

The IAAE Canada

Fall 2011

AIRPORT MAGAZINE

An official publication of the International Association of Airport Executives Canada



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IAAE Canada
1383 King St E
Hamilton, ON L8M 1H6
Phone: (905) 297-2236
Fax: (905) 963-7833
headquarters@iaaecanada.org
www.iaaecanada.org

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sales@matrixgroupinc.net
www.matrixgroupinc.net

President & CEO
Jack Andress

Senior Publisher
Maurice LaBorde

Editor-in-Chief
Shannon Savory
ssavory@matrixgroupinc.net

Editor
Alexandra Walld
awalld@matrixgroupinc.net

Finance / Administration
Shoshana Weinberg, Pat Andress, Nathan Redekop
accounting@matrixgroupinc.net

Director of Marketing & Circulation
Shoshana Weinberg

Chief Operating Officer
Jessica Potter
jpotter@matrixgroupinc.net

Sales Manager - Winnipeg
Neil Gottfred

Sales Manager - Hamilton
Brian Davey

Sales Team Leader
Brian Davey

Matrix Group Publishing Inc.
Account Executives
Aaron Hoeflaak, Albert Brydges, Benjamin Schutt, Brian MacIntyre, Britney Black, Bryce McDonald, Chantal Duchaine, Colleen Bell, Dan Tilston, Dean Guzzo, Declan O'Donovan, Jeff Boyle, Jeff Cash, Jim Hamilton, Kyle Yewman, Michael Gray, Miles Meagher, Patrick Lymburner, Peter Schulz, Rick Kuzie, Rob Choi, Wilma Gray-Rose

Layout & Design
Travis Bevan

Advertising Design
James Robinson

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Saskatoon's state-of-the-art air traffic control tower.
Photo courtesy of NAV CANADA © 2011.





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Bill Newman, A.A.E.

Chair, IAAE Canada

Director, Strategic Management, GTAA

A Message from IAAE Canada

There is an adage in the aviation business that once a person has the smell of aviation fuel in their system, they are hooked on the business for a lifetime. Whether that is true or not, the adage speaks to the level of passion and commitment of those who work in the industry. Over the course of my own career, it has never ceased to amaze me how hooked on the business one can get and how enthusiastic and knowledgeable those working at airports can be.

I continue to witness the same laudable qualities in the individuals who willingly give of their precious time and energies to the management and growth of our association in the service of the entire membership. I am referring in this particular instance to the airport professionals from various parts of the country that voluntarily serve on IAAE Canada's Board of Directors and standing committees—Accreditation, Audit, Conferences, Governance & Nominating, Membership & Communications and Training. Each month, the Board confers by conference call to guide IAAE Canada's affairs, while the individual committees confer on specific initiatives through quarterly calls. Once a year, customarily in the early fall, the Board and the individual committees come together to plan for the coming year and discuss broader issues affecting the association.

This year's annual planning meeting was held in Toronto from September 30 to October 2, 2011. Over the course of

the three days, the Board mapped out a new strategic plan to guide IAAE Canada through the coming five years to 2016. We identified and prioritized a number of initiatives that, in combination, will move us as an association towards our vision of being Canada's premier organization for airport training and professional development.

Our aim is to build and perpetuate a governance structure for IAAE Canada that is diverse and vital, representing airports of various sizes in every area of our vast country and a wide range of talents, interests and disciplines across the business.

Building on a set of creative proposals brought to the table by the Training Committee, the Board decided to proceed with several new initiatives to expand the IAAE Canada's training portfolio—both classroom-based and web-based—and to develop additional levels and forms of certification and accreditation to meet the changing needs of the membership.

Further news will be coming your way as we progress towards the launch of these exciting new courses and programs.

Each year, the Board welcomes new members who have voluntarily stepped forward to further the interests of IAAE Canada and the profession. This year, we were fortunate to gain the involvement of Chris Wood A.A.E., General Manager of Region of Waterloo International Airport, and Mike Seabrook A.A.E., Vice President of London International Airport, in the activities and deliberations of the Board. The strength and sustainability of IAAE Canada is dependent upon individual members like Chris and Mike continuing to offer their time and talents through participation on the Board or one of the standing committees.

Our aim is to build and perpetuate a governance structure for IAAE Canada that is diverse and vital, representing airports of various sizes in every area of our vast country and a wide range of talents, interests and disciplines across the business. If you are one of those folks who, regardless of your rank or role, have the aroma of aviation fuel in your system and have the desire to serve the profession while developing yourself, IAAE Canada needs you! Rest assured, we will welcome and value your involvement as we work together to meet the training and professional development challenges of our industry and secure its future. We look forward to hearing from you!

Why Should You be a Part of IAAE Canada?

IAAE Canada | 1383 King St E | Hamilton, ON L8M 1H6
 Phone: (905) 297-2236 | Fax: (905) 963-7833
 E-mail: headquarters@iaaecanada.org
 Web: www.iaaecanada.org



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

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. Access to management papers is available to our members on our website via the forum. 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.

IAAE CANADA WEEKLY E-REPORT

Containing the most up-to-date **industry news, business opportunities, job listings, upcoming training, conferences and more!** Delivered directly to your inbox!

IAAE CANADA WEBSITE & FORUM

IAAE Canada members have access to the Members Only area of IAAE

Canada's website, called the Forum, where they can interact with other members, search our members' database and much more. The website also provides information on **upcoming courses, conferences, job postings, membership lists and airport news**.

IAAE CANADA AIRPORT MAGAZINE

Published semi-annually, distributed free-of-charge and delivered right to your door! Visit us at www.iaaecanada.org to sign up.

THE IAAE CANADA ANNUAL FACILITY, OPERATIONS & AIRPORT MANAGERS CONFERENCE

Join us for three days of informative workshops and discussions on the current and important industry issues that matter most! Each year, our conference brings **you informative lectures, panels and group workshops**.

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

Airports across Canada post their available employment opportunities on the IAAE Canada website and in the IAAE Canada weekly e-Report. **Post jobs to expand your team or respond to jobs posted** to find your next career.


IAAE CANADA ANNUAL REPORT

Distributed annually via memory stick to members in good standing, it contains **committee reports on activities for the past year**, including audited financial statements and information on all of our Corporate Members.

IAAE CANADA MEMBERSHIP DIRECTORY

A full list of members is available via the **members only forum**.

AIRPORT MANAGEMENT LIBRARY

This AAAE library contains numerous reports, surveys and other current written materials, while the IAAE Canada library contains the **management papers of all our Accredited Executives, past and present**. 

Voice of the Member

Meeting the needs, requirements and expectations of members.

By Maxx Kochar, GTAA

Like leadership in many organizations, the IAAE Canada's Board of Directors (BOD) were zealously looking forward to determine which direction to take IAAE Canada, making decisions that will, without a doubt, impact the current and future membership base.

For over ten years, we at IAAE Canada have been providing value to our members by offering professional training, development and networking events, all the while listening to our members. So, why are we now offering the Voice of the Member (VoM) Program? It's simple; we want to deliver quality to our members as they see quality. Performance measurement is not new to the organization or the airport industry; we have turned member feedback from an activity into a process and institutionalized it throughout the organization.

The program assumes a supportive role by formalizing performance measurement activities within projects and through dedicated committees, which function before a plan is defined, during the activity and after the event. We receive member compliments, questions, issues / concerns and other feedback; however, they are received via VoM channels such as comment cards, panels, direct-mail / telephone satisfaction surveys, focus groups and approved social media (Linked In, Twitter, Facebook, etc.).

Feedback is processed to increase data reliability, identify trends and monitor changes in member experiences. It is then evaluated to consider the impact of the systemic changes that may result from VoM Program recommendations.

Through the VoM Program, IAAE Canada expects to capitalize on the following benefits:

- To maintain a leadership position in the airport industry;



- To make proactive and responsive business decisions;
- To know our marketplace from our members' perspective;
- To provide priority and support to projects, initiatives and resources;
- To increase member retention and satisfaction; and
- To increase member attendance and participation at events, training offerings and AAE accreditations.

IAAE Canada's VoM Program drives the continual improvement of our products, services and organizational decisions. Focusing on member satisfaction and being member driven, the VoM process supports the planning, delivery and implementation of events, activities and business decisions to ensure we continue to meet the needs, requirements and expectations of our members. ✈️

Maxx Kochar, C.M., is Manager of Business Improvement Services at the Greater Toronto Airports Authority.



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Project Management 101

Project management can be compared to driving a car.

By Scott MacNeil, IAAE Communications Committee Member

Scoping, risk management, issues, stakeholders, status reporting—why on earth as a busy business manager do I need to participate in such mundane administrative activities?

Ask a professional project manager and they will affirm involving a business manager in the planning and execution of a project is a critical success factor. I will use the analogy of driving a car to demonstrate the effectiveness of sound project management.

SCOPING

Scoping is the art of determining where you want to go—driving to work or picking up the kids. In business, scoping is the creation of high-level goals and objectives that the project will aim to deliver.

RISK MANAGEMENT

Performed by documenting the environmental factors that may negatively influence the objective. Risk action plans reduce the impact of the risk. When driving, your personal safety is somewhat at risk. Choosing to reduce your speed or to drive on a less traveled road does reduce the risk of personal injury.

ISSUES

Issues arise with every project and if they are not managed they may impact the success of the project. A tire with low air pressure is an issue that, if left unmanaged, may impact your commute the same way an under-performing project team member can be an issue for a project.

STAKEHOLDERS

As the people who are impacted by your project, you need to determine how stakeholders are affected and what you can do to reduce the impact. Similarly, other drivers on the road are stakeholders who are impacted by your driving maneuvers, so you need to consider their safety as well as your own.

STATUS REPORTING

Similar to the warning lights on your dashboard, a green status indicates the project is going as planned. A yellow light indicates there is a problem, the same way a project manager will use a yellow status to indicate a potential problem exists. A red light on your dashboard indicates you have a major problem with your car, the same way a red project status indicates there is an issue that, if not properly managed, will negatively influence your project.

If you are not convinced of the importance of sound project management, go for a drive in your car. There is no need for a seatbelt and feel free to drive in whatever direction and at any speed you desire because you have chosen to be reckless and, therefore, have accepted all of the risks.

Remember, you are in control! ✈️

Scott MacNeil is an IAAE Communications Committee member who has worked as a business transformation consultant for the past 16 years. MacNeil is currently helping his client, the GTAA, plan the delivery of the Global Hub Program. Find Scott on LinkedIn.

A Day in the Life at IAAE Canada Headquarters

From helping airport personnel with professional development to ensuring each employee is properly trained, IAAE Canada Headquarters is a busy place.

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

With over 300 current members, IAAE Canada has grown since its beginnings in 1994 and its incorporation in 2005. We have over 60 Accredited Members (A.A.Es), with another 52 Certified Members (C.M.s), working towards this professional designation. "A.A.E. The Mark of an Airport Professional."

Each of our members 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 they require.

In the past six years, we've trained over 1,000 airport personnel in areas such

as Airfield Lighting Maintenance, Wildlife Control, Basic & Advanced Airport Safety & Operations, Constant Current Regulator Maintenance, Safety Management Systems & Human Factors, Winter Aircraft Movement Surface Condition & Reporting and TP312.

Due to the popularity of our training, we have also posted some of the courses online for you. Try one for free at our website, www.iaaecanada.org, where you'll also find up-to-date information on the Aviation Industry, including upcoming conferences, job postings and interactive discussions on our forum.

Tom Coupland, Executive Coordinator, has been with IAAE Canada for six years now, and in 2010, Michelle Cretzman came on board in the role of Administrative Assistant to help share the growing workload. Our focus is to grow and improve



Tom Coupland,
Executive Coordinator,
IAAE Canada.



Michelle Cretzman,
Administrative Assistant,
IAAE Canada.

and based on member feedback, we're doing just that.

On behalf of our Board of Directors, we look forward to meeting you at our 6th Annual Facility, Operations & Airport Managers Conference, being held June 4-6, 2012, in beautiful Victoria, BC. In the meantime, remember: we always like to hear from you! Give us a call at (905) 297-2236 or send us an e-mail at headquarters@iaaecanada.org or michelle@iaaecanada.org. ✈

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Web Training: Airport 101

IAAE Canada launches an online training opportunity.

By Cameron Nicolson, Calgary Airport Authority

IAAE Canada has a proud tradition of training airport professionals with our classroom offerings but we realized there are a number of airport employees we are not serving with our classroom courses. As an alternative to the classroom courses, IAAE Canada recently launched a series of online courses called Airport 101.

These courses offer students a foundation level of understanding on a number of airport-related topics and can be accessed online from anywhere in the world with an internet connection; that means a small airport with one or two staff can take some quality airport training day or night, any day of the week. Another airport may use the online courses to complement their training program without having to go through the time and expense of developing training modules.

IAAE Canada believes all airport staff should be well-informed to meet both regulatory requirements and personal aspirations of our airport staff. I have heard some long-time airport employees are unfamiliar with the basics of airfield signage or the differences between a taxiway and a runway. I have spoken with senior management—with a great depth experience from outside the airport industry—who feel lost when speaking with their peers about airport operations. I have heard countless times that the Town Council just doesn't know what it takes to run an airport. These courses help fill these gaps and explain the airport industry in a way that is accessible to everyone.

At the recent IAAE Canada Conference in Charlottetown, PEI, we launched the new online training site with the first Airport 101 titles. The first courses include Introduction to Airport Operations in Canada and Airport Regulations and Documentation. Further titles include Airport Finance, Security and Firefighting. Through 2012, we hope to have 15-20 Airport 101 courses ranging from bird and wildlife control to airport marketing.

We are also looking at a second series of courses designed to train airfield equipment operators on the specialized airfield maintenance equipment. Courses would teach the basic theory of using the equipment and the airport would follow up with on-the-job practical training for the equipment. At the completion of the course, the employee would have a certificate indicating a passing grade on the online theoretical course and a signed checklist for the on-the-job course. This will demonstrate due diligence; that the employees have been trained and are knowledgeable for any airport audit.

To improve the offerings and create a one-stop-shop aspect on the site, we also plan on adding workplace safety courses such as WHMIS and Transportation of Dangerous Goods. These



courses provide an opportunity to round out the training requirements of most staff without having to leave the airport. If you happen to be at an airport with unreliable, slow or no internet access, we have a plan for you, which will be coming soon.

Anyone wanting to try the courses at no cost can take the Airport 101: Course Showcase (www.iaaecanada.org/article/online-courses-1623.asp), which shows a potential student the look and feel of the online courses we have produced. The courses are designed to be dynamic, informative and entertaining. That said, we can make them better and are looking for input from users. If you are looking for a specific course for your staff, tell us and we can help produce it for you. If you see something in one of our courses that could be improved, tell us and we can make the changes. If you have quality pictures, stories or video that will help improve a course, send it to us so we can integrate it into the course or future courses. Ultimately, these courses are here to meet the training demands of the airports. If you help us make them better, you will have a better product for your staff, which makes them better employees.

I hope you take advantage of these courses; I have enjoyed working with our subject matter experts and design coordinator to bring these courses to Canadian Airports of all sizes. I hope your staff, partners and board members will enjoy them and be enlightened about the complex and interesting industry we all work in. ✈

Cameron Nicolson, A.A.E., is Director of Safety Management Systems for the Calgary Airport Authority.



ANNOUNCING The 6th Annual Facility, Operations & Airport Managers Conference



Proudly Coordinated by:



On June 4-6, 2012, Industry professionals from across Canada will gather in beautiful Victoria, BC for the **6th Annual IAAE Canada Facility, Operations & Airport Managers Conference**. Join us for three days of informative workshops and discussions on the important industry issues that matter most! **The Marriott Victoria Inner Harbour Hotel** will be your home away from home and the fabulous **Victoria Conference Centre** will be your host for the tradeshow. For more information or to sign up for the event, go to www.iaaecanada.org.

PLANNED TOPICS INCLUDE:

- ✦ TC Policy Direction. ✦ Future of Aviation Security Systems. ✦ CRFI Changes. ✦ EnergyReduction Possibilities.
- ✦ Leadership Skills for Change Management. ✦ Understanding Your Customer's Needs. ✦ Airfield Electrical Safety – Are you Flirting with Danger? ✦ Runway Excursion Readiness & Accident Investigation. ✦ Future NavCanada / FAA. ✦ ILS & Glide Path and more! ✦

“I BELIEVE THAT YOU AND YOUR TEAM DID A WONDERFUL JOB IN GETTING THIS CONFERENCE SET UP AND I WOULDN’T CHANGE A THING FOR NEXT YEAR.”

Mike Simoneau, VanDerLande Industries Canada Inc.

“WE NEED TO MAKE THIS A PRIORITY FOR ALL AIRPORTS.”

Craig Collins, Founder / Owner, Grass Roots Aviation Environmental Products Inc.

SAVE THE DATE!

The IAAE / AAAE Montreal August 2012 International Conference takes place August 19-22, 2012. Details to follow soon at www.iaaecanada.org!



Runway Surface Condition (RSC) Reporting Automation

An update on the SNOWTAM project.

By Olivier Meier, Project Manager, NAV CANADA

One of the goals of the NAV CANADA ICAO NOTAM project is to migrate from the NOTAMJ format to the ICAO SNOWTAM format and automate its transmission.

Today, RSC reports are transmitted via fax to a FSS/FIC and then manually typed into the NAV CANADA NOTAM processing system. In periods of bad weather, this often causes problems due to the fact that the reports accumulate, causing delays in entering them into the system. In order to tackle these issues, NAV CANADA decided to follow the ICAO "AIS to AIM" roadmap, which targets an end-to-end seamless digital data chain.

To enable digital processing of RSC reports, the format has to be changed into the ICAO SNOWTAM standard, a set of rules which structures and codes the message in a way that our systems can read

the message and save the content in a relational database instead of storing it as a text message in a repository.


In addition, a SNOWTAM is disseminated worldwide—instead of just within Canada—as a NOTAMJ. To do so, the Canadian NOTAM procedure manual (CNPM) was updated to reflect ICAO SNOWTAM formatting and a new aligned AMSCR form has been released. This update came into effect on October 20, 2011.

To address the transition from fax to digital means, NAV CANADA developed an application called SNOWiz, which allows an airport authority to input RSC reports directly into a "wizard" web page through the internet or to connect existing automated RSC reporting systems, via a seamless direct connection (web service).

In the future, NAV CANADA will accept RSC reports in three ways:

1. AMSCR form (NAV CANADA will accept the old AMSCR form for at least this winter season);
2. SNOWiz web application; and
3. SNOWiz web service.

The development of SNOWiz is almost complete and we intend to make the SNOWiz web application (the wizard) available to all interested airports as of February 2012. The deployment of the automated SNOWiz web service is dependent on the development cycle of the respective vendor of the automated system on the airport.

If you are interested in getting connected for SNOWiz, please contact Project Manager Olivier Meier at meiero@navcanada.ca. 

Olivier Meier is Manager, Programs & Projects, AIM Business Development at NAV CANADA.



COMPANY HISTORY

Allied Aviation ("Allied") has been providing airport services for over 60 years. Allied has provided project management or acted as a consultant for facility infrastructure development projects across the United States, Latin America and Canada.

Many airports contract directly with Allied to fulfill their fueling needs. Allied understands and is fully capable of maintaining and operating complex and integrated airport fueling systems. Allied has always maintained our presence as an industry leader because we consistently deliver the quality of services expected, provide innovative solutions when needed and we are adaptable to suit the needs of our customers and the airports that we service.

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GROUND SERVICES

In addition to aircraft refueling, tank farm (M&O), equipment maintenance, FBO services, and infrastructure development, Allied also provides ground services in Canada and San Antonio, Texas offering a wide array of services including passenger check-in, ramp handling, aircraft cleaning and de-icing.

Emerging Airfield Technologies:

What Airport Operators Can Look Forward To

How the industry's emerging technology will affect airport operations.

By Paul Cudmore, General Manager & COO, Team Eagle Ltd.

Change is a constant at Canadian airports. Technology can help enable airport operators to continue successfully dealing with the challenges and opportunities they face on a daily basis.

Some exciting advancements and innovations are on the horizon.

MORE CAPABLE RUNWAY SNOW BLOWERS

Reducing runway occupancy times and minimizing the number of machines required to quickly reopen runways has become a major focus of several companies, both here in Canada and abroad. Faster, higher capacity sweepers and new snowblowers that can clear an area twice as wide, while pulling a sweeper and eliminating plow trucks can help with this challenge.

DIGITAL NOTAMS / SNOTAMS

NAV CANADA, Canadian airports, regulators and commercial entities have been working towards a digital, web-based means of sharing airfield surface

conditions with all parties, including airlines and pilots, regarding NOTAMS. This effort aims to increase the relevance of the NOTAM data and reduce the timeframe to get information to those who need it. Please see the additional details in the NAV CANADA article in this publication.

AFFECTS OF CONTAMINANT ON AIRCRAFT BRAKING / STOPPING DISTANCE

ICAO, the FAA and Transport Canada, along with the academic and commercial communities, are investing time, money and expertise toward a better understanding of the affect of contaminant on aircraft landing distances. The FAA has invested in a 727 aircraft equipped with sensors to monitor the resulting braking activity under various conditions.

The University of Waterloo, in conjunction with Team Eagle Ltd., has designed and built a vehicle that can sense and monitor the affect of various contaminants on a facsimile aircraft braking system. Westjet is contributing actual aircraft braking data to this project. All efforts are geared toward giving airfield operators

and our aviation stakeholders a better, more objective understanding of the affect of the current surface conditions.

CHEMICAL USAGE AND MANAGEMENT

GPS combined with GIS technology allows the precise deployment of runway / airfield chemicals and leads to a better understanding of where, when and how much has been applied. The next generation chemicals also aim to be more environmentally friendly and less corrosive to aircraft undercarriages and assemblies.

CONCLUSION

These advancements are just a subset of the innovation occurring on behalf of airport operations. And as our ability and knowledge of current and future challenges grows, the technology will follow to our benefit, provided we continue to search for the right solutions. IAAE Canada Airport Magazine plans to share a few new technologies in every issue. ✈️

Paul Cudmore is General Manager & COO at Team Eagle Ltd.



Airfield operators can look forward to bigger, more capable and versatile equipment in the near future to help with snow removal.



This vehicle, designed and built by the University of Waterloo and Team Eagle Ltd. can sense and monitor the affect of various contaminants on a facsimile aircraft braking system.

Runway End Safety Areas Explained

By James Lindsey, GENIVAR

Of all the issues related to Runway End Safety Areas (RESAs) discussed at the September 2011 Canadian Aviation Regulation Advisory Council (CARAC) meeting, Transport Canada was clear on only one thing: RESAs are coming.

When the current edition of TP312 (4th Edition) was published in 1993, ICAO Annex 14 (1st Edition, 1990) specified RESAs as "recommendation." Since then, the international community reasoned that RESAs contribute significantly to the reduction of aircraft damage and passenger injuries during aircraft overruns and undershoots. As a result, ICAO published Annex 14 (3rd Edition, 1999), elevating RESAs to "standard." With no major update to TP312 since publication in 1993, Canada's Aerodrome Standards and Recommended Practices have lagged behind the international community and RESAs have remained a "recommendation."

In the wake of recent domestic and international accidents, Transport Canada is revisiting RESAs with respect to international standards. Under Notice of Proposed Amendment (NPA) 2010-012, a RESA would be required for qualifying runway ends at certified Airports, bringing Canada in line with international standards.

In addition to elevating RESAs to "standard," Transport Canada also proposes changing qualifying criteria and providing


exclusions. Under TP312, a 90m RESA is recommended where the runway code number is 3 or 4 (i.e. 1,200m+). Under the proposed regulation, a 150m RESA (or equivalent Engineered Material Arrestor System) is required where the runway length is greater than 1,200m (3,937ft) or where an instrument runway (i.e. approach minima less than 500ft AGL) is utilized by scheduled passenger-carrying operations using aircraft with more than nine passenger seats. Airports north of the 60th parallel serving only small air carrier aircraft are excluded from the proposed regulation. However, Transport Canada is considering changes to both the definition of northern (or remote) Airports and small aircraft.

Under the proposed regulation, the RESA starts at the runway, where the 150m RESA equals the 60m runway strip and 90m beyond. This redefinition of the length is a deviation from ICAO, allowing Airports to achieve a RESA by reducing declared distances without physical improvements. Through this, Transport Canada has provided flexibility to airports where implementation would be physically or financially prohibitive but has also opened the door to operational impacts, reduced effectiveness and, potentially, reduced Transport Canada funding obligations.

Why is this important? At the September 2011 CARAC meeting, Transport

Canada presented a cost estimate of \$408M to implement RESAs at the 211 certified airports nationwide. With no source of funding identified and a three to five year implementation timeline, it is no surprise airports and industry associations object to the proposed regulation. These objections are further justified if Transport Canada encourages reduced declared distances to minimize the net financial implication of RESAs; potentially impacting airport operations.

Airports are encouraged to assess the feasibility of RESAs and identify physical features, like property boundary, obstacles, topography, geology, watercourse or services that could impact implementation. An operational assessment may be necessary to determine the impact of reducing declared distances in the event a physical RESA is not feasible. The purpose of these assessments is to understand the associated costs and seek funding opportunities. It is recommended that airports share this information with industry associations and Transport Canada, so that an accurate nationwide assessment of the financial and operational impact of RESAs can be developed.

A technical discussion paper regarding RESAs is available at www.psmi.ca. 

James Lindsey (M.Sc., CM) is an Aviation Consultant with GENIVAR, formerly Pryde Schropp McComb Inc.



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Lloyd McCoomb

After more than 30 years in the industry, Lloyd McCoomb is retiring. His achievements have impacted people and airports across Canada.

As a young man, Lloyd McCoomb, President and CEO of the Greater Toronto Airports Authority (GTAA) had an interest in the military. He joined the air force in 1964 as an engineering officer and says that's when his romance with airports began.

He went to graduate school at MIT, focused on courses in airports and began working for Transport Canada. He then got his PhD in traffic and engineering transportation and joined the air administration in 1983—the first step on a path that led to where he is today.

"As I got into the business, I found that I really enjoyed the dynamic nature of the field; I was drawn to it and the outstanding people," says McCoomb. "People are excited when they travel and we make a positive contribution to that. The greatest importance is the people—they are so proud of what they do and it makes your day."

ACHIEVEMENTS

McCoomb has worked on several projects over the years that have impacted airports and people across the country but he says his greatest achievement took place while serving as Vice President of Airport Planning and Development for the GTAA. He was given the opportunity to revitalize the airport—by turning a "dilapidated building into something the city could be proud of"—and after much planning, construction and teamwork, the new terminal was unveiled.

"It was 2004, opening day. We were driving up the ramp to the new terminal building and it was absolutely the high point of my career," he says, recalling the milestone. "It was an incredibly challenging task and amazing in terms of its vision and strategic acumen. Driving up, seeing it about to start—boy, what a thrill. I'd been involved since 1991 when we started environmental reviews. It was a

career privilege few get and I'm very grateful for it."

Throughout his career, McCoomb has gained much insight from his experiences. The biggest lesson he's learned is that while airports take great pride that they are an economic engine for communities—there is much work and many employees associated with airports—they are overhead.

"If people didn't have to spend money to travel, they wouldn't. But you can't snap your fingers and be somewhere, so you have to go through an airport. That's the cost of business. The real mission should be to minimize that," he says. "We should take great pride not in the number of employees but in how few employees work here and how little money we represent. We need to create as little overhead as possible. We need to make everybody else's lives better and as easy as possible, and do so as efficiently as possible. It is an awesome obligation to serve the community and they're counting on us."

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EXPECTATIONS

The future of the industry has been impacted by policy deregulation, says McCoomb, which has been difficult and, while necessary, caused a temporary dislocation.

"It created a very unstable industry for awhile. We're getting the end of that and the industry is learning to compete when there is no government regulator to protect you. It gives me real encouragement; with the economic downturns, we're learning to operate in this new open market world,"



he says. "I think we'll see increasing stability in the future—healthy growth and healthy competition."

After McCoomb's last day at the end of January, he plans on spending more time teaching university engineering to share what he has learned.

"I have been very fortunate in my career and feel I have a big debt to pay. I would also like to do volunteer work, like Engineers without Borders. My church has a sister parish in Cuba that could benefit and I would like to spend more time with my family," he says. "Then there are the little things, like getting my golf handicap down to the single digits, learning to play a musical instrument and getting through the books I want to read. There's so much to do, and not enough time—I want to take the time to do it." ✈

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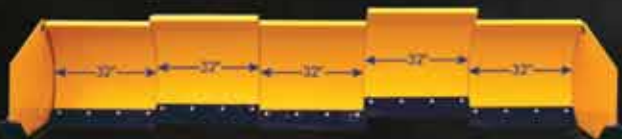
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