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Reflecting the spirit of Montréal

An airport is so much more than just a place where people go to catch a flight. In many ways, it is a reflection of the city it serves. For many years, the image reflected by Dorval-Trudeau was not exactly flattering. But thanks to the ongoing effort, determination, vision and excellent management skills of our airport team, much has changed.

Montréal, the city that celebrates design, is reflected in the impressive international arrivals hall. Montréal, the city of innovation and technology, can be proud of the airport’s hydrogen-powered vehicles and equipment, and its unique automated “smart” shades, both of which save an enormous amount of energy and reflect a concern for the environment that all Montrealers share. The baggage room for U.S.-bound flights is remarkably sophisticated and it is the first to meet new American requirements. As for self-serve check-in, Montréal-Trudeau is leading the way in the industry.

Montréal, the city of the warm and friendly welcome, is reflected in the airport’s extremely high user satisfaction rate, which is almost 97%.

An airport is also a powerful engine of economic development that can attract foreign investors and international organizations, provided it offers a full schedule of direct flights to foreign destinations. International flights currently account for 35% of total air traffic at Montréal-Trudeau, which is more than usual for Canadian airports. What’s more, international flights present the greatest potential for growth over the coming years, as do connections between the U.S. and Europe.

Aéroports de Montréal (ADM) has turned Montréal-Trudeau into a truly international airport, both physically and economically speaking. The airport shops are doing well and all the commercial space is rented at both Dorval and Mirabel. The latter has been developed as a cargo-only airport and is now at the heart of significant aerospace industry development.

ADM’s accomplishments are many. This supplement will give you an idea of just how much has been done at Montréal-Trudeau, where the transformation is obvious and exciting, and at Mirabel, with its ever-growing economic mission. We can all applaud the new Dorval Interchange, which will make getting to the airport even easier. But an express rail shuttle linking Montréal-Trudeau to downtown is still absolutely necessary for our airport to reach its full potential, and it should be built as soon as possible. ADM’s partners in this project must show that they are as efficient and determined as Montréal-Trudeau’s management team has been.

We should certainly take pride in the achievements of recent years. But let’s not stop before the job is completely done.

Enjoy the supplement.
Montréal-Trudeau: a story of progress and promise

Since 2000, Aéroports de Montréal (ADM) has fulfilled all its commitments while dealing with some enormous challenges. By centralizing all flights at one fully functional airport, ADM has clearly confirmed the international stature of Montréal-Trudeau. The strategy has made it possible to increase the number of destinations served by direct and connecting flights. Huge construction projects have been completed without interrupting or compromising services to passengers or airlines. And these are only a few examples of how Montréal-Trudeau’s reputation has been enhanced in the industry and among travellers. Despite difficult economic times, ADM has stayed its course. The results are an eloquent testament to its achievements.

ADM President and CEO James C. Cherry speaks with great pride and conviction about those accomplishments and the sizable investments they required. He applauds the thousands of people who contributed at every level of the organization to make it an industry leader, recognized both by its peers and by those who use the facilities.

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More than $1.5 billion

That’s how much ADM has spent over the last 10 years on construction and renovation. This is far more than required under its agreement with Transport Canada, which ends in 40 years. Additional capital expenditures of more than half a billion dollars are anticipated by 2013, economic conditions permitting. Note that each project is analyzed in terms of its relevance and added value.

Financing sources
ADM is an independent, not-for-profit corporation. It does not receive any government subsidies. All financing comes from operations, airport improvement fees and money raised on capital markets.

A synonym of success
When asked which of the many projects makes him most proud, Mr. Cherry doesn’t hesitate to name the international arrivals complex and its Canada Border Services Agency facilities. The gigantic hall with its 11-metre cathedral ceiling was inaugurated in late 2004.

“It’s our flagship, our benchmark,” he explains. “I’m proud of it for two reasons. First of all, with its size, lighting, architecture, materials and design, it successfully embodies one of our main objectives, which is to make Montréal-Trudeau a grand yet welcoming point of entry.

“The second reason – and it is no less important – is that this project helped us regain the trust of the people of Montréal. The scepticism occasionally expressed early on has given way to a sense of pride and awe. Montréal-Trudeau now has nothing to envy other international airports of comparable size.”

All the major demolition, construction and renovation work that went on until 2005 was carried out under the most difficult conditions. Mr. Cherry offers the following analogy: “It’s like having 10 permanent guests living in your home and eating their meals with you while you’re doing a total kitchen renovation. It would be hard for people to imagine how much time, energy and resources we put into coordinating all the work so as to avoid inconveniencing our customers, i.e. travellers and airlines. From a planning point of view, the more recent projects have been less demanding. Because construction was going on outside existing buildings, passengers were less affected. In fact, improved passenger flow has clearly had a lot to do with the high degree of satisfaction.”

In all modesty,” he says, “I think that what we have done with the resources we had is nothing short of phenomenal. The result is a huge asset for Greater Montréal and for all the travellers who pass through Montréal-Trudeau.”
Express rail link an absolute necessity

As far as James Cherry is concerned, all the work has not yet been completed to ADM’s entire satisfaction. Problems concerning road and rail access to the airport remain to be solved. A top priority is an express rail link between Montréal-Trudeau and Central Station in downtown Montréal, which would run every 20 minutes or so. Mr. Cherry hopes that work on this project will begin as soon as possible, in cooperation with ADM partners.

“Access to the airport has been a problem for 20 years,” he says. “We are pleased that the Québec Department of Transportation has begun major road work near the airport.

“Clearly, the Dorval Interchange was no longer able to handle all the airport and local traffic. It simply had to be rebuilt. We expect construction to be completed by 2011.”

But while a new Dorval Interchange will improve airport access significantly, it won’t solve all the traffic problems. For example, it still won’t prevent tie-ups on Highway 20 between the airport and downtown.

“We concluded that express rail service was the ideal solution,” says Mr. Cherry. “It will reduce road traffic, be more reliable, even during rush hour and in bad weather, it will reduce greenhouse gas emissions, reduce passenger stress… these are all desirable outcomes.

“In fact, we are so convinced of the benefits of a rail shuttle that the station on this end has already been built, right here at Montréal-Trudeau, beneath the new U.S. departures terminal in the middle of the airport. This service is urgently needed to ensure the future success of Montréal-Trudeau and the city of Montréal.”
Stringent management at the heart of an ambitious strategic plan

When asked what the future holds with regard to development at Montréal-Trudeau, James Cherry is very clear: “We have three runways. Right now, they are operating at about 50% capacity, so more runways are definitely not on the agenda. As for the terminal facilities, given the anticipated growth in passenger and airline traffic, we should be able to continue meeting the demand for at least another 40 years.”

Despite difficult economic conditions and the fact that airport use has not increased in the last year – a situation that is not likely to change until the end of 2010 – ADM has maintained its excellent credit rating. “That is because we are an international-calibre airport and have maintained very high standards,” explains Mr. Cherry. “Our expenses, capital expenditures and profitability are monitored very closely and are subject to rigorous controls. The measures taken have shown credit agencies that we have exercised stringent management even during a downturn.”

ADM’s strategic plan is revised every year. Basically, the plan is designed to maintain or increase the number of destinations served, while developing new markets for passengers.

Mr. Cherry adds that it is important that ADM be perceived as a model of good management. “We have an innovative approach to technology, and environmental issues are a key concern,” he says. “The best example of this is our thermal plant, which uses 50% less energy than the old system and is still extremely efficient. As we continue to make improvements, we remain focused on maintaining the highest level of customer service. That is our brand. And it is the best way to increase our partners’ confidence in us and show that we know how to manage our operations.”

Easy departures to the U.S.

The roadway extension on the upper departure level opened in August 2009, allowing passengers and their bags to be dropped off right at the U.S. departures area. There are five entrances in the all-glass façade and a canopy runs the full length of it to provide protection from rain and snow.

Using water as detergent

Few, if any, industries remain that have not been affected by environment protection. Empire Maintenance, which provides cleaning and janitorial services at the airport, is yet another company that has “gone green.” The “cleanser” used in its new floor-scrubbers is tap water! Thanks to ec-H2O™ technology developed recently by the machine’s manufacturer, Tennant Company, the scrubber turns plain water into a highly oxygenated, electrically charged solution that pulls dirt off the floor surface. The system eliminates the risks associated with handling and being exposed to chemical cleansers, and, amazingly, uses 70% less water than conventional machines.

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The construction challenge: not for the faint of heart!

Henri-Paul Martel, ADM’s Vice-President, Engineering and Construction, knows every nook and cranny of the airport as though he had built it himself. In fact, he has been closely involved with the several hundred construction and renovation projects that have been completed at Montréal-Trudeau since 2002, the year he assumed his duties.

Mr. Martel believes that all the projects he has supervised exhibit a unique characteristic that reflects both the degree of difficulty they entailed and the team spirit with which they were undertaken. “In 35 years, I had never faced such challenges and demands. Every single project had to be completed within a very tight schedule. In eight years, the fast track was the only track I knew. There was a simple reason for that: due to the configuration of the existing buildings, it was not possible to do the work that needed to be done first without closing the airport, and we had to keep the airport open and operating at 100%.”

That’s how the new transborder jetty came to be built before the old one was demolished, making room for the new international arrivals hall and the new international jetty, which the airport so desperately needed.

For Mr. Martel, one of the biggest challenges was connecting the new international arrivals hall to the existing building. A highly complex steel structure had to be built to handle the increased number of international passengers.

Beyond accomplishing a feat that engineering and architecture experts in Québec and across Canada agree was nothing short of phenomenal, Henri-Paul Martel is most proud of the determination, cooperative spirit and flexibility demonstrated by airport personnel and construction crews. “The work was never compromised or interrupted, not even for one hour,” he notes. “Equally important, in my opinion,
is the fact that we did not have a single serious work accident. And let’s not forget that we remained on schedule and within budget on every single job."

The virtues of team management

Given the scope of the work and the conditions under which it had to be done, one can easily imagine the kind of time, energy and resources that went into project coordination and management.

Many experts participated, but Mr. Martel is among those who believe that the client, i.e. ADM representatives, must be actively involved in the organization and management process. In his opinion, the benefit of that kind of participative management was that work could continue without compromising normal airport operations or affecting customer service. “First of all, we relied on a small management team of four people from ADM, assisted by people from the outside engineering, architecture and management firms involved, all of whom were responsible for seeing that the work was carried out efficiently every day. It was also very important that all the critical areas directly or indirectly associated with the construction work be represented, in order to facilitate the coordination process. Everyone had to be on the same page and have the same information.”

Upcoming projects

Renovation of the international and domestic departures areas in the existing airport terminal.

Relocation of the service hangars at the western end of the manoeuvring area.

Reconfiguration of the road system in front of the airport terminal.

Extension of the international jetty.

Building of the rail shuttle.

These projects will be completed over the coming years.
As complex as they come

Inaugurated in the summer of 2009, the new U.S. departures sector is connected to both the main terminal building and the transborder jetty. Henri-Paul Martel says that this was one of the most complex of the construction projects, for two reasons. “First of all, the baggage pick-up area is on the ground floor, while flight check-in, security screening and U.S. customs are on the floor above. But passengers and their luggage have to be processed simultaneously. And by the way, the new baggage hall is extremely sophisticated, technically speaking. It is unique in the world and the first to meet the latest American demands.

“Secondly, the project, which was completed in partnership with Adamax, also included building an underground parking lot for more than 500 vehicles, as well as the outer shell of the future railway station, not to mention the Marriott Hotel, with 275 rooms on eight floors, and the new ADM administrative offices on the 9th and 10th floors. Given the specific demands of each project, the interface between them required ‘extreme’ management. But the results speak for themselves. The final product has earned us a lot of praise, and it has truly improved both passenger flow and service quality.”

What’s more, in order to connect with the new Dorval Interchange, ADM had to completely rebuild the road network around Montréal-Trudeau, at cost of $100 million. “It’s the kind of work you simply have to do,” says Mr. Martel.

“We haven’t put the drawing board away yet,” he adds, “and we’re not likely to do so anytime soon!”

Converting to hydrogen and propane to reduce greenhouse gases

ADM is supporting Air Liquide Canada on a pilot project involving the use of hydrogen instead of gasoline as an energy source. This is eloquent proof of the importance ADM places on reducing greenhouse gas emissions, despite the fact that the air transportation industry produces only 2% of the world’s GGEs.

Natural Resources Canada, the Agence de l’efficacité énergétique du Québec and 14 other organizations are partnering in the $14-million project, which was announced in 2009 and will test a number of hydrogen technologies. At Montréal-Trudeau, hydrogen will be used to power shuttle buses, passenger cars and utility vehicles, as well as generators for a variety of portable and stationary equipment. ADM has agreed to provide a site for the hydrogen fuelling station and it will convert vehicles currently powered by gasoline engines. Hydrogen is used in fuel cells, where it combines with oxygen in the air to produce electricity that powers the vehicles. Water is the only by-product.

Air Liquide has already developed fuelling stations where hydrogen-powered vehicles can have their tanks filled with gaseous hydrogen at a pressure of up to 700 bar. A tank can be filled in less than five minutes, as safely and simply as you would fill a gas or diesel-powered vehicle.

With a similar view to improving air quality, ADM will be converting a fleet of 20 vehicles to propane gas, under an agreement with Budget Propane. The conversion, which will not cost ADM anything, will allow for the training of those who operate and maintain the vehicles. A filling station will also be built. Current data show that propane vehicles emit 25% fewer greenhouse gases and cost about 35% less to operate.

1. The bar is a unit of pressure.
It's really very clever. The huge windows in the new areas of the terminal at Montréal-Trudeau are equipped with “smart” shades that go up and down automatically as the sun moves through the sky and daylight conditions change. This means less glare and increased visual comfort for travellers and airport staff.

The system – the only one of its kind in the world – uses advanced electro-mechanical management technology. The brain of the operation is a sophisticated computer platform: among the 16,000 pieces of equipment connected to it are the light sensors and motors that operate the shades in the international and transborder jetties.

While large windows provide a lot of daylight and a spectacular view, that much glass can also cause overheating indoors. The automated blinds are the perfect solution. Every eight minutes, the system checks the light level in different zones and sends a message to the shades. Too much light? The shades go down. Not enough? They go up. The goal is to achieve optimum daylight without increasing the temperature too much, which would activate the air conditioning.

For Aéroports de Montréal, sustainable development is a key principle guiding the growth of Montréal-Trudeau. ADM’s concern for the environment can be seen in the various ways that construction waste is recovered and recycled. “All the concrete from the demolition is crushed and used as fill,” says Henri-Paul Martel with pride. “Cables, steel and lumber are sent separately to recycling centres.

“We have also put special effort into controlling liquids and products used to de-ice runways and aircraft. And we have strict controls governing the surface water that flows into the streams on airport land, which empty into the nearby St. Lawrence River.”

Mr. Martel also points to ADM’s forward-looking environment policy. “We are one of the few airport administrations in North America with an environment management system that is certified ISO 14001, and has been for years. In 2008, we signed the Aviation Industry Commitment to Action on Climate Change and the Montreal Community Policy Statement on Sustainable Development. We also obtained BOMA BEST (Building Environmental Standards) certification, confirming that our building components respect the environment with regard to energy, water, resource and waste management.

“We have implemented a number of other measures, as well, including a tree policy, to reduce the impact of our operations on the environment, and we work closely with the cities of Dorval, Pointe-Claire and Montréal. In fact, talks are currently under way with regard to ceding to the City of Montréal the use of the area northeast of the airport, which will soon become a regional park. It’s a magnificent piece of land that is home to a beaver colony.”

Also worth noting are the creative ways Aéroports de Montréal has found to reduce energy consumption and greenhouse gas emissions. For example, the new thermal plant, which is designed to recover energy at every stage, uses half the energy the old one did, even though the airport has practically doubled in area since the plant began operating in 2003.
ADM Vice-President Normand Boivin has two main areas of responsibility: airport operations and flight service development. He and his team of about 400 are in charge of providing customer service from the moment travellers arrive at the airport until their planes take off into the sky. It is also his job to encourage airlines to add new destinations to their schedules to better meet the needs of those who pass through Montréal-Trudeau.

Currently, 36 passenger airlines use the airport. Of these, 12 are Canadian, 18 are international and 6 are American. International flights account for about one third of total air traffic, or 35%; transborder travel accounts for 24% and domestic flights, about 41%. Together, these carriers serve 75 regular and 55 seasonal destinations.

With the transborder departure area now open, the new international and transborder jetties in full operation, the arrivals hall upgraded and enlarged, and the domestic jetty and aeroquay newly renovated, Montréal-Trudeau is well equipped to assume its proper place in the market. However, as Mr. Boivin notes, “an international airport is characterized not just by its size, but by the services it offers airlines. Among other things, we are under obligation to provide a variety of services according to very specific standards set by the International Civil Aviation Organization.”

An airport also has to be in a position to hold its own in a fiercely competitive industry.

“One of our strengths is that we are large enough to appeal to the major airlines, yet we offer the benefits of a human-scale facility. That explains why we have attached such importance to customer service. Our customers include travellers, who don’t have any time to waste, and airlines, which want their planes to take off on schedule. We ensure comfort, a smooth traffic flow and a human scale, plus the efficiency to meet the needs of both groups. As a result, customer satisfaction generally averages 97%.”
In the third quarter of 2009, 96.7% of all passengers said they were satisfied with the services they received while at Montréal-Trudeau.

**Passenger satisfaction rate: 96.7%**

The figure was 96.6% for the same period in 2008. The availability of places to sit in the airport and the sense of security are what people have appreciated the most for the last several quarters. In 2009, travellers particularly liked the overall service courtesy, how easy it was to spot the boarding gates, and speedy processing at the baggage drop-off at check-in. This is a significant improvement compared to previous years.

It is worth noting that close to 10% of all passengers fly more than eight times a year from Montréal-Trudeau, while 40% fly just once a year.
Keeping people moving freely throughout the airport is a key focus for ADM. In fact, it is the theme humming in the background of all airport operations. But that alone cannot guarantee growth.

“When it comes to increasing airline service, we have ambitious objectives, but we cannot ignore current economic conditions,” explains Mr. Boivin. “Canada is a big country with a relatively small population. That limits the growth potential of the domestic market. International flights are more promising, not to mention the U.S. market and its sizable population pool. With the newly renovated U.S. departures area, we can offer more connections between the U.S. and Europe. In fact, a lot of new technology has been implemented to facilitate this.

“One of the most significant improvements we’ve made has been to reduce the distance passengers have to walk from the airport entrance to their gates. It is really much shorter now – less than 300 metres.

People can also drop off their checked bags as soon as they arrive; they don’t have to carry them around all the way to check-in. These two improvements alone have saved people three to four minutes. When the system has been completely broken in and is running smoothly, people will save 10 minutes.

“This year, we expect the number of passengers to stay about the same as it was in 2009,” notes Mr. Boivin. “Nonetheless, we and Calgary are the two Canadian airports that have recorded the strongest growth in recent years. Our objective is to continue growing at an average rate of about 3% a year.

“Achieving that will mean continuing to listen to air travellers and anticipating what they need.”
When Air Canada introduced direct service from Montréal to Geneva last summer, it further highlighted Montréal-Trudeau’s role as an important hub between Europe and North America. With all flights departing from the same location, Montréal-Trudeau is now a truly international airport. This opens the door to new development opportunities, particularly given the increasing liberalization of air transport.

The expansion of air service is an ongoing process. In December 2009, Air Canada began offering a daily flight to Houston, Texas, as well as weekly service to Fort Myers, Florida. In addition, since December 19, 2009, the airline has been flying vacationers to Samana, Dominican Republic, every Saturday and Puerto Vallarta every Friday.

During the winter months, Air Transat provides weekly service to the island of Antigua; Cartagena, Colombia; La Ceiba, Honduras; Cienfuegos, Cuba; and the Turks and Caicos Islands in the Caribbean. In addition, Air Transat and CanJet have increased service to Florida, with five flights a week to Fort Lauderdale and two flights a week to Orlando.

Spring and summer 2010 will see more new destinations added to the schedule:

From June 3 to October 18, Air Canada will fly three times a week each to Athens, Greece, and Barcelona, Spain. The airline will also begin daily service to Brussels on June 12. Iqaluit is another destination that Air Canada will serve daily, starting on March 28. And the airline will once again be offering seasonal daily service to Rome from June 1 to October 29.

Air Transat will also be flying passengers to Italy on a weekly flight to Lamezia-Terme, in Calabria, from June 22 to October 12.
Right off the bat, Jean Teasdale, Vice-President, Real Estate and Commercial Services, notes that “the construction of the new transborder and international jetties has a lot to do with the 40% increase in the value of our portfolio of commercial services at Montréal-Trudeau. We now have 90 shops, about one third of which offer food and restaurant services.”

Since last summer, a number of new stores have opened in the transborder area: the Duty Free Shop, operated by Aer Rianta International; ICE Foreign Exchange; a Relay newsstand combined with a Café Van Houtte; Mexx, selling clothes for men, women and children; Artizan, specializing in jewellery and fashion accessories; and Houston, a restaurant well known in the area.

More recently, two new restaurants have opened in the international jetty. Tatami Sushi is located near the security screening station and Java U is near Gate 53.

“In late 2009,” adds Mr. Teasdale, “iStore set up a shop and a counter, and La Capsule sportive opened its doors on what we call Montréal Street, in the public area of the airport. It’s already a big success.”

The primary attraction for the businesses establishing outlets at Montréal-Trudeau is obviously the 12 million travellers who use the airport every year. According to the Airport Revenue News FACT Book 2009, Montréal-Trudeau ranks first among Canadian airports in terms of retail sales per passenger (not counting duty-free shops) and it is third in North America.

Is there still room for more shops?

“Of course,” says Mr. Teasdale, “provided that they add something different, like the existing ones did when they opened. People have expressed a desire for diversity. That’s what we have achieved, and it’s a policy we intend to pursue.”

What does the future hold for an airport like Montréal-Trudeau, which estimates a 3% annual increase in passengers through 2027?

“When it comes to commercial activity, we will obviously evolve with the number of passengers and their need for services,” says Mr. Teasdale. “For example, it is hard to imagine that the current shops won’t have to be renovated and redesigned at some point. Given our location midway between Europe and the U.S., we are following closely what’s being done across the Atlantic and south of the border, while preserving the local flavour that distinguishes us. What we have accomplished in recent years gives you a good idea of how we intend to proceed in the future.”
Mirabel attracting the big players

Montréal-Mirabel is a very important asset for ADM. It is also essential to the economic development of Greater Montréal and the growth of the aerospace industry. “Not to mention that the airport contributes significantly to our total revenue,” notes Jean Teasdale. “There is no more space for rent either at Montréal-Trudeau or Montréal-Mirabel. All buildings are now 100% occupied.

“All the key aerospace players are our partners,” continues Mr. Teasdale proudly. “You’ll find them all at ADM’s Montréal-Mirabel industrial platform: Bombardier, Pratt & Whitney, Mecachrome, the Safran Group and Turbomeca, L-3 Communications, General Electric… even the National Research Council Canada is there. If you add the nearby Bell Helicopter and Sonaca NMF Canada facilities, it’s an enviable critical mass in aerospace R&D. There are as many aerospace jobs in Mirabel as there are in all of Belgium, which, after France and Germany, is the largest supplier of aerospace labour in Europe.”

According to Industry Canada, Québec ranks fifth in the world in terms of aerospace jobs. These are high-quality positions with an average annual salary of $56,000.

Evolving, maintaining and growing

ADM’s contribution to economic development in Greater Montréal rests, in part, on how it maximizes the value of the facilities for which it is responsible. Montréal-Trudeau is a hub for domestic, transborder and international passenger air travel, while Montréal-Mirabel has been developed as an all-cargo industrial airport. To give you an idea of what this entails, consider that the two sites include 300 active establishments that generate a total of 56,000 jobs (29,000 of them direct) and added value of $4.4 billion annually. One of those establishments is Air Canada’s huge aircraft maintenance facility.

Québec generates 55% of all aerospace production in Canada, but if it wants to remain the flagship, “we must multiply our efforts to maintain and grow the industry. There is no doubt that Montréal-Mirabel plays a starring role in this scenario,” concludes Jean Teasdale.

ADM – a model citizen

While ADM transfers to the federal government were already considerable in 2009, they will be even higher in 2010, when a rent hike goes into effect, bringing the annual rent to over $35 million.

Taxes will also be up significantly. The $300-million investment in the new U.S. departures area has substantially increased the property value and, as a result, ADM will be paying more than $42 million in municipal taxes in 2010. That does not include the taxes paid by businesses operating on airport property.

ADM – a significant source of tax revenue

ADM’s rent and tax bill add up to transfers to government representing more than 20% of the corporation’s total revenue. This is a much higher percentage than that paid by most other major airports.

Noise contours

In 2007, the NEF-25 noise contour for Montréal-Trudeau Airport was 32.3 km², down 60% from 81.9 km² in 1995. The number of people living inside the noise contour has also dropped since 1995, down 83% from 107,333 to 17,902. This improvement is due primarily to the phasing out of Chapter 2 aircraft and the introduction of new, much quieter planes, as well as to the implementation of noise reduction measures.
EXCELLENCE is its own REWARD.

CIBC congratulates Montreal-Trudeau International Airport on its continuing efforts to improve traveller experience.

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Bombardier

During the summer of 2005, Pierre Beaudoin, President and CEO of Bombardier, confirmed that his company had selected Montréal-Mirabel as the assembly site for its CSeries aircraft. “This was the perfect choice for Bombardier,” he noted on the occasion. “We already have a plant there and we can make very efficient use of the airport.” Construction of the new facilities for testing and eventually assembling the CSeries began in September 2009. When the work is completed, Bombardier Aerospace will occupy an area at Mirabel equivalent to 15 football fields.

In October 2008, Pratt & Whitney Canada announced that it would build a world-class aerospace centre at Montréal-Mirabel to assemble and test a new generation of engines with over 10,000 pounds of thrust, including the Bombardier CSeries engine. The new facility will also be the global hub for the company’s integrated flight test operations. The company will invest more than $575 million in this project, which will create hundreds of jobs by 2013.

The presence of Canada’s aerospace giants on site and near Montréal-Mirabel Airport creates a critical mass of technological expertise. This will encourage the development of all companies on site and attract others to the area.

ADM

ADM puts significant effort into preventing vehicle theft in the parking areas at Montréal-Trudeau Airport. Just recently, it was presented with an award by the International Association of Chiefs of Police (IACP). The ADM Airport Patrol was selected by the IACP’s Vehicle Theft Committee to receive the “Vehicle Theft Award of Merit Category 3.” The IACP was established in 1893 and now represents 20,000 chiefs of police in 89 countries.
Wherever you are, wherever you’re going, whatever service you need, our professionals are with you.

When it comes to technology, the most action at Montréal-Trudeau is in the automated check-in service introduced by ADM over the last few years. “We are truly a world leader in the field,” notes Antoine Rostworowski, Director, Business Development. “We are very proud of our computer terminals. They have helped travellers and airlines speed up the check-in process significantly. Our terminals were also the first in the world to print luggage tags for checked bags.

“Right now, about 50% of all travellers check in on their own. They do it from the office, from home, from laptops, cell phones or airport kiosks. Given the growing popularity of mobile technology, it’s not unreasonable to imagine that 80% of travellers will soon be using the automated check-in service. Such statistics are one of the main reasons we are participating in pilot projects involving the self-serve technology with the greatest potential.”

In recent years, airlines and airports have made a number of technological changes and improvements. And as Antoine Rostworowski so aptly points out, Aéroports de Montréal is recognized as a world leader in the field.

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Audit • Tax • Advisory
check-in

“Much of the technology is designed to improve customer service,” he explains. “There is so much to choose from. At Montréal-Trudeau, we’ve picked the best of the lot – the technology that gives passengers the most convenient options. For example, preapproved travellers can complete customs and immigration formalities in the blink of an eye using a CANPASS kiosk. NEXUS is another self-serve system that uses iris recognition technology. Members can use the kiosks to clear U.S. customs when travelling to the United States and Canadian customs when arriving in Canada.”

ADM will continue to implement pilot projects designed to improve existing technology at Montréal-Trudeau or introduce new applications. Notes Mr. Rostworowski: “There are many advantages to being a world leader. Technology changes very quickly. Assuming a leadership role is one of the best ways to stay in the vanguard and offer our customers the best that technology has to offer. It is important to be where the standards are set. That is the most effective way to make sure you are providing the technology that passengers and airlines find most useful.”

ADM goes green

A concern for sustainable development and the environment has led ADM to adopt a tree policy, which seeks mainly to protect areas of high ecological value on airport lands and to offset the environmental impacts of airport projects.

ADM will thus continue to develop its facilities while ensuring that they coexist in harmony with the surrounding area, in particular with regard to environmental quality. The tree policy is part of a broader environment policy that governs land use planning within a framework of respect for the natural environment.
Alstef are proud to be associated with the Pierre-Elliot-Trudeau Airport in Montreal, working in partnership with ADM to provide a secure, innovative, efficient, and fully automated Passenger Baggage Handling system. Alstef have built this system and integrated all of the elements that are associated with a modern installation.

Alstef have incorporated the best in security screening technologies to ensure the special needs required for entry into the United States through the Trans Border Terminal.

All that can be seen by passengers at the departure check-in level, are the Bag Drop Off stations. These include loading conveyors that feed rapid elevators delivering bags individually into the system. It is here that by scanning the Boarding Pass and the baggage Barcode Label, the association between the Passengers and their Bags is created. This association is maintained throughout the bag’s journey, and is a critical part of the security process.

2 km of track
Out of sight at the Trans Border Terminal there are more than 2 kilometres of track that carry individual DCVs, (Destination Coded Vehicles). These DCVs provide the means to safely transport bags, eventually delivering them to the Airlines.

Each DCV utilises wireless technology, not only to communicate with the control systems, but also providing the energy to drive each individual unit.

This technology forms the heart of the system and was supplied by Alstef’s partner for the Montreal installation, Beumer, based in Germany.

The full system is monitored from a central location where Alstef Operations and maintenance personnel control the flow of baggage ensuring that all is kept running smoothly.

Following the successful installation, Alstef have been awarded a 20-year contract to Operate and Maintain the Baggage Handling system at the Trans Border Terminal and we are looking forward to a long and mutually successful partnership with ADM.
Alain lefèvre, the well-known concert pianist and composer, has been criss-crossing the globe for years. All his life, flying has been a treat for him, and he spends a lot of time in the air. This year is no exception: his schedule in 2010 will take him to various airports in Europe, Asia, the U.S. and elsewhere in the Americas.

When asked how he feels about Montréal-Trudeau International Airport, he practically gushes. “I have been so fortunate to witness all the changes – the renovations, the expansion – and the result is simply amazing. Many airports are really showing their age these days, but Montréal-Trudeau is so boldly new and modern. Most importantly, it is wonderfully hospitable. Take the spacious, bright international arrivals hall, for example. To me, it says, ‘Welcome, you’ve arrived safe and sound.’

Then there’s the U.S. departures hall. It’s so big and friendly and easy to get to. When people comment that they have to walk a lot at Montréal-Trudeau, I always point out that it’s nothing compared to other airports where you have so much further to go.”

Alain lefèvre is a Montrealer who wears his pride on his sleeve. “We have so much to be proud of!” he exclaims. “And now we can add Montréal-Trudeau to the list. It’s one of the grand points of entry to our city and our province. For those who form their first impressions based on the airport, ours, if only by its magnificent architecture of metal and wood, serves as the perfect symbol. It is big without being overwhelming. It is warm and welcoming. It is exactly who we are.”
The airport as art gallery

A number of photography exhibitions are on display at Montréal-Trudeau. The photographs appear on lighted columns located at the departures level near the commercial services area, in the international arrivals hall, on the mezzanine and along the palisade on the international departures level. These exhibits are changed periodically.

The 100th anniversary of aviation and the Montréal Canadiens

To mark 100 years of aviation in Canada, Aéroports de Montréal is presenting an exhibition recalling the history of aircraft in Canada, from the first powered flight in Canada by the Silver Dart on Baddeck Bay, Nova Scotia, on February 23, 1909, to the very latest aerospace inventions.
To celebrate the 100th anniversary of the Montréal Canadiens hockey club, ADM is displaying selected reproductions of works by Serge Lemoine, from collections at the Montréal Museum of Fine Arts, the Musée d’art contemporain de Montréal, the Musée national des beaux-arts du Québec and the Galerie Lacerte art contemporain in Québec City.

**Cirque du Soleil**
Aéroports de Montréal is proud to mark the 25th anniversary of Cirque du Soleil with an exhibit of photographs celebrating the magic of the costumes created by the circus over the years, and highlighting the contribution of its many designers and craftspeople.

The exhibit has been on display since June 2009 on the lighted columns in the public area of the international arrivals hall.

**Permanent works**

Works by recognized artists including Guido Molinari, Alfred Pellan and Eric Wesselow, formerly exhibited at Montréal–Mirabel Airport, have been restored and are now on permanent display at the “new” Montréal–Trudeau.

**Paysages de sciences**

*Paysages de sciences* is the title of a photo exhibit installed on the mezzanine level of the main concourse at Montréal-Trudeau. This show, which comes from France, is a collaborative effort of that country’s Musée des Confluences and Centre national de la recherche scientifique. It features unusual and spectacular scientific images that reveal the natural world on different scales, from nanometres to zettametres, from the infinitesimally small to the unfathomably large.¹

**30 years of jazz in Montréal**

This unique exhibit celebrates the 30th anniversary of the Montréal International Jazz Festival and the inauguration of the Quartier des spectacles, the new entertainment district in downtown Montréal.

Photographs featuring locally and internationally known jazz musicians vividly illustrate the history of this world-famous festival.

“Most of these exhibits are part of ADM’s Montréal Identity program, intended to infuse the airport facilities with a typically ‘Montréal’ character, as well as support arts and culture in the city,” notes Christiane Beaulieu, Vice-President, Public Affairs and Communications.

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1. A nanometre is one billionth of a metre; a zettametre is one trillion metres.

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**Flying Soon?**

Make sure that your liquid, aerosol and gel containers have been packed properly in your carry-on baggage.

By doing so, you speed up the security screening process.

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**NOT PERMITTED**

Over 100 mL

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**PERMITTED**

100 mL or less

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Pack smart
Chantal Petitclerc, one of Canada’s most distinguished Paralympians, is definitely what you’d call a frequent flier. She returned to Montréal in 1995 after four years in Alberta, and has witnessed the metamorphosis of Montréal-Trudeau Airport. In 2010, she will go to the airport about 40 times to board flights to destinations around the world for competitions, training and conferences.

With her experienced perspective on all the recent changes, Chantal states firmly that Montréal-Trudeau “has nothing to envy most of the international airports I have come to know through all my travelling. It compares very favourably to the biggest and the most beautiful.”

Chantal also has plenty of praise for Montréal-Trudeau’s services for the disabled. “As a disabled person and a wheelchair athlete, I have always received excellent service – and don’t forget that we travel with a lot of equipment! People are open-minded and there are services you don’t always find in other airports. The personnel at Montréal-Trudeau clearly understand our needs.”

Of course, one of things that make Montréal-Trudeau special for Chantal has to do with coming home.

“The international arrivals hall is all the more welcoming, since people recognize me and talk to me. Objectively speaking, I really like the look of that huge, bright hall. The fact that you can see the sky is magical. It just makes you feel good to be there.

“In short, I would say that friendliness is what characterizes Montréal-Trudeau. I’m proud of it and feel like it’s ‘my’ airport. So many other airports would do well to learn from it.”

“Aéroports de Montréal has been recognized a number of times over the years for its expertise in snow removal. In 2008, the snow removal team at Montréal-Trudeau received its second Balchen/Post Award for excellence in the performance of airport snow and ice control. Presented by the American Association of Airport Executives, this award is all the more noteworthy, given that the winter had been one of the harsher ones on record, with a total snow accumulation of almost 3.70 metres (12.14 feet).

ADM has also replaced most of the fleet of heavy equipment used to keep runways and manoeuvring areas at Montréal-Trudeau clear of snow and ice.

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