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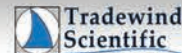
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This calendar is only the start of our efforts to meet your training needs. If you don't see a course you're interested in, not a problem! Every year, IAAE Canada organizes courses outside of the published calendar. In fact, 60 per cent of IAAE Canada courses are the result of an inquiry during the year. If you have a specific need, call or e-mail us, and we will take care of the rest.



Terry Bos, A.A.E.
Chairman, IAAE Canada

Thoughts from IAAE Canada's Chairman

Thirty Years of Professional Development and Training

As IAAE Canada celebrates its 30th anniversary, I would like to take this opportunity to thank all of our members – past, present, and future – for making the organization the success that it is. Because we are a member organization, the members create our success.

I would also like to thank all of those who have served on the Board of Directors or one of the committees for all of the time they have volunteered to the organization. There are too many past Chairs over the 30 years to thank with the limited number of words, so I will thank the two who served while I was on the Board and mentored me in, Cuyler Green and Paul Ritchi.

I am also grateful for the Vice Chairs I have worked with: Mike Karsseboom, who has been a great mentor and has provided so much time and dedication to IAAE Canada, and now Trent Gervais, who hopefully will succeed me soon.

Certainly, COVID-19 and other issues have slowed the development and success of the organization, but through the strong work of staff and the Board, the organization is back on solid footing. However, there is a long way to go – IAAE Canada needs to get established and recognized as the leading source of training in Canada, and, more importantly, the accreditation programs need to be recognized as the symbol of professionalism and achievement for executives and managers at airports countrywide.

The year 2023 was a great one with the successful return of the FOAM Conference and the launch of a brand new IAAE Canada website to bring us into the new age. I look forward to the 30th anniversary celebration that the FOAM and Membership and Communications Committees have planned for FOAM in Regina from May 27 to 29. I hope to see you all there! ✈

IAAE Canada needs to get established and recognized as the leading source of training in Canada, and, more importantly, the accreditation programs need to be recognized as the symbol of professionalism and achievement for executives and managers at airports countrywide.

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A Message from IAAE Canada's Executive Director Responding to the Times

Thirty years ago, in 1994, a group of Canadian airport leaders gathered together to create an association geared specifically toward the needs of personnel at our airports.

They designed this association to serve both management and operations staff at our over 300 airports across Canada to assist airport executives in fulfilling their responsibilities to the airports and communities they serve, through personal and professional development and training.

The Accredited Airport Executive (A.A.E.) program was born and now offers the opportunity for our members outside of airports in the industry to pursue the Accredited Airport Professional (A.A.P.) program. Both of these designations are a distinction of an individual's breadth, knowledge, and ability in the Canadian aviation industry. They are also

recognized internationally as a global standard of excellence.

IAAE Canada's professional development and training programs speak to the challenges of managing small, medium, and large airports in Canada. Initially, in-person courses were offered across the country. During the COVID-19 pandemic, our industry changed, and the way we conducted training changed, but the training needs did not. IAAE Canada responded with an online suite of courses as well as accessible and financially viable

live, virtual classroom courses. We continue to develop our courses in these formats.

IAAE Canada was and is a member association. Our goals and future plans are always dependent on the needs of the Canadian aviation industry. Looking forward, we hope to continue to serve our members and the industry with a spirit of continuous improvement for another 30 years. ✈

Michelle M. Cretzman
Executive Director, IAAE Canada

Looking forward, we hope to continue to serve our members and the industry with a spirit of continuous improvement for another 30 years.

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The Accredited Airport Executive (A.A.E.) and the Accredited

Airport Professional (A.A.P.) designations are a distinction of an individual's breadth, knowledge, and ability in the Canadian aviation industry. They are also recognized internationally as a global standard of excellence.

The program is open to members of IAAE Canada, and there are two streams:

- 1) The Accredited Airport Executive (A.A.E.) is for current airport personnel; and
- 2) The Accredited Airport Professional (A.A.P.) is available to aviation industry personnel.

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Obtaining an IAAE Canada designation is a great way to command respect in the airport industry. Since 1994, IAAE Canada has been committed to the advancement of aviation professionals by granting certified designations to individuals who demonstrate an ability to handle the challenges and responsibilities of airport management. The program is open to members of IAAE Canada and there are two streams:

1. The Accredited Airport Executive (A.A.E.) is for current airport members; and
2. The Accredited Airport Professional (A.A.P) is available to current industry and corporate members.

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“The Conference was exceptional. Seamless organization, diversity of relevant topics, an amazing opportunity to learn new information and reconnect with industry experts and colleagues. Big thanks to the IAAE leadership team for hosting an incredible event!”

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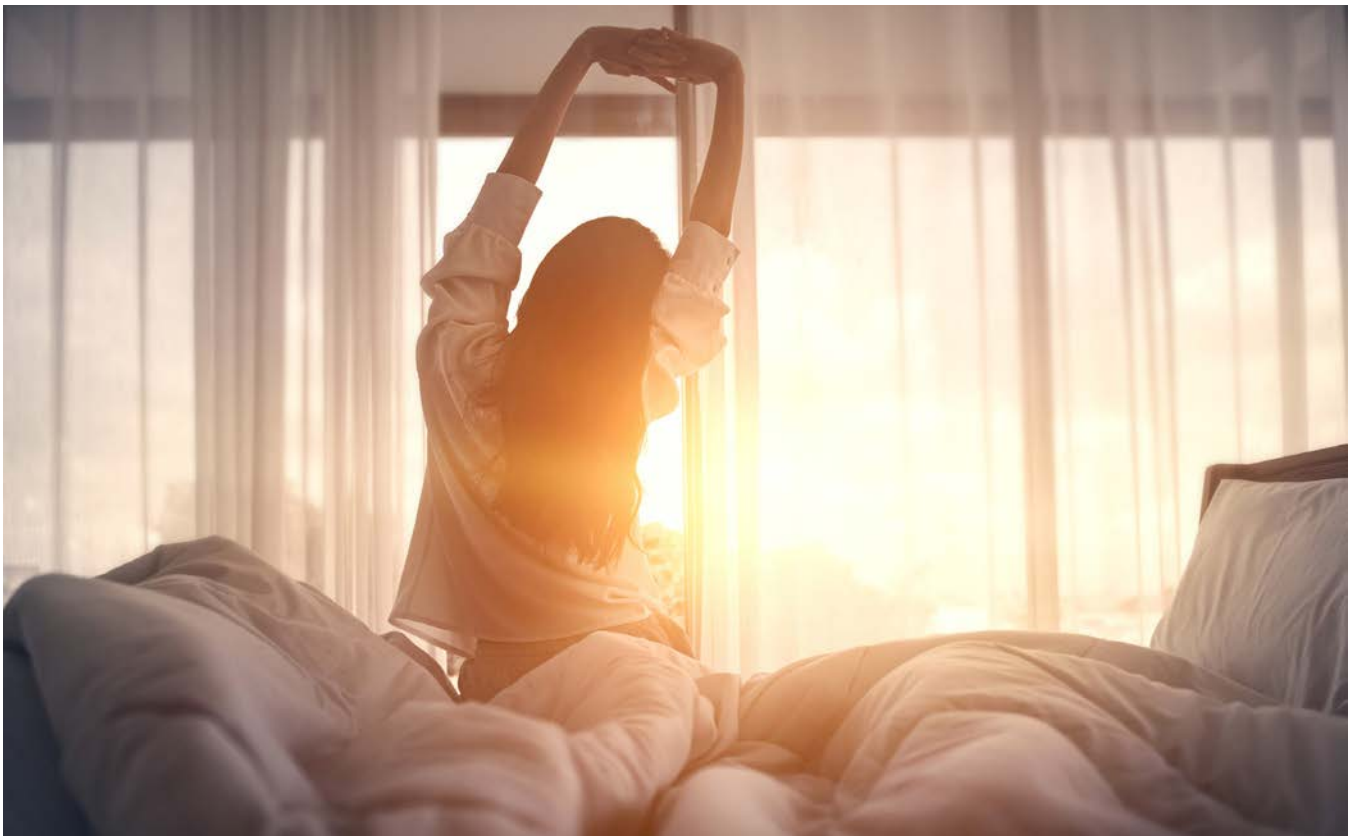
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Prioritizing Sleep to Improve Mental and Physical Health: Is It Worth the Trade?



More than 40 per cent of Canadian adults suffer from sleep problems sometimes to all the time, according to a Statistics Canada study.¹ These problems include trouble falling asleep, staying asleep, waking earlier than desired and poor quality sleep. While this statistic is staggering when you consider the size of our population (40 per cent = 15.5 million Canadians), a lack of sleep or poor quality sleep for those managing airports – a high-stress, high-energy, high-decision-making job – could be disastrous.

Most airport safety management systems (SMS) are now mature enough to have at least raised awareness about the potentially grave

effects of fatigue resulting from a lack of sleep or poor quality sleep. Consider the logistics around a snow event, as an example. If you are having sleep problems, you may be fatigued when making critical decisions at work. If you miscalculate the resources required, it could have significant effects on your snow plow operators, requiring them to work excessive overtime. If one of your operators is too fatigued on the drive back home after an unexpected long night shift, a motor vehicle accident (MVA) could result, and MVAs can be disastrous.

SMSs have done a good job with helping everyone in airport operations make the link between sleep issues, fatigue, and serious negative outcomes as in this example. Why,



By Clinton Marquardt,
Sleep and Fatigue Specialist

THE TAKEAWAYS

- Sleep should be prioritized.
- Share information about the hidden mental and physical health benefits of prioritizing sleep and remedying sleep problems with your colleagues.
- Consider the hidden benefits of sleep and the trades you may be making when doing your mental risk assessments and prioritizing sleep in your daily activities.

then, are there still so many people willing to muddle through their lives with sleep problems?

THE IMPORTANCE OF PRIORITIZING SLEEP

The reason sleep problems are allowed to continue is because we do not prioritize sleep. Picture this: it is a comfortably warm Sunday afternoon in the springtime, and the rain is gently falling outside, creating a soothing, pitter-patter sound. Everyone in your household is out. It is quiet for the first time in a long time, and your to-do list is nicely hidden under all the other paperwork on the kitchen counter.

You decide, "This is the perfect time for a nap." You begin to enjoy your sleep, then your phone rings. You answer, and it is the person who prepared your Sunday to-do list. Hearing the grogginess in your voice, the caller asks,

"You sound off, did I catch you sleeping?" What is the first thing you will likely say? It will probably include a denial like, "No, I wasn't sleeping. I was just about to get started on the to-do list." This situation illustrates where we rank sleep in our priorities. Getting things done is more important than sleep, and no one wants to get caught prioritizing sleep over fulfilling their responsibilities.

Although the link between sleep, fatigue, and disastrous outcomes is usually obvious for those in the operational world, the risk assessments we do in our heads get in the way of our ability to prioritize our sleep. The likelihood of a miscalculation of resource requirements that ultimately leads to a serious MVA injury all caused by fatigue seems very low. Our mental risk assessments usually follow a line of thinking like, "I have slept poorly, then

worked while fatigued before, and nothing disastrous happened, so, it is unlikely that something disastrous will happen this time either."

With this in mind, we continue on with sleep problems, perhaps promising to ourselves that we will look into fixing the problems when we have time; that is, after all the other higher priority tasks have been completed.

BECOMING AWARE OF SLEEP'S IMPACT

These mental risk assessments also play a role in prioritizing our non-work activities over sleep. We will readily stay up late to finish watching a movie, sleep less than needed, then trudge through the fatigue the next day, or stay awake fighting the need for sleep just to finish our drive home, or skip a pre-shift nap to spend time with our children and push through the pain of a fatiguing night-shift.

Our mental risk assessments help us conclude that the most likely negative outcome from deprioritizing sleep is not a disastrous consequence, but rather the temporary discomfort of feeling fatigued. The perceived reward for doing so also seems well worth it. We get to experience the pleasure of movie



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night, sleeping in our own beds instead of a hotel, or the backseat of our cars, or we get to spend time with our children. Trading away sleep for guaranteed pleasure with very little perceived risk seems like a fair trade.

There is one important piece missing from our mental risk assessments. We have not considered the health impacts we are likely already experiencing by ignoring our sleep problems or by trading away our sleep for pleasures and time. Although researchers are still trying to decipher all the mysteries around why we sleep, we are learning that sleep plays a role in not only our safety by reducing fatigue risk but also our health. Science is showing that when people's sleep does not match average healthy adult sleep on a regular basis, there are negative consequences, both to our mental and physical health. The links are strong and diverse.

It seems that almost every aspect of health is impacted by sleep. Inadequate sleep can have negative effects on our cardiovascular, metabolic, reproductive, and immune systems. It can affect our aging process, our moods, and our resilience to stress, anxiety and depression. Effects can be experienced in the short term like getting more coughs, colds, or the flu, contracting COVID-19, or being more stressed or depressed on a daily basis. They can also be longer term like increasing our risk of diabetes, cancer, and dementia or the likelihood of our relationships deteriorating into dysfunction and divorce.

THE HIDDEN BENEFITS OF SLEEP

We can evolve our mental risk assessments by considering the health consequences of allowing sleep problems to continue or trading away sleep for pleasures and time. If we use past experience to estimate future probability, as most people do when they estimate the likelihood of a disastrous fatigue-related outcome, we will see that we have already experienced many negative health outcomes that could have been due to sleep issues.

For example, if a person has repeatedly traded away sleep or has been experiencing sleep problems, science tells us there is a high probability they will have more health problems than someone who is obtaining adequate sleep. If this person looks back on his or her past and sees that they have experienced mental or physical symptoms of inadequate sleep, they may link this to the sleep issues.

Now this person's mental risk assessment may follow a different line of thinking that is

Although the link between sleep, fatigue, and disastrous outcomes is usually obvious for those in the operational world, the risk assessments we do in our heads get in the way of our ability to prioritize our sleep.

closer to, "Although I have skipped sleep to enjoy movie night in the past and the next day's fatigue did not cause a disaster, I have been sick a few more times than usual, I feel stressed daily, and my blood pressure is high, and since these issues can be related to sleep, maybe I will skip movie night tonight to get the sleep I need."

These mental risk assessments can also address the rewards that people perceive when they consider their sleep trades and sleep priority. For example, if they prioritize sleep instead of ignoring a sleep problem or trading sleep for a little extra time to spend with children, they will be rewarded with lowered risk of some potentially life-threatening conditions like diabetes, cancer, cardiovascular disease, and dementia.

Most people are unaware of these hidden benefits. Raising awareness about the link between sleep and mental and physical health can help, but caution is needed here. When people feel threatened, they become defensive. This means that we cannot use scare tactics to raise awareness. Statements such as, "If you do not prioritize your sleep, you will get cancer," or, "If you stay on night shifts, your relationship will deteriorate into divorce," are quickly brushed off. A more persuasive strategy is to highlight the hidden benefits of prioritizing sleep.

Instead, we should use statements such as, "If you can increase your total sleep time to at least seven hours on a regular basis, you can decrease your risk of getting a cold by 4.24 times,"² and, "If you take steps to deal with your sleep problems now and maintain your deep sleep while you age, you can

decrease the risk of dementia by 27 per cent."³ These statements demonstrate that if people prioritize sleep and trade away a few short-term rewards like movie night a little more often in return for sleep, they will live a longer, happier, and healthier life. ✨

Clinton Marquardt has over 30 years of experience in sleep and fatigue management with numerous organizations throughout the world, including Canada, Brazil, Ireland, England, the Netherlands, Malaysia and the United States. Marquardt shares his expertise through consulting and training programs that optimize the safety, health, and productivity of the 24-7 workforce.

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Empowering Regional Airports: The Mission of the Regional Community Airports of Canada



In the vast and diverse landscape of Canada, regional and community airports play a pivotal role in connecting communities, fostering economic development, and ensuring the safety and accessibility of air travel. Recognizing the unique challenges faced by these airports, the Regional Community Airports of Canada (RCAC) stands as a beacon of advocacy and support. Founded in 2002 as the Regional Community Airports Coalition of Canada, and evolving into RCAC in 2004, this national organization has been at the forefront of championing the causes of small and regional airports across the country.

With its inception marked by a gathering of 13 airport representatives in Winnipeg, Manitoba, RCAC has grown significantly in its reach and influence. Today, it boasts direct membership of over 62 airports nationwide, supplemented by reciprocal memberships with key regional aviation councils. This wide network facilitates a powerful collective voice, enabling effective communication with federal and provincial governments on the economic, regulatory, and operational issues that impact regional airports.

RCAC's mission is to promote the safety, economic viability, and sustainability of Canada's regional airports. As the voice for these vital transportation hubs, the organization is committed to addressing the unique challenges they face, from regulatory hurdles to financial constraints. One of RCAC's strengths lies in its collaborative approach.

By forming committees of grassroots members, the organization delves into research and advocacy on critical issues, working alongside stakeholders such as Transport Canada and the Canadian Airports Council to forge practical solutions. Through active participation in working groups and policy discussions, RCAC has achieved significant milestones, including influencing regulatory changes and contributing to the development of airport safety standards.

RCAC's accomplishments in the regulatory arena are notable. Successes include the withdrawal of the Canadian Airport Regulations (CARs) 308 regulation, adjustments to the Canadian Aviation Regulation Advisory Council (CARAC) process to better represent airports with limited resources, and active



By Carman Hendry,
Northwest Regional Airport Terrace-Kitimat

participation in key working groups focused on airport operations and safety.

Open to all regional and community-owned certified airports, as well as operators of registered aerodromes, RCAC membership offers a platform for dialogue, support, and shared learning. Annual board meetings, quarterly calls, and ongoing communication through newsletters and teleconferences ensure members are well-informed and engaged

By uniting under the RCAC banner, airports across Canada can ensure their voices are heard, their challenges addressed, and their contributions to Canadian air travel and local economies recognized and supported.


in shaping the organization's direction and initiatives.

RCAC's commitment to enhancing Canada's airport sector is also evident in its resources for specialized airport equipment, guidance on Airports Capital Assistance Program (ACAP) applications, and recommendations for training programs. These resources are invaluable for airports seeking to improve operations and enhance safety.


As RCAC continues to advocate for the interests of regional airports, it invites stakeholders to join its information sessions, engage in dialogue, and explore membership opportunities through its website. By uniting under the RCAC banner, airports across Canada can ensure their voices are heard, their challenges addressed, and their contributions to Canadian air travel and local economies recognized and supported.

For more information or to become a member, visit RCAC's website (<https://rcacc.ca>) and discover how you can be a part of this vital community, working together to secure the future of regional aviation in Canada. ✈️

Carman Hendry, CM, MBA, has been the Chair of the Regional Community Airports of Canada (RCAC) since 2019. Hendry has worked in the airport industry for 35 years and is presently the Airport Manager of the Northwest Regional Airport Terrace-Kitimat.



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Audrey Wilson, A.A.E., Airport Operations Specialist at the Southport Aerospace Centre Inc.



Raised traditionally by her grandparents in Norway House Cree Nation, Audrey Wilson’s fondest memories involve spending time at the airport. Her grandmother would pack a lunch, and she and her grandfather would take a boat to the airport.

“It was a social outing for my grandfather, but for me, watching the airport activity was my favourite part,” Wilson says. “I would sit there and watch the airport vehicles – I wasn’t interested in the flying aspect but how the airport operated as a whole. I’d watch the airport workers and what they were doing, the service trucks, the weather observer, the person helping passengers coming in and out of the terminal, and the servicing of the airplanes.”

Today, Wilson is the Airport Operations Specialist at the Southport Aerospace Centre Inc. Though her love of aviation started at a young age, she didn’t take a direct path to get to where she is today.

After high school, she attended university, but knew she would rather be at an airport. She wasn’t aware of any aviation programs in Canada at the time, other than flying, so she attended university with her friends and to make her family and community happy. She became aware of the Travel and Tourism program at Confederation College in Thunder Bay, Ontario, that offered courses in aviation, so she left university to pursue Travel and Tourism.

“It was there one of my instructors had said, ‘What are you doing in a travel agency? You are not a travel agent – you belong in an airport,’” Wilson says.

She completed a practicum at an airport, and after graduating college, she started working for Air Creebec in Moosonee, Ontario. She stayed there 10 years, went to Bearskin Airlines in Sudbury, then transferred to Kenora where she was base manager.

After working for 15 years for airlines as a passenger service agent, checking in passengers for flights and various aspects of flight planning, she realized she was ready for a change.

“One day, I was sitting and watching the airside operators – conducting inspections, marshalling aircraft, and conducting maintenance such as removing snow and managing wildlife,” Wilson says. “I was interested, so I researched my options. After 15+ years in airlines, I decided to leave airlines and go back to school.”

She attended Georgian College in Barrie, Ontario, studying Aviation Management for three years, graduating in 2012 with honours.

Wilson says it was challenging to return to school after being in the working world for nearly two decades. Her former colleagues questioned her, asking what she was doing going back to school when she should be getting ready to retire.

While she was studying for a second career, most of her classmates were just coming out of high school.

“We were in different stages in our careers and in our lives, but you know what, they were great and taught me so much,” Wilson says. “The more walls I put up, the more they would scale those walls and knock them down. I fondly remember times when they would push me outside of my comfort zone, often getting me to ‘check this out,’ once even taking my phone and upgrading it. ‘Auds, give me your phone, you need a new phone.’ They taught me a lot about technology, the skills that I didn’t have. They gave me a different perspective and a different and efficient way of working.”

This generational gap worked out – she had a lot to give them too, offering insight into the world of aviation, especially about the North since she had travelled there extensively.

“Whenever I start to doubt myself, I call up my colleagues and mentors, who are my greatest support system.”

— Audrey Wilson

Wilson’s focus has been on northern airports, having worked in regulatory compliance at 23 airports for the Province of Manitoba, as well as at 14 airports for Kativik Regional Government in Nunavik, Quebec. She also managed an airport and did a term position with NAV Canada. In 2020, while working and living in Kuujuaq, Quebec, with the challenge of distance and the pandemic, Wilson earned the Accredited Airport Executive (AAE) designation, the first to do so virtually. She has continued her participation with IAAE Canada, serving on the Governance Committee.

“The value I place on my IAAE membership is that I maintain the recognition of my credentials. It is an honour to be a part of an esteemed group of aviation professionals that have achieved the AAE designation that is recognized internationally,” Wilson says. “I would encourage those in the industry to join to have access to academic resources and build your network.”

All of her past roles developed her skills and built her network, all of which led her to her current position of Airport Operations Specialist at Southport Aerospace Centre Inc. near Portage la Prairie, Manitoba. Southport provides the facility for military flight training at a civilian airport. Her main role is maintaining regulatory compliance for airside safety through quality assurance, auditing, and program development.

While she has a success story to share, Wilson says there have been challenges along the way.

“It’s still a male-dominated industry, especially in the North, where I’ve spent the majority of my career. You get overlooked a lot of the time, and it seems like to get ahead, you have to work extra hard to get recognized for achievements,” she says. “There’s a lot of stress that comes with that and a lot of self-inflicted pressure you put on yourself to excel.”

To deal with this stress, she’s built up a network of aviation professionals from across Canada, plus she knows she has support from her family and from her community of Norway House Cree Nation.

“Whenever I start to doubt myself, I call up my colleagues and mentors, who are my greatest support system,” she says. “I talk things through with them, and it relieves some of that stress.”

She encourages those starting out in the industry to build their network and to broaden their specialty.

“Working in different environments and learning from different people has been one of the most rewarding parts of my career,” Wilson says. “Be open to learning, be open to change, be gentle with yourself, and rely on your network.” ✈️

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Larue

At Larue, just as in everyday life, the only constant is change.

When the industrial snow removal equipment company started, it offered excavation, snow removal, and forestry services until founder André Larue decided to sell his equipment and transform the company into a repair shop for snow removal equipment. By maintaining these machines, the diesel mechanics professor increasingly noticed their weaknesses. He had the idea to create his own brand to improve the performance, robustness, and reliability of this type of equipment. With that, Larue the company was born and has continued to evolve.

André's sons, Denis and Louis, became the leaders of the Québec City-based company in the early 2000s. The brothers were born and raised among diesel equipment. Plus, they both live and breathe for engines, machinery, race cars, and performance overall, so it was an obvious decision for Denis and Louis to begin managing the company.

The same spirit of innovation remained, with an ambitious goal to build their first self-propelled snow blower for airports and municipalities.

"Airport equipment needs extremely robust, precise, and dependable design, and engineering," says Louis Larue, Vice-President of the company. "Our satisfaction comes with surmounting these challenges and always bringing new ideas and concepts to the table in order to make the products better year after year. That's a never-ending cycle in which we are very proud to be a part of."

Needless to say, Larue was successful in developing top-performing industrial snow blowers, airport brooms, and plows. Fifty-one years since the company launched, these products are sold in a dozen countries worldwide.

"With now more than 100 employees, the passion is as big as the old days, but shared among a bigger-sized family," says Denis Larue, President.

Larue differentiates itself from other companies by bringing the widest range of snow blowers in the industry with 11 loader-mounted



Denis (left) and Louis Larue (right) have followed in their father's footsteps and now run J.A. Larue Inc., an industrial snow removal equipment manufacturing company.



J.A. Larue develops top-performing industrial snow blowers, airport brooms, and plows.

and five self-propelled models. This variety ensures that any customer need is met when it comes to the size of their operations and budget. Additionally, Larue products are renowned for their outstanding performance, fuel efficiency, reliability, and ease of maintenance.

Both international and regional airports turn to Larue when they need to replace old equipment or add power and versatility to their current fleet. From the aprons to the runways, Larue has the right tools to get the job done.

An example the company has seen is when a regional airport with a relatively tight budget

chooses Larue's T85 self-propelled dual-engine snow blower, which can interchangeably be paired with a blower head or plow. With one vehicle, the airport can now accomplish two types of tasks. Workers can clear the snow away faster than ever before, load trucks, or simply plow the snow on the side when applicable. A large airport will prefer the T95 model, which makes absolutely no compromise on speed and power when time is a critical variable.

Larue does everything in-house — employees design, engineer, weld, paint, assemble, and perform quality assurance on equipment.

"We take pride in doing pretty much everything ourselves. It gives us a better control on the quality of the finished product and also more flexibility if we need to make adjustments for a custom request," Louis says. "We are constantly listening to our customers, adapting, and innovating in order to push the boundaries of the product. That's a big part of our recipe for success."

Throughout all this success, there have of course been challenges for Larue to overcome. But instead of these challenges becoming permanent roadblocks, they fuel the company.

"We put our problem-solving skills to the test on the daily," says Denis.

In recent years, the biggest challenge has been to deal with industry-wide supply chain disruptions. Almost – if not all – of Larue's models were affected. The company had to go back to the drawing board and adapt in order to replace unavailable parts, while ensuring they offered the same quality standards.

"It was no easy task but we made it," says Denis Larue. "Our team, and especially our engineers, designers, and buyers did not sleep much during that period, and we owe a lot of our recent success to them."

Larue values being a member of IAAE Canada. This membership has allowed Larue to extend their industry network. Through general visibility and the organizing of events such as the FOAM Conference, Larue is able to stand out, helping to put their products into many Canadian airports. ✈️

"With now more than 100 employees, the passion is as big as the old days, but shared among a bigger-sized family."

— Denis Larue

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