



The official publication of the
Canadian Business Aviation Association

NEWS BRIEF

CEO'S CORNER

No Pause in CBAA Advocacy During Transition

CBAA members -and government – can expect to see the same high level of engagement and commitment on key advocacy issues as the new president and CEO, Jim Facette, takes over from outgoing president, Rudy Toering.

“Rudy kindly stayed on during the month of December to bring me up to speed on critical files, including the CRA’s new policy on personal taxation on the use of business aircraft and new flight and duty time regulations”. Jim Facette explained “His help, plus the excellent support of our very professional team has made for a smooth transition.”

One major file on which they worked closely was regarding taxation on the personal use of business aircraft. The CBAA has made a number of thoughtful and legally-sound representations to CRA and has been in continuous contact with members for feedback and comment. “We have built a strong foundation, and whatever further action may be required from us will be built on compelling policy and legal positions.” said Facette.

Another critical file with a long history is the new regulatory framework for flight and duty time. While our 604 members are exempt, this has been an urgent issue for CBAA members



who operate 704 on-demand charters who may be required to operate under the same regulations as 705 long-haul and international scheduled service.

It looks like our advocacy has made a difference. First, we have been told that Transport Canada is adjusting the final regulations before they are published in Canada Gazette II, taking into account at least some of our concerns and remedies. Second, coalition members provided new information from SMEs on sleep research and FRMS. Finally, as a specific remedy for our 704 members, CBAA is in discussion with TC to create a new FRMS designed specifically for on-demand operations.

“I plan to spend a lot of time at Transport Canada, working one-on-one with officials” said Facette. “We need to get

back to how regulations used to be created, and develop regulations that are appropriate for business aviation’s distinct characteristics.

“I am extremely impressed by the quality of the submissions and the industry’s determination to have new regulations that maintain the highest standards of safety while accommodating the needs of different aviation segments” Facette continued. “While much of the work appears to be in its final stages, I think my experience with regulators, safety regimes and with Transport Canada will help spur our efforts.

While current issues are a priority, that is not the only thing on Facette’s agenda in his first 100 days. “I plan to start my mandate listening to members – they are a crucial resource as we develop our go-forward strategies.” 🍁



Getting to Know You; Moving Forward Together

It is my privilege to introduce myself to you as CBAA’s new president and CEO and share my thoughts on what I can bring to the table to strengthen the CBAA, support your operations and enhance the awareness of our \$12.1 billion sector.

I have 18-years’ experience as a senior association executive. As the CEO of associations representing highly-regulated sectors, I learned how to navigate through the maze of bureaucracies, and work successfully with regulators, elected and non-elected officials, multiple stakeholders and others. Most particularly, during my six years as CEO of the Canadian Airports Council, I developed strong and mutually-beneficial relationships with Transport Canada, elected officials, and key business and aviation associations.

I’ve set myself a “first 100 days” mandate, with an initial

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focus on getting to know the CBAA membership, dealing with current regulatory and policy issues, and developing strategies to support advocacy and issue resolution. My most important job initially will be to listen, and to

understand exactly what your challenges are. Our regional chapter meetings will be a great opportunity to start the process and to meet as many of you as possible face-to-face. I plan to ask a lot of questions because I believe that our members are our greatest resource.

While there are no shortage of challenges we will tackle together, I am fortunate to be coming into an association



Jim Facette,
President & CEO

that is strong, united and has a clear value proposition for its members. I am indebted to Rudy Toering, the board and staff for creating membership value and strengthening CBAA's premier role as the voice of business aviation. I will build on what they've

achieve, to strengthen the notion that CBAA is seen by all stakeholders as the go-to Canadian entity for all things business aviation related.

It's fair to say that I do not have all the answers; I am still learning what the questions are. But I will listen and learn: I am accessible and I have a plan. And I have no doubt that working together, we can make a difference to your bottom line, to business aviation and to our country.

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Connect with Canada's Business Aviation Leaders at CBAA 2018

Sponsorship and exhibitor registration is now online! Join your peers as business aviation lands in the heart of Canada's Silicon Valley, home to 15,000 high tech companies, for two days of networking, educational sessions, exhibits and Canada's largest static display of corporate and private aircraft, June 12 -14.

Check out the many exciting ways your company can connect with delegates at Canada's premier event for business aviation at www.cbaa-acaa.ca. 🍁

SAVE THE DATES!

JUNE 12 - 14, 2018



Join us and our Diamond Sponsors, **Region of Waterloo International Airport** and **Chartright Air Group** for targeted educational sessions, networking events, exhibits and Canada's largest static display of private and corporate aircraft.



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

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CBAA-ACAA

2017 ANNUAL REPORT

**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 GTAA slot and landing restrictions.

We are active internationally, working with IBAC 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 expand-

ing our SMS/RMS program, Partners-in-Safety, with new training, a new Flight Data Monitoring option and new sample templates supporting the RMS. We are proud to continue to offer all of the Partners-in-Safety elements at little or no cost.

Finally, we have taken a number of actions to help attract and retain a strong and dedicated Business Aviation labour force, with our new Compensation Survey and Schedulers and Dispatchers scholarship, with the first ones awarded at CBAA 2017.

I look forward to continuing to work with the Board, staff and members in the year to come to make even greater advances on behalf of Canada's \$12.1 billion Business Aviation industry.



A stylized blue ink signature of Rod Barnard.

Rod Barnard

*Director, Aviation and Travel Services
Chief pilot
Kal Aviation Group*

About the CBAA

Formed in 1961, 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.

About business aviation

Business aviation is an essential part of Canada's transportation infrastructure, filling a unique economic niche that enhances opportunities for Canadian companies and smaller communities, while creating high-paying employment across the country. Business aviation provides safe, secure, direct and timely transportation.

By the numbers

- **1,900** business aviation aircraft in operation, representing 5% of aircraft registered in Canada and 17% of all aircraft movements between 2006 and 2016
- Generates a total of **\$12.1 billion** in total annual economic outputs: **\$5.5 billion** from operations, \$6.6 billion from manufacturing
- Remits almost a **BILLION DOLLARS** (\$896 million) in taxes to all levels of government
- BA employs a total of **47,100** Canadians who derive some or all of their income as a result of BA activities (i.e. direct, indirect and induced employment) at an average salary of **\$74,300**;
- People directly employed in BA operations and manufacturing have an average salary of **\$95,900**; the average Canadian salary is \$49,700.

Highlights of advocacy wins, actions and priorities

CBAA continues to push ahead on key issues, working with government officials, the aviation community and business leaders to ensure that business aviation's agenda stays top of mind, and our issues are resolved. In 2017, the CBAA fought for:

DOMESTIC PRIORITIES

- “Right-sized” flight & duty time regulations and a specially-created Fatigue Risk Management System (FRMS) customized for CARs 704 operations;
- A fair and equitable policy to guide taxation on the personal use of business aircraft
- Protecting business aviation's landing rights at Toronto Pearson International Airport (TPIA)
- Intervening for members on a case-by-case basis with Transport Canada's level of service

INTERNATIONAL PRIORITIES

- Formal ICAO recognition that Canadian standards are equivalent to or better than ICAO regulations
- Europe's Third Country Operators Regulations recognition of Canadian standards as equivalent

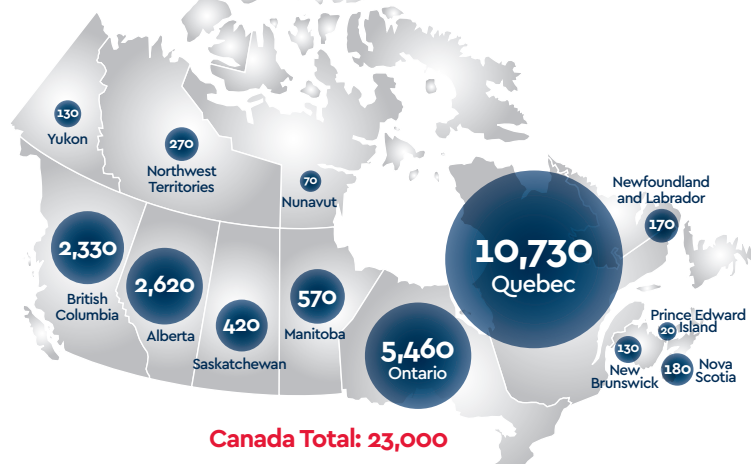
Annual Total Economic Impacts of Business Aviation Operations and Business Aircraft Manufacturing in Canada, 2017

IMPACT	EMPLOYMENT (FTEs)	WAGES (\$ Billions)	GDP (\$ Billions)	OUTPUT (\$ billions)
DIRECT	23,000	\$2.3	\$3.4	\$7.8
INDIRECT	14,300	\$0.9	\$1.4	\$2.7
INDUCED	9,800	\$0.4	\$1.0	\$1.6
TOTAL	47,100	\$3.5	\$5.8	\$12.1

NOTE: Figures may not sum, due to rounding.

SOURCE: InterVISTAS Analysis using multipliers and ratios from Statistics Canada Interprovincial Input-Output Model

Distribution of Total Direct Business Aviation Operations and Business Aircraft Manufacturing Employment (FTEs)



Building awareness

CBAA educates stakeholders and decision-makers, including politicians, senior civil servants and business leaders on the importance of business aviation through its extensive contacts and relationships, which includes a NAV CANADA board seat, chairmanship of the NAV CANADA Advisory Council, cooperative actions with aviation associations, and with seats on over 30 government working groups and committees.

This effort is supported by the **2017 Economic Impact of Business Aviation in Canada** study, which demonstrates the high-value and strategic importance of business aviation to Canada, the report includes extensive analysis of data and Canadian case studies that demonstrate business aviation's positive impact in virtually every community in Canada. Copies are available online at cbaa-aca.ca.

Enhancing safety

PARTNERS IN SAFETY



Partners-in-Safety is a proactive and comprehensive safety program developed to support regulatory compliance for all members, particularly small operators. It has been expanded to be even more useful to operations of all sizes and types.

There are three main elements to Partners-in-Safety:

- 1. CBAA 604-SMS** plus template operations manual, other downloadable tools for large operators
 - Cost: \$800 annual subscription
- 2. On-line RMS** with sample operational manual, de-identified hazard reporting, and training (**NEW**) for small to medium sized operators
 - PARTNERS/PROVIDERS: OBDS for the online RMS and TrainingPort for on-line training (**NEW**)
 - NO COST TO MEMBERS
- 3. Flight Data Analysis Service (NEW)**
 - PARTNER/PROVIDER: Plane Sciences
 - Cost: 10% - 50% discount (annual fee discounts will be based on # of aircraft signed up through CBAA preferred National Group Rate)

Supporting and communicating with members

CBAA supports its members' safe and efficient operations with high-value, no-charge services

Social Media and Networking

Connect, learn and engage with CBAA's new social media programming. Just launched in 2017, look for new 5x5 podcasts, YouTube videos and much more, and be part of our national and active business aviation community.

Chapter meetings – held across Canada, these meetings, often sponsored by leading OEMs encourage local CBAA members to come out to hear about CBAA's latest work, raise questions and share their views.

Members forum – CBAA's on line two-way communications online tool gives members 24/7 exclusive access to critical information and documentation;

Access to industry and regulatory experts – we work with members to resolve their operational issues and help them navigate the regulatory maze.

Access to CBAA's delegation for fast and efficient processing of initial type ratings.

The email News Bulletin – a weekly update of news, information and briefings from CBAA as well as the latest business aviation news from around the world.

Creating business opportunities for members

CBAA supports its members' sales opportunities at home and abroad:

The CBAA2017 Annual Convention and Exhibit held in Abbotsford BC, attracted over 700 delegates 85 exhibitors and 17 state-of-the-art business aircraft from leading OEMs from around the world.

Industry Partners Program. A member-to-member preferred-rate sales opportunity including the high-profile Industry Partner of the Month promotion.

Buyers Guide. Part of the Convention Show Guide and available 24/7 online to the business aviation community, listings are free for all associate members.

International Marketing. CBAA promotes members' products at major events by facilitating meetings, making introductions, supporting networking and much more at key venues like NBAA-BACE (CBAA's Canadian Pavilion), S&D and more.

Our commitment to our people

CBAA has introduced a number of programs that help ensure that business aviation has the tools to attract and retain "the best and brightest", including:

- **2017 Aviation Compensation Survey** that allows business aviation operations to assess the competitive staffing environment and plan for their future labour needs.
- **New professional development courses**, endorsed by CBAA and created or adapted for Canadian operations. At CBAA 2017, we presented a Quality Systems Auditor Workshop for CARs 604 as well as a Strategic Leadership Course, which counted towards individuals' Certified Aviation Management (CAM) programing.
- **Schedulers & Dispatchers Scholarship** - a \$10K annual scholarship for current and prospective Canadian schedulers and dispatchers as well as aviation students, to receive bursary toward continuing their education.

2013 - 2017 Salary Increases	
JOB FAMILY	DIFFERENTIAL
Management	13.4%
Sales/Admin	7.8%
Maintenance	11.6%
Flight Crew	14.8%
Average	11.9%

From the 2017 CBAA Compensation Survey: Based on four common job families surveyed for both the 2013 and 2017 Aviation Surveys, a summary of salary increases is presented above.

A look ahead

Looking ahead to 2018, expect even more from CBAA

Corporate Partners Program. New and exciting inclusive opportunities for members to maximize their reach and influence. Packages include benefits such as: Membership, year-round priority marketing at CBAA's venues and expanding electronic/social platforms, chapter meeting sponsorship and more.

Advocacy. CBAA will continue to press for resolution to its critical issues and priorities, and identify our supporters: political and business leaders who will act as advocates and champions.

Awareness. 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. Going forward, we will continue to find new ways to expand our "community of interest", working with members to deliver our message in every community in Canada, and to ensure that decision-makers and influencers understand business aviation's importance to Canada.



CBAA 2018: a marquee event for business aviation. CBAA 2018, June 12 -14 will take place the region of Waterloo, home to some of Canada's leading technology companies and post-secondary educational institutions. A unique opportunity to connect with high-value companies and innovative leaders.

