

## Five Northern Leaders

# Terry Bos

### Numbers guy

**ELLA MYERS**  
emyers@nob.on.ca

If there's one thing Sault Ste. Marie's Terry Bos loves more than baseball, it's numbers.

"I've always had passion and joy for working with numbers and statistics," said Bos. "Since starting school, math was one of my strong subjects."

When Bos started at Algoma University in 1993, he was taking business administration with the intention of transferring to Laurentian University in Sudbury to pursue sports administration. This plan didn't last long. He fell in love with the program he was in, and took on a minor in economics instead.

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#### Terry Bos

President and CEO,  
Sault Ste. Marie airport

He spent his time outside of school working for Buns Master Bakery, seemingly incongruous with his academic interests, but each aspect of his job allowed him to work with data to some extent; planning and carrying out his delivery route, working with customer accounts, even his baking stint required math and calculation skills.

Upon graduation in 1997, Bos spent a short time as a labourer working with steel, but was relieved to find a job in his field at the Sault Ste. Marie Airport in 1999, helping with the business plan.

Today, Bos spends his days managing people, projects and numbers, as the president and CEO of the airport. He's taken on several different roles between then and now. From his planning role in 1999, he moved to finance management in 2002, began to manage the airport in 2004, became accountable executive in 2008, and

finally, CEO in 2010.

"I've worked with all the budgeting, monthly financials, tracking passenger stats, cargo stats and funding applications," said Bos. But even from his role at the top of the ladder, Bos has maintained his relationship with numbers.

"Certainly I thought I'd be in a management position and doing a lot of finance stuff. Luckily, the corporation has allowed me to maintain the financial portfolio, which is something I really enjoy working with," said Bos.

Bos has seen some exciting numbers emerge in the past few years. The airport saw a record high number of 195,080 passengers in 2014. Last November, the airport hit a long-standing target: 200,000 passengers over a 12-month period. The airport is also near completing a \$2-million terminal expansion that Bos said will ensure people have more time, space and amenities in the terminal.

Bos credits his educational background with much of his success at the airport.

"It's been good to have an economic background," said Bos. "Watching GDP and inflation — those kind of indicators you need to know to determine where your business is going to go, especially in aviation where we are tied to the economic ups and downs. When the economy is good, people travel more; when times are bad, businesses cut back."

Bos has stayed active and continued his education in the industry. He served as president for the Airport Management Council of Ontario from 2009-2014, and will sit as the past president until November 2016. In 2014, he also became an internationally accredited airport executive. Bos' research to gain accreditation focused on the cost discrepancy of flying in Canada versus the U.S., and on how lowering costs could increase the number of people who travel.

"It's kind of like getting a master's degree," he said. "You write a paper, that gets published, then you go through an interview." It's research he'd like to see put into practice, especially at the Sault airport, which he said loses about 30,000 passen-

See Bos on 18 ▶



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## Carr

for the region. The results were numerous international trade missions, improved local business connections, and such success that FedNor took it in-house.

On top of the usual business-related projects, the tourism centre and Dionne Quints Museum required a lot of Carr's attention over the years, but that's changed recently. Traffic has died down to the centre and museum, and the chamber board decided to refocus on business advocacy. They moved the chamber to North Bay's downtown in 2015 and closed the museum and tourism centre. Tourism information is still available virtually, and Carr said they are deciding what to do with the museum at the moment. She said she feels relieved about the changes.

"Instead of getting stretched thin, I'm getting back to the core duties of this position, the advocacy work for the members," said Carr. "We're really happy to be down here with the other businesses, and now basically what I do day in and day out is I either fight or congratulate government on things that are important to business, or maybe a challenge to business."

While Carr may be streamlining her work life, her extracurricular activities keep her as busy as ever. North Bay residents can find her volunteering at the Cancer Society's Colours of Hope run, at the Summer in the Park festival or running 50/50 draws at local hockey games with her son who is a "nutbar" for the sport. Even after 27 years, there's no sign of Carr slowing down anytime soon.

## Bos

gers a year to cheaper American flights.

Despite his active presence and upcoming plans at the airport, Bos knows how to leave work at work, but that doesn't mean he leaves the numbers at work. Since his school days of math excellence, he's also enjoyed sports, and baseball, in particular. He describes himself as a stats fan, and closely follows Major League Baseball.

"I played baseball when I was in school, and softball since I couldn't play baseball anymore," said Bos.

He stays involved in his community sports, too. "Now I coach my son's team, tracking the numbers."

There's no escaping the numbers for Bos, and he's just fine with that.

## Gary's Towing 2x64

## Hass

now, he said, Kirkland Lake is definitely their home.

Hass threw himself into the community both professionally and socially, and is now heavily involved with the local karate club, teaching twice a week; he specializes in traditional styles and ancient weapons.

At the Town of Kirkland Lake, Hass said he came in when the "community was in crisis."

"When I came through the door originally, it was 'Here are projects, do these, figure them out,' then it became broader, now there's more strategy and I'm pulled in more directions," said Hass. "Things that I really enjoy are the problems that you have to think out."

You see there's an opportunity there but it's not clear who can do it."

The current "problem" requiring Hass' critical mind is the building of an aquatic centre as part of the town's sport, event and tourism strategy. He said it's part of the incremental improvement of the community he'd like to see over the next few years. It will require significant funding – around \$9.6 million – and convincing government and other funders why it's important will rely on Hass' inventive strategizing and networking.

Hass jokingly refers to his department as "the department of everything else." Fortunately, his broad education and various professional endeavours

helped prepare him for the role.

"I could never have believed what I learned would be that relevant. I studied what I did because I loved it, but it wasn't what you learned, it's that they teach you how to think," said Hass. He hopes young people in his community follow his example, and go abroad to learn and work before settling down.

"I really wish there was more of an emphasis here to go and be as much as you can be, go to university and travel," said Hass. If you don't, he said, "you're not bringing back the contact and knowledge that will continue Northern Ontario to grow and develop."

## Knudsen

somewhere other than the family business," said Lyle.

He dove into working as a sales rep for an industrial rubber services company. But, in 1987, Equipment World branched into Sudbury and Lyle decided to join his father as a sales rep.

By 1990, he'd purchased father's partner's shares, and became a 50 per cent partner with his "father and mentor."

Lyle's early years took him on long trips, up to two weeks at a time, south down Highway 17, visiting communities to build the Sudbury-area business connections.

"It made for some long days and weeks, but it gave me a chance to

truly appreciate the vast expanse of Northern Ontario. There is not a town in the North that I have not visited to knock on doors," said Lyle.

Peter retired several years ago, and now Lyle runs the day-to-day operations at Equipment World. The younger Knudsen wakes up around 5 a.m., heads to the gym, and sits down at his desk by 7 a.m. to review the barrage of emails awaiting him. On Mondays, he sits down with staff for a general meeting, which are "held religiously at each location," a testament to the dedication he has to building a strong team. His days still take him out of the office, though, and he's always visiting customer sites and building new relationships.

When Lyle heads home, the nature of a family-run business means he's still somewhat in Equipment World mode. His professional partnership with Toyota, dealing forklifts, has become personal, and one of his prized possessions is his restored 1969 Toyota FJ-40, a retro land cruiser that fits right in with his lifestyle.

Lyle and his wife Tarja spend their leisure time with their two children, close family and friends, appreciating their camp on Loon Lake and adventuring across the province.

What is Lyle excited for in the next year?

"As I say every day when someone asks, 'How ya doin?' Another day in paradise."

## Labine

do, but I continued with my degree."

His parents' advice to get a degree proved helpful, and Labine got his foot in the door working at an Employment and Immigration student centre in the summers between academic years. When he graduated, a supervisor position had opened up, and Labine landed the job where he met his third mentor.

"My third mentor was my first real boss, Mary Bernardi, an area manager," said Labine. "She was a very smart, enterprising lady, very direct, but later on as I got to know her, she had a great sense of humour and great wit."

She inspired him to continue working in the public service. After his supervisor contract ended, Labine took a role at Statistics Canada conducting the 1986 census for the Algoma region. After the census, Labine bounced back to Employment and Immigration to work as an employment counsellor.

By 27, with an unusual amount of experience for a man of his age, La-

bine decided to run for town council in Ryside-Balfour, a suburb of Sudbury. He won, and served until 1993, when he formed the town's economic development office.

In 1997, Labine became the manager of the Sudbury Regional Development Corporation and left for Science North in 2001 after amalgamation.

Labine's experience makes for a packed résumé, and a packed Rolodex. He's maintained close relationships with his mentors, while forging new connections. Change has driven his career, and it drives him at Science North, too.

"Change is a constant here, and the capacity to change is driven by programming and exhibits," said Labine.

Even before his first day at Science North on Jan. 6, 2001, Labine joined former CEO Jim Marchbank on a trip to Cleveland, Ohio for the annual conference of the Association of Science and Technology Centers. He was impressed by Science North's international recognition.

In the past 15 years, Labine has

worked that international angle, and Science North now produces and exports exhibits and expertise around the world. He recently returned from a trade mission to China with Premier Kathleen Wynne.

Along with his excitement about Science North's expansion overseas, he is passionate about the centre's offerings and partnerships closer to home: the science communication program between Science North and Laurentian University, Science North's new night events for adults called Nightlife on the Rocks, and summer camps offered across Northern Ontario.

"Sudbury is big enough that it is a city that offers a lot, but small enough that you can bring like-minded people around the table for a common cause, a common vision, or to deal with a common problem that we all have," said Labine.

And if there's anyone who can bring those people around a table, it's Labine.