

# 2022 YEAR IN REVIEW

John C. Munro Hamilton International Airport  
9300 Airport Road, Suite 2206  
Mount Hope, Ontario L0R 1W0

A member of  
**VANTAGE**  
AIRPORT GROUP

[flyhamilton.ca](https://flyhamilton.ca)



John C. Munro

**HAMILTON**  
INTERNATIONAL AIRPORT





Photo: Entrance to John C. Munro Hamilton International Airport

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# LETTER FROM THE CHAIRMAN OF THE BOARD & EXECUTIVE MANAGING DIRECTOR

2022 began with headwinds similar to those experienced in the previous two turbulent years. We approached the year with a sense of hope, that the path ahead would be one of recovery and emergence from the pandemic. However, the introduction of a highly transmissible COVID-19 variant at the end of 2021 quickly slowed the momentum at the outset of the year. The aviation industry was once again challenged with recommendations to avoid non-essential travel impacting passenger traffic across Canada. Thankfully, these recommendations were not a precursor for another year of lockdowns and postponed travel plans and we witnessed a change in the trajectory of the pandemic as the world learned to properly manage and live with COVID-19.

That shift meant that John C. Munro Hamilton International Airport (Hamilton International) regained momentum and finished 2022 strong. Hamilton International saw passenger volumes begin to rebound in the summer as eager travellers returned to the skies with enthusiasm. It was extremely encouraging to see the Airport's passenger airline partners address the considerable pent-up demand by building on robust flight offerings from Hamilton International, launching flights to several brand-new destinations, restarting flights that were previously suspended and increasing frequencies on several existing routes. The Airport was also thrilled to welcome Canada's newest ultra-affordable airline, Lynx Air, to its roster of carriers bringing more choice and low-cost access to those travelling into and out of Southern Ontario. Recovery of passenger travel accelerated throughout 2022, ending with 645,789 total passengers travelling to/from Hamilton International, representing a significant increase of 158% compared to 2021 and 68% of 2019 volume when nearly one-million passengers travelled through the Airport. Also notable was that passenger traffic recovered to 87% of pre-pandemic volume in the second half of the year, as Hamilton International welcomed 427,831 passengers through its terminal between July and December, compared to 490,652 for the same period in 2019.

Hamilton International also remained a critical link in Canada's supply chain as the largest overnight express cargo airport in the nation and Canada's third largest cargo airport by payload. In 2022, Airport partners facilitated 877 million kilograms in total cargo aircraft landed billable weight through Hamilton International, representing a steady 14% increase compared to the previous year and a notable 65% increase compared to pre-pandemic cargo activity levels in 2019. This double-digit growth can be attributed to a surge in e-commerce activity and supporting commercial activities related to the transportation of high-value, time-sensitive goods, such as pharmaceuticals, automotive parts and perishables.

Hamilton International also completed a \$5.0 million capital program in 2022, which included projects to rehabilitate four major taxiways that connect Airport runways with aprons, hangars, terminals and other facilities, allowing the Airport to accommodate the increasing use of larger wide-body aircraft and support growth of 24/7 operations. The Airport looks forward to further modernizing, strengthening and expanding critical transportation infrastructure at Hamilton International to support growth in all segments of its business.

Despite the slower start to the year, Hamilton International made great strides in its recovery in 2022, boosted by a triumphant comeback in passenger travel and steady growth in cargo goods movement activity. Hamilton International is excited about what is ahead in 2023. The Airport is committed to leveraging this momentum and applying the valuable insights gained over the past three years to deliver on its mission and increase its impact in the community, ensuring that people and goods can get to where they need to go with convenience, confidence and ease.

Sincerely,



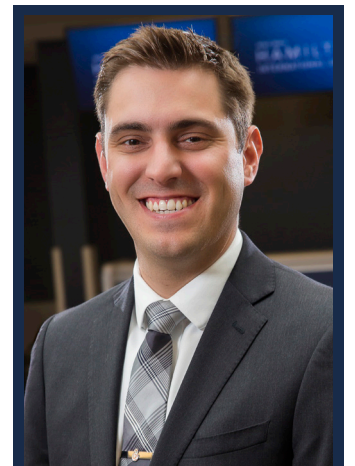
**Ron Foxcroft**  
Chairman of the Board



**Cole Horncastle**  
Executive Managing Director



**Ron Foxcroft**  
Chairman of the Board



**Cole Horncastle**  
Executive Managing Director

# ABOUT VANTAGE AIRPORT GROUP

Hamilton International is owned by the City of Hamilton and managed under an agreement by TradePort International Corporation, a wholly owned subsidiary of Vantage Airport Group – an industry leading investor, developer and manager of airport assets. This allows Hamilton International to incorporate best-in-class practices from around the world into its operations.

## We Know Airports

For more than 25 years, Vantage Airport Group has invested in, developed and managed airports around the world – making them more efficient, profitable, sustainable and connected to the communities they serve. Vantage’s current network includes airports in locations ranging from large capital cities and tourist destinations to smaller destinations across the United States, Canada, the Caribbean and Europe.

## We Make Airports Better

Throughout its history, Vantage has worked with more than 30 airports worldwide. Whether that is improving airport operations and developing customized commercial programs, leading large-scale infrastructure developments or helping an airport grow its air services, Vantage creates customized solutions that deliver results.

## We’re Airport People

Guided by the principles of People, Place and Performance, Vantage’s integrated global team of talented airport professionals draws on industry best practices to build and operate world-class airports that deliver an exceptional experience to passengers, airlines, stakeholders and the local community.



# CORPORATE GOVERNANCE & LEADERSHIP

## Mission

As an international gateway in Southern Ontario facilitating the efficient movement of people and goods, we are an economic engine and a responsible community partner.

## Vision

Recognized by the world as the best global gateway in Canada for affordable travel and goods movement.

## Values

**Safety and Security.** Taking immediate action to ensure we achieve the highest standards.

**Quality and Operational Excellence.** Constantly striving to exceed expectations by providing high quality airport services and infrastructure.

**Respect and Integrity.** Embracing a culture of integrity and accountability for our actions.

**Improvement and Innovation.** Committing to grow our business through continuous learning to achieve cost leadership and to deliver winning results.

**Teamwork and Recognition.** Creating a positive experience every day by being friendly, having fun and recognizing achievements.

## Governance

Hamilton International’s Board of Directors is comprised of a team of professionals connected to the local community and/or aviation industry, providing governance for the Airport.

## Board of Directors

<b>Ron Foxcroft, C.M.</b> Chairman of the Board	<b>Edward Minich</b> Finance and Audit Committee Chair	<b>Hon. Stan Keyes</b> Director	<b>Frank Scremin</b> Director	<b>Stewart Steeves</b> Director	<b>Peter Tong</b> Director
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## Vantage Airport Group – Canadian Network

<b>Cathie Puckering</b> Vice President, Head of Canada	<b>Dina Carlucci</b> Director, Business Development & Marketing
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## Hamilton International’s Leadership Team

**Cole Horncastle** - Executive Managing Director  
**Kelly Darling** - Associate Director, Human Resources & Corporate Administration  
**Justin De Caire** - Controller  
**Colleen Ryan** - Associate Director, Marketing, Communications & Customer Experience  
**Marc Turpin** - Associate Director, Operations





Photo: Lloyd Ferguson (former Hamilton City Councillor), Cathie Puckering (Vice President and Head, Canadian Network, Vantage Airport Group), Vijay Bathija (Chief Commercial Officer, Lynx Air), Cole Horncastle (Executive Managing Director, John C. Munro Hamilton International Airport) and Judi Partridge (former Hamilton City Councillor) celebrating Lynx Air's inaugural flight

# 2022 KEY RESULTS

 <b>645,789</b> passengers flying to and from Hamilton International	 <b>~90%</b> of passengers reported a positive Airport experience <sup>1</sup>	 <b>877m kg</b> in total landed cargo aircraft billable weight
<b>\$100k+</b>  of in-kind resources and financial support to various community partners and initiatives	<b>Airport Ambassador Program</b>  celebrated <b>15 years</b> of smiles and contributed over <b>3,300 hours</b> of service	<b>\$1.5m</b>  Payments to the City of Hamilton
<b>\$11.1m</b>  Total investment in infrastructure made by TradePort and its partners in 2022	 <b>Certificate of accreditation<sup>2</sup></b> earned for carbon management processes	Health and safety measures recognized with <b>global health accreditation<sup>3</sup></b> 
<b>\$5.0m</b>  Investment in infrastructure made by Tradeport in 2022		<b>\$68.4m</b>  Capital committed through government funding initiatives over the next 5 years

<sup>1</sup>Source: 2022 Customer Satisfaction Survey results (from a total sample of ~11,000 respondents)  
<sup>2</sup>Certificate of Accreditation earned under the Airports Council International Airport Carbon Accreditation Program  
<sup>3</sup>Achieved accreditation under the Airports Council International Airport Health Accreditation Program





Photo: Full-Scale Live Exercise taking place at Hamilton International

# AIRPORT OPERATIONS

## Full-Scale Live Exercise

In September, Hamilton International conducted a Full-Scale Live Exercise to test the Airport's Emergency Response Plan and interoperability with the City of Hamilton's Emergency Services. During this Live Exercise, a simulated aircraft emergency was enacted on Airport property, which involved deploying Hamilton International's internal aircraft rescue and firefighting department, activating the Airport's Emergency Operations Centre, and assembling and deploying external response agencies, including Hamilton Fire Department, Hamilton Police Service and Hamilton Paramedic Service to aid in the simulated response efforts. This valuable training exercise enabled the Airport to strengthen its internal response, internal and external communication processes and fulfill regulatory requirements in accordance with Canadian Aviation Regulations.

## Taxiway Rehabilitation

To accommodate the increasing use of larger wide-body aircraft and support current and future growth of 24/7 operations at Hamilton International, the Airport completed a \$3.2 million construction project to rehabilitate Taxiway Alpha, Bravo, Delta and a portion of Taxiway Juliet. Taxiways function as a support system for the airfield by providing a route for aircraft, connecting runways with aprons, hangars, terminals and other facilities. This investment to improve the condition of taxiway surfaces, funded in part by Transport Canada's National Trade Corridors Fund and the Airport Critical Infrastructure Program, will ensure the reliability and longevity of this critical infrastructure and position the Airport to continue serving a strategic transportation and trade corridor.

## Health and Safety

Hamilton International proudly added another layer of confidence for travellers at the beginning of 2022 as it achieved accreditation under the Airports Council International (ACI) Airport Health Accreditation Program for its commitment to prioritizing health and safety measures. This coveted accreditation from ACI demonstrates that Hamilton International's ongoing efforts to protect travellers, employees and business partners are aligned with industry best practices and global standards.

## Airport Ambassador Program

Hamilton International was thrilled to safely resume its Airport Ambassador Program in March, following a two-year pause due to the pandemic, with volunteers contributing over 3,300 hours of service in 2022. The Ambassador Program was established in 2007 with the goal of enhancing the overall experience at Hamilton International. For over 15 years, the Airport's friendly and enthusiastic volunteers have made travelling a little easier by welcoming guests to Hamilton International, acting as goodwill ambassadors, providing information, answering questions and helping people find their way. This program allows the Airport to help enrich the lives of community members who dedicate their time to assist airport passengers in their journey.

## Terminal Enhancements

Several exciting terminal improvements were approved and initiated in 2022 to further enhance the convenient and comfortable experience that travellers have become accustomed to at Hamilton International. These upgrades include expanding screening with a fourth security lane to reduce queues and foster even quicker processing times at this key checkpoint, as well as expanding the women's washrooms and adding two new family-style washroom facilities in the Departures Lounge.





Photo: Hamilton International hosted the Minister of Transport, The Honourable Omar Alghabra, Member of Parliament for Hamilton East—Stoney Creek, Chad Collins, and Member of Parliament for Hamilton Mountain, Lisa Hepfner, for a tour of the DHL Express Hamilton Gateway facility

# CARGO OPERATIONS

Hamilton International serves as a global gateway for facilitating the movement of goods across the country and around the world. It is the largest domestic overnight express cargo airport, the third largest cargo freight airport in Canada and a key economic driver and vital transportation hub. The Airport offers safe and secure facilities for its established 24/7 operation and proudly supports domestic and international trade by partnering with key cargo companies, including Cargojet, DHL Express, UPS, Canada Post, Purolator and Amazon to ensure Canadians can ship and receive the goods they need reliably, safely and efficiently.

Hamilton International remained a critical link in Canada's supply chain in 2022, facilitating 877 million kilograms in total cargo aircraft billable weight. This represents a steady 14% increase compared to the previous year and a notable 65% increase compared to pre-pandemic cargo activity in 2019. An accelerated shift towards e-commerce along with the transportation of high-value, time-sensitive goods, such as pharmaceuticals, automotive parts and perishables, have contributed to double-digit growth in goods movement activity at the Airport. Hamilton International is also proud to facilitate ad-hoc cargo activity including unique or oversized shipments. In 2022, there were several special cargo visitors including the An-124 from Ukrainian-based operator, Antonov Airlines.

Hamilton International offers cargo partners significant advantages, including strategic proximity to Ontario's 400-series highways, the Greater Toronto Area and the United States border. The Airport also has 24-hour landing capability, a dual runway system of 10,000 feet and 6,000 feet and dedicated Canada Border Services Agency staff on site, all of which support quick turnarounds for cargo carriers. The City of Hamilton was also designated as a Foreign Trade Zone Point in 2020 – providing businesses that import/export goods or manufacture products in Hamilton access to direct support on a range of duty deferrals and tax exemptions.

Cargo Aircraft Billable Weight (000s kg)

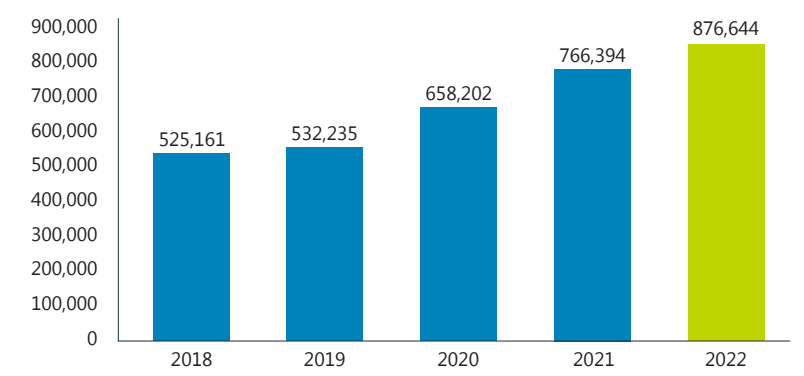






Photo: Passenger travelling through Hamilton International

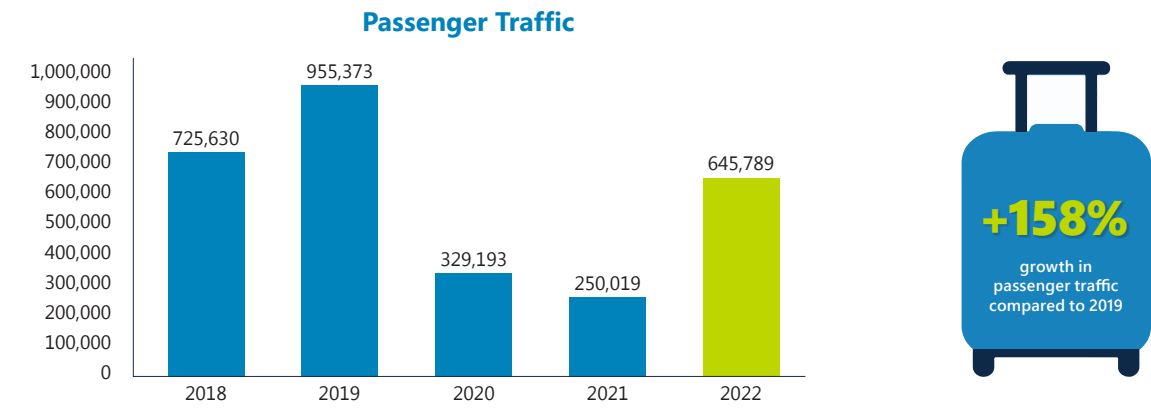
# PASSENGER OPERATIONS

As pandemic restrictions eased, demand for air travel surged and passenger operations made a major comeback in 2022 with 645,789 total passengers travelling to/from Hamilton International. Passenger traffic levels at Hamilton International experienced a significant rebound with 158% growth compared to the previous year, while reaching 68% of pre-pandemic volumes when the Airport saw nearly one-million passengers in 2019.

2022 ended off on a high note, though it was on the heels of a slow start. The emergence of a highly transmissible COVID-19 variant impacted the aviation industry at the beginning of the year as recommendations to avoid non-essential travel were made once again, hindering what was anticipated to be the first strong travel season since the pandemic was declared. However, those recommendations were soon removed and a semblance of “normal” began to return in the spring with the predictions of pent-up demand for travel starting to come to fruition.

Eager Canadians looked to make up for lost time with friends and family and revisit their bucket lists and Hamilton International was thrilled to unveil a revitalized marketing campaign. The *time to go* campaign featured vibrant suitcase stickers and inspiring destination images to promote the Airport’s flight offerings while encouraging travellers that it was *time to* dust off their suitcase and *go* on that much-needed getaway.

The Airport’s 2022 Summer Program offered travellers affordable getaway options with destinations from across Canada and into the United States, including seasonal services to four brand-new destinations in Atlantic Canada, continued service to Florida and the highly anticipated return of flights to Las Vegas. The Airport was also thrilled to welcome a new airline partner onboard as Lynx Air, Canada’s newest ultra-affordable airline, commenced operations from Hamilton International at the end of June, offering travellers affordable and convenient travel options to popular Canadian destinations. The momentum continued into the colder months with Hamilton International’s 2022/23 Winter Program, featuring snowy getaway destinations across Canada alongside popular sunny escapes in the United States, Cuba, the Dominican Republic and Mexico, with year-round services operated by Swoop, WestJet, Lynx and the return of seasonal airline partners, Air Transat and Sunwing.







# ACCESSIBILITY

Hamilton International furthers its commitment to providing an accommodating and accessible airport experience to persons with disabilities and special needs with new initiatives and resources for travellers.

## Hidden Disabilities Sunflower Program

Travelling with a hidden or invisible disability can be challenging as these disabilities are not immediately apparent and can include sensory and medical disabilities like brain injuries, chronic pain, mental illness, gastro-intestinal disorders and much more. Hamilton International was pleased to introduce the Hidden Disabilities Sunflower Lanyard Program at the Airport in 2022, with lanyards available to be sent via mail or picked-up at the Information Desk and Operations Centre. Wearing the Sunflower Lanyard provides passengers with invisible disabilities a discreet way to signal that they may require additional support, help or a little extra time to complete a task while travelling through the Airport.

## Canadian Hard of Hearing Association – Hearing Loop

Hamilton International collaborated with the Canadian Hard of Hearing Association to assist passengers with a hearing device by installing a Counter Hearing Loop at its Information Desk. A Hearing Loop, also known as an Induction or Audio Loop, provides a magnetic, wireless signal that is picked up by the hearing aid when it is set to T-Coil (Telecoil) setting. Since the signal is being delivered directly to the Hearing Aid or Cochlear Implant, the sound is customized to each individual's hearing loss.

## Rick Hansen Foundation Accessibility Certification

In 2022, Hamilton International started its pursuit of an accessibility certification through the Rick Hansen Foundation (RHF). The Airport started the process with an Accessibility Assessment conducted by RHF's Accessibility Advisory Program to analyze the overall accessibility and inclusiveness of the Airport's facility, highlight areas of success and areas for improvement or opportunity and identify barriers for passengers, employees and guests.

Photo: Airport Ambassador, Brenda assisting traveller while using Hearing Loop technology at the Information Desk  
Source: Canadian Hard of Hearing Association





# ENVIRONMENTAL MANAGEMENT

## Environmental Vision

Hamilton International is committed to protecting the environment and to safeguarding the health of its employees, business partners and the public. Hamilton International continues to review best practices with similar airports to further reduce consumption and greenhouse gas emissions through the Canadian Airports Council (CAC) – Environmental Committee.

## Airports Council International (ACI) – Airport Carbon Accreditation

In 2022, Hamilton International's carbon management processes were recognized with a Certificate of Accreditation under ACI's Airport Carbon Accreditation – an institutionally endorsed program that independently assesses and recognizes the efforts of airports to manage and reduce CO<sub>2</sub> emissions. Hamilton International will use best-in-class resources in environmental management and sustainability through Vantage Airport Group to achieve reductions in key resource usage performance indicators while improving other processes in a sustainable manner. This Certificate of Accreditation is an important environmental initiative helping pave the way for a better future.

## Tree Planting

A group of Hamilton International employees participated in a tree planting initiative in October for the second year in a row as part of the Airport's commitment to protect the environment, invest in its community and integrate a 'Sense of Place' into its activities. The Airport once again partnered with Trees for Hamilton – a local charitable organization whose mission is "to plant native trees in those areas of need in Hamilton and improve the long-term health of all those living in our community". Overall, 60 native tree species were planted at the Binbrook Conservation Area in Ward 11, which is double the number of trees the Airport team planted in the previous year.

Photo: Hamilton International employees planting trees at the Binbrook Conservation Area





Photo: Students enjoying a behind the scenes look of operations at Hamilton International as part of Take Our Kids to Work Day

# COMMUNITY IMPACT

Hamilton International is a responsible community partner and economic engine that continues to support its neighbours, passengers and business partners to better serve the City of Hamilton and the surrounding region.

### Direct Benefit to the City

Hamilton International is committed to continually investing in operations and infrastructure to support Airport growth. Since 1996, TradePort and its business partners have invested \$422.2 million, which has generated \$31.5 million in additional property tax revenue for the City of Hamilton.

### Growing the Economy

Airport activity at Hamilton International continues to drive economic benefits in the City of Hamilton and broader Ontario region. As demonstrated by its most recent 2021 Economic Impact Study, Hamilton International and its business partners are proud to contribute \$536.7 million in gross domestic product (GDP), produce an economic output of \$1.5 billion and create over 4,720 jobs for Hamilton and the surrounding region.\*

### Community Investment

All of the airports in Vantage Airport Group's worldwide network are committed to integrating a 'Sense of Place' into its facilities and activities while connecting employees with the communities that they serve. Hamilton International supports programs and events that are uniquely linked to the City of Hamilton and surrounding communities. In 2022, Hamilton International proudly contributed over \$100,000 of in-kind resources and financial support to various community partners and initiatives, including: CityKidz, Liberty for Youth, YWCA Hamilton, Royal Canadian Air Force Foundation, Airway of Heroes, Taras Bulba Ukraine Support humanitarian aid flight missions, Autism Dog Services, Art Gallery of Hamilton, Binbrook Santa Claus Parade, Charity of Hope, Trees for Hamilton and more.

### Education and Learning Partnerships

Hamilton International is pleased to support workforce development in the region by partnering with local academia and organizations to provide cooperative education and experiential learning opportunities in a dynamic environment. In 2022, the Airport was privileged to participate in Mohawk College's Community Integration through Co-operative Education Program (CICE), which offers students with intellectual disabilities and other significant learning challenges the opportunity to pursue a postsecondary education, prepare for success in entry level work and build independence and self-advocacy skills for adult life. Hamilton International also partnered with the Industry Education Council of Hamilton to highlight some of the exciting careers at the Airport to inspire a wide range of students, reach parents and build relationships between local companies, schools and families. Similarly, Hamilton International was thrilled to support career exploration by enabling employees to participate in Take Our Kids to Work Day, providing grade nine students a unique job shadowing experience at the Airport and behind the scenes look at operations while showcasing the many exciting career opportunities that exist at an airport to keep people and boxes moving.

\*Source: 2021 Hamilton International Economic Impact Study, ICF International Corporation