

The IAAE Canada

Spring 2014

# AIRPORT MAGAZINE

An official publication of the International Association of Airport Executives Canada



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## The IAAE Airport Magazine

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

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sales@matrixgroupinc.net  
www.matrixgroupinc.net

**President & CEO**  
Jack Andress

**Chief Operating Officer**  
Jessica Potter  
jpotter@matrixgroupinc.net

**Publishers**  
Joe Strazzullo  
Peter Schulz

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

**Editors**  
Alexandra Walld  
awalld@matrixgroupinc.net  
Danelle Cloutier  
Meg Crane

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

**Director of Marketing & Circulation**  
Shoshana Weinberg

**Sales Manager - Winnipeg**  
Neil Gottfred

**Sales Manager - Hamilton**  
Jeff Cash

**Matrix Group Publishing Inc.**  
**Account Executives**  
Andrew DeSivo, Bonnie Petrovsky, Brian Davey, Brian  
MacIntyre, Chris Smith, Christopher Morrill, Colleen Bell, Em  
Kwissa, Frank Kenyeres, Frank McLean, Jim Hamilton, John  
Price, Lindsay Melson, Mark McClain, Miles Meagher, Rick  
Kuzie, Rob Allan, Rob Choi, Steve Gaebel

**Layout & Design**  
Travis Bevan

**Advertising Design**  
James Robinson

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**Cuyler Green, A.A.E.**  
 Chair, IAAE Canada  
 Director of Operations  
 Prince George Airport Authority

## A Message from IAAE Canada 20 Years in the Making: IAAE Canada

In 1994, I was first made aware of IAAE Canada. I was at an AAAE function at Embry Riddle Aeronautical University in Prescott, AZ where I was a student at the time. I was introduced to Spencer Dickerson, currently AAAE Senior Executive Vice-President, Global Operations and Secretary to the Board of Directors. When he found out I was from Canada, he told me that AAAE was proud to have just introduced the AAAE model of an airport professional development organization in Canada, to be known as IAAE Canada. Canadian airport professionals had been members of AAAE for many years

prior to the creation of IAAE Canada. In 1994, Transport Canada announced the National Airport's Policy (NAP), which would oversee the devolution of airports from government owned and operated to privately run entities. Both the soon to be emancipated airport professionals and the AAAE recognized the need for a group to share ideas, knowledge and to continue the advancement of the airport management profession that Transport Canada previously oversaw. As a result of the NAP, a select group of Canadian airport professionals and the AAAE worked together. IAAE Canada was the result.

IAAE Canada is closely based on the AAAE model of professional development and airport education, but there is one crucial difference. IAAE Canada does not perform as an industry lobby group beyond our mandate of education. That role was already well served and continues to be served by the Canadian Airports Council and provincial aviation associations.

IAAE Canada was in its most embryonic stages during the years between 1994 and 1998. During this time, accelerated accreditation academies were being held across the country to develop a core group of Canadian Accredited Airport Executives who could then take on the roles needed to form an official board of directors, create an accreditation committee and fully develop Canadian Accreditation program. Several five-day-long accreditation academies were held in 1995 and 1996 in cities, large and small, across Canada.

The accelerated accreditation process was similar to what we have today. It was only open to members who had over ten years of airport management experience, with candidates proving they have a solid foundation of all aspects of airport management by writing an exam and completing a written research paper. The accelerated program ended in 1998 and resulted in an initial cadre of over 30

*Continued on page 7*

### MEET THE IAAE CANADA BOARD OF DIRECTORS

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To learn more about IAAE Canada, go to [www.iaaecanada.org](http://www.iaaecanada.org) or call (905) 297-2236.



THROUGHOUT THE MAGAZINE, YOU WILL FIND CONGRATULATORY MESSAGES TO IAAE CANADA FOR REACHING ITS 20-YEAR MILESTONE. THEY CAN BE FOUND ON PAGES 6, 16, 20, 23 AND 25.



From all of us at Regina Airport Authority congratulations IAAE Canada on 20 years of aviation excellence and in assisting airport executives in fulfilling their responsibilities to the airports and communities they serve.



Regina Airport Authority Inc.  
yqr.ca

Congratulations to the  
**INTERNATIONAL ASSOCIATION of AIRPORT EXECUTIVES CANADA**  
on 20 great years of service to airport professionals.



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Continued from page 5

A.A.E.s in Canada who then became the foundation of the IAAE Canada board of directors and the accreditation committee who oversaw the creation of a complete Canadian Accreditation program that was ready for new candidates in 2000.

The first member to receive the A.A.E. designation after the expedited accreditation program had closed was Bryan Gordon, A.A.E. in 2003. Since then, over 30 members have received their A.A.E. and there are currently over 30 more in the various stages of the process of becoming an A.A.E. IAAE Canada still has over 20 of the initial cadre of founding A.A.E.s active on the board, various committees and as individual members.

As IAAE Canada has grown, so have the services it offers to its members. When we began, members were offered access to AAAE newsletters, the magazine and the website. The administration of the association was handled by a part-time coordinator who worked out of a home office. Since then, IAAE Canada has grown too, from producing a quarterly newsletter, to a monthly e-report, moving to

a weekly e-report and finally to a bi-weekly e-report and a bi-annual magazine.

In 2000, IAAE Canada offered a single training program, the accredited airport executive designation. Now, in 2014, IAAE Canada has a suite of 15 in-class courses and 17 online courses distinct from our in-class offerings. In 2014, IAAE Canada will host its eighth annual Facilities, Operations and Airport Managers (FOAM) conference and its second bi-annual international conference, the Evolution of the Airport & Air Carrier Industry, in March.

IAAE Canada, and all those who have been a part of the association over the

The International Association of Airport Executives Canada (IAAE Canada) exists to promote the profession of airport management and the professional development of airport managers in Canada.

Since its inception in 1994, IAAE Canada has helped many members accomplish their goals by providing various educational and career enhancing opportunities.

last 20 years, can be very proud of the progress that has been made since 1994. What began as a desire to preserve the networking and industry knowledge of Transport Canada trained managers, has grown into a successful, industry professional association that continues to advance the state of the art of the airport management in Canada. ✈

**TELLING THE STORIES THAT MATTER TO YOU!**

This publication strives to tell the stories that matter most to you, our members. Do you have an idea for an article that you would like to see published in a future issue of *The IAAE Canada Airport Magazine*? If so, we want to hear from you! Send your ideas to [michelle@iaaecanada.org](mailto:michelle@iaaecanada.org) for consideration for an upcoming edition. Keep abstracts to 200 words or less. All ideas are subject to approval. If your topic is chosen, you will be contacted at a later date.

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# Wildlife Management – Thinking Outside the Fence

As I stand in a field of harvested soy bean this crisp spring morning, the sun just peeking over the horizon, my eyes are focused on the row of trees and a stealthy silhouette creeping in the long grass below them. The occasional colour of grey and brown fur is now reflected by the emerging sun and the positive identification of a coyote presents itself. We are both approximately 800 feet from the centre line of this regional airport in Toronto, and no, we are not about to control this foraging coyote with lethal controls, but use an aspect of our integrated wildlife approach to simply monitor the behaviour of this off-site resident species and use it as a control tool to aid in our wildlife management initiatives.

Understanding a wildlife species on and off the airport is a key component in managing an effective airport wildlife management program. Compliance with transport regulations

and applying procedures as part of the SMS program or other operational programs (if not a certified airport) is the basis of “managing” the program; however, if we do not understand why the wildlife is there, or what they will do next, our efforts in managing a process will be an exercise of futility.

Our risk assessment at this airport identifies wildlife species, transient and resident, hazardous and non-hazardous, both on and off the airport property. The new ABRAP (*Airport Bird Hazard Risk Assessment Process*) was implemented here in 2010, and is used and updated regularly to evaluate both avian and mammalian hazards and risks within the designated *bird hazard zones*. We know the trends of the hazardous species through its seasonal biological cycles and respond with increased monitoring and integrated controls during these times. With this knowledge, we are able to increase the effects of the tools we use by managing the natural predation on-site, using the coyotes to deter the geese from wanting to call the airport their buffet spot. By monitoring the coyote activity, both daylight and twilight, we are able to identify and control adverse behaviour, knowing which are resident species, and also knowing the limits to their territory on-site. During the past five years, only one exchange in coyote dominance occurred, due to mange, and one season of a new litter of pups were present with the new resident coyote on-site. No incidents have occurred due to coyotes, and hazardous Canada goose activity is minimal, resulting in an exemplary bird strike safety trend.

This approach to managing wildlife is not uncommon to professional airport wildlife personnel, either contracted or on staff, and exemplifies the approach to risk assessments principals using Exposure (*to wildlife hazards*), Probability (*of wildlife strike*), and Severity (*of a strike*) as part of the wildlife management process.

The wildlife management program at this ‘certified’ regional airport is managed as a cooperative approach, where the in-house staff is trained on wildlife management control and process as part of the CAR’s, and conduct basic hazing of adverse bird populations on-site. Our contracted services enhance the airport’s program by providing updated land use assessments, staff training, on-site control of wildlife management services, and wildlife planning initiatives and awareness. This cooperative approach is becoming more popular with regional airports, as the pool of resources is updated by contracted wildlife professionals, and the investment to the airport is “budget acceptable.” ★





# Why Should You be a Part of IAAE Canada?

IAAE Canada | 1383 King St E | Hamilton, ON L8M 1H6  
 Phone: (905) 297-2236 | Fax: (905) 963-7833  
 E-mail: [headquarters@iaaecanada.org](mailto:headquarters@iaaecanada.org)  
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*Members of IAAE Canada have access to the following career-enhancing benefits. For details, please e-mail us at [headquarters@iaaecanada.org](mailto:headquarters@iaaecanada.org), call (905) 297-2236 or go to [www.iaaecanada.org](http://www.iaaecanada.org) to apply for / renew your membership.*

## ACCREDITATION PROGRAMS A.A.E – THE MARK OF AN AIRPORT PROFESSIONAL

The IAAE Canada Accreditation Program (A.A.E.) is the **industry standard for airport executives and equivalent of a fourth-year university academic level.** It challenges the candidates to prove their knowledge and skills in three distinct ways: passing the exam, researching and writing a management paper and passing the Board of Examiners panel interview. Candidates are given three years to complete the program.

## A.A.P. – THE ACCREDITATION AIRPORT PROFESSIONAL PROGRAM FOR INDUSTRY PROFESSIONALS

The IAAE Canada Accredited Airport Professional (A.A.P.) is a program for Industry Members. It is similar to the A.A.E. program in that the candidate has three years to complete and there are three phases, which are: **passing the exam, researching and writing an article that is approved by the Board of Examiners, and having it published in an industry magazine,** and completing any two of the following: attending an IAAE Canada Conference, successfully completing an IAAE Canada course of your choice, or successfully completing any 10 of IAAE Canada's online courses.

Upon successful completion of the requirements, the Accredited Airport Executive or Accredited Airport Professional may use their new

designation of A.A.E. or A.A.P. as applicable after his/her name.

## THE IAAE CANADA WEEKLY E-REPORT

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## THE 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 detailed information on **upcoming courses, conferences, employment opportunities, membership lists and a list of our corporate partners.**

## ONLINE TRAINING

IAAE Canada's Online Training is designed for new entrants into the airport industry. Short lessons, affordable but very valuable information. Online, on-call, anywhere, anytime.

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## 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 fee.

## IAAE CANADA ANNUAL REPORT

Distributed annually via memory stick to members in good standing, this contains **committee reports on activities for the past year,** including audited financial statements, a list of our corporate members, and a full outline of the items and services our corporate members can provide.

## AIRPORT MANAGEMENT LIBRARY

This library contains numerous reports, surveys and other current written materials. The library can be accessed through the IAAE Canada and AAAE websites, and also provides extensive information on all aspects of airport operations. ✈

# World-Class Expansions for YYC

By Paul Adair

Over the last number of years, passengers flying in and out of Calgary have witnessed a great deal of change at Calgary International Airport (YYC) as the International Facilities Project (IFP) nears completion. Now in its third year of development,

this project, along with the development of YYC's fourth runway, represents the single largest expansion that The Calgary Airport Authority has ever undertaken.

With a total budget of \$1.43 billion, the IFP is expected to be completed in late 2015 and will more than double the

size of the existing terminal building by adding 183,000 square metres of space on five different levels. Twenty-two new gates will be added to the facility, with the option of adding even more gates in the future. Along with the terminal expansion, there is a 300-room hotel that is included in the scope of the project, which will be operated by a third party.

An additional \$620 million has also been allotted to the Runway Development Program (RDP), which, when finished, will include a 14,000-foot runway. This project—the airport's fourth runway—will give The Calgary Airport Authority bragging rights on having the nation's longest runway, surpassing the previous record-holder by over 1,000 feet, which also happens to be at YYC. The RDP will add an aircraft parking apron, taxiways and two taxiway underpasses, one of which provides access to a business park that is located on airport land. All elements of the project are expected to be operational later this year.

Currently Canada's third busiest airport, YYC welcomed over 14.3 million passengers in 2013 and handled approximately 173,000 air carrier movements. Having already doubled in size and passenger volumes, and with continual record-breaking growth, the Authority decided to commence work on the major expansion project in 2011, in order to better meet the needs of the many travellers using the airport's facilities.

"We realized that with current and projected growth we would begin to experience capacity limitations for aircraft gates, as well as passenger and baggage processing, in our international and transborder facilities," says Don



*About 183,000 square metres will be added to the Calgary International Airport.*

Edwards, Director of the International Facilities Project at YYC. "We have a very busy terminal building, especially at peak times and this project ensures we can accommodate the increasing demand, now and well into the future."

The additional capacity provided by the expansion will provide the airport with the opportunity to add more flights to its already extensive network and will offer more travel destination choices for those in the Calgary market and throughout Western Canada.

The new expanded terminal has incorporated a number of green technologies into its design, aiding in the reduction of its carbon footprint. Four cogeneration units are being installed for generating supplementary heat and power, which will prevent 4,900 tonnes of carbon dioxide per year from being released into the atmosphere. The IFP teams are also working to ensure that on-site materials are recycled and reused wherever possible. They are currently on target with plans to divert 75 per cent of materials from the landfill.

The building's construction incorporates a number of leading-edge initiatives, including double-façade windows, which will reduce heating and cooling load demands, not only reducing annual operating costs, but ensuring efficiency and sustainability. Extensive use of windows for the exterior walls, combined with the use of skylights, will optimize natural daytime lighting and reduce the overall demand for artificial lighting.

Once the project is completed in late 2015, the expansion will strengthen Calgary International Airport's ability to continue offering world-class service to its passengers, without sacrificing any of the western charm that has been long-held by the city's existing airport facilities.

"Our new facility will have a sufficient "wow factor," to put it on par with leading international airports," says Edwards. "At the same time, the design and warm, appealing environment will reflect Calgary's spirit of innovation and hospitality." ✈

## IAAE CANADA CELEBRATES 20 YEARS

Since 1994, the International Association of Airport Executives Canada (IAAE Canada) has assisted countless airport personnel across the country in their professional development and training.

IAAE Canada provides learning and career enhancing opportunities through training courses (both classroom and online conferences); accreditation programs; and career listings.

Their professional development programs address the challenges of managing small, medium and large airports in Canada, and their primary goal is to assist airport executives in fulfilling their responsibilities to the airports and communities they serve, by personal and professional development and training.

For more information on IAAE Canada, please go to [www.iaaecanada.org](http://www.iaaecanada.org).

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# Cargo Takes Flight at Hamilton International Airport

By Lauren Yaksich

Originally constructed as a wartime airforce training station, John C. Munro Hamilton International Airport has become one of Canada's largest airports for domestic air cargo distribution, a growing passenger airport and a strong economic driver for the greater Hamilton region.

Its strategic location and uncongested 24/7 operations make the airport an attractive option for both passenger and cargo carriers looking to serve the Southern Ontario market. While passenger operations are a vital part of its business and over 340,000 passengers were served in 2013, the real success story lies in Hamilton International's cargo operations.

Home to major cargo players—Cargojet, Purolator, UPS and DHL—Hamilton



*Hamilton International Airport is one of Canada's largest airports for domestic air cargo distribution.*



*Lauren Yaksich, Manager, Marketing and Communications, John C. Munro Hamilton International Airport.*

International plays a key role in overnight express air cargo distribution. In 2013, over 388,000 tonnes in total landed cargo aircraft billable weight was realized at Hamilton International, translating to over 75,000 tonnes of goods moved through the airport. These volumes generate significant economic benefits; over 2,700 jobs were created through airport activity in 2013, 70 per cent of which is attributed to cargo operations.

As a smaller regional airport, Hamilton International is able to provide customized solutions for its airline partners. This, along with competitive airport fees, quicker turnaround times and a flexible approach to operations, allows Hamilton International to sustain and grow its valuable cargo airline partnerships. With the majority of cargo operations taking place at night, Hamilton International's 24-hour operation helps ensure that deadlines are met.

To support the airport's growing cargo operations, in January 2013 the Canadian and Ontario governments, with

Hamilton International Airport and support from Hamilton's municipal government, announced funding to develop an Air Cargo Logistics Facility. In March 2014, it was announced that Cargojet will be the anchor tenant for the facility and occupy approximately half of the 77,000 square foot building for both office and dedicated warehouse space.

Equipped with multiple trucking docks and specialized handling environments, the Air Cargo Logistics Facility will cater to niche product markets such as pharmaceutical and biomedical industries, automobile manufacturing and perishable goods. A focus on developing customized solutions for the efficient movement of such goods in and out of the Southern Ontario region will further support the development of clean industries in and around the Hamilton area.

Construction on the facility is expected to begin in spring 2014 and be complete by 2015. In addition to the benefits the facility will bring to the



*Cargo operations at Hamilton International Airport.*

airport, it will also add to Hamilton's strength as a multi-modal gateway for goods movement and set a strong footing for future development of the Airport Employment Growth District, a city initiative to develop designated lands surrounding the airport for light industrial and commercial activities.

The airport's unique operating structure serves as an asset and differentiates it from its other Canadian airports; Hamilton International is the only airport operated under a Public-Private Partnership in Canada. Hamilton International is a wholly owned subsidiary of Vantage Airport Group, an industry-leading

*Over 2,700 jobs  
were created  
through airport  
activity in 2013, 70  
per cent of which is  
attributed to cargo  
operations.*

investor, operator and developer of airports around the world. Vantage takes a holistic approach with its network of nine airports on three continents, providing opportunity for Hamilton International to take part and benefit from the development and implementation of global airport best practices.

With a positive outlook for continued growth in its cargo business, development of new infrastructure in the Air Cargo Logistics Facility and a creative approach to develop customized business solutions for its partners, Hamilton International looks forward to enhancing its position as one of the largest cargo airports in Canada. ✈



*Construction of the Air Cargo Logistics Facility will begin this spring.*



INTERNATIONAL ASSOCIATION of AIRPORT EXECUTIVES CANADA



IAAE CANADA

# Announcing.... The 9<sup>th</sup> Annual Facility, Operations & Airport Managers Conference

Photos provided by Tourism Vancouver.



## Proudly Coordinated By IAAE Canada

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**Details will be available soon at [www.iaaecanada.org](http://www.iaaecanada.org).**

*"From an airport operations perspective, attending the FOAM Conference is a must. I always walk away with new information and best practice knowledge, from both the sessions and 'coffee chats' with colleagues."*

**- Rick Proulx, Regina Airport Authority**

*"This was my first time attending the Operations & Airport Managers Conference. I found it to be very interesting, informative, and a great networking opportunity!"*

**- John Semple, Canadian Base Operators**

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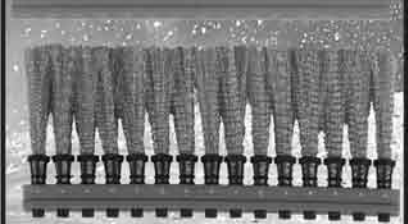
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# Emerging Technologies: Grooved Runways, Increased Safety

By Ian Kjargaard, CEO, Dan-Mark Runway Grooving Ltd.

Airports around the world are experiencing an increase in air traffic, making on-land aircraft movement an obvious focus for safety improvements. Since the 1960s, grooving of runways and high-speed taxiways is one way that airports have aimed to improve safety in their key heavy-traffic areas. The idea is now starting to gain momentum in Canada, improving airport infrastructure just as aircraft manufacturers are constantly innovating to improve aeronautical safety.

Now in its 28th year of airside markings, Dan-Mark Traffic Marking understands the increasing demands being placed on airport operations and the need to take every possible step to ensure safer landings and reduce the chances of overrun. Its sister company, Dan-Mark Runway Grooving, is at the forefront of the grooving industry.

Ian Kjargaard, CEO of Dan-Mark Runway Grooving, has seen many great advances in aircraft safety and is confident in the benefits a grooved runway provides.

"I have always taken aircraft safety very seriously and I know first-hand that every step taken to prevent incidents is well worth the investment."

On a grooved runway, aircraft stopping-distance is increased by 10 per cent. In wet conditions this figure goes up to 35 per cent, a significant improvement to safety. Grooving consists of etching small grooves into the existing runway



The above to-scale image shows the true size of the grooves, at 6mm deep by 6mm wide.

surface. Just 6mm deep by 6mm wide with a spacing of 37mm centre to centre, this method greatly reduces hydroplaning on landings and take-offs. Another

benefit is that a wet surface area will dry much faster, again increasing stopping distances and improving the handling of aircraft and ground traffic.

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Along with the reduction in hydroplaning, there is also the benefit of reducing re-application of de-icer on the runway. With grooved runways and taxiways, the de-icing materials stay in the grooves for twice as long, as they are not easily washed or blown away, leading to great operational cost savings.

*On a grooved runway, aircraft stopping-distance is increased by 10 per cent. In wet conditions this figure goes up to 35 per cent, a significant improvement to safety.*



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Tests have shown that another benefit to a grooved runway is that the need to do rubber removal is reduced by half, as the co-friction levels are maintained longer with a grooved surface. Concern about the impact of ice to a grooved runway turns out to be based on a myth. In fact, when ice forms in the grooves, expansion does not affect the edges of the pavement, as the ice will simply expand upward. In addition, the equal force of ice within each groove would prevent any chance of concrete erosion or spalling. ✈

# Fortbrand Services Inc.

By Alan J. Stearn, Executive Vice-President

**F**ortbrand Services has been in the business of leasing, renting, selling, maintaining and trading aircraft ground support equipment (GSE) and airfield maintenance equipment since 1983. The company operates as a niche business, specializing in the trading of GSE, the origination and servicing of leases of GSE throughout the aviation industry, and the sale, lease and aftermarket support of airfield maintenance equipment.

The company purchases both new and used GSE for subsequent sale, rental or lease to its customer base. Rentals of equipment are generally of a short-term duration, while leases may be either operating or finance leases, with terms ranging from 12 to 84 months.

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Fortbrand Services is also the owner of the Vammas brand of multi-purpose airport snow removal systems and is the exclusive worldwide distributor for Vammas equipment. The Vammas product line is manufactured in both Europe and North America.

The company provides all aftermarket support activities in connection with its airfield maintenance equipment business, including commissioning of vehicles upon delivery, training, technical support and parts support. ✈

For more information, contact Alan J. Stearn, Executive Vice-President, at (516) 576-3200 or [info@fortbrand.com](mailto:info@fortbrand.com).



Fortbrand's Beam Multi-Task Airport Service Vehicle.



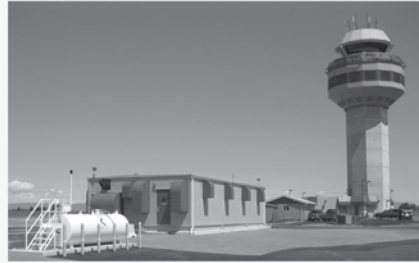
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Fortbrand's Bergkamp FP5.



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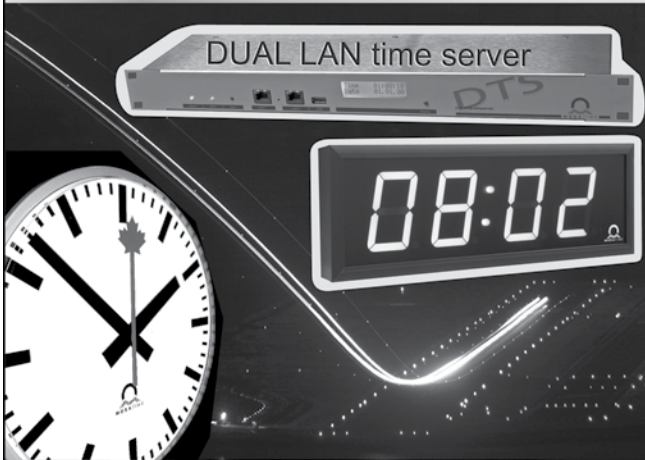


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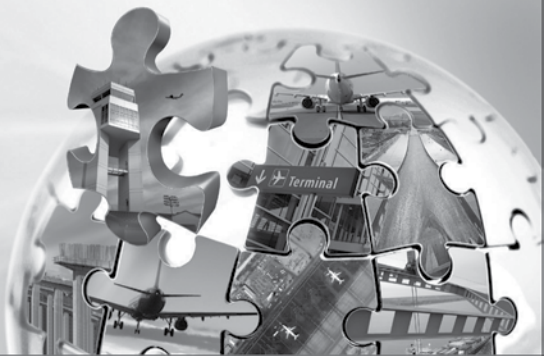


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# Bill Newman, A.A.E., Greater Toronto Airport Authority

*Bill Newman didn't set out to get into the industry, but after 39 years, he says he would do it all over again*

By Holli Moncrieff

Most people who have traveled through Toronto's Pearson Airport never saw Bill Newman. But Bill devoted almost four decades of his life to making sure their flights were as safe and enjoyable as possible. An Accredited Airport Executive with the International Association of Airport Executives Canada, Bill was the Director of Aviation Regulations and Programs for the Greater Toronto Airport Authority when he retired last December.

"I was committed to making the travels of others as smooth, as issue free, and as pleasing as possible. That was my job," he says. "I had 39 very full and rewarding years in the industry. If I had to do it again, I would."

Bill never expected to end up in the aviation industry. He earned a degree in history and political science from Carlton University in 1974.

"My first preference was to get into the diplomatic corps," he says.

He applied to the Canadian Foreign Services and the Public Service Commission of Canada, and was accepted into the Public Service Commission of Canada's 18-month management trainee program.

"We were all trained to become future managers. Once I completed the program, there were two employment options available to me, and one was with Transport Canada. I thought, 'this sounds really neat', and that's how it all began," laughs Bill. "It was by accident but by good fortune."

Bill has held several different positions within the industry throughout the years. From 1974-80, he worked as a director in the Ottawa International Airport's marketing division. He joined the Toronto Pearson



*Bill Newman was most often hard at work behind the scenes, rarely seen by passengers.*



*Bill dedicated much of his life to keeping travelers safe.*

International Airport Authority in 1981, where he worked in their Communications Development Division until 1989. He served as Manager of Terminal 1 at Pearson from 1989 until 2013.

"This industry provides wonderful opportunities to meet people from all over the world, and I count them as friends and colleagues," he says. "The best part of my job was all the different people and connections I was able to make—the friends I've made over the years that I still have."

The aviation industry has changed drastically over the years and Bill was on the front lines of it all.

He was trying to manage a customs officer strike on 9-11.

"We had a TV feed up and as soon as we saw the second plane hit, we knew it was something really bad," says Bill.



*In August 2012, Bill spoke at the AAAE/IAAE Canada Conference, The Evolution of the Airport & Air Carrier Industry: What Does it Mean for My Airport?, held in Montreal, QC.*

"The world really changed on 9-11, but it changed even before that with the bombing of an Air India flight in 1985. Those changes were just as or even more dramatic than what happened after 9-11. Passengers used to be able to walk right up to the gate with their family or friends."

He remembers 2003 as a particularly tough year for the industry, with the challenges of SARS, airlines going bankrupt, ice storms and blackouts.

"We've had periods of calm interspersed with violent upheavals," he says. "Our industry involves long periods of boredom punctuated by moments of sheer terror. You're only as good as your weakest link, and the stress of airport management is making sure all of those links are functioning smoothly."

One of the highlights of Bill's career was managing the opening of the new Terminal 1 at Pearson Airport.

"We had to shift the airlines around between old Terminal 1, Terminal 3 and Terminal 2. We essentially had 120 days to complete all these moves," he says. "By teamwork and good collaboration, we met the 120 day target. The terminal opened flawlessly. An incredible amount

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After 39 years in the industry, Bill retired from the Greater Toronto Airport Authority in December 2013.

of advance planning went into that opening.”

Bill predicts that airport services will become more and more automated in the years to come.

“Forecasting is a dangerous business, but I believe we’re going to see a much greater prevalence of self-serve applications as we go through the airport. Check-in counters and baggage could be radically different. You’ll be able to check in through your phone, and there may not be check-in baggage anymore,” he says. “There will be a much greater reliance on social media to converse with passengers as they travel through their experience. These trends are already happening.”

The management training program that gave Bill his start in the industry no longer exists. He says it is wonderful that associations like IAAE Canada are filling in these gaps.

“One of the main voids IAAE Canada has set out to fill is training and professional development,” says Bill. “I value my accreditation with IAAE Canada as much as I value my degree.” ✈

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While Bill didn't set out to get into the industry, he would do it all over again.





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