank you BBQs, "Dilly Day", aircraft tours and more in 2023.



Summary of Capital Expenditures in 2023

(in thousands)

BY CATEGORY

Aircraft Rescue & Fire Fighting ARF Vehicle	1,147
Wastewater Treatment Plant	986
Apron Lighting and Electrical Controls	139
Snow Sweeper	339
Snow Blower	621
Passenger Holdroom Expansion	90
De-icing trucks	108
Firehall Expansion	378
Passenger Walkway	197
Other	85
	4,090

All contracts awarded in 2023 exceeding \$130,000 (\$75,000 in 1994 dollars adjusted by the Consumer Price Index) were awarded on the basis of a public tendering process

Executive & Board Compensation

Salary range for Pres. & CEO	200,000 to 225,000
Management Compensation	790,000

2023 BOARD PAYOUTS

Ankit Amin	4,300
Mark Bettel*	13,531
Shilo Boucher*	5,717
Karen Chantler*	300
Susan Harley	16,528
Kevin Scott	5,658
Dwayne Stoddart	7,442
John Wheatley*	3,750
Kevin Suttie	2,225
Chris MacDonald	525
Stephanie Bell	525

OFFICERS:

Susan Harley	Chair	16,528
Kevin Scott	Vice-Chair	5,658
Tom Gribbons	Treasurer	8,833
Peter Gaulton	Secretary	8,242

*Ms. Chantler's term ended in December 13, 2022

*Mr. Wheatley's term ended April 30, 2023

*Mr. Bettel's term ended May 31, 2023

*Ms. Boucher's term ended June 30, 2023



2023 Business Plan vs Actual

(in thousands)

	PLAN	ACTUAL	DIFFERENCE	
Revenue	6,679	6,391	(288)	Revenue: Passenger numbers were below plan by 7% an expected restart of a route did not occur
Expenses	4,872	4,887	(15)	Expenses: Overall were on Plan
Capital Expenditures	2,096	4,090	1,994	Capital Expenditures: Difference is largely due to timing of spend; wastewater treatment plant will be completed in 2023 and a new fire vehicle was delivered in 2023 (both were budgeted in 2022).

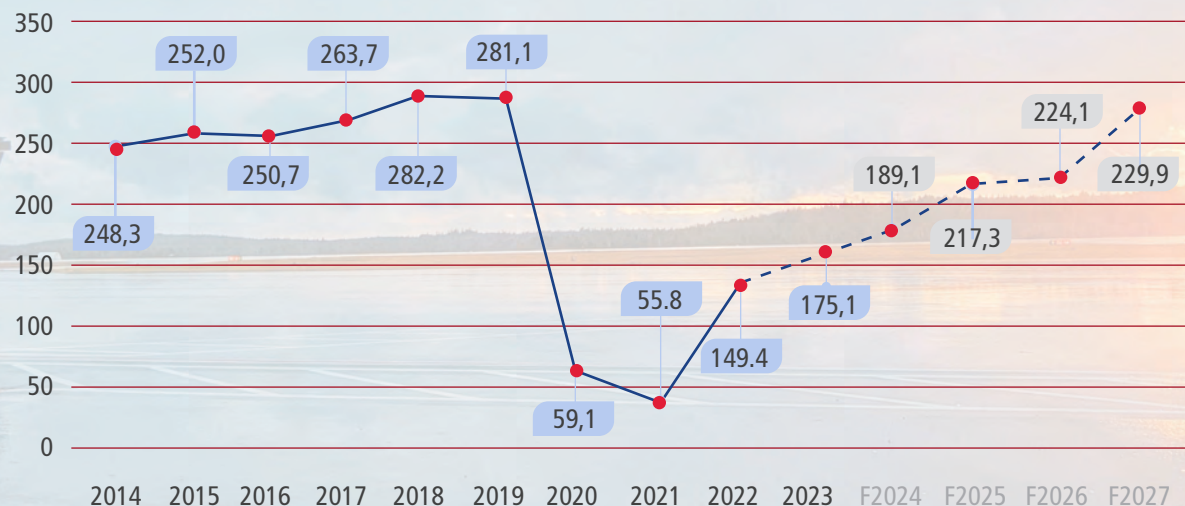
Business Plan Forecast 2024-2028

(in thousands)

	2024	2025	2026	2027	2028
Revenue (Note 1)	7,297	7,647	7,945	8,367	8,367
Expenses (Note 2)	5,081	5,250	5,325	5,418	5,418
Capital Expenditures (Note 3)	192,748	248,621	23,940	292,710	293,626

1. Revenue includes Passenger Facility Fees and Operations
2. Expenses include interest and do not include non-cash items of amortization of capital assets and the deferred grant.
3. Capital forecast includes water & waste water treatment centre upgrades, new emergency response vehicle and heavy equipment

Passenger Statistics (in thousands)



Executive Management:

President & CEO

Alexander (Sandy) Ross
aross@ysjsaintjohn.ca

VP of Operations and Finance

Greg Hierlihy
ghierlihy@ysjsaintjohn.ca

Director Of Engineering, Facilities and Capital Projects

Brian Wiggins
bwiggins@ysjsaintjohn.ca

Director of Operations

Jamie DeGrace
jdegrace@ysjsaintjohn.ca

Manager of Marketing, Public and Corporate Relations

Lori Carle
lcarle@ysjsaintjohn.ca

ACI Airport Health Accreditation

The Airports Council International Airport Health Accreditation programme accreditation process is based on guidelines that include cleaning and disinfection, physical distancing (where feasible), staff protection, physical layout, passenger communication and passenger facilities.

We will continue working hard to reassure the travelling public that we are doing everything to ensure our airport is at the top of its game for health and safety — now, and in the future.

Hotspot Parking

Pay for short-term or long-term parking at YSJ through your phone with HotSpot Parking. Download the app and pay for parking on the go.

Auditors

Teed Saunders Doyle & Co.
39 Canterbury Street, Saint John, NB, E2L 4S1

Legal Counsel

Lawson Creamer
133 Prince William Street, Saint John, NB, E2L 4S2

Bankers

RBC Royal Bank
100 King Street
Saint John, NB
E2L 4B3

BMO Bank of Montreal
2 King Street
Saint John, NB
E2L 1G2



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