



The official publication of the
Canadian Business Aviation Association

NEWS BRIEF

The Year in Review

Read the CBAA Annual Report at www.cbaa-acaa.ca.

2017 was a year that saw the CBAA expand its services to members and continue its work to resolve issues related to government policies and regulations. Here are a few highlights of our accomplishments.

A more responsive association...Anthony Norejko, CBAA Vice Chair, assumed the newly-created position of Vice President, Membership Relations and Development in July 2017.

Anthony's task is to meet with and engage members and potential members, ensuring that a) CBAA is responsive to the needs of its community and b) our members are aware of and understand the value of CBAA's services and efforts on their behalf.

A stronger safety culture...CBAA's groundbreaking "Partner-in-Safety" program has been

enhanced and expanded to more fully support regulatory compliance, especially for small operators. New or improved services include a no-charge, on-line RMS hazard reporting (and confidential) database, with new sample templates and training as well as a new Flight Data Analysis Service, supporting our existing CARs 604 SMS that has been vetted by Transport Canada.

Fighting for your rights....in 2017, CBAA's most critical advocacy activities focussed on: successfully protecting landing rights at Toronto Pearson International Airport; flight and duty time regulations that met the needs of CARs 704 operations, and working with CRA for a fair and reasonable tax policy on the personal use of business aircraft. These efforts were supported by our ability to make a credible economic argument based on the data in our study, the Economic Impact of Business Aviation in Canada, which was updated in 2017.

Supporting our labour force...the CBAA has taken a number of actions to help you attract and retain staff. These included our 2017 Compensation Survey, a new \$10K scholarship aimed at schedulers & dispatchers and other aviation professions, and the creation of CBAA-endorsed professional development courses created or adapted specifically for Canadian business aviation operations.

Increasing sales and marketing opportunities...in conjunctions with existing programs like Industry Partners, our annual convention and regional chapter meetings, CBAA's newly-designed Canadian Pavilion is being used to enhance Canada's presence at key venues like NBAA-BACE. 🍁



As I will be retiring December 31st, I find myself reflecting on my years at CBAA as President and CEO. Through challenges, difficulties and triumphs, one thing is clear: without the unflagging support of the staff, board and most especially, our members, my efforts would not have amounted to much.

Instead, thanks to our collective efforts, I am proud to say that the CBAA today is a strong and growing organization. I am very satisfied that the infrastructure in place today allows my successor to have a base to build on.

I had no rule book coming into the position; I learned on the job. Some of those lessons were hard won. I learned, for example, that when dealing with government, nothing was cut and dried.

There are many external factors that, fairly or unfairly, influence government decision-making. This problem was never more evident that during our protracted discussions with TC on flight and duty time regulations.

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CANADIAN BUSINESS AVIATION ASSOCIATION
2017 ANNUAL REPORT

About the CBAA

Formed in 1963, the Canadian Business Aviation Association defends the interests of Canada's \$12.1 billion business aviation sector. Its mission is to represent and promote the Canadian business aviation community globally, advocating safety, security and efficiency.

With approximately 400 members including operators, management companies and suppliers, CBAA represents the entire business aviation community with one collective and powerful voice.

Chair's Message | HOW CBAA IS MAKING A DIFFERENCE

It is my privilege to report on our progress and success with this 2017 Annual Report, and to provide you with a preview of what lies ahead in the year to come.

I am proud to say that every year, the CBAA works harder and more effectively on behalf of its members and sector. Over the last year, we were able to raise the bar again, increasing our advocacy efforts and expanding member services. The CBAA is a dynamic advocate for Business Aviation: we continue to press ahead for solutions on critical files like taxation on the personal use of business aircraft, and flight & duty times for 704 operations. We have also made significant progress on resolving issues outside of government's sphere of influence, such as our success in finding ways to deal with G704 slot and landing restrictions.

We are active internationally, working with IBAAC and Business Aviation associations in every jurisdiction, develop shared advocacy messages, deal with issues such as carbon emissions schemes, and educate policy-makers globally about the value of our sector.

The CBAA is committed to assisting your safe operations and to preserving our enviable record as the safest form of flight in the world. We are expanding our RMS/RMS program, Partner-in-Safety, with

Rod Bernard
Director, Aviation and Travel Services
Chief Pilot
Kil Aviation Group



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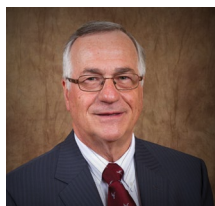
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Discussions dragged on for over seven years – and on my docket for five of them. During that time, our objections – and those of our colleagues in the aviation coalition – were consistent. Unfortunately, progress we made under the previous government were wiped out when the new regime came in and TC took it as an opportunity to undo our gains, as the current minister seems to be indifferent to tackling the real issues.

Nevertheless, we continued to move forward: CBAA had a job to do and I had to find ways to work, and build success, in this arbitrary environment. We used other avenues to make our case – it is our view that the way flight & duty time regulations were created flouted many government rules -and we pursued them all, meeting with Treasury Board, the Regulatory Cooperation Council, MPs and others to demonstrate how flawed the process had become.

Indirectly, we may have made progress on this front: CBAA will be participating in a Treasury Board consultation to provide feedback on ways to improve the process by which regulations are created

I learned that our success was built on fundamental principles – and by applying them consistently, we could make



Rudy Toering,
President & CEO

substantive progress for our members.

The first principle was to never take “no” for an answer: that is to say, we were in communications with officials constantly, keeping our issues on the table, suggesting reasonable remedies, and never letting

up the pressure. They may have gotten tired of hearing from us, but they always knew what we were fighting for.

Second, we had to have our facts lined up – if we were making a case, it had to be based in reality, and defensible. We couldn’t make things up and then expect that government would be sympathetic to our position.

Third, we had to be professional. While trying to move the bar was extremely frustrating at times, and it was difficult to deal with officials, we had to bear in mind that they had work-related challenges too, and had to follow orders, deal with staff shortage, and so forth. So, despite the disagreements we had, we always dealt with the people respectfully and honestly.

Now that I am passing the torch, I hope I helped create a stronger association and sector. If I achieved that, in even the smallest of ways, I can feel that I have left a worthwhile legacy. I wish all of you success your future endeavours. Keep up the good fight, and safe skies!

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BOARD OF DIRECTORS EXECUTIVE COMMITTEE

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P.M. Air

Lisa Clarke • Regional Sales Manager
FlightSafety Canada Ltd.

Ehsan Monfared • Associate
Clark & Company

Lyn Shinn • VP, Central Region, HondaJet Sales and
Pre-Owned Aircraft Sales
Skyservice Business Aviation Inc.

Ensure you are in compliance with our expanded Partners-in-Safety Program

Safety is everyone's goal. But, meeting regulations while operating effectively in a busy environment can be challenging. And, we all need a life...

The CBAA has a simple and effective solution that can help you implement and remain compliant with your safety requirements, with a program that has been designed specifically to support Canadian business aviation operations.

In partnership with experts in this field, including Aerofoil Consulting, OBDS, TrainingPort.net and Plane Sciences, Partners-in-Safety offers:

- On-line CBAA Risk Management System (RMS): this easy to use tool is specifically designed to help corporate flight departments meet SMS requirements. Together with the sample CBAA Operations Manual, it is designed to meet all applicable SMS requirements.
- CBAA RMS Training: TrainingPort.net is updating its SMS and is providing a CBAA RMS specific module.
- CBAA Sample Operations Manual (OM): two versions of this manual are available free of charge to meet the needs of small corporate operators and owner-operators. The manual has been reviewed by Transport Canada. Operators will need to edit and maintain these manuals to their specifications. Basic assistance with the CBAA Sample OM is available free of charge to CBAA members.
- Downloadable resources: in addition to the Sample Operations Manual for small operators, we have a variety of other downloadable resources, including a full-scale SMS Manual and Operations Manual for larger, more complex operators, and much more.
- Flight Data Analysis Service from Plane Sciences

Partners-in-Safety is a Transport Canada-vetted toolkit that helps ensure that every business aviation operation, regardless of size, can operate within the regulations and strengthen its safety culture.

For more information on how the program could help your operations, and to sign up, please contact Lindsay Berndt, lberndt@cbaa.ca. 🍁

A LOOK AHEAD TO 2018

CBAA is constantly looking for ways to increase its value to members and to influence decision-makers. Here are just a few of the activities you will see in the coming year....

ENGAGEMENT THROUGH SOCIAL MEDIA.

The CBAA is launching a comprehensive social media program that will allow us to engage our members and community, to educate, inform and connect more effectively than ever before. According to Anthony Norejko, CBAA Vice President of Membership Relations and Development, we will "revamp and improve our social presence, and share the information that matters to broaden members' perspectives." The plans include 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.

ADVOCACY AND AWARENESS.

CBAA will continue to press for resolution to its critical issues and priorities protecting our access to airports, fighting for fair regulations and encouraging growth in our sector.

Our message is clear: Business aviation is at the centre of economic opportunity anywhere companies and communities need to connect – and the CBAA will be promoting the value of our sector to politicians, civil servants, influential national business associations and others.

CORPORATE PARTNERS PROGRAM.

New and exciting inclusive opportunities for members to maximize their reach and influence. For more information, please contact Lindsay Berndt, lberndt@cbaa.ca. 🍁

Flight and Duty Time Regulations

The CBAA has made two submissions to Transport Canada regarding the draft flight and duty time regulations. The first, on behalf of CBAA 704 members, and the second as part of a larger aviation coalition. The submissions are our formal response to the proposed regulations, Flight Crew Members Hours of Work and Rest Periods, published in Canada Gazette I on July 1, 2017. The proposed regulations, as well as the process that led to their creation, are unsatisfactory to the extreme in a number of critical areas, and the CBAA worked directly with its 704 members as well as within a larger aviation community to identify and address each of the issues. You can access both submissions at www.cbba-aca.ca. 🍁

CBAA makes its case for business aviation to the Canadian Transportation Agency (CTA)

The CBAA has made a brief submission on the CTA's Regulatory Modernization Initiative. Even though the initiative did not appear to affect members directly, CBAA took this opportunity to provide context and information for any future decision-making and to deal with any potential down-stream effects of regulatory modernization. You can access the submission at www.cbba-aca.ca.

CALENDAR OF EVENTS

November 7-8 2017
CBAA at 2017 Canadian Aerospace Summit

December 6th 2017
Quebec Chapter Meeting
sponsored by: Starlink Aviation & Signature Flight Support

February 6-9 2018
CBAA at Schedulers & Dispatchers 2018

VISIT CBAA AT SCHEDULERS & DISPATCHERS

Will you be attending the 2018 Schedulers & Dispatchers Conference **February 6-9, 2018** in Long Beach, CA? Stop by booth # 2260. CBAA's head office staff will be on hand to provide information and answer your questions.

Mark your calendar for CBAA 2018!

Join us on June 12-14 for a unique opportunity to connect with high-value companies and innovative leaders, as our Diamond sponsors, the Region of Waterloo International Airport and the Chartright FBO host CBAA 2018 in Waterloo, ON. The convention will feature educational opportunities, CBAA-endorsed professional development courses, as well as its exhibit, static display and more!

Sponsorship opportunities are now available! Contact Lise Hodgson, lhodgon@cbaa.ca for more information. 🍁



THANKS TO CBAA CANADIAN PAVILION PARTICIPANTS

The CBAA would like to thank everyone who joined us at the CBAA Canadian Pavilion at NBAA-BACE and helped represent Canadian business aviation and make this event a memorable one!



The CBAA makes your business better.

JOIN TODAY!

ADVOCACY | OPERATIONAL SUPPORT

CONNECTING THE INDUSTRY | SUPPORTING OUR PEOPLE

CBAA-ACAA

CBAA – Helping Business Aviation Take Flight Since 1961.

For more information on membership, visit www.cbaa-aca.ca or contact Lindsay Berndt, lberndt@cbaa.ca

Find out how our Corporate Partner program could help your business

CBAA is proud to announce a new program that will maximize your reach and influence with Canada's business aviation operators and managers. As a CBAA Corporate Partner, you will enjoy complimentary year-round priority marketing opportunities at all CBAA's venues and on electronic platforms, including the annual convention, chapter meetings, website, print

materials and more. **PLUS**, Corporate Partners enjoy a complimentary CBAA membership! The Corporate Partner program is your one-stop shop to purchase packages that include membership, a convention sponsorship and booth as well as chapter meeting sponsorship and marketing.

Further information will be included with your 2018 membership renewal package. 🍁

CBAA Chapter Meeting Sponsors – THANK YOU!

A very special Thank you to all 2017-chapter meeting sponsors! Without your gracious support, these important meetings would not be possible. Keep an eye on CBAA's calendar of events for upcoming meeting dates.

- Bombardier
- Dassault Falcon Jet
- Embraer Executive Jets
- FlightSafety International
- Gulfstream
- Innotech-Exeaire
- Signature Flight Support
- Skyplan Services Limited
- TrainingPort.net
- Textron Aviation
- Universal Weather & Aviation Inc.
- World Fuel Services



Renew your membership today

Your success is CBAA's #1 priority. Please renew your membership so you won't miss out on unique and value-packed member benefits that will make your business better, including our enhanced Partners-in-Safety program, the new Corporate Partners opportunity, and much more.

Your renewal will make us stronger and ensure that we have the resources, and most importantly, the critical mass of support we need to continue to fight – and win -- for business aviation. 🍁

GET INVOLVED WITH THE CBAA!



Join us on LinkedIn at Canadian Business Aviation Association (CBAA);



Follow us on Twitter @CBAACanada



Check out the CBAA YouTube channel CBAACanada for videos from CBAA 2017, including NAV CANADA's presentation and more!

Welcome New Members

MID-CANADA MOD CENTER (MC2)

Mid-Canada Mod Center (MC2) is focused on providing industry leading avionics expertise to the corporate and 2nd tier commercial aviation markets. Our business emphasis is on avionics sales, service, repair, design, certification and installation.

MC2 boasts some of the most talented workforce with several decades of experience in corporate and commercial avionics.

In business since 1996 (AMO #59-97) our recent successes include ADS-B, other NextGen systems and integration, WAAS FMS with LPV, cabin entertainment and communication systems including the latest Satcom and Wi-Fi applications. We have extensive background in cockpit redesign/modernization and are industry leaders in TCAS, EGPWS, TAWS, RVSM and EFB applications.

Located in the North End Business Aviation area of Lester B Pearson International Airport (LBPIA) - CYYZ. 🍁

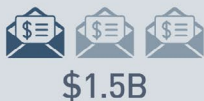
At your service

If you have any questions about membership in the CBAA, both our Vice President of Membership Relations and Development Anthony Norejko anorejko@cbaa.ca or our Membership & Communication Services Manager Lindsay Berndt, lberndt@cbaa.ca will be happy to help!

Business Aviation Operations & Business Aircraft Manufacturing in Canada

TOTAL* ECONOMIC IMPACTS

OPERATIONS



ALL SECTOR

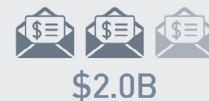
Employment
47,100

Wages
\$3.5B

GDP
\$5.8B

Economic Output
\$12.1B

MANUFACTURING



**TOTAL = direct, indirect and induced economic impacts*

\$47,000
Canada-wide (all industries)



Average Wage per Annum



\$74,300
Total Business Aviation

