

**Hello Duncan. Enjoyed our chat last week in Vancouver. You asked for some follow up. Here is my two cents worth on the Clements' solution to the CATSA challenges.**

### **FACTS in my perception**

- **The CATSA business model is broken. The Board and Management of CATSA simply do not have the right governance or business tools and cannot meet the expectations of the industry they serve.**
- **It is not a personality issue.**
- **It is only partially a money issue.**
- **There is a dangerous division of responsibility and accountability in addressing the security of airports. CATSA has their authorities as defined in regulations.....this within the more broad responsibilities for security by the airport. The interface is vulnerable.**
- **TC has the full regulatory power .... CATSA, unlike the TSA, is a pure implementer.**
- **Performance standards are not the business driver.**
- **Money is being taken out of the 'business' of aviation security for other purposes.**
- **The ATSC should be shared between aviation travellers and the citizens of Canada.**
- **It is simply very bad legislation.**

### **My Suggestions....**

- **CATSA should continue to exist but with a new mandate under a rewrite of the legislation.**
- **Similar to the TSA business model CATSA should have sufficient regulatory tools to meet a risk based approach to security. Their main function should be to centrally do the business and strategic planning for all security at airports. They should of course oversee the operations but with a different approach as suggested below.**
- **The execution model should mandate airports to do (with funding of course) the line function that is currently done by contracted agencies under CATSA. This would be beneficial in many ways.... most importantly it would remove the vulnerable interface at airports between CATSA functions and airport functions. It would also bring central command and control of security at the airport along with the inevitable synergies of force employment that would ensue at each airport.**

- **The funding of the CATSA business model should change fundamentally. The ATSC should continue, but the full cost of the operations should be shared between the Government of Canada (on behalf of its citizens who benefit from a secure air transportation system) and air travellers. The full costs of doing the jobs assigned to CATSA should be funded by the combination of these sources and NO moneys should escape from the security functions.**
- **The Board of CATSA should be fully accountable to ensure that the mission is accomplished at the right costs. Performance standards would be in place and performance reviews would be done periodically to ensure standards are met and budgets are appropriate and being met. Thus the Board's accountability is not only to the Minister of Transportation, but also to those who run airports and airlines.**

**Am available for any further discussion of this or other matters we talked about.**

**Best wishes,**

**Scott Clements**