



**Audit of Service to the Public**  
**in Both Official Languages in seven**  
**Airports Having a Significant Demand**

**Follow up to Audit of**  
**Calgary International Airport**

**February, 2005**

# Audit of Service to the Public In Both Official Languages

## Calgary International Airport

### 1. Introduction

This audit is part of the audit activities conducted by the Official Languages Branch (OLB) of the Public Service Human Resources Management Agency of Canada (PSHRMAC)<sup>1</sup> to ensure that the *Official Languages Act* (OLA), the *Official Languages (Communications with and Services to the Public) Regulations* (*Regulations*) and Treasury Board (TB) official languages policies are being enforced. The same seven airports previously audited in the year 2000 will be subject of this new audit, as follows:

- Vancouver International Airport
- Calgary International Airport
- Winnipeg International Airport
- Toronto Pearson International Airport
- Montreal-Dorval International Airport (Montreal)
- Greater Moncton International Airport
- Halifax International Airport

The goal of this new audit is to determine whether the airport authorities responsible for the administration of the above-mentioned airports and the federal institutions providing services to the public there-in can communicate with and provide services to the public in the official language of its choice, in accordance with the OLA and the *Regulations*.

### 2. Background

Since 1992, Transport Canada has been leasing to local airport authorities the international airports it owned and operated in locations such as those identified in the Introduction. Local airport authorities (non-profit corporations) are responsible for the management, operation and maintenance of the airports they lease, and for capital projects relating to such components as the runways, air terminal buildings, industrial areas, parking lots, ground transportation, emergency response services, personnel management and the financial and administrative functions.

The federal *Airport Transfer (Miscellaneous Matters) Act* (ATA) states that “Where the Minister has leased an airport to a designated airport authority, on and after the transfer date Parts IV, V, VI, VIII, IX and X of the *Official Languages Act* apply, with such modifications as the circumstances require, to the authority in relation to the airport as if (a) the authority were a federal institution; and (b) the airport were an office or facility of that institution, other than its head or central office.”

In the year 2000, the OLB conducted an audit to ensure that the OLA and TB official languages policies are being enforced for the airports of Vancouver, Calgary, Winnipeg, Toronto, Montreal (Dorval), Moncton and Halifax (here-after referred to as the “prior audit”).

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<sup>1</sup> The *Official Languages Branch*, which used to be part of the *Treasury Board Secretariat*, was transferred to the new *Public Service Human Resources Management Agency of Canada* on December 12, 2003.

### 3. Audit objectives

The objectives of the present audit were established under Part IV of the OLA which deals with the obligations of federal institutions, and third parties acting on their behalf, concerning service to the public. The audit objective is to determine the extent to which the airports in question (services provided in the airports by airlines, concessionaires, and health and safety services under the administration of the airport authorities), federal institutions<sup>2</sup> subject to the OLA and located at the airports audited (Canada Customs and Revenue Agency (CCRA), Citizenship and Immigration Canada (CIC) and Canadian Food Inspection Agency (CFIA)) and Air Canada are fulfilling their service to the public obligations under the OLA, the Regulations and other federal government policy.

### 4. Scope

The audit was conducted on the airport authorities (and services under their administration), federal institutions and Air Canada operating in the Vancouver, Calgary, Winnipeg, Toronto, Montreal, Moncton and Halifax airports. Audits were made up of the following four main components:

- telephone number testing during and outside business hours to determine if active offer and delivery of services were in both official languages,
- Internet Web site testing to assess the availability and linguistic quality of these sites,
- in-person interviews and
- tours of airport terminals and airport lands.

A separate report was prepared for each airport, as was done in the prior audit.

It should be noted that the audit did not cover the verbal announcements directly related to flights (for example, boarding announcements at departure gates) since they are related to the obligations of the route and, therefore, not directly related to operations of the airport.

### 5. Approach

The following steps were completed during the audit:

- Establish the audit parameters (such as audit objectives, scope and approach).
- Discuss the objectives and scope of the audit with the representative of the Commissioner of Official Languages in Montreal (for example, identify complaints received from the public during the past two years) prior to performing the audit.
- Conduct verifications of the public telephone numbers for the entities audited (ie. airport authorities, airport hotels, Air Canada, CCRA, CIC, CFIA) during and outside of regular business hours.

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<sup>2</sup> Please note that some sectors of these institutions were transferred to the new Canada Border Services Agency on December 12, 2003. However, the details of these transfers were still unclear at the time the report was being prepared. Consequently, it was deemed more practical to use the organizational structure in place at the time the audit took place.

Determine the extent to which the public can communicate with service providers in these airports in both official languages.

- Conduct verifications of the Internet Web sites for the entities audited. Determine to what extent these Internet Web sites provide the same information in both official languages.
- Develop audit questionnaires and audit check-lists for the on-site visits for each of the entities audited within each airport. Ensure that all deficiencies identified in the prior audits are denoted in the questionnaires and check-lists for follow-up.
- Conduct on-site interviews of representatives of each of the entities being audited using the audit questionnaires. Verify the representatives knowledge of the requirements regarding services to the public in both official languages as part of these interviews.
- Conduct extensive tours of all areas of the airports to which the travelling public has access using the audit check-lists. Areas toured include all pre- and post-secure areas of the terminals buildings, structures connected to airport terminals such as hotels, and the surrounding properties within airport boundaries.
- Determine the existence and adequacy of bilingual capacity to provide continuous service in both official languages. For example, speak with a random selection of airport employees (covering each of the entities audited) to determine the availability of services and active offer in both official languages. Ensure that bilingual services are comparable.
- Review all signage posted within airport land boundaries interior to and exterior to the air terminal(s). Assess the existence and/or adequacy of symbols or signs announcing that services can be obtained in both official languages as part of this review of signage.
- Take photos of selected services and signage interior and exterior to airport terminals in order to better assist the entities audited. Prepare numbered schedules containing the details of each photo with suggested improvements, as applicable. Some photos were taken of things that were perfect examples of improvements since the last audit.
- Review all documentation made available to the public by the entities being audited.
- Review a sample of contracts between airport authorities audited and third parties, as applicable, to ensure that adequate language clauses are contained within these contracts.
- Determine the existence and adequacy of controls mechanisms to ensure that services are always provided in both official languages, as well as mechanisms to assess client satisfaction.
- Review the services related to public security, health and safety for each of the airports audited, such as public address announcements.
- Determine the extent to which the recommendations made in the prior reports have been addressed by the entities audited, and make new recommendations as necessary.
- Analyze all of the data collected, and prepare reports for each of the airports audited.
- Discuss draft findings with each entity interviewed.

## 6. Findings

### 6.1 Airport Authority

#### 6.1.1. Profile of organization

The Calgary Airport Authority is responsible for the administration of the Calgary International Airport, which served approximately 8.2 million passengers in 2002. There are about 145 employees who work for the Calgary Airport Authority directly, of which six (4.1%) are now bilingual. Only the duty managers have contact with the public, and none of them are bilingual. However, if an Airport Authority staff member required help to provide services for a member of the travelling public in French, they would contact the Information Booth. Most services to the public are still provided by third parties.

#### 6.1.2. Language obligations

A new information booth on the arrivals level was officially opened during our visit, and replaces the former two smaller portable booths. It provides a variety of information regarding the airport as well as tourist information. There are a total of nine employees, eight (88.9%) of whom are bilingual, which is now a condition of employment at the Information Booth. Regular working hours are from 6:00 am to midnight, and there are bilingual staff on at all times. Notwithstanding the fact that eight of the nine employees are bilingual, Information Booth employees do not provide active offer in person. However, there are signs at the Booth which indicate that services are available in both official languages. Although information concerning the costs of luggage storage services and hours of operation were prominently displayed in both official languages, no documentation concerning off site services was available in French. It should be noted that during the opening ceremonies the speech by the Airport Authority was partially in French.

The Calgary public telephone directory still has the Calgary Airport Authority listed only in English. The phone numbers listed are the same as identified in the prior audit: (403) 735-1372 is the number of the information booth on the arrivals floor; (403) 735-1234 is the number for customer comments; and (403) 735-1200 is the number for the Calgary Airport Authority reception. The auditors called all three of the above telephone numbers during regular office hours, and received an active offer in French as well as information in French in all three cases. Although the person who answered at the Airport Authority number could not provide services in French, she was able to get someone quickly who could provide services in French. In addition, the auditors called the number for information during the weekend and did not receive an active offer, but the receptionist was able to get someone bilingual to come to the phone.

There is still no documented monitoring mechanism to ensure that third parties working under contract respect the language clauses in their contracts. The Airport Authority representative monitors third parties informally when walking around the airport. Improper signage is documented and the contractor notified in writing. The Calgary Airport Authority developed an Official Languages Policy as well as a Signage Policy in September, 2002 and distributed them to all tenants. These two policies clearly explain tenant obligations with respect to the OLA and its Regulations. The prior audit noted that the Calgary Airport Authority had just introduced a monitoring mechanism for notices posted by airlines. However, the Airport Authority representative was not aware of any such mechanism being implemented.

The Calgary Airport Authority does not hold regular information sessions for tenants. However, the Airport Authority representative sometimes attends Retail Concession meetings and Airline Operations Committee (AOC) meetings to remind them of the scope of their official language obligations. For example, the Airport Authority representative reminded all airline operators of official languages requirements for signage at the January 2002 AOC meeting.

The majority of service contracts (airlines, car rental agencies, vending machines, restaurants, retailers, foreign exchange services) include a clause concerning the two official languages. However, these clauses simply refer to the OLA, and do not clearly explain the language obligations for both postings and the delivery of bilingual services. Furthermore, the following types of service contracts do not contain any kind of official language clause: automated teller machine, general use of space and transportation providers. As a result, in general, third parties do not fully understand their obligation to serve clients in the official language of their choice at all times, either directly or through administrative arrangements.

The Internet Web site for the Calgary Airport Authority ([www.yyc.com](http://www.yyc.com)) is still available only in English (except for airport maps). Although there was still no schedule for creating such a site in both official languages, it should be noted that the auditors met with the webmaster who provided a very preliminary plan to make the web site bilingual. A more detailed plan is being developed and will be forwarded to OLB as soon as it is ready.

The Calgary Airport Authority has a standing offer for any artistic or cultural group including the French-speaking community to make itself known at cultural or social activities since last audit. There are still no formal mechanisms for communication with the Association canadienne-française de l'Alberta.

The Calgary Airport Authority does not currently make a lot of documentation available to the public. Airport guides (with maps and descriptions of services) are not currently being distributed because they are in the process of being revised. The auditors were told that airport guides will be available in both official languages in the summer or autumn of 2003. Although comment cards are bilingual, the public is not invited to comment on the linguistic availability and the delivery of services in both official languages. It was noted that the two brochures entitled "Airport Terminal Building Development Project" and "Arrivals Level Re-Development" were available in English only. Finally, business cards of Calgary Airport Authority employees are English only.

### **6.1.3. Exterior notices and signage**

As is the case in most large airports, there is a wide variety of signage covering numerous subjects. Motorists arriving at the airport will find that most signs are bilingual. For example, all exterior electronic signs are bilingual. However, there is still room for improvement in this area. For example, bilingual signage requirements relating to car rental agencies are still not being respected, especially with respect to signage for parking of rental vehicles. Furthermore, some new signage relating to the "Concourse D" expansion could be improved as well. To this end, please find a partial list of traffic and other signs that need to be addressed in Appendices A and B.

It was noted that the Calgary Airport Authority sometimes uses the name of the airport in French, like on a large exterior sign at the entrance to the airport grounds: "Aéroport international de Calgary". In addition, the auditors noted the French version of the Calgary Airport Authority on some signs: "les autorités aéroportuaires de Calgary." However, the names of the airport and the airport authority are used inconsistently in French as well as English.

#### 6.1.4. Interior notices and signage

The auditors were informed that the Calgary International Airport was in the process of its largest expansion ever which will more than double the footprint of the terminal building as well as major renovations during their visit. This requires a huge interior signage program. It also requires a constant review of the temporary signs informing the public of the rerouting of pedestrian circulation due to construction work. Hundreds of signs are spread out over the airport. The Calgary Airport Authority has put in place a control mechanism to ensure that all signs are bilingual and are well done linguistically. As a result, the vast majority of the signs fully respect the requirements of the OLA. Here are just a few examples of such signs: the posted instructions for fire and safety including floor plans, the temporary notices put up by contractors relating to construction are all bilingual, the signs explaining how the airport improvement fee system works, and Airport Authority directories.

However, the auditors noted that some of the posted notices and signage still need to be translated into French or corrected as spelling errors in French have been noted. For example, airline signage in the baggage services area as well as all ground transportation signage are some of the areas that need significant improvement. In the hope of providing assistance to the Calgary Airport Authority in this matter, please find in Appendices A and C partial listings of signs that should be modified to better inform the public in both official languages.

#### 6.1.5. Self-service machines

Self-service machines remains an area of challenge for the airport, as the linguistic quality of the services provided is inconsistent. Firstly, the auditors noticed a number of self service machines that were bilingual, such as Telus public phones and internet access units. On the other hand, the Telus prepaid phone card dispenser on the departures level still had instructions in English only. Secondly, the instructions on automated teller machines are bilingual, and when a bank card is inserted in the machine one can choose to proceed in either French or English. However, they noted at least one TD Canada Trust automated teller machine that has some instructions in English only.

#### 6.1.6. Contract services

The Travelex (formerly Thomas Cook) foreign exchange office that was visited now provides fully bilingual services. Signs, service and documentation were all available in both official languages as opposed to the situation that prevailed in the prior report.

No duty free shops were open during our tour of the airport, but the auditors did note that some signage is now bilingual. They were told that services and cash register receipts are still not available in both official languages.

Other retailers subject to the requirements of the OLA also represent a significant challenge for the Airport Authority. All cash register receipts at retailers that the auditors saw were in English only, and the vast majority of signage was in English only as well. Some staff members, however, were bilingual.

Eight of the twenty-two restaurants visited now have bilingual menus and bilingual signage, which is an improvement from the prior audit. Although none of the restaurants have bilingual receipts nor indicated that they can and do provide services in French, eight have adequate arrangements to ensure that when there is a request for services in French, they can be provided. In order to assist the Calgary Airport Authority to further improve services provide by restaurants, further details are available in Appendix F.



The auditors did not receive active offer from any of the airlines visited nor see any indication that services in both languages were available.

All comments pertaining to services provided by Air Canada can be found in section 6.2 of this report.

Car rental agencies: The auditors visited each of the car rental offices within the airport terminal buildings, and the main challenge appears to be the lack of bilingual staff and active offer in French. Here were the results:

Car Rental Company	Active offer	Bilingual staff on-duty	Admin. arrangements	Bilingual car rental agreement	Bilingual signs	Bilingual documentation
Avis	No	No	No	Yes	Yes	Yes
Budget	No	No	No	No	Yes	No
Hertz	No	No	No	No	Yes	Yes
Thrifty	No	Yes	Yes	Yes	Yes	Yes
Alamo	No	No	No	Yes	Yes	Yes
National	No	No	No	Yes	Yes	Yes

### 6.1.7. Health and security

Security services at Calgary International Airport are provided by the Commissionaires Calgary International Airport Detail (CCIAD). They are also responsible for the parkade, taxi dispatch and providing information to the public, like directions. If they see anything suspicious or there is an emergency, they are required to contact the Calgary Police Service immediately. About 80 (35.6%) of the 225 total CCIAD staff serve the public directly, of which 16 (20.0%) are bilingual. However, CCIAD staff are assigned to shifts by experience and seniority, not by which of them are bilingual. Therefore, CCIAD may not have bilinguals on staff on all work shifts. CCIAD would contact the Information Booth if they were required to provide services in French. The service contract with the CCIAD does not contain any kind of official language clause.

According to the Airport Authority Security Manager, the Calgary Police Service Airport (CPSA) is occasionally called upon to provide services to the public. For instance, they take possession of unattended luggage and sometimes make arrests. Usually, those cases are referred to them by the Commissionaires Calgary International Airport Detail. The auditors noted that the CPSA has a desk accessible to the public right beside the Information Booth. The sign “Calgary Police Service” is in English only. The service contract with the CPSA does not contain any kind of official language clause.

It should be noted that the identifications on the new fire alarm system are all in English only. It should be noted that CAA had already identified this as a contract deficiency which will be corrected shortly.

There is a pre-board screening video prior to entering each of the security screening areas which is fully bilingual. In addition, the auditors were provided with a demonstration of the pre-taped public address system. Health and security announcements are made in both official languages. Finally, there is no longer a medical clinic at the airport. There is still a first aid room, but it is unmanned.

### 6.1.8. Hotel



The Airport Authority representative stated that the Calgary Airport Authority has not been monitoring the hotel to ensure that it respects its language obligations because it was under the impression that this responsibility falls with the OLB of the PSHRMAC. In addition, there is no clause that refers to official languages in the service contract with the hotel. It is, therefore, not surprising that the manager of the Delta Calgary Airport Hotel had no idea that the OLA and Regulations applied to his hotel. But the hotel manager was very co-operative with the auditors and informed them that he will be getting proper documentation describing his linguistic obligations and how to comply with them.

Not surprisingly, signs interior and exterior to the Delta Calgary Airport are mostly unilingual English. However, the auditors noted a safety sign near the pool was bilingual with some errors in French. There are still no symbols, bilingual documentation or active offer at the reception counter. They did not meet any bilingual employees during the audit, although according to a listing provided by the Hotel's Human Resources Services, there are 17 employees who speak French in a variety of positions. Shifts are not assigned according to who is bilingual. For the most part, instructions relating to safety, particularly the fire instructions, and related verbal public address system announcements are not bilingual. In addition, there are still no bilingual menus available in the dining room.

Active offer on the telephone during and outside business hours: The auditors called the Delta Calgary Airport Hotel at 291-2600 (403), and received an active offer there. However, when asked for information, the receptionist opted to get somebody who could speak more fluent French, whom she quickly found, both during and outside business hours. The Internet Web site of the Delta Calgary Airport Hotel ([www.deltahotels.com](http://www.deltahotels.com)) is in English only.

### **6.1.9. Conclusions**

The auditors noted that numerous signs and services are provided in both official languages in the airport. In addition, the employees at the airport's new information booth provide services at all times in both official languages. However, the Calgary Airport Authority has yet to address most of the recommendations made in the prior audit. In addition, it sometimes uses its name and the name of the airport in French and English, but does so inconsistently.

It should be noted that all three telephone numbers for airport information were able to provide services in both official languages. However, information on the Calgary Airport Authority Internet Web site is only provided in English. A comprehensive plan is underway to correct this and will be forwarded to OLB with the action plan that will result from the recommendations below. In addition, some of its documentation is available in English only, Airport Authority business cards are in English only, and comment cards do not invite people to comment on the linguistic availability and delivery of services in both official languages.

The Calgary Airport Authority administers service contracts or lease agreements with third parties for most services in the airport, which require bilingual personnel and an active offer of services. The Airport Authority has some informal monitoring mechanisms of service contracts and sometimes attends meetings of tenant groups, but there is room for improvement as it is inconsistent in its monitoring.

Most service contracts include a clause concerning the two official languages. However, the clauses for some contracts do not clearly explain the language obligations for both postings and the delivery of bilingual services. Some service contracts still do not contain any kind of official language clause.

There is a large number and wide variety of signage covering numerous subjects throughout the interior and exterior to the air terminals. During their tours, the auditors noted that most signs were bilingual. However, there is still room for improvement, particularly with respect to signage related to car rentals,

the new “Concourse D” expansion, ground transportation and signage in the baggage services area. Self-service machines also remains an area of challenge for the airport, as the linguistic quality of the services provided by these machines is inconsistent.

Compliance to the OLA for airport tenants in the airport continues to be inconsistent. The auditors noted that foreign exchange offices are providing services in both official languages. In addition, about half the restaurants they visited have bilingual menus and signage. However, most services, such as retailers, duty free shops and car rental agencies, continue to experience difficulty to provide active offer and services in both official languages either through bilingual staffing or administrative arrangements.

Security services at Calgary International Airport are provided by the Commissionaires Calgary International Airport Detail as well as the Calgary Police Service Airport. The Commissionaires do not have adequate bilingual staff to cover all work shifts. Furthermore, the Calgary Police Services - Airport do not provide services to the public in both official languages.

The Airport Authority has not been ensuring that the hotel provides signage and services in both official languages, contrary to what was recommended in the prior audit.

### 6.1.10. Responses to Prior Recommendations

**Recommendations from the prior report are in bold face type**, and are followed by current findings related to each recommendation:

1. **Regularly monitor postings both inside and outside the airport, and the postings on the self-service machines, paying special attention to the quality of the translation.**

Response: there is still no formal mechanism to regularly monitor postings (both inside and outside the airport) and self-service machines.

2. **Set up a precise schedule for creating an Internet site in both official languages, and ensure that additions to this new site are made simultaneously in both official languages.**

Response: the Internet Web site is still available in English only. The Calgary Airport Authority is in the process of developing a schedule for creating the Internet Web site in both official languages, which should be available by the time this report is published.

3. **When the contracts with third parties come up for renewal, clarify the language clauses to make them more explicit.**

Response: Language clauses have not been clarified to make them more explicit. In fact, some contracts still do not have language clauses.

4. **Establish a documented monitoring mechanism to ensure that third parties working under contract respect the language clauses in their contracts.**

Response: there is still no documented monitoring mechanism to ensure that third parties working under contract respect the language clauses in their contracts.

5. **Review the service contracts with those responsible for health and safety in order to make the language clauses covering postings and delivery of services in both official languages more explicit.**

Response: The service contracts with those responsible for health and safety were not reviewed to introduce any kind of official language clause in the service contracts with both the Commissionaires Calgary International Airport Detail and the Calgary Police Service Airport.

**6. Ensure that the hotel on the airport site respects its language obligations.**

Response: The Calgary Airport Authority has not been monitoring the hotel to ensure that it respects its language obligations.

**7. Hold regular information sessions for tenants (airlines, restaurants, hotel, duty-free shops and foreign exchange counters, etc.) that provide services covered by the *Regulations*, to remind them of the scope of their obligations.**

Response: The Calgary Airport Authority does not hold regular information sessions for tenants. However, it sometimes attends monthly tenant group meetings to remind them of the scope of their official language obligations.

**6.1.11. New Recommendations**

- 1. All seven recommendations from the prior audit with the exception of recommendation 2 need to be repeated.**
- 2. The Calgary Airport Authority should set up a precise schedule for creating an Internet Site in which at least the sections dealing with Health, Safety and Security and Services to the travelling public are available in both official languages and ensure that the modifications to these sections are made simultaneously in both official languages.**
- 3. The Calgary Airport Authority should prepare an action plan (including a time line) of implementation of the above recommendations, and forward a copy to the Official Languages Branch.**

**6.2 Air Canada**

**6.2.1 Active Offer**

**1. Active offer on the telephone outside business hours**

The auditors tried three toll free telephone numbers for Air Canada. When they called the number for reservations, 888-247-2262, they were first connected with a fully bilingual automated answering system, at the end of which they received an active offer in French. The toll free numbers 888-422-7533 (Arrivals & Departures) and 888-689-2247 (Baggage) also had bilingual automated answering systems, but they were put on hold for a long period of time and were not able to speak to an agent.

**2. Active offer on the telephone during business hours**

The same results apply during and outside business hours.

**3. Active offer in person**

The Air Canada representative stated that employees have been reminded regularly of their responsibilities pertaining to active offer of services in both English and French. However, during their visits to Air Canada counters the auditors did not receive active offer from any Customer Service Agents nor did they see any evidence that they have been recently reminded of the importance of active offer.

Agents have “Security Questions” in several languages at their check-in counters, including French. Furthermore, the Air Canada representative provided us with a flashcard which was distributed to all Customer Service Agents in October 2002 and contains the following instructions and information (administrative arrangements) with regards to bilingual services:

- If you speak French: wear your lapel pin, use your bilingual sign, and greet passengers in English and French.
- If you don't speak French: never try to get the passenger to switch to English. Identify bilingual colleagues near you at the beginning of your shift, and point to that agent if necessary.
- If you don't speak French and no one else does: call your supervisor or other predetermined number.
- It includes standard phrases to use in each scenario.

#### **4. Visibility of a symbol or sign announcing that services can be obtained in both official languages**

The Air Canada representative stated that Air Canada provides bilingual customer service agents with lapel pins to wear and pictograms to place at the counter where they are working to identify that they can provide services in both official languages. However, the auditors did not see any Air Canada agents either wearing lapel pins or using pictograms during their visit. New lapel pins will be distributed as a result of the reassessment of language knowledge of employees that is being performed as part of the current retesting program. At the same time, employees will be reminded of the administrative arrangements to follow when bilingual agents are not available.

#### **5. Postings in both official languages at all times**

French is not always visible on Air Canada notices because it continues to use signs with English on one side and in French on the other. Those signs are often arranged so that only the English is visible. Here are several examples:

- luggage measuring rack signs;
- the auditors also noticed a homemade sign on a fully bilingual luggage measuring rack. The message on the 8½ x 11 paper pasted on it read, in English only: “Air Canada advises of revised carry-on baggage allowances on North America flights”;
- in the baggage office, the sign on the counter describing luggage damage liability was in English only;
- the “Customer Service Desk” sign near gates A1 to A10 was also in English only.

Please refer to Appendix D for further details.

#### **6. Availability of publications in both official languages**

Air Canada provides very little documentation as most information is now posted on the Internet. For the most part, the documentation that still is available to the travelling public is provided in both official languages.

## 7. Use of both official languages on the Internet site

Air Canada's Internet Web site ([www.aircanada.ca](http://www.aircanada.ca)) is highly detailed and fully bilingual. However, passengers are only provided with the option to switch from one language to the other on the home page.

### 6.2.2 Service

#### 1. Nature of the services provided by Air Canada at the airport visited

The services provided to the travelling public at Calgary International Airport are those generally found at airports, including ticket offices, check-in counters, access to the boarding and disembarking areas, baggage check and pick-up, executive class lounges, etc.

The auditors visited two of air Canada's executive class lounges (Maple Leaf Lounges), and found that services and signage were bilingual for the most part. Although the agent at the front desk at the Maple Leaf Lounge at "Concourse A" was not bilingual, he offered to call the switchboard to obtain the services of someone who could speak French. All telephone and Internet instructions in the work areas are bilingual. A sign at front desk stated in English only "During peak periods ... Xerox business centres ..." Some of the brochures were not bilingual, like the Aeroplan newsletter and the Aeroplan Appreciation Program. The Maple Leaf Lounge at Concourse B was closed. A sign in English only informed passengers that the "Concourse B" lounge is closed and invited them to proceed to either the "Concourse A" or "Concourse C" lounges.

#### 2. Existence of bilingual capacity required to provide continuous service in both official languages

At the time of the audit, the listing of bilingual staff was out of date. However, in September 2002 there were 342 Customer Service Agents, of which 21 (6.1%) were bilingual. The Air Canada representative admitted that there are currently not enough bilingual staff to cover all work shifts.

And even if there were enough staff, the listing of bilingual staff is not up to date so it would be difficult to schedule work shifts accordingly. As such, the Air Canada representative stated that in the mean time they are placing a priority on having bilingual Customer Service Agents handling flights to Montreal and Ottawa.

Employees work schedules are assigned by seniority. However, the Air Canada representative stated that Air Canada is working with the union representing Customer Service Agents (Canadian Auto Workers) in order to have certain roster positions designated bilingual.

According to the Air Canada representative, Air Canada has launched new initiatives in French language training. Firstly, Air Canada has recently begun encouraging its staff to undertake its standard French language training courses that are offered at different levels of proficiency from beginners to advanced and maintenance. Secondly, Air Canada is also offering "Accelerated Learning" courses that provide a new technique of accelerated language training for beginner language courses. Thirdly, on-line courses are now made available for employees to learn French and other languages. Finally, Air Canada in Calgary has developed phonetic training for a number of standard phrases and announcements which have also been produced into phonetic flash cards that Customer Service Agents can use.

Air Canada Calgary is in the process of validating their listings of bilingual employees which includes the retesting of all employees who may be bilingual. Approximately 300 Calgary Air Canada employees are involved in this retesting program. Oral testing is performed by its head office in Montreal either in person or over the telephone. Employees who achieve level 3 or 4 receive lapel pins which they are

instructed to wear at all times while on duty identifying them bilingual Customer Service Agents. Testing should be completed by the end of March 2003 after which they will have a complete listing of bilingual staff. Once a roster listing of bilingual agents has been established, Air Canada will work with the labour union towards having bilingual staff on shift at all times which all other Customer Service Agents will be aware of and utilize when necessary.

When the auditors communicated with Air Canada employees at the check-in counter near Kidsport, they did not receive active offer in both official languages. When they asked a question in French, the agent did not speak French and did not attempt to find another agent who did. On the other hand, when spoken to in French, both agents at the Executive Class check-in counter tried to find an agent who did.

### **3. Presence of work tools required for provision of service in both official languages**

Air Canada Calgary is able to follow up on correspondence it receives in French. Boarding cards and flight timetables are bilingual. However, not all business cards are bilingual.

### **4. Comparability of the service to the public in both official languages, and availability of administrative arrangements as necessary**

Bilingual services are not comparable as the auditors were not able to obtain bilingual services during their visits to Air Canada counters. In addition, the agents from whom they requested services in French were not aware of administrative procedures to find quickly those agents who can speak French. Finally, there are not enough staff to ensure that there are bilingual employees on all work shifts. It should be noted that, although Air Canada produced help cards reminding their employees of what they should be when unilingual employees can't provide services in French, these instructions were not always followed by the Customer Services employees.

## **6.2.3 Managers' Responsibilities**

### **1. Knowledge of requirements regarding service to the public in both official languages**

The auditors noted that the Air Canada representative was well aware of the official languages obligations and has taken steps to implement them. According to the Air Canada representative, the merger with Canadian Airlines and downsizing has created serious difficulties in providing services in both official languages.

### **2. Existence of controls to ensure service is always provided in both official languages**

There are still no formal control mechanisms in place to check whether the service is always provided in both official languages at all Air Canada points of service at the Airport. However, the Air Canada representative stated that Air Canada has quality assurance staff that conduct daily surveys (called a "scorecard"). Furthermore, bilingual announcements at the gates are verified as part of passenger expectations, and is the only aspect of official languages that is verified as part of the scorecard.

### **3. Existence of mechanisms to assess client satisfaction**

The Air Canada representative was not aware of any locally developed mechanism to measure the level of client satisfaction (in the air terminals) with the delivery of services in both official languages.

### **4. Meetings with the representatives of the official language minority community**

This section is not applicable to Air Canada.

## 5. Use of the media

Contact with the media is primarily conducted and/or coordinated by Air Canada's head office in Montreal.

## 5. Complaints related to official languages

Air Canada has received numerous complaints nationally. However, the Air Canada representative informed the auditors that every complaint is taken very seriously and measures taken to continue to improve its ability to serve the public in both official languages.

### 6.2.4 Conclusions

Active Offer: Automated telephone systems during and outside of business hours are fully bilingual, and the telephone attendant we reached provided active offer. Furthermore, Air Canada's Internet Web site is highly detailed and fully bilingual. It should be noted that Air Canada continues to inform the public through bilingual national ad campaigns. However, the luggage measuring rack signs should be organized in such a way so that the information is clearly visible in both official languages. Furthermore, the auditors did not note any form of verbal active offer nor did they see any symbols or signs identifying counters where French services are available. Some Air Canada staff members, however, attempted to provide services in French at the check-in counters and Maple Leaf Lounges visited.

Service: Air Canada at the Calgary International Airport has launched new interesting initiatives in French language training, and has locally developed some innovative means to remind and assist employees with providing services in both official languages.

Furthermore, Air Canada Calgary is in the process of validating their listings of bilingual employees which includes the retesting of all employees who may be bilingual. In addition, Air Canada is working with union representatives to schedule shifts so that bilingual staff are on duty at all times. But there is still room for improvement. Air Canada does not have an adequate amount of bilingual customer service staff in order to offer services in both official languages at all times. Further, bilingual services are not comparable, and although good administrative arrangements have been developed, none of the staff members we met were aware of them.

Managers' Responsibilities: Air Canada appears well aware of its official language obligations and has been trying hard to implement them. However, there are still no formal control mechanisms in place to check whether service to the public is being provided in both official languages. There are also still no mechanisms to assess client satisfaction.



### 6.2.5 Responses to Prior Recommendations

Recommendations from the prior report are in bold face type, and are followed by current findings related to each recommendation:

1. **Identify the check-in counters that provide services in both official languages, and ensure that it has bilingual capacity at them at all times.**

Response: The Air Canada representative stated that Air Canada provides bilingual customer service agents working at check-in counters with lapel pins to wear and pictograms to place at the counter where they are working to identify that they can provide services in both official languages. However, the auditors did not see any Air Canada agents either wearing lapel pins or using pictograms during their visit.

2. **Remind the employees that there must be an active offer of services at the wickets (check-in, tickets, baggage, etc.).**

Response: The Air Canada representative stated that employees are reminded regularly, as the October 2002 memo demonstrates. However, during their visits to Air Canada counters, the auditors did not receive active offer from any Customer Service.

3. **Set up a mechanism to measure the level of client satisfaction (in the air terminals) with the delivery of services in both official languages.**

Response: The Air Canada representative was not aware of any locally developed mechanism to measure the level of client satisfaction (in the air terminals) with the delivery of services in both official languages. Air Canada could expand the use of the “scorecards” used by the quality assurance employees to cover official languages for all public operations at the airport, such as at the check-in counters.

### 6.2.6 New Recommendations

1. **All three recommendations need to be repeated.**
2. **Ensure that 2 sided signage (French on one side and English on the other) is no longer used, or create ways, on such two sided signs, to clearly indicate that the information in the other language is available on the other side of the sign.**
3. **Set up a mechanism to ensure that service is always provided in both official languages.**
4. **Schedule shifts so that there are bilingual employees working at all times.**
5. **Set up a system whereby all staff members can easily identify bilingual colleagues on their shift and where they are at all times during any given day.**
6. **Air Canada should prepare an action plan (including a time line) of implementation of the above recommendations at the Calgary International Airport, and forward a copy to the Official Languages Branch.**

## 6.3 Canada Customs and Revenue Agency (CCRA)

### 6.3.1 Active Offer

#### 1. Active offer on the telephone outside business hours

The Canada Customs and Revenue Agency (CCRA) representative stated that there is still a separate phone number for services in French which is (403) 292-6216, and that the number for English service is still (403) 292-8777. However, the blue pages of the Calgary public telephone directory lists only (403) 292-8777 in the French and English sections, and only this number is listed on The Calgary International Airport Internet Web site. When the auditors called this number outside of business hours, they were connected to a call answer system that is bilingual and states that all inspectors are unavailable and invites the caller in both official languages to leave a message.

#### 2. Active offer on the telephone during business hours

When the auditors called (403) 292-8777 during business hours, they did not receive an active offer; the person who answered the phone did not speak French. However, that person was able to transfer the call to a bilingual agent quickly.

#### 3. Active offer in person

The CCRA representative stated that employees are reminded occasionally of the importance of active offer through memos. For example, a memo was sent to all “Customs Traffic Staff” at the Calgary International Airport on January 7, 2002 reminding staff that they must “actively offer service in both English and French to all of our clients ... Hello/Bonjour”.

#### 4. Visibility of the official languages symbol at all times

An official languages pictogram is visible at the CCRA cashiers office near the secondary inspections area. Although bilingual CCRA inspectors are expected to place a bilingual pictogram on the booth at which they are stationed, the CCRA representative mentioned that they do not always do so.

#### 5. Postings in both official languages at all times

Official signs are fully bilingual. Electronic signs above primary inspection booths welcome travellers to Canada in both official languages. However, one 8½ x 14 sheet posted at the cashiers desk was English only: “Information – New duty now in effect for incoming tobacco products...” Please refer to Appendix E for further details.

#### 6. Availability of publications in both official languages

All CCRA publications are available in both official languages. All documentation at the three CCRA brochure racks examined by the auditors was available in both official languages.

#### 7. Use of both official languages on the Internet site

The CCRA Internet Web site ([www.ccra-adrc.gc.ca](http://www.ccra-adrc.gc.ca)) is fully bilingual and user-friendly. It describes the full range of CCRA services and is easy to move from one official language to the other.

## 6.3.2 Service

### 1. Nature of the services provided by the office visited

CCRA mainly provides customs services and programs to travellers or business people arriving in or returning to Canada, similar to those described in the prior audit report.

### 2. Existence of bilingual capacity required to provide continuous service in both official languages

CCRA has a total of 55 employees that have direct contact with the public: 46 inspectors, four superintendents, and five clerks. There are eight (14.5%) bilingual positions. Only six (10.9%) bilingual employees are currently available since two staff members were on extended leave at the time of the audit. In the prior report, it was noted that there were a total of 54 staff, of which 8 (14.8%) were bilingual.

CCRA still has difficulty filling its bilingual positions. No bilingual summer were hired for the coming summer since none of the bilingual applicants qualified for a position. The representative informed the auditors that when bilingual summer and/or permanent applicants are found, it is sometimes difficult to get them to work at the airport due to its location.

CCRA is still not able to provide bilingual service during all work shifts. They try to ensure as a minimum that there are always bilingual employees during its peak period, between 2:30 p.m. and 6:30 p.m. daily. When bilingual inspectors are working, they are positioned at the primary inspection area so that they can accompany a passenger who requires services in French to the secondary inspection area.

When a member of the travelling public requests services in French from an officer who does not speak that language, that officer is expected to first check if there are any bilingual staff members on duty by checking the daily roster, where bilingual staff members are clearly identified. If none are available, the officer is expected to request assistance from any bilingual airline attendants or Airport Authority employees who are nearby and available to assist. If none are, they are expected to call their district office who can provide bilingual assistance over the phone.

There was no one at the reception desk when the auditors visited. Furthermore, the CCRA employees manning the GST booth did not speak French, but offered to get a bilingual CCRA officer.

### 3. Presence of work tools required for provision of service in both official languages

As noted in the prior audit, CCRA is capable of responding to all types of correspondence in French, and business cards are fully bilingual.

### 4. Comparability of the service to the public in both official languages, and availability of administrative arrangements as necessary

CCRA's services at Calgary International Airport are not entirely comparable because they are provided on an intermittent basis. However, it should be noted that they have administrative arrangements in place in case the availability of bilingual services is temporarily compromised.

### 6.3.3 Managers' Responsibilities

#### 1. Knowledge of requirements regarding service to the public in both official languages

The managers are well aware of their official languages responsibilities. The managers the auditors met was very cooperative and stated that they will continue to make every attempt to ensure that the public is served in the official language of its choice.

#### 2. Existence of controls to ensure service is always provided in both official languages

There are still no language monitoring mechanisms in place to check whether services are always provided in both official languages. However, the CCRA representative stated that internal quality assurance audits take place from time to time, which test such things as the types of questions that officers ask arriving passengers. Even though these audits do not currently cover official languages, the CCRA representative stated that this is an area that could be included as part of these internal verifications.

#### 3. Existence of mechanisms to assess client satisfaction

There are still no mechanisms to assess client satisfaction that the CCRA representative was aware of. The prior audit discussed the client service questionnaire "Your Opinion Counts". The CCRA representative stated that this questionnaire is still being used. However, the auditors did not see a copy of this questionnaire during their visit.

#### 4. Meetings with the representatives of the official language minority community

There is still no formal mechanism for contact with the official language minority associations.

#### 5. Use of the media

The office does not use the media, because that task is performed by the regional office.

#### 6. Complaint related to official languages

The managers could not confirm that the office did received any complaints related to official languages since the prior audit.

### 6.3.4 Conclusions

Active Offer: The auditors were able to obtain services in French quickly and efficiently during business hours, and were connected to a fully bilingual call answer system outside business hours. CCRA has a telephone number dedicated to providing services in French. At the time of the audit, that telephone number was not listed in the French section of the blue pages of the Calgary public telephone listings. The CCRA Web site is fully bilingual and very user-friendly.

Primary customs agents generally do not make active offer in person. However, CCRA non-bilingual staff are well aware of the administrative arrangements available to find bilingual staff members promptly when necessary. For the most part, postings and symbols are bilingual at all CCRA areas, and all documentation is available in both official languages.

Service: There is not an adequate number of bilingual CCRA staff at the airport to ensure that services are available in both official languages at all times. Furthermore, services in both official languages are

still not fully comparable. However, CCRA attempts to have bilingual staff on during peak periods. CCRA also expressed frustration at its inability to obtain and/or retain sufficient bilingual staff to fulfill its official language obligations.

Managers' Responsibilities: Although the representative's knowledge of the requirements regarding the OLA was more than adequate, there are still no language monitoring mechanisms, no formal mechanisms to assess client satisfaction, and no meetings with the representatives of the official language minority community.

### 6.3.5 Responses to Prior Recommendations

**Recommendations from the prior report are in bold face type**, and are followed by current findings related to each recommendation:

1. **Remind all employees of the importance of making active offers on the telephone and in person.**

Response: The CCRA representative stated that employees are reminded occasionally of the importance of active offer through memos.

2. **Review the language designation of the positions to ensure that it is able to provide both front-line and second-line services in both official languages during all work shifts.**

Response: there are fewer bilingual officers currently working, with about the same total number of employees. The same number of positions are designated as bilingual.

3. **Designate some term positions used during the summer period as bilingual.**

Response: There is a lack of bilingual applicants for summer positions in order to do this.

### 6.3.6 New Recommendations

1. **All three recommendations should be repeated.**
2. **Ensure that the public telephone directory is corrected so that the telephone number dedicated to providing services in French is listed in the French section of the blue pages.**
3. **Implement controls to ensure that services are always provided in both official languages. The internal quality assurance audits should include official languages as an area of verification.**
4. **Formal mechanisms should be developed to assess client satisfaction with regards to active offer and delivery of services in both official languages.**
5. **CCRA should prepare an action plan (including a time line) of implementation of the above recommendations at the Calgary International Airport, and forward a copy to the Official Languages Branch.**

## 6.4 Citizenship and Immigration Canada (CIC)

### 6.4.1 Active Offer

#### 1. Active offer on the telephone outside business hours

The Citizenship and Immigration (CIC) office at the Calgary International Airport still does not provide services by telephone. The telephone number in the blue pages of the local Calgary public telephone directory is (888) 242-2100. The Calgary Airport Internet Web site indicates that CIC can be reached at (403) 292-6380. At this number, the auditors did not receive an active offer, but they were transferred to someone who was able to provide the information they requested in French.

#### 2. Active offer on the telephone during business hours

They called the same number during business hours, and again did not receive an active offer. Furthermore, after being placed on hold for several minutes, they were told that the person able to speak French was on his coffee break.

#### 3. Active offer in person

Employees in the reception area have been reminded of their obligation to provide active offer of services in both official languages. When the auditors were there, they were provided with active offer when they arrived. However, the CIC representative stated that officers do not provide on a regular basis active offer to the travelling public that is referred to them by CCRA. Officers look at the customs declaration form with the referral from CCRA to determine the preferred language of the passenger.

#### 4. Visibility of official languages symbol at all times

There is an official languages symbol at the reception counter.

#### 5. Postings in both official languages at all times

During their tour, the auditors noted that all CIC signs were in both official languages and translated correctly.

#### 6. Availability of publications in both official languages

All publications were available in both official languages.

#### 7. Use of both official languages on the Internet site

The CIC Internet Web site ([www.cic.gc.ca](http://www.cic.gc.ca)) is fully bilingual and user-friendly. It describes the full range of CIC services and is easy to move from one official language to the other.

### 6.4.2 Service

#### 1. Nature of the services provided by the office visited

The office provides a variety of services to U.S. travellers, students with visa problems and visitors, for example. It also provides services to Canadians requesting information on citizenship and dual

citizenship, and answers questions about permanent residency. Most clients coming to this office have been referred to it by Canada Customs and Revenue Agency, as described in the prior audit report.

## **2. Existence of bilingual capacity required to provide continuous service in both official languages**

There is a total of 18.5 full time equivalent (FTE) staff, of which 15.5 FTE's have regular contact with the public. There are two bilingual positions, but one was not occupied at the time of the audit because that bilingual employee has been on a secondment since October 2002. Therefore, CIC had one (6.5%) employee out of 15.5 FTE's available to serve the public in French. However, 3 other staff members have recently requested training, and one will begin full time French training in September 2003. The CIC representative stated that they hope to send other staff on French training in the near future. In addition, the CIC representative is aware of several people interested in deployments to CIC, at least one of whom is bilingual. Finally, several staff members currently have limited French ability.

Since the prior audit, CIC has run two competitions in an attempt to recruit more bilingual staff, without success. However, CIC plans to create an additional bilingual position for an employee scheduled to go on full time French training. Another bilingual position will be created if CIC receives its requested funding for the Advanced Passenger Information project. The CIC representative hopes to have these two additional positions designated bilingual by September 2004.

It is clear that there are too few bilingual employees to cover all work shifts. Shifts are currently scheduled on a random rotation and knowledge of French is not a factor. When a bilingual employee is working, passengers requesting service in French are referred to that employee. If there are no bilingual employees on a shift, the French speaking passenger is referred to CCRA.

If no bilingual employee at CCRA is available, CIC can approach Air Canada for assistance if the person is a passenger of an Air Canada flight. The CIC representative also stated that they subscribe to a Language Line service offered by AT&T which provides interpretation services in numerous languages, including French.

## **3. Presence of work tools required for provision of service in both official languages**

As noted in the prior audit, CIC is capable of responding to all types of correspondence in French. Business cards are fully bilingual.

## **4. Comparability of the service to the public in both official languages, and availability of administrative arrangements as necessary**

CIC services are not fully comparable and equal in quality in both official languages, because there is not an adequate number of bilingual employees to cover all work shifts. Furthermore, CIC's administrative arrangements rely heavily on CCRA's ability to have bilingual staff on all work shifts, which it is not able to do at the time of the audit. CIC's administrative arrangements are, therefore, not adequate to ensure that the travelling public has access to its services in both official languages at all times.



### 6.4.3 Managers' Responsibilities

#### 1. Knowledge of requirements regarding service to the public in both official languages

The manager the auditors met was well aware of the office's language obligations. He explained some of the challenges involved in obtaining and retaining bilingual staff, as well as creating new bilingual positions.

#### 2. Existence of controls to ensure service is always provided in both official languages

There are still no controls to ensure that service is always provided in both official languages.

#### 3. Existence of mechanisms to assess client satisfaction

No mechanisms to assess client satisfaction are in place. The CIC representative stated that he keeps a log of all verbal and written comments (negative and positive) that he receives, and takes appropriate action as necessary.

#### 4. Meetings with the representatives of the official language minority community

There are still no formal meetings with representatives of the official language minority community. However, the CIC representative sits on a local community advisory committee organized by the CIC Calgary office, at which the Association canadienne-française de l'Alberta sometimes participates.

#### 5. Use of the media

The airport office does not communicate with the media.

#### 6. Complaint related to official languages

No complaints have been received by CIC at the airport since the prior audit report.

### 6.4.4 Conclusions

Active Offer: Bilingual telephone services were not available during business hours, but were available outside business hours. Active offer of services in both official languages was not made on either call. However, the CIC Internet Web site is fully bilingual and user-friendly. Furthermore, all postings and publications that the auditors noted were bilingual, and official languages symbols were visible.

Service: CIC does not have adequate number of bilingual employees to cover all work shifts, despite its attempts to recruit more bilingual staff since the prior audit. Therefore, CIC's airport services are not fully comparable and equal in quality and its administrative arrangements are not adequate. However, it has concrete plans to add bilingual staff in the near future.

Managers' Responsibilities: Recruitment of bilingual staff remains a challenge for CIC at the airport. Although the manager was aware of the OLA and its requirements, there are still no language monitoring mechanisms, no formal mechanisms to assess client satisfaction, and no formal meetings with the representatives of the official language minority community.

### 6.4.5 Responses to Prior Recommendations

Recommendations from the prior report are in bold face type, and are followed by current findings related to each recommendation:

1. **Remind all employees responsible for greeting at the reception counter of the importance of an active offer.**

Response: employees in the reception area have been reminded on several occasions of the importance of an active offer in both official languages.

2. **Review the language designation of the positions in order to be in a position to offer front-line and second-line services in both official languages during all work shifts.**

Response: there has been no change in the number of bilingual designated positions (two) since the last audit. However, the CIC representative hopes to have two more positions designated bilingual by September 2004.

### 6.4.6 New Recommendations

1. **Repeat the second recommendation from the prior audit.**
2. **Ensure that there is an adequate bilingual capacity to provide continuous service in both official languages.**
3. **Official languages monitoring mechanisms should be developed and implemented.**
4. **Mechanisms to assess client satisfaction with regards to active offer and delivery of services in both official languages should be developed and implemented.**
5. **CIC should prepare an action plan (including a time line) of implementation of the above recommendations at the Calgary International Airport, and forward a copy to the Official Languages Branch.**

## 6.5 Canadian Food Inspection Agency (CFIA)

### 6.5.1 Active Offer

1. **Active offer on the telephone outside business hours**

The telephone number (403) 292-4365 is still listed on the Calgary Airport Internet Web site as the telephone number for the Canadian Food Inspection Agency (CFIA) at the airport. However, there is no such a number for CFIA's airport office listed in the blue pages of the local Calgary public telephone directory. When the auditors called outside business hours (on a Saturday), their call was transferred to a fully bilingual call answering system. The message states that the office is open and invites the caller in both official languages to leave a message in the official language of his/her choice. It should be noted that the auditors were informed that the above telephone number will be removed from the airport Internet Web site.

## **2. Active offer on the telephone during business hours**

The auditors did not receive an active offer when they called (403) 292-4365 during business hours, even though the agent answered “oui” after they asked if that agent could speak French. But when asked for more details regarding animal inspections in French, the agent simply hung up.

## **3. Active offer in person**

There is still no reception counter attendant for this office. If someone who has already gone past the security check point wants to communicate with a CFIA representative, that person would have to go to the CCRA reception desk and ask for CFIA.

## **4. Visibility of the official languages symbol at all times**

At the time of the audit, the auditors saw no official languages symbol where travellers meet CFIA staff.

## **5. Postings in both official languages at all times**

The auditors did not note any postings. It should be noted that the Airport Authority is responsible for signage at the airport and that CFIA had just taken possession of new space made available to them in the airport expansion.

## **6. Availability of publications in both official languages**

CFIA had no brochure rack on display at the time of the audit. However, all documentation that it had on hand to give out to the public was bilingual.

## **7. Use of both official languages on the Internet site**

The CFIA Internet Web site ([www.inspection.gc.ca](http://www.inspection.gc.ca)) is fully bilingual and user-friendly. It describes the full range of CFIA services and it is easy to move from one official language to the other.

### **6.5.2 Service**

#### **1. Nature of the services provided in both official languages**

Most clients are still referred to CFIA by CCRA. The public rarely will go into the CFIA office. If a person is referred by CCRA to CFIA, a secondary customs inspector will push a buzzer for a CFIA officer to come out to the secondary inspection area, where the CFIA officer would conduct a search of the traveller's luggage.

#### **2. Existence of bilingual capacity required to provide continuous service in both official languages**

There are now four unilingual term positions for CFIA at the Calgary International Airport, all of which are staffed. The CFIA representative stated that these positions will soon become indeterminate unilingual English positions. CFIA has, therefore, not revised the language designations of the positions of the inspectors working at the airport, as was recommended in the prior audit.

If a passenger asks to be served in French and there are no bilingual inspectors on duty, the CFIA employee would contact CCRA. Failing that, there are two employees at a regional office who are

available during regular office hours Monday to Friday who could provide assistance in French over the telephone.

### **3. Presence of work tools required for provision of service in both official languages**

As noted in the prior audit, CFIA is capable of responding to all types of correspondence in French, and business cards are fully bilingual.

### **4. Comparability of the service to the public in both official languages, and availability of administrative arrangements as necessary**

CFIA services are not comparable because none of the positions are bilingual. Furthermore, CFIA's administrative arrangements rely heavily on CCRA's ability to have bilingual staff on all work shifts. Since CCRA is not able to do, at the time of the audit, CFIA's administrative arrangements are, therefore, not adequate to ensure that the travelling public has access to its services in both official languages at all times.

## **6.5.3 Managers' Responsibilities**

### **1. Knowledge of requirements regarding service to the public in both official languages**

The managers with whom the auditors met stated that they were well aware of their office's language obligations.

The auditors were informed that a human resource advisor was identified as the area official languages contact for the managers, with the invitation to communicate through that person rather than directly to headquarters. The managers confirmed that they have been in regular communication with the human resources advisor.

### **2. Existence of controls to ensure service is always provided in both official languages**

There are still no formal control mechanisms in place to check whether the service is always provided in both official languages. However, the CFIA representative stated that they check with CCRA regularly to ensure that they have enough bilingual staff. They also check with their regional and area offices regularly to ensure that they have bilingual staff in case they are needed for translation.

### **3. Existence of mechanisms to assess client satisfaction**

There are still no mechanisms to assess client satisfaction.

### **4. Meetings with representatives of the official language minority community**

There are still no formal meetings with representatives of the official language minority community.

### **5. Use of the media**

The airport office does not communicate with the media.

### **6. Complaints related to official languages**

The CFIA representative stated that they have received no complaints since the prior audit.

#### 6.5.4 Conclusions

Active Offer: The auditors did not receive active offer over the telephone, nor were they able to obtain services in French during business hours. However, CFIA has a fully bilingual call answering system. There were no official languages symbols, no brochures and no signage, because, according to the manager, the public rarely visits the CFIA office. Finally, the CFIA Internet Web site is fully bilingual and very user-friendly.

Service: CFIA does not have any bilingual staff working at the airport. Although CFIA works very closely with CCRA, the audit revealed that CCRA does not have an adequate number of bilingual employees to ensure bilingual services can be provided at all times. Therefore, CFIA does not have appropriate alternative administrative arrangements. Bilingual services are, therefore, not comparable.

Manager Responsibilities: Although the CFIA managers were aware of the OLA and its requirements, they were not aware of who to contact within CFIA for assistance with official languages. Furthermore, there are still no language monitoring mechanisms, no formal mechanisms to assess client satisfaction, and no meetings with the representatives of the official language minority community.

#### 6.5.5 Responses to Prior Recommendations

**Recommendations from the prior report are in bold face type**, and are followed by current findings related to each recommendation:

1. **Consult the person responsible for official languages nationally in the Agency to review all language obligations of the airport office (symbol, postings, etc).**

Response: the CFIA representatives the auditors met had no idea who to contact at HQ regarding official languages within CFIA. The managers interviewed informed the auditors that they have been in regular communication with the area official languages contact.

2. **Ensure that an active offer is made and bilingual services provided at the telephone number listed on the airport's Internet site.**

Response: active offer was not provided (nor were services available in French) when the auditors called this number during business hours.

3. **Obtain bilingual copies of all available documentation, from the regional office.**

Response: CFIA had no brochure rack on display at the time of the audit.

4. **Revise the language designation of the positions of the inspectors working at the airport.**

Response: the designation of the airport positions has not been revised.

5. **Make arrangements with other Agency offices so that there will be at least one bilingual substitute for the inspectors on duty at the airport, to ensure that there is language capacity in both official languages.**

Response: since CCRA does not have an adequate number of bilingual employees to provide continuous bilingual services, the administrative arrangement identified by CFIA is not valid..

### 6.5.6 New Recommendations

1. **Except for recommendations 1 and 3, all other recommendations need to be repeated.**
2. **Review the language requirements of all position to ensure that there is an adequate number of bilingual positions to provide services in both official languages at all times.**
3. **All positions becoming vacant should be identified bilingual and staffed on an imperative basis until such time as enough bilingual resources are available to provide services in both official languages at all times.**
4. **CFIA should prepare an action plan (including a time line) of implementation of the above recommendations at the Calgary International Airport, and forward a copy to the Official Languages Branch.**

**APPENDIX A**

**CALGARY AIRPORT AUTHORITY**

**INTERIOR AND EXTERIOR SIGNAGE (with photos)**

Please note that this is not an exhaustive list. It has been accumulated to assist the Calgary Airport Authority with improving its signage. Please also note that photos were taken for the following items, and have been provided separately. The photos in this appendix are shown in the order taken. Furthermore, most Airport Authority signage has been re-listed in groups in Appendix B (exterior signage) and Appendix C (interior signage) to further assist the Calgary Airport Authority in correcting its signage.

Photo #	Sign Location	Sign Description	Comments
P1270002	Fire & safety instructions	No errors noted	Great job!
P1270003	Security video just before security screening areas	Great job, except "...bande <u>transporteuse</u> "	Should be transporteuse
P1270004	Flight information display TV screens	"Regles" is missing an accent under security regulations	Should be Règles
P1270005	Flight information display TV screens	"Il est interdit de <u>transporteur</u> " under security regulations	Should be transporter
P1270006	Flight information display TV screens	"Bail foncier à l'aéroport" near the bottom of the screen switches back and forth from English to French	The French version remains on the screen for much shorter time
P1270007	Flight information display	"Arrivé Dé" near top of the screen	Should be "Arrivée de"
P1270008	Flight information display TV screens	"First 30 minutes free" as well as the date is only in English	Should be bilingual
P1270009	Flight information display TV screens	"First 30 minutes free" as well as the date is only in English	Should be bilingual
P1270010	Airport Shuttle Express Ltd. counter	All signs and documentation in English only	Should be bilingual
P1270011	near Tim Hortons on arrivals level	Movable "Ground Transportation" signs in English only	Should be bilingual
P1280001	Flight information display TV screens	"Lieu De Recontre" near the top of the screen	Should be "Lieu de rencontre"



## APPENDIX A (continued)

Photo #	Sign Location	Sign Description	Comments
P1280003	Airport Improvement Fee	No errors noted on sign	Great job!
P1280004	Sign on arrivals level	“Line Break Please Keep ...”	Should be bilingual
P1280005	Alaska Airlines sign at check-in line-up	Security measures for carry on baggage in English only	Should be bilingual
P1280006	Temporary sign across from check-ins 23 & 24	“Information Desk CLOSED... Le bureau de l’information...”	Poor translation
P1280007	Sign: several locations	“Please Pardon Our Appearance...”	Should be bilingual
P1280008	Westjet sign above the rapid check-in kiosk	Sign in English only (but brochures and computer screen were bilingual)	Should be bilingual
P1280010	Fire alarm pull station	In English only	Should be bilingual
P1280011	Airport directory map near Pier D check-in	No errors noted on sign	Great job!
P1280012	Westjet check-in area	“Check-in for Edmonton flights” sign	Should be bilingual
P1280013	Westjet check-in area	“EXIT” sign	Should be bilingual
P1280014	8½ x 11 sheet of paper posted near Carousel 10	“Fragile items, sporting equipment and over-sized baggage...”	Should be bilingual
P1280015	8½ x 11 sheet of paper posted near Carousel 10	“Fragile area: strollers, car seats, pets, ski equipment, snowboards”	Should be bilingual
P1280017	Sign: several locations	“Please Pardon Our Appearance...”	Should be bilingual
P1280018	Arrivals level	“Oversized baggage...”	Poor translation
P1280020	Near Calgary Airport Authority offices	“Aucun alcool au <u>de-la</u> de ce point”	“Aucun alcool au-delà de ce point”
P1280021	Near Calgary Airport Authority offices	“Désolé pour le derangement schedule de l’entretien en marche”	Poor translation
P1280022	Near Calgary Airport Authority offices	“Aviation Interfaith Chapel, All Welcome” with arrow	Should be bilingual

## APPENDIX A (continued)

Photo #	Sign Location	Sign Description	Comments
P1280023	Arrivals level, outside	“Notice: A \$1.75 airport fee will be added to the taxi fare...” & “Taxi only”	Should be bilingual
P1280024	Arrivals level, outside	“Notice to Hotel Guests: You must call your hotel for shuttle service...”	Should be bilingual
P1290001	On TD Canada Trust automated teller machine	Instructions on machine in English only (Processing Times, Deposit Info. etc)	Should be bilingual
P1290002	Fire alarm pull station	In English only	Should be bilingual
P1290003	TD Canada Trust ATM and fire alarm pull station	TD machine (P1290001) and fire alarm pull station (P1290002)	Located next to each other
P1290004	Spirit of the North Duty Free, Pier A post- secure	“Welcome Please come in!...” and “... Business Hours...” in front of store	Should be bilingual
P1290005	Spirit of the North Duty Free, Pier A post- secure	Désolé should be désolés; and all words are capitalized in French	French words should not be capitalized
P1290008	The door to the sterile corridor between Piers A and B (Post-secure side)	“Passengers not allowed through this door” and “PUSH”	Should be bilingual
P1290010	Pier A, Gate A1	“Flight, Destination, Time” overhead	Should be bilingual
P1290012	The door to the sterile corridor between Piers A and B (Pre-secure side)	“Passengers not allowed through this door”, “PUSH”, and “Luggage carts are for passenger use only...”	Should be bilingual
P1300001	Hotel: Safety sign at swimming pool	“ <u>moins</u> de 16 ans” and “ne sont <u>pass</u> permis”	Should be <u>de moins</u> and <u>pas</u>
P1300002	Signs on entrance door to Valet Service	“Customer Entrance” and “Caution Automatic Door” in English only	Should be bilingual
P1300003	Exterior sign near Concourse D	“New Concourse D Gates D40 to D50” in English only	Should be bilingual
P1300004	Exterior sign near Concourse D	“Auto Stop Valet Parking Only” in English only	Should be bilingual
P1300005	National car rental signs in parkade	“KEY DROP: Park vehicle in the designated...” in English only	Should be bilingual

## APPENDIX A (continued)

Photo #	Sign Location	Sign Description	Comments
P1300006	National car rental signs in parkade	“Watch your step” on the door of the parkade kiosk in English only	Should be bilingual
P1300007	Near National Car Rental in parkade	“Wrong Way Stop Severe Tire Damage” and “Caution Tiger Teeth”	Should be bilingual
P1300008	Hertz sign in parkade	“Stalls 1 to 10, Stalls 11 to 14”	Should be bilingual
P1300009	Westjet sign in parkade (also see P1300008)	“Westjet has moved to Concourse D” (two signs at least) and related map	Should be bilingual
P1300010	Hertz sign in parkade	“Hertz Rental Returns” in English only	Should be bilingual
P1300011	Hertz sign in parkade	“Hertz Express Return, credit card...”	Should be bilingual
P1300012	Avis sign in parkade	“Avis return” in English only	Should be bilingual
P1300013	Alamo car rental sign in parkade	“Province of Alberta requires you to wear your seat belt.” in English only	Should be bilingual
P1300014	Thrifty sign in parkade	“Please check vehicle for valuables...”	Should be bilingual
P1300015	Alamo sign in parkade	“24 Hour Reserved” in English only	Should be bilingual
P1300016	Alamo sign in parkade on kiosk window	“Kiosk Hours ... In the event that you are returning after...” 8½ x 11 sheet	Should be bilingual
P1300017	Alamo sign in parkade	“Alamo Rent-A-Car Returns”	Should be bilingual
P1300018	Budget sign in parkade	“Key Drop, After business hours...”	Should be bilingual
P1300019	Budget lighted sign	“Did you remember your belongings...”	Should be bilingual
P1300020	near National car rental in parkade	“Warning do not back up Severe Tire Damage” in English only	Should be bilingual
P1300021	near National car rental in parkade	“Wrong Way Stop Severe Tire Damage” and “Do not enter”	Should be bilingual
P1300022	In parkade near elevator	“Westjet Has moved to new...”	Should be bilingual
P1300023	In parkade level 1 on wall near bus gate12 (2 items 8½ x 11 sheet below fire alarm pull station)	“Notice, Short Term Parking: This level of the parkade...” and “In Case of Fire Lift Cover and Pull Fire Alarm” and pull switch in English only	Should be bilingual

## APPENDIX A (continued)

Photo #	Sign Location	Sign Description	Comments
P1300024	In parkade on wall	“ <u>Arrêt</u> Pour Piétons”	Should be “Arrêtez”
P1300025	Sign in rental car centre	“Overheight Rental Vehicles”	Should be bilingual
P1300026	Beside Info. Centre	Overhead sign “Calgary Police Service”	Should be bilingual
P1310002	In Customs area	“Fire Extinguisher” (twice) English only	Should be bilingual
P1310005	Northwest Airlines sign	“...Luggage is designed to protect...”	Should be bilingual
P1310006	United Airlines sign at baggage services area	“Please Note: Baggage is designed to protect the contents...” English only	Should be bilingual
P1310007	American Airlines sign, baggage services area	“Luggage is designed to protect its contents...” in English only	Should be bilingual
P1310009	Overhead sign near arrivals carousels	“Baggage Services, Services des bagages”	Sign is well done
P1310010	Customs area	“Fire” alarm in English only	Should be bilingual
P1310011	Near arrivals carousels	“Oversize Baggage...” blue sign	Poor translation
P1310012	When departing customs	“Connections”	Should be bilingual
P1310013	When departing customs	“Connections”	Should be bilingual
P1310014	When departing customs	“Oversize Baggage Only”	Should be bilingual
P1310016	When departing customs	“Connections”	Should be bilingual
P1310017	When departing customs	“Oversize Baggage Only”	Should be bilingual
P1310018	When departing customs	“Cart Returns”	Should be bilingual
P1310019	Near Calgary Airport Authority offices	“Caution, Airport Staff Only, Fire Exit, Construction in Progress”	Should be bilingual
P1310020	Large welcome sign driving into airport	“Calgary Airport Authority” symbol “Aéroport international de Calgary”	Very nicely done
P1310021	On parking pay booths at parking lot exit	“Open” and “Insert Ticket Into Slot”	Should be bilingual

## APPENDIX A (continued)

Photo #	Sign Location	Sign Description	Comments
P1310022	Neon signs above parking pay booths	"Credit Card Only"	Should be bilingual
P1310023	On parking pay booths at parking lot exit	"Insert Ticket Into Slot"	Should be bilingual

## APPENDIX B

### CALGARY AIRPORT AUTHORITY EXTERIOR SIGNAGE

The following exterior signage has been noted to be English only, unless otherwise indicated. Please note that this is not an exhaustive list. It has been accumulated to assist the Calgary Airport Authority with improving its signage. Photos for most or all of these signs are listed in Appendix A.

#### PARKING RELATED SIGNAGE

- “Taxi Only” curb side sign
- Signs on entrance door to Valet Service in English only “Customer Entrance” and “Caution Automatic Door”
- “Auto Stop Valet Parking Only” near Concourse D
- “Insert Ticket Into Slot” and “Open” at parking lot exit on parking pay booths
- “Credit Card Only” neon signs above parking pay booths

#### CAR RENTAL RELATED SIGNAGE

- National car rental signs in parkade: “KEY DROP: Park vehicle in the designated...” and “Watch your step” on the door of the parkade kiosk
- “Wrong Way Stop Severe Tire Damage”, “Caution Tiger Teeth”, “Warning do not back up Severe Tire Damage”, “Do not enter” near National Car Rental in parkade
- “Stalls 1 to 10, Stalls 11 to 14” near Hertz car rental
- Herz car rental signs in parkade: “Hertz Rental Returns” and “Hertz Express Return, credit card customers only...”
- Alamo car rental signs in parkade: “Province of Alberta requires you to wear your seat belt”, “24 Hour Reserved”, “Kiosk Hours ... In the event that you are returning after...” 8½ x 11 sheet in kiosk window, “Alamo Rent-A-Car Returns”
- Thrifty car rental sign in parkade: “Please check vehicle for valuables...”
- Budget car rental signs in parkade: “Key Drop, After business hours drop off...” on kiosk wall, “Did you remember your belongings” and “Returns” on interior lighted sign, and “Staff Only” on kiosk door.
- “Express return procedures”
- “Warning – Do not back up – Severe damage – No pedestrians in traffic lane”

#### OTHER EXTERIOR SIGNAGE

- “Notice: A \$1.75 airport fee will be added to the taxi fare...”
- “Notice to Hotel Guests: You must call your hotel for shuttle service”
- AIRPORT AUTHORITY sign “New Concourse D Gates D40 to D50”
- Westjet sign in parkade “Westjet has moved to Concourse D” (twice) and related map
- “In Case of Fire Lift Cover and Pull Fire Alarm” and pull switch in English only in parkade level 1 near Bus gate 12
- “Fire Extinguisher” and “Fire” alarm in English only in Customs area
- “Notice Short Term parking” in English only in parkade level 1 near Bus gate 12
- Error in translation: “Arrêt Pour Piétons” should be “Arrêtez”
- “Overheight Rental Vehicles” sign in rental car centre in parkade

## APPENDIX C

### CALGARY AIRPORT AUTHORITY INTERIOR SIGNAGE

The following interior signage has been noted to be English only, unless otherwise indicated. Please note that this is not an exhaustive list. It has been accumulated to assist the Calgary Airport Authority with improving its signage. Photos for most or all of these signs are listed in Appendix A.

#### AIRLINE RELATED SIGNAGE

- Alaska signs at check-in for security measures for carry on baggage
- America West signs at check-in for security measures for carry on baggage
- American describing luggage damage liability (at baggage services area)
- Northwest signs for security measures for carry on baggage (at check-in) and luggage damage liability (at baggage services area)
- United sign at baggage services area describing luggage damage liability
- Westjet sign above the rapid check-in kiosk English only, all signs by carousel 10 in the Westjet fragile area, and Westjet “Check-in for Edmonton flights” and “EXIT” signs at check-in.

#### BUILDING RELATED SIGNS

- AIRPORT AUTHORITY sign “Information Desk CLOSED...” across from check-in wickets 23 & 24
- many fire alarm pull stations
- AIRPORT AUTHORITY sign “Please Pardon Our Appearance...”
- Errors in French “No alcoholic beverages permitted beyond this point” is “Aucun alcool au de-la de ce point” but should be “Aucun alcool au-delà de ce point”
- Errors in French “Sorry for the inconvenience scheduled maintenance in progress”
- Signs “PUSH”, “Passengers not allowed through this door”, “Pull” and “Luggage carts are for passenger use only” on sign to secure area near Starbucks English only
- Flight display sign at gate A1 “Flight, Destination, Time” English only
- The following signs when departing customs: “Connections”, “Oversize Baggage Only” and “Cart Returns”
- Movable sign on level 3 “Caution, Airport Staff Only, Fire Exit, Construction in Progress”
- National Refund Service tax refund signs is in English only, while the brochures provided below the sign are bilingual.
- Buckskins bar: sign “Smoking Area, No Minors” 8½ x 11 sheet in English only

#### FIDS (Flight Information Display System) MONITORS and related signage

- “Regles” is missing an accent under security regulations
- “Il est interdit de trasporter” should be “transporteur”
- “Bail foncier à l’aéroport” appears for a much shorter period than the English
- “Arrivér Dé” should be “Arrivé de”
- “First 30 minutes free” is only in English
- Date is only in English
- “A” is missing the accent
- “Lieu De Recontre” should be “Lieu de rencontre”
- Overhead electronic sign near gates A1 to A10 “Flight – Destination – Time” in English only.



**APPENDIX C** (continued)GROUND TRANSPORTATION SIGNAGE

- All signs and documentation at the counter of Airport Shuttle Express Ltd.
- Movable “Ground Transportation” near Tim Hortons on arrivals level
- Movable sign put up by Globe Ground North America “Line Break – Please keep doorway clear” on 8½ x 11 sheet of paper
- All signage at Cardinal Coast Line Airporter, Checker Group, Canadian Mountain Experience, Maple Fun Tours and Associated/Allied, Rocky Mountain Sky Shuttle, Banff Airporter, and Brewster, etc.

## APPENDIX D

AIR CANADA - SIGNAGE  
CALGARY INTERNATIONAL AIRPORT

Please note that this is not an exhaustive list. It has been accumulated to assist Air Canada at the Calgary International Airport with improving its signage. Photos were taken for the following items, which are listed in the order taken. (Actual photos provided separately).

Photo #	Sign Location	Sign Description	Comments
P1280019	Sign on counter in the baggage office (different location than P1310008)	“Baggage is designed to protect the contacts...” in English only	Should be bilingual
P1290006	8 ½ x 11 sheet posted on luggage rack	“Air Canada advises of revised carry-on baggage allowances“	Should be bilingual
P1290007	Luggage racks (French on one side, English on other) many locations	“Carry-On Baggage Allowance” rack and “Carry-On Baggage New Security Measures...” only English side visible	Both languages should be easily visible to all people
P1290009	Signs in front of Maple Leaf Lounge B	“Air Canada International Maple Leaf Lounge B ... will close...” etc.	Should be bilingual
P1290011	Near gate A1, Pier A	“Customer Service Desk” sign English only	Should be bilingual
P1310008	Sign on counter in the baggage office (different location than P1280019)	“Baggage is designed to protect the contacts...” in English only	Should be bilingual

## APPENDIX E

### CANADA CUSTOMS AND REVENUE AGENCY - SIGNAGE CALGARY INTERNATIONAL AIRPORT

Please note that this is not an exhaustive list. It has been accumulated to assist the Canada Customs and Revenue Agency (CCRA) at the Calgary International Airport with improving its signage. Photos were taken for the following items, which are listed in the order taken. (Actual photos provided separately).

Photo #	Sign Location	Sign Description	Comments
P1310001	8½ x 14 sheet posted at the cashiers desk	“Information – New duty now in effect for incoming tobacco products...”	Should be bilingual
P1310003	Primary area, overhead electronic signs	“Welcome to - Bienvenue au - Canada”	Very well done

## APPENDIX F

### DETAILED RESULTS FOR RESTAURANT AND FOOD COUNTER SERVICES AT CALGARY INTERNATIONAL AIRPORT

Restaurant or food counter name	Location	Active offer	Bilingual staff on-duty	Admin. arrangements	Bilingual signs	Bilingual services avail. sign	Bilingual menu
Montanas	Main level	No	No	Yes	Yes	No	Yes/No
Purdeys	Main level	No	No	No	No	No	No
Buckskins Bar	Near security	No	No	Yes	No	No	No
Cheers	Upper level	No	No	No	No	No	No
Dairy Queen	Upper level	No	No	No	No	No	No
Orange Julius	Upper level	No	No	No	No	No	No
Taco Time	Upper level	No	No	Yes	No	No	Yes
Juiced	Upper level	No	No	Yes	No	No	Yes
O. Cha Japanese	Upper level	No	No	No	No	No	No
Subway	Upper level	No	No	No	No	No	No
A&W	Upper level	No	No	Yes	No	No	Yes
Manchu Wok	D Food fare	No	No	Yes	No	No	Yes
All others (appr. 5)	D Food fare	No	No	No	No	No	No
Tim Hortons	Concourse D	No	No	Yes	No	No	Yes
Chilis	Concourse D	No	Yes	No	No	No	No
Felix & Norton	Concourse D	No	No	No	No	No	No
Starbucks	Concourse D	No	Yes	Yes	No	No	Yes
Toast Cafe & Grill	Concourse A	No	No	No	No	No	No