

The IAAE Canada

Spring 2012

AIRPORT MAGAZINE

An official publication of the International Association of Airport Executives Canada



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Contents



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UP FRONT

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

FEATURES

- 8** Making the Grade
- 9** Tackling the Challenge of Cross-Border Shopping: Air Travel Edition
- 14** Open for Business
- 16** Moving in a Digital Direction: Mobile Apps for Airport Operations
- 19** Maturing Deicing Procedures and Technologies
- 20** Corporate Corner: GENIVAR Inc.

SPECIAL SECTION

- 10** The AAAE/IAAE Canada Conference: The Evolution of the Airport & Air Carrier Industry
- 12** Introducing the 7th Annual Facility, Operations & Airport Managers Conference

MEMBER PROFILE

- 21** Steve Baker - London International Airport
- 22** Buyer's Guide



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Bill Newman, A.A.E.

Chair, IAAE Canada

Director, Strategic Management, GTAA

A Message from IAAE Canada

The always quotable Warren Buffet once voiced this view about the aviation business: “If I’d been at Kitty Hawk in 1903 when Orville Wright took off, I would have been farsighted enough and public-spirited enough—I owed this to future capitalists—to shoot him down.” And 109 years later, despite all the ups and downs (no pun intended) experienced by our industry, thank goodness Mr. Buffet was not there to take that fateful shot. Where would our world be today, let alone our personal careers, had the Wright brothers not made that first venture into the air to mark the dawn of a coming age of global travel, commerce and technological advancement?

My own career in aviation, and specifically in the airport management field, has spanned only a fraction of that time period but nevertheless has witnessed a head-spinning amount and pace of change. When I first started working in airports in the early '70s, the Ministry of Transport (now Transport Canada) owned, operated and funded the national airport system; airports were operated as extensions of government departments; revenue generation took a backseat to a prime focus on having airports serve larger federal government priorities; and the workforce was overwhelmingly male and heavily populated with military veterans, some from the First World War and the Korean War.

How business has changed in that relatively short interlude from then until now! Our airports are now operated as local entities with the expectation they will be self-sustaining

economic contributors to their communities. Transport Canada has retrenched to the role of regulator and overseer and, in the process, has vacated the field of industry training and professional development.

Further combined with the deregulation and globalization of the air carrier industry, the liberalization of international air agreements, the growth of international trade and commerce and the democratizing power of the internet, the competitive and business pressures on airports have led to a demand for new skill sets, fresh thinking and innovative approaches to the business. While the traditional skills and competencies associated with airport operations, maintenance and construction are still in demand, our evolving industry now requires new skills and competencies ranging from business development and financial modeling through to social media and customer service.

The challenge for us, regardless of the amount and type of experience we’ve acquired in the airport business, is to keep pace with the ever-quickening rate of change and to maintain the currency of our skills and knowledge. We need, first and foremost, to be continuous learners eager to gain new knowledge and acquire new skills. There are numerous ways in which we can do so, through personal reading, participation in courses offered by colleges, universities and industry associations, attendance at conferences and the cultivation of professional networks. In this regard, IAAE Canada has played a major role in helping me keep

current in my knowledge of the industry, acquire new business skills and advance my professional status.

I urge you to realize the same career-enhancing benefits that I have by participating in IAAE Canada classroom and online training courses, attending one of our specialty conferences, subscribing to our publications or pursuing our industry respected A.A.E. professional accreditation. Whether you are long established or new to the airport business, IAAE Canada will help you sharpen your skill set and remain current.

It’s been a true personal and professional honour to have served as the chair of IAAE Canada for the last three years. My term as Chair will conclude in June at IAAE Canada’s Annual General Meeting in Victoria in conjunction with the 6th annual Facility, Operations & Airport Managers Conference. At that time, Cuyler Green A.A.E., Director of Operations at Prince George Airport will become the new chair. You can rest assured that Cuyler will bring with him fresh ideas and renewed leadership to continue the advancement of our association.

Thank you all for the support which you have extended to me as chair. I must also express my appreciation to the Greater Toronto Airports Authority for both supporting and encouraging my involvement with IAAE Canada. Despite its cyclical ups and downs, we are very fortunate to be part of a dynamic and exciting industry. I, for one, am very thankful that Warren Buffet was not at Kitty Hawk. ✪

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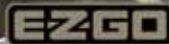
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Members of IAAE Canada have access to the following career-enhancing benefits. For details, please e-mail Tom Coupland, Executive Coordinator at headquarters@iaaecanada.org, call (905) 297 - 2236 or log on to www.iaaecanada.org to apply / renew your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

ACCREDITATION PROGRAM

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

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

IAAE CANADA WEBSITE & FORUM

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

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

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THE IAAE CANADA ANNUAL FACILITY, OPERATIONS & AIRPORT MANAGERS CONFERENCE

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

TRAINING DISCOUNT

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

purpose of attending courses conferences at the same reduced cost.

EMPLOYMENT OPPORTUNITIES

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


IAAE CANADA ANNUAL REPORT

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

IAAE CANADA MEMBERSHIP DIRECTORY

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

AIRPORT MANAGEMENT LIBRARY

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

Making the Grade

Canadian Aviation Institute prepares students for challenging and exciting careers in aviation management.

By Philip Van Manen, C.M.

For over 25 years, Georgian College's Canadian Aviation Institute has been preparing students for challenging and exciting careers in aviation management. Georgian alumni can be found working at domestic and international airports, airlines, corporate aviation companies and FBOs, cargo and logistics firms, government agencies, consulting-engineering firms, etc. How is this program so successful after 25 years?

In no small part, much of this success can be attributed to the support from industry partners and an active and involved advisory committee. These industry professionals, led by IAAE Canada Chairman Bill Newman, A.A.E., provide guidance to the program administrators and faculty in terms of industry trends, human resource requirements and technologies/systems employed.

Today's students are different from those who started 25 years ago; their ability to embrace technology is incredible and they can access information and communicate at light speed! Classrooms have become more diverse and we accept greater numbers of international students into our program. This provides a rich learning environment where students share experiences and ideas from different parts of the globe.

From the student's perspective, the popularity and endurance of the Aviation Management program has three main attributes:

1. Focus on aviation business management curriculum (not pilot training) with three cooperative work terms;
2. Industry experienced faculty who apply theory to modern, real-world applications; and
3. Strong connections and partnerships with the aviation industry.

The IAAE Canada student chapter at Georgian College has grown from a few individuals to 20, which strengthens the relationship between airport managers and students interested in airport-related careers. Students can access online information, join



Canadian Aviation Institute students tour the Hamilton International Airport. Photo provided by Georgian College.

webinars, attend IAAE Canada meetings and events and network with individuals in the industry.

Georgian continues to connect with organizations to host airport tours, which provide students a hands-on, behind-the-scenes learning experience at small, medium and large airports. Students toured Toronto's Pearson International Airport last October thanks to Bill Newman, A.A.E., and the GTAA. Last March, we toured the Hamilton International Airport for a second time thanks to HIA President and CEO, Frank Scremin,

C.M., and Airport Duty Manager Dan Fox, another Georgian graduate!

In today's ever-changing aviation world, employers need students to hit the ground running! Georgian College is proud to partner with the IAAE Canada to make this happen for our future aviation managers in the most relevant and engaging way. ✈️

Philip Van Manen, C.M., is a Professor of Aviation Management for the Civil Aviation Institute at Georgian College in Barrie, Ontario.

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Tackling the Challenge of Cross-Border Shopping: Air Travel Edition

One of our airports is missing!

By Bernie LeBlanc

Imagine if a Canadian airport of about five million passengers were to completely disappear from Canada, and along with it, thousands of jobs and millions of dollars in lost employment income and tax revenue. This was the premise for a Canadian Airports Council (CAC) sponsored forum held in Toronto in March, which studied the phenomenon of cross-border shopping and air travel.

The phenomenon is not new. Canadians have been travelling out of United States' border airports for various reasons for years. But with a stronger Canadian dollar and the significant growth in low cost carriers south of the border, the trend is becoming stronger. The CAC found that this cross-border shopping was up 10 per cent in 2011 over 2010 alone.

A study unveiled at the forum and conducted by affected CAC member airports over the past year revealed that some 4.8 million enplaned/deplaned passengers travelled out of United States' border airports in 2011. The phenomenon is present throughout the country, from British Columbia in the west to New Brunswick in the east. In St. John, NB, we estimate that we are losing about 42 per cent of our United States transborder traffic to airports in Maine, with an estimated 67,000 passengers from New Brunswick flying out of Bangor, ME. This loss has a tremendous impact on a small airport like the one in St. John.

But nationally, what does losing 4.8 million passengers look like? Using economic modeling, the CAC study concludes that the loss of these cross-border passengers is a \$2.4 billion hit to the Canadian economy, including \$1.1 billion in lost Gross Domestic Product, some lost 9,000 jobs and \$190 million in lost tax revenue.



If one thing became clear during the forum, it's that there are no simple solutions to what is a complex problem. In the 1990s, Canada adopted a user pay principle for the badly needed rejuvenation of the country's aviation infrastructure. This approach resulted in the complete regeneration of Canada's airport and air navigation systems to a level recognized as first in the world by the World Economic Forum.

Fast forward to today, however, and a principle that began with the premise that the taxpayer should be no worse off has finally morphed into a situation where the financial burden on the traveller from fees and taxes has steadily expanded. This adds costs to ticket prices in Canada while creating a barrier to entry to Canada from the kind of low cost carriers that have proliferated in the United States. The CAC study found that fare differentials between comparative city pairs between Canada and the United States averaged \$428 per person in 2011, up 14 per cent over 2010. Taxes, fees and charges account for 15 to 33 per cent of the differential.

Over the course of our forum in March, 100 officials from airports, air carriers, government and business explored different angles to the problem, which goes beyond cross-border shopping to negatively impact traffic in all Canadian market segments.

Attendees heard from officials from the Canadian Chamber of Commerce and Airports Council International-North America on the impact to Canadian business and the prospects for airports in the United States market with which Canadian airports compete. Cyriel Kronenburg of the International Air Transport Association provided a case study on European taxation and the resulting cross-border shopping. Gerry Bruno, A.A.E., of InterVistas and Fred Lazar from the York University's Schulich School of Business discussed policy alternatives. Attendees also heard from Vijay Gill of the Conference Board of Canada, which is doing its own study into Canadian aviation competitiveness.

The consequence of not doing anything to tackle the problem is undoubtedly that the problem will only get worse. Low-cost carrier growth continues out of United States' border airports with several United States carriers making the Canadian border market a component of their growth strategy. Over the coming months, Canadian airports will seek to engage with government on creative solutions to stem the tide. ✈

Bernie LeBlanc is Vice Chair of the Canadian Airports Council and President and CEO of St. John Airport in New Brunswick.



As a proactive association, we have the opportunity and, yes, even the responsibility to provide our members with timely, constructive and relevant information that will help our membership grow in industry knowledge while also growing their respective industry networks as they support directly, or indirectly, one or more airports.

Industry issues are becoming more complex and global in perspective as we share objectives in business growth and improved customer service while safeguarding safety and security in all that we do. This unique team effort between IAAE Canada, AAAE and IAAE International will deliver a program that will challenge, stimulate thought and debate, while enabling participants to expand their insights as to future potential trends, opportunities, threats and challenges that we, as an airport industry, face in the months and years to come.

Speakers come with extensive experience and knowledge that they will impart to the conference delegates. Conference participants will hear firsthand as to the evolution of the airport and air carrier industry—are there lessons to be learned from key past events, like the introduction of new technology aircraft, that may reinvent travel patterns throughout the industry? As the industry continues to evolve, can and should industry representative organizations such as IATA work with airports in a cooperative manner or in a single focus manner?

Air carriers form alliances, change partners or exclude others—are we, as airports, caught in the wake? How do we support alliances without unduly limiting growth of local airport operations? How is global trade changing citizen dynamics (retiring baby boomers), impacting the value and need for long haul international travel into one airport as compared to another?

Sometimes there are trends and new or revised government regulations that require further study and review from perhaps a collective perspective. Learn more about a think-tank that undertakes work for airports at no cost, utilizing some of the brightest minds in the industry.

The first B747 aircraft changed the industry and the airports that they flew to forever. What will the B787 or C Series or A350 bring to airports and the flying public? As fuel prices continue to rise, as retail outlets order goods to restock their shelves in a just-in-time manner, as night-time flying restrictions continue to evolve—think of the Frankfurt Airport’s ban on all night operations—how does this impact cargo aircraft movements from both an economic and airport support facility perspective?

Safety is number one. But have air carriers and airports reached a plateau in safety? Have we gotten too comfortable or do we rely too much on automated



Marché Bonsecours. Credit : © www.ald.montreal.qc.ca, le photographe masque.

SUNDAY, AUGUST 19, 2012

- 5:00 p.m. – 6:00 p.m. Registration opens
- 6:00 p.m. – 7:30 p.m. Welcome Reception hosted by Aeroports de Montreal at the Fairmont Hotel Queen Elizabeth

MONDAY, AUGUST 20, 2012

- 8:00 a.m. – 8:30 a.m. Registration and coffee with exhibitors
- 8:30 a.m. – 8:45 a.m. Welcome and overview of the conference program
- 8:45 a.m. – 9:30 a.m. Evolution of the Airport and Air Carrier Industry by Gregg Saretsky, President and CEO WJ (invited) & Larry Cox, President and CEO of the Memphis Shelby County Airport Authority
- 9:30 a.m. – 10:30 a.m. Air Service Development: The Changing Faces of Air Carrier Alliances and Growing the Business in a Smaller Global Community by John Weatherill, Senior Vice President, Air Service Development at Intervistas
- 10:30 a.m. – 11:00 a.m. Coffee break with exhibitors
- 11:00 a.m. – 12:30 p.m. Future of Airports and Airlines by Kate Lang, FAA Deputy Administrator for Airports & Ron Carter, Chief of Standards Transport Canada, National Airlines Council of Canada
- 12:30 p.m. – 2:00 p.m. Luncheon with Keynote Speaker James Cherry, President and CEO of Aeroports de Montreal
- 2:00 p.m. - 3:30 p.m. IATA—Airlines and Airports: Partners or Foes by Dr. Lloyd McCoomb, former President and CEO of the Greater Toronto Airports Authority. ICAO speaker CONFIRMED; Jerry Spampinato, JFK Airport GM (invited); IATA representative (invited); National Airlines council of Canada (invited)
- 3:30 p.m. – 4:00 p.m. Coffee break
- 4:00 p.m. – 5:00 p.m. Air Alliances: Development of and Airports Caught in the Wake by Dr. Martin Dresner, University of Maryland, Senior Airline Manager & John McCulloch, former CEO of OneWorld
- 5:00 p.m. Conference concludes for the day

computerized systems? Who controls the process—humans or machines? How does Air Canada view the Canadian and global marketplace and how will its vision impact the airports that Air Canada serves?

Lastly, carbon trading programs for both airports and air carriers is new to the industry and is generating many pro and con responses. Come and listen to the presenters and walk away with key insights and information to help enable and support the larger changing dynamics of the business. Register as a delegate participant. For more information, please go to www.iaecanada.org/article/intl-conf-montreal-welcome-1746.asp. ✈



Montréal skyline from the Parc Jean-Drapeau. Credit : © Tourisme Montréal.

TUESDAY, AUGUST 21, 2012

8:15 a.m. – 8:45 a.m.	Welcome – Coffee and tea
8:45 a.m. – 9:00 a.m.	Airport Cooperative Research Program: A Great Resource for Airports by Dr. Lloyd McCoomb, former President and CEO of the Greater Toronto Airports Authority
9:00 a.m. – 10:00 a.m.	Impact on Airports of New Generation Aircraft by Wil MacMillan, GTAA General Manager, Airside Operations; Dan Cohen-Nir, Airbus North-American Program Director; Speaker from Bombardier is confirmed; Boeing Aircraft (invite extended)
10:00 a.m. – 10:30 a.m.	Air Cargo: Changing Dynamics, Impact on Airports and Airlines by Steve Alterman, President of the Cargo Airline Association
10:30 a.m. – 11:00 a.m.	Coffee break with the exhibitors
11:00 a.m. – 12:00 p.m.	ICAO, Airlines and Airport Safety and Cost: Have We Reached a Plateau in Safety? by Thomas Zoeller, Executive Officer at the National Transportation Safety Board; Bill Voss, President and CEO at flight Safety Foundation; Michael O'Donnell, FAA Director, Office of Airport Safety and Standards; and a representative from ICAO
12:00 p.m. – 12:30 p.m.	Carbon Trading Programs from an Airport and Air Carrier Perspective by Randy McGill, General Manager, Environmental Stewardship & Sharon Pinkerton, Vice President of Government Affairs, Airlines for America Association
12:30 p.m. – 2:00 p.m.	Luncheon and IAAE International Board of Directors Meeting
2:00 p.m. – 3:00 p.m.	Canadian and Global Market Place Development from an Air Canada perspective by Nick Careen, Vice President of Airports at Air Canada
3:00 p.m. – 4:30 p.m.	The Importance of Long Haul Traffic to Airline Alliances by Professor Richard de Neufville, MIT & an Air Carrier representative from One World or Skyteam (invited)
4:30 p.m.	Adjournment and optional visit to downtown Montreal

WEDNESDAY, AUGUST 22, 2012

8:00 a.m. – 12:00 p.m.	Optional Tours: Conference delegates are invited to participate in one of three site visits: A tour of the Montreal Trudeau International Airport new Trans Border baggage handling system; a tour of Bombardier aircraft manufacturing plant; or a tour of CAE Flight Simulator Plant (subject to confirmation)
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Downtown Montréal from parc du mont Royal. Credit © Tourisme Montréal.

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Saskatoon, SK, May 26th - 29th, 2013



Mark your calendars! The 7th Annual Facility, Operations & Airport Managers Conference will be held in the city that shines, Saskatoon, SK, May 26-29, 2013. Industry professionals from across Canada will come together for informative workshops and discussions on industry issues that matter most, so save the date and make sure you register for this must-attend event!

As details become available, they will be posted at www.iaaecanada.org.

Photo Credit: Tourism Saskatoon.



Experience Saskatoon at the IAAE Canada Conference!



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In the new United States Departures Lounge, passengers can enjoy four more food and beverage choices, shop at four new retail outlets, browse through the duty-free shop or get the right bills at the International Currency Exchange (ICE) booth.

More phases are in the works, including a new Canadian Border Security Agency area (May 2012); domestic and international lounge (September 2012); Central Tower (Fall 2012) and Courtyard by Marriot (early 2013).

ABOUT EXPANSION 2012

Expansion 2012 includes five projects that will transform EIA. It's more than new buildings; it's delivering an airport that's:

- Easier and quicker to move through, with departure lounges that are roomier and comfier;
- Able to attract airlines with more parking spots for more flights to more places;
- Relaxing and stimulating with art you can see, hear, touch and experience; and
- Healthier and greener with sustainable features, including the Living Wall.

Expansion 2012 will add 34 new retail spots for passengers that enhance the airport experience.

SUSTAINABILITY

The new terminal lives and breathes sustainability—literally. Spacious, open design and large windows let natural light and heat in while solar panels help heat water naturally. Many walls and features include recycled materials and 95 per cent of the construction waste was diverted from the landfill. The airport stays clean and green by using environmentally-friendly cleaning products, while the storm water collection system and energy efficient devices save

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- Power Generation
- Food Services



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

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water. EIA is one of the first airports in Canada to pursue certification in the Leadership in Energy and Environmental Design program.

HOTEL

The Courtyard by Marriot will allow passengers to book a room before an early flight or arrange business meetings and conferences. The eight-story, 175,000-square foot hotel will include 210 comfortable rooms, airline check-in at the hotel, a heated pedway connecting the hotel to the terminal and more! ✈





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Moving in a Digital Direction: Mobile Apps for Airport Operations

Using BlackBerry® smartphones and iPad tablets instead of paper records can save hours of data entry and increase efficiency.

By Currie Russell, C.M.

As Canadian Airports enter the new reality of Safety Management Systems (SMS), one thing is clear: the old ways that information relating to operations and maintenance activities has been managed will no longer suffice. In order to proactively manage documentation or assets that require attention from a safety or compliance perspective, and to be able to demonstrate continuous improvement of activities that are undertaken to keep the airport safe, an airport needs data. Data that is timely, easily accessible and which can produce information that is both meaningful and useful.

With the emergence of SMS, airports are faced with the challenge of how best to manage everything they do on a daily basis, from recording wildlife management activities and daily airfield inspections, to identifying airfield deficiencies and ensuring that they are resolved quickly and restored to certification standards. Most can agree that a computerized tool is

needed but issues of cost, platform, support, mobility and flexibility can make it difficult to know the right path to take.

For many years, the Region of Waterloo International Airport has recorded wildlife management activities on paper log sheets, which were kept on clipboards in each maintenance vehicle. Every so often, someone would have to collect the forms, not knowing if some had been lost or misplaced, and then manually enter the data into a spreadsheet or database so that statistical information could be produced. Not only was this a time consuming task but the data collected was difficult to transform into something useful due to missing or inconsistent records.

Through the use of a mobile app development platform called Canvas (www.gocanvas.com), we have been able to transform all of our paper forms and log books into “apps” that can be used on both handheld and vehicle-mounted mobile devices.

An unlimited number of forms or “apps” can be created and assigned specifically to users according to their job requirements (e.g. apps required by management may not be required by airport operations or security staff). Some of the apps that we have created and are using regularly include:

- Air Terminal Building Daily Inspection;
- Deficiency Report (has the ability to attach a photo if required);
- Hazard Identification/Risk Assessment (can be used for SMS, Security or Work Place Health and Safety);
- Monthly PAPI Inspection/Calibration; and
- Security – Holdroom Sweeps and Inspections.

Each time an app is completed on a mobile device, an e-mail containing an Adobe PDF version of the completed form can be sent to the staff members requiring the information. For example, in the case of our wildlife activities, reports are sent to



When an app is completed on a mobile device, an e-mail with the completed form can be sent to staff members requiring the information. Photos provided by the Region of Waterloo International Airport.



Through the Canvas mobile app development platform, “apps” for paper forms and log books can be used on both handheld and vehicle-mounted mobile devices.

our operations supervisors and lead hands so that awareness can be generated (e.g. today, we are dealing with seagull activity) and proactive actions can be taken if required. Data from each submission is stored on a server indefinitely, allowing the user to download it in a format that can be processed by database or spreadsheet software, resulting in the production of useful information.

Creating electronic versions of paper forms through a simple drag and drop interface is fast and easy. Apps can be customized according to your airport's specific requirements and standard operating procedures. If improvements or changes need to be made to an app, they can be done in a matter of minutes and any updates can be rapidly deployed to staff. A series of airport apps that have already been created are already available as free downloads from the app store.

If your airport is on a strict budget-ary diet, there is no need to worry. Billing is done per user and calculated on pay-as-you-go (per submission) or unlimited monthly/annually plans. Because the application client is available for many types of devices (RIM, Apple, Android or Windows), your airport will likely have no need to purchase new equipment in order to start using such a system.

Making it easy for operational staff to record reactive or proactive activities is one of the best ways to generate the evidence needed to prove that the tasks being done to maintain airport safety are being carried out and are effective. ✈

Currie Russell, C.M. is Supervisor of Regulatory Affairs for the Region of Waterloo International Airport.

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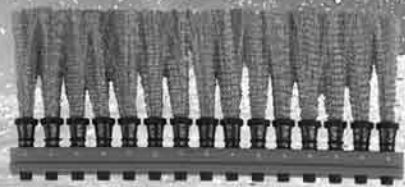
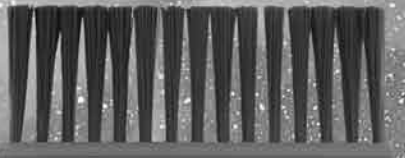
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Maturing Deicing Procedures and Technologies

Deicing technologies and practices emerge from an industry constantly evaluating new procedures and equipment.

By Kelvin Williamson

Twenty-three years have passed since the Dryden Air Ontario Crash killed 24 people. Airline deregulation cut into safety standards, allowing sloppy procedures and questionable practices to creep into winter operations. Pilots operating under ground icing conditions found themselves in very difficult situations. Today, deicing technologies and practices continue to emerge from an industry constantly evaluating new procedures and equipment.

Canadian airports are considered to have the best Central Deicing Facilities (CDFs) in the world. Passengers are content during CDF deicing and marvel at the technology and equipment being used, making comments like "There's only one person operating the deicing truck," and, "The sign boards guided the aircraft," or, "WOW that was quick."

With evolving technology, advanced equipment and enhanced communication, Canadian airports lead the way on the global stage as we develop and share our technologies—fluid blending, pad communication (verbal/visual) and training simulators, all saving airlines money and improving safety. Flight crews can receive real-time holdover information, saving deicer fluid expenses and standardizing deicing decisions.

Our aviation community's willingness to share best practices is captured in many SAE G12 documents. A new SAE auditing program will help airlines audit airport ground icing programs and ensure compliance with airline ground icing programs. New runway deicer fluids can combat aircraft/airport corrosion while ensuring

continued on page 22



Photo provided by Kelvin Williamson.



COMPANY HISTORY

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

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

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Allied offers the expertise, resources and knowledge to assist in the design, construction, and financing of aviation fueling facilities and associated infrastructure development projects. Allied has acted as project manager or consultant for the design and construction of many fuel facilities worldwide.



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Allied currently has in place an aggressive maintenance program in which each piece of into-plane fueling & support equipment receives at least 10 to 14 hours of preventive maintenance and quality control checks each month. These checks meet or exceed our customers' specifications and airline quality control manual requirements.



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

Corporate Corner:

GENIVAR Inc., Aviation Division

We are pleased to be one of the longest serving corporate members of IAAE Canada. Much like IAAE Canada, we continue to grow, both in company size and complexity of projects. With our engineering, planning and software solutions,

we have welcomed the opportunities and challenges of working with major international airports in Canada and abroad. Given their importance to the communities they serve, we are also proud of our involvement with many municipal and regional airports and heliports across Canada. Currently for 2012, we are supporting projects with a total construction value of over \$500 million.

We also look to the future. The recent acquisition of the former Pryde Schropp McComb, Inc. by GENIVAR Inc. allows us to enhance our total airport solutions by providing architectural and building engineering for all airport related structures, plus civil and transportation services for highways, roads, site services and parking facilities/structures.

We invite you to visit our website at www.genivar.com or www.psmi.ca. Should you have any questions about GENIVAR's aviation division, please don't hesitate to contact Bernhard Schropp, Director, Aviation, at (519) 389-4343, ext. 230 or by e-mail at bernhard.schropp@genivar.com.



Billy Bishop Toronto City Airport: GENIVAR Inc. recently completed the Rehabilitation of Taxiway Alpha at the Airport and is currently preparing an Airport Master Plan for the Toronto Port Authority.



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Steve Baker

After 39 years in the industry, Steve Baker has retired as President and CEO of the London International Airport. He has led staff through tremendous change and worked with the community on a vision for the future.

Drawn to the continuing change, challenge and diverse people, Steve Baker went to York University, got his pilot's license and started his career at the Toronto Pearson International Airport in 1973 and has been working at airports every day for the past 39 years.

Baker has participated in the Canadian Air Transport Security Authority, the Canadian Airports Council, the International Association of Airport Executives Canada, the Chamber of Commerce and Tourism London to help shape the industry.

"It's 39 years of memories of terrific people in an industry that's always been evolving," Baker says. "When I came to London in 1992, it had a 1963 building, was underutilized, undercapitalized and had very limited air traffic—we had the opportunity to create, through the Airports Authority, what we felt the region deserved: a hub for aviation."

Baker says it was all about local people making local decisions about the community's future. Over \$50 million has been invested in new facilities and there are now 50 businesses in operation and more than 1,700 employees at the airport.



The London International Airport's management team at the September 2010 launch of the airport's Foreign Trade Cargo Complex opening. Left to right: Gerry Vanderhoek, Manager Commercial Services; Janet Carr, Director Finance and Human Resources; Prime Minister Stephen Harper; Steve Baker, President and CEO; and Mike Seabrook, A.A.E., newly appointed President and CEO.

With great memories of helping build a new international wing and the Shell Aerocentre while he served as Deputy General Manager at the Calgary International Airport, Baker is most proud of privatizing the London International Airport, allowing local people to make local decisions.

"I see a bright future of an essential industry in Canada. I see a bit of turbulence—it's complicated by government policies supporting cross-border travel or fees and taxes being imposed on airports and travelers; that's having effects right across Canada," Baker says. "We're seeing a

time when the government has a lack of airport-experienced staff creating airport policy. Even with that, the future looks bright, with a strong and successful long-term strategy for airports across the country."

After an international job search with candidates from Europe, the United States and Canada, Seabrook, A.A.E., IAAE Canada board member, will be taking over as President and CEO of the London International Airport.

"He will be a tremendous asset for the industry in the future. And after years of making plans for airports, I can work on my own flight plan for retirement." ✈



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continued from page 19

great performance. Runway deicing chemicals continue to maintain low environmental impact. SAE deicer corrosion and performance test results are available from suppliers for evaluation.

Sadly, we still have aviation fatalities, like the recent ATR72 crash in Russia. Hopefully, as the deicing industry matures and best practices are readily available, it will be safe to take-off anywhere. There is no excuse for an airport not to know and resolve its own deicing shortcomings, especially with the available SAE resources. As regulators become more passive, airport managers begin to self-regulate and implement common practices agreed to in the newly-formed CDF Best Operational Practices Committee. Perhaps the next phase in winter evolution is to further utilize web communication through social media, improving access to deicing knowledge and emerging technologies. It can only get better. ✈

Kelvin Williamson is President for LNT Solutions and SAE Chair for the G12 Deicing Facilities Committee.

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