

The IAAE Canada

Fall 2023

AIRPORT MAGAZINE

An official publication of the International Association of Airport Executives Canada

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

Thoughts from IAAE Canada's Chairman Conferences, Online Connections, and Accreditation

It was with great pleasure and excitement that we were able to host the return of FOAM in 2023. It had been a long time apart due to COVID-19; the last conference was in Montreal in 2019. It was great to meet this year in beautiful Kitchener-Waterloo!

I was thrilled with the turnout and the outstanding line-up of speakers. I think I speak for everyone when I say that a great time was had by all in attendance and the sponsor's night out – a mini-Octoberfest – was one of the best events in years.

Thank you to the FOAM 2023 Committee, who put in a lot of hard work to make this year's event a success; they should be commended for all of their hard work and dedication which resulted in a first-class event.

As I noted at the AGM, although IAAE Canada has been through some rough years, we are back on track and finances have much improved. We are certainly encouraged by the return to a two-staff-member team – welcome Julia!

Earlier this year we also launched the brand-new website for IAAE Canada. This has been a long time coming, but we wanted to ensure we did it right and gathered as much input from members as to how to make it better before putting in the time and expense to make a new site. Again, the marketing and communications team, along with IAAE Canada staff, should be commended for all of their hard work and patience in working

with the service provider to put together a very new and refreshing, user-friendly site.

I would like to remind all our A.A.E. and A.A.P. members that the CEU program was relaunched on July 1, 2022, with the granting of six credits to all members towards the 36 required credits per three-year period; the current CEU program period runs until December 31, 2024. It is your responsibility as an accredited member to track your credits and ensure that you meet the three-year goal. For those in need of credits, we are always looking for new mentors or examiners for those Certified Members (CMs) who are working their way through accreditation.

I would also like to take the opportunity to encourage all CM candidates who are working their way through the program to follow through with the commitment to become accredited. I am sure you will find it a rewarding experience to have completed the process, and we love to welcome new accredited members to the group all the time.

In closing, I would like to encourage everyone – if you're able – to join us in Regina, Saskatchewan next year for the 15th Annual FOAM Conference. We look forward to an even bigger event and of course, an added bonus is the CEU points that you will earn for attending. I wish everyone the best this winter season and look forward to seeing you all next spring in Regina. ✈

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A Message from IAAE Canada’s Executive Director

A Day in My Life at IAAE Canada

Whether it’s a member inquiry, a training request, or a virtual meeting for one of our eight standing committees, a day in the life at IAAE Canada Headquarters is always varied and dynamic.

From helping airport personnel with professional development, delivering training, and catching up with members and customers, IAAE Canada Headquarters is always an engaging and rewarding place to be.

Each of our members and customers is important to us; their input is invaluable and always appreciated. Thanks to this input, we are able to better deliver the training and services that they request.

With over 300 members, IAAE Canada has grown since its humble beginnings in 1994 and its incorporation in 2005. IAAE Canada is the embodiment of success based on the collaboration and support of its members.

WE ARE VERY EXCITED TO BE CELEBRATING 30 YEARS IN 2024!

We have more than 75 Accredited Members (A.A.E. and A.A.P.), with over 20 Certified Members (CMs) who are working towards their professional objectives. The additional options for Phase Two of the programs and the availability for virtual presentations and panel interviews have made it much easier for our candidates to achieve their designations.

In 2020, due to the pandemic, we went from in-person training to a virtual format. This platform has been very well received and we are continually working towards expanding our offerings. Our online training suite is also under expansion. We are regularly working on providing more regulatory and non-regulatory training in both formats. It is our hope that in-person training will resume in the near future.

We were very excited to announce the launch of IAAE Canada’s new and improved website in July 2023! Our team worked hard to deliver an upgraded and advanced new website. Thank you for all your valuable feedback. We’ve incorporated easier navigation, single user login, an updated layout, and adaptive technology to ensure an easier experience for our members and customers.

We look forward to seeing everyone in Regina, Saskatchewan, May 27-29, 2024, for our next FOAM Conference and 30th year celebrations!

Our focus is to grow and improve this association and based on member feedback, we’re doing just that.

Michelle M. Cretzman
Executive Director, IAAE Canada

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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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A Message from IAAE Canada's Association Assistant

Flying Through Life

My first year at Western University in the Commercial Aviation Management Program was nothing short of amazing. My first year in the program was filled with personal growth, learning, and the opportunity to expand my knowledge about the aviation industry.

As it came to an end, I looked to become more involved with my program, and the university. I desired to contribute to the growth and success of this amazing program. With this in mind, I made the decision to apply for the position of 'Second-Year Representative' for the Commercial Aviation Management program. I saw it as a chance to advocate for my peers and ensure that the voices of my fellow students were represented. In March 2023, I was thrilled to learn that I had been elected by those peers for this position and I jumped at the responsibilities that came with it.

When the summer approached, my passion

for aviation urged me to immerse myself in the industry as much as I could. After learning about a position that became available for an Association Assistant at IAAE Canada, I immediately took the opportunity and applied. I was fortunate enough to secure a meeting with Michelle Cretzman, the Executive Director of IAAE Canada, via Zoom call. The conversation was fantastic, and Michelle has since taken me under her wing. I was thrilled when I was offered this dynamic position. I knew I had the opportunity to work alongside industry leaders and professionals and to gain invaluable experiences that would 'jet-fuel' my future endeavours.

These past few months have been incredible. I have had the privilege of meeting countless people in this industry that I may not have encountered otherwise. Specifically, attending the 14th annual Facility, Operations and Airport Managers (FOAM) Conference

was a wonderful and supportive experience which expanded my knowledge of the various branches of aviation that I never knew existed. This job is a great fit for someone like myself, who is not only interested in the flying aspect of aviation but also has an interest in the airport management side.

I am beyond grateful to be in this position where I can continue to learn, expand my knowledge, and plan my future. There is still so much more to discover, and I am determined to seize every opportunity that comes my way. If I have learned anything, I've learned that this industry is dynamic and ever evolving. My future holds endless possibilities, and I cannot wait to see what it has in store for me.

Flying through life, I am ready to soar and embrace the limitless horizons ahead. ✈️

Julia Noel
Association Assistant, IAAE Canada

IAAE Canada Membership Benefits

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Accreditation Program: Our members can pursue their 'path to the top' through our A.A.E. and A.A.P. programs.

AAAE Publications: Subscribe to online publications for timely information on activities in the airport and airline industry worldwide: AAAE This Week, Airport Report Today, AAAE Security SmartBrief, AAAE Environmental Watch.

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The Eye of the Tiger: Airports Require Agility During Difficult Times

Canada's airports have taken a beating over the last several years. Mental and marketing agility will be key to recovery for most regional and GA airports.

By Rob Beynon, A.A.P., President and Founder of Operations Economics Inc.

“When you have exhausted all possibilities, remember this – you haven’t.” – Thomas Edison

For regional and general aviation (GA) airports in Canada, recovering from the pandemic will take more focus and energy than operations required before COVID-19. The economy and society have shifted – creating new opportunities and challenges – while airports have not recovered financially from the pandemic years and have limited resources for responding. This landscape requires a leaner, more agile approach than the past.

ONE PANDEMIC, BUT MANY DIFFERENT ROUTES TO RECOVERY

The COVID-19 years were painful for Canada's transportation sector and economic recovery is continuing. Aviation in Canada was particularly hard hit, and airports lost air services, passengers, revenues, and employees. Now that passenger flights have been returning, economies are recovering at different rates, and the same holds true for different transport systems and routes. The financial losses airports endured during the pandemic cannot be easily recovered. If you lose 50 per cent of typical income for a year, it takes years to recover that lost income, and that is where most of us are. Pulling up from that type of financial plunge is difficult and can be painful.

After the COVID-19 years of suspended activity and losing employees to retirement and layoffs, the challenges that airports and related businesses struggle with have gained an unwanted spotlight.



“The image that came to mind for me thinking of how to respond was that of a tiger in the snow, seeking food in a difficult demanding environment. We all need to be tigers.”

For airports, carriers, and passengers the bad news came in waves in 2022 and piled up one atop the next: last summer's lost luggage crisis, the Christmas Snowmageddon, regional aviation's anemic recovery, the untimely demise of some discount carriers and tour companies, tales of tourists stranded on vacation tours, viral social media stories of missed connections and ruined trips, and, for a long time, coverage of multflight waits and distraught customers on the nightly TV news. Aviation has bounced back from hardships in its 100 plus year history, but the pandemic hit far harder – and longer – than any previous downturn post Second World War. Many of us recall 9/11 and the resulting shock, industry shutdown, and the relatively quick return to trend. Post COVID is different. While there have been some immediate airport winners coming out of the pandemic (St. Hubert and Kitchener-Waterloo come to mind), this article is focused on those experiencing a slow recovery. Regional and GA airports, unlike the internationals which are now recovering rapidly, have been struck especially hard.

For example, many regional airports have significantly reduced or no scheduled air service following COVID-19. Examples in British Columbia alone include Smithers, Dawson Creek, Castlegar, Cranbrook, and Penticton. COVID-19 is not the only reason, because air carriers are changing aircraft, struggling to find pilots and crew, and are struggling with supply chain issues on the maintenance side, but the pandemic initiated this rupture in service.

In my view, the new federal Air Passenger Protection Regulations may make this loss of service to regional communities permanent. This is because regional airports have always suffered from cancelled and delayed flights for a variety of reasons. The easiest way for major air carriers to manage this risk is to reduce or end flights to these communities. If I am correct, the new regulations will have had a much more profound impact for regional airports than Transport Canada ever imagined.

A DIFFERENT KIND OF DOWNTURN REQUIRES A DIFFERENT TYPE OF RECOVERY, AND NEW TYPES OF LEADERSHIP

When COVID-19 receded, we stepped outside of our personal and business bubbles to confront a new world where many pre-pandemic certainties had ended. Business was back but anemic, and the future we had previously imagined was filled with amplified crises: war in Europe, drought, inflation, political extremism, fuel price surges, labour shortages, skills gaps, and forest fires.

LOOKING FORWARD

I am also part of the aviation ecosystem, and while struggling with the ongoing impacts of the COVID pandemic, I have been contemplating what all businesses – and airports in particular – need to focus on during these difficult times, particularly for regional and GA airports. The image that came to mind for me thinking of how to respond was that of a tiger in the snow, seeking food in a difficult demanding environment. We all need to be tigers.

The following points are taken from a tiger perspective. In sports, coaches work with players to develop agility with techniques like speed ladders, and we need to develop business agility today.

DEVELOP STRATEGY

Strategy discussions are much less popular than they were in the 1990s when most airports were devolved, but the need is probably

greater in these uncertain times. Approach the present and future with a strategic outlook. I know of many airport leaders who retired during the pandemic and who were unable to pass on the full depth of their knowledge to the next generation because of the measures taken to keep staff safe, and unfortunate timing. Just as troubling is the all-too-frequent discovery that departed executives and managers have kept vital institutional knowledge all in their heads without leaving written records for their successors.

FLEXIBILITY IN THE FACE OF CHANGE

Disruptions are rushing at us from numerous directions, but if managed well they will lead to opportunity. We need to get more comfortable taking reasonable business risks – and failing – because the future is unclear. We need to look beyond aviation and airports for inspiration in a period of rapid change. And we need to embrace diversity and inclusion, at many levels, making the best of every opportunity we have.

FACE FORWARD

For most airports, scheduled service is the big prize. Scheduled service leads to revenue, eligibility for the Airports Capital Assistance Program (ACAP), and ancillary business opportunities, as well as social and economic benefits for the communities it serves. Those with no or reduced scheduled service may find that recovery is delayed for a few years.

The large international airports are saying total recovery will come by 2025, but for regional and GA airports experiencing slow recoveries getting back to pre-COVID-19 levels will take longer. This will pose a financial challenge to many regional airports that have been relatively successful previously.

TURN SIDWAYS

While we must remain focused on the bigger opportunities before any business, we must look sideways to the related opportunities on-site that could be expanded. This could include leases, increased fuel sales, film and TV production hosting, forging new partnerships with flight schools, helicopter operators, and avionics shops. Looking sideways means considering the opportunities on airside that need a nudge.

The large international airports are saying total recovery will come by 2025, but for regional and GA airports experiencing slow recoveries getting back to pre-COVID-19 levels will take longer.

LOOK BEYOND THE HORIZON

Change is coming – Airbus has committed to hydrogen power in the future and Air Canada has invested in electric aircraft. Harbour Air in British Columbia has flown its first all-electric seaplane, the ePlane, and is planning passenger operations. Advanced Air Mobility (AAM) promises new types of operations and aircraft. The time to investigate these options and their implications for airports is now. We cannot know the future, but it will be different than the present.

REVIEW THE PAST

Keep your leases, contracts, and other agreements up to date. Recently, I've worked with two airports that had not updated their fees over the past 20 years. Airports provide valuable services and deserve to be paid for it. To avoid this predicament, airports need to review and update agreements, licences, and leases as an ongoing practice. Regular reviews can also identify areas of potential development or missed opportunities.

DEFINE AND TRACK KEY METRICS

Many municipalities and airports do not track metrics of financials well, which makes analysis of operations and opportunities difficult. Operations Economics Inc. (OEI), was recently engaged to advise an airport that had all its expenses consolidated into three line items, and we therefore could not see enough detail to understand what was happening. The municipality which owned the airport said they could not provide additional detail, so we could not conduct the analysis they hoped to receive. This requires discipline, analysis, and

up-to-date technology. Several business clichés come to mind, such as “garbage in, garbage out.”

LOOK UP AND DOWN

Airports are a team/community effort, and success depends on working well with airport owners, staff, tenants, and users. Don't forget about related organizations like economic development offices and tourism bureaus that can support development and marketing. Successful teams thrive on interactions and information exchange.

PUT IT IN WRITING

It is surprisingly common for airport managers to put as little as possible in writing, often with deleterious results, particularly when they retire. Continuity cannot exist without detailed written plans. This is part of the reason the onerous procedures behind safety management system plans and incident reports. Writing clarifies and communicates, and it prioritizes and protects data, strategies, tactics, and vital knowledge of daily operations. I am a big fan of brevity, but information must be regularly written, reviewed, and updated. ✈

Rob Beynon, A.A.P., is a senior transportation industry economist and consultant, specializing in airports. As President of Operations Economics Inc. (OEI), he leads a management consulting team that advises airports and ports across Canada and internationally, including infrastructure analysis, organizational planning, marketing, and economic development.

Editor's note: This article grew out of a presentation the author made at IAAE Canada's FOAM 2023 Conference in Kitchener, Ontario in May.

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1. The Accredited Airport Executive (A.A.E.) is for current airport members; and
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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.

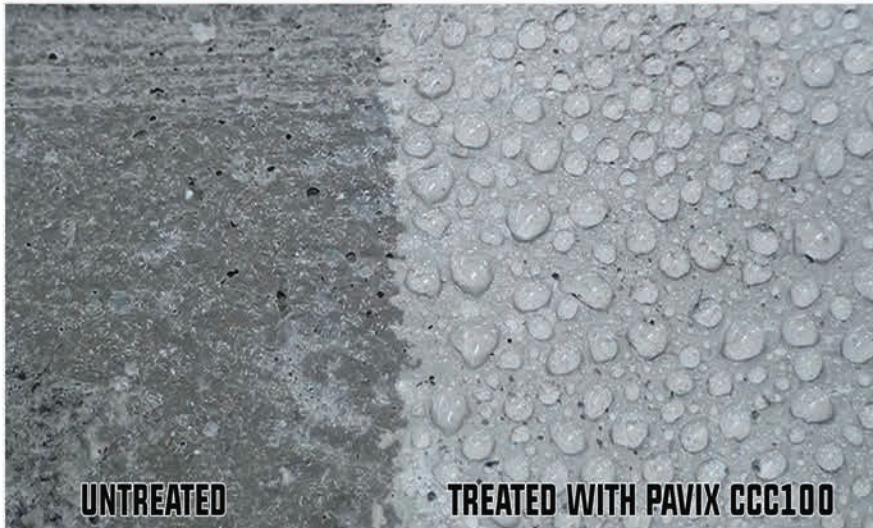
Big thanks to the IAAE leadership team for hosting an incredible event!”

~ **Don Goulard AAE, Nanaimo Airport Commission**

Details will be available soon at www.iaaecanada.org

PaviX – PROVEN WINNER FOR ALL CANADIAN AIRPORT CONCRETE INFRASTRUCTURE

ICC CANADA



concrete protection in all weather conditions by formation of two types of crystals and water repellency. In the presence of moisture, one type of crystal swells, therefore, blocking the pores completely. The second crystal absorbs the extra moisture off the surface of the first crystal creating active diffusion. These hydrophilic and hygroscopic properties provide advance double and durable protection against moisture penetration into the concrete. PaviX CCC100 has undergone a battery of ASTM specified tests by multiple independent testing laboratories familiar

International Chem-Crete Corporation (ICC) manufactures and sells PaviX, a unique line of crystalline waterproofing products that penetrate into the surface of cured or green concrete to fill and seal pores and capillary voids, creating a permanent protective zone within the concrete substrate. Once concrete is treated, water is prevented from penetrating through this protective zone and causing associated damage, such as freeze-thaw cracking, reinforcing steel corrosion, chloride ion penetration, and ASR related cracking. Founded in 1969, in Dallas, Texas, ICC has grown into an international leader in VOC free waterproofing chemicals, with exports to over 65 countries. ICC is focused on making environmentally safe water based and solvent free waterproofing products. Chem-Crete PaviX CCC100 is known to be environmentally safe for treating bridges and roadways over open bodies of water, such as the Fraser River in Vancouver B.C. Canada. Since 2015 over 100 Million square feet of concrete has been protected from moisture related issues using PaviX CCC100 in the Midwest alone. Installations including convenience store parking lots, county

and city bridges, municipal roadways, control joints-interstate highways, airport properties, and concrete block, just to mention a few. As an example Logan Contractors Supply, Inc., of Des Moines, Iowa, has interacted and represented the PaviX product of ICC for approximately 10 years. During this time, the PaviX product has evolved within Logan's protection product offerings, as one of the premiere barrier technologies. Logan has applied thousands of square feet in the Midwest area, and has been diligent in assisting ICC in their testing and quantification of the crystalline product. PaviX CCC100 is a unique advanced water-based technology designed for the protection of large-scale concrete substrates against moisture intrusion and the damage associated. Damage such as repeated freeze/thaw cycles, advanced de-icing chemical brines, as well as alkali silica reactions are all issues where PaviX CCC100 is superior in protection. PaviX CCC100 assists treated concrete by mitigating moisture intrusion and eliminating or reducing moisture and water associated problems. PaviX CCC100 provides three effective mechanisms for





with current concrete testing methods. The current ASTM tests are as follows: Freeze-Thaw test C-666, Scaling Test C-672, Product Penetration C-856, Abrasion Resistance C-944, Water Soluble Chloride C-1218, Pull-Off Strength Test D-4541 and Water Vapor Transmission E96. Additional Facts About PaviX CCC100 Growth Technology.

How long does PaviX last? PaviX product application is a very long-term protection. Once placed, the crystals remain active indefinitely. Its unique crystalline growth structure will not deteriorate.

How resistant is PaviX to chemicals? Based on independent testing PaviX is not affected by a wide range of chemicals including mild acids, solvents, chlorides and caustic materials. It is resistant to oils, fuels and prevents dusting.

Is PaviX affected by temperature, humidity, ultraviolet and oxygen levels? Humidity, ultraviolet and the oxygen level (oxidation) have no effect on a PaviX. As humidity increases, the crystals actually swell in the capillaries to block moisture from entering the capillary.

Does PaviX protect reinforcing steel? Yes. By preventing the intrusion of chemicals, salt water, sewage and other harmful materials, PaviX protects concrete and reinforcing steel from deterioration and oxidation. If corrosion has already present,

it will slow the process by not allowing moisture to enter.

Is PaviX toxic? No, PaviX contains no volatile organic carriers (VOC) is completely safe to the environment.

Can PaviX be applied against hydrostatic pressure? Yes, because PaviX is not dependent upon adhesion to the concrete surface and instead becomes an integral part of the concrete mass through crystallization, it is capable of resisting hydrostatic pressure from either side (positive or negative) of the concrete.

Is PaviX used to waterproof cracks, joints and other defects in concrete? Yes, PaviX has a specific repair system that utilizes its unique crystalline waterproofing technology to stop water flow through up to 1/16 cracks. In the case of expansion joints or chronic moving cracks, a flexible sealant is recommended.

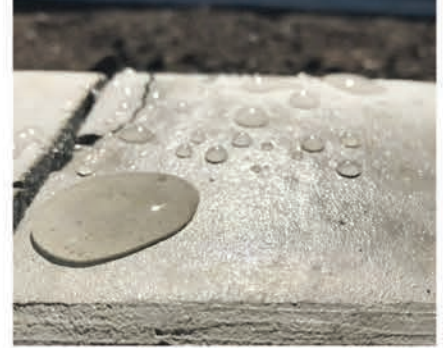
Is PaviX suitable for use on surfaces other than concrete? PaviX is totally compatible with the chemistry of concrete, whether poured in-place, pre-cast or concrete block. PaviX may also be used on mortar, plaster, stucco, terrazzo, exposed aggregate and any sand aggregate cement combination

Can paint and other finishing materials be applied over a PaviX coating? Yes, paint, cement purge coats, plaster and stucco can be applied or installed over concrete protected with PaviX.

What are some typical PaviX applications? PaviX can be applied to any concrete surface. Applications include bridge decks, airport runways, reservoirs, tunnels, parking structures, sidewalks, sewage and water treatment tanks, secondary containment structures, underground vaults, foundations, roof decks, and below grade construction.

How is PaviX different from other products? The dual PaviX crystalline formation (hygroscopic and hydrophilic) for concrete waterproofing is substantially different from traditional barrier products (membranes, cementitious coatings):

1. PaviX creates a crystalline structure deep



within the pores and capillary tracts of the concrete mass to prevent the penetration of water and aggressive chemicals and also form a barrier at the surface of the concrete.

2. PaviX is resistant to hydrostatic pressure.
3. PaviX will seal hairline cracks up to 1/16 inch.
4. PaviX will not deteriorate after years of intense service.
5. PaviX is a very long-term protection and crystals activate whenever moisture is present.

What is the recommended application rate for PaviX? Typically, a coverage rate of between 150 and 200 square feet per gallon will provide ample coverage. Consultation with the manufacturer's technical department or a local PaviX representative for assistance in determining the appropriate dosage rate based on specific requirements and conditions of your project.

INSTALLED PRODUCT PERFORMANCE

Description test method results toxicity 48-hour acute toxicity test non-toxic to flora and fauna:

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- Abrasion Resistance ASTM C 944 4.2 grams / m²
- Water Vapor Trans. ASTM E 96 2.0 Perms
- Adhesion ASTM C 1583 400 PSI
- Scaling Resistance ASTM 672 Not to exceed 0.64
- Static Slip Resistance ASTM F 609 No Effect Skid Resistance
- ASTM E 303 No Effect Freeze/Thaw 300 Cycles
- ASTM C 666 Mass change not to exceed 0.09 percent Freeze/Thaw 300 Cycles
- ASTM C 666 Length Change not to exceed -0.017 percent Freeze/Thaw 300 Cycles
- ASTM C666 RDM 97 percent Water Absorption ASTM D 6489 1.5 percent by wt./ 7 Days ↗

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Bridging the Gap Between Profitability and Sustainability

Business leaders who can navigate ethical decision-making will contribute to a sustainable world and gain the loyalty of stakeholders.



By Maxx Kochar, A.A.E.,
Silver Dart Group
ADVOCATE | ACTIVIST | ALLY

Sun sets and sun rises cast long shadows across sprawling runways, modern airports come alive, pulsating with a symphony of coordinated movements. These intricate dances of planes, people, and luggage are truly a sight to behold. Yet, airports are not mere transportation hubs or economic engines; these vast complexes have evolved into dynamic and fertile environments for communities to develop, create, and innovate. These are the crucibles where cultures meet, ideas are exchanged, and the future is shaped.

Modern and future airports are more than immense structures of steel, glass, and concrete. They are microcosms of society, reflecting the diversity and dynamism of the world at large. Each interaction, every transaction, fuels the continuous evolution of this ecosystem.

Traditionally, airports were viewed as mere transit points – conduits to deliver passengers and goods from point A to point B.

However, a paradigm shift is underway. Airports are increasingly becoming vibrant spaces for business, leisure, and community building, promoting social interaction and cultural exchange. They are moving beyond their role as profit-driven entities and embracing their potential as catalyzers of social innovation and community development.

In these evolving landscapes, the role of airport professionals is undergoing a significant transformation. They are no longer mere custodians of infrastructure; they have become stewards of a dynamic, interconnected community that thrives on innovation and

creativity. They are the ones who ensure seamless travel, promote sustainable operations, and create engaging experiences for millions of passengers, all while navigating the challenges of a rapidly changing industry.

Yet, the path forward is fraught with complex decisions and dilemmas. At times, the 'right' decision may not align with the conventional business case. It might involve prioritizing sustainability over short-term profitability, promoting inclusivity over exclusivity, or investing in community development even when the financial return is not immediate or easily quantifiable.

“Airports are not mere transit points; they are the crossroads of innovation, the runways of opportunity, where each decision made for the ‘right’ reasons sets a new course for societal progress and sustainable futures.”

In these moments of critical decision-making, we need to support and encourage airport professionals to choose courage over convenience, principle over profit. The courage to do what is right, not because it promises financial gain, but because it is the ethically and morally right thing to do. These decisions may not yield immediate returns, but they sow the seeds for long-term prosperity, fostering a culture of innovation, inclusivity, and sustainability.

As we look to the future, we envision airports not just as hubs of travel, but as incubators of societal growth and progress. They are the arenas where the spirit of human innovation takes flight, shaping the trajectory of our collective future. This is the powerful potential of modern and future airports. It is a vision worth striving for, worth making the

‘right’ decisions for, even when they defy the conventional business case. Because in the end, it is these ‘right’ decisions that will propel us towards a future where airports serve not just as transportation hubs, but as catalysts of societal transformation and progress.

ADOPTING A SUSTAINABLY RESPONSIBLE APPROACH

The intricate fabric of modern business weaves together many elements, none more pivotal than decision-making. Businesses have long been guided by the traditional maxim of creating shareholder value, placing immense emphasis on profit maximization, Return On Investment (ROI), and sound business cases.

In these models, financial viability serves as the keystone, with the prime objective

of generating high returns on invested capital. However, this approach often falls short when it comes to accounting for broader societal implications, specifically with respect to sustainability and social responsibility.

In the face of pressing global challenges such as climate change, income inequality, and resource depletion, the necessity for businesses to adopt a more sustainable and socially responsible approach has become glaringly apparent. Yet, the transition towards sustainability often lacks a concrete business case or a well-defined ROI – and can sometimes prove more expensive. It is in these scenarios that companies must demonstrate an unwavering commitment to the right ethical decision, even when it strays from the traditional business case.

THE ROI PARADIGM AND ITS LIMITATIONS

In traditional business models, decisions are largely driven by the ROI paradigm, where the key measure of a project’s success lies in the returns it generates relative to the initial investment. The rationale is straightforward: invest in projects that promise high returns

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while limiting financial risk. A sound business case justifies decisions by analyzing the potential costs and benefits, and presenting the financial implications.

However, this emphasis on financial returns often overlooks the broader impact of business decisions. It neglects social, environmental, and ethical considerations, which although may not directly translate into financial gains, holds significant importance in our increasingly interconnected world.

THE SUSTAINABILITY QUANDARY: BEYOND THE FINANCIALS

In contrast, decisions made on the basis of sustainability and social responsibility seldom boast a traditional business case or a tangible ROI. The benefits of reducing carbon emissions, conserving water, investing in employee well-being, or supporting local communities are not immediately apparent on a company’s balance sheet.

Such decisions often entail upfront costs and may not deliver immediate financial rewards. They could involve investing in renewable energy infrastructure, transforming supply chains to reduce the carbon footprint, or initiating employee welfare programs. The financial payoff may not be immediate or easily quantifiable, thereby eluding the classic ROI model, yet, these choices are crucial for the long-term survival and ethical standing of the business.

THE ETHICAL IMPERATIVE: THE NEED FOR PARADIGM SHIFT

When we consider the profound impact businesses have on societies and ecosystems, the traditional business case falls short. It fails to capture the essence of an enterprise as a part of a larger ecosystem. All businesses, including airports do not operate in a vacuum, and their actions have ripple effects that go beyond their balance sheets. In such a context, ethical decision-making becomes paramount.

An ethical decision is not just about doing what’s right in a moral or legal sense, but it’s about considering the broader impact of business actions. It requires businesses to adopt a wider lens, shifting from a myopic focus on short-term financial gains to a broader view that incorporates long-term sustainability and societal well-being. It is about recognizing that businesses are integral members of the societal fabric and bear a responsibility to contribute positively.

BRIDGING THE GAP: INTEGRATING SUSTAINABILITY AND PROFITABILITY

Bridging the divide between sustainability and profitability involves redefining the notion of a ‘sound business case.’ It requires an expansion of the concept of ROI to include not just financial returns, but also returns in terms of social good and environmental preservation. This approach, commonly known as the “Triple Bottom Line,” encompasses three dimensions: people, planet, and profit.

Adopting such an approach doesn’t mean ignoring financial viability; rather, it involves integrating social and environmental considerations into the financial decision-making process. This shift in perspective enables airports to identify new opportunities for innovation, risk mitigation, and stakeholder engagement, all of which can contribute to long-term financial success.

CONCLUSION: EMBRACING THE ETHICAL DECISION

Today’s airports find themselves at a critical juncture, balancing the need for profitability with the increasing demand for sustainable and socially responsible practices. Despite the challenges and complexities, business leadership needs to realize that a sound business case can no longer be defined solely by financial returns.

In instances where sustainability initiatives do not have a clear ROI or are more expensive, businesses must still choose to do what is right. Embracing the ethical decision, despite its cost,



is an investment in the future, a commitment to long-term sustainability, and ultimately, a commitment to humanity. Business leaders that demonstrate such moral courage will not only contribute to a more sustainable world but also gain the respect and loyalty of stakeholders and customers, paving the way for sustainable success in the years to come. ✈

Maxx Kochar, A.A.E., is a business professional with operations and management experience. Maxx is known for his exceptional business insight and practical and experience-based solutions, with the goal of solving problems. He is interested in the ‘long-term’ and the ‘end-game.’ Maxx is a valued partner to each and every one of the leaders and organizations he works with; helping them to fully realize their goals and become the ‘preferred choice’ by their clients and customers. Maxx is passionate about the businesses he works with and even more passionate about making a difference.

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Founded in 1994, the International Association of Airport Executives Canada (IAAEC) serves the management and operations staff at over 300 airports across Canada. IAAEC delivers a wide range of industry services and professional development opportunities including training, conferences, and a highly respected accreditation program. IAAE Canada assists airport executives in fulfilling their responsibilities to the airports and communities they serve, through personal and professional development and training.

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Don Goulard, A.A.E., Vice President, Operations and Regulatory Affairs, Nanaimo Airport



While many people may hate their daily commute, for Don Goulard it opened a window into a new career path – and all he had to do was look up.

“I recall being stuck in heavy traffic for what felt like hours, and I saw a small aircraft effortlessly cutting through the sky in the same direction where I was heading,” says Goulard. “I immediately thought that was the right way to travel – convenient, effortless, and completely free of traffic jams. So, after graduating from university, I acquired my private pilot licence and fell in love with flying.”

While completing his commercial pilot licence, Goulard apprenticed as an aircraft maintenance engineer (AME). From there, he moved into an aircraft certification, sales, and distribution position at an aircraft original equipment manufacturer (OEM) before transitioning to a production manager position at an approved maintenance organization (AMO), then to an airport manager position and – finally – to his current role as Vice President, Operations and Regulatory Affairs at the Nanaimo Airport.

In 2022, Goulard earned the Accredited Airport Executive (A.A.E.) designation and completed his master’s in business administration (MBA).

In his current role, Goulard is responsible for all aspects of airport operations, including safety; security; emergencies and aircraft rescue and fire fighting (ARFF); environment and sustainability; customer care; operational policies, programs, and procedures; document control; training; asset management of infrastructure, facilities, and equipment; capital projects; operational strategy, planning, and developments; and adherence to all associated existing and coming-into-force federal and provincial regulations.

“These diverse responsibilities require that I coordinate with a wide variety of highly specialized individuals and work across jurisdictional disciplines to unite people and achieve a common goal,” says Goulard. “Empowering staff to achieve their personal development goals while simultaneously accomplishing broader airport initiatives is probably one of the best parts of my job. It’s a win-win for everyone.”

There have been several lessons Goulard has learned over the course of his career, but none so invaluable as the importance of building and fostering relationships, whether they are with your coworkers, colleagues at other airports, or with industry, government, academia, and capital financiers.

He also recognizes that, while continuous learning and education are important for your personal growth, it is just as crucial for your airport team. He says, “You can’t accomplish everything on your own, so help your team to learn, develop, and grow their own skills to reach their full potential.”

Goulard also recommends active participation in local, provincial, national, and international committees to better understand the interrelationship between global forces driving the aviation industry, as well as to gain insights on developing new policies and programs and to learn effective ways to implement positive change at the local level.

He is excited about the future of the industry and the opportunities airports have in leading environmental sustainability, social responsibility, and economic viability.

“You can’t accomplish everything on your own, so help your team to learn, develop, and grow their own skills to reach their full potential.” – Don Goulard, A.A.E., Nanaimo Airport

Goulard says “the decarbonization initiative is upon us and new technologies are already showing signs of manifesting into highly automated advanced air mobility (AAM) aircraft. The transition to a clean transportation system that uses nature-based solutions, clean technologies, and climate innovations will require airports to reconsider their business models and the role they play as energy hubs supporting these new types of aircraft and their energy requirements.”

Goulard is also appreciative of the work done by the International Association of Airport Executives (IAAE) Canada on behalf of its members and sees tremendous value in being part of a group of airport leaders that you can call upon to gain perspective, solve problems, and/or communicate and share information.

“These are the kinds of relationships that are worth fostering, as they not only strengthen your network, but they also build on your own knowledge-base and develop your own personal growth,” says Goulard. “I’m proud of where I am today, in part due to the training received, knowledge gained, relationships formed, and designation earned from IAAE Canada.” ✈️

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Gibbings Consulting Ltd.



Rob Gibbings and Gibbings Consulting tackle projects from coast to coast, and as far north as the Mary River Aerodrome on Baffin Island, Nunavut. Photos courtesy of Gibbings Consulting.

Based out of Edmonton, Alberta, Gibbings Consulting Ltd. (GCL) is an airport specialty consulting engineering firm focused on all facets of airport electrical solutions, airport planning, development, and design, and project management.

GCL was founded in 2005 by its Principal Airport Electrical Engineer, Rob Gibbings, and the current team at GCL consists of five core staff, including three electrical engineers, a CADD design specialist, and an administrative assistant. Although the firm might be small in size, the specialized nature of GCL's consulting practice and its experience in the field allows it to handle multiple large airfield electrical expansion projects at any given time.

The firm has decades of proven experience serving the airport industry and the personnel at GCL have successfully completed airport projects within Canada and around the world, whether they happen to be small regional projects or large international airports.

"We are proud to continue to be a part of airport development across Canada, and have worked on airport projects across the country, in almost all provinces and territories," says Gibbings. "We are also proud of our international experience – working on airport projects in the Caribbean and the Middle East."

GCL has significant experience in airport planning and conceptual design, capital planning, condition reporting, airport funding application development, and airport operational plans and studies, but its specialty is airfield and airport electrical upgrades and installations. Over the years, GCL has made a name for itself in the planning, design, construction management, and commissioning / certification of all types of airfield electrical systems, including edge lighting, precision approach path indicator (PAPI) systems, approach lighting, signage, inset lighting, apron floodlighting, and Field Electrical Centres (FECs) / standby power generators.

"There are very few consultants that just specialize in airfield lighting and electrical projects in Canada – really only a handful of us," says Gibbings. "What sets us apart is our dedication to the field and the service we provide. Being a small consulting firm means that we are able to provide personalized and dedicated service to our clients. When they hire us, they know who they are dealing with from our company, which may not be the case at larger consulting companies."

Because of the cyclical nature of consulting and dealing with variations in work load / projects at any given time, this can be a challenging industry to be a part of. Even so, GCL has

"We were honoured to have received an Award of Merit from the Northwest Territories and Nunavut Association of Professional Engineers and Geoscientists (NAPEG) for our work on the project, which was North America's first Public Private Partnership (P3) airport ever built."

–Rob Gibbings, Gibbings Consulting Ltd.

achieved much over the last two decades, and the company has always internally celebrated the successful completion of each project.

“One particular project success we are especially proud of was being a part of the project team for the Iqaluit International Airport Re-development,” says Gibbings. “We were honoured to have received an Award of Merit from the Northwest Territories and Nunavut Association of Professional Engineers and Geoscientists (NAPEG) for our work on the project, which was North America’s first Public Private Partnership (P3) airport ever built.”

GCL is involved with various airport industry groups to stay up to date on continuing and evolving trends in standards and technologies used in the airfield, such as the Canadian Airports Electrical Association (CAEA) and the Standards Council of Canada (SCC) working group on IEC TC97 standards for airfield lighting.

The firm is also proud of its membership with the International Association of Airport Executives (IAAE) Canada, seeing the organization as a valuable resource for networking and the sharing of best practices / processes.

“We value our membership with IAAE Canada and appreciate the exposure to the



GCL is well-known for the planning, design, and construction of all types of airfield electrical systems, such as this approach lighting in Victoria, British Columbia.

industry that it provides,” says Gibbings. “In the past, we have attended the Facility, Operations & Airport Managers (FOAM) annual conferences, and certainly intend to do so again to reconnect with colleagues and make new industry contacts.”





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For details on how to submit editorial ideas, please contact ssavory@matrixgroupinc.net.

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IAAE Canada Debuts New Website



In July 2023, IAAE Canada debuted a brand-new website! Have you checked out all of the new features? Click to www.IAAECanada.org for instant access to membership details, accreditation information, course sign-up, easy access to corporate members, and much more!

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Shawn Sutherland, A.A.E., Senior Airport Consultant, Tetra Tech: "It is a relatively small group of people responsible for managing and operating airports in Canada. Working with the International Association of Airport Executives Canada (IAAE Canada) Training Committee is an opportunity to assist these colleagues in a most profound way to stay current on their responsibilities and obligations in a constructive manner. The IAAE Canada Training Committee focuses on supporting members to do their jobs better and even promote best practices at airports across the country."

Shaun Jestley, Airport Manager, Fairmont Hot Springs Airport: "I started taking courses with the International Association of Airport Executives Canada in May 2005 and have been doing my required certifications with the association ever since. Somewhere around 2010, I was asked to join the training committee. I have been on a lot of committees over the years, but this training committee is more of a family than a committee that discusses training and courses in depth, both for and against, then makes decisions based on what will be best for the association going forward. I look forward to our conference calls, as I feel we as a group are accomplishing goals but also keeps me in touch with my friends and colleagues Canada-wide."



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