



Date: December 1, 2010

Location: GTAA Administration Building, Pearson Boardrooms A & B

Chair: Toby Lennox

Attendees: Dino Basso, Region of York
Tom AppaRao, Region of Peel
Rick Cockfield, Region of Halton
Bill Clark, Brampton Board of Trade
Suresh Thakrar, City of Mississauga
David Purkis, City of Toronto Resident

Regrets: Maja Prentice, Councillor, City of Mississauga
Charles Dorrington, Brampton Mississauga & District Labour Council (resigned)
Vicky Dhillon, Councillor, City of Brampton
David Shiner, Councillor, City of Toronto
Pat Olive, Region of Durham (resigned)
Heather Craig-Peddie, ACTA Ontario
Patrick O'Brien, City of Brampton Resident

Resource Members: Susan Amring, City of Mississauga
Paul Steckham, Ministry of Transportation
Pamela Laite, Tourism Toronto
Russ Cruickshank, GTAA
Kim Stefanazzi, GTAA

Resource Members Absent: Rob Bergevin, Transport Canada
Don Eastwood, City of Brampton
Randy McLean, City of Toronto
Henry Turner, Ministry of Tourism
Sam Ghobrial, NAV Canada

Next meeting: February 23, 2011

Item	Details
1.0	PRELIMINARY ITEMS – Toby Lennox
1.1	Welcome and Roll Call

Item	Details
	Meeting began at 4:05 p.m. T. Lennox called the meeting to order, and R. Cruickshank conducted the roll call.
1.2	Approval of Agenda Deferred because we did not have quorum.
1.3	Review and Approval of September 1, 2010 Minutes. Deferred because we did not have quorum.
1.4	Matters Arising from Previous Minutes (Action Items) <u>September 1, 2010</u> <u>T. Lennox noted that at a future presentation he would provide the Consultative Committee members with a briefing on Toronto Pearson's Branding.</u> We will review this presentation at today's meeting. <u>June 2, 2010</u> <u>T. Lennox inquired if members were interested in participating in an Environmental Airside Tour of Toronto Pearson.</u> The GTAA will be providing a tour in the future for members that are interested (since there will be new members joining the committee this is deferred until spring 2011).
2.0	Regular Items
2.1	The Consultative Committee Update was attached to the agenda. FedEx recently added another Boeing 757, which means they have a total of three in operation, and will have a total of five. This is a significant investment that FedEx is making in the Toronto area. Thomas Cook Canada is a new airline operating five 757 aircraft based in Toronto. Hainan Airlines has introduced service from Toronto Pearson to Beijing three times per week.
3.0	Discussion Items
3.1	Toronto Pearson's new Brand and Strategy T. Lennox stated over the past year the Executive Team has developed a new strategic direction for the GTAA. This new direction is to grow traffic and the new vision is "Toronto Pearson wants to be North America's premier portal to a world of possibilities." Toronto Pearson is the nineteenth busiest airport in North America, and 85,000 passengers travel through Pearson each day. There are 32 million passengers

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per year, and it's the fourth largest entry point into North America. We are the second largest airport in North America for international flights.

Toronto Pearson moves half of Canada's cargo each year, which is very time sensitive. If we are going to improve service at the airport to keep attracting new traffic, we are going to have to work with CBSA, CBP, and CATSA to start delivering on this new vision. There are 42,000 people that work at Toronto Pearson, and only 1,100 work for the GTAA. To be North America's Premier Portal, our competition as a hub is Chicago, Detroit, New York and Miami. The new mission statement is "Together, we will attract, serve, and delight our customers by consistently delivery value through innovative products and services." Toronto Pearson can attract traffic here by exceeding other airports operationally. The connecting traffic out of the U.S. has everything to do with the fact that passengers are finding it easier to fly out of Toronto Pearson.

The GTAA has a new set of values for the organization, and recognizes that it has two customers. The GTAA is focusing on passengers (guests) and also on air carriers. The aviation marketplace has changed and Toronto cannot assume traffic will grow organically.

The GTAA is doing more customer research e.g. www.YourVoiceatPearson.com, and is also going to engage in some large theming exercises. The aim is to make the inside of the terminals more representative of the Greater Toronto area.

The other factors that can impact Toronto Pearson's growth are strong Canadian anchor airlines, new aircraft technology, airline industry alliances, its geographic location, economy and growth sectors, and immigration and diversity.

Air Canada is making a strong statement that Toronto Pearson is going to be its hub. They want to allocate more aircraft to Toronto Pearson such as the Boeing 777 and 787. Air Canada is also in an alliance with Continental, Lufthansa, United Airlines, and U.S. Airways and they want that alliance to connect passengers in Toronto. The objective for Air Canada is to double their percentage of American traffic to Asia and Europe.

Westjet is currently flying more available seat miles out of Toronto than they are out of their headquarters in Calgary. Their growth strategy is in Toronto, and it is not on connecting flights.

New aircraft technology is changing the face of aviation. Once the Boeing 787s start flying out of Toronto Pearson they will open up new destinations in Asia and Latin America.

Toronto is one of the most diverse cities in the world. By providing fast, affordable links to Canadians' countries of origin, we strengthen the rich multicultural fabric of

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	<p>our local communities.</p>
	<p>Toronto Pearson did an analysis regarding our geographic location. It has shorter distances to Asia than most North American cities and is even closer to some Asian cities than Vancouver because of air routes over the pole.</p>
	<p>R. Cockfield inquired about the approved destination status.</p>
	<p>T. Lennox noted that Canada has “approved destination status” from the Chinese government which makes it easier for Chinese nationals to visit Canada.</p>
	<p>Toronto Pearson also has significant new incentive fees, and has lowered landing fees four years in a row. The GTAA now offers free WiFi, has introduced new parking products (T3 Valet parking) and received an award from IATA in 2010 for Most Improved Airport in the World. The GTAA is striving to become a customer-focused business.</p>
	<p>T. Lennox commented on the situation with Emirates Airlines. Emirates Airlines is a great customer to Toronto Pearson, and their flights are sold out. In the context of the GTAA’s gateway strategy, the GTAA supports the decision the federal government made regarding the current bilateral with the U.A.E. There is currently a six day a week service to the United Arab Emirates out of Toronto Pearson serviced by two airlines, Emirates and Ethihad, which is sufficient to accommodate the level of origin/destination traffic between Canada and the U.A.E.</p>
	<p>S. Thakrar stated that 80% of the passengers on the Emirates flights are connecting from Dubai to other destinations.</p>
	<p>T. Lennox noted that the GTAA’s role is economic development and this will occur by becoming a hub. Also the U.A.E. has now put new visa requirements on Canadians travelling to their country.</p>
	<p>T. AppaRao inquired about the value of more connecting flights at Toronto Pearson for Toronto.</p>
	<p>T. Lennox advised that it will influence direct employment; the aircraft get larger, which can handle more cargo. Businesses that are dependent on international traffic are going to be looking at those destinations for more opportunities. Cities that have large hub airports receive a large spinoff from passengers frequenting the cities.</p>
	<p>D. Basso noted the economic development would be beneficial for the local municipalities.</p>
	<p>T. Lennox noted economic development is key, and that Toronto is regarded as the</p>

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	<p>entry point to Canada.</p> <p>S. Thakrar commented that he applauded Toronto Pearson for becoming customer centric, and inquired about airlines and airline courier staff.</p> <p>T. Lennox responded that it is important that GTAA also do an outreach of our vision to all of the organizations that are involved at Toronto Pearson and also recommended that all committee members obtain a Nexus card which allows pre-screened travellers expedited processing by Canadian and U.S. officials. The Americans are promoting the use of this card and another card called Global Entry.</p> <p>P. Laite noted a big mandate for Tourism Toronto and the City of Toronto and partners will be educating the cab drivers and retail industry staff, because as a travel destination Toronto is not what it should be.</p> <p>S. Amring inquired which international cities in the world are currently hubs.</p> <p>T. Lennox responded Amsterdam, Berlin, Munich, Singapore, and Dubai among a few others.</p> <p>D. Purkis noted that Toronto Pearson would be competing against American hubs, and inquired if European hubs would also be regarded as competition.</p> <p>T. Lennox stated Toronto Pearson would see European hubs as more of an opportunity for potential partnerships.</p>

3.1.2 Terms of Reference

T. Lennox discussed the Terms of Reference and inquired if the GTAA should have more open houses for people to understand what it takes to operate the airport.

R. Cockfield commented when looking at the Terms of Reference mandate and scope, it talks about municipal concerns, and that he'd prefer to see it reframed as "partnership opportunities".

T. Lennox agreed.

D. Basso wanted to clarify what the value is to the municipality and, who the partnerships are with to ensure the terms of reference also targeted municipal concerns.

T. Lennox recommended visiting York and Halton Region with a Nexus presentation.

R. Cockfield noted Halton Region has many Chamber meetings and economic development meetings and the business community does not appreciate some of the issues affecting Pearson and their influence may help resolve some of these issues and

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	<p>benefit the business travelers at the same time.</p> <p>S. Thakrar recommended more articles in the Mississauga News.</p> <p>T. Lennox responded that the GTAA has a very good outreach program, but that is something more the committee could look into. Mr. Lennox also noted that customer service is going to be the GTAA's focus, and we will be doing some benchmarking.</p> <p>R. Cockfield commented when Halton Region is surveying their businesses, Halton Region can reciprocate and share with Toronto Pearson what issues they are experiencing.</p> <p>P. Steckham noted under the Terms of Reference "CC will advise on matters related but not limited to the following" which includes regional airport systems. The original concept of the Greater Toronto Airports Authority was to control Toronto Pearson and take a role in some of the small airports in the surrounding region. In the past there were presentations on Buttonville and Pickering, but now the focus seems to be primarily on Toronto Pearson.</p> <p>T. Lennox pointed out originally the "s" in Airports Authority was with the idea that one entity would operate Hamilton, Toronto Island, Toronto Pearson and Pickering. Hamilton did not want a Toronto organization to manage their airport, and Toronto Island was put into a separate Port Authority. The GTAA did not have any operational arrangements to operate Buttonville as it was a subsidy. The GTAA were participating in the planning process for Pickering, but not involved in the decision making process. The GTAA is still interested, from a planning prospective, in airport capacity studies in Ontario. When the GTAA does its next Master Plan in 2012, the airport will do a plan beyond the capacity of Toronto Pearson which will be out to 2040. The letters were incorporated back in 1993.</p>
3.2	Workplan 2011
	<p>T. Lennox requested members to assist in identifying workplan priorities for 2011.</p> <ul style="list-style-type: none">• Measuring service levels and customer service levels at Toronto Pearson.• Tour of stormwater and deicing facility.• Explaining the responsibilities of the GTAA, NAV Canada and CBSA.• Understanding the business cases for airlines that fly into Pearson and why?

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	<ul style="list-style-type: none">• What role does Toronto Pearson play in the GTA municipalities? <p>T. Lennox inquired what strategies the municipalities use to attract businesses and what myths or misunderstandings are out in the communities about Toronto.</p> <p>S. Amring noted she recently attended meetings in Brazil and was frequently asked about the cold weather in Canada. How often does Toronto Pearson have to stop flights because of the weather?</p> <p>T. Lennox responded that Toronto Pearson never shuts down because of weather. He then inquired if meeting three or four times a year is still sufficient for consultative committee members.</p> <p>B. Clark noted four times a year works well, and any other issues that arise can be directed back to this table.</p> <p>R. Cockfield advised that any additional issues can be accomplished through a sub-committee.</p> <p>S. Thakrar agreed that four times a year is sufficient.</p>
4.	Public Comments There were no members of the public in attendance.
5.	Adjournment The meeting was adjourned. The next CC meeting is scheduled for Wednesday, February 23, 2011 at 3111 Convair Drive, Pearson Rooms A & B.

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.