

The IAAE Canada

Fall 2010

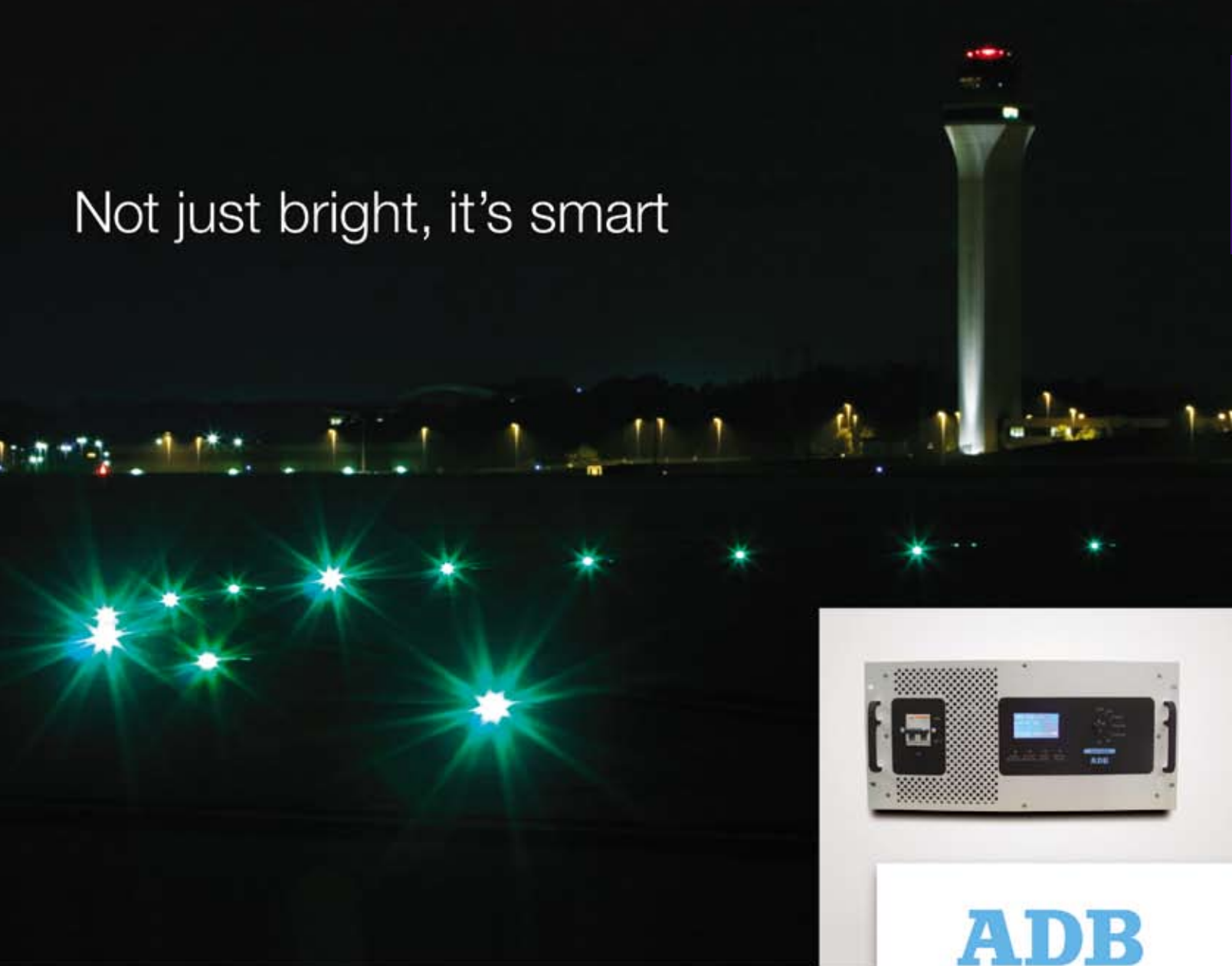
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An official publication of the International Association of Airport Executives Canada



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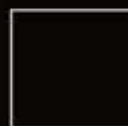
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Bill Newman, A.A.E.
Chair, IAAE Canada

IAAE Canada Membership: A “Blue Chip” Investment for You and Your Organization

Welcome to the second edition of the IAAE Canada Airport Magazine! For those of you who are first time readers, I encourage you to delve into the industry issues, developments and trends explored in the articles inside. In this and future editions, our aim is to provide our members and all those with a professional involvement or interest in airports with thought provoking, original writing on Canadian airports. We welcome and encourage your feedback and suggestions to help us fulfill this aim.

In my article in the previous issue, I had mentioned several initiatives that IAAE Canada has either undertaken or is planning to launch. I am pleased to report to you that our 4th Annual Operations & Facility Managers Conference held in Niagara Falls at the end of May was a resounding success. The conference, which was attended by a record number of delegates and exhibitors, featured an interesting array of speakers and topics and expanded opportunities for airport people to network with fellow professionals. Active planning is underway for next year’s conference in Charlottetown, P.E.I., which we are anticipating will be even bigger and better than this year’s.

The Airport Systems Planning course was held in Toronto in June and was

A Message from IAAE Canada

a “sold out” event attended by airport executives and managers from across the country. The positive feedback from participants and subsequent inquiries from a number who are interested in attending have led to plans to bring the prestigious M.I.T. course back to Canada once again next year.

Marking a totally new venture for IAAE Canada, we are proceeding with the development of web-based training courses as a cost effective and widely accessible way to benefit from IAAE Canada’s industry leading airport training portfolio. Commencing in May of next year, our clients will be able to access quality training content on various aspects of airport management and operations via the web. We will keep you updated as these new initiatives continue to move ahead.

Opportunities to participate in conferences and training courses are two of the valuable benefits attached to IAAE Canada membership. There are, however, a number of other benefits, both tangible and intangible, that membership with IAAE Canada provides to the airport professional.

I would like to illustrate these benefits by highlighting why I have been and continue to be a member of IAAE Canada for the last twenty years. Since joining IAAE in 1990 and attaining my A.A.E. designation in 1998, I can, without hesitation, say that a large portion of the knowledge and contacts which I have acquired are attributable to my membership in this organization. Through IAAE Canada-sponsored conferences, training courses, publications and communications, I have not only enriched my knowledge of the airport business to better my performance in my job responsibilities but have also made many new connections and acquaintances throughout the industry. IAAE Canada member-

ship, and the access to IAAE and AAAE events and publications which come with it, have provided me with me with networking opportunities with fellow airport professionals across this country, throughout the U.S. and more recently from Europe, Asia and Africa.

I could ramble on and muse at even greater length about the benefits of IAAE Canada membership but the editors will surely cut me off. I shall conclude by urging all current IAAE Canada members to continue taking advantage of their membership benefits and by encouraging all those who may be looking for an industry affiliation to consider membership in IAAE Canada. We offer several levels of membership designed to meet individual needs and circumstances, including:

- **Affiliate Membership:** open to those actively engaged in airport management, administration and operation, leading potentially to the C.M. and A.A.E. designations;
- **Associate Membership:** open to aviation professionals providing products and services to airports;
- **Alumni Membership;** enables retirees from the industry to maintain their professional connections and affiliations;
- **Corporate Membership:** provides business opportunities to companies involved with the industry; and
- **Student Membership:** offers exposure opportunities to students enrolled in college and university aviation-related programmes of study.

Please take the opportunity to further investigate by checking out the details on our web site at www.iaaecanada.org. IAAE Canada membership, as I can personally attest, is a “blue chip” investment for you and your organization. Enjoy this edition of Airport Magazine!

Why Should YOU be a Part of IAAE Canada?

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Members of IAAE Canada have access to the following career-enhancing benefits. For details, please email Tom Coupland, Executive Coordinator at headquarters@iaaecanada.org, call (905) 297 2236 or log on to www.iaaecanada.org to apply / renew your membership.

About Alumni Membership

Though retired from professional life, these members of IAAE Canada want to keep abreast of what is going on in the industry. The Alumni Members could be a wealth of knowledge for you who are still working. This membership is open to those who have retired from gainful employment in the field of airport management and who meet the following qualifications:

1. Has become an Accredited Airport Executive.
2. Has maintained membership in IAAE CANADA for no less than ten years.
3. Has reached 50 years of age and has either retired from airport management or has extenuating circumstances that have forced an early retirement; will be called Emeritus.
4. Has been elected to Executive Alumni membership by the Board of Directors for exemplary service to the association; will be called Emeritus.
5. Non accredited retirees are called retirees.
Alumni and retirees are permitted reduced annual dues.

Exclusive Corporate Member's Benefits

As an IAAE Canada Corporate Member, your aviation-related company will reach airport decision-makers in a cost-effective manner:

- Your company name, profile, and web site link will be listed in our Corporate Corner on the IAAE Canada web site.
- Your company logo will be placed at the bottom of each one of the pages on our web site (in random selection).
- Members will see your company information on a glossy, full page in our annual report.
- Direct mailing access for your business mailings is available.
- Take advantage of reduced rates at courses and conferences; send two of your company's employees at the member's cost to training at any of our courses or conferences at IAAE Canada and AAAE.

ACCREDITATION PROGRAM

In 1992, IAAE announced the **AAE professional accreditation program for airport executives**. Tailored specifically to individual countries/regions, the program is modeled after the American Association of Airport Executives (AAAE) accreditation program. The requirements consist of an original management paper on some phase of airport management, a comprehensive written test and an oral examination. Upon successful completion of these requirements, **the Accredited Airport Executive is admitted to the membership as an accredited member and may use the designation of Accredited Airport Executive (A.A.E.)** after his/her name.

CANADIAN AIRPORT E-REPORT

This report on current airport news in Canada is emailed weekly. **Business opportunities and job listings** are also available in this report.

WEBSITE FORUM

You will have access to the Members Only area of IAAE Canada's website, called the Forum. This website provides information on **upcoming courses, conferences, job postings, membership lists and airport news**.

AIRPORT MAGAZINE

Airport Magazine is AAAE's bimonthly magazine that contains **in-depth stories on issues important to airport executives and corporate members worldwide**. The magazine, currently read by more than 30,000 individuals in the airport community, focuses on **management issues, new products in the marketplace, airport construction and trends** for the future.

INTERNATIONAL AIRPORT REPORT

International Airport Report was IAAE Canada's monthly newsletter designed to **keep airport managers up-to-date on the techniques and tools of airport administration, operation and maintenance**. Past copies are still available by contacting the IAAE Canada office.

IAAE Canada members have access to AAAE's Airport Report at www.aaae.org/news_publications/airport_report/

IAAE CANADA MEMBERSHIP DIRECTORY

The IAAE Canada membership directory, included in the IAAE Executive Manual, contains **a complete listing of the names, titles, addresses and telephone and facsimile numbers of IAAE Canada members**.

AIRPORT MANAGEMENT LIBRARY

This library contains numerous reports, surveys and other current written materials. The library can be accessed through the AAAE website and this website also provides extensive information on all aspects of airport operations. **The library is one of the few authoritative sources of airport management information.**

THE AAAE ANNUAL CONFERENCE & EXPOSITION

Held in May each year, the AAAE annual conference offers AAAE and IAAE Canada members **three full days of informative lectures, panels and group workshops.**

IAAE CANADA ANNUAL REPORT

This is printed annually and distributed via memory stick to members in good standing. It contains **committee reports on activities for the past year** including audited financial statements and a list of the Corporate Members.

TRAINING DISCOUNT

All members get **the discounted rate for all courses and conferences offered by both IAAE Canada and AAAE.** If you are not attending, you have the option of lending your training discount to a fellow employee for the purpose of attending courses conferences at the same reduced cost.

EMPLOYMENT OPPORTUNITIES

All available employment opportunities can be accessed on the website. You can **post jobs to expand your team or respond to jobs posted** to find your next career.

DISCOUNTS WITH COMPANIES

Take advantage of **discounts with services and supplies for you and your business.** For details refer to the Member Services area on the website.

NETWORKING

Professional networking opportunities are available at courses, conferences, the website Forum and chapter meetings. ✈

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Rolling Out the Red Carpet

Whether it's the Olympic Games or the Queen of England coming to town, an airport's role in major local, national and international events is critical.

By Karen Kornelsen

Airports act as an entrance to the city and town in which they are located. They offer a first glimpse into a city's character and personality and are a stage for which a city can draw tourists in and also welcome their residents home. An airport terminal can also act as the red carpet for incoming world renowned athletes and royalty. During the 2010 Olympic and Paralympic Winter Games in Vancouver and the 2010 Royal Tour stop in Waterloo, Ontario, two Canadian airports served exactly this purpose.

As the host city for the Vancouver 2010 Olympic and Paralympic Winter Games, the city of Vancouver, B.C., welcomed hundreds of thousands of athletes and fans from all over the world. Their first steps off the plane...an official non-competition venue, the Vancouver International Airport (YVR).

In preparing for the games, Vancouver Airport Authority had to make a lot of calculations to ensure they could offer the best in service and support. They estimated that during the Games, an additional 231,000 passengers, including 12,500 media, 6,580 athletes and officials and 34,000 sponsors would travel through the airport. They also had to take baggage into account—the average passenger travels with 1.6 checked bags; an Olympic athlete travels with six to seven bags, most of which are oversized. Landings were another challenge—on a normal day in February, there are close to 100 corporate aircraft landings and takeoffs at YVR. On peak days during the Games, YVR expected 300 to 400 additional corporate aircraft movements.

Once YVR found out that in terms of infrastructure, they had sufficient means of dealing with the mass volume of incoming passengers and aircraft and were awarded the Games, planning started in earnest. In the beginning, 2007-2008, they did an in-depth research study that looked at the Olympic Games in other countries and reached out to air traffic control agencies and airports from around the world to get an idea of the number of passengers to expect.



The international arrivals area at YVR was extremely busy during the Olympics. (Photo courtesy of David Martin at Hyphen Communications)

"We determined that in terms of facilities, departure day and runway capacities, we were doing great," says Director of Planning for the 2010 Olympic Games for Vancouver Airport Authority, Kathy Delisser. "Another thing we did early, in 2007, was we integrated all of our partners, aligned our goals and determined what our core issues would be. We mapped out all our planning strategies leading up to the Games. In 2008, we had a dedicated team in place which grew incrementally until the summer of 2009 when we had a huge portion of staff working fulltime for the Games."

The airport's biggest challenge was understanding and consolidating data on who was coming and when they were coming. The Canadian Olympic Committee offered their wealth of knowledge on the teams coming in and what kind of baggage and equipment they would have. They also pooled data from VANOC, and hospitality companies like Coca Cola.

"We became the warehouse of all this information," says Delisser. "People all of a sudden realized that they just had a piece of the puzzle whereas we had put it all together."

Departure day, March 1, 2010, was the busiest day YVR has ever had in terms of passengers.

"There was a 44 per cent increase in passengers. 39,000 people departed in one day, up from the previous record of 26,000. We also experienced a 550 per

cent increase in outbound oversized bags. We won't see a day like that again for a long time," says Delisser.

Security was another big challenge that YVR handled in stride. "We set up a coordination centre that went live from January 20, 2010, to March 3, 2010. We would have a briefing at 5:30 a.m., 7:00 a.m. and 1:00 p.m. and would constantly be sharing information. That allowed everyone to be on the same page so there were no surprises," says Delisser.

Delisser also owes their success to the many partnerships that they made during the Olympics with the many different airlines as well as the border service agencies.

"After meeting with the same group of people up to three times a day, we became a stronger team that knew we could deal with anything," she says. "It was a success because we strengthened those relationships and we've seen it move forward."

Being innovative also helped. They offered a virtual YVR at the Whistler and Vancouver Athlete Villages so that athletes could check-in 24 hours prior to departure, allowing their luggage to be screened throughout the day and night. Communication was their saving grace.

"We made information available to everyone we could: ground handlers, fuel companies, and those traveling. People were happy because they knew what to expect. Customer satisfaction levels were

huge, both internal and external," says Delisser.

Even though the athletes have long since gone back to their respective countries, the success of the Olympics is still being felt at YVR. The strengthened partnerships made

with the community, government partners, border services agencies and airlines have been the reason this success has moved forward to the present where they are still impressing the community with innovative and reliable service. ✈

The Queen Comes to Waterloo

For Chris Wood, A.A.E., the airport general manager at the Region of Waterloo International Airport in Ontario, the royal visit on July 5, 2010, was a day he won't soon forget.

"It was an amazing success! The Queen moved through our airport safely and got to where she was going on time. We had national media coverage, intense local coverage and people are still talking about it," says Wood. "It isn't every day the Queen comes to your airport for a visit. It was truly a remarkable day, one that I'll remember for the rest of my life."

The Region of Waterloo International Airport found out about seven months in advance that the 2010 Royal Tour would be making a stop in Waterloo. "There was a significant amount of work by a number of people for a relatively short visit."

Her Majesty the Queen and His Royal Highness the Duke of Edinburgh arrived at the airport around 10:40 a.m. and were greeted by local dignitaries, then were swept away to the Research in Motion plant, makers of the BlackBerry. Hundreds of people arrived at the airport hours prior to their arrival in order to stake out a spot to hopefully see Her Majesty. The months of preparation for just a few minutes of time with The Queen helped the airport overcome many of their challenges. Preparation was definitely key.

"The challenges were managing the many conflicting interests: police, media, airport operations, employees, tenants, the general public and Buckingham Palace," says Wood.

"All parties wanted significantly different things, but in the end we all worked together to help ensure a remarkable opportunity went off without a hitch."



The Queen arriving at the Region of Waterloo International Airport.

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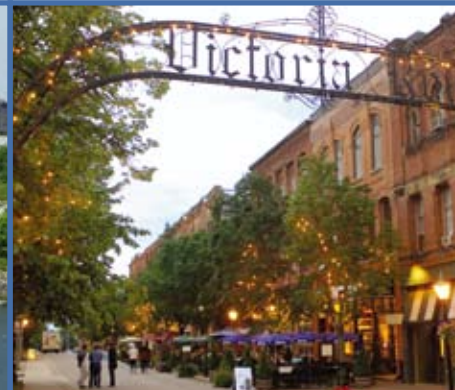
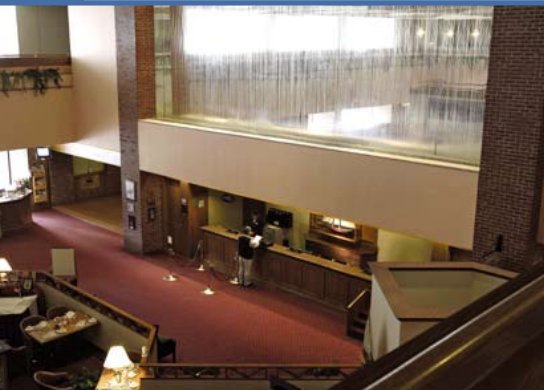


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The 5th Annual Operations & Facility Managers Conference

After a very successful conference in 2010, IAAE Canada is gearing up for an even bigger and better conference for 2011. From May 29 to June 1, operations and facility managers will have the chance to unite at the Delta Prince Edward Hotel in Charlottetown, PEI. A round of golf will kick things off, followed by four days of discussions and workshops about industry issues that matter most.

**Don't miss out on this great opportunity!
Check out www.iaaecanada.org to get the latest on the upcoming conference!**



Photos courtesy of the Delta Prince Edward Hotel

Tourism Charlottetown - James Ingram



Tourism Charlottetown - James Ingram

AGENDA

May 29 – June 1, 2011
Delta Prince Edward Hotel

18 Queen Street
Charlottetown, PEI

SUNDAY, MAY 29

- 1030 Tee-Off - Golf Tournament
1800 - 1930 Unofficial Meet and Greet with the Exhibitors (Cash Bar)
Free Evening

MONDAY, MAY 30

- 0730 - 0830 Breakfast with the Exhibitors
0830 - 0845 Welcome and Opening Remarks - **Bill Newman A.A.E.**
0855 - 1000 Work Shop 1 (Operations) - Develop a workshop for ACAP funding - **Reg Dingley**
0855 - 1000 Work Shop 2 (Facilities) - Energy Reductions a Practical Guide - (Sustainability) - **Henry Oberholster A.A.E and Rian Burger**
1000 - 1030 Nutrition Break with the Exhibitors
1030 - 1145 Work Shop 1 (Operations) - Cont.
1030 - 1145 Work Shop 2 (Facilities) - Cont.
1200 - 1255 Lunch with the Exhibitor
1300 - 1430 Work Shop 3 (Operations) - SMS Next Phases Proactive Processes and Quality Assurance - **Shawn Sutherland A.A.E.**
1300 - 1430 Works Shop 4 (Facilities) - Retail and Concession Planning - Maximizing Advertising Opportunities - **Leigh Fisher**
1430 - 1500 Nutrition Break with the Exhibitors
1500 - 1600 Work Shop 3 (Operations) - Cont.
1500 - 1600 Works Shop 4 (Facilities) - Cont.
1600 - 1900 Trade Show Activities with food, drink and prizes sponsored by the Exhibitors
Exhibit Hall + Exhibitor short talk profiles
1900 Trade Show Tear Down
Free Evening

TUESDAY, MAY 31

- 0800 - 0900 Breakfast
0900 - 1000 Session 1 - Web Training a Practical Guide - **Cameron Nicolson A.A.E.**
1000 - 1030 Nutrition Break
1030 - 1150 Session 2 - Digital Snowtam Pilot Project - **Chuck Montgomery**
1200 - 1325 Lunch
1330 - 1445 Session 3 - Transport Canada Update - **Ron Carter**
1445 - 1515 Nutrition Break
1515 - 1630 Session 4 - Transport Canada TP312 5th edition update, what changes to expect - **Guy Héneault**
1800 - 2200 Dinner/Night Out - Various Sponsors - Casual Wear for Dinner

WEDNESDAY, JUNE 1

- 0800 - 0900 Breakfast
0900 - 1030 IAAE Canada AGM - **Bill Newman A.A.E.**
1030 - 1055 Nutrition Break
1100 - 1150 Session 5 - Auto Parking - Just the ticket - **Rick Duffy**
1200 - 1325 Lunch/Guest Speaker - **Hon. Robert Ghiz - Premier of P.E.I.**
1330 - 1430 Session 6 - CATSA Behavior patterns/recognition program - **Kevin McGarr**
1430 - 1500 Session 7 - Social Media Primer - **Sam Samaddar A.A.E.**
1500 - 1515 Closing Remarks

*This agenda is subject to last minutes changes.

Rebounding from the Recession



This article takes a look at the measures two different airports took to weather the recession and their plans for the future now that the economy is picking up again.

By Karen Kornelsen

Without a doubt, the aviation industry in Canada took one of the biggest hits during the economic crisis. Airports and air carriers had to adapt to the challenges brought on by a decrease in travel and loss of revenues, and on top of that, the industry had to deal with pressure to decrease greenhouse gas emissions, manage a fuel crisis, and loss of tourism revenue from the equally down and out United States.

The Windsor International Airport in Windsor, Ontario, certainly felt the blow of the economic crisis. Their proximity to our neighbours to the south didn't help either.

Federica Nazzani, the President and CEO of Windsor International Airport, says, "For many years, Windsor was dependent on the automotive sector because of our proximity to Detroit, Michigan and automakers in the U.S. During the mid-point of 2009, Windsor saw the highest unemployment rate in the country at 12 per cent. This had a ripple effect throughout the region."

Because of this and the impact on manufacturing, machine, tool and die and logistics and transportation services, Windsor experienced a significant reduction in air traffic, an 11 per cent decline from 2007-2009. But Windsor saw what was happening early, about two to three years ago, says Nazzani. Because of this, as a community, they tried to mitigate what was coming.

It worked. Even in the toughest of times, they managed to recruit a new carrier, Sunwing Airlines, in 2008. And just recently, in 2010, Windsor managed to recruit West Jet Airlines on seasonal daily service to Calgary. According to Nazzani, this is the good news story of the year; that even though their region had the worst economic performance over the past three years, they were and still are successful at recruiting airlines.

Windsor International Airport has come out on top despite the many challenges they have faced. Just prior to the fuel crisis in 2007, under a new municipal corporation, Windsor assumed control of the airport and they had a lot of work to do to get everything back on track.

"Almost immediately after we took over we were hit by the fuel crisis which led to a huge reduction and loss of services. In 2008, airlines were dropping off so quickly with no plans to revisit service. At that time, we were so focused on awareness and growth," says Nazzani.

It was also a tough time to convince a carrier that as an airport, they were turning things around, Nazzani says. In order to do this, Windsor's solution was to focus on recommitting to their brand and marketing efforts.

"We put our efforts into overdrive," she says. "We went out with a whole new branding strategy and spent a lot of time engaging and working with the community. We realized that if we all work together, we can achieve far more. Our recommitment to marketing aimed to put Windsor on the top of minds of the air carriers. We took advantage of the slowdown to tell our story and build our relationships."

Their efforts definitely paid off. Since they used their time wisely engaging carriers, who have less time to look at new markets when things are busy, they strengthened their relationships which turned out to be a great help now that things are turning around.

They also focused on increasing their non-aeronautical revenue sources. They re-negotiated agreements with vendors and concessionaires for better pricing and spent a lot of time diversifying the airport. The partnerships with the community didn't cost the airport any money and was great for marketing. One such initiative was putting a promotion in the local newspaper. They hid pictures of luggage throughout the newspaper and people had to find them, cut them out and submit a ballot to be entered into a draw to win a trip to Cuba. They received 50,000 ballots, the airport gained a lot of exposure and it was great for Sunwing, who ended up supplying six all-inclusive vacation packages.

Although Windsor International Airport isn't totally in the clear yet, they are seeing a rebound in the economy. The automotive sector has picked up because of their restructuring, logistics and transportation has seen improvement and a new renewable energy industry has emerged. What they haven't seen return fully is tourism.

"I think the biggest advice I have for other airports is you can't do it alone," says Nazzani. "In today's reality, you have to work with the community and focus on developing relationships and partnerships. A lot of airports focus too much on attracting new routes but miss the opportunities to bring costs down and develop niche opportunities with the community to support the service."

Two provinces over in Saskatoon, Saskatchewan, the economic landscape certainly looks a lot different. The Saskatoon Airport Authority's traffic is up 19 per cent in the last three years and 38 per cent in the last five years. CEO of Saskatoon Airport Authority and Chair of the Canadian Airports Council (CAC), Bill Restall, saw very few changes during the economic crisis.

"It's hard for us to quantify the impact of the recession when we're seeing growth," says Restall. "We have a vibrant and diversified economy. We have a large mature population and a huge percentage of this sector is flying for leisure because they have the time and money. Because Saskatchewan was a migration out province for so long, we also see people flying to visit kids and grandkids in other provinces."

Saskatchewan now has a large demographic in the province of people under 30. These young people are flying more and driving less to go on trips. Business in the province is also doing well and therefore business people are still flying for business and pleasure.

Even with all these positives, The Saskatoon Airport Authority did take charge to ensure they could weather the recession storm. They focused on being low cost, diversifying and encouraging growth. They also helped airlines with scheduling decisions. Because of their fee structure, they were able to run extra cycles, keeping it cheaper for people to fly.

"From a CAC perspective, it's important to find a way to get all our airports to be cost-competitive," says Restall. "There is a huge cost advantage with American aviation which translates down to price point of ticket. If you look at the airport parking

lot in Buffalo, New York, half the license plates are Canadian because it's cheaper to fly through the U.S. We have to think long-term, keeping the price point competitive so we can provide the best possible service."

Restall says that because they are buffered by their distance from the U.S., a fundamental part of their approach to business is being a cost-effective airport for their aviation partners.

Things are going so well at Saskatoon that they are in the midst of planning a \$45 million terminal expansion, about three to four years ahead of schedule. They also plan to spend \$100 million dollars over the next ten years.

Restall says, "Everything we do is based on reinvesting in our airport so it's the best asset a community can have." ✈



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You may possess a distant memory of a time when staying connected with the office while traveling wasn't possible. Not so long ago we painstakingly had to call into the office to pick up phone messages and access to email outside the work domain was not possible. Ubiquitous is the best way to describe the current state of information and its availability. Today, at the touch of your fingers, you now have secure access to your personal and commercial information along with a host of internet-based social media services that are designed to enrich your lifestyle.

The maturity and adoption of Web 2.0 technologies, the mass circulation of smart phones and the availability of low-cost wireless data networks, have enabled consumers to fulfill their demand for instant access to information-rich services.

So how does this technology jargon apply to airports? We would all agree that the airport business is highly competitive in seeking ways to differentiate their services from competing airports. Airports are using social media technology as a way to forge new relationships with customers. Social media is a marketing vehicle that provides a dynamic way to communicate directly with airport customers in real-time. Collecting information via online surveys, blogs or other social media tools helps identify new and innovative ways to service airport customers. Airports can utilise media networking channels like Twitter, Facebook,

Social media provides a dynamic, innovative way to forge new relationships with airport customers.

By Scott MacNeil

YouTube, Google Buzz and LinkedIn, as a direct and cost effective way to market airport services.

Socializing with passengers while they are using airport facilities helps reinforce that the airport is focused on providing excellent service while gaining customer interest and trust. Socializing with customers in the digital spectrum may result in increased traffic to the airport website which can generate loyal and repeat customers. By directing customers to the website, the organization has an opportunity to produce user-generated content that can aid marketing efforts as a way to receive direct and timely feedback. Marketing of airport products and services through social media channels can also enhance retail and service revenues for airport tenants.


The next wave of social media lies in marketing activities where the collection, analysis and presentation of social media based information will be a link to future strategy development. Other advancements include the presence of global positioning data that will aid direct-marketing programs by knowing when consumers are present in a particular geographic location.

The challenges of using social media lie in the fact that there may be too many media channels to monitor and an organization must choose and specialize in only a few. The very nature of social media can work against an organization, as negative information can go viral in a very short period of time.



Strategy-minded individuals need to embrace the coming of the super-connected age and be willing to release control. In an age when your customers can define your business through blog posts and anonymous reviews, you need to be aware of what your customers are saying about your brand. Surviving in the new information world is about embracing game-changing technology as a way to help you shape your business offering. Those who adapt will achieve their goals, those who don't will leave the race. ★

Scott MacNeil is an IAAE Communications Committee member who has worked as a business transformation consultant for the past 15 years. MacNeil is currently managing the Strategic Program Management Office for the Greater Toronto Airports Authority.



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The Cauldron of Change: A Primer for Airport Operators

Airports are different. It's invisible to the public but everyone who works in aviation knows that airports are a different beast. They require the security operations of a military base, the guest experience of a shopping mall, the hospitality of a hotel, and the transportation planning of a small city. All of that complexity and expertise must work quietly in the background, as multitudes of travelers make their departures and arrivals. And today, even that is not enough.

Change is here. In some way everyone has been affected by global economic shifts. And when people need to fly, they expect airports to work as well as they did before, if not better. We all have less time and money and the pressure feels harder on airports than almost anywhere else.

Airport workers know the stress of meeting customer service demands within a much tighter fiscal and regulatory environment.

This stress, though already familiar, may only increase in the years to come.

Fortunately, or not, change tends to follow a classic pattern. When the old status quo is under threat, people resist. Most often, we resist through denial, arrogance and loyalty. This is essentially a "holding on" to the way things were, it is our survival reflex—our old reptilian brain—kicking in.

But reptiles, though tough, were never very smart. Change can not be denied and all of us must, to some degree, let go of what is familiar and comfortable and enter the "cauldron". This is the place of uncertainty, of anxiety, of fear and unknown. The cauldron is a bubbling stew of changing roles, norms, behaviours and beliefs that we must lead each other through to achieve any sort of worthwhile future.

But (remember the reptile), none of us are very effective when we're scared. We can

By Geordie Aitken



get reactive, rather than proactive and take up self-protective positions rather than risky, accountable ones. All of this takes a toll on our productivity, our mood and our health. And it kills the creative capacity required to do "more with less" as so many airport workers are asked to do.

Offering leadership in the cauldron of change is a great challenge, even for the most effective leaders. Yet we need them now most of all, to provide the vision, the accountability and a learning environment that supports people to maintain their focus and keep the faith.

Recharging an organizational vision and supporting managers to embody and lead it, may be the most essential leadership task in the cauldron. Everyone needs to see a future that matters. This vision must be vivid and it must embody a "highest purpose".

Some leaders use visioning as an engagement opportunity, others let it inform a brand redirection. These can be valuable strategies but the greatest leverage an engaging vision provides is that it helps people change their behaviour. A great vision answers the question, "What do we want to be and why?" That becomes a call-to-arms everyone must answer: "How must we behave in order to achieve this?"

Successful airport organizations know that leadership development is always a cultural and strategic investment. A vision that matters, coupled with a resilient culture of candour and accountability, is any airport's best bet amidst the tremendous challenges and opportunities of change. ✈️

Geordie Aitken and the team at Aitken Leadership Group recently completed a two-year leadership development program for the Greater Toronto Airports Authority, training over 130 senior managers. For more information, please contact Geordie@aitkenleadership.com or go to www.aitkenleadership.com.

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Photos courtesy of Angie Boomhower, Team Eagle Ltd.



Team Eagle: 10 Years and Going Strong

On August 24 to 26 2010, in Campbellford, Ontario, Team Eagle Ltd. invited key airport suppliers, regulatory bodies and manufacturers among many other influential people in the aviation industry to help them celebrate 10 years of success. Team Eagle, who is a leading supplier of “industry-best” snow and ice control equipment, ARFF vehicles and GPS-based Safety Management Systems, welcomed everyone they deal with for three days of great food, informative guest speakers and a chance to give back to their community.

“This summit was important to our company because it combined the efforts of all involved over the last 10-plus years,” says Paul Cudmore, Team Eagle’s Chief Operating Officer. “It was a great way to celebrate our growth and thank our customers, suppliers and partners for the opportunity to be able to grow.”

Edna Barnum, Manager, Marketing and Sales, says, “it was pretty amazing looking at all the people that came to the event. It was interesting to see such a dynamic and diverse group of people, our stakeholders

and industry representatives, and listen to them talk about all the achievements and challenges they have faced. Each guest had an opportunity to present. We had manufacturers come in and talk about their products, and our own customers and different airports came in to talk about what they would like to see in a service provider.”

Organizations such as the Oshkosh Corporation, MB Companies, EPOKE, International Association of Airport Executives (IAAE), Sensis, Tyler Ice, Aeroports de Montreal and the Greater Toronto Airports Authority were just a few of the attendees at the Summit. Tom Coupland and Bill Newman from IAAE Canada were definitely one of the many highlights. They gave an overview of who they are, what IAAE Canada does and the challenges the aviation industry is facing today.

“It was great because it gave everyone in our company a real perspective on who we deal with and what we do,” says Cudmore. “It was beneficial as all Eagle staff were able to interact with attendees representing all sectors of the global aviation industry.”

The third and final day of the summit allowed for more in-depth conversations. Airports had 45 minutes to talk about their significant needs and advances in technology.

The summit was not only hugely informative but it was a great way for Team Eagle to give something back. “For the finale, we had fireworks over the Trent River which generated a lot of hype,” says Cudmore. “People lined up on the road in lawn chairs. It was great; people were very entertained. It was one way of giving back.”

According to Cudmore, Team Eagle works hard and plays hard. “We focus on the market we serve. The approach we’ve tried to instill is that we are the airfield solution partner. We try to extend this internationally and to external partners, customers and suppliers that we deal with every day. We try to provide a fun, challenging and enjoyable environment that allows people to grow and develop and do it in a respectful way,” Cudmore says. “We are involved in a lot of community initiatives. It is a busy and challenging place to work and we continue to push ourselves to be on the leading edge, for that’s where all the rewards lie.” ✈

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