



INCREASING GLOBAL CONNECTIVITY & ECONOMIC VALUE THROUGH CANADA'S INTERNATIONAL AIRPORTS

CHAIR



CANADA'S AIRPORTS ARE MORE THAN STAGING POINTS FOR THE DEPARTURE & ARRIVAL OF PEOPLE & GOODS. THEY ARE STRATEGIC & ECONOMIC INFRASTRUCTURE ASSETS THAT SIGNIFICANTLY CONTRIBUTE TO CANADA'S EMPLOYMENT & PROSPERITY.

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Terminal Aéro-gare 13:11				
Arrivée de	Heure	Vol	Stat	Etat
FORT MCMURRAY	16:45	AC 1186	A. Heure	
FORT MYERS	14:58	AC 1235	En retard	15:06
FORT MYERS	22:56	AC 1237	A. Heure	
FRANKFURT	12:15	AC 873	Arrivé	12:28
FRANKFURT	16:55	LH 476	En retard	17:16
FRANKFURT	18:19	AC 877	En retard	20:27
FREDERICTON	13:58	AC 8855	En retard	15:58
FREDERICTON	15:34	AC 8857	A. Heure	
FREDERICTON	20:59	AC 8859	A. Heure	
FT LAUDERDALE	13:42	AC 1225	En retard	13:55
FT LAUDERDALE	16:07	AC 888	En retard	16:54
FT LAUDERDALE	21:22	AC 891	A. Heure	
GRAND-GRAND	17:25	AC 875	A. Heure	
GRAND RAPIDS/MI	12:58	AC 7263	A. Heure	
GRAND RAPIDS/MI	21:18	AC 7265	En retard	21:28
HALIFAX	13:18	AC 815	En retard	13:28
HALIFAX	16:36	AC 817	A. Heure	
HALIFAX	18:21	AC 819	A. Heure	
HARRISBURG	17:21	AC 7269	En retard	17:56
HARTFORD	12:38	AC 7261	Arrivé	12:53
HARTFORD	16:21	AC 7268	A. Heure	
HARTFORD	21:26	AC 7264	A. Heure	
HONG KONG	18:16	AC 816	En retard	17:52
HOUSTON-IAH	12:55	UA 5191	Arrivé	12:44
HOUSTON-IAH	16:27	AC 8116	En retard	15:57

Founded in 2015, the Canadian Global Cities Council (CGCC) is a coalition of Presidents and CEOs of the eight largest urban regional Chambers of Commerce and Boards of Trade in Canada: Brampton, Calgary, Edmonton, Halifax, Montreal, Toronto, Vancouver and Winnipeg. Representing 52% of Canada’s GDP and more than half of the country’s population, CGCC collaborates on international and domestic issues affecting our regions’ competitiveness. We are focused on infrastructure, economic environment, trade and talent.

Economic performance is increasingly tied to global relevance. Airports, and the communities they serve at home and abroad, are prime economic engines that require supportive policies and robust government services. They create vital access to high growth markets and facilitate significant economic benefits for tourism, trade and overall business productivity.

The international airports in Canada’s seven largest metros generate significant GDP and most often represent the second largest employment concentration in their region.

OUR OBJECTIVES ARE TO:

- **GENERATE** awareness of the economic importance and competitive benefits our international airports bring to the Canadian business community and major metropolitan areas.
- **RECOGNIZE** Canada’s international airports as important sources of employment within their local regions.
- **HIGHLIGHT** Canadian airport service standards, charging and investment practices against international airport best practices.
- **STIMULATE** policy action to bring Canadian airports up to global standards and realize the economic potential of these important infrastructure assets.

Based on our current state analysis and research of international standards, our objectives will be met with five recommendations across the areas of airport screening, border entry and visas and airport connectivity.

The Canadian Global Cities Council is calling for airport policy reform to align Canada with global best practices, and for our international airports to be factored into transit infrastructure planning by all levels of government.

THE CASE FOR COMPETITIVE ADVANTAGE

With half of the world's population living in cities, major metropolitan areas are sources of economic growth in today's global economy.

Competitiveness is driven by cities' economic assets and the return they deliver through investment and business growth.

International aviation connectivity can provide a competitive advantage. It can solidify a metro area's position as a globally accessible business hub.

Leveraged effectively, airports contribute to economic growth by: supporting domestic trade; creating jobs in a variety of industries, from financial services to warehousing, transportation and logistics; and attracting tourists and investors.

Canada's international airports must be globally competitive in performance standard & cost. Today, they are not.

The Conference Board of Canada's April 2013 study measured the economic impact of the country's air transportation industry, reporting:

- GDP of **\$34.9 billion**;
- Direct employment of more than **141,000 people**, and total employment of more than **405,000** with the inclusion of supplier industries; and
- More than **\$12 billion** federal and provincial contributions, with more than \$7 billion in taxes.



ECONOMIC VALUE OF AIRPORTS

TOURISM:
20 million domestic tourist visits within Canada, and **7.5 million** visitor tourist visits to Canada by air, resulting in a collective spend of **\$17.6 billion** in 2012

TRADE:
 every **1% ↑** in direct international flights results in (roughly) **1% ↑** in trade value

PRODUCTIVITY IMPACT:
 a **10% ↑** in air connectivity increases Canadian productivity annually by **\$1 billion**

CURRENT STATE ANALYSIS

The international airports in Canada's seven largest metros generate significant GDP and often represent the second largest employment district in their region.

Canada's international airports—and the communities they serve at home and abroad—are prime economic engines requiring supportive policies, robust government services and transit connectivity. They create vital access to high growth markets and facilitate significant economic benefits for tourism, trade, foreign direct investment and overall business productivity.

30 years have passed since the introduction of the National Airports Policy (NAP), which provided a framework to clearly define the federal government's role through two main levels of involvement in airports with scheduled passenger traffic: nationally-significant airports that formed a National Airports System (NAS), and regional/local airports. The NAS is comprised of 26 airports linking the country from coast to coast and internationally, and includes airports considered essential to Canada's air transportation system, supporting both domestic prosperity and international competitiveness.

Since then, unprecedented change has impacted aviation, but supporting policy has remained the same. Canada must revisit NAP to bring it into alignment with the current state and ensure it can adapt to future changes and trends.

CONNECTIVITY CHALLENGES

For domestic and international business travellers, our airports' ability to provide effective and efficient connectivity to national and international markets, as well as our

local regions, is the price of admission to the global economy. Canada is notably lacking higher order ground transit for travellers and airport employment zone workers at a time when companies place a premium on locations combining an international airport with ease of access to city regions. Airport connectivity today is challenged by slow moving, cumbersome processes and partially implemented programs.

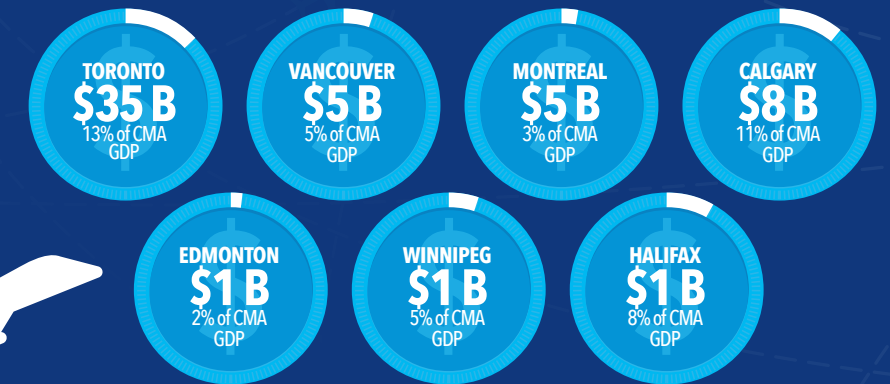
SCREENING CHALLENGES

Technology, resourcing and globally competitive service standards are needed to ease congestion at security screening and passport control. The implementation of a targeted screening policy for NEXUS Trusted Travelers, and completion of the Transit Without Visa (TWOV) program for all travellers except those from high risk countries would align Canada with the rest of the world.

Our current state lacks any competitive advantage. It hinders our economic potential, and affects Canada's profile and ability to remain relevant in the eyes of foreign investors, international business travellers and tourists.

ECONOMIC VALUE OF AIRPORTS (2015)

\$59 BILLION
COLLECTIVE GDP



CMA Numbers, Statistics Canada 2013



* Census metropolitan area (CMA)
 ** Direct & indirect employment

CMA Numbers, Statistics Canada 2013

108
MILLION
PASSENGERS



TORONTO	41 M
VANCOUVER	20 M
MONTREAL	16 M
CALGARY	15 M
EDMONTON	8 M
WINNIPEG	4 M
HALIFAX	4 M



RECOMMENDATION OVERVIEW



Airport Screening

1. Adopt an internationally competitive service standard
2. Implement a targeted screening approach



Border Entry & Visa

3. Foster the development of global air transit hubs
4. Strategically align immigration and border facilitation for priority markets in tourism, investment and education



Airport Connectivity

5. Develop airport transit and multi-modal hubs (where volumes warrant)

Canada has fallen behind global competitors & projected growth targets with its current "one-size-fits-all" screening model.



AIRPORT SECURITY SCREENING

1. Adopt an internationally competitive service standard

The absence of a mandated, internationally competitive service level standard is creating a growing competitive disadvantage for our airports and business communities.

As a global best practice, international airports like London Heathrow and Hong Kong International have prescribed standards, screening 95% of passengers within five minutes.

No service standards are set for the Canadian Air Transport Security Authority (CATSA). Its 2015-16 budget expected an average of 50%, or 28 million passengers, would wait longer than 15 minutes for screening services. Canada is dramatically behind global best practices.

Despite a variable revenue source through the Air Travellers Security Charge, levied against airline passengers, funding for CATSA is fixed subject to annual appropriations, with no direct link to rising passenger volumes.



The Canadian Global Cities Council is calling on the government to:

- Establish and maintain an internationally competitive service level standard and provide enough funding to CATSA to ensure passengers are screened efficiently on an ongoing basis.
- Promptly proceed with the deployment of existing and new technologies and processes – such as CATSA Plus – to reduce wait times and operating costs.

2. Implement a Targeted Screening Approach

NEXUS, the joint Canada – U.S. trusted traveller program, was designed as a border program to provide security screening privileges at Canadian airports. Its users, representing Canada's most active business travellers engaged in global trade, currently face the same cumbersome screening procedures as all other passengers. As currently implemented in Canada, NEXUS has far less benefit to travellers than the Pre-Check clearance program available in the U.S. for both expedited access and an expedited experience at screening.

The U.S. Transportation Security Administration has expanded the use of family lines at airport security checkpoints nationwide, designed to help those unfamiliar with checkpoint procedures or families who prefer to go through security at their own pace. The result: business travellers move more quickly through security.



The Canadian Global Cities Council is calling on the government to:

- Align with Minister Garneau's Vision2030 and the recommendations in the 2015 Emerson Review, *Pathways: Connecting Canada's Transportation System to the World*, to replace Canada's one-size-fits-all passenger screening with a risk-based, intelligence-driven approach.
- Implement enhanced technology to improve screening outcomes and adopt a dynamic technology roadmap (with clear areas of focus and accountability) to accommodate ever increasing volumes and realize a smart airport future state.

BORDER ENTRY & VISA

3. Foster the development of global air transit hubs

Other countries recognize the importance of developing their airports into global transit hubs to facilitate trade, attract investment and create jobs.

These countries do so by allowing travellers to transit through secure facilities without a visa (except for a handful of high-risk countries) and by using technology and risk-based screening to facilitate immigration and customs.

Canada's approach is the opposite: only travellers from a small number of low-risk countries transit without a visa; and only Canadians are allowed access to automated border clearance.



The Canadian Global Cities Council is calling on the government to:

- Implement the following recommendations of the 2015 Emerson Review:
 - Harmonize immigration and trusted traveller programs with other trusted jurisdictions.
 - Streamline immigration and customs by reducing visa requirements and increasing Electronic Travel.
- Authorize lower-risk visitors:
 - Allow transit without visa for citizens of all but high-risk countries.
 - Expand trusted traveller programs and access to automated border clearance systems to include citizens from other trusted jurisdictions.

4. Strategically align immigration and border facilitation for priority markets in tourism, investment and education

In competing jurisdictions, international marketing strategies are aligned with border entry and visa requirements.

As we promote Canada as a destination for trade, tourism, investment and education, we need to ensure travel to Canada is as seamless as possible.



The Canadian Global Cities Council is calling on the government to:

- Apply the Blue Sky Policy more progressively to align with Canada's trade agenda and tourism objectives.
- Implement the following 2015 Emerson Review recommendations:
 - Strategic alignment between the choice of priority markets.
 - Border facilitation measures.
 - International trade and air services negotiations.
- Fund the Canadian Border Services Agency, providing much needed resources to meet growing demand and to implement innovative technology.



"Cumbersome immigration & customs processes must be streamlined to make airports competitive and attractive, particularly for international passengers transiting Canada for other destinations."

2015 Emerson Review

AIRPORT CONNECTIVITY

5. Develop airport transit & multi-modal hubs

(where volumes warrant)

“Multi-modal transit hubs are a common component of the world’s largest airports providing travel options for the millions of people who travel to, from, and through the airport and its adjacent employment zone.”

Urban Strategies 2016



In other countries, airports and governments are increasingly leveraging airport and transport assets to strengthen regional and local economies and create vibrant cities.

Cities in Europe and Asia plan whole transit systems, often building multiple lines simultaneously, to establish networks and attract high-quality employment clusters near the airport.

The connectivity of Amsterdam Airport City has attracted international companies such as Microsoft, Cargill and Citibank on a campus with train and bus service and modern office buildings. Some of these buildings command the highest rents in Holland.

Canada is not keeping pace. For instance, 92% of passengers travel to and from Toronto Pearson International Airport by car, as do a similar percentage of the 300,000 people who work within the airport employment zone (AEZ). This is generating one million daily car trips; more than the number of trips made to downtown Toronto.

Increasing transit access to Canadian airports would shift air passengers and AEZ employees to transit networks. This would free-up valuable road capacity for high-value commercial goods. From an environmental standpoint, it would support the federal government’s greenhouse gas reduction target of 80% below 2005 levels by 2050. Lastly, it could contribute to increased air passenger traffic and AEZ economic development.

The stark contrast between Canada & other international airports

Airport Related Multi-Modal Hubs	Annual Passengers (millions)	Distance to Downtown (km)	# of Highways	% of Air Passengers Using Transit	Airport Express Train	Metro/ Rapid Transit	Regional/ National Train
London Heathrow	73.4	24	2	36	Y	Y	N
Charles de Gaulle	63.8	24	3	40	N	Y	Y
Hong Kong	63.1	34	1	63	Y	Y	N
Frankfurt	59.5	10	4	33	N	Y	Y
Amsterdam	54.9	9	3	39	Y	Y	Y
Toronto Pearson	41.0	23	4	8	Y	N	N
Vancouver	20.3	15	2	14	N	Y	N
Montreal	15.5	19	2	NA	N	N	N
Calgary	15.4	18	1	NA	N	N	N



The Canadian Global Cities Council is calling on the government to:

- Activate policies and a capital program to develop airport transit and multi-modal hubs, where volumes warrant.



CALGARY

Canada's airports are more than staging points for the departure and arrival of people and goods. They are strategic and economic infrastructure assets that significantly contribute to Canada's employment & prosperity.

**ECONOMIC VALUE
CALGARY
INTERNATIONAL AIRPORT
(2015)**

\$8 BILLION GDP CONTRIBUTION
11% OF CMA* GDP
CMA Numbers, Statistics Canada 2013



**15
MILLION
PASSENGERS**



4TH BUSIEST AIRPORT IN CANADA

**AIRPORT
EMPLOYMENT**
48K**



5% OF TOTAL CMA LABOUR FORCE

CMA Numbers, Statistics Canada 2013

EDMONTON

Canada's airports are more than staging points for the departure and arrival of people and goods. They are strategic and economic infrastructure assets that significantly contribute to Canada's employment & prosperity.

**ECONOMIC VALUE
EDMONTON
INTERNATIONAL AIRPORT
(2015)**

\$1 BILLION GDP CONTRIBUTION
2% OF CMA* GDP
CMA Numbers, Statistics Canada 2013



**8
MILLION
PASSENGERS**



5TH BUSIEST AIRPORT IN CANADA

**AIRPORT
EMPLOYMENT**
13K**



2% OF TOTAL CMA LABOUR FORCE

CMA Numbers, Statistics Canada 2013

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* Census metropolitan area (CMA)
** Direct & indirect employment

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HALIFAX

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ECONOMIC VALUE
HALIFAX STANFIELD
INTERNATIONAL AIRPORT
(2015)

\$1 BILLION GDP CONTRIBUTION
8% OF CMA* GDP
CMA Numbers, Statistics Canada 2013



AIRPORT EMPLOYMENT**
13K
5% OF TOTAL CMA LABOUR FORCE
CMA Numbers, Statistics Canada 2013

MONTREAL

Canada's airports are more than staging points for the departure and arrival of people and goods. They are strategic and economic infrastructure assets that significantly contribute to Canada's employment & prosperity.

ECONOMIC VALUE
PIERRE ELLIOTT TRUDEAU
INTERNATIONAL AIRPORT
(2015)

\$5 BILLION GDP CONTRIBUTION
3% OF CMA* GDP
CMA Numbers, Statistics Canada 2013



AIRPORT EMPLOYMENT**
54K
2% OF TOTAL CMA LABOUR FORCE
CMA Numbers, Statistics Canada 2013

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* Census metropolitan area (CMA)
** Direct & indirect employment

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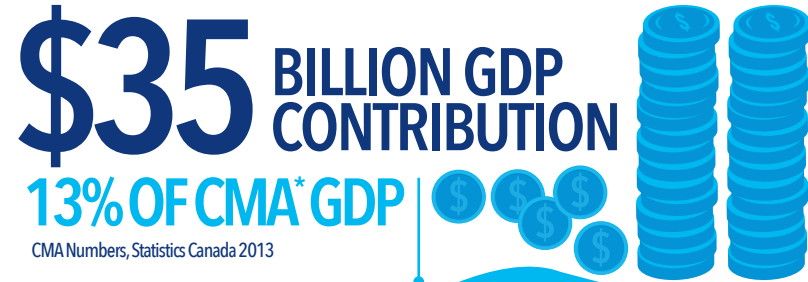
* Census metropolitan area (CMA)
** Direct & indirect employment

TORONTO VANCOUVER

Canada's airports are more than staging points for the departure and arrival of people and goods. They are strategic and economic infrastructure assets that significantly contribute to Canada's employment & prosperity.

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**ECONOMIC VALUE
TORONTO PEARSON
INTERNATIONAL AIRPORT
(2015)**



**ECONOMIC VALUE
VANCOUVER
INTERNATIONAL AIRPORT
(2015)**



**BUSIEST AIRPORT
IN CANADA**

**41
MILLION
PASSENGERS**



**AIRPORT
EMPLOYMENT**
101K**



3% OF TOTAL CMA LABOUR FORCE

CMA Numbers, Statistics Canada 2013

The Canadian Global Cities Council is calling for airport policy reform to align Canada with global best practices, and for our international airports to be factored into transit infrastructure planning by all levels of government.

* Census metropolitan area (CMA)
** Direct & indirect employment

**20
MILLION
PASSENGERS**



2ND BUSIEST AIRPORT IN CANADA

AIRPORT EMPLOYMENT**



CMA Numbers, Statistics Canada 2013

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* Census metropolitan area (CMA)
** Direct & indirect employment

WINNIPEG

Canada's airports are more than staging points for the departure and arrival of people and goods. They are strategic and economic infrastructure assets that significantly contribute to Canada's employment & prosperity.

**ECONOMIC VALUE
WINNIPEG RICHARDSON
INTERNATIONAL AIRPORT
(2015)**

\$1 BILLION GDP CONTRIBUTION
5% OF CMA* GDP
CMA Numbers, Statistics Canada 2013



**4
MILLION
PASSENGERS**



7TH BUSIEST AIRPORT IN CANADA

AIRPORT EMPLOYMENT**

19K 
4% OF TOTAL CMA LABOUR FORCE

CMA Numbers, Statistics Canada 2013

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* Census metropolitan area (CMA)
** Direct & indirect employment



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WE ARE CALLING FOR AIRPORT POLICY REFORM TO ALIGN CANADA WITH GLOBAL BEST PRACTICES, AND FOR OUR INTERNATIONAL AIRPORTS TO BE FACTORED INTO TRANSIT INFRASTRUCTURE PLANNING BY ALL LEVELS OF GOVERNMENT.

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