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# News Brief

The official publication of the Canadian Business Aviation Association

## 2008 Trade Show – CBAA Set to Surpass All Records / June 16-19, Toronto, Ont.



Cessna Mustang



Bombardier Global Express

The 47<sup>th</sup> Convention and Trade Show is set to be the largest event in our history! CBAA will showcase a full spectrum of business aircraft from the Cessna Mustang to Bombardier's Global Express and everything in between.



Grob sp<sup>n</sup>

### GROB SP<sup>n</sup> MOCK-UP'S FIRST VISIT TO CANADA AT CBAA 2008!

New this year – CBAA hosting Grob Aerospace's sp<sup>n</sup> mock-up on its first visit to Canada.

The sp<sup>n</sup> represents a highly innovative response to market demands for a single aircraft to satisfy an array of diverse operations and mission requirements. Attend the convention and see the value of business aircraft for yourself.



Rich Gage, President and CEO

### CEO's CORNER

#### ■ SMS – AVIATION'S PROPHYLACTIC

Almost 10 years ago, CBAA and Transport Canada embarked on a joint study to examine the feasibility of amending the *Canadian Aviation Regulations, Subpart 604 (Private Operator Passenger Transportation)* to legally enable CBAA to manage and administer CAR 604 operations. The benefits of such a concept for the CAR 604 operators included the additional flexibility and operat-

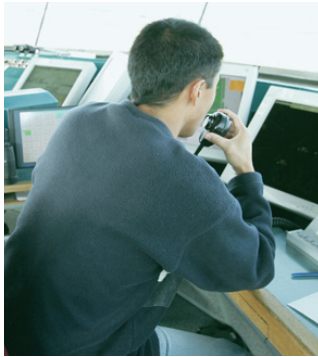
ing efficiencies that CBAA rules and standards might provide, and the potential for operators to play a more direct role in managing their own safety systems.

As a result of this work and several subsequent phases of increasingly sophisticated development, the business aviation operational safety standard system (BA-OSSS) was created. BA-OSSS was officially implemented

in 2003 as the Private Operator Certificate (POC) program. The POC program, which remains a shared responsibility between CBAA and Transport Canada, includes a requirement for operators to conduct comprehensive risk analysis and develop a mitigation plan, using various techniques including safety management systems (SMS). SMS is intended to reduce the likelihood

of incidents or accidents through a more inclusive accountability

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# Professional Development Day

## June 16, 2008 • Westin Bristol Place Hotel • Toronto

The CBAA is conducting a day of training focused on the important aspects of aviation security. Participants will learn the rationale for developing a security management system that is sound, appropriate, and operationally effective. The following speakers and activities have been organized for this important seminar:

**Michelle Clippingdale, Chief of Research and Evaluation, Security Policy, Transport Canada**, will lead a discussion on the application of risk management processes to the security infrastructure. This discussion will include the following topics:

- What is risk management?
- Who uses risk management?
- What are its benefits?
- What is a security risk assessment?
- What are its uses and its limits?
- Understanding the elements of risk: threat, vulnerability, and impact;
- Assessing risk at different levels: strategic, operational, and tactical;

- Strategic risk assessment using Transport Canada's Strategic Security Risk Assessment Methodology as an illustrative example.

**Patricia J. Docking, Chief of Security Management Systems Policy, Transport Canada**, will provide background, context, and an overview of Security Management Systems (SeMS) as a Transport Canada strategic priority. This presentation will discuss:

- The benefits of SeMS for industry and Transport Canada;
- Transport Canada's SeMS aviation research project and policy direction;
- Linkages to major national and international aviation security initiatives;
- Transport Canada's SeMS framework and its application: principles, definitions, core elements, key concepts;
- Transport Canada's SeMS gap analysis tool, SeMS Business Model, and a Performance

Measures Logic Model, and how each tool can be used to develop and implement a sound SeMS approach.

The following specific learning activities will be addressed:

- how to conduct a security risk assessment to assist operators in assessing their security exposure;
- an Aviation Security Training needs assessment and program development clinic on how to use the lesson plans found in TP 14513 "Security Guidelines for Ground Personnel."

### WORKING LUNCH – PRACTICAL DISCUSSION ON SEMS DEVELOPMENT AND IMPLEMENTATION

**Jaipaul Massey-Singh, Manager, Security Management Systems (SeMS) Safety & Security, Greater Toronto Airports Authority**, will provide information system design relating to the e-interconnect with airport tenants and stakeholders.

### Registration fee:

- Member rate, workshop only, C\$500.00 plus GST

- Non-Member rate, workshop only, C\$600.00 plus GST
- CBAA is offering a combined discounted rate for participants who wish to attend the Professional Development Day and the 47th Annual Convention, Trade Show, and Static Display.
- Member rate, combined workshop and convention, C\$870.00 plus GST
- Non-Member rate, combined workshop and convention, C\$1,020.00 plus GST.

### Registration includes:

- A full day of training starting at 08:30 and concluding at 16:30;
- Continental Breakfast, working lunch, and two refreshment breaks;
- All workshop materials;
- CD of the presentation material;
- Course completion certificate. Contact Glenn Priestley at (613) 236-5611 or at [gpriestley@cbaa.ca](mailto:gpriestley@cbaa.ca) for further details or register online at [www.cbaa.ca](http://www.cbaa.ca).

## Training Facilitation

CBAA facilitates a variety of training events to provide operators with the skills and knowledge to implement effective safety management systems and to date has facilitated the following workshops:

- Emergency Response Planning
- Risk Analysis and Management
- Operational Resource Management Workshop for Schedulers and Dispatchers
- Instrument procedures and airspace
- Ground icing safety
- International and US operational forums
- Flight department management roles and responsibilities
- Maintenance-related responsibilities.

Workshops and other training events are facilitated based upon re-

quests from members. Please refer to our online survey or contact Glenn Priestley, Director Training at (613) 236-5611 to discuss your training needs.

### POC AUDITOR TRAINING/AUDITING PROCEDURES WORKSHOP CALGARY, OCTOBER 29-30, 2008

#### Overview

Effective auditing is an essential element in assessing and managing the performance of an operation. This workshop will emphasize the importance of applying "sound, appropriate, and effective" perspectives to assess a company's day-to-day operations. This workshop meets the requirements of the POC accredited auditors' program.

#### Who should attend this workshop?

- CBAA accredited auditors;
- Representatives from organizations who need to measure what is sound, appropriate, and effective for their operation;
- Persons wanting to understand how CBAA audits are conducted.

#### Learning Outcomes

- An understanding of the concept of "sound, appropriate, and effective" judgment;
- Practical application of risk assessment processes;
- Effective audit administration.

### CANADIAN SCHEDULERS AND DISPATCHERS TRAINING AND SKILLS DEVELOPMENT CONFERENCE CALGARY/VANCOUVER, FALL 2008

#### Overview

- As one of the most important

elements of an effective safety management system, this workshop will be of interest to flight department managers and personnel involved in scheduling and dispatching.

#### Learning Outcomes

- Better regulatory understanding regarding flight operations management;
- Knowledge and skills development regarding efficient dispatch and scheduling procedures;
- Improved interpersonal skills including decision making, critical thinking, and conflict resolution. Course material, "CD reference toolbox," completion certificate, and all refreshment and lunch breaks are included in the registration fee.

**■ A RECORD YEAR BEHIND US; HOWEVER, THERE ARE CHALLENGES AHEAD.**

Business aviation experienced healthy growth in 2007 with record sales of aircraft and new companies joining the business aviation community. We were introduced to important new policy and regulatory provisions that will have an impact in years to come. As is usual with significant change, these 2007 experiences mean challenges to come.

**■ GLOBAL NUMBERS OF BUSINESS AIRCRAFT ARE AT RECORD HIGHS.**

For the first time, in 2007 over 1,000 jet aircraft (1,040) were delivered, surpassing the previous record of 861 in 2006. Deliveries and sales were up approximately 12% over 2006. For the first time, sales and deliveries outside North America approached 50% and should be more this year. Although large, long range intercontinental aircraft remained in demand, new Very Light Jets (VLJs) entered the marketplace with new type certificates. The new VLJ aircraft are fostering a revolution in concepts for on-demand air

taxi charters using per seat charges and large market saturation in specific areas. Growth is exciting but it will present challenges.

Global Business Aircraft			
	2005	2006	2007
<b>Turbo-Jet</b>	14,101	14,317	15,270
<b>Turbo-Prop</b>	10,551	11,345	11,710
<b>Total</b>	24,652	25,662	26,980

Global business aircraft numbered more than 27,000 with the US still leading the pack by a large margin at 17,389 and Canada second at 936. Although South American countries remain strong, Europe and Asia are gaining ground quickly. Aircraft numbers for the last three years are indicative of industry growth.

**■ CHALLENGES FACED BY INTERNATIONAL BUSINESS AVIATION RELATE TO ITS GROWTH AND INCREASING VISIBILITY IN THE EYES OF REGULATORY AUTHORITIES AND OTHER AVIATION SECTORS.**

Many regulatory changes are anticipated for both safety and security, and new pressures are being applied for the environmental and Air Navigation

Services (ANS) charging formulas, although some have minimal impact on Canadian operators. Here is a summary:

New ICAO Standards and Recommended Practices for International General Aviation.

The International Civil Aviation Organization (ICAO) Council recently approved an amendment to Annex 6 Part II to modernize the general aviation standards, making significant changes for business aviation. Since Canada has applied Canadian Aviation Regulations (CARs) 604 for many years, the new provisions will have little impact on Canadian operators.

Introduction of New SMS Requirements

New ICAO provisions for Safety Management Systems (SMS) for commercial operators take effect in 2009,

and for non-commercial operators of jet aircraft and those over 12,500lbs, SMS will be required in November 2010. Business aviation associations are preparing for the challenge with a new online eLearning program developed in partnership with FlightSafety International and a new Tool Kit being developed based on the model used in the International Standard for Business Aircraft Operations (IS-BAO).

New Security Rules

Both the US and European Union are expected to announce new security provisions for general aviation. In addition, we will see the final rule on Advanced Passenger Information in the US and similar requirements introduced around the world, albeit sadly in many different formats unless countries commit to ICAO standards.

Increasing Concern over Climate Change

IBAC recently made a presentation to the ICAO Group on International Aviation and Climate Change (GIACC). The Group is tasked with making

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**CEO's CORNER**

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framework and expected to reduce the accident rate over time.

CBAAs initial work was to develop the standards, engage a diverse membership group, and implement a concept of operations to meet a series of collective obligations. In short, develop a practical program to achieve the agreed Transport Canada and membership commitments. The euphoria of those early years has now diminished and we live the reality of a "regulated third party" with the routine of day-to-day system management and the increasing challenge of adapting new entrants to business aviation operations. We have made substantive strides in advancing aviation safety through the use and understanding of risk management, including the

implementation of SMS and a training facilitation program; however patting ourselves on the back for a 'job well done' is premature. We have yet to reach utopia in aviation safety.

During the last few months, there have been two accidents involving our members, one of which resulted in the loss of five lives. We mourn the loss of life.

The holy grail of aviation safety is elusive and those who have been in aviation for a reasonable length of time knew full well that business aviation eventually would experience the reality of an accident. We have yet to find all of the solutions for preventing accidents and incidents. The aviation community must take some degree of responsibility for the continued reoccurrence of accidents, in particular whereby

known technical, operational, and human resource tools are available to better evaluate and then mitigate risks. We have over-complicated the simplicity of risk management and it is now time to take a more basic look at what SMS is all about.

In the simplest terms, SMS is a prophylactic. I'm reminded of the prophylactic or condom advertisement – a condom "used all of the time" will significantly limit the risk of undue consequences. SMS involves risk analysis, a mitigation plan, and ongoing action by all of the participants to achieve an acceptable level of operational risk. Placing the SMS document on the shelf to gather dust until the next audit, or until something goes wrong, is akin to individuals leaving the condom in the packet, and, after the fact,

agonizing about the onset of undue consequences. Neither practice is sound risk management.

The condom, a simple device, can mitigate personal consequences. Likewise, and just as simply, SMS can mitigate organizational consequences including those of life and death.

In this most basic description, both the condom and SMS are prophylactics. SMS, when considered as such, and used consistently, will substantially reduce the risk of unintended and unwanted repercussions. Following this analogy, aviation risk management is perhaps more easily understood and not quite as complex as some people would lead us to believe. What *can* go wrong *will* go wrong and identifiable risk, when left unattended, will result in irreparable consequences.

# Bill C-7

## An Act to Amend the Aeronautics Act – Safety in modern day aviation

### What is the Issue?

- Canada enjoys one of the world's safest aviation sectors and an excellent safety record. Nevertheless, safety improvement in aviation is an ongoing process and the prompt passage of Bill C-7 currently before the House is essential to modernizing Canada's aviation safety environment for the 21st century. We seek your support for Bill C-7.
- The current Aeronautics Act has served the public interest and members of the aviation community well. Nevertheless, it has been 22 years since the Aeronautics Act has had any major revisions and aviation has evolved to a point where the act now is in need of changes to enhance safety.
- Our collective ability to prevent accidents in Canada has plateaued in the current legislative environment. In the face of a dramatic forecast increase in the number of passenger-miles flown by air operators globally, the Canadian aviation community must examine new ways to ensure that air travel in Canada remains the safest mode of transportation and that Canada continues to lead the international aviation community through progressive improvements to our aviation regulatory framework.

### The Solution – A Modern Aviation Safety Regime

- The proposed amendments to the act set out in Bill C-7 advance the interests of safety. Historically our efforts to advance aviation safety have been focused on a reactive system whereby we examined accidents and incidents with a view to identifying and correcting the safety deficiencies

that they revealed. That simply isn't good enough anymore. If we intend to continue advancing our safety experience in Canada, it is absolutely essential that we find ways to identify and act upon safety deficiencies *before* they become accidents or incidents. This principle is at the heart of Safety Management Systems (SMS) and many elements of C-7 are aimed at enabling Canada's regulatory framework to support SMS.

- No one knows more about the latent safety vulnerabilities than our sector's employees. To obtain that information, our workers need to have the information that they provide protected. Their employers need the freedom and flexibility to act on that information through operational changes that will prevent hazardous events from ever resulting in an accident or incident. The proposed amendments to the Aeronautics Act contained in Bill C-7 will create an environment for this to take place.
- Many of the proposed amendments to the Aeronautics Act are about Risk Management, and they will enable regulations that will place more responsibility on the aviation community to manage risk in a more proactive way. Under the terms of C-7 the minister continues to retain ultimate responsibility for the safety of aeronautics in Canada but Bill C-7 is about making pilots, and air operators, airports, air navigation service providers and their employees *more* responsible and accountable for the safety of air operations and providing them with the flexibility to make the necessary changes unencumbered by prescriptive rules.

# Marketing of the CBAA

**M**arketing for any organization represents its efforts to promote, sell, or distribute a product or service. So how does this relate to the Canadian Business Aviation Association (CBAA), a not-for-profit industry group? What is it that we offer the market and our members?

Marketing is an area that may not seem intuitive for some for a not-for-profit organization such as ours. Ask anyone connected with the CBAA for their views on the importance of the marketing role to this organization and you'll get a wide variety of responses including anything from "We don't need it" to "It's long overdue."

The perception for most is that CBAA's value is tied closely to the Private Operators Certificate (POC) program and goes no further. Others connect value with our annual convention or facilitated training events. While perception is reality, this represents a limited view of the value offered by the CBAA.

What is fact is that business aviation is growing at an impressive rate in Canada and internationally. We have a core Canadian industry group that leads the marketplace helping to drive Gross Domestic Product (GDP) and provide a strong international presence within the industry.

As the CBAA has grown we have continued to add resources and capability to enhance the services and value we offer our membership and the industry at large. Capturing those enhancements, understanding our core membership value, and effectively communicating this information is a priority in the coming year. These efforts will help promote the value of the CBAA and garner more interest in the Association.

Increased membership drives more services and the opportunity to enhance our value. This cause-and-effect scenario is a cycle that is well proven in private industry and applies equally to not-for-profit organizations such as the CBAA.

Examples of our current and future planned service enhancements include:

- Continuing to strengthen our relationship with Canadian government organizations such as Transport Canada to deliver improved services;
- Strengthening of our training offerings to reflect a more programmatic approach. A solid financial underpinning is required to ensure that this has the critical mass to deliver and meet the needs of the industry long term;
- Building of our advocacy role and ensuring that our membership interests are addressed locally through our chapter organizations and at the federal level. CBAA's efforts with regard to Bill C-7, An Act to Amend the Aeronautics Act, is a good example of our role;
- Consolidating a well thought out membership value and effectively correlating that with fees;
- Providing relevant market information through surveys (e.g., compensation and membership) and third-party engagements. As an example, the CBAA has engaged AON Explorer to study and provide information on the Canadian business aviation marketplace;
- Developing a fresh convention that attracts net new interest in business aviation through outreach and public relations efforts.

To summarize, the true value of our investment in marketing will be best measured by how we re-invest going forward to ensure a continued offering of new and relevant services for all of our members.

Additional details on short-term and long-term priorities will be the subject of future communications.

# Aviation Compensation Survey Now Underway

**C**BAA is undertaking a comprehensive review of pay rates (hourly wages), salaries, and benefits for aviation personnel. The motivation for this project was provided by ongoing requests from members who want a description of competitive financial compensation that would assist in engaging and keeping personnel.

## CHALLENGES

The challenge for today's corporate executives is to attract, retain, and motivate good employees.

The base pay must be competitive in the aviation market to attract the best person for the job and to prevent costly employee turnover. One aviation executive quoted a cost of \$70,000 to train and orient new staff. Motivating staff through recognizing increased job proficiency is another function of compensation.

Informed strategic compensation decisions are based on the industry knowing itself and communicating the information horizontally and vertically throughout the organization.

Currently, business aviation does not have a local and national description of the positions and compensation programs found within the industry.

CBAA is in a position to produce this reference tool due to the Association's:

- ongoing relationship with the aviation community across Canada. This relationship will assist in facilitating the collection of data from a wide range of sources;
- established reputation as an impartial body able to act on the interests of the whole member community;
- connections to key stakeholders who can provide corporate aviation knowledge and insight into industry developments.

## THE NEED AND THE BENEFITS

The need can be summarized in that many companies cannot find salary

and benefit information pertaining to aviation personnel, and if they do, it is difficult to determine the legitimacy and accuracy of the data. Today's employees are aware of their competitive skill base and its market value. The prevalence of surveys provides employees with comparative wage standards that are being used to engage employers in salary negotiations. Surveys based on self-reporting may be vulnerable to bias, reporting "what I want to make", not what is actually being paid. Other surveys may be vague in the data collected. Information may be interesting but not relevant to specific job descriptions or considerations such as rural versus urban markets. Surveys that do not report other compensation considerations such as cash incentives and benefits are seriously limited as comparative references.

Providing aviation industry specific data on salaries and benefits will:

- prevent the practice of comparing "oranges to apples." Some corporations find salary grids for comparable levels of responsibility (e.g., managers in non-aviation positions) and massage the numbers to fit the aviation position they are trying to compensate;
- clarify distinctions of roles and responsibilities currently held within business aviation by researching and documenting currently used titles and job descriptions;
- provide information sources and references from other organizations such as professional associations and the Internet to support decision making;
- provide a credible baseline of information that can then set a standard whereby other survey results can be compared.

## AVIATION COMPENSATION SURVEY

An advisory committee has been established and is made up of senior aviation executives. Mark Warmington,

Pilot, CN (past-Chair, CBAA); Len Giacomelli, Director/Chief Pilot

Scotiabank (past-Chair, CBAA); BC Campbell, VP Flight Operations, Skyservice Business Aviation Inc. (VP Operations, CBAA); Greg Montgomery, Aviation Manager, TransCanada Corporation; and Serge Boudreault, Director, Flight Operations, Exeacaire, will provide industry expertise to the project lead, Theresa Dunn, Director, Corporate Development. To date, the membership has been polled for their interest and considerations for participation. There was a 25% return with 93% indicating they were interested in the survey being done by CBAA. The compensation questionnaire is developed and is available on the website to members. The goal is to query the position and salaries of 16 categories of aviation personnel.

## CONFIDENTIALITY

Managing confidentiality has been described by several members as the most important factor that will affect participation in the survey. Two main issues have been described that will affect participation; first, a concern has been expressed that the Association survey process will be perceived as negating internal company compensation information; second, there is a concern that exposure of corporate information will give some advantage to competitors. Every effort will be made to address these concerns by 1) evaluating our process and reporting to provide value to current company information; and 2) building confidence in the process and privilege of collecting corporate information by applying the following parameters.

Terms for Meeting Confidentiality Requirements:

1. All involved have committed to maintaining the confidentiality of the information received from the members.
2. Data is coded automatically upon entry by the participants.
3. Data security is guaranteed through such practices as pass-

word protected sites.

4. Information collected is specific to this survey and will not be used for any other purpose. Validation of reported salaries and benefits by a second source will be an option to the respondents. Theresa Dunn, Director, Corporate Development, will telephone a random selection of respondents to further validate responses.
5. Data that is not represented by three responses or more will not be reported to ensure the anonymity of the respondents.

## COSTS

The survey results will be provided at no cost to anyone who participates in the study. The survey results will not be available to those who do not participate. The project will be funded through existing Association revenue.

## CONCLUSION

The survey will hopefully reduce the need and challenges in finding credible compensation data. The information gathered can only enhance the accuracy of comparative information and strengthen the substance of compensation-based decisions. Please contact Theresa Dunn at [tdunn@cbaa.ca](mailto:tdunn@cbaa.ca) or (613) 235-5611, ext. 235 with any comments or suggestions.

*Note: A special thank you to the many members who have e-mailed or phoned me with their input.*

## REFERENCES:

- 2001 Human Resources Study of Commercial Pilots in Canada
- CSAE Association Executives Benefits and Compensation Report, 2005
- Salary Negotiation Tips – Responding to Salary Surveys, BCjobs.ca.
- Compensation Surveys, Bill Coleman
- Responding to Online Data, ibid

## CALENDAR OF EVENTS

### CBAA Dates to Note:

**June 16-19 – Toronto, ON** 47<sup>th</sup> Annual Convention, Trade Show, and Static Display. Information: [www.cbaa.ca](http://www.cbaa.ca)

**June 26 – Richmond, BC** Pacific Chapter Meeting. Sponsored by Honeywell/Penta Aviation Services. 1730. Landmark Aviation East (Old Penta building). Information: Scott Harrold, [Scott.Harrold@landmarkaviation.com](mailto:Scott.Harrold@landmarkaviation.com)

**September 23–Edmonton, AB** Northern Alberta and the Territories Chapter Meeting. Chateau Nova Hotel. Information: Wayne Wetterberg [waynew@telusplanet.net](mailto:waynew@telusplanet.net); Brad Whalen, [bwhalen@millarwestern.com](mailto:bwhalen@millarwestern.com).

**September 24–Calgary, AB** Southern Alberta Chapter Meeting. Sponsored by Gulfstream. 1700. Location TBD. Information: [cbaa\\_cyyc@yahoo.ca](mailto:cbaa_cyyc@yahoo.ca)

**September 25 – Richmond, BC** Pacific Chapter Meeting. Sponsored by Bombardier. 1730. Landmark Aviation Information: Scott Harrold, [Scott.Harrold@landmarkaviation.com](mailto:Scott.Harrold@landmarkaviation.com)

**June 2009 – Montreal, CBAA 2009**

### Training Facilitation

**June 16, 2008 – Toronto** (in conjunction with CBAA Convention)

- Professional Development Day focusing on Security

**Fall – Western Canada**

- Canadian Schedulers and Dispatchers Training and Skills Development Conference

**October 29-30, 2008 – Calgary**

- Auditing Workshop

**October – Montreal/ Various**

- Ground Icing Safety Workshops

**November – Western Canada: Location TBD**

- Annual Safety Forum and Risk Management Panel

### Other Dates of Interest:

**October 6-8 – Orlando, FL** – NBAA 61<sup>st</sup> Annual Meeting and Convention. Information: [www.nbaa.org](http://www.nbaa.org)

**November 10-12 – Calgary, AB** – ATAC Annual General Meeting and Trade Show. Information: [www.atac.ca](http://www.atac.ca)

**June 19-20, 2008 – Toronto** – 21<sup>st</sup> Annual Canadian Airline Investment 2008. Westin Harbour Castle. [www.insightinfo.com](http://www.insightinfo.com)

## IBACNEWS

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recommendations to address increasing concern that aviation's proportion of global climate change impact is increasing. Business aviation associations are working on substantive proposals to influence a positive result.

### Air Navigation Services Charges

Increasing pressure is being put on ICAO to change policies for air navigation charges for oceanic areas. The proposals made by airlines remove aircraft weight as a function of the formula. A major ICAO Conference on charges policies will be held later in 2008, and meanwhile, many business aviation associations are fighting local battles to

ensure equitable fee structures in their own countries.

### Communication Navigation Surveillance/Air Traffic Management (CNS/ATM) Implementation

Both Europe and the US are stepping up the pace on implementation of Single European Sky ATM Research (SESAR) and Next Gen, challenging aviation sectors to be ready. The business aviation CNS/ATM Advisory Group is working hard to make sure the business aviation community has input and that new changes will be transmitted to operators.

We all have our work cut out for us.

## NAV CANADA NEWS

### ■ NEW CONTROL TOWER IN DENMARK USING NAV CANADA TECHNOLOGY SYSTEM NOW IN USE AT FIVE EUROPEAN AIRPORTS

On December 29, 2008, Air Traffic Controllers inside the new 70-metre-high control tower at Copenhagen Airport began monitoring and guiding aircraft with the help of NAV CANADA technology.

Naviair, the Danish air navigation service provider, teamed up with NAV CANADA to adapt the Canadian-designed Extended Computer Display System (EXCDS), the advanced "paperless" flight-data system, for Copenhagen's new tower.

The Danish version of EXCDS is called NITOS, for Naviair Integrated Tower Operating System, now an integral part of Naviair's newly upgraded air traffic management system.

Copenhagen is the fifth European airport to adapt the NAV CANADA-developed technology. NATS, the U.K. air navigation service provider, has implemented the system in four London-area airports, most recently in the new control tower at Heathrow International Airport.

"We are honoured to have been part of the successful Naviair project to upgrade its entire air traffic management system," says John Crichton, President and CEO. "Our participation demonstrates once again that EXCDS is flexible and adaptable, with the NAV CANADA technology solutions team behind it – a team of experts with extensive experience in Air Traffic Management both in Canada and abroad."

The Naviair modernization program is aimed at increasing the capacity in the airspace over Denmark, making it possible to participate in the work of co-ordinating and facilitating operations in the European airspace.

"This system improves efficiency and enhances the quantity and flow of flight data," says Morten Dambæk, Director General of Naviair. "There's also the added potential to grow capacity in the future."

With EXCDS technology, controllers use touch-sensitive computer screens to monitor aircraft and manage air-traffic flow – ending the use of traditional paper strips that have existed from the earliest days of air traffic control. The system provides immediate access to key information, reduces communications time between controllers, and improves overall traffic management.

Copenhagen Airport is Scandinavia's largest, and one of Europe's busiest, serving more than 21 million passengers in 2007, and handling about 257,000 aircraft movements.

## CBAA 2008 Plan to attend!

### CBAA'S 47TH ANNUAL CONVENTION, TRADE SHOW, AND STATIC DISPLAY

June 16-19, 2008, Toronto, ON Westin Bristol Place Hotel  
Landmark Aviation North Ramp  
and Skyservice Aviation Hangar 6A

See list of exhibitors at [www.cbaa.ca](http://www.cbaa.ca)

# Safety Management System (SMS), Step Forward or Step Back?

**S**MS is seen by some as a means of providing more oversight with fewer resources. However, if we look at how SMS oversight is conducted, it will be apparent that this carefully thought out approach to risk management has compelling merit.

A well-developed Quality Assurance (QA) department's objective is similar to that of an SMS. Regulatory oversight of an organization is carried out, at least in part, by assessing the effectiveness of the QA department. If this department is found to be proactive, then the regulator's involvement can be reduced without compromising the organization's level of safety. Included in this assessment are such things as: the development of training programs, internal auditing, maintenance control, and incident investigation. If, on the other hand, the QA department is ineffective, then the demand for regulatory intervention automatically comes to the fore.

The goal of an SMS is to develop the tools and skills to enable an organization to manage and mitigate risk to levels extending beyond the capability of current regulatory oversight. The introduction of an effective SMS involves a change of philosophy within the organization and greater emphasis on operator accountability. For the transition to be effective, regulatory oversight is especially critical during the development phase. Not unlike a QA department, only when the organization demonstrates a significant level of maturity in its SMS can the regulatory oversight be adjusted accordingly.

Regulatory oversight is as important under SMS as ever before. The approach now is somewhat different. Rather than providing oversight in the traditional manner, it becomes a matter of assessing the effectiveness of an organization's SMS. Effective oversight of an SMS relies on the skill and knowledge of the auditor derived through

comprehensive training.

The operator, as principal stakeholder, has a vested interest in embracing and engaging in a system that will play a key role in the organization's future success. There is a perceived comfort level in being able to divert responsibility onto the shoulders of the regulator by following the conventional prescriptive method of oversight. The idea of a more active role brought about by the introduction of SMS may initially appear to be slightly intimidating or cumbersome. However, this performance-based system achieves maximum efficiency by tailoring itself to the unique needs and characteristics of each organization.

One of the fundamental requirements of an SMS is to engage in a comprehensive program of hazard assessment and risk analysis performed by key personnel or industry experts. This helps to provide an organization with a solid foundation on which to build

effective safety policies and procedures.

The goal of an organization is to continue to evolve and mature into an even safer and more efficient establishment with a well-developed safety culture that promotes such things as non-punitive reporting and proactive input from all levels of the organization.

Contrary to some opinions, an SMS is neither designed nor intended to cloak an organization in secrecy. Some efforts have been made to protect personal identity with the intent of encouraging non-punitive reporting. In no way has this reduced the transparency required to conduct effective oversight by the regulator. Hopefully, as a result of SMS, safety culture in Canada will advance to a point where the efficiency of regulatory oversight is maximized to help meet the growing demands of tomorrow. I strongly believe SMS is an important step forward in the evolution of aviation.

## Reducing Communication Error Takes Industry-wide Effort

By Joel Morley, NAV CANADA Operational Safety and Human Factors Specialist

**D**irect Controller-Pilot Communication (DCPC) provides a critical safety link in the Air Traffic Services (ATS) system. We rely on voice communication to form a common understanding between pilots and ATS personnel of what an aircraft will do and what airspace needs to be protected.

The critical nature of this link has led to significant defences being built into the ATS-pilot communications loop to ensure communication errors are avoided or detected before they cause a serious problem. These include standard phraseology and required readbacks of IFR clearances.

### THE ISSUE

Significant data exist which indicate that communication errors are common in aviation. Non-standard phraseology, partial or incomplete readbacks, call sign confusion or

omission and other issues happen frequently.

Although such errors are most often inconsequential, they are a leading contributor to some of the most serious incidents including losses of separation, controlled flight into terrain and runway incursions. Consider the following:

- Communication errors are common: One study conducted in the United States found that over 40% of controller communications and 59% of pilot communications contained at least one communication error!

NAV CANADA's normal operations monitoring also noted frequent communications errors by both pilots and controllers.

- Communication errors with consequences are rare: Non-standard phraseology, partial readbacks or omitted call signs rarely result in incidents. The robust nature of the verbal

communication system used in aviation is demonstrated in one European study which found that the rate of incidents arising from communication errors was 2.44 per million clearances or instructions delivered<sup>ii</sup>.

- Communication errors contribute to serious incidents and accidents: The consequences which do result from communication errors can be significant. Approximately one third of operating irregularities investigated by NAV CANADA in 2005 had communication error as a contributing factor and communication errors have been identified as a significant contributor to runway incursions and approach and landing accidents.

### THE PROBLEM

The challenge, as always in a safety system, is to avoid a drift into increasing risk.

Non-standard communications



Increased vigilance on good communications practices will improve safety.

usually happen either because the involved individuals do not see the need to follow procedures exactly or because they perceive some reason not to. For example, "there are only a few aircraft on the frequency – why use my call sign?" Or, "the frequency is quite congested – I can shorten my transmission by eliminating my call sign."

The lack of consequences reinforces this behaviour making it more likely to occur in the future and weakening the defences which are built into the communication system.

Continued on page 9



# Système de gestion de la sécurité (SGS), Un pas en avant ou un pas en arrière?

Le SGS est considéré par certains comme un moyen d'augmenter la supervision sans augmenter les ressources. Toutefois, si l'on regarde comment fonctionne la supervision du SGS, il est évident que cette approche réfléchie de la gestion du risque présente des arguments convaincants.

Un objectif bien conçu dans un service d'assurance de la qualité (AQ) est similaire à celui d'un SGS. La supervision réglementaire d'une entreprise se fait, du moins en partie, en évaluant l'efficacité de son service AQ. S'il se révèle proactif, la supervision peut être allégée sans compromettre le niveau de sécurité. L'évaluation porte notamment sur le développement des programmes de formation, des audits internes, du contrôle de la maintenance et des enquêtes sur les incidents. Par contre, si le service AQ est inefficace, une intervention réglementaire s'impose automatiquement.

Le but du SGS est de développer des outils et des aptitudes permettant

à l'entreprise de gérer et d'atténuer les risques au-delà des capacités de la supervision réglementaire actuelle. La mise en place d'un SGS efficace implique un changement de philosophie au sein de l'entreprise et une plus grande imputabilité de l'exploitant. Pour que la transition soit efficace, la supervision réglementaire est particulièrement critique pendant la phase de développement. Tout comme avec le service AQ, c'est uniquement lorsque l'entreprise fait preuve de la maturité voulue avec son SGS que la supervision réglementaire peut être ajustée en conséquence.

Sous le SGS, la supervision réglementaire est plus importante que jamais. L'approche est maintenant quelque peu différente. Au lieu d'assurer la supervision de façon traditionnelle, il s'agit plutôt d'évaluer l'efficacité du SGS. La supervision du SGS repose sur les capacités et les connaissances du vérificateur, acquises par une formation exhaustive.

L'exploitant, en tant qu'intervenant principal, a un intérêt direct dans l'adoption et l'utilisation d'un système qui jouera un rôle clé dans le développement futur de l'entreprise. Un niveau de confort perceptible existe lorsqu'il est possible de mettre la responsabilité sur les épaules de l'organisme de réglementation en suivant la méthode de supervision normative conventionnelle. L'idée d'un rôle plus actif avec l'apparition du SGS peut initialement paraître intimidante ou envahissante. Toutefois, ce système basé sur la performance atteint son efficacité maximale lorsqu'il est taillé sur mesure selon les besoins et les caractéristiques propres de l'entreprise.

L'une des exigences fondamentales d'un SMS est l'établissement d'un programme rigoureux d'évaluation des dangers et d'analyse des risques par des spécialistes ou des experts de l'industrie. Cela apporte à l'entreprise une solide fondation sur laquelle elle peut établir des politiques et des

procédures efficaces. Le but d'une entreprise est d'évoluer et de grandir pour devenir de plus en plus sûre et efficace avec une culture de sécurité bien établie qui favorise un environnement non punitif et une participation proactive à tous les niveaux de l'organisation.

Contrairement à certaines opinions, un SGS est ni conçu, ni prévu pour voiler l'entreprise dans le secret. Des efforts ont été faits pour protéger l'identité des personnes dans le but d'encourager le signalement volontaire non punitif. Cela n'a aucunement réduit la transparence nécessaire pour l'exercice de la supervision par l'organisme de réglementation. Grâce au SGS, il est à espérer que la culture de la sécurité au Canada évoluera au point où l'efficacité de la supervision réglementaire sera optimisée en vue de répondre aux exigences grandissantes du futur. Je crois fermement que le SGS est un pas en avant important dans l'évolution de l'aviation.

Continued from page 8

This cycle recurs until a time when circumstances conspire to combine a communications error with a weakened defence leading to a serious incident or accident.

## THE SOLUTION

In the face of this natural tendency to drift, as an industry, we need to find ways to reinforce the need for standard communications and to find ways to strengthen defences against communications errors. We need to ensure that everyone understands the role effective communications play in safety.

Ultimately, we need to nurture a culture where good communication practices are the norm and non-standard communication practices are seen as being unacceptable.

NAV CANADA has formed the Air Traffic Services-Pilot Communications Working Group to bring partners together from across the industry to address this issue. The working

group's mandate is to enhance safety by undertaking initiatives to improve ATS-pilot communication and reduce communication errors.

The working group has agreed on five areas of activity to encourage a culture where effective communication practices are employed consistently:

Raise the bar by focusing on quality assurance and standardization, training and licensing standards for pilots and ATS personnel.

Raise awareness by developing a communications strategy which will increase awareness of the risks associated with poor communication practices.

Increase inter-job awareness by building awareness of each other's jobs.

Increase data sharing by making data available for safety investigations and learning.

Capitalize on technology and methodology by considering the po-

tential of technology and procedures to reduce communication errors (reduce the amount of radiotelephony required).

In the coming months, the working group will be developing a communications campaign to increase awareness of the risks associated with non-standard communication and the need for pilots and ATS personnel to work together to reduce communication errors.

Reducing communication errors is a goal which will require effort throughout the industry. Aircraft operators can help by:

1. Examining their communication practices. Are crews using standard phraseology? Are full readbacks to clearances and instructions including call sign provided?
2. Looking for ways to encourage crews to employ good communication practices. What are your company norms with re-

spect to communications? Are communications considered during checks and training? What can be done to encourage crews to monitor each other for non-standard communications?

For more information on the Air Traffic Services-Pilot Communications Working Group, contact Joel Morley at NAV CANADA: [morleyj@navcanada.ca](mailto:morleyj@navcanada.ca) or (613) 563-7618.

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# Hope Air Announces Board Appointments

Hope Air, a national registered charity that helps fly Canadians in financial need to required medical care, is pleased to announce the appointment of two new members to its Board of Directors. The appointments were announced by Board Chair Wayne Twaits following Hope Air's annual general meeting on March 4, 2008.

## JOINING THE HOPE AIR BOARD ARE:

**Sam Barone**, President and Chief Executive Officer, Air Transport Association of Canada (ATAC). Mr.



Sam Barone

Barone, who is based in Ottawa, has more than 26 years of experience in a wide variety of transportation-related positions in the public, private, and not-for-profit sectors. Prior to joining ATAC in 2006, Mr. Barone served as President and CEO of InterVISTAS Consulting Inc. He is the author of numerous transportation journal and magazine articles published worldwide. In 2002, Mr. Barone was awarded the Queen's Golden Jubilee Medal by the Governor General of Canada in recognition of his contribution to public safety through the Canada Safety Council. He holds a BA in Economics from McMaster University and is an Executive Fellow Business Administration of the Canadian School of Management.

**Blair R. McRobie**, retired business executive. Mr. McRobie has enjoyed a long and distinguished career in the Canadian banking industry and as a leader in the not-for-profit sector. He retired in 1998 as Vice-President Corporate Affairs with the Royal Bank of Canada where he also served as Executive Director, Royal Bank Charitable Foundation. He subsequently served as President and Chief Executive Officer



Blair R. McRobie

of The Parkinson Foundation of Canada (1998-1999) and as Executive Director of the Treasury Management Association of Canada (2000-2006). Mr. McRobie, who resides in Toronto, holds an MBA degree from the University of Western Ontario.


In announcing the appointments, Mr. Twaits said that Sam Barone and Blair McRobie "bring a wealth of relevant experience to Hope Air that will be an invaluable asset in fulfilling our vital mission on behalf of Canadians." He also expressed gratitude to retiring Board

members Donna Hill and Alan Kay for their "outstanding dedication and the important contributions they have made over the years."

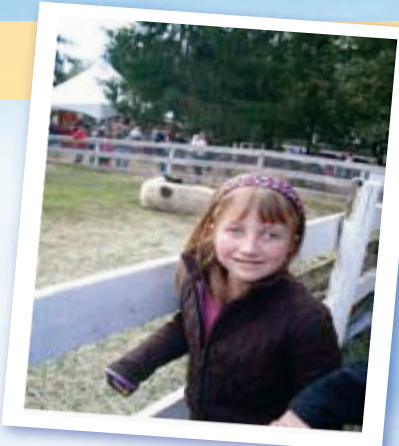
The new Board members join Mr. Twaits and other ongoing Hope Air Board members: Bruce Bowser, Dr. David Caspari, Jim Danahy, Barry Francis, Karen Gavan, Kari Grist, Peter Jennings, Don MacLean, Rob MacLean, George Mohacsi, Bob Reeves and Gerd Wengler.

## ABOUT HOPE AIR

Hope Air provides a beacon of Hope for Canadians in financial need who must travel for non-emergency medical care outside their home communities. Now in its 22nd year of service, Hope Air is dedicated to making needed health care accessible to all Canadians. Since its inception in 1986, Hope Air has arranged more than 53,000 flights for fellow Canadians. A significant proportion of the flights provided by Hope Air are for children and their escorts with transportation donated by our commercial airline partners, as well as our national team of exceptional volunteer pilots.



## Profiles of Hope




For 7-year-old Mackenzie, battling eye cancer is both frightening and tiring. Because she must travel to BC Children's Hospital for treatments, it's also expensive.

Enter Hope Air, the national charity that helps Canadians get to medical treatment when they cannot afford the flight costs. With the support of the CBAA and its members, we've flown Mackenzie and her Mom to the care they need.

"Being a single parent, living in a small remote community with a young child dealing with cancer, I really appreciate the help we've received from Hope Air, as every little bit makes a big difference."

- Mackenzie's Mom



CBAA is honoured to support Hope Air's mission and encourages all members to join us on June 17th for the 15th Annual Golf Tournament benefitting Hope Air.

1986-2008

hope

Air

22  
years
53,000  
flights

## MEMBERPROFILE

### ■ FLIGHTSAFETY INTERNATIONAL: THE WORLD LEADER IN AVIATION TRAINING

FlightSafety International, the world's leading professional aviation training company, provides nearly one million hours of training a year to business, commercial, and military aviation organizations worldwide for fixed-wing, rotor, and tiltrotor aircraft.

Founded in 1951, FlightSafety has had a major presence in Canada for nearly three decades. The company provides pilot and maintenance technician training for a wide range of corporate aircraft, mission-specific

training for helicopter pilots and crews, commercial and corporate flight attendant training, flight dispatch training, and simulator-based marine training.

From the beginning, FlightSafety has been committed to enhancing the safety of aviation. Everything the company does is focused on maintaining and increasing safety, using cutting-edge technology and the industry's best instructors.

### ■ COMPREHENSIVE TRAINING

Factory-authorized training provider

for the great majority of today's business jets, FlightSafety offers training for more than 300 different aircraft types. Some 75,000 aviation professionals, including 14,000 military personnel, train with FlightSafety each year. That includes pilots for the government leaders of countries around the world.

FlightSafety operates 40 Learning Centers in Canada, the United States, and Europe, using training technology designed and manufactured by FlightSafety. That technology includes high-tech classrooms, sophisticated flight

training devices, and the world's largest fleet of some 230 full flight simulators. FlightSafety training programs are fully certified by the relevant national authorities, including the Civil Aviation Authority (CAA), Federal Aviation Administration (FAA) and the Joint Aviation Authorities (JAA).

Canadian business aircraft operators take advantage of FlightSafety's Learning Centers in Montreal and Toronto as well as conveniently located centers across North America. No matter which of the many types of aircraft they operate, they know that FlightSafety training routinely exceeds regulatory requirements.

CAA-compliant training includes courses for rotorcraft operators—a rapidly growing segment of the Canadian aviation industry. FlightSafety training includes mission-specific scenarios for EMS, off-shore, law enforcement and other rotorcraft operations.

### ■ FACTORY-AUTHORIZED TRAINER

FlightSafety has strong, longstanding relationships with all major business and regional aircraft manufacturers. It provides training for pilots and maintenance technicians of airframes manufactured by Bell Helicopter, Bombardier Aerospace, Cessna Aircraft Company, Dassault/Falcon, Embraer, Gulfstream Aerospace, Hawker Beechcraft, Piaggio Aero, and Sikorsky Aircraft Corporation. Most recently, FlightSafety was chosen as the factory-authorized training provider for the new HondaJet.

Many of FlightSafety's Learning Centers, including the centers in Montreal and Toronto, are located adjacent to or near airframe manufacturing plants or major service centers. That allows customers to schedule service and training at the same time. It also ensures that instructors are constantly in close contact with the manufacturers, keeping abreast of updates and latest best practices. FlightSafety develops training for each aircraft type jointly with experts from the factory producing that aircraft.



aircraft maintenance.jpg



Bell 412\_low enforce trng.jpg



Bell 430\_flight shot.jpg



Bell 430\_cockpit sim.jpg



Bombardier CL 601\_604.jpg



Bombardier Q400.jpg



Bombardier Q400\_Dash 8\_sim....



classroom.jpg



electric sim.jpg



Graphical Flight-Deck Sim.jpg



S-92 offshore trng.jpg

## PEOPLE ON THE MOVE

### ■ NEW DIRECTOR, AIR INVESTIGATIONS, TRANSPORTATION SAFETY BOARD (TSB) OF CANADA



Mark Clitsome

Mark Clitsome was recently appointed Director, Air Investigations of the Transportation Safety Board of Canada.

Mark graduated from Sault College in 1979 with a Diploma in Flight Technology and Pilot Training. In 1979, Mr. Clitsome joined Voyageur Airways as a captain on twin-engine aircraft; in 1993, he left as the Director of Operations to join the TSB of Canada.

Since joining the TSB, Mark has participated in many of the Board's high-profile air investigations as a senior member including the Swissair, MK Airlines, and Air France investigations.

Mr. Clitsome, as a senior member of the TSB's Swissair investigation team, was recognized by the Government of Canada in the category of "Excellence in Service Delivery", and received "The Head of the Public Service Award."

Also, as part of the Swissair team, Mr. Clitsome was one of the recipients of the Jerome F. Lederer Award presented by the International Society of Air Safety Investigators for "outstanding contributions to technical excellence in accident investigation" in 2001.

Mr. Clitsome holds an Airline Transport Pilot Licence endorsed for the B727 and C550 with over 8,000 hours of flying experience.

### ■ HAWKER BEECHCRAFT CORPORATION APPOINTMENTS: RUSSELL (RUSS) W. MEYER III, DIRECTOR OF NEW PRODUCT DEVELOPMENT

Hawker Beechcraft Corporation (HBC) has announced the appointment of Russell (Russ) W. Meyer III as Director of New Product Development. Meyer will be responsible for a number of new product development programs, including the Management of Risk Sharing Partners.

As HBC continues to build and deliver one of the most advanced product lineups in the industry, Meyer will play a critical role in helping the company sustain its outstanding momentum in the competitive general aviation market, through the development and design of state-of-the-art innovative concepts.



Russell Meyer

"Russ has demonstrated exemplary leadership and product development program skills and we are very excited to have him on our team," said Randy Nelson, HBC Senior Vice President, Product Development and Engineering. "His rich experience and knowledge of the industry will help HBC continue to deliver innovative new products to our many valued customers worldwide."

Meyer comes to HBC from Cessna Aircraft Company (CAC), where he spent the last 13 years in a number of leadership roles with increasing responsibility. In his most recent

position as Program Manager, he led the development and certification of the company's new Citation Mustang. He also worked in aircraft sales and as Eastern Division Sales Manager, where he managed the single engine piston aircraft sales and Cessna Pilot Center programs in the Eastern US and Canada.

Prior to CAC, Meyer spent two years as a Project Pilot for Honeywell Inc. in Phoenix, AZ., where he was an Avionics Expert for Customer Support and Training. Meyer also served in the US military as a Flight Lead F-16 Pilot in the US Air Force and Air National Guard. He holds a Bachelor of Arts from Wake Forest University and a Master of Business Administration from the University of South Carolina.

### ■ CHARLES MAYER, VICE PRESIDENT OF MARKETING

Hawker Beechcraft Corporation (HBC) has announced the appointment of Charles D. Mayer as Vice President, Marketing. Mayer is responsible for developing and implementing strategies and branding initiatives for all marketing activities supporting Hawker Beechcraft products and services worldwide. He will also lead: Marketing Communications; Public Relations and Internal Communications; Market Analysis; Database Management; and the development of customer-driven, Product Marketing Initiatives for HBC's range of industry-leading aircraft.

"Charles is a great addition to our senior leadership team and we look forward as he brings expert marketing strategies and identifies opportunities to further advance our product and marketing offerings," said Jim Schuster, Chairman and CEO. "His thorough knowledge of the competitive landscapes, product positioning and marketing solutions resulting in lead generation will grow market share worldwide for Hawker Beechcraft products."

Mayer's career spans more than

15 years in marketing including 10 within the luxury automotive category. Most recently, Mayer was Director of Marketing, Media and Advertising for Maserati North America in Englewood Cliffs, N.J.,



Charles Mayer

where he was responsible for leading the successful marketing relaunch of Maserati in the US, enabling the brand to capture more than one-third of segment sales in 2007. Prior to that, he led Marketing Communications and Brand Strategy for Jaguar Cars North America in Irvine, CA.

From 1993 to 2001, Mayer held Senior Executive positions with various automotive and advertising industry authorities, including Senior Vice President for D'Arcy Advertising in Troy, Mich., on the Cadillac advertising account; and Manager, Global Integrated Marketing for Saab Automobile AB in Goteborg, Sweden.

Mayer holds a Bachelor's Degree in Advertising and Public Relations from Southern Methodist University in Dallas, TX.

### ■ CAE APPOINTS NEW MANAGEMENT FOR TRAINING CENTRES IN THE UNITED ARAB EMIRATES, CANADA AND ASIA

CAE has appointed new management for training centres located in Canada and Asia. **Rudy Toering** was named General Manager for CAE's training centres in Canada, **Steven Lee** was named General Manager

of the Zhuhai Flight Training Centre, CAE's joint venture with China Southern Airlines, and **Martin Williamson** was named General Manager for the training centre in Kuala Lumpur.

"We're delighted to welcome Rudy, Steven and Martin to their new roles," said Jeff Roberts, CAE's Group President, Innovation and Civil Training and Services. "I'm confident that the experience and leadership skills they bring will reinforce CAE's position as the leading training solutions provider in these regions."

**Rudy Toering appointed General Manager for CAE's training centres in Canada**



**Rudy Toering**

In his new role, Rudy Toering will lead training centre operations in Toronto, Montreal, and Vancouver. He will be responsible for developing and implementing a strategic vision for the business by planning activities that ensure the objectives for these centres are achieved. This is Toering's first appointment at CAE. He brings a diverse background in aviation, including pilot and maintenance technician training and operational leadership to his new role.

**Steven Lee appointed General Manager of Zhuhai Flight Training Centre**

In his new role, Steven Lee will manage training operations in China where CAE trains crewmembers for more than twenty airlines. He is also responsible for utilizing CAE's technological, training, and regulatory



**Steven Lee**

expertise to enhance the safety and efficiency of the centre's customers, as well as playing a leading role with China Southern to look for expansion opportunities in the region. This is Lee's first appointment at CAE. He brings more than 20 years of experience in marketing and business development in the Asia Pacific region to his new role.

**Martin Williamson appointed General Manager for the training centre in Kuala Lumpur**



**Martin Williamson**

In his new role, Martin Williamson will be responsible for setting up and evolving the training infrastructure to support AirAsia's needs and for implementing best practices for CAE's Southeast Asian training activities, as well as supporting CAE's strategy and policy formulation. This is Williamson's first appointment at CAE. With over 20 years of experience in aviation; his background also includes starting up new businesses and working closely with government representa-

tives to deliver on commitments. He has extensive experience working in Malaysia, and developed close relationships with local Malaysian senior regulatory, government, and business leaders during the 10 years he was based there.

**LANDMARK AVIATION/STANDARD AERO NAMES WOODWARD TURBOPROP SALES MANAGER**

Landmark Aviation/Standard Aero has announced the appointment of Mike Woodward to the position



**Mike Woodward**

of Turboprop Sales Manager for the PT6A, PW100 and TPE331 engines, with all of Canada as his territory.

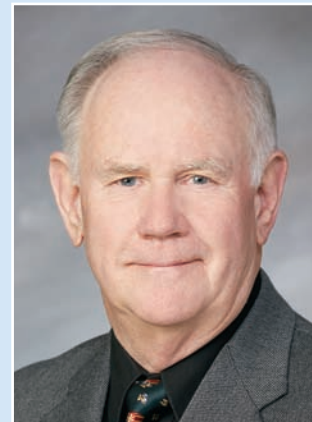
Woodward has worked for Standard Aero since 1980 and specifically with the PT6 Business Unit in various capacities since 1994. He has held the position of Customer Service Manager and Fleet Program Manager. Woodward transitioned to sales in 2005, covering the US Midwest territory and some Canadian fleet customers and soon took on the Program Manager role.

"This is a well-deserved promotion," said Gary Buchanan, Vice President of Sales for North America with Landmark Aviation/Standard Aero. "Mike's experience on both the customer service and sales side of our business will be a great asset to our sales team. I look forward to working with him."

**THE CALGARY AIRPORT AUTHORITY APPOINTS NEW BOARD MEMBER**

Mr. Peter C. Wallis, Chair of The Calgary Airport Authority, is pleased

to announce the appointment of Mr. Kenneth A. McNeill to the Board of Directors of The Calgary Airport Authority. Appointed by the Municipal District of Rocky View, Mr. McNeill is a native Calgarian, and graduate of the University of Western Ontario Management Training Program. He joined the Calgary Police Service in 1954 and became one of the youngest officers ever promoted to the rank of Detective. Throughout his second career, Mr. McNeill held numerous senior positions in Calgary companies including: Hudson's Bay Oil and Gas, Home Oil, and Interhome Energy Inc. Mr. McNeill retired in 1991, but maintained a small consulting practice, primarily focused on executive compensation, succession planning, and organizational issues in mergers and acquisitions. He has been very active in the Calgary community, serving as Board Chair of the Canadian Owners and Pilots Association (COPA), Past Commissioner for the Alberta Human Rights Commission, Director for MTC Resources



**Ken McNeill**

Ltd., Calgary Police Museum Society, and Past President and Director of the Calgary Flying Club.

## PRODUCTS&SERVICES

### ■ CAE ACHIEVES INDUSTRY FIRST WITH LEVEL D CERTIFICATION OF TWO FALCON 7X SIMULATORS AND RECEIVES LEVEL D CERTIFICATION FOR G450/550 SIMULATOR

CAE achieved industry firsts with the receipt of Level D certification, the highest qualification for flight simulators, for two CAE-built Dassault Falcon 7X full-flight simulators (FFSs) located in CAE's Burgess Hill training centre in the UK and CAE's North East Training Centre (NETC) near Morristown, NJ. CAE also announced that a Gulfstream G450/550 full-flight simulator located in the NETC had been certified to Level D.

"Receiving Level D certification for the world's first Falcon 7X simulators and for the Gulfstream G450/550 simulator confirms that our customers are training on the highest quality flight training equipment," said Jeff Roberts, CAE's Group President, Innovation and Civil Training and Services. "CAE has a wealth of experience in developing simulators for new types of aircraft and these latest achievements reinforce our position as the leading provider of innovative simulation technology."

All three full-flight simulators were qualified by the U.S. Federal Aviation Administration (FAA) and the Joint Aviation Authorities (JAA).

The CAE Burgess Hill training centre offers Falcon 7X, Falcon 900EX EASy, and Falcon 2000EX EASy training programs, and also houses Airbus A320, A340-600, and Boeing B747-400 full-flight simulators for commercial aviation training. The NETC offers a range of training programs for business jets, including training for the Dassault Falcon 7X, Falcon 900EX EASy, Falcon 2000EX EASy, Gulfstream IV, Sikorsky S-76, and Gulfstream G450/550 aircraft.

### ■ FLYING COLOURS SELECTS AUDIO INTERNATIONAL FOR ITS CRJ EXECLINER PROGRAM

Flying Colours Corp. has chosen Audio International as the exclusive CMS/IFE supplier for its CRJ Execliner conversion program. The fully digital AI Select provides Flying Colours customers the most advanced, easy-to-

operate in-flight entertainment system on the market today.

The AI Select system is the true digital audio/video experience, offering real-time sampling with minimal noise and interference. Included in the Execliner cabin will be a fully customizable colour VIP switch, the Spectra 35<sup>®</sup> touch panel. This offering allows customers to integrate customized cabin colours, graphics, international icons, and complex switching functionalities into one easy-to-use touch screen. The galley will have additional cabin management control supplied by the unique AI fully-integrated 8.4 touch-screen, which doubles as an LCD monitor. It also incorporates custom graphics to control the cabin lighting, entertainment system, and cabin environment control. Aside from the superior sound and video quality, the AI Select system is the system of choice due to lower box count, size, and weight savings, which ultimately translates to operating cost savings to the customer.

### ■ EUROPEAN AVIATION SAFETY AGENCY ESTABLISHES FLIGHT DATA ANALYSIS CAPABILITY WITH FLIGHTSCAPE INSIGHT PRODUCT LINE

Flightscape is pleased to announce that the European Aviation Safety Agency (EASA) based in Cologne, Germany has established a technical capability to analyze and animate flight data using the Flightscape Insight product line. EASA is an agency of the European Union which has been given specific regulatory and executive tasks in the field of aviation safety. Its establishment is key to the European Union's strategy to maintain a high uniform level of aviation safety in Europe and beyond. The Agency's responsibilities include:

- expert advice to the EU for drafting new legislation;
- implementing and monitoring safety rules, including inspections in the Member States;
- type-certification of aircraft and components as well as approval of organizations involved in their design, manufacture, and

maintenance;

- safety analysis and research.

Given that modern aircraft are data rich and to meet the above objectives, EASA felt it was important to establish in-house expertise and capability in the increasingly critical field of flight data analysis. The Flightscape system was selected through an international tender process and was considered to be the most capable and industry accepted system worldwide.

### ■ HONDA AIRCRAFT COMPANY EXPANDS HONDAJET SALES TO MEXICO AND CANADA



Honda Aircraft Company, Inc., has announced the expansion of sales of its advanced light jet, HondaJet, throughout North America with the selection of a retail sales and service representative for Mexico and a direct sales and US service support plan for Canada. Honda Aircraft Company also announced its first fractional booking from Mexico with an order for 10 aircraft.

HondaJet retail sales and service for Mexico will be provided by Servicios Aéreos Estrella, S.A. de C.V. (SAE), one of the country's top full-service Fixed Base Operators (FBO), located at Mexico City's Toluca International Airport (TLC). SAE will establish a new HondaJet sales and service facility at TLC for the nationwide retail sales and service operations for the HondaJet. SAE will begin taking customer orders immediately with first deliveries of the HondaJet expected in Mexico in 2012.

"This is an important step to have our business plan in place in Mexico and Canada," said Honda Aircraft

Company President and CEO, Michimasa Fujino. "With its long-standing commitment to excellence in all its FBO operations, SAE offers HondaJet customers in Mexico the ultimate in sales and service support. We are confident that we have established the basis for exceptional customer support at a strategic location that will provide our customers with unparalleled quality and convenience."

In conjunction with the expansion of sales to Mexico, Honda Aircraft Company has received a fractional order for 10 units of HondaJet from Aerolíneas Ejecutivas, S.A. de C.V. (ALE). The

planes will be added to the company's Mexjet charter fleet and will be delivered beginning in 2012. ALE operates one of the largest fractional owner and air charter businesses in Mexico out of offices in Toluca and Monterrey and utilizes the most modern fleet of planes in the country.

Honda Aircraft Company also announced that it has opened HondaJet sales to Canada, with all sales to be handled directly from the company's headquarters in Greensboro, NC. Service support for Canadian customers will be provided through the US HondaJet service facility closest to each Canadian customer's location.

Honda Aircraft Company began US sales of the HondaJet in October 2006 and quickly amassed orders for well over 100 units. In order to answer increasing worldwide demand for the plane, the company is expanding sales internationally starting now with the inclusion of all of North America.

**ENCORE FBO, GTCR AND PLATFORM PARTNERS COMPLETE ACQUISITION OF LANDMARK AVIATION FBOs**

Encore FBO, GTCR Golder Rauner, and Platform Partners have completed the acquisition of Landmark Aviation's Airport Services division, consisting of 33 FBOs, from Dubai Aerospace Enterprise (DAE). The combined company, which will retain the Landmark Aviation name, consists of 41 FBOs throughout the US, Canada, and Europe.

"This transaction represents the successful culmination of many months of hard work on the part of all the involved parties," said Landmark President and CEO Dan Bucaro. "Now I look forward to integrating the two companies as one strong aviation service entity, committed to providing exceptional customer service and maintaining superior standards. This is most certainly a positive development for our customers, employees and partners."

The newly formed Landmark Aviation now owns and operates an extensive network of 41 FBOs strategically located at airports in the US, Canada, and Europe, including key markets such as Washington Dulles (IAD), Los Angeles International (LAX), and Westchester County, NY (HPN). In Europe there are FBOs in Paris (LFPB) and Nice (LFMN), France, and Dublin, Ireland (EIDW). Canadian facilities are located at Toronto (YYZ), Calgary (YYC), and Vancouver (YVR). Encore also owns Department of Defense fuelling and fuel support systems businesses.

The acquisition also includes Landmark's aircraft sales, charter and parts businesses, and MRO facilities based at certain FBOs.

**VIKING LANDS THREE ORDERS FOR NEW TWIN OTTER SERIES 400 AIRCRAFT FROM US ARMY**

Viking Air Limited has won a US\$14.3 million contract to supply three new DHC-6 Twin Otter Series 400 aircraft to the US Army Golden Knights parachute team, bringing firm and optioned aircraft orders over 40. Viking announced early last year the re-launch of Twin Otter production program, after having acquired sufficient investment and customer orders.

The Golden Knights, established in

1959 as the official US Army Parachute Team, becomes the 9th operator to purchase Viking's new Twin Otters. They will replace the team's existing fleet of two Twin Otter Series 300 (UV-18 in Army designation), purchased new by the US Army from de Havilland Canada in 1979; and one Pilatus Porter.

"Our two original Twin Otters have



been serving the US Army since 1979, first in the remote tundra of Alaska as ski planes, and since 1997 with the Golden Knights parachute team, providing flawless support for thousands of demonstration, competition and tandem jumps", says Green Beret Lieutenant Colonel Tony Dill, Golden Knights' Commander. "This is a superb aircraft, with a lifetime of service to the US Military and nearly 10,000 hours and 18,000 landings with the Golden Knights. It provides an efficient jump platform; short time to climb; and the capacity to accommodate 16 jumpers at the same time. We are confident that our new airplanes will provide outstanding support to the US Army for years to come."

Delivery of the first new aircraft will take place in 2010, with the remaining two delivered in 2011.

"Being awarded this contract is great news for us; it confirms our

belief in the performance and qualities of the Twin Otter", says David Curtis, President of Viking. "We are glad it has been chosen once again by the Golden Knights, as we believe that this aircraft and its enhanced performance are a true match for the team's competitive spirit and mission."

Viking owns the Type Certificates

for the de Havilland Canada DHC-1 Chipmunk, DHC-2 Beaver, DHC-2T Turbo Beaver, DHC-3 Otter, DHC-4 Caribou, DHC-5 Buffalo, DHC-6 Twin Otter, and DHC-7 DASH 7, and has been providing all product support functions for the fleet since May 2005.

for the de Havilland Canada DHC-1 Chipmunk, DHC-2 Beaver, DHC-2T Turbo Beaver, DHC-3 Otter, DHC-4 Caribou, DHC-5 Buffalo, DHC-6 Twin Otter, and DHC-7 DASH 7, and has been providing all product support functions for the fleet since May 2005.

**HAWKER BEECHCRAFT CORPORATION EARNS TYPE CERTIFICATION FOR HAWKER 750**

Hawker Beechcraft Corporation (HBC), the world's leading business, special-mission and trainer aircraft manufacturer, achieved certification by the Federal Aviation Association (FAA) on February 8, 2008 on the newest aircraft in the Hawker family, the new light-midsize Hawker 750. The Hawker 750 utilizes the fuselage and wings of the world's best-selling, midsize Hawker 800-series, providing the largest cabin in the light-midsize aircraft segment.

"The Hawker 750 has opened a new customer segment for Hawker

Beechcraft Corporation and has been so successful that the next available units are in 2010," said Brad Hatt, President, Commercial Aircraft. "This aircraft has the perfect combination of reliability and operating efficiency, while incorporating a large luxurious cabin with internal and external baggage areas. The Hawker 750 is the best choice in the light-midsize marketplace."

Offering the best range and payload capability in its class, the Hawker 750 has a 2,116 nautical mile (3,919 km) NBAA IFR range, capable of achieving multiple-city visits in one day. With a cabin generous for flying eight passengers, the Hawker 750 is strategically positioned with the largest cabin in the light-midsize aircraft segment. The cabin measures 5'9" (1.75 m) in height and 6'0" (1.83 m) in width, far superior in both comfort and size to its two nearest competitors. It has the same cabin as the Hawker 800-series, with a heated external baggage compartment that provides 32 cubic feet (0.91 cu m) of additional baggage capacity.

The Hawker 750 includes the highly successful Honeywell TFE731-5BR engine, producing 4,660 pounds of engine thrust. Combined with state-of-the-art Collins Pro Line 21™ avionics package with IFIS and enhanced map overlays, the Hawker 750's operating capabilities satisfy the segment's unmet need for a high-performance light midsize jet.

The aircraft features a new Hawker interior designed at HBC's Little Rock Completion Center specifically for the 750 and its customers. Priced at US\$12.2 million typically equipped in 2008 dollars, deliveries will begin in the first quarter of 2008. Pursuits of international certifications are to follow.

**HAWKER BEECHCRAFT TO MAKE US\$14 MILLION INVESTMENT AT INDIANAPOLIS FACILITY**

Hawker Beechcraft Corporation (HBC) has announced a planned US\$14 million investment at their Indianapolis Hawker Beechcraft Services (HBS) aircraft maintenance and service facility at Indianapolis International Airport. The growth includes a state-of-the-art maintenance centre and the creation of up to 50 new jobs.

The new investment will enable

the construction of new HBS facilities near the current Pierson Drive location to include a 6,500 sq. ft. terminal and a 40,000 sq. ft. service hangar with 20,000 sq. ft. of back shops and administrative offices. The hangar will serve as a factory service centre for the company's entire aircraft line, including the next-generation, all composite fuselage Hawker 4000, scheduled to enter the market soon.

"We are pleased to announce our

Indianapolis location as leading the initiative to grow our capabilities and services for our customers worldwide," said Bill Brown, President of Global Customer Service and Support. "As our current HBS facility at Indianapolis International Airport demonstrates, Hawker Beechcraft Service centers are a direct link to the factory where we provide superior service and support to our customers, and this growth plan further enhances that commitment."

## 406 MHz ELTs Becoming Mandatory in Canada

UHF ELTs (406 MHz) have been around for some time now. Back in 2003, Transport Canada issued a Notice of Proposed Amendment (NPA) dealing with the issue of compliance to International Civil Aviation Organization (ICAO) operating rules by Canadian operators. At that time ICAO policy was that as of January 2005, all ELTs should have the capability to operate in both 406 MHz and 121.5 MHz simultaneously. At the time, Transport Canada proposed the introduction of a requirement that Canadian aircraft used in international air transport services should be equipped with 406 MHz ELTs. Transport Canada did not at that time mandate the use of 406 MHz ELTs for domestic operations.



The ME406 is designed specifically with the private pilot in mind. With a weight of only two pounds it is the lightest, smallest and least expensive 406 MHz ELT on the market. The mechanical footprint is compatible with all Artex and some other ELT product dimensions.

NPAs mandate that all Canadian-registered aircraft are to be equipped with UHF ELTs. Older VHF ELTs will not be acceptable under the new requirements. We anticipate that these NPAs will be 'fast-tracked' into formal Canadian Aviation Regulations (CARs) regulations by the middle of this year, given the timeline on the discontinuance of satellite monitoring. The compliance window for equipage is anticipated to be two years from the date of Final Rule, subject to certain caveats.

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That is about to change... In the very near future – Feb 1, 2009 to be precise – the COSPAS satellite monitoring of the frequency 121.5 Mhz is going to be discontinued. That will dramatically reduce the level of safety provided by VHF ELTs. Basically the only form of VHF ELT detection available after that date will be by other aircraft, and SAR resources.

Accordingly, Transport Canada has now tabled NPAs 2007- 031/032/033. These

Indianapolis is one of seven US locations where HBS is planning to significantly expand its customer service and maintenance offerings. Headquartered in Wichita, KS, Hawker Beechcraft Services has leased space in Indianapolis for 37 years and has 73 full-time employees. HBS expects to add an additional 40-50 jobs over three to five years in its service and avionics departments once the development is complete.

"Hawker Beechcraft is a significant business partner at Indianapolis International," said Robert Duncan, Airport Director. "We're pleased to have been selected for this new development, which will greatly improve the customer experience for corporate and other general aviation users."

With 10 service centres located across the US, Mexico, and the United Kingdom, HBS' network of factory-owned world-class service centres provides professional aircraft maintenance and repair with readily available access to its knowledge base of factory expertise and engineering data.

### ■ HAWKER BEECHCRAFT CORPORATION'S SUPPORT PLUS PROGRAM ENROLS 500TH AIRCRAFT

Hawker Beechcraft Corporation (HBC) is celebrating the five-year anniversary of one of its many customer service programs, Support Plus, by announcing a significant milestone. Support Plus, part of HBC's industry-leading Global Customer Service & Support, recently enrolled its 500<sup>th</sup> aircraft in the program.

Supporting HBC's corporate mission of delivering the industry's highest standards of quality and service, the Support Plus program offers customers a simple, cost-effective solution that provides maintenance cost predictability and protection for scheduled and unscheduled maintenance, inspections, and component removals.

"Hawker Beechcraft Corporation has received overwhelming response from our customers since the introduction of Support Plus in late 2002," said Derek Taylor, Manager, support programs. "Having 500 customers enrol in Support Plus in only five years demonstrates the great benefits of the

program. By simply enrolling an aircraft in the Support Plus program, the uncertainty surrounding maintenance costs is eliminated and replaced with a fixed cost per flight hour with Support Plus."

Support Plus is an example of HBC's Global Customer Service & Support strategy to provide superior support to all of their customers worldwide. Its convenience allows for accurate budgeting, eliminates the surprise of unbudgeted maintenance costs and provides fixed-price guarantees with long-term cost protection.

The program offers two coverage levels – Support Plus Parts and Support Plus Parts and Labor. Under the Support Plus Parts program, customers receive the leading coverage for Hawker Beechcraft aircraft components and consumables. Support Plus Parts and Labor provides the same coverage plus additional protection for scheduled and unscheduled maintenance labour. Customers can customize their packages to include additional aircraft systems such as engines, propellers and APUs.

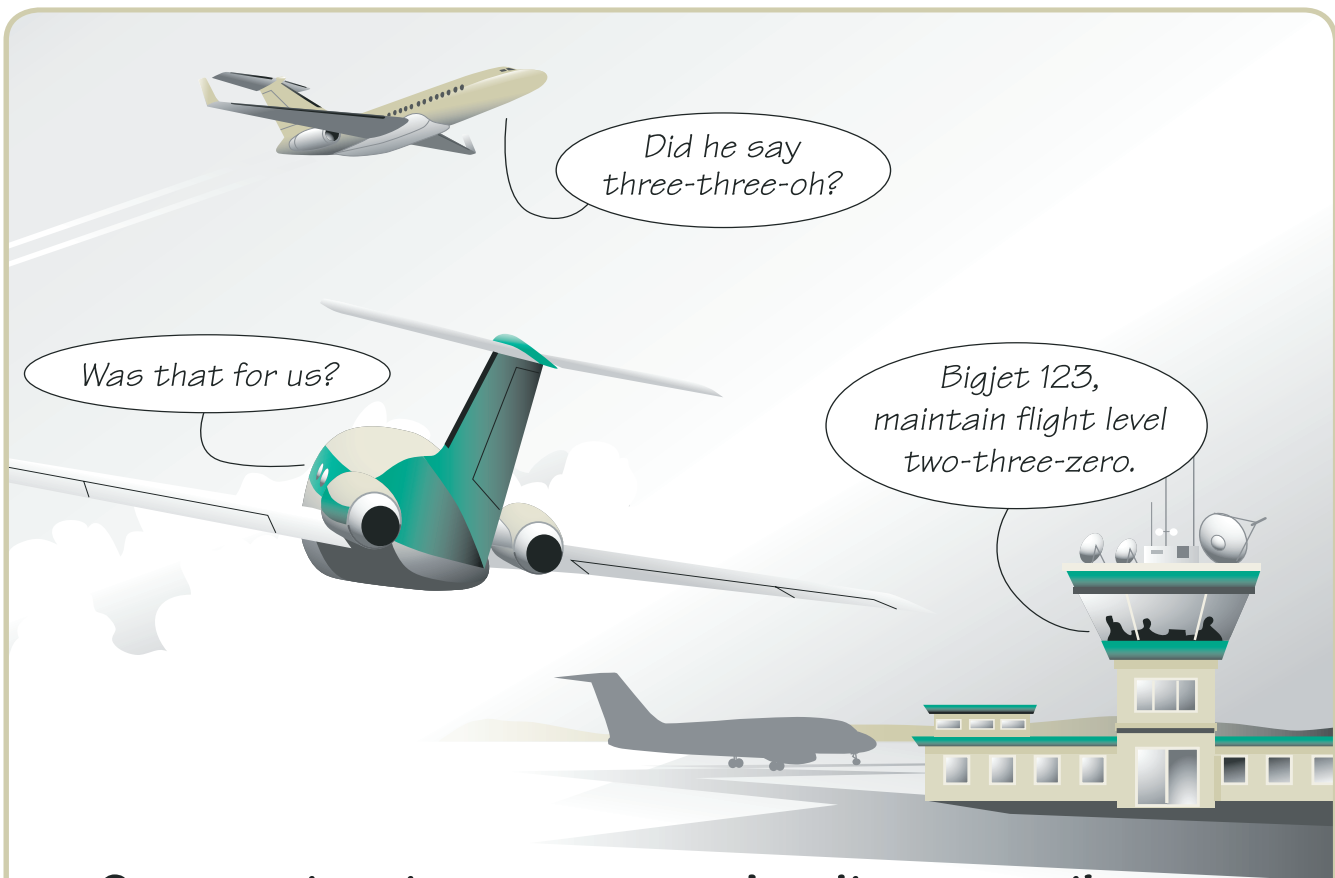
Support Plus is available for newly delivered and in-service aircraft. Maintenance is performed by Hawker Beechcraft Services and Hawker Beechcraft Corporation's authorized service centers. For more information on Support Plus, visit [https://www.hawker-beechcraft.com/service\\_support/](https://www.hawker-beechcraft.com/service_support/) and select Support Programs.

### ■ SPRINGBANK'S NEW INSTRUMENT LANDING SYSTEM (ILS) IS CERTIFIED AND OPERATIONAL

The new instrument landing system at Springbank Airport in Calgary, AB was approved for IFR operational use and published in the Canada Air Pilot (CAP) on February 14, 2008.

Through the combined efforts of NAV CANADA, The Calgary Airport Authority, and Transport Canada, the ILS has been certified with a decision height of 250 feet without the requirement of precision approach lighting. Shortly, The Calgary Airport Authority will be moving the training VOR to the west side of runway 16/34 and we can expect a temporary ILS and VOR outage due to this construction project. Please refer to NOTAMs for current dates and times that these facilities will be unserviceable.





## Communication errors are leading contributors to losses of separation and runway incursions

*You can help to prevent them!*

- Always use proper phraseology.
- Give full readbacks, including your call sign.
- Reduce multi-tasking while communicating:
  - Pilots—have both crew members listen to clearances whenever possible;
  - Air traffic services—actively listen to readbacks.
- If in doubt—ask! Do not clarify ambiguity within the cockpit and do not use a readback as confirmation.
- If you think a transmission has been blocked, say something.
- Be vigilant for similar call signs on the frequency.
- Do not accept poor communication practices from others—insist on proper phraseology.

### **Air Traffic Services–Pilot Communications Working Group**



## CBAA 2008 PROGRAM

### MONDAY, JUNE 16

#### **ALL DAY—Westin Bristol Place Hotel**

##### **Security-related Professional Development Day**

This session will offer information on the design and implementation of an effective security program, how to conduct a security audit and gap analysis, how to develop sound, appropriate, and effective policies and procedures, including a training program.

A risk management panel will provide information on operational issues of interest to the entire aviation community.

### TUESDAY, JUNE 17

#### **MORNING—Lionhead Golf Club**

15<sup>th</sup> annual Golf Tournament benefiting Hope Air

#### **EVENING—Westin Bristol Place Hotel**

**Ice Breaker Reception**—Renew acquaintances and get together with customers while enjoying refreshments and interactive computer game stations.

### WEDNESDAY, JUNE 18

**ALL DAY**—Guest Program – A visit to beautiful Niagara-On-The-Lake.

#### **MORNING—Westin Bristol Place**

Networking Breakfast  
Welcome and Opening Remarks  
*Presenters: Jean Langevin, Chair, CBAA; Rich Gage, President and CEO, CBAA; Merlin Preuss, Director General, Civil Aviation, Transport Canada*

##### **Presentations**

- Aviation and the Environment
  - North American/European/ICAO Perspectives
- Security
  - Canadian/US/International Initiatives
  - Business Aviation Access: 2010 Olympics

### WEDNESDAY, JUNE 18 continued

#### **AFTERNOON—Landmark Aviation North Ramp & Skyservice Aviation Hangar 6A**

Lunch at the Trade Show  
Trade Show and Static Display Open  
CBAA Annual General Meeting

##### **Presentations**

- Business Aviation Safety Review
  - Incident, Accidents, and Statistics
  - CBAA Safety Awards
- Business Aviation Viewpoints
  - Strategic Assessments
  - Regulatory Affairs: The Aeronautics Act; Organizational Changes
- Southern Ontario Regional Airports
  - The Pickering Agenda

### THURSDAY, JUNE 19

#### **MORNING—Landmark Aviation North Ramp & Skyservice Aviation Hangar 6A**

Breakfast  
Trade Show & Static Display Open

##### **Presentations**

- Air Navigation Services
  - CNS/ATM and Business Aviation
  - New Technology and Aircraft Equipage
- Medical Presentation—Keeping Fit

#### **KEYNOTE SPEAKER LUNCHEON—Mx Aerospace Services Hangar 9C**

##### **SPEAKER: Michael “Pinball” Clemons—The Importance of Teamwork**

- Recognition Awards and Air Cadet Scholarship

#### **AFTERNOON—Landmark Aviation North Ramp & Skyservice Aviation Hangar 6A**

Trade Show & Static Display Open

##### **Presentation**

- CBAA Initiatives and Next Steps
  - Economic Footprint
  - MEL/Maintenance/Ops Specs Plans
  - Training Facilitation Program

#### **EVENING—Westin Bristol Place Hotel**

**Closing Event**— Reception, Dinner and Entertainment by Bobby D & the Swing Cats

Visit [www.cbaa.ca](http://www.cbaa.ca) for most current information

**CBAA 2008 – TORONTO – June 16-19**  
**Experience the convivial atmosphere of the**  
**Canadian business aviation community!**

**CBAA's goal is to promote the growth and recognition of business aviation.**

Join the industry's top vendors, leaders, and specialists from across North America in Toronto—Canada's financial capital and largest marketplace for business aviation.

- Targeting 1,200 participants
- Expecting 100 exhibitors—View list of CBAA 2007 exhibitors at [www.cbaa.ca](http://www.cbaa.ca)
- Presentations will provide updates on the latest developments in business aviation including Security, Business Aviation and the Environment, and Safety Management Systems.

**Attend Canada's largest gathering of the business aviation community!**

**BENEFITS:**

**DOING BUSINESS**

Experience the Canadian business aviation culture. Connect with aircraft Owners and Operators, Presidents, Vice Presidents, Chief Financial Officers, Chief Pilots, Schedulers and Dispatchers; and Aviation, Maintenance, and Operations Managers.

**TRAINING AND EDUCATION**

Professional Development Day. Seminars, Forums, Aircraft Manufacturer Presentations.

**NETWORKING**

Interact with industry leaders. Meet decision makers. Connect with current and prospective customers. Check out the competition!

**CHARITY—15<sup>th</sup> Annual Golf Tournament benefiting Hope Air**

Hope Air is a national, charitable organization dedicated to arranging complimentary air transportation for Canadians in need of medical care outside their community. CBAA has supported the work of Hope Air for more than 14 years, donating nearly \$150,000.

**BECOME A SPONSOR! OPPORTUNITIES AVAILABLE!**

Help grow business aviation in Canada through Convention and Trade Show sponsorship and identify your company with this vibrant community. Sponsorship adds value to Canada's business aviation event of the year. Benefits include: added value to a company's participation, increased visibility through the website, on signage at the show, and in the Show Guide.

CBAA seeks sponsorship ideas that will help promote a company's participation at CBAA 2008. For more information contact Janet Maslin at [jmaslin@cbaa.ca](mailto:jmaslin@cbaa.ca) or (613) 236-5611 x 225.

Current opportunities include:

Golf Tournament  
Breakfast  
Refreshments Breaks

Ice Breaker Reception  
Professional Development Day  
Trade Show Reception

Lanyards  
Lunch  
Closing Event

**Hosted by: Landmark Aviation, Skyservice Aviation, Westin Bristol Place Hotel**  
**Updated information: [www.cbaa.ca](http://www.cbaa.ca)**

**CBAA's 47th Annual  
Convention, Trade Show  
and Static Display**

**Business  
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the  
business  
advantage**



**TORONTO, ONTARIO**

**JUNE 16-19, 2008**

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