

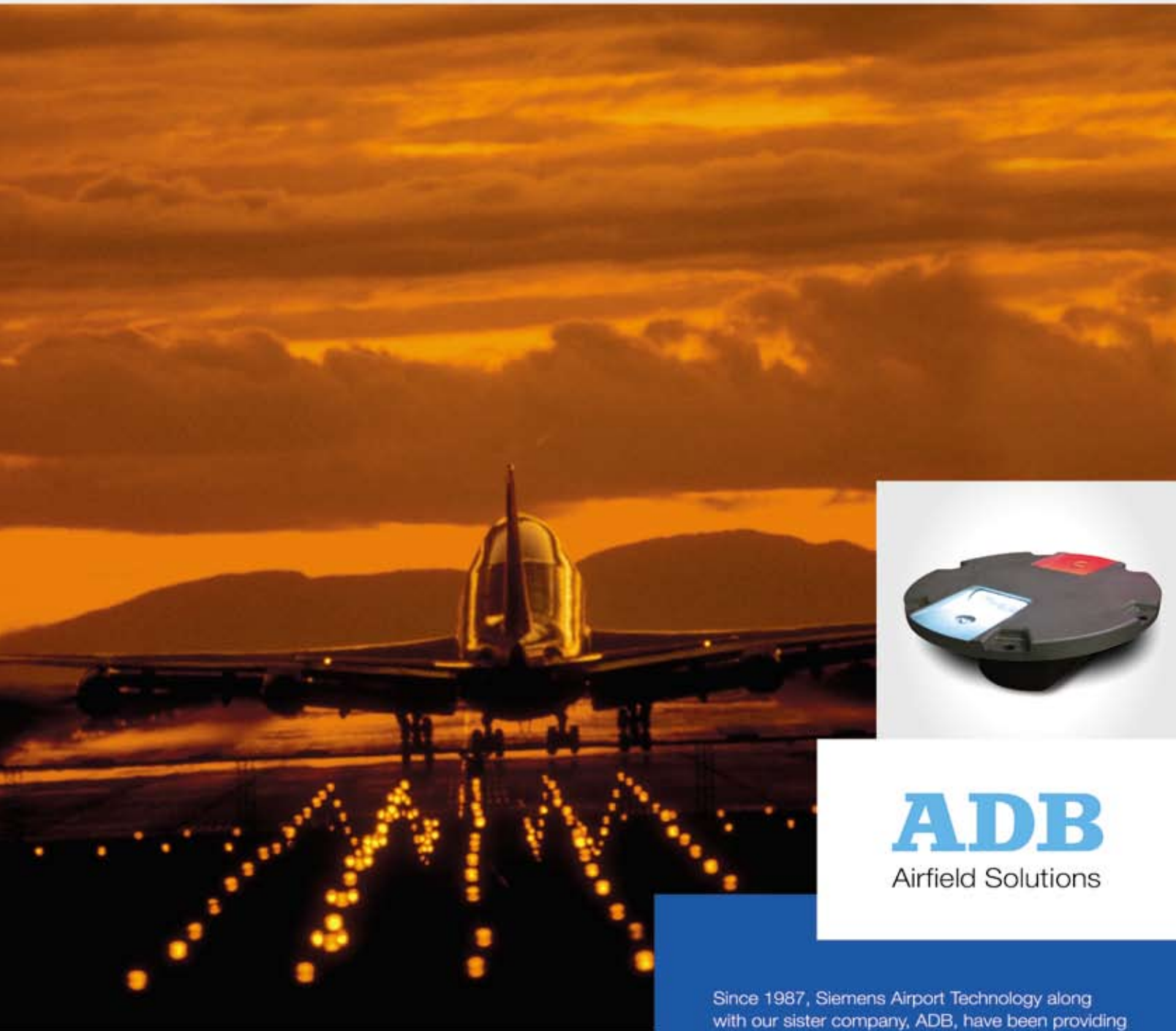
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Premiere Issue

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**Bill Newman, A.A.E.**  
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## A message from IAAE Canada

I am both honoured and thrilled to welcome you to the pages of the inaugural edition of *The IAAE Canada Airport Magazine*. This publication, made possible through a partnership between Matrix Group Publishing Inc. and IAAE Canada, marks yet another milestone in the growth and evolution of IAAE Canada as a member-focused organization dedicated to meeting the training and professional development needs of airport professionals across the country.

From its initial creation in 1994 as the Canadian affiliate of the International Association of Airport Executives (IAAE) and the American Association of Airport Executives (AAAE), IAAE Canada has grown to be Canada's premier provider of technical and managerial training for airport personnel. Our membership, representing airports in every region of the country, has grown to a historic high of 255. Our value proposition is built on the provision of timely and quality training and professional development services designed to meet the needs of our members and clients in an industry which is not only ever changing but also impacted by larger global economic, political and technological trends.

Our challenge as an organization is to anticipate the evolving needs of our members and clients, and respond with training and professional development offerings which properly equip them to deal with the challenges of today's business environment. The worldwide economic recession, which hopefully is close to being behind us, has made it painfully evident that more cost effective and innovative methods of providing training for airport personnel need to be pursued to complement traditional classroom methods. Responding to this need, IAAE Canada has embarked upon the development of web-based training courses and is aiming to market its first offerings by the end of this year.

Networking and relationship building are critical activities in today's business world. IAAE Canada's new web site [www.iaaeCanada.org](http://www.iaaeCanada.org) incorporates a Forum area in which members can establish contacts, create discussion threads and develop relationships with airport colleagues across the country. The training courses and conferences sponsored by IAAE Canada also provide airport professionals with ideal opportunities for face-to-face interactions. In June, IAAE Canada will be introducing its new Airport Systems Planning Course which will provide attendees with the milieu to learn from leading academics in the field and to share airport planning and development challenges with their peers. The 4<sup>th</sup> Annual Operations and Facility Managers Conference, about which you can learn more in this publication, is an excellent occasion for airport professionals to build their knowledge on a range of current issues and expand their network of industry contacts. Membership in IAAE Canada, moreover, offers many opportunities to interact with fellow practitioners through access to events and publications sponsored by AAAE and IAAE.

For those who are intent on building a career in the airport business, the Accredited Airport Executive (A.A.E.) professional designation offered by IAAE Canada is a valuable asset. The A.A.E. designation is the most widely recognized and respected professional accreditation in the industry. Currently, one third of IAAE Canada's members are accredited with more working towards the fulfillment of the programme requirements. Completion of the accreditation process signifies not only a high level of achievement within the profession but also enables candidates to acquire a very broad based knowledge of the airport business equivalent to that obtained through college or university level courses.

I take great personal and professional pride in my involvement in IAAE Canada. If you are looking to build your knowledge of the airport business and learn from fellow professionals, I would urge you to consider membership in IAAE Canada and participation in its programmes and services. If you are already a member, thank you for your participation and I welcome your suggestions for continuing to improve our programmes. To everyone, I hope you find the IAAE Canada Airport Magazine an informative and enjoyable read.

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

# 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](mailto:headquarters@iaaecanada.org), call (905) 297 2236 or log on to [www.iaaecanada.org](http://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. 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/](http://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. ✈



## 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 has 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.

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- 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.



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# The 5th Annual Operations & Facility Managers Conference

## This just in...

Our 5th Annual Operations & Facility Managers Conference is going to be held in beautiful Charlottetown, PEI! Operations and facility managers from across Canada will convene on the East Coast next spring to discuss the latest hot button issues pertaining to the industry.

**Keep an eye on [www.iaaecanada.org](http://www.iaaecanada.org) because information will be posted as it becomes available!**



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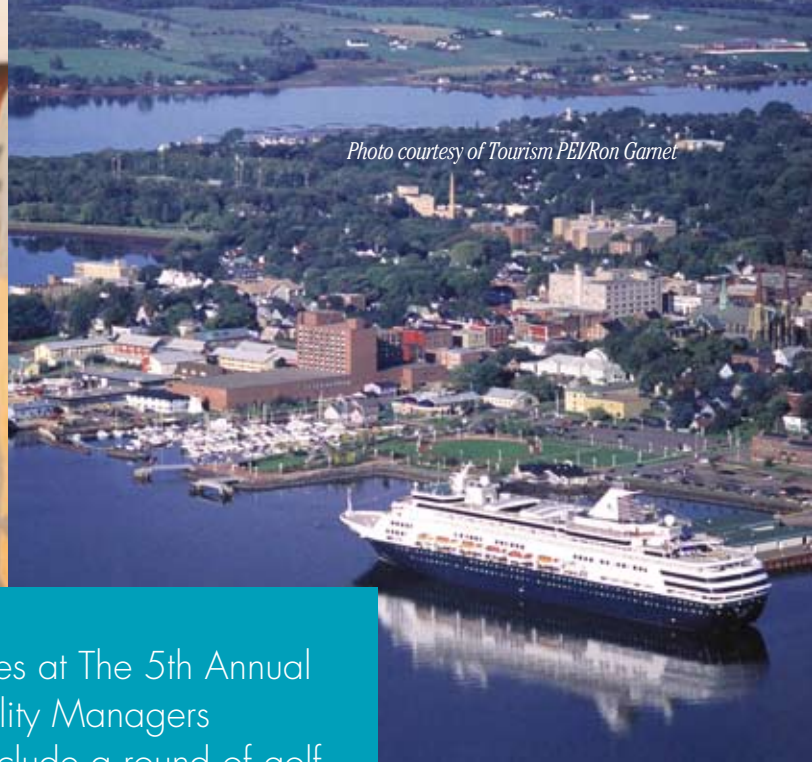


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### Get Your Game On!

As always, activities at The 5th Annual Operations & Facility Managers Conference will include a round of golf at one of Charlottown's best golf courses! Check [www.iaaecanada.org](http://www.iaaecanada.org) often because details will be posted as they become available.

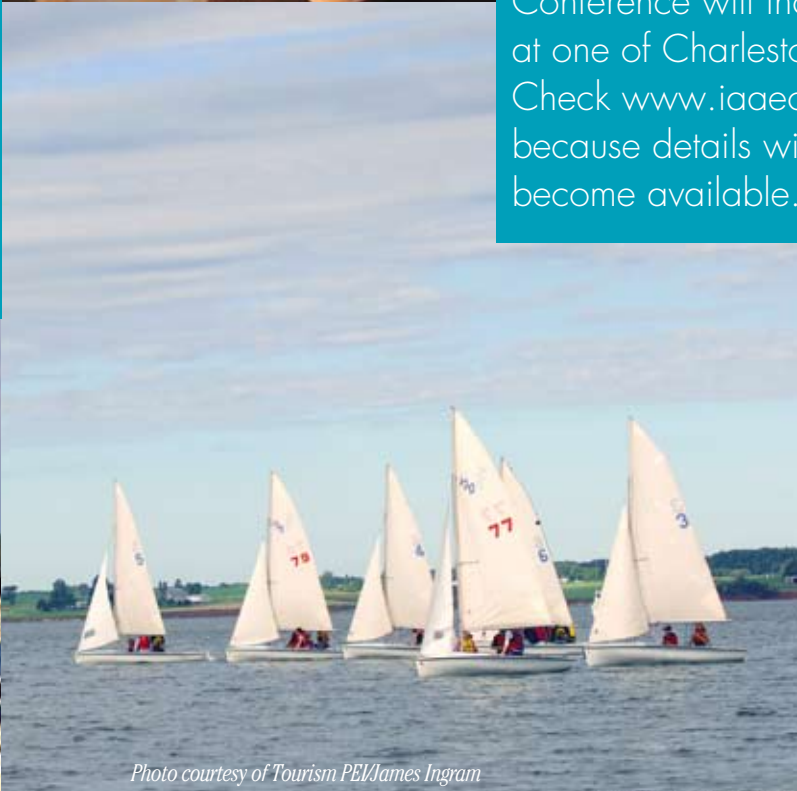


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# Implementing SMS in Canadian Airports

By Karen Kornelsen

*Gary Hook, an expert on Safety Management Systems, provides some insight into how SMS is changing airport's approach to safety.*

**T**he way safety is managed in Canadian airports is undergoing a major facelift. No longer is the onus completely on Transport Canada inspectors, it is up to individual airports to build a plan to ensure the safety of their organization.

In 2010, Safety Management Systems (SMS) have become international law. Transport Canada is currently in Phase Four of a four-year program which, for Level I airports, began in 2008.

Gary Hook offers training and consulting across North America on SMS. He has an extensive history in aviation dating back to 1978 and he also served for 35 years in the Canadian Air Force as a fighter pilot, senior trainer and leader. For more than 10 years he has been directly involved in training the concepts of SMS, human factors, organizational factors, risk management, and communication on the international stage. He has worked with major airports all across Canada, the Caribbean, and Europe. Hook is presently the Chairman of the NATO Human Factors Working Group.

**Q** Why did this new way of regulating safety in airports come about?

**A** Since the 1970s, western commercial aviation has enjoyed an enviable safety record that seemingly had flatlined...how could we as an industry get any "safer". What had worked in the past for safety had achieved its goals but the

industry needed a new paradigm. In the late 90s, the International Civil Aviation Authority (ICAO) started developing the concept of a systems approach to safety and directing member states to do the same. Out of that has evolved Safety Management Systems (SMS) and as of 2009, according to ICAO, all member states are to have one implemented.

**Q What stage is SMS implementation at?**

**A** Transport Canada got on-board early and began the implementation with the larger air carriers and maintenance organizations. The next step in implementation was for the major airports across Canada to bring SMS on board. Transport Canada had an excellent approach towards implementation. They laid out a four phase, four-year program which for the Level I airports began in 2008. We are presently in Phase Three of the four-year implementation plan; however the plan for small airports has been put on hold.

**Q What exactly is SMS and how does this system differ from what used to be done?**

**A** SMS is essentially no different than the business planning process within the corporate world. To quote ICAO, SMS is a "business approach to safety." So what constitutes a business approach? The answer to this is the paradigm shift that many organizations have to go through to truly embrace an SMS philosophy. There needs to be a policy, a focus, processes to collect information, processes to analyze information such as risk management and human factors investigation, a quality assurance process to ensure organizations are doing what they say they are doing, training to support the needs and of course an ability to respond effectively to emergencies. All common sense...all logical.

Quite simply, it is moving beyond a reactive mindset to one of pro-activity. It is empowering people at all levels to be part of the solution. Safety is no longer the domain of one individual in an organization, rather everyone from top to bottom needs to engage in the safety processes and most importantly the safety solutions.

“ It is empowering people at all levels to be part of the solution. ”

**Q How will SMS affect both large and small airports?**

**A** The effect on all organizations is the same, big or small. SMS is taking a collection of good practices they already conduct, filling in some holes and putting it all together in a cogent plan. If you were to go to a CEO and ask about their business planning process for the next fiscal year, or how they are doing financially this year, they would be able to provide a substantive answer. If, on the same hand, you were to ask them if they are safe, most would say yes; however, if you were to ask how they know that, without an SMS, few, if any, could offer an answer that went beyond, "we haven't lost anybody."

In other words, the old metric of safety or a lack of negative consequences is being replaced with something more specific and tangible. With that in mind, the effect on all organizations, both big and small, is that they need to establish processes to gather the right information that reflects on the effectiveness or their level of operational risk, training, processes, information, change management and environment. With those processes comes the need for training key personnel, change champions, investigative processes and most importantly, the time, energy and focus to bring closure to occurrences (reactive) or hazard reports (proactive).

**Q How should airport managers / executives ready their employees for these changes?**

**A** As with all change in management, comes the need for a clear vision and an acceptance that the new reality is worth the investment. Most airport executives embrace the advantages of SMS. In fact, there is a recent ground-swell amongst health care providers worldwide adopting an SMS approach. It works but it comes with a cost. Perhaps the biggest cost remains the shift from the reactive to proactive mindset, the more structured approach to risk management and the creation of the safety information data base.

Executives need to embrace this potential and create the conditions for success within their team. That is done through visible leadership support, not via mouth service, not ticking the box but by taking an active interest in the processes and becoming involved. The airports need to develop the wherewithal to investigate occurrences within their organization from a human factors perspective. This requires further investment but it gives them the opportunity to move beyond stating "what" happened' to understanding "why". It is only when the "why" can be answered that true organizational learning can occur.

**Q Could executives feel resistance from their employees?**

**A** My experience has been that when people at all levels of an organization understand what a systems approach is all about, they get on-board. They embrace the idea of being able to contribute and can see the benefits. Sadly, if the SMS becomes just another program-of-the-month, then interest and motivation fall off and are replaced with doubt and cynicism. This can be avoided, once again, with the visible and engaged support of the senior leadership of the organization.

**Q Are there consequences for not complying with the new procedures?**



### Bob Milburn, P.Eng., AAE, FCSCE joins Associated Engineering



Associated Engineering is pleased to welcome Bob Milburn as Area Manager - Northwest Territories, based in our Yellowknife office. Bob is a civil engineer with more than 30 years experience specializing in airport management, operations, and maintenance and municipal infrastructure. Bob brings a strong background in planning, managing, and delivering major infrastructure projects. In particular, Bob offers expertise in airport management, including field operations, facilities and project management, finance and administration, emergency and security, business development, and tenant and stakeholder liaison.

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The ultimate consequence of non-compliance, in other words of not implementing an SMS, is losing their operations certificate; however I do not think we will ever see that. To date the Group I airports have been meeting the requirements but when we expand to the smaller airports across the country, this is a whole new order of magnitude to deal with by the Regulator. In one sense, it is more a question of how will Transport Canada be able to meet its mandate versus what will happen if an airport fails to achieve the suspense date for SMS implementation.

### What is Transport Canada doing to make sure airports are aware of what is required of them?

Transport Canada remains on a steep learning curve. They have all the theory but are lacking in experiential knowledge; moreover the processes espoused within an SMS such as sharing of information, bringing closure to findings, quality assurance could well be employed by Transport Canada to further their cause. Items such as a nationally acceptable database of ALL regions on lessons learned about SMS implementation would be, but one example.

The 12 major airports have had some tremendous breakthroughs with SMS implementation but Transport Canada has yet to collate those and share them across the country. This is regrettable because the smaller airports are about to go through the same process and could well benefit from those lessons learned.

Additionally, standardization across the countries five regions, by the regulator, would be a tremendous step forward. SMS implementation inspections remain, at least on the outside looking in, as a highly regional dependant process. In other words, the concepts of SMS could be used to great advantage by the regulator thereby making it easier on the clients, i.e. the Group I and Group II airports.





# Unifying Security Solutions at Airports

By Douglas W. Stuckel, CPP, CMAS



**G**lobal awareness of a forced relationship between air travel and terrorism reached new heights in 2001. As a direct result, the roles of the many security guards posted at airports across Canada began to expand in unprecedented ways. This transformation was a turning point that propelled the private security industry into a whole new era.

While some guards continued the tradition of performing basic security and administrative tasks, other guards were strategically selected to be cross-trained and more closely integrated within the operational framework of airport security teams.

For example, some of the more traditional roles—such as ground transportation and parking, access control, security escort services and pass control—were redefined and enhanced. As a result, security guards were required to undergo additional training, obtain higher security clearances and achieve new levels of technical expertise, if they were to work on these assignments in a post 9/11 security environment.

Other examples include transitioning select security guards into critical roles such as airside control and security operations centre functions, which had previously been tasked to in-house teams. Candidates for these roles were subject to careful assessment to determine whether their backgrounds and expertise levels were a good fit for these new assignments. In addition, regardless of any strict policies and rigorous training standards they had received from their employers, these hand-picked guards often faced additional requests for testing, licensing, security

“The onus falls on security companies to do what it takes to ensure their people *have what it takes*.”

clearances and other technical, mechanical or other highly specialized training from their clients.

Regardless of whether security guards assume existing or new roles, the reality is that airport security continues to be a shared responsibility among several different departments and agencies. Quite often, more than one security provider is involved. In an environment where many different “uniforms” co-exist, the most effective security solutions are those that have been supported by steady cooperation, intelligence and resource sharing, cross-training and continuity planning, as well as consistent, reliable contributions from all security providers.

## **Demand for security services has reached unprecedented levels**

The expanding role of security guards is, by no means, unique to the aviation security industry. In virtually every sector and every community, clients have become more specific in what they are asking for and if current trends persist, there is no doubt that their security needs will continue to increase.

Private and public sector clients alike want reliable security professionals who are equipped to deter, detect or respond to an increasingly wide range of scenarios—medical emergencies, thefts, acts of vandalism, suspicious parcels, fires or floods, chemical spills, verbal or physical conflicts, public demonstrations, and possible terrorist threats.

In addition, there is a surge of requests from clients who need digital fingerprinting, criminal background checks and other employment screening services. Clients ideally want to work with security professionals who have previous experience working with sophisticated communications, surveillance, and technical systems and devices. Even more reassuring to clients is the knowledge that the security guards they have hired have previous experience working in security environments, (e.g., the Canadian Forces, the RCMP, other law enforcement or corporate security management).

The onus falls on security companies to *do what it takes* to ensure their people *have what it takes*. For security companies that have not yet chosen to evolve to meet the new expectations, their opportunities will be limited if their guards are hired with no previous security experience or are only trained for basic security duties.

Today's leading security companies are committed to exceeding the very highest quality management, safety and security standards (e.g., ISO, CGSB, provincial legislation and regulations). They are investing in professional and conscientious management teams and strong employee programs that help them attract and maintain a reliable, stable workforce. Most importantly, they are also offering far more than traditional security guard services—such as enforcement, technology, training or identification solutions—to keep stride with their clients' growth and future needs.

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## The benefits of unifying security solutions at airports

Clients who choose to invest in a wide range of relevant services from one security provider— instead of piecemeal services from two or more—will benefit from the following:

- Single point of accountability;
- Improved coordination of security efforts across multiple operational zones;
- Consistent procedures;
- Cost efficiencies;
- More effective communications;
- A larger pool of consistently trained resources (and short-term work options);
- More opportunities for cross-training;
- The need for fewer supervisory personnel; and
- Improved worker satisfaction and retention.

From groundside to airside, the value of choosing unified security solutions is greater consistency and continuity in all security operations, as well as more streamlined and cost-effective results. This, in turn, frees up airport security teams to focus on identifying vulnerabilities, interrelationships and cascading effects—to expose potential and bona fide threat scenarios and to maximize the effectiveness of mission readiness and continuous operations. ✈

*Douglas W. Stuckel, CPP, CMAS (Senior VP Operations Commissionaires BC) is a certified security expert with 35 years experience in law enforcement. He has provided operational leadership in airports, marine ports and private security environments.*



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# Project Runway

By Karen Kornelsen

*The Transportation Safety Board of Canada has identified runway overruns as a safety deficiency and added the problem to their TSB Watchlist.*



**T**he image of Air France's crash at Lester B. Pearson International Airport in 2005 is still something that is burned into the minds of many people across Canada. On August 2, 2005, the Air France Airbus A340-313 aircraft, complete with 297 passengers and 12 crew members on board, flew into Toronto during poor weather conditions. The airplane landed but overran the 9,000-foot runway, stopped in a ravine and caught fire. Fortunately, there were no deaths related to the accident but two crew members and 10 passengers were seriously injured.

Since then, the Transport Safety Board (TSB) of Canada, a recommending body that identifies safety deficiencies and makes recommendations to regulators in the industry to fix these deficiencies, has added the issue of runway overruns to the TSB Watchlist.

Kathy Fox is a TSB board member with a long history in aviation. She

started off as an air traffic controller in 1974 and worked her way up to Vice-President of Operations for NAV Canada in 2003. Fox holds an airline transport pilot license, has flown over 4,000 hours and still flies part-time as an instructor and pilot examiner.

"There is an issue of runway overruns. About one aircraft per month in the world is involved in this type of accident," says Fox. "The board feels there is not enough being done to fix the safety deficiency in this area." The solution, she says, would be adopting the international practice of adding a 300 metre runway safety area.

The TSB is also recommending that if a 300 metre runway safety area is not viable due to geographical conditions, airports do have other options. One of these options is to install an Engineered Material Arrestor System (EMAS) which uses materials of closely controlled strength and density placed at the end of a runway to stop or greatly slow an aircraft that overruns the runway. EMAS

is currently installed on 44 runway ends at 30 airports in the U.S. and is credited with six "saves" where the aircraft overran the runway but with EMAS in place, prevented any injuries to passengers and crew, or damage to the aircraft.

Fox says that these runway safety solutions are already a standard in the U.S. and Canada should be following suit.

According to the many air investigation reports found on the TSB website, a common problem that coincides with runway overruns is weather conditions and timely information about weather and runway conditions being reported to the pilots. In many of these incidents, inclement weather was a definite factor.

"With many accidents, there are a number of contributing factors that converge to create a window of opportunity for an accident. Certainly pilots need timely information about runway and surface conditions so that can factor into their decisions about landing. But they still need an additional defence such as extra runway safety areas," explains Fox.

Although there aren't any regulations for airports to increase their runway safety areas, which is up to Transport Canada, airports can take action on their own.

"It takes a regulator to implement regulations but that doesn't stop airports from taking it into their own hands," says Fox.

The question is, do airports feel this is viable? Sam Samaddar, AAE Airport Director at Kelowna International Airport, feels that the issue of establishing a 300 metre safety area is a complex argument.

"I don't see it as an immediate problem at all. I think it's more an issue of mitigating risk. I have real difficulty with the proposal in the way that an aircraft



can go off on either side of the runway, not just the end," says Samaddar.

The last runway overrun at Kelowna International Airport occurred in the late 1980s. A 737 went off the end of the runway; there were some minor injuries when people had to evacuate the aircraft but nothing significant. They did a runway extension in 2008 which according to Samaddar, certainly meets the standards for a 150 meter runway safety area but it does not meet the recommended length of 300 metres.

"If they require 300 metres, there are a lot of airports in this country that will have a problem. They don't necessarily own the land beyond the runway to make the adjustments and the only way to establish a runway safety area is to take away from the

current runway length, compromising the viability of the runway and the airport's operations. It is a very expensive proposition," says Samaddar.

Samaddar thinks Transport Canada needs to do a full risk assessment of the issue and present the true costs of implementing such a change. He also believes aviation accidents need to be looked at as a whole.

"You can have a situation well beyond the airport or the runway, a situation involving weather or human factors like pilot decision-making that could end up making the aircraft go off the runway. If you put in 150 or 300 metres, what happens at the end of the runway when they used over half the runway before they even touched down?" Samaddar asks. ✈



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# Airport Systems Planning Course to Draw Huge Crowd

In June 2010 participants from Canada, the United States and from numerous international locations will convene in Toronto, Ontario, for an Airports Systems Planning Course. IAAE Canada, in conjunction with the Greater Toronto Airports Authority, is responsible for bringing this three and a half day training program to Canada. In fact, this is the first time this important course has ever been held north of the border!

The course is geared towards senior and mid-career professionals, and as such, it draws participants from around the world and from many different organizations. This includes government planners, consultants, airport operators, airline personnel, engineers, and architects.

"This course is extremely popular," says Tom Coupland, Executive Coordinator of IAAE Canada. "In fact, it's so popular that it is already sold out!" This is quite an accomplishment given that seminar fees are CDN\$2,250 for members and CDN\$2,500 for non-members of IAAE Canada, The International Association of Airport Executives (IAAE) and the American Association of Airport Executives (AAAE).

The reason for its popularity is simple: the course has maintained an excellent track record since the first time it was held at MIT in 1989. It was last held at MIT in 2006 but since then has been hosted by many different organizations on an as-needed basis. Previous locations include Cambridge, Massachusetts, India, Australia, Greece and the Netherlands.

Participation in the conference, which is limited to 40 participants, is once again a hot-commodity! There is already a waiting list to participate again, this year. It could have something to do with the three guest speakers, all professors from MIT. They are:

1. Professor Richard de Neufville, of the Engineering Systems Division and Department of Civil and Environmental Engineering. At MIT de Neufville teaches a course on airport planning and he also specializes in airport design and management. His expertise has led to work with airports on every continent (except Antarctica), as well as an Excellence in Aviation award, presented by the U.S. Federal Aviation Administration.
2. Professor Amedeo Odoni, of the Department of Aeronautics and

Astronautics and Department of Civil and Environmental Engineering. Odoni is co-director of the MIT Operations Research Center, and specializes in the application of queuing theory to the understanding and improvement of airport operations. Currently, he is working on developing models and tools for exploring demand/capacity and demand/delay relationships in airports and air traffic control (ATC), and for using available airport and ATC resources effectively on a daily basis.

3. Dr. Peter P. Belobaba, of the International Center for Air Transportation. Dr. Belobaba is Principal Research Scientist at MIT. Here he teaches graduate courses on the airline industry and airline management, and he is also the Program Manager of MIT's Global Airline Industry Program and Director of the MIT PODS Revenue Management Research Consortium. Dr. Belobaba has been involved in research and consulting related to airline economics, pricing, competition and revenue management since 1985, and has worked as a consultant on the evaluation, development,

**Past participants at this course have included a very impressive list of organizations and companies. In just the past few years, the list includes:**

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 Aruba Airports Authority  
 Athens International Airport, S.A.  
 BAA (United Kingdom)

Brazilian Aeronautical Commission  
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 Dublin Airport  
 Federal Airports Corporation (Australia)  
 Greater Toronto International Airports Authority  
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 Woodhead International Pty Ltd.

**A full list of attendees is available on the IAAE Canada website.**

simulation, and implementation of revenue management systems at over forty airlines and other companies worldwide.

The course these three experts present will provide an all-inclusive state-of-the-art look at airport planning and airport design. It will include in-depth conversations about such topics as:

- Airline Economics: Revenues and Operating Costs;
- Airline Planning Process: Fleets, Routes and Schedule;
- Airline Operations: Impacts on Airports and Passenger;
- Impact of tightening security measures on airport operations and facilities;
- Financing of airports by public and private agencies and by airport user charges; and
- Competition between airports and multiple airport systems.

One of the major themes that will always be kept in mind during the course, is that airport planning takes place in a very unpredictable environment and as such, flexible approaches must be taken into account when developing new facilities or expanding existing ones.

As you can see, this three and a half day training course is in-depth and fully comprehensive. While this specific course is already full, there are plans for another seminar in the future. As Coupland explains, "this course is so popular that it filled up fast and unfortunately, that meant that people who want to attend aren't able. Because of its popularity, we're looking at hosting another similar course in the future, for those who had to miss out on this one."

When another Airports Systems Planning Course is planned, details will be made available on the IAAE Canada website. ✈

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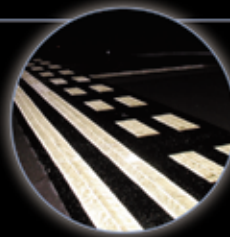
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**VentureLighting.com/Canada**

# RCH Mower TM (Radial Contouring Hitch)

Roads are made for driving on, not the ditches.  
Keep your operator **SAFE** on the road!



The **RCH TM** arm technology allows the mower to be moved from left of the tractor to the right with only the push or pull of your hydraulic lever. Imagine the benefits!! You can move around sign posts, cutting right up to them and moving around them. Cut very steep grades on your right or left while your tractor remains level. This **NEW** design truly is something the industry wanted.

With the innovative design, you now have the ability to drive your tractor on a safe footing while **REACHING** into more difficult places with the mower.



The **RCH TM** arm technology significantly reduces wear and tear on the drive train by allowing the mower to contour closely to the ground.



Never before have rotary mowers been able to follow the ground as effectively as Highline's **REACH** technology.

Call now to book

your **FREE**  
spring/summer demo



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