

**MEMORANDUM OF AGREEMENT ON AIRPORT IMPROVEMENT FEES**  
**DATED SEPTEMBER 23, 1997**

Airports	Handling Fee	Code	Amount \$	For Tickets Sold On/After	For Travel Scheduled On/After	Tax Treatment		
						GST	QST	HST
Calgary	8%	YYC	5	October 01/97	October 01/97	x	-	-
			10	July 18/98	January 01/99			
			12	July 01/01	October 01/01			
Kelowna	8%	YLW	5	February 01/98	February 01/98	x	-	-
Winnipeg	8%	YWG	5	July 01/98	July 01/98	x	-	-
			10	June 01/99	October 01/99			

**MEMORANDUM OF AGREEMENT ON AIRPORT IMPROVEMENT FEES**  
**DATED MAY 31, 1999**

*(effective January 1, 2004)*

Ottawa	6%	YOW	10	August 01/99	September 01/99	x	-	-
			15	January 01/03	January 01/03			
Saskatoon	7%	YXE	5	August 01/99	September 01/99	x	-	-
St. John's	7%	YYT	10	September 01/99	October 01/99	-	-	x
Regina	7%	YQR	10	September 01/99	October 01/99	x	-	-
Victoria	7%	YYJ	5	September 01/99	October 01/99	x	-	-
			8	May 15/03	July 01/03	x	-	-
Edmonton	6%	YEG	10	October 1/99	January 05/00	x	-	-
			15	May 01/02	July 01/02			
London	7%	YXU	4	December 01/99	January 01/00	x	-	-
			7	April 01/01	April 01/01			
			10	September 01/01	September 01/01			
Timmins	7%	YTS	10	January 01/00	February 01/00	x	-	-
Calgary *	5%	YYC	10	June 01/00	June 01/00	x	-	-
			12	July 01/01	October 01/01			
Lethbridge	7%	YQL	5	October 01/00	October 01/00	x	-	-
Winnipeg *	7%	YWG	10	June 01/00	June 01/00	x	-	-
Kelowna *	7%	YLW	5	September 06/00	September 06/00	x	-	-
			8	March 01/02	March 01/02			
Halifax	7%	YHZ	10	December 01/00	January 01/01	-	-	x
Sault Ste Marie	7%	YAM	5	November 12/00	January 01/01	x	-	-
			10	January 01/02	January 01/02			
Hamilton	7%	YHM	5	April 30/01	June 01/01	x	-	-
			10	May 1/02	June 1/02			
Quebec City	7%	YQB	5	May 01/01	May 01/01	x	x	-
			10	September 15/01	September 15/01			
Gander	7%	YQX	12	July 01/01	July 01/01	-	-	x

\* With conditions noted in letter dated June 7, 2000

**MEMORANDUM OF AGREEMENT ON AIRPORT IMPROVEMENT FEES****DATED MAY 31, 1999** (continued)

Airports	Handling Fee	Code	Amount \$	For Tickets Sold On/After	For Travel Scheduled On/After	Tax Treatment		
						GST	QST	HST
Fort St. John	7%	YXJ	10	January 01/02	March 01/02	x	-	-
			12	April 01/04	April 01/04	x	-	-
Comox Valley	7%	YQQ	5	April 01/02	April 10/02	x	-	-
Montreal (Dorval)	5%	YUL	13	January 15/03	March 31/03	x	x	-
			15	March 10/03	March 31/03	x	x	-
(Mirabel)	7%	YMX	13	January 15/03	March 31/03	x	x	-
			15	March 10/03	March 31/03	x	x	-
Prince George	7%	YXS	5	May 1, 2003	May 1, 2003	x	-	-
Grande Prairie	7%	YQU	5	April 1, 2003	May 2, 2003	x	-	-
			8	April 1, 2004	May 2, 2004	x	-	-
Stephenville	7%	YJT	10	August 01/03	September 01/03	-	-	x

**MEMORANDUM OF AGREEMENT ON PASSENGER FACILITY FEES (PFF)****DATED JULY 1, 2001**

Fredericton	5%	YFC	12	July 01/01	July 01/01	-	-	x
			13	December 01/03	January 01/04	-	-	x
Thompson	3%	YTH	10	January 01/02	January 01/02	x	-	-
Castlegar	3%	YCG	7	July 01/02	July 01/02	x	-	-
Bathurst	0%	ZBF	12	July 01/02	August 01/02	-	-	x
Windsor	5%	YQG	10	August 01/02	September 01/02	x	-	-

**AIR TRANSPORT ASSOCIATION OF CANADA  
ILLUSTRATIVE COMMODITY TAX APPLICATIONS**

- GST (Goods and Services Tax) (XG)
 

AIF	\$10.00
GST	\$ 0.70 (7%)
Total	<u>\$10.70</u>
- HST (Harmonized Sales Tax) (RC)
 

AIF	\$10.00
HST	\$ 1.50 (15%)
Total	<u>\$11.50</u>
- QST (Quebec Goods and Services Tax) (XQ)
 

AIF	\$10.00
GST	\$ 0.70 (7%)
	<u>\$10.70</u>
QST	\$ 0.83 (7½% on both AIF and GST)
Total	<u>\$11.53</u>

## AIRLINE CONSULTATIVE COMMITTEE (ACC)

### 1. OBJECTIVES

- To provide a forum for airlines at an airport to discuss and analyse matters of common interest and concern with respect to the operation of the airport.
- To consolidate airline views on an issue(s) and officially present such views to the airport operator.
- To act as the on-site consultative representative of the airlines with the airport operator in respect of all capital projects or programs, all fees and charges and all exclusive rentals at the airport which will have a financial impact of any kind on the airlines or airline passengers and any other matters having a material impact on airline operations at the airport.
- To perform the obligations assigned to it as set out in any agreement between the airport operators and the airlines and/or ATAC.

### 2. ESTABLISHMENT

- An ACC shall be established at each National airport and, where a consensus exists amongst airlines serving the airport, at each Regional/Local airport. National and Regional/Local airports mean those airports as defined in the National Airports Policy of July 1994 and as listed in Appendix 'A' hereto.

### 3. MEMBERSHIP

- Voting membership is open to all airlines and/or their duly designated representative serving an airport on a regular and consistent basis.
- ATAC shall be an ex officio non-voting member of all ACCs and, at airports served by their non-Canadian airline membership, IATA and ATA shall be non-voting members ex officio.
- Each airline shall appoint a single official representative to exercise that airlines voting rights and may change this person at any time.
- Each airline may invite other company personnel with appropriate qualifications to attend ACC meetings when considering major capital projects or programs proposed by an airport.

- In order to ensure coordination with the day-to-day operations of the airlines, the ACC may invite the Chairman of the Airport Operator's Committee (AOC), to attend any meeting of the ACC as a non-voting participant.

#### 4. GOVERNANCE

- Each ACC shall meet at least once every 12 months and additionally at the call of the Chair or upon request of any member airline.
- Each ACC shall appoint a Chairman from amongst the largest Canadian air carriers serving the airport based on passenger volumes of the airport. The ACC may also appoint a Vice-Chairman and a Secretary from amongst their voting members. Those officers shall hold office until the ACC or the voting member airlines appoints their successors.
- The officers shall retain their voting rights as their airlines' official representatives.
- The Chairman shall give notice of all ACC meetings to the members and shall preside over all such meetings and shall arrange for the recording and circulation to the members of the minutes of all ACC meetings.
- The ACC may appoint and set the mandate of sub-committees and/or specialist working groups to study and report to the ACC, through the Chairman, on any matter. Membership on such sub-committees or working groups is open to airline employees or advisors designated by the airline official representative to the ACC.
- The Chairman shall ensure that copies of the minutes of the ACC meetings are made known to and co-ordinated with ATAC, IATA and ATA as the case may be.
- The official representative of each ACC member airline shall be entitled to vote on any matter coming before the ACC which requires a vote. To be voted on, a motion must be proposed and seconded by airline official representatives.
- While consensus is the goal, it is recognized that some issues coming before the ACC may require a vote. For matters having a material financial impact on all ACC members, a motion will not be considered carried unless it passes with the concurrence of those ACC members whose total passenger traffic at the airport is at least 66\_% of the airport's total passenger traffic as determined from the previous calendar year's total traffic. For motions not having a material financial impact on all ACC members, a simple majority of 51% of members present and voting is sufficient to carry the motion.

- No motion may be voted upon unless notice in writing of the motion was given to all ACC members at least seven (7) days prior to the meeting at which the motion is to be introduced.
- Voting "in absentia" is permissible if done in writing. Proxy voting is also permissible if done in writing by authorizing another ACC official airline representative to cast the absent members ballot.
- ACC meetings are closed to anyone other than airline employees, airline advisors and representatives of ATAC, ATA or IATA except when persons are expressly invited by the Chairman, e.g. airport management.

**AIRPORTS IN THE NATIONAL AIRPORTS SYSTEM**

KELOWNA, B.C.  
PRINCE GEORGE, B.C.  
VANCOUVER, B.C.  
VICTORIA, B.C.  
CALGARY, ALTA.  
EDMONTON, ALTA.  
REGINA, SASK.  
SASKATOON / JOHN G. DIEFENBAKER, SASK.  
WINNIPEG, MAN.  
LONDON, ONT.  
OTTAWA / MACDONALD-CARTIER, ONT.  
SUDBURY, ONT.  
THUNDER BAY, ONT.  
TORONTO / LESTER B. PEARSON, ONT.  
MONTREAL / DORVAL-MIRABEL, QUE.  
QUEBEC CITY / JEAN LESAGE, QUE.  
FREDERICTON, N.B.  
MONCTON, N.B.  
SAINT JOHN, N.B.  
HALIFAX, N.S.  
CHARLOTTETOWN, P.E.I.  
GANDER, NFLD.  
ST. JOHN'S, NFLD.  
YELLOWKNIFE, NWT  
WHITEHORSE, YUKON

AIRPORTS IN THE REGIONAL/LOCAL CATEGORY

QUESNEL, B.C.  
PRINCE RUPERT, B.C.  
KAMLOOPS, B.C.  
NANAIMO, B.C.  
CRANBROOK, B.C.  
CASTLEGAR, B.C.  
TERRACE, B.C.  
FORT ST. JOHN, B.C.  
PENTICTON, B.C.  
CAMPBELL RIVER, B.C.  
SMITHERS, B.C.  
COMOX, B.C.  
ABBOTSFORD, B.C.  
DAWSON CREEK, B.C.  
WILLIAMS LAKE, B.C.  
FORT NELSON, B.C.  
POWELL RIVER, B.C.  
PORT HARDY, B.C.  
RAINBOW LAKE, ALTA.  
GRANDE PRAIRIE, ALTA.  
LETHBRIDGE, ALTA.  
FORT MCMURRAY, ALTA.  
PEACE RIVER, ALTA.  
LA RONGE, SASK.  
URANIUM CITY, SASK.  
PRINCE ALBERT, SASK.  
THOMPSON, MAN.  
THE PAS, MAN.  
NORWAY HOUSE, MAN.  
BRANDON, MAN.  
FLIN FLON, MAN.  
DAUPHIN, MAN.  
LYNN LAKE, MAN.  
GILLAM, MAN.  
DRYDEN, ONT.  
KAPUSKASING, ONT.  
GORE BAY, ONT.  
TIMMONS, ONT.  
SAULT STE. MARIE, ONT.  
TORONTO ISLAND, ONT.  
WINDSOR, ONT.

SARNIA, ONT.  
HAMILTON, ONT.  
PICKERING, ONT. (UNDEVELOPED)  
RED LAKE, ONT.  
KENORA, ONT.  
PEMBROKE, ONT.  
EARLTON, ONT.  
FORT FRANCES, ONT.  
GASPE, QUE.  
RIMOUSKI, QUE.  
SEPT-ILES, QUE.  
VAL D'OR, QUE.  
BAGOTVILLE, QUE.  
ROUYN, QUE.  
BAIE-COMEAU, QUE.  
MONT-JOLI, QUE.  
HAVRE ST. PIERRE, QUE.  
ALMA, QUE.  
CHATAM, N.B.  
CHARLO, N.B.  
ST. LEONARD, N.B.  
YARMOUTH, N.S.  
SYDNEY, N.S.  
CHURCHILL FALLS, NFLD.  
DEER LAKE, NFLD.  
GOOSE BAY, NFLD.  
WABUSH, NFLD.  
STEPHENVILLE, NFLD.  
ST. ANTHONY, NFLD.

NORTH BAY, ONT.

SCHEDULE E

Excluded Jurisdictions

BOLIVIA

CHILE

COLOMBIA

COSTA RICA

ECUADOR

EL SALVADOR

GUATEMALA

IRAN

IRAQ

LIBYA

PERU

SAUDI ARABIA

VENEZUELA

URUGUAY

## SCHEDULE F

### Capital Programs Deemed to Have Been Approved

#### OTTAWA INTERNATIONAL AIRPORT AUTHORITY

##### **Combined Services Building**

The Combined Services Building is a new facility to be constructed which will combine and replace both the existing Fire Hall and the existing Maintenance Garage in one combined new location on the southeast side of the intersection of runways 07/25 and 14/32 next to taxiway Echo at Ottawa International Airport. The estimated cost of this facility is \$7 million.

## SCHEDULE F

### Capital Programs Deemed to Have Been Approved

#### CALGARY AIRPORT AUTHORITY

Ten-year Capital Expansion Program (1997 to 2006) as originally approved by the ACC at Calgary pursuant to a letter dated December 31, 1996 from the Chairperson of the ACC and further updated by the revised 10 year capital program (1998 to 2007) as approved by the ACC at Calgary pursuant to a letter dated April 13, 1999 from the Chairperson of the ACC. For greater certainty it is expressly recognized that this approved capital program includes an AIF funded project titled "96<sup>th</sup> Avenue" which is physically located off-airport and therefore represents an exception to the conditions imposed on the use of AIF revenues in Section 5.1 of this Agreement.

IN WITNESS WHEREOF, the duly authorized signatories of the respective Parties hereto have set their signatures this on the date indicated.

**AIR TRANSPORT ASSOCIATION OF CANADA**

Per: \_\_\_\_\_ Date:  
MICHAEL SKROBICA

Title: Vice President Finance

**OTTAWA MACDONALD-CARTIER INTERNATIONAL AIRPORT AUTHORITY**

Per: \_\_\_\_\_ Date:  
PAUL BENOIT

Title: President and Chief Executive Officer

**AIR CANADA**

Per: \_\_\_\_\_ Date:

Title:

**CANADIAN AIRLINES INTERNATIONAL LTD.**

Per: \_\_\_\_\_ Date:

Title:

## SCHEDULE A

### Airports

#### Name Of Airport Authority

#### Specific Airport Which Is Included

Mr. John Weerdenburg  
Vice-President & CFO  
**Ottawa Macdonald-Cartier  
International Airport Authority**  
50 Airport Road  
Gloucester ON K1V 9B4  
T: 613-248-2000 ext 1107 F: 248-2067  
Email: weerdej@ottawa-airport.ca

Ottawa International Airport

Mr. Steve Burchi  
**Regina Airport Authority**  
#1 - 5201 Regina Avenue  
Regina, SK S4W 1B3  
T: 306-761-7563 / F: 306-761-7559  
Email: sburchi@yqr.ca

Mr. Bill Restall  
President & CEO  
**Saskatoon Airport Authority**  
2625 Airport Drive, Suite 3  
Saskatoon SK S7L 7L1  
T: 306-975-6464 / F: 306-975-4233  
Email: billrestall@yxe.ca

Mr. Rex LeDrew  
President  
**St. John's International Airport Authority**  
Airport Terminal  
80 Airport Terminal Access Road  
St. John's, NF A1A 3R1  
T: 709-747-5188 / F: 709-758-8521  
Email: rledrew@stjohnsairport.com

Mr. Richard Paquette  
**Victoria Airport Authority**  
Victoria International Airport  
201-1640 Electra Boulevard  
Sidney BC V8L 5V4  
T: 250-953-7500 ? / F: 250-953-7509  
E: richard.paquette@victoriaairport.com

Mr. Wayne Ford  
Controller  
**Winnipeg International Airport**  
2000 Wellington Avenue, Room 249  
Winnipeg MB R3H 1C2  
T: 204-987-9461 / F: 204-987-9401  
Email: wford@waa.ca

Mr. Scott Clements  
President & C.E.O.  
**Edmonton Regional Airports Authority**  
P.O. Box 9860  
Edmonton AB T5J 2T2  
T: 780-890-8929 / F: 780-890-8520  
E: sclements@edmontonairports.com

Mr. S. J. Baker  
President and C.E.O.  
**London International Airport**  
1750 Crumlin Road  
London ON N5V 3B6  
T: 519-452-4042 / F: 519-453-6219  
Email: sbaker@londonairport.on.ca

Mr. R. J. Watson, AMCT, CMO  
City Clerk  
**City of Timmins**  
220 Algonquin Boulevard East  
Timmins ON P4N 1B3  
T: 705-264-1331 / F: 705-360-1392

President & Chief Executive Officer  
**The Calgary Airport Authority**  
2000 Airport Road N.E.  
Calgary AB T2E 6W5  
T: 403-735-1244 / F: 403-735-1286  
Email: gartha@yyc.com

Frank J. Jakowski, CA  
Vice President Finance & CFO  
**The Calgary Airport Authority**  
2000 Airport Road N.E.  
Calgary, Alberta T2E 6W5  
T: 403-735-1207 / F: 403-735-1286  
Email: frankj@yyc.com

Mr. Dennis Shigematsu  
Director of Corporate Services  
**County of Lethbridge № 26**  
#100, 905 – 4<sup>th</sup> Avenue South  
Lethbridge, AB T1J 4E4  
T: 403-328-5525 / F: 403-328-5602  
E: dshigematsu@county.lethbridge.ab.ca

Ms. Noreen Redman  
Airport Administration Manager  
**The Kelowna International Airport**  
#1 – 5533 Airport Way  
Kelowna, BC V1V 1S1  
T: 250-765-5125 / F: 250-765-0213  
Email: nredman@city.kelowna.bc.ca

Ms. Joyce F. Carter, CA  
Vice President & CFO  
**Halifax International Airport Authority**  
1 Bell Boulevard  
Enfield, NS B2T 1K2  
T: 902-873-6302 / F: 902-873-4750  
Email: carterj@hiala.ca

Ms. Brenda Calce  
Airport Manager  
**Sault Ste Marie Airport  
Development Corporation**  
Sault Ste Marie Airport  
R.R. #1, Box #1  
Sault Ste Marie ON P6A 5K6  
T: 705-779-3031 / F: 705-779-3371  
Email: info@saultairport.com

President and Chief Executive Officer  
**Aéroport de Québec inc.**  
500, rue Principale  
Jean Lesage International Airport  
Sainte-Foy (Québec) G2G 2T9  
T: 418-640-2742 / F: 418-640-2656  
Email:

Mr. Stewart Steeves  
Vice President, Finance & CFO  
**Hamilton International Airport**  
9300 Airport Road, Suite 2206  
Mount Hope ON L0R 1W0  
T: 905-679-1999 ext 230 / F: 905-679-0632  
Email: ssteeves@yhm.com

Mr. Gary R. Vey  
President & CEO  
**Gander International Airport  
Authority Inc.**  
P.O. Box 392  
Gander NF A1V 1W8  
T: 709-256-6668 / F: 709-256-6725  
E: QX.Airport@NF.Sympatico.ca

Mr. Alvin Maier  
Managing Director  
**North Peace Airport Services**  
Box 6490  
Fort St. John, BC V1J 4H9  
T: 250-787-0426 / F: 250-785-6015  
Email: alvin\_maier@fsjairport.com

Mr. Chuck Fast  
President & General Manager  
**Comox Valley Airport Commission**  
Box 482  
Lazo, BC V0R 2K0  
T: 250-890-3123 / F: 250-890-0829  
Email: cvac@mars.ark.com

Mr. Brian Grant  
CEO  
**Grande Prairie Airport Commission**  
Grande Prairie Airport  
Suite 220, 10610 Airport Drive  
Grand Prairie, AB T8V 7Z5  
T: 780-539-5270 / F: 780-532-1520  
Email: bgrant@telusplanet.net

Ms. Sophie Hennion  
Vice-President  
Marketing and Airline Development  
**Aéroports de Montréal**  
1100, René-Lévesque Blvd W, Room 2100  
Montréal (Québec) H3B 4X8  
T: 514-394-7251 / F: 514-394-7356  
Email: sophie.hennion@admtl.com

Mr. Stieg Hoeg  
Airport General Manager  
**Prince George Airport Authority Inc.**  
4141 Airport Road - 10  
Prince George, BC V2N 4M6  
T: 250-963-2400 / F: 250-963-3313  
Email: shoeg@pgairport.ca

Mr. Tom Hutchings  
Airport Manager  
**Stephenville Airport Corporation**  
13 Tennessee Drive  
Stephenville, Newfoundland A2N 2Y3  
T: 709-643-8455 / F: 709-643-1293  
Email: tomhutchings@cyjt.com

## SCHEDULE B

### Signatory Air Carriers

Mr. David Robinson  
Senior Director, Corporate Real Estate  
**Air Canada**  
Air Canada Center 1443 - Bldg 4-4th Floor  
P.O. Box 9000/ C.P. 9000  
Station Airport/ Succursale Aéroport  
Dorval, Quebec H4Y 1C2  
T: 514-422-5100/0600 / F: 514-422-5191  
Email: david.robinson@aircanada.ca

Ms. Jolene Mahody  
Director  
Commercial and Resource Planning  
**Air Canada Jazz**  
310 Goudey Drive  
Halifax International Airport  
Enfield NS B2T 1E4  
T: 902-873-5070 F: 902-873-2098  
Email: jolene.mahody@flyjazz.ca

Mr. Franco Giampa  
Director Airports  
**Air Canada Jazz**  
1000 Air Ontario Drive  
London ON N5V 3S4  
T: 519-659-5552 (or 1-800-559-7085 ext 5552)  
F: 519-453-0063  
Email: franco.giampa@flyjazz.ca

~~Ms. Shirley Campling  
Secretary-Treasurer  
**La Ronge Aviation Services Ltd.**  
Box 320  
La Ronge, SK S0J 1L0  
\* merged with Transwest Air~~

Mr. Jim Glass  
Managing Partner  
**Transwest Air**  
P.O. Box 100  
Prince Albert SK S6V 5R4  
T: 306-764-1404 / F: 306-763-1313  
Email: jim.glass@transwestair.com

Mr. Mark S. Buchholz  
Regional Director-Airport Affairs  
**United Air Lines Inc.**  
P.O. Box 66100  
Chicago, IL 60666  
U.S.A.  
T: 847-700-4549 / F: 847-700-4841  
Email: mark.buchholz@ual.com  
{courier address: }  
{1200 East Algonquin Road }  
{Elk Grove Township, IL 60007}

Mr. Stephen Nourse  
Director, Planning & Projects  
**First Air**  
3257 Carp Road  
Carp ON K0A 1L0  
T: 613-839-3340 ext. 247 / F: 613-839-5690  
Email: snourse@firstair.ca

Mr. Rick Baratta  
Vice President Finance  
**Bearskin Airlines**  
1475 West Walsh Street  
Thunder Bay ON P7E 4X6  
T: 807-474-2606 F: 474-2608  
Email: rbaratta@bearskinairlines.com

~~Traffic Manager \*no longer in operation  
**Pem Air Ltd.**~~

Mr. Ralph C. Miller  
Director  
Properties & Facilities Administration  
**US Airways, Inc.**  
2345 Crystal Drive  
Arlington, VA 22227, U.S.A.  
T: 703-872-5956 / F: 703-872-5979  
Email: rcm@usairways.com

Mr. J. Richard Bradley  
Manager  
Passenger Sales processing  
**US Airways**  
5630 University parkway  
Winston-Salem, NC 27105  
U.S.A.  
T: 336-744-4702 / F: 336-744-4500  
Email: jrbrad@usairways.com

Mr. Philip Earle  
Customer Service Manager  
**Air Labrador**  
P.O. Box 310, Station A  
Happy Valley Goose Bay  
Labrador NF A0P 1S0  
T: 709-896-6741 / F: 709-896-8905  
Email: pearle@pikegroup.com

Mr. George Petsikas  
Director, Govt and Industry Affairs  
**Air Transat**  
11600 Cargo Road A1  
Montreal International Airport  
Mirabel QC J7N 1G9  
T: 450-476-1011 F: 450-476-7925  
Email: gpetsikas@airtransat.com

~~Canada 3000 Airlines~~ \*no longer in operation  
~~Toronto ON~~

Mr. Ken Stevens  
Director of Airport Affairs  
**Horizon Air**  
19521 International Blvd.  
Seattle, Washington 98188  
U.S.A.  
T: 206-431-4516 F: 206-248-6200  
Email: ken.stevens@horizonair.com

Mr. Dirck Van Vliet  
VTOGP/M-P  
**Lufthansa German Airlines**  
26 Wellington Street E, 7<sup>th</sup> Floor  
Toronto ON M5E 1S2  
T: 416-360-3684 F: 416-360-3605  
E-mail: dirck.van-vliet@dlh.de

Mr. Alain Laplante  
Chief Financial Officer  
**Air Creebec Inc.**  
101, 7<sup>th</sup> Street  
P.O. Box 430  
Val d'Or, QC J9P 4P4  
T: 819-825-8355 F: 819-825-0208  
Email: laplantea@aircreebec.ca

Mr. Don Bell  
Senior Vice President  
**WestJet**  
5055 - 11 Street N.E.  
Calgary, AB T2E 8N4  
T: 403-444-2622 F: 403-444-2475  
Email: dbell@westjet.com

Mr. Bill Lamberton  
Vice President, Marketing & Sales  
**WestJet**  
T: 403-444-2610 F: 403-444-2261  
Email: blamberton@westjet.com

Mr. J.G. Dobson  
Senior Accountant  
**WestJet**  
T: 403-444-2520 / F: 403-444-2502  
E-mail: jdobson@westjet.com

Mr. Don MacLellan  
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