



- Date:** June 3, 2009
- Location:** GTAA Administration Building, Pearson Boardrooms A & B
- Chair:** Toby Lennox
- Attendees:** Tom AppaRao, Director of Transportation  
Bill Clark Brampton Board of Trade  
Rick Cockfield, Halton Region  
David Cavaco, for Councillor City of Toronto  
Vicky Dhillon, Councillor City of Brampton  
Paul May, York Region  
David Shiner, Councillor, City of Toronto  
Mike Lauber, Toronto Board of Trade  
Patrick O'Brien, City of Brampton Resident  
Heather Craig-Peddie, ACTA Ontario
- Regrets:** Charles Dorrington, Brampton Mississauga & District Labour Council  
George Kairys, Mississauga Board of Trade  
Maja Prentice, Councillor, City of Mississauga  
Suresh Thakrar, City of Mississauga  
Pat Olive, Commissioner Economic Development, Durham Region  
David Purkis, City of Toronto Resident
- Resource Members:** Susan Amring, City of Mississauga  
Don Eastwood, City of Brampton  
John Golden, NAV Canada  
Sam Ghobrial, NAV Canada
- Resource Members Absent** Rob Bergevin, Transport Canada  
Paul Steckham, Ministry of Transportation  
Les Aalders, Air Transport Association of Canada  
Pamela Laite, Tourism Toronto  
Henry Turner, Ontario Ministry of Tourism  
Randy McLean, City of Toronto  
Deborah Bonk, Vaughan Chamber of Commerce  
Carol Greenwood, Mississauga Tourism
- Guests and Others** Irene Hawrylyshyn, Kim Stefanazzi, Russ Cruickshank, Diana Dolezal Peter Kowal, David Chant, Tom Driedger
- Next meeting:** September 2, 2009

**Item Details**

| Item       | Details   |
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| <b>1.0</b> | <b>PRELIMINARY ITEMS – Toby Lennox</b>  |
| 1.1        | <p>Welcome and Roll Call<br/>Toby Lennox welcomed all in attendance. Irene Hawrylyshyn conducted the roll call.</p>   |
| 1.2        | <p>Approval of Agenda<br/>Agenda was approved by Councillor Vicky Dhillon and seconded by Bill Clark .</p>  |
| 1.3        | <p>Review and Approval of March 4, 2009 Minutes<br/>Minutes were approved by Dave Cavaco and seconded by Richard Cockfield. .</p>   |
| 1.4        | <p>Matters Arising from Previous Minutes (Action Items)</p> <p>The City of Toronto advised that Councillor Francis Nunziata was unable to attend our Consultative Committee meetings, and Councillor David Shiner would be replacing Councillor Nunziata as representative for the City of Toronto. Councillor Shiner has joined us this evening and we all welcome him.</p>  |
|            | <p><u>March 4, 2009</u></p>   |
|            | <p>Bill Clark inquired how much revenue is currently being raised from advertising on baggage carts. Toby Lennox advised that there is advertising on baggage carts; a frequent advertiser is Cuba tourism. However this advertising is a very limited revenue opportunity in the context of the overall program.</p>   |
| <b>2.0</b> | <b>Regular Items</b>  |
| 2.1        | <p>Toby Lennox – the Consultative Committee Update was attached to the agenda. The traffic statistics are down significantly, especially in domestic and border sectors. International remains strong in many routes, but it also has declined.</p> <p>The Emirates A380 arrived at Pearson on Monday June 1, 2009. This flight signifies the first regular scheduled service of the A380 aircraft into Canada. Emirates Airlines will offer this Toronto to Dubai service three times per week. This aircraft has 489 passengers on board, and has sold out. Mr. Lennox played a short video to committee members of the Emirates A380 first landing. Some members inquired about a tour of the A380 in future. Toby Lennox noted that GTAA would make arrangements for a tour.</p> <p>Some air services are starting again as a direct result of the four point financial plan the GTAA put in place. The plan is to reduce costs, defer capital spending, establish an incentive program for air carriers, and increase the Airport Improvement Fee (AIF) by \$5.00.</p> |

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Aviation lags approximately six to eight months behind the rest of the economy, but the GTAA is on target with our budget planning and we are starting to see some good indicators. Cargolux from Luxembourg are a significant cargo operator and are starting service at Pearson

The Toronto Pearson Charity Runway Run scheduled on June 13, 2009. 2100 people have registered, and there is great support from Air Canada and Fedex at this event.

Mr. Lennox noted that he will be speaking before the House of Commons standing committee on June 4, 2009 on transportation. The government is examining high speed rail as an alternative to air travel, as the aviation industry is going to face a number of challenges regarding greenhouse gas omissions and peak oil prices. The GTAA's position is high speed rail should be viewed as a part of the whole transportation system, and the government should encourage intermodality between the rail system and the aviation system. The estimated cost of a high speed rail system has been estimated at \$18B. and that does not include the question of how to power it. What may make high speed rail viable is regulation of greenhouse gas emissions and the high cost of oil.

Mike Lauber – will representatives from Montreal and Ottawa airports also be appearing? Toby Lennox – the GTAA is the only airport that is appearing, Montreal is filing a letter in support of this position.

Toby Lennox – the Toronto air rail link has moved to the environmental assessment stage, which is a great credit to Metrolinx, the Province of Ontario and the City of Toronto. This is exactly the type of intramodality we are talking about. The GTAA is looking to see how Toronto Pearson can become a real intermobile hub.

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### 3.0 Discussion Items

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#### 3.1 Benchmarking & Performance Measurements

Toby Lennox introduced David Chant, General Manager, Strategic Analysis & Forecasting and Tom Driedger, Senior Manager, Strategic Planning & Intelligence who gave a presentation on this subject.

Tom Driedger - Performance measurement defines performance - how we are doing quantitatively, and benchmarking explores the differences in performance between facilities. One of the challenges in benchmarking is to find exact comparables. When you are dealing with other airports, they are sometimes reluctant to share their data, knowledge, time, commitment and resources.

There are a number of factors that come into play when comparing airports;

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- Size - some airports including Pearson have modified their physical infrastructure
- Traffic types
- Some airports also receive external grants, whereas Pearson must pay the government money - the FAA provides \$3B. a year to airports in the U.S. in order to provide upgrades to their airside.
- Weather – it is not logical to compare a sunny day in February in Miami, to the same sunny day in February in Toronto, where we have snow removal costs.
- The regulatory environment - Canadian airports have different airside standards, runways separations, and aircraft separations. Even though other airports may have the same number of runways, they may not be able to process the same number of airplanes.
- Local conditions – the cost of doing business, labour rates, and purchasing supplies are all variables that have an impact.

Every quarter the GTAA reports fixed measures to the GTAA Board; cost to enplaned passengers, passenger activity changes, and cargo tonnage. Internally the GTAA also analyzes budgets, length of queues, and service levels. Externally we examine factors like snow removal, people movers, and elevators. We are particularly proud of the snow removal program at Pearson. The winter of 2007/2008 was difficult; we budgeted for 130 inches of snow and ended up with 150 inches and as a result, the cost of snow removal was much higher than anticipated. At the end of the year we started a benchmarking exercise with a couple of other airports and examined costs and operations. As a result of sharing information and experience, we were able to reduce our snow removal costs from \$250,000.00 to \$80,000.00 in 2008/2009 season.

David Chant – The Airport Service Quality (ASQ) survey examines service levels, and is undertaken by Airports Council International (ACI). The survey is completed at 126 airports worldwide. There are 34 criteria of airport satisfaction measured, and at Toronto Pearson we examine; in all sectors, in both terminals in multiple languages. Approximately 2800 surveys per year are conducted here.

The GTAA compares itself to a number of airports that are approximately the same size, and most of them are North American. Regional and cultural standards can impact results. For example, at airports in Asia money is typically not an issue, which allows them to set very high standards, whereas we have to balance costs.

The information of survey participants is confidential. Areas surveyed include:

- Access to and from the airport, ground transportation, and availability of parking.
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|      | <ul style="list-style-type: none"><li>• Baggage cart availability, waiting time, efficiency and courtesy of airline check-in staff. If there are inefficiencies in this area we would have to talk to the carriers.</li><li>• Security - Canadian Air Transport Security Authority (CATSA), looks at thoroughness of the process, courtesy, and does the passenger feel a sense of security in the airport environment overall.</li><li>• How well the passenger finds their way through the airport, especially if they are connecting through different terminals.</li><li>• Restaurants and shopping, banking, internet access - Pearson used to be below average in these areas, but we have improved to average in the past year. I</li><li>• Services we provide such as washrooms, cleanliness, courteousness of staff – in this area our numbers are above average.</li></ul>  |
|      | <p>As part of the survey, the customer is asked what is the most important factor in your trip? The top four responses for last year were: the check-in process should happen in a timely manner; security screening, they want to be safe, but they do not want to wait; they want to be able to find their way through the airport easily, and they also want a general feeling of safety and security.</p>  |
|      | <p>The airports are measured on a scale of 1 to 5, with 1 a poor result, and 5 an outstanding result. In 2008 Toronto Pearson scored 3.96, an increase from 2007 which was 3.88. The airports that scored close to 5 were airports with no revenue issues.</p>   |
|      | <p>Toby Lennox – Halifax regularly scores high which is a result of their enthusiasm. David Chant – at Halifax airport the CEO at times greets the international passengers. At a smaller airport there is a different level of service, as there aren't as many passengers and air carriers, and walking distances are a lot less.</p>  |
|      | <p>Paul May - Where does Pearson score above average, and where does Pearson score below? David Chant - Pearson scored above average in cleanliness, efficiency of check-in staff, washroom availability and a feeling of safety and security. Like many other airports, Pearson scored below average in value for money for parking, and value for money for restaurants. Toby Lennox – the fact that we don't do well on value for money in parking has to be measured against the fact that it is one of the single largest revenue generators we have. Restaurants is an interesting issue because there's a lot of money that you can invest in trying to provide downtown quality restaurants that passengers will not use because in the different sectors people are moving very quickly through the airport. The survey provides the GTAA with a constant gauge to really examine how we are doing, what areas we can improve, and where costs should be allocated.</p> |
|      | <p>Sam Ghobrial - what is the importance of including functions in the survey like security</p>  |

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|  | <p>that the GTAA has no control over? Toby Lennox – one of the things that we realize is that the overall performance of the airport has an affect on the overall experience the passenger will have, and we would like them to choose Toronto over another airport the next time they travel. With CATSA, while the GTAA can't tell them how to do their inspections, we worked with them on some value engineering to move the lines along faster, and as a result, the scores dealing with security started to improve. As some of the agencies such as Canadian Border Services Agency (CBSA) become more customer focused, this information becomes more relevant to them.</p> |
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### 3.2 Airport Land Use

Toby Lennox – there has been significant development around Toronto Pearson over the years, and the objective of land use planning is to minimize incompatible land use. Compatible land use is industrial and commercial with some open space, but nothing that would attract bird hazards, which is something the GTAA actively discourages. Incompatible land use is residential use, schools, nursing homes etc.

The federal government publishes national guidelines and produces documents which quantifies aircraft noise. The provincial government is responsible for land use planning, and publish land use policies in the provincial policy statement. The municipalities develop municipal official and secondary plans that are compatible with provincial plans.

How is noise quantified? Noise is situational and very subjective. It can be bothersome to one individual, and not to another. The GTAA used a Noise Exposure Forecast, which correlates noise metric to the amount of annoyance that is generated by that noise metric. The NEF value is then correlated to a contour around the airport. It's comprised of a number of different components; arrivals and departures, aircraft fleet, runway distribution, destination distances and times of flights. Night time flights count sixteen times more than daytime flights. The contour has been developed representing and showing the cumulative level of noise to the 30 NEF level. The 30 NEF being that level in which residential development is regarded as being incompatible.

When the GTAA took over the airport from Transport Canada, we proposed an airport operating area which was an attempt to amend future plans of our neighbouring municipalities to enshrine the idea of the NEF contour line into their official plans. The GTAA has committed to operate with the NEF 30 contour line. The traffic at Toronto Pearson will evolve, we are currently at 32 million passengers annually. The population of the GTA will continue to grow and Toronto Pearson can accommodate

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|      | <p>up to 50 million passengers a year.</p> <p>Mike Lauber – will that spread the contour area? Toby Lennox – it will and the GTAA will have to manage the contour, and a lot of it also has to do with aircraft type as well. The GTAA have actively been lobbying against newer developments, and we actually maintain a staff that reviews development applications to see if they are compatible. There is also work done on height restrictions and light pollution, and an enormous problem at the moment is with electronic interference. Buildings can create “ghosts”, and on the radar, it is difficult to differentiate between real aircraft and what is a “ghost”.</p> <p>A member inquired about landfill sights close to the airport? Toby Lennox – landfill sights attract birds, and we do not encourage landfill sights close to Toronto Pearson.</p> |
| 4.0  | <p><b>Members Update</b></p> <p>There were no comments.</p>  |
| 5.   | <p><b>Correspondence and News</b></p> <p>Media Releases were included with the agenda.</p>   |
| 6.   | <p><b>Public Comments</b></p> <p>There were no comments.</p>   |
| 7.   | <p><b>Adjournment</b></p> <p>The meeting was adjourned.</p> <p>The next CC meeting is scheduled for <b>Wednesday September 2, 2009, at 4:00 p.m.</b> at 3111 Convair Drive, Pearson Rooms A &amp; B.</p>   |

Minutes prepared by Kim Stefanazzi, (416) 776-3941, kim.stefanazzi@GTAA.com. Any errors or omissions in these minutes should be forwarded to the author immediately.