



The official publication of the
Canadian Business Aviation Association

NEWS BRIEF

CEO'S CORNER

Meet CBAA's new Vice President, Membership Relations and Development



Anthony Norejko, CBAA's recently appointed Vice President of Membership Relations and Development is a pilot and "serial entrepreneur" with a passion for solving problems. Anthony's role will be to engage all CBAA members, and potential members, to be sure that we are addressing their needs and that they understand the value of their membership.

Anthony, welcome to CBAA's team! What are your early observations about membership?
We are fortunate to have a diverse membership group that exemplifies the broad scope of our operations across the country and globally. CBAA represents businesses and individuals looking to gain a competitive advantage.

What do you see as our priorities?

When I was interviewed for the role I declared my mission was to Engage and Empower our Operator and Associate Members. We need to leverage technology to bring this association together and identify our opportunities, share our success and plan for the future.

What actions will you be taking to engage and empower our membership?

Each area has a specific plan and target. To engage our members, and bring the association together, we will revamp and improve our social presence, and share the information that matters to broaden members' perspectives. You will see a revamped Twitter presence, greater activity using LinkedIn and other social forums, as well as new information sources like podcast interviews from industry leaders, a refreshed focus on chapter meetings to promote grassroots feedback and hosted video conference meetings.

We will help our members achieve commercial success by empowering them. First, CBAA will take an active role in promoting biz av to companies and individuals: "See just how powerful a time machine can be!". Second, we will ensure our offerings are relevant and scaled for our member operators. Third, we will create an environment that enables the achievement of our associate members' goals.

What do you see as the core member benefit?

My goal is to help our membership group realize their fullest potential no matter their size, scale or location. My time at Walmart showed me how a "Fortune One Company" brings its scale to the business world. Interestingly it also taught me how isolating it can be for operators running a small flight department. Becoming a member and actively contributing ensures that together we create the conditions that lead our sector to success.

Can you share your longer-term vision and goals for CBAA membership?

I want to demonstrate that CBAA membership, whether operator or associate, is an incredible value because of WHY we exist: we engage and empower our membership. Membership in the CBAA will empower your people, improve profitability and shape policy with Parliament. 🍁



As you read this, we will have completed our first ever joint CBAA-ADSE Convention in Abbotsford, BC. It had all the markings of a great success, and our day-to-day work is boosted by the synergy it created. The annual convention is an extremely important aspect of CBAA value to members, as an arena to have important face-to-face discussions with customers, regulators and influential government officials. Our sincere thanks to everyone involved.

With the convention behind us, and the fall Parliamentary session beginning, CBAA's day-to-day work is now focussed on effective advocacy, to ensure that policies, procedures and regulations are well thought out and equally well implemented. Unfortunately, too often it seems that government officials suffer from selective listening, ignoring our most compelling and reasonable positions and cherry-picking pieces that fit into their pre-ordained direction.

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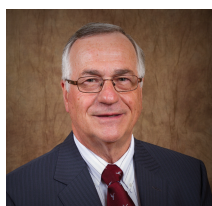
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I tried to put myself into their shoes to see if I could figure out why this is the case. I think part of it is the difficulty trying to maintain consistency while having to serve different political masters, as priorities shift between one elected government to another.

The other factor, I believe, is a lack of operational expertise. That leads them to make decisions that are not based on how the real world operates, but rather in their own internal version of risk management, which at best is theoretical, and at worst, ignorant of how their regulations will work (or, more to the point, not work) when implemented.

There is an answer to this: If you want real-world answers, look to people who have real-world experience – our own subject matter experts and operators.

Government has a false notion that we are adversaries, and that our view is



Rudy Toering,
President & CEO

biased. That is not the case. While we frankly disagree with some government direction, the fact is that we are on the same side. Everyone – the elected government, civil servants, business aviation – we all want a safe and professional sector, that creates jobs and

opportunity. That requires fair regulations that work with – not against – operations.

Government officials who do not work with us as partners to find solutions are leaving too much expertise – and good will – on the table. Our sector – and our country – are poorer for it.

I personally applaud our members for their focus on a safety culture. They take full responsibility to ensure their operations are the best they can be. We have made some real progress with Transport Canada, but we can do more together. CBAA will continue to pursue ways to increase our joint efforts – to the ultimate benefit of both our sector, and our country.

Business aviation's economic impact grew between 2015 and 2016

Business aviation's employment and economic impact increased across the board between 2015 and 2016, according to the latest report on the Economic Impact of Business Aviation in Canada, released at CBAA 2017. The increases were attributed to an increase in employment in BA manufacturing and new multipliers which are indicating that each job (i.e. one full-time equivalent) in business aviation is generating more in GDP and economic output than in previous years.

ECONOMIC IMPACTS OF BUSINESS AVIATION – 2015 vs. 2016

	Employment (FTEs)				Wages (\$ Billions)		
	2015	2016	% chg.		2015	2016	% chg.
DIRECT	22,300	23,000	3%		1.80	2.30	28%
TOTAL	43,200	47,100	9%		3.00	3.50	17%

	GDP (\$ Billions)				Output (\$ Billions)		
	2015	2016	% chg.		2015	2016	% chg.
DIRECT	2.90	3.40	15%		6.80	7.80	15%
TOTAL	5.10	5.80	12%		10.70	12.10	13%

CBAA 2017 Compensation Survey Initial observations:

On behalf of the CBAA, the Wynford Group is pleased to present initial observations from its 2017 Aviation Compensation Survey. Collecting data from over 40 organizations, primarily from the corporate, private charter, and maintenance & manufacturing sectors, this survey summarizes employee practices and cash compensation data for 50 benchmark positions common to the aviation industry.

In 2013 the Wynford Group conducted a similar Aviation Compensation Survey which included 20 organizations in the airline, private charter, and corporate sectors of the aviation industry. As analysis is still ongoing for the 2017 Aviation Survey, at this writing we would like to present some initial observations.

Based on four common job families surveyed for the 2013 and 2017 Aviation Surveys, a summary of salary increases is presented below:

2013 - 2017 Salary Increases	
Job Family	% Increase
Management	11.3
Flight Crew	9.3
Maintenance	9.3
Sales/Administrative	4.4

* based on the 50th percentile(median)

Another key initial observation is the difference in pay between organizations reporting from the various aviation sectors. Based on our initial analysis, organizations reporting from the corporate aviation sector pay their employees the highest salaries on average. Similar to the data presented above, we have analyzed this data by job family in order to present the most accurate picture for 2017. Below is a summary of these results:

Salary Differentials		
Job Family	Corporate vs. Private Charter	Corporate vs. Maint/Manu
Management	1.1%	8.6%
Flight Crew	4.1%	4.4%
Maintenance	14.3%	15.2%
Sales/Administrative	10.0%	8.0%
Average	7.3%	9.1%

* based on the 50th percentile, where data was sufficient

* maintenance & manufacturing grouped due to organization similarities

Participants will have received a copy of the full survey results which will include in depth analysis of employee practices & cash data by sector and revenue. 🍁

CBAA Honours Outstanding Individuals

The convention is an important occasion to recognize and honour outstanding individuals for their past, current and future contributions to Canada's \$12.1 billion business aviation sector. This year, the CBAA had the privilege of recognizing the following people.

Doug Thierman, Director, Aviation and Chief Pilot at Shaw Communications, was given an Honorary Lifetime Membership to recognize his many contributions to business aviation and the CBAA. The presentation was made by his friend and colleague, CBAA board member, Scott Harrold of Signature.

Three scholarships were awarded, part of CBAA's committed to attract and retain "the best and the brightest" in business aviation. Owen Titerle, BC winner of the 2017 Webster Memorial Award was presented with a bursary to continue his education, as were the two recipients of CBAA's new Schedulers & Dispatchers Scholarship: Shelby Schulte, Manager, Flight Coordination at AirSprint Inc. and Jill Dermott, Customer Service Representative at Skyservice FBO and First Officer, Lake Central Airways. 🍁

UPCOMING EVENTS

September 26th 2017
CBAA Ontario Chapter Meeting

September 27th 2017 - Tentative
CBAA Quebec Chapter Meeting

October 10th to 12th 2017
CBAA's Canadian Pavilion at NBAA-BACE

October 24th 2017
CBAA Edmonton Chapter Meeting

October 25th 2017
CBAA Calgary Chapter Meeting

October 26th 2017
CBAA Vancouver Chapter Meeting

February 6th to 9th 2018
Schedulers & Dispatchers Conference

CBAA 2017 Highlights

CBAA 2017 broke new ground as one of the most exciting and value-packed CBAA conventions in years. Over 75 CBAA exhibitors joined ADSE's vendors – delivering a record-shattering 100+ booths featuring aviation and aerospace products and services to over 1000 attendees.

Speakers ranged from the political - the Honourable Harjit Singh Sajjan MP, Minister of National Defence and the newly-appointed BC Minister of Jobs, Trade and Technology, the Honourable Bruce Ralston, who addressed joint sessions of CBAA and ADSE to leaders in aviation community, including Steven J. Brown, COO of the NBAA and Craig Richmond, President and CEO of the Vancouver Airport Authority, YVR, among others.

Session highlights included Denis Guindon, Director Civil Aviation, Transport Canada and Rudy Kellar, EVP, Nav Canada



who not only provided updates on their current activities but also focussed on answering delegates questions and concerns. The same was true of CBAA's first Airport Panel, with senior representatives of two global hubs (Vancouver and Toronto), and two smaller international airports (Abbotsford and, Region of Waterloo) discussing ways BA

and airports should work together to answer challenges and build lasting relationships

SMEs provided key knowledge to build operational expertise and a competitive edge. Renown speakers included Dr. Antonio Cortés of Embry-Riddle Aeronautical University, Steve Cash, the Talus Group, and Mike Tretheway, InterVISTAS Consulting among many others.

Specially-designed sessions aimed at dealing with Canadian operational issues were also on tap, providing how-to's on CBAA's RMS/SMS, regulatory and operational questions, ADS-B, and more.

Our launch of two certified Professional Development courses aimed at 604 Canadian operations was a success and bodes well for similar programming in the future.

Finally, our social networking soared, with over \$25,000 raised at our Charity Golf Tournament for Hope Air and our sold-out unforgettable experience at the CBAA Chalet at the Abbotsford Airshow Twilight extravaganza!

Thanks to our sponsors, including Diamond Sponsor Abbotsford International Airport, speakers, exhibitors, OEMs, volunteers, our colleagues at AIAC and the Airshow, and everyone else whose contributions made for one of the most important and exciting business aviation events ever!

SAVE THE DATES!

JUNE 19 - 21, 2018



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Contact Lise Hodgson at **613.854.4686** or **lhodgson@cbaa.ca**

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CBAA*ACAA

New Board Ratified at AGM

CBAA's 2017-2018 slate of directors was ratified at the August 10th AGM. We welcome new directors, Susan Gunn, Operations, PM Air; Lisa Clarke, Regional Sales Manager, FlightSafety International and Ehsan Monfared, Associate Clark & Company. Chair Rod Barnard, Director, Aviation and Travel Services and Chief Pilot, Kal Aviation Group, continues in this position for the second year of his term.



CBAА thanks its outgoing board members, Past Chair, David Hall, Maintenance Manager/General Manager, Irving Air Services Inc; Jamie

Vins, CEO, Vins Plastics Limited; Louise Dunlop, President, Sterling Aviation Services; Jim Thompson, Director Saskatchewan Air Ambulance, Government of Saskatchewan for their many contributions and service to the association and to business aviation.

Please refer to page 2 of this News Brief or to our website, www.cbaa-accc.a for a complete list of our 2017/2018 board of directors. 🍁

CBAА Welcomes newest member

HARRODS AVIATION

Harrods Aviation is the leading London-based business aviation service provider, offering world-class luxury FBO facilities and maintenance services at London Luton, London Stansted and now London Cranfield airports. There is also a dedicated Farnborough based Engine Shop providing global support to customers. Air Harrods offers several bespoke aircraft services including charter brokering, helicopter management, maintenance, and pilot supply. www.harrodsaviation.com

NANAIMO AIRPORT

The Nanaimo Airport (CYCD) has significant areas of developable land fronting both the main airport roadway and the primary taxiway. This location offers both general access for the public and restricted access for aircraft operations. YCD offers the advantage of locating an aviation business at a well serviced, mid-sized airport with the option of long-term land lease and very competitive development costs. Easy air access to YCD is a benefit for many aviation businesses who prefer to operate in un-congested airspace. <http://www.nanaimoairport.com/> 🍁

DID YOU KNOW...

Q Do I have to have my TTPP approved by TC?

A No approval is required. Just meet the conditions of the exemption. [Reference: NCR-033-2016 Application Criteria.] This is just one example of CBAА's extensive Training and Proficiency FAQ available through the members forum. Logon for the full FAQ. For more information on membership, contact Lindsay Berndt, lberndt@cbaa.ca

Join CBAА's Canadian Pavilion at NBAA-BACE in Las Vegas, NV

CBAA is offering its members exclusive space at the CBAА Canadian Pavilion at NBAA BACE 2017, October 10 -12, Las Vegas, NV. Connect with the international business aviation community and showcase your products and services, with the marketing and logistics support of the CBAА. This opportunity is

intended for members who have not previously exhibited at the NBAA (Canadian Pavilion not included).

We hope you will join us at our newly designed space, featuring iconic images of Canada and stunning Canadian-built aircraft.

Contact Lindsay Berndt at lberndt@cbaa.ca for more information and to register. 🍁



2017/2018 Buyers Guide online!

If you are looking for a product or service aimed at business aviation, look no further than CBAА's 2017/2018 Buyers Guide. With full listings of all of CBAА's associate members by category as well as information on CBAА and business aviation, it's a resource you will turn to time after time. Access the Buyers Guide at www.cbaa-acaa.ca. 🍁



THANKS TO SPONSORS!

CBAА sincerely thanks the many sponsors who contributed to CBAА 2017! We could not have done it without you! To see the full list of sponsors, please visit www.cbaa-acaa.ca.

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