

The IAAE Canada

Spring 2011

AIRPORT MAGAZINE

An official publication of the International Association of Airport Executives Canada



Not just bright, it's smart



ADB
Airfield Solutions

Are you looking for an even better way to leverage LED technology?

Well, look no further. ADB's Advanced Power Supply (APS) is a new generation of power equipment designed specifically for LED airfield lighting circuits. The new Advanced Power Supply System (APSS) consists of:

- An APS using Pulse Width Modulation technology that maximizes energy efficiency, and
- APS-specific LED fixtures that minimize LED fixture complexity, providing even greater reliability than present-day 6.6A LED fixtures

Because power requirements are reduced by up to 90%, so is the physical size of the APS, minimizing the vault space required compared to traditional CCRs. There is also increased safety and longer series circuit wiring component life because the maximum APS output voltage is less than 500V for the 1kW APS or 1,000V for the 2kW APS at 2A.

In addition, an APSS allows airports to reuse the existing series circuit infrastructure, including existing L-824 wire/L-823 connectors. And, installing APS fixtures is a simple pull-and-replace process, allowing for a rapid change-over. The new APSS from ADB supports airports' efforts to reduce maintenance costs, increase energy cost savings, and increase safety and longevity with lower operating voltages.

ARINC

The vision that shaped
yesterday—The knowledge
driving tomorrow

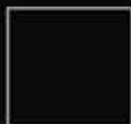
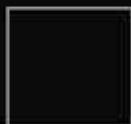
We know the future of the Airports Industry at ARINC because we're defining it everyday...and engineering it, integrating it, helping secure it—keeping it (and you) moving. A worldwide leader in airport technology and services for decades, ARINC—out in front.

- ▶ Common-use Passenger Technology
- ▶ Baggage Handling
- ▶ Self-serve Kiosks
- ▶ Airport Operations
- ▶ Security Systems Integration
- ▶ Information Technology
- ▶ Maintenance

Our people. Our products. Our solutions.

DEDICATION BEYOND EXPECTATION

arinc.com/airports.html





COMMISSIONAIRES
TRUSTED · EVERYDAY · EVERYWHERE


AIRPORT SECURITY IS OUR BUSINESS

Commissionaires can help you improve the physical security of your facilities, employees and passengers.

- > Experienced air-side and ground-side security professionals
- > Investigation and consulting services to protect physical and intellectual property
- > Fingerprinting, police clearances and background checks for employment
- > Corporate training for security, first aid and customer service

Commissionaires takes security off your checklist, giving you confidence that your facilities are protected by a trusted name in airport security.

www.commissionaires.ca



Our People Make the Difference

PB PARSONS BRINCKERHOFF
125

Global Aviation Services
Program Management · Financial Services
Planning · Design · Construction Management

Halsall
A PARSONS BRINCKERHOFF COMPANY

For career opportunities or more information about Parsons Brinckerhoff (PB), please visit www.pbworld.com



Contents



The IAAE Canada Airport Magazine

Published for:

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

Printed by:

Matrix Group Publishing Inc.
52 Donald Street, Suite 300
Winnipeg, MB R3C 1L6
Toll-free: (866) 999-1299
Toll-free fax: (866) 244-2544
sales@matrixgroupinc.net
www.matrixgroupinc.net

President & CEO

Jack Andress

Senior Publisher

Maurice LaBorde

Editor-in-Chief

Shannon Savory
ssavory@matrixgroupinc.net

Editors

Karen Kornelsen
kkornelsen@matrixgroupinc.net
Lara Schroeder
Alexandra Walld

Finance/Administration

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

Director of Marketing & Circulation

Shoshana Weinberg

Sales Manager - Winnipeg

Neil Gottfred

Sales Manager - Hamilton

Jessica Potter

Sales Team Leader

Ken Percival

Matrix Group Publishing Inc.

Account Executives

Albert Brydges, Rick Kuzie, Miles Meagher, Peter Schulz, Benjamin Schutt, Rob Choi, Brian Davey, Jim Hamilton, Chantal Duchaine, Declan O'Donovan, Gary Nagy, Brian MacIntyre, Jamie Steward, Colleen Bell, Trish Bird

Advertising Design

James Robinson

Layout & Design

Travis Bevan

©2011 Matrix Group Publishing Inc. All rights reserved.
Contents may not be reproduced by any means, in whole or in part, without the prior written permission of the publisher. The opinions expressed in this publication are not necessarily those of Matrix Group Publishing Inc. Printed in Canada.



Up Front

- 7** A Message from IAAE Canada
- 9** Why Should You be a Part of IAAE Canada?

Special Section

- 12** The 6th Annual Facility, Operations and Airport Managers Conference

Features

- 10** The Airport Operations Specialist
- 14** CARs, Wildlife Control Regulations - Are You in Compliance?
- 16** What Makes an Airport Global?
- 18** The Strategy of Culture

Member Profile

- 21** Eric Tolton - GTAA

22 BUYER'S GUIDE





Customized Solutions

New & refurbished passenger boarding bridges for airports of all sizes, plus comprehensive maintenance and repair programs & full-service after sales services for the most competitive prices in the industry

For sales, contact Glenda Leake
+1.817.344.7970 · Glenda.Leake@ThyssenKrupp.com

For spare parts and service, contact Gary Watts
+1.817.210.5005 · Gary.Watts@ThyssenKrupp.com

www.thyssenkrupp-airports.com

ThyssenKrupp Airport Systems



ThyssenKrupp

GROUNDSIDE

Facility Maintenance & Operations Management
Baggage Handling System Conveyor Installations
Roadway Lighting & Traffic Control Systems
High Voltage Cabling & Substations
Specialty Lighting & Signage
Underground Utilities
Civil Excavation

AIRSIDE

Flight Instrument Landing Systems
Field Electrical Centres
De-icing Systems
Airfield Lighting
Landing Aids
NAV Aids

Black & McDonald

www.blackandmcdonald.com

YOUR SIDE





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

A Message from IAAE Canada

“Don’t ever question the value of volunteers. Noah’s Ark was built by volunteers; the Titanic was built by professionals”. This satirical quip from a source unknown captures perfectly the personal fulfillment and value of volunteerism. Being a volunteer for a cause or an organization brings out the best in the human spirit: the willingness to give back in addition to receiving, the desire to contribute to the general good, and the sense of being part of a larger community of interest.

Canadians are known worldwide for being generous with their time and money in support of charities and volunteer organizations. A 2007 survey by Statistics Canada showed that 12.5 million Canadians or 46 per cent of the entire population did some form of volunteer work. This level of volunteerism amongst the population totalled an amazing 2.1 billion hours of effort equating to 1.1 million full-time jobs!

Canadians tended to volunteer for four types of organizations: sports and recreation, professional, religious and cultural, education and hobby. Of course, the survey also found that the old maxim continues to hold true: the majority of the voluntary effort in these organizations was contributed by a minority of the volunteers.

For those of us who are involved in a volunteer capacity, we can vouch for the sense of personal satisfaction and worth that we derive from our efforts. But we also know that in our busy professional

and personal lives we only have so much time and energy to devote to our favourite professional, sports, cultural or religious cause. Nevertheless, our willingness to contribute a portion of our time to volunteering is crucial to maintaining the vitality of our professions, our communities and even our country.

The level of success attained by IAAE Canada over the past 16 years is due in large part to the efforts of volunteers. With only two full-time employees to deliver an ever-expanding array of member services and training and professional development programs, we have been heavily reliant on the willingness and generosity of members to step forward to serve on the board of directors, participate in standing committees or assist with special initiatives. We are greatly appreciative of these members’ efforts and are encouraged that others continue to put their hands up to volunteer. However, we always need additional help to lighten the load and refresh our pool of volunteer resources.

As an airport management professional, how can you make a valued contribution to IAAE Canada while at the same time deriving a personal sense of satisfaction and fulfillment from a higher level of involvement in your profession?

Well, there are a number of ways that you can make such a contribution. If you are an accredited member, you can voice your willingness to serve as a member of

the board of directors and play an influential role in moulding the direction of the organization. Accredited members can also serve on the accreditation committee or board of examiners and mentor new members through the process of achieving their accreditations.

All members are invited to participate in one of our other standing committees which include training, membership and communications, nominating and governance, and audit and conferences. You can help with a special project such as developing materials for web-based training courses, contributing to the members’ forum on the web site or even penning an article for this magazine. There are a number of meaningful ways in which you can contribute to the activities of IAAE Canada, even if you can manage only a few hours from time to time.

I would urge all members to consider volunteering your time and talents to IAAE Canada. The strength, success and sustainability of our organization are dependent on all of us. I can personally attest that you will derive personal and professional satisfaction from your contribution plus a greater sense of belonging to the larger airport industry.

If you wish to become more involved, please contact Tom Coupland, our executive coordinator at headquarters@iaae-canada.org.

In the meantime, enjoy this issue of *The IAAE Canada Airport Magazine!*



SAFETY

THE ULTIMATE FIRST IMPRESSION

Hi-Lite combines durable, vibrant custom formulated paint from Sherwin Williams, with the incredible retro-reflectivity of Flex-O-Lite beads, applied by the best striping crew in the business. The result - clean, accurate runway and taxiway markings that are... **Brighter, Safer, Durable.**



Let Hi-Lite improve your paint durability, increase the safety of your operations and execute your markings flawlessly.

25 HARVEY STREET
KINGSTON, ON K7K 5C1
P: (613) 547-2831 F: (613) 547-4478



WWW.HI-LITE.COM

GLOBAL AIRFIELD SOLUTIONS™



FORTBRAND

SERVICES INC

www.fortbrand.com

516 576-3200
fax 516 576-3221

info@fortbrand.com

**Fortbrand Services is the exclusive North American distributor
for multi-function airfield maintenance equipment:**



Beam

VX 800

Multi-function:
Rubber removal, apron
sweeping/scrubbing,
glycol recovery



Vammas

PSB 5500
PSB 4500

High-speed, multi-function
runway plow, sweeper,
blower



GST 20

Multi-function, multi-season:
Runway de-icing, edge light
cleaning, pesticide/herbicide
spraying, flail mower



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
 Email: headquarters@iaaecanada.org
 Web: www.iaaecanada.org



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.

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.

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.

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**.

YOUR IAAE CANADA MEMBERSHIP GIVES YOU ACCESS TO THE FOLLOWING AAAE PUBLICATIONS:

- Media/Press
- AviationNews.net
- Video News
- Airport Magazine
- Airport Report Today
- Airport Report Archives
- Airport Report Express Archives
- Business Opportunities
- Positions Open
- AAAE This

INTERNATIONAL AIRPORT REPORT

This publication has now been replaced by the magazine you are currently reading, The IAAE Canada Airport Magazine. It is published semi-annually and distributed free of charge.

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**.

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. ✈

The Airport Operations Specialist

Many airports across the country are pursuing a different airport operations model. Here's a look at the success of the AOS model at the Thunder Bay International Airport.

By Karen Kornelsen

Being an Airport Operations Specialist (AOS) is a serious job. They are in charge of many important tasks from emergency first response, runway condition reporting and surface maintenance to wildlife control and airport general maintenance. Many airports across the country are integrating an airport operations specialist model to help achieve success through prevention, communications and most of all, safety. Thunder Bay International Airport is one such airport that is experiencing first-hand the success of an airport operations specialist program.

Thunder Bay International Airport is experiencing significant growth. According to the President and CEO, Scott McFadden, 2010 was the busiest year ever for the airport and March 2011 marked 24 consecutive months of year-over-year growth.

McFadden says the airport itself is in the middle of a significant capital program which started with a 1,120 foot extension to their main runway and the replacement of all runway taxiway lighting with halogen and LED technology. In 2011, the ground-side redevelopment project will be completed, which includes road reconfiguration and parking expansions. A third passenger loading bridge will also be added and most of the flooring (carpets and tiles) in the air terminal building will be replaced.

"2010 also marked a milestone in our transition to the airport operations specialist methodology with the last two airport firefighters transitioning. One into retirement

and one to the AOS program," says McFadden.

Thunder Bay International Airport migrated to the AOS model after a serious accident occurred during bird deterrent activities on the main runway in 2003. An employee was injured and never returned to work.

"Both internal and external investigations were completed including a top to bottom safety review led by some of our key non-management employees," explains McFadden. "The result was the nucleus for our Safety Management System (SMS) and also the decision to pursue a different airport operations model."

McFadden says the airport firehall was closed for good and all operations were moved into what is called the Emergency Response and Operations Centre (EROC). "This eliminated the physical barriers to communications (a contributing factor in the accident)," says McFadden. "But this was just the start of the cultural changes that would need to take place."

Before Thunder Bay International Airport implemented the AOS model, it was typical of the industry. It had a firehall with well-trained crews. McFadden says they started out looking to improve their organization from a communications and efficiency perspective but gradually a clearer picture about the safety benefits began to develop.

"The fundamental limitation of the old model is that it is, by definition, reactive. An accident/incident must have already occurred for airport emergency response

equipment and personnel to be effective in preventing injury or death," McFadden says. "As the AOS program progressed, so too did the implementation of mandatory SMS. When considering the fundamental concept of assessing risk, and then allocating available resources to mitigate the risk (the primary obligation of the Accountable Executive), the "firehall model" is no longer appropriate."

An airport operations specialist is a complex job with competing priorities. "On a day-to-day basis, we have three crews of five AOS's when at full strength. AOS1 is the entry-level and development position," explains McFadden. "Candidates are given a limited amount of time, and the training necessary, to progress to AOS2. AOS2's are able to assume the full responsibilities as a member of a crew. AOS3's have additional training and experience and assume the duties of crew leader. The AOS4 position includes all the responsibilities of the 2 and 3 and also includes training responsibilities."

Thunder Bay International Airport currently has one AOS4 and this person has recently completely overhauled the AOS training program, including migrating all training online. "Training is crucial and not just for the usual reasons. If the program is to be successful, individuals must receive training as an AOS (as opposed to training in operations, and then emergency response, or vice-versa)," says McFadden.

An airport operations specialist can benefit an airport in many different ways, including:

- Improving both aviation safety and occupational health and safety;
- Improving internal and external communications;
- Increasing job opportunities and job satisfaction for employees;
- Creating opportunities for personal development; and
- Increasing “bench strength” in responding to operational peaks (including emergencies).

But there are many challenges an AOS has to face. McFadden gives the example of a snow storm at the airport. “During a snow event, AOS’s can feel like they are being tugged in several different directions at once. There is a need to remain aware, not just about the condition of the airfield, but the condition of the parking lots and sidewalks, and the need to prioritize the allocation of manpower. Much of this decision making is done by our AOS3’s (crew leaders) and often when there is no management onsite.”

McFadden also says they cannot underestimate the challenge of maintaining pride and status within the airport and external community. According to him, there is a whole culture/societal discussion on this issue but suffice it to say that historically, the airport community, airport, airline employees and managers alike, have a tendency to “look down” on airport front-line operations positions.

“There may be a tendency to perceive AOS’s in a similar light,” says McFadden. “These guys are professionals with a complex job and lots of responsibility. My objective is to see pride in the faces of our AOS’s. The sort of pride that comes from accomplishing a good day’s work that contributes directly to making the airport safe and customer focused.” ✈

Airports – Leading by design

Across Canada and around the world, Arup is creating new efficiencies and innovations to meet the needs of airports and airlines in the 21st century.

We aim to lead by design – through airport & terminal planning, integrated engineering, landside & airside infrastructure, airport support facilities, baggage systems, information technology, and environmental management & commissioning.

We shape a better world | www.arup.com



Introducing...

The 6th Annual Facility, Operations and Airport Managers Conference

...In Victoria B.C.!!



Get ready! The 6th Annual Operations & Facility Managers Conference will be held in the beautiful city of Victoria, B.C.! Industry professionals from around the country will be joining together from June 3-6, 2012 for informative discussions on important 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 this event!



September 11 – 15, 2011

Delta Centre-Ville, Montreal
Quebec, Canada

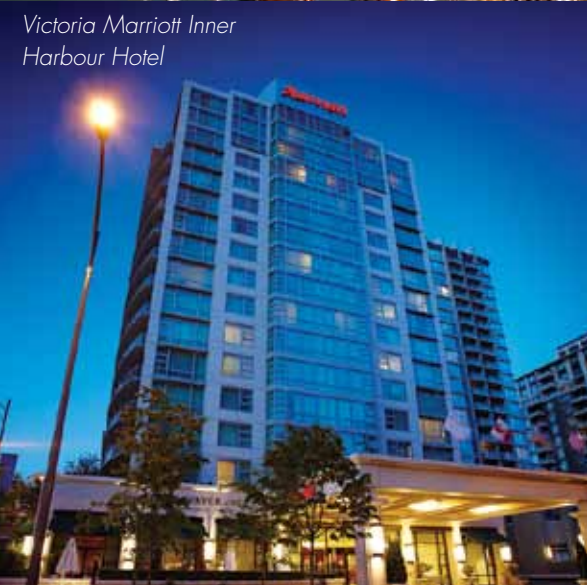
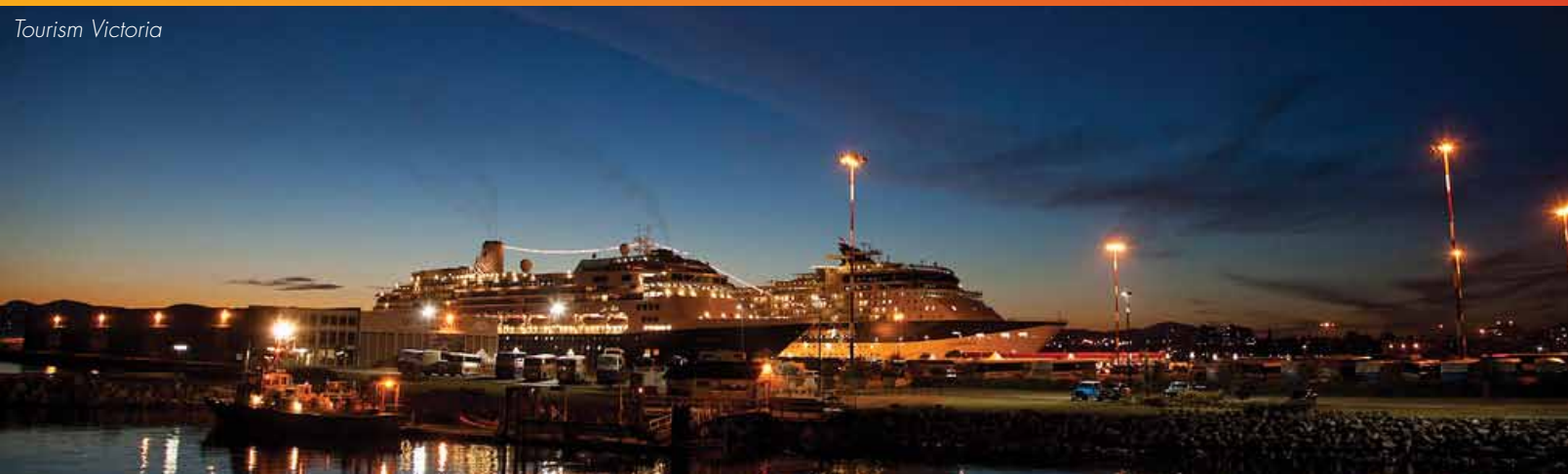


THE WORLD'S PREMIER AIRFIELD CONFERENCE

Program and registration details: www.swiftconference.org

2011 is an Equipment Expo year, which is scheduled once every 3 years only!

Tourism Victoria



Victoria Marriott Inner
Harbour Hotel

"Victoria has something for everyone! There's so much to do and see - it's just a matter of choosing. Whether you're strolling along the causeway in the Inner Harbour, enjoying a whale watching adventure, indulging in the distinct West Coast cuisine, or taking in a local theatre production, Victoria's attractions add up to a trip that's nothing short of breathtaking."
-Tourism Victoria

Tourism Victoria



CARs, Wildlife Control Regulations

Are you in compliance?

By Pierre Molina

To some in the industry, a bird strike is still regarded as probable as winning the lottery. Economically, they are similar. Nowadays when a strike occurs, millions of dollars are held in the balance. Here are a few numbers. One valuation is that a single incident that results in a total engine loss can cost an air carrier US\$5 million for a replacement engine (Allan, 2000). Add to that, indirect costs. Delays have been estimated to cost between US\$6 and 15 thousand per hour (Transport Canada, 2004). Then, ensuing lawsuits and liability for negligence can cost carriers and airports many millions more. Wildlife strikes and lottery wins need not be statistically alike however.

Since December 31, 2006, regulations have been in place in Canada requiring airports to perform wildlife risk assessment; followed by the development and implementation of an Airport Wildlife Management Plan (AWMP) to reduce wildlife related risks. Regulations also stipulate that personnel charged with airport wildlife management, and decisions related to it, be properly trained on the subject once every five years. These regulations, under the Canadian Aviation Regulations (CAR) 307, in association with the Airport Standards 322, have been set in place to help improve aviation safety.

As Canadian aviation realizes the importance of developing and implementing AWMP, some airport managers and operators may



Bird strikes cost the aviation industry an estimated US\$1.2 billion a year. (All photos courtesy of Mark Adam.)

not fully understand the processes involved in determining, evaluating and applying these plans, and as such may not be attaining the most hazard and risk reduction through their current AWMP.

This is why airport managers and personnel stand to greatly increase their awareness, and thus their preparedness, by complying with these regulations. To this end, training courses exist to instruct airport managers and safety personnel about wildlife hazards and their associated risks to airports and air safety. Training informs participants about developments in bird strike detection and aids them to foster a culture where wildlife strike reporting is encouraged.

Managers and personnel educated in wildlife management are then better equipped to understand and evaluate a wildlife risk assessment executed for their airport. During a risk assessment, environmental consultants characterize the wildlife hazards at the airport. This is

typically done over the course of a year, where biologists or technicians will sample the wildlife onsite, and even offsite, to identify problem species, their numbers and their movements. They will also sample vegetation and other habitat characteristics that may make the airport and its area attractive to problem wildlife.

Data collected about wildlife hazards is then analyzed to determine their associated risks to the operations of the airport. The final report produced by the consultant firm will then suggest courses of action to minimize risks and manage those hazards. This is what constitutes an Airport Bird Hazard Risk Assessment Process (ABRAP). One of the most complete ABRAP is now being produced for CFB Cold Lake.

There, Falcon Environmental Services is using all known methods, including Accipiter's avian radar technology, to study aircraft movements and to inventory wildlife up to a 15 kilometre radius. Akin to a Safety Management System, an ABRAP is the first step to producing an Airport Wildlife Management Plan and applying wildlife control measures. If the problem is not properly characterized then the wildlife control being applied may not be the most appropriate nor may it be minimizing risks effectively.

Airport managers must realize that an AWMP is not only about having wildlife control officers onsite. The AWMP is intended to go beyond the borders of the airport. By looking at development around the airport area, managers and operators can get a pulse on a changing landscape (i.e. habitats) and the wildlife associated to it; this big picture approach is what can be called an integrated wildlife management plan. The importance of a proper wildlife control



Wildlife control is achieved through a range of measures, from the use of falconry, to protechnics and hi-tech radars.

program was driven home a couple of years ago when an Airbus had to make an emergency landing on the Hudson River in New York after hitting numerous Canada geese. With many Canadian airports now functioning as airport authorities, the legal responsibility of dealing with wildlife both on and off the airport has been taken up a notch. As detailed in Transport Canada's document "Safety Above All", there are many players involved in the game of wildlife control and input from all is important for true integrated risk management.

In Canada, Toronto's Pearson International Airport (YYZ) currently applies this systems approach to its wildlife management. In fact, the wildlife management program at YYZ is the only one that monitors and mediates wildlife populations up to eight kilometres outside the airport perimeter.

The new CAR regulations relating to wildlife control operations were set up to better mitigate wildlife risks to aviation safety. As the costs associated to wildlife strikes become better known, as air carriers continue to work

within slim profit margins and as wildlife strikes become better recognized and reported, airports will come full-circle to realize that ABRAP and integrated AVWMP are essential SMS to the airport and its surrounding environment. ✈

Pierre Molina (M. Sc.) is vice president of consultation at Falcon Environmental

Services (FES), a North American leader in the field of effective ecological control of nuisance wildlife on airport and land-fill sites. FES offers a host of connected services including specialized training and environmental assessment (ABRAP and AVWMP). Check out their website at www.falcon.bz.

SPENCER NAVIGATION MAINTENANCE LTD.

Mention Priority Code 4

Install and Maintain All Types Of:

- Non Directional Beacons
- Distance Measuring Equipment
- Weather Systems
- Aviation Communication Equipment

R.C. (Bud) Spencer
President

16161 Everstone Road SW
Calgary, Alberta T2Y 4A6
C: 403-828-2058 F: 403-254-6910
E-mail: spencerm@telus.net



Wildlife control officer with opossum. An integrated AVWMP tackles any wildlife species that may pose a hazard to aircraft safety.

Bringing international experience to Canada... taking Canadian expertise to the world... since 1987, SCOTT has provided Design & Construction, Renovation & Expansion, Master Planning, Conceptual Design, Security & Aviation Specialty Systems Interface, Apron & Gate Planning, and PPP/Alternate Delivery. SCOTT planners, architects, interior designers, CADD specialists, and project administrators bring creative talent and fiscal responsibility to every project.



SCOTT ASSOCIATES ARCHITECTS INC

416-975-5200 1-866-312-8624 scott@saai.ca www.saai.ca

AMERACE

Transforming the Future of Airfield Lighting



a valued brand of **Thomas&Betts**

Connect with us:

Tel: (416) 292-9782 x231 | www.amerace.com | email: amerace@tnb.com

What Makes an Airport Global?

By Paul Ritchi, A.A.E.

Airports come in all shapes and sizes. Some have very specific missions (cargo operations), others act as a spoke or feeder airports while others fulfill the role of supporting a major domestic hub or in a few cases, as a major international airport.

Studies show that within the next decade or so a major shakeout may occur within the aviation industry with a collection of 40 airports acting as global gateways to the rest of the world. Serious long-haul carriers will be drawn to offer services to these global airports in order to remain competitive.

The term “global” can be interpreted in different ways. Global airports will need to generally meet the following baseline requirements in order to be recognized as a truly global airport within the aviation industry:

- Its geographical position on the airways. Is it easy to get to from point A to B or is it out of the way?
- Stable and responsible local and federal governments for the country that the airport exists in;
- A large catchment area to draw O & D traffic from;
- Airport is located in a city, region, country that is attractive to leisure and business oriented travellers;
- Airport facilities are considered to be leading edge, modern with upgraded or expanded facilities delivered to the industry on a just-in-time basis;
- Competitive airport operating costs, exceptional customer service at all levels of the travellers’ experience, an airport destination of choice (shopping, dining, ease of flow and connections);

- Placement ideally of two major air carrier alliances operating into the airport;
- Solid domestic feed ideally by more than one carrier; and
- Total passenger numbers greater than 30 million annually.

An airport operator needs to understand the rapidly changing air carrier industry while being able to cater to its needs in a responsible and proactive manner. The majority of air carriers are members of one of three alliances with large percentages of world traffic captured within each—Star (29 per cent), One World (23 per cent) and Skyteam (20 per cent). There are only a few major international carriers not aligned with an alliance—Emirates Air, Etihad Airways, Malaysia Airlines, Virgin Atlantic, and Philippine Airlines.

As members of an airport management team we have the opportunity, no the responsibility, to contribute to our respective airport strategic plan to ensure that one’s airport becomes the best that it can be. Baby boomers have started to retire in greater numbers with many looking for a taste of international travel to explore off beaten paths. Global airports work closely with local and country tourist officials to share in marketing local attractions or events right in the airport itself... others work with major air carriers to develop welcome to airport /city ABC film clips that are projected to all passengers on arriving aircrafts just before landing that show how to get around the airport.

The public, with the many different social mediums being available at their fingertips, are becoming an ever savvy bunch as they tweet or post their airport experience online in real time. Global airports work hard to utilize the same network

to encourage positive news to help draw ever critical customers to their airport. International travellers are not only sensitive to airfares and schedules, many choose to avoid or go through airport ABC just because of its reputation.

Are we as members of our airport team prepared to step up to the plate and help create a sense of value, reduce hassle, and provide a safe and secure place for the ultimate customer experience? Are we prepared to work with the air carrier industry to encourage their success especially for a growing share of international traffic and connections? Are we prepared to embrace the introduction of new long haul aircraft such as the B787 and the A350 that have the ability to serve long haul thinner routes?

An airport must operate under a wide range of changing weather conditions. Are we prepared and equipped to maintain safe operations even under the most extreme weather conditions?

A global airport clearly recognizes who its partners are. Partners need to be encouraged to step up to enhance the airport experience in conjunction with other partners—without unduly compromising safety or security for a win-win situation.

A global airport provides an incredible positive financial impact on the local, provincial or national economy. Global airports need governments who work to reduce tax burdens while supporting more efficient and safe operations through the progressive improvement of government rules, regulations and standards.

So in conclusion, as members of IAAE Canada, are we prepared to effectively support the implementation, execution and deployment of our respective airport

strategic plan? Do we have industry benchmarks to see how we rate within the airport industry as a whole? IAAE Canada offers a number of training courses and conferences to help you as an IAAE Canada member to upgrade your skills in support of the local airport strategic plan. ✈

Paul Ritchi, A.A.E., is the senior manager of strategic program development for the GTAA. He is a member of the IAAE Canada board of directors and has worked both in the air carrier and airport operator side of the industry since 1977.

POWERWRIGHT

PowerWright was founded in 1996 as a distributor of Uninterruptible Power Supply Systems providing product fulfillment and technical support to our Power Resellers in Ontario. Today the PowerWright Group consists of 24 power industry professionals (and growing) with offices across Canada to ensure sales and service support where you need it. PowerWright Service has grown to be the largest multi-vendor of Uninterruptible Power Supplies and is an authorized distributor for GE, Triplite and Gamatronic UPS Systems. PowerWright offers different levels of service that will fit your UPS needs to ensure power problems will not disrupt your critical systems and operations. PowerWright also has a single phase repair facility which allows for a fast and economical depot repair on systems from (0-6)kva line.



- Toronto
- Vancouver
- Halifax
- Calgary



www.powerwright.com
 25 Romina Drive, Concord, On L4K 4Z9
 TF 1-866-790-3100 F 905-532-9196

Airport Engineering



Associated Engineering is an employee-owned, Canadian consulting firm providing services in the transportation, water, infrastructure, environmental, energy, building, and asset management sectors. A leader in airport engineering, we offer a wide range of airport engineering services including:

- Airport Planning
- Runway, Taxiways & Aprons
- Roads & Utilities
- Stormwater Management
- Structures
- Pavement Rehabilitation
- Lighting
- Navigational Aids
- Signage
- Electrical Systems
- Control Systems
- Communications



GLOBAL PERSPECTIVE.
 LOCAL FOCUS.

See our website at
www.ae.ca

VALLEY ASSOCIATES GROUP



Golden Engineering
 Lightweight Portable
 X-Ray Machines



Scan-X Scout
 Portable Digital Imaging
 System



Rapsican X-Ray
 Screening Products



Garrett Metal Detectors



www.valleyassociates.com

phone: 613.830.1880
 fax: 613.830.3008
sales@valleyassociates.com

The Strategy of Culture

David Aitken discusses the culture/strategy flywheel, and how strategy and culture interact in forward-thinking organizations. (Excerpts taken from an interview with David Aitken in February 2011.)

By Cam Labine

Q Tell me about the flywheel model and how you developed it.

A In our 20 years of working with professional service organizations, including engineering firms and airports, we have been endeavouring to help people understand the power of behaviour, and what it is that drives that behaviour. In our opinion, what drives behaviour are beliefs.

This is the beginning of a description of culture; beliefs driving behaviour. Now, culture often remains a vast unpredictable question mark, summed up as “people are different” or “what can you do?”

But the truth is it can be much more specific than that. We believe the task of leadership is to be more intentional about culture. Culture is the bedrock, the foundation of any enterprise. It’s the reason why people do what they do. It’s who they are and how they relate to each other.

Q In simple terms, how do strategy and culture interact?

A Any good strategy is going to depend on the culture to support it. Culture and strategy are synergistic, interdependent parts of a system diagram. The Flywheel was created to graphically depict the dynamics of that relationship, and that’s why we call it the flywheel: it has momentum, it has kinetic energy. Culture and strategy revolve and spin around each other and, like a flywheel, each adding ‘energy’ to the system. Each drives results. The results then have a spin-out centrifugal effect and themselves influence both culture and strategy.

Q But isn’t it true that in many organizations the culture that exists is not strategic?

A Yes, this is true. Without conscious leadership, culture will still develop, but not in a strategic way. Unconscious beliefs and attitudes, or what some call latent values, will drive culture. Beliefs such as, “If I keep my head down, I’ll last longer.” Or, “If I want something done right, I have to do it all myself.”

We have seen entire organizations built on unspoken beliefs like this, with employees acting accordingly. Now we have whole workforces “keeping their head down” or refusing to coach and delegate, and the executives wonder why their well-laid plans are stalling.

Q How does your model differ from the status quo?

A Our central idea is that culture can be encouraged. It can be honoured. It can respond to leadership—and not just formal hierarchical leadership, but also leaders without authority: people within the culture who can build and leverage relationships. And given that culture is the foundation stone, it needs investment, and it needs to be taken seriously as

a powerful force in any industry, especially any service business such as running an airport. When you have people cultivating their own ability to motivate themselves, all of a sudden the culture really becomes the leverage.

Q What are some of the pitfalls you’ve seen in organizations which devalue culture?

A I think mistakes are made when leadership tries to restrict and control its culture. Strategy can, and should be controlled, but cultures are like living organisms. They’re like a nation or a city. They can have a social order that is either effective or ineffective; change-ready or change-resistant. Trying to control a culture is futile. It votes with its feet. It votes with its productivity.

Q How can an organization track the impact of its culture?

A In several ways. It can look at its bottom line results. It can look at early indicators such as recruitment, retention, employee engagement and satisfaction.

Q These are fairly ‘soft’ metrics; what should leaders really be looking for in the data?

A They may sound ‘soft’, but they are the drivers. Looking at bottom line numbers is useful of course, but this is a trailing indicator. Leaders need to pay attention to the so-called soft stuff if they want to understand what’s going on in their culture. They must look at the level of respect that people have for each other; the level of accountability versus the level of victimhood. Is the culture empowered or imprisoned? Is it sustainable?

Q What kind of outcomes can organizations expect from attending to culture in the way you’re describing?

A In the short term they can expect better business results. In the long term, they can expect sustainability. It’s tempting to concentrate resources on strategy, and understandably so. When we think of strategy we think of words like opportunity, research, services, planning, goals, objectives, markets and finances. But what about relationships, attitude, trust, communication, accountability and courage? These words are just as important, and they are the realm of culture.

In the face of massive change, it’s very easy to get lost. But culture can deal with uncertainty. And respond. It’s the ultimate human resource.



Strategy doesn't get depressed, people do. Strategy doesn't get overwhelmed. That's a human response. So by understanding these two discreet forces of a complete flywheel, you give your organization a holistic outlook. When strategy and culture are out of balance, the flywheel won't turn. It flops over and stalls. But when they are given equal weight, the rotation gains momentum, and the wheel keeps spinning for a long time. ✈

David and Geordie Aitken deliver workshops and programs that build performance cultures. They work with leading aviation and professional service organizations, including the Greater Toronto Airports Authority. For more information, please get in touch: Geordie@aitkenleadership.com or go to www.aitkenleadership.com; updates and further articles available at: www.facebook.com/aitkenleadership.



TENCO SMI
BUCHER
BELOS

Michel Métras
Directeur produits
Product Manager



1318, Principale
St-Valérien-de-Milton, (Québec)
J0H 2B0
www.tenco.ca

Tel.: 450.549.2411 #257
800.318.3626
Fax: 450.549.2410
mmetras@tenco.ca





↓
RIGHT BAG. RIGHT PLACE. RIGHT TIME.
EVERY TIME. DELIVERING CERTAINTY™

www.vanderlande.com




Vanderlande Industries Canada Inc. E-mail: info.canada@vanderlande.com
Phone: (+1) 604 244 9998 Fax: (+1) 604 244 9995

AIRPORT ELECTRICAL CONSULTING

Planning → Design
Engineering → Project Management



Gibbings Consulting Ltd. is an Electrical Consulting Firm providing specialized planning, design, and engineering services to Airports Canada-wide. We offer an array of Airfield and Groundside Electrical Solutions and Services.

AIRPORT ELECTRICAL DESIGN & ENGINEERING

- Airfield Lighting & Navais
- Field Electrical Centre and Airfield Back-up Power Supply
- Roadway & Parking Lot Lighting
- Power Distribution
- Communications

OTHER ELECTRICAL CONSULTING SOLUTIONS & SERVICES

- ACAP Application Development for Electrical Projects
- Electrical Facility Condition Assessments & Capital Plans
- Facility Record Document Updates



info@gibbingsconsulting.com

www.gibbingsconsulting.com



complex world | CLEAR SOLUTIONS™



CLEAR SOLUTIONS FOR AIRPORTS

EBA and its parent company Tetra Tech provide professional airport consulting services that encompass the full life cycle of solutions. We use our broad base of expert resources to dedicate ourselves to our clients needs, offering innovative and cost-effective solutions to complex problems.

Shawn Sutherland: 403.203.3355 sutherland@eba.ca
Richard Kohler: 613.692.1944 rkohler@eba.ca

www.tetrattech.com

www.eba.ca

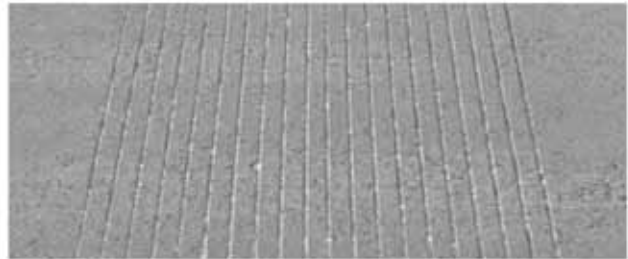


A TETRA TECH COMPANY



DAN-MARK
RUNWAY GROOVING LTD

250 385 1145
 dan-mark@shaw.ca
 www.runway-grooving.ca



Serving Canada and the Caribbean, our experienced team can accomodate all of your grooving needs.



Offering Value Added Solutions & Services to the Aviation Industry
 ENGINEERING | PLANNING | SOFTWARE SOLUTIONS



PSMI recently joined GENIVAR, a Canadian leader in engineering
www.psmi.ca | www.genivar.com

High speed heavy duty airport snow broom



- High carbon steel
- 5 holding wire
- 10-3/4" X 36"
- 8.5 lbs

*The most durable
 and best quality*



1 800 363-8218



Eric Tolton

After 31 years in the aviation industry, Eric Tolton has retired. Here's a look at the highlights and achievements of a man who had a great impact on airports and people across the country.



The view from Tolton's office at Toronto Pearson (2004).

Although Eric Tolton is excited to start the next chapter of his life, the former director of operations at the Greater Toronto Airports Authority (GTAA) says it's bitter-sweet.

"I am excited about moving on to a new stage in my life that will offer many new challenges and opportunities but I am sad to be leaving the close friends and associates who I have worked so closely with over the years," says Tolton.

Tolton, who began his career in July 1980, started out as a trainee flight service specialist at the Transport Canada Training Institute (TCTI) in Cornwall, Ontario. After he graduated from the course, his wife Judy and his daughter, who was born in Cornwall, were posted to Inuvik, NWT. The family spent almost three years in Inuvik, where son Graeme was added to the family, before transferring to Watson Lake, Yukon. Shortly after, Tolton was promoted to station manager in Mayo, Yukon. After three years, he switched from flight services to airports and became the manager of operations in Yellowknife, NWT. Three years later, he became airport manager in Fort McMurray, Alberta and finally, in 1996, Tolton and his family moved to Toronto.

Tolton has seen the aviation industry grow in many different ways and is proud to have taken part in improving airport operations. One highlight from his career occurred in Alberta. "When I first arrived in Fort McMurray, it had a horrible reputation as an airport. But within three years, the staff had earned the award for being the "Best Airport in the Western Region of Transport Canada". I was really proud of that team effort to be successful," says Tolton.

Then in 1996, Tolton and his team at Toronto Pearson effectively improved snow clearance operations on runways. "In 1996, it took between two and two-and-a-half hours to clear snow from a runway at Toronto Pearson. Today, the team clears all five runways in a continuous circuit that takes about 75 minutes," explains Tolton. "Pearson today has

the best winter operations anywhere. I am really proud to have been a part of building such an effective operation that involves continuous collaboration with the communications centre, airside operations, terminal operations, NAV Canada, the Central Deicing Facility and the airlines."

These are just a couple examples of the impact Tolton has had on an industry that is constantly transforming. And Tolton definitely has a deep respect for the International Association of Airport Executives (IAAE) Canada, an organization which he says provided him with many opportunities for success. Tolton was the first person to achieve his accreditation through IAAE Canada in 1995. Then in 2001, Bernie Humphries invited him to become a member of the board of directors. He spent nine years on the board and served four of them as chair.

"Being on the board gave me the opportunity to meet and interact with a wide array of airport professionals from across the country. In 2006, I joined the board of the parent organization, IAAE. There, I got to work with industry people from around the globe. I urge all members of IAAE Canada to

consider getting more involved in the organization," Tolton says.

Tolton, although retired from the GTAA, won't be fully gone from view. He plans to do some work on a part-time basis. He looks back on his career with pride and will definitely miss it.

Tolton says, "I will miss the people the most. And also the adrenaline...the buzz of airport operations. Every day offers an exciting new challenge. But mostly though, it will be the people." ✈



Tolton's family at the Watson Lake Airport (1984).



The staff of the Fort McMurray Airport (1994).

TILT-AWAY VERTICAL PIVOT SECURITY GATES

ENGINEERED TO PERFORM
IN HARSH SNOW AND
WEATHER CONDITIONS

C.S.A. C2.2 AND
247-92 LISTED
UL-325 LISTED



HIGH SECURITY GATES — CERTIFIED CRASH GATES

(800) 523.3888

WEB ADDRESS: tilt-a-way.com

E-MAIL: info@idealmfginc.com

Airfield Lighting ADB Airfield Solutions LLC..... IFC	Aviation Weather Systems Spencer Navigation Maintenance Ltd. 15	Multi-Trade Contractors Black & McDonald 6
Airfield Lighting Thomas & Betts 15	Baggage Handling Vanderlande Industries Canada Inc. 19	Passenger Boarding Bridges Thyssen Krupp Airport Systems..... 6
Airfield Pavement Maintenance and Markings Hi Lite Canada ULC 8	Consulting, Engineering, Designing and Planning Services Pryde Schropp McComb Inc. 20	Runway Grooving Dan-Mark Runway Grooving Ltd. 20
Airfield/Airport Services Canadian Base Operators 22	Designers, Planners, Engineers Arup 11	Runway Snow Removal Equipment Tenco (CDN), Ltee. 19
Airport Engineering and Consulting Services Gibbings Consulting Ltd..... 19	Detection and Containment Systems Valley Associates Group 17	Sectional Snow Plow Arctic Snow & Ice Control Products IBC
Airport Planning and Architecture SCOTT Associates Architects Inc. 15	Engineering and Design Associated Engineering 17	Security Gates Tilt-Away/Ideal MFG, Inc. 21
Airport Technical and Services Arinc Incorporated 3	Engineering Consultants EBA Engineering Consultants..... 19	Security Services Commissionaires..... 4
Automated Weather Observation System Axyx Technologies Inc. OBC	Finance, Planning, Design and Construction Services Parsons Brinkerhoff..... 4	Truck and Trailer Parts and Supply Bergor Equipment Supply Inc. 20
Aviation Consulting Ricordo & Associates 11	Multi-Function Airfield Maintenance Equipment Fortbrand Services Inc. 8	Uninterruptible Power Supplies PowerWright 17

REMOTE SITE SPECIALISTS

Airfield & Support Services

Electrical & Airfield Lighting Systems
 Passenger and Terminal Services
 Aircraft Rescue & Fire Fighting
 Snow Removal & Ice Control
 Fueling Services
 Aircraft De-icing

Facilities Operations & Maintenance

Project Management and Administration
 Building Operations and Maintenance
 Accommodation & Janitorial Services
 Hazardous Waste & Material Control
 Solid Waste Collections & Disposal
 Roads & Grounds Maintenance
 Water and Sewer Services
 Environmental Protection
 Power Generation
 Food Services

Contact: Steve Watt, General Manager
 Collingwood, ON Tel: (705) 446-9019



Projects: Southport, Manitoba, Toronto and Meaford, Ontario, Alert, Nunavut and Albian Sands, Alberta

Canadian Base Operators

www.canadianbaseoperators.com

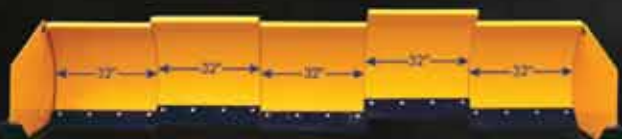
ARCTIC
INCORPORATED
Year 2 - Air Control Products
SINCE 1978

**SECTIONAL
SNO-PLOW™**

**WANT MORE
VALUE?**

THE CHOICE IS CLEAR

A plow that scrapes the lot clear on the first pass — now that's **REAL** value! Arctic's Sectional Sno-Plow™. No need for multiple passes or re-plowing. No excess salting. It's a no-brainer. Need proof? It's in the plow:



- 32-inch individual moldboard sections move up and down independently to contour perfectly to the pavement, ensuring no snow is left behind.
- Steel cutting edges scrape compacted snow and ice clear — leaving nothing but a clean lot.
- Patented Slip-Hitch™ design allows you to drop the plow and go, automatically adjusting and continually re-adjusting to the pavement height for optimal plowing performance.

Check out the video to see the features in action at sectionalplow.com. While you're there, read customer testimonials or download specifications. We're sure you'll agree - when you're looking for real value, the choice is clear.

(888) 2-ICE-SNO

ARCTIC
INCORPORATED
Year 2 - Air Control Products
SINCE 1978

The safe and expeditious movement of airport traffic is not an option, it is a necessity and a responsibility.

Accurate and timely weather reports are essential.



Automated Weather Observation System

WxSentinel™ AWOS - Fully automated and self-contained aviation weather information collection and distribution system.

- Wind Speed & Direction
- Air Temperature
- Atmospheric Pressure
- Humidity
- Cloud Ceiling
- Visibility
- Lightening
- Present Weather



info@axys.com

www.axystechnologies.com

1(250) 655-5850

