



June 2006

Passenger Intercept Survey

Four and a half years after the September 11th 2001 terrorist attacks, 94 per cent of passengers (up from 88 per cent in 2005) said they felt confident about the systems in place to ensure air transport security at Canadian airports, according to new survey results.

The most dramatic increase was in the number of passengers who said they felt a high-level of confidence. That margin jumped to 79 per cent of surveyed passengers in 2006 up from 43 per cent in 2005.

The survey results, commissioned by CATSA and carried out by Decima Research Inc., are based on interviews with 2,929 passengers at 16 airports across Canada between March 8 and 17, 2006.

“The results are encouraging and confirm that we are on target for meeting the needs of the travelling public by working with our partners to provide one of the best air transportation security systems in the world,” said Mr. Duchesneau.

Mr. Duchesneau speculated that the rise in confidence may result from the fact

that travellers departing from Canadian airports are protected by one of the most advanced air transport security systems in the world. “For example, CATSA exceeds current international security standards by screening 100 per cent of all checked baggage on international flights as well as on domestic commercial flights departing from designated airports.”

The survey also reported that, as was the case in 2005, an overwhelming majority of participants were satisfied with their overall experience at the security screening checkpoints. Nine in ten passengers were satisfied with the following:

- The fairness with which they were treated by the screening officer (94 per cent);
- The level of professionalism of screening officers (93 per cent);

continues on page 8

INSIDE

Message from the President and CEO	2
Dave Smith – Winner of the CEO Yearly Award for 2005-2006	3
AGILE: A Counter-Terrorism Strategy for CATSA	4
CATSA CEO Lectures at UOIT	5
CATSA At the Summit on National Security	6
A Day in the Life of... ..	7
Approaching the Busy Summer Travel Season – Screening the Tourist Traveller	7
Contact CATSA NEWS	8



Summer travel screening... See page 8.





Message from the President and CEO

The Importance of Public-Private Partnerships

CATSA has a vital role to play in the national security community. As the federal agency tasked with securing critical elements of Canada's air transportation system, we form an integral part of the national security infrastructure.

As we begin our fourth year of operations, it is an opportune time to take note of the importance of public-private partnerships in achieving national security objectives.

The changing nature of the terrorist threat has brought with it new concepts of what "national security" really means. National security used to be a governmental responsibility – the sole prerogative of the military, foreign affairs and the intelligence communities. National security used to be about securing our borders, defending ourselves against hostile countries, and preventing foreign

governments from gaining access to our sensitive information.

National security today, however, is much more than that. Most importantly, it is a shared responsibility. The government cannot do it alone – we need the full partnership of the private sector. National security also requires the full involvement of each and every citizen. Although national security is still about protecting our national borders, it is also about defending our shared values and freedoms. It is about protecting ourselves from terrorists and other non-conventional threats.

In order to meet the challenges of today's threat environment, we need to look at new and innovative solutions. As many of us like to say, we need to continually "think outside of the box". Partnering with private sector companies and industries helps us to achieve this objective in more ways than one.

Take a look at CATSA and our service providers for instance. This close partnership is an excellent example of how a federal government agency can work side-by-side with the private sector in the delivery of an essential and critical security service: airport screening operations. With our service providers focusing on the day-to-day operational management of the screening services – their particular area of expertise, CATSA is able to centre its attention on the broader strategic objectives related to aviation security.

Together, we have succeeded in making the Canadian air transportation industry a hard target. Clearly, public-private partnerships can achieve mutually beneficial objectives without compromising the integrity of public services, even in the critical realm of security.

Securing the Weakest Links

Like national security, international security is a shared responsibility. No one country can do it alone. This is especially true when it comes to aviation security because of the interconnectedness of the global air transportation system.

Last month, I had the honour of addressing the International Civil Aviation Organization (ICAO), including the 36 Ambassadors and Permanent Representatives to the ICAO Council, the 19 Air Navigation Commissioners, Senior Secretariat members, and Observers such as IATA. Having successfully cooperated in the functional areas of safety, navigation, communications and technology, ICAO is now looking at enhanced collaboration on security-related issues.

In describing the criticality of international cooperation to ICAO, I used the analogy of a chain. Aviation security is like a chain in that it is only as strong as its weakest link. The global transportation system is so extensively inter-connected that security in one country is only as effective as security in other countries.

This is ultimately true for all of us here in Canada that are working together to secure aviation security. Each of us is like a link in the chain of security, stretching from coast to coast. We each have a specific role to play, whether it is here at CATSA headquarters or on the front lines at screening checkpoints.

No matter what role we have, whether in the public or private sector, one thing

continues on page 8

Dave Smith – Winner of the CEO Yearly Award for 2005-2006



promoted to chief inspector, from 1992 until January 2003. Finally, he was hired at CATSA as a general manager of screening operations. Following a reorganization, he became the general manager of screening operations for the central region, which includes all of Ontario and Iqualuit.

Dave is married, has 3 children and a new grandson, William, born on boxing day and growing like a weed. Also, his son Brian is getting married in August, what a busy life! In his spare time, Dave really enjoys travelling and he is also an amateur photographer...A man of many talents...

What more can we say than congratulations Dave and thank you for your commitment. What a pleasure to have you with us! ■

We are so proud of you Dave!

Let's do a little history on Dave...

Dave was nominated twice for employee of the month award, first in April 2005 and again in February 2006 for his tremendous leadership and problem-solving abilities. When it comes to his professional life, Dave is exceptionally motivated and dedicated to his work. He is regularly consulted by Coordination SOP for advice as he is considered as an expert in that field. Dave is a pillar for Operations and the quality and quantity of work that he produces is exceptional in all points. He is totally committed to his work and he is largely responsible for some of our recent success. Dave is a very

sympathetic person and he is well liked by his colleagues.

Dave was born in Nova-Scotia, in a small town called New Glasgow. At the age of 18, he started his career in the law enforcement for the RCMP. He spent 9 years in Newfoundland, 3 years in British Columbia, and 5 years in Ottawa at the RCMP's headquarters as well as 10 years teaching at The Canadian Police College in Ottawa. He served a total of 26 years and 2 months in the RCMP. He retired in 1988. He was then hired by Transport Canada as a security inspector. Later on, he was

AGILE: A Counter-Terrorism Strategy for CATSA



In the April edition of *CATSA News*, we examined the nature of the evolving terrorist threat and why it is important for CATSA to be knowledgeable of the security environment in which it operates. In the May edition of *CATSA News*, we looked at the importance of information-sharing and why it is a “need to know” for front-line screening officers.

Given the nature of our business – saving lives – it is also imperative that CATSA have a well-defined counter-terrorism strategy to guide our operations and to ensure we are both organized and equipped to manage whatever might be coming our way, either today, tomorrow, or sometime in the future. Failure is not an option for us and we must continue to improve and build upon our existing security systems.

AGILE is a unique counter-terrorism model developed by a specialized group of CATSA employees and external experts over a several-month period. AGILE is both a specific model applicable to our operations here at CATSA, as well as a more general counter-terrorism model that can be adapted for use by other government departments and agencies.

AGILE is a detailed prescription of how to operate an agile and resilient security

organization - one that is organized to stay several steps ahead of new and emerging terrorist threats, to respond effectively to a terrorist attack should one occur, and to subsequently recover and continue to evolve into a credible and accountable security authority.

AGILE is not simply a theory. It is a prescriptive strategy that has a distinct operational component. It is designed specifically for action – action at all levels of the organization, and especially on the frontlines. Both CATSA headquarter employees and screening officers have critical and distinctive roles to play in AGILE.

CATSA is now in the process of implementing AGILE throughout our organization. AGILE is closely aligned with our Security Management System (SeMS). This ensures we have both the overarching counter-terrorism model in

A.G.I.L.E.

A Assess – the security environment in which we operate/ the nature of the terrorist threats coming our way. Ultimate objective is to detect terrorists before they have a chance to strike.

G Guard – the airport environment and protect air travellers. Ultimate objective is to deter terrorists from attacking our airports by making it a hard target. Must be proactive, rather than reactive.

I Intervene – develop a robust capability to intervene in the event of a terrorist attack. The ultimate objective here is to respond quickly and efficiently to terrorist incidents in order to minimize the damage and promote a speedy recovery. Resiliency is a key requirement.

L Learn – we must be an organization dedicated to continuous learning and continuous improvement. We must learn from both our successes and failures.

E Evolve – we must apply our lessons learned to ensure we continue to evolve into an accountable and credible security authority. We must ensure we remain relevant and effective.

place to guide and inform our corporate strategy, as well as the operational programs and processes needed to support and implement this strategy effectively.

AGILE builds on CATSA's layered system of security to further enhance our ability to protect Canada's air transportation system. AGILE helps us plan for the expected and manage the unexpected. AGILE does not permit us to eliminate all the threats we face. But, it does provide us with an effective strategy to make us less of a target by hardening our defences and minimizing our vulnerabilities. AGILE is CATSA's recipe for continued success in the years to come. ■

CATSA CEO Lectures at UOIT



“Aviation Security Today for Sustainable Cities Tomorrow” was the topic of the inaugural lecture on sustainable cities delivered by Mr. Jacques Duchesneau, CATSA’s CEO and President, at the University of Ontario Institute of Technology on May 16, 2006.

As cities continue to grow in both size and population, the issue of city sustainability is becoming more and more of a topical issue being explored by academics and policy-makers all over the world.

So what does city sustainability have to do with CATSA, you might ask?

This is indeed a good question, as the connection is not obvious. When most people think of sustainability, they think of clean air, safe drinking water, green spaces, and good living conditions. While all of these things are a part of sustainable cities, so too is public safety and security. In order for people to want to live in a city and to continue living in that city, they must feel secure and not fearful.

Insecurity, including that caused by terrorism, leads to a notable decline in the standard of living citizens enjoy, as well as a degeneration of the physical and social environment. When violence, crime and fear permeate a city, people move away and it becomes unsustainable.

A sustainable city needs the support of a vibrant and functional airport – a gateway to bring business and tourism in and out. After the terrorist attacks on 9/11, people were afraid to fly and the aviation industry suffered the consequences heavily, especially economically. This reality is a stark reminder of the critical role CATSA plays and the devastating impact a security failure would have – we have no option for failure.

At CATSA, headquarter employees and front-line screening officers are working hard to increase security while reducing fears. We are also working to ensure we are an agile and resilient security authority that is able to respond to and recover quickly from a terrorist attack. In terms of city sustainability, this is particularly critical in the aftermath of a terrorist attack. We must be certain that the security measures we put in place today will remain effective tomorrow and further down the road.

We need to continue to have this safe and secure place to live.

I deliberately use the word “we”; it is a shared responsibility.

– Jacques Duchesneau

We are also taking steps to measure the effectiveness and sustainability of our security systems, such as by conducting public surveys and collecting, tracking and analyzing passenger wait times, infiltration test results, and the number of intercepted items. This information is then used to make changes and put in place new programs and procedures that will enhance our operations. ■

CATSA At the Summit on National Security



Mr. Maurice Baril, Chairman of CATSA's Board of Directors, was one of the co-chairs of the 2nd Public-Private Sector Summit on National Security held in Ottawa, May 9-10, 2006.

This conference brought together leading experts from around the world on national security and emergency preparedness, from both the public and private sectors, as well as the academic and scientific communities.

What lessons have we learned in the past year when it comes to national

With this "new" terrorism that everyone is talking about comes new concepts of what "national security" is. National security used to be a governmental responsibility involving the military, foreign affairs, and the intelligence community.

National security today, however, is a shared responsibility. National security now requires the full partnership of the private sector.

– Maurice Baril

security? Have we taken the appropriate action to mitigate the risks and threats to our national security? What specifically has the government done to strengthen security and solidify our defences? What remains to be done? These were some of the tough questions addressed throughout the conference.

CATSA's Executive Vice-President and Chief Operating Officer – Mark Duncan – also attended the conference and chaired a panel on transportation security. Joined by Nick Agnew, Transport for London Safety and Contingency Planning Manager, Yves Duguay, Senior Director, Corporate Security, Air Canada, and Graham Kee, Head of Security, Port of Vancouver, the panel provided an update on air, transit and port security and discussed what is being done to make them more secure.

This panel was definitely one of the highlights of the conference, given the reality that the transportation industry continues to be a primary target for terrorists. Terrorists used airliners as missiles on 9/11. In 2004, they targeted the rail network in Madrid. Last year they targeted the London Underground and the bus system.

As the Executive Vice-President of CATSA, I firmly believe that we have made air transport more secure today than before 9/11. I also know that we have much more work to do - we continue to face significant challenges on a daily basis.

– Mark Duncan

There was a clear consensus developed at the conference on the critical importance of public-private partnerships in achieving common security objectives. In addition to hearing the latest on critical infrastructure protection, continental and national security, new ideas and innovations and security, and public health emergencies, participants had the opportunity to network and develop new partnerships. ■

A day in the life of...

...François Jones, screening officer with Sécurité Kolossal Inc., who has worked at the Val d'Or, Regional Airport in Quebec for the past seven years.

"You have to be a morning person to work as a screener here," he told us. "I wake up at 4:00 a.m., grab a quick breakfast, and at 5:15 a.m. I'm wide awake and at my post."

The first few hours after dawn are not easy for François. Once he has arrived and the machines are turned on, he is on duty. The first flight of the day – called the "overnight" because the aircraft spends the night at Rouyn Noranda before stopping at Val d'Or—takes off at 6:30 a.m. for Montreal. The six screening officers stay at their posts for 15 minutes after the departure just in case... and then they're off duty.

"The other officers are lucky," says François wistfully. "The airport is only five minutes from the city. They have time to go home before the next flight. But I live 17 kilometres away. I don't have time to go there and back, and I don't feel like spending my whole paycheque on gas. So I stay at the airport. I read, I chat online, I amuse myself..."

The screening officers return at 8:45 a.m. for the second flight, which takes off at 10:05 a.m. – this time it's the Val d'Or–Montreal commuter flight—after

which they turn off the machines and everyone, including François, goes home.

François explains that the passengers pass through the first screening point with all their baggage before they check in at the airline counter. They leave their checked baggage, and pass through the



second screening point with only their carry-on baggage before going to the gate. That way, passengers who have a prohibited object can put it in their checked baggage instead of having to leave it behind.

The next flight arrives in the late afternoon. This is unusual. The Air Creebec flight, from the far North, lands

at 5:00 p.m. The screening officers are on site at 4:00 p.m., ready to unload the aircraft's cargo, passengers, and baggage, and reload them in time to depart for Montreal at 5:30 p.m. Why, you're wondering, do they do this?

"Oh," says François, "This flight is also a commuter flight. When it flies North in the morning, the passengers and cargo have been screened in Montreal, so it does not need to unload in Val d'Or. We only screen the people who are boarding here. However, it's different on the way back. Some small airports in the North are not equipped for screening, so we screen all the passengers here before they arrive in Montreal."

François and his colleagues have to work quickly. This is the first flight of the day that departs for Montreal at a reasonable hour. The airplane is always packed. Once it has taken off, the screeners have time for a snack before the last flight of the day – an Air Canada Jazz flight to Montreal at 7:55. Then they turn off the machines, make sure everything is put away, lock the doors, and go home.

"And then," François says with a smile, "We start all over again the next day..." ■

Approaching the Busy Summer Travel Season – Screening the Tourist Traveller

June is already here and that can only mean one thing...

The summer vacation travel season is here! During this busy season it's a good idea to remind ourselves of these important points:

- There is an increase in tourist travelers. Some tourist travelers are not as familiar with the screening process as are the frequent business travelers.
 - > *Remember to be patient, polite and courteous towards all passengers and be clear about what you want them to do in order to be screened properly.*
- Tourist season means it is camera season...
 - > *Remember that all cameras and camera cases must be properly screened.*
- Some tourist travelers may not be aware of what items are permitted or not permitted on board an aircraft.

- > *Remember to provide appropriate screening options.*

- During the summer season, many families with small children will be traveling together.
 - > *Remember the importance of properly screening infants and small children as well as strollers and infant carriers.*
- Be aware of travelers with special needs. Persons with disabilities or elderly travelers may need your assistance.
 - > *Remember to treat everyone with respect.*
- And then there's the family pet... Many people travel with their pets.
 - > *Remember the proper procedure when screening animals.*

Be safe, be vigilant and... Have a great summer!!!

continued from page 1

Passenger Intercept Survey

- The time it took to be screened through security (93 per cent);

The majority of passengers, 96 per cent, agreed that they were served in the Official Language of their choice. Also consistent with the findings from 2005 was the fact that about half (53 per cent) of passengers say they were greeted in both Official Languages at the security checkpoint. ■

continued from page 2

Message from the President and CEO

remains certain: cooperative aviation security today will yield a more secure tomorrow. ■



Jacques Duchesneau, C.M.
President and Chief Executive Officer

Media Inquiries

If you receive an inquiry from the media about CATSA or any security-related matters, please refer them to **1-888-294-2202.**

Feedback

Please provide us with your feedback on this newsletter using our "Contact Us" section on our web site at: www.catsa-acsta.gc.ca



CATSA is dedicated to providing services to the travelling public in both official languages