

**Remarks by Mr. Philippe Rainville
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Global Aviation Security Symposium (AVSEC2017)

OACI/ICAO

Montréal, September 12, 2017

Ladies and gentlemen,

Hello everyone and welcome to Montréal on this 12th day of September.

Yesterday, like every year, we remembered the sad events of September 11th, 2001.

On that day, our association, Airports Council International World, was playing host to 3,000 delegates at an annual meeting here in Montréal.

Among us were representatives of the Port Authority of New York which had offices at the World Trade Center. On that day, even the skies were shut down.

The events of 9/11 forever changed the way we view aviation security.

In 2002, the Canadian government created an agency, the Canadian Air Transport Security Authority (CATSA), which became the security authority for all Canadian airports.

This morning, I will address three topics:

- First, a brief overview of the governance model for Canadian airports,
- Second, security here at Montréal-Trudeau Airport.
- And finally, the challenge of applying security measures while also wanting to improve the passenger experience.

Governance Model - Canadian System

First, a few words about our Canadian airport governance model.

Aéroports de Montréal (ADM), like its counterparts at other Canadian airports, is a local airport authority created 25 years ago.

These authorities are financially autonomous and do not receive public funds. Surpluses must be reinvested in airport development.

Our revenues come essentially from three sources:

- aeronautical fees,
- commercial activities,
- airport improvement fees.

Montréal-Trudeau airport has experienced an average annual growth of 5% over the last decade... and there are no signs of things slowing down.

We can therefore affirm that, after 25 years, the governance model for Canadian airports has proved its worth.

Airport security

Let's now move on to the issue of security here at Montréal-Trudeau Airport.

ADM works and acts closely with law enforcement agencies located at the airport.

There are many of them, but each one is as important as the other, namely:

- Transport Canada;
- CATSA;
- Canada Border Services Agency (CBSA);
- Royal Canadian Mounted Police (RCMP);
- City of Montréal Police Service (SPVM);
- Canadian Security Intelligence Service (CSIS);
- And our American colleagues: U.S. Customs and Border Protection (USCBP).

We have set up a monthly intelligence sharing committee with law enforcement agencies at the airport as well as with RCMP air marshals, the Sûreté du Québec, Homeland Security and the New York Police.

We stage numerous exercises and simulations with our partners and we frequently evaluate our processes, which are audited every year by Transport Canada.

In addition to the agencies present at the airport, ADM has its own Airport Patrol. Its mission is to protect passengers, personnel and facilities against any illegal act threatening civil aviation at the airport.

Our Airport Patrol and Fire Service has more than 200 members in various specialized units, including a canine unit for the detection of explosives.

As you can see, significant human and technical resources are dedicated to ensuring security at Montréal-Trudeau. They operate within permanent and efficient coordination structures that foster constant collaboration.

SERVING PASSENGERS - THE CUSTOMER EXPERIENCE

The third topic I want to share with you is another essential part of our mandate, and one which must coexist at all times with security. This is the passenger experience.

How can we offer travellers a pleasant, even memorable experience, while ensuring maximum security?...

At ADM, the passenger experience is a central focus and a key part of our development strategy.

That's why we are placing so much emphasis on user-friendly processes that reduce people's anxiety levels while providing a highly attractive environment.

We took advantage of the construction of a new international jetty to create spaces evocative of Montréal's culture and identity, including:

- new shops and restaurants with a local flavour;
- family entertainment areas; and
- displays of art works and history.

With our employees and partners, we have increased personnel training with a focus on:

- courtesy,
- respect, and
- pleasant interactions with customers.

All these elements are reflected in the positive results of our satisfaction surveys.

The customer experience is often a somewhat abstract concept when you attempt to link it with safety and security measures.

But any effort to reduce the level of passenger anxiety and improve fluidity at border control and security checkpoints is already a step in the right direction.

Example of greater fluidity at Customs and Immigration

Here is an example of collaboration with a law enforcement agency that has been very successful.

Together, we have implemented a series of measures that, in keeping with ADM's mission, have improved the passenger experience!

At the end of last summer, passengers arriving at our airport faced a difficult situation. In some cases, the wait time to clear Customs and Immigration could be almost an hour – often after a long flight.

Aéroports de Montréal and the Canada Border Services Agency wanted to make sure travellers do not have to go through this again at Montréal-Trudeau.

It should be noted that this situation is mainly due to the exceptional growth in the number of passengers passing through Montréal-Trudeau.

In the international arrivals sector alone, we are seeing a more than 10% increase in passengers during peak periods.

So, we worked together, supported by a specialized firm, to develop innovative strategies to improve the arrivals process in Canada, in Montréal.

Using computer simulations, we determined that it had become not only necessary but essential to separate passengers whose final destination is Montréal from those who are simply transiting through the airport.

The idea of a dedicated “connections centre” was fully supported by the numbers: 20% of our 17 million passengers are now in transit.

So this summer we opened Phase 1 of the connections centre. We are already planning phase 2, which will feature an expanded centre next year.

We’ve also leveraged the latest technologies:

- We have added customs and immigration screening kiosks and this fall we will install a new generation of more sophisticated automated kiosks for travellers from

all over the world. In another innovation, forms will be accessible via a mobile application.

One of the great frustrations faced by our customers has been the difficulty in estimating how long they will have to wait in line.

- wait times are now posted to better inform passengers and will soon be available at the exit of international arrivals for families and friends.

Today we can say Mission Accomplished!

I want to reiterate that our success has been made possible by working closely with the Canada Border Services Agency. I would like to thank them for their commitment to ensuring security while enhancing the passenger experience.

This example demonstrates that it is possible to meet security requirements while making life easier for passengers during a period of strong growth in air traffic.

Making the travel experience enjoyable while ensuring a high level of security remains an important issue and a constant challenge.

This challenge, however, has a positive side to it since it creates opportunities for meeting, talking to and working with all stakeholders in our industry. Today's symposium is a good example.

Ladies and gentlemen,

Thank you for your attention and I wish you a very enjoyable stay in Montréal.