

The IAAE Canada

Spring 2015

AIRPORT MAGAZINE

An official publication of the International Association of Airport Executives Canada



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Aerial view of an airfield runway at dusk. The runway is illuminated with lights, and the sky is a deep blue. There are orange graphic overlays on the left side of the image, including a large orange bar at the top, a smaller orange bar in the middle, and a larger orange bar at the bottom containing the text 'Airfield. Our Field.'

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

Our members tell us that a significant value of being a member is the opportunity to network with other industry professionals and the strong relationships that are formed. The airport industry in Canada is relatively small and

many of our members are not only active in the development of the airport management profession through IAAE Canada, they also participate in the many provincial, national and international airport and aviation organizations.

These organizations all contribute to enhancing and expanding the knowledge and expertise of our industry and our members, just as our members contribute their knowledge and energy to those organizations and our industry in general.

Our members work with the American Association of Airport Executives (AAAE), the International Association of Airport Executives (IAAE), the Canadian Airports Council (CAC), the Regional Community Airports of Canada, the Canadian Owners and Pilots Association, the Air Cadet League of Canada and their local squadrons, Georgian College, the British Columbia Institute of Technology, along with every provincial and territorial aviation

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and airport association. This inter-organizational networking strengthens both our members' knowledge and expertise, and that of the organizations they work with.

It is not only individual members who forge those relationships and partnerships; IAAE Canada, as an organization, works closely with our partners at AAAE, IAAE and CAC; while our specific goals and purposes may be different, ultimately, we are all working towards the advancement of airports and aviation.

Each organization, by focusing on the areas where they can be most effective, can develop the specific knowledge and skills for that area without trying to be everything to everyone. It is a strategy of specialization that we employ in many aspects of our working and personal lives.

We cannot all be masters at everything. By working together, we are all stronger and are able to advance the industry further and quicker than we could as individual organizations. I encourage all members to participate in every way you can, not only with IAAE Canada, but with any organization that needs your help. I am certain you will find the experience rewarding and enriching for you, the organization and the state of the art of airports in Canada. ✈

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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, call (905) 297-2236 or go to 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.

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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. ✈



Tom Coupland Retires From IAAE Canada

By Paul Adair

After returning home to Canada following a short Australian vacation of 30 years, Tom Coupland has been part of the airport industry as long as he has worked with IAAE Canada. Now, after nine years with the association, Tom will be stepping down as Executive Coordinator at the end of May.

IAAE Canada has changed much during Tom's tenure. He was able to create and facilitate new courses, increase the association's profile within the industry, and service the members in a way that is second to none amongst associations. In addition, Tom has seen membership expand from 222 members in 2006 when he started to 342 members at the end of 2014.

As there was no incumbent in his chair when Tom first came to IAAE Canada, many of these feats were accomplished through trial and error, as well as with the support and guidance from the association's very involved Board of Directors.

"Without a doubt, my biggest challenge was in my first eight months," says Tom. "I had to figure out how things

"I used to quip that my introduction to this industry had such a sharp learning curve that it made the Tower of Terror ride at Disney look like a pancake."

were done, and then develop systems that helped me to make sure we didn't repeat the mistakes of the past, while also learning the industry jargon. I used to quip that my introduction to this industry had such a sharp learning curve that it made the Tower of Terror ride at Disney look like a pancake."

Tom anticipates his time in retirement to be spent divided between exploring the highways on a touring motorcycle



Tom Coupland.

he purchased last year—much to the chagrin of his wife—and continuing to be active with his church.

He also has the following advice for the person who will be taking over his position after he retires.

"This role is a customer service role, everything else you know comes second to satisfying our customers—who are our members," says Tom. "And lastly, make sure to look after our membership, whom I also consider my friends." ✈

Non-Passenger Screening

By Jennifer Sullivan

The basic model of passenger and cabin baggage security screening that is at our airports today—the walk-through metal detector for passengers and the x-ray for carry-on bags—has been in place since the early 1970s. While the equipment has become sophisticated, and new technology has been introduced, such as full body scanners and explosive trace detection, the basic concept of a screening lane has not changed significantly in 45 years.

While this screening model works, it is expensive, inefficient and not customer-friendly. Costs continue to increase and throughput per lane has not significantly increased over the years. Given the predicted growth in air travel, unless there is a fundamental retooling of how passenger and cabin baggage screening is delivered, our airports will need to dedicate increasingly more space to provide for security screening.

In addition, passengers are becoming increasingly dissatisfied with the queues and intrusive, cumbersome measures such as removing liquids, laptops, jackets and shoes—the entire process was not designed with the paying customers’ needs or wants in mind. The global aviation



Photo credit: Susan Stocker/South Florida Sun Sentinel.

industry is in agreement that today’s model is not sustainable for the long-term.

To address these concerns, the International Air Transport Association (IATA), Airports Council International (ACI) and the International Civil Aviation Organization launched individual programs such as “Checkpoint of the Future,” “Better Security,” and “Next Generation

Screening” to address the need to modernize the security screening process.

In 2013, IATA and ACI signed a memorandum of understanding in order to “better align their resources and expertise to improve the journey from curb to boarding” (www.iata.org/pressroom/pr/Pages/2013-12-12-02.aspx).

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The "Smart Security" project aims to increase efficiency and improve the passenger experience, by promoting process innovation, development of next generation security methodologies and introducing risk-based security concepts at the screening checkpoint.

The "Smart Security" project's three main objectives are to:

1. Strengthen security by using innovative and new processes and technologies that will allow resources to be focused and based on risk;
2. Increase operational efficiency by increasing throughput, optimizing resource utilization, reducing costs and maximizing the use of space and other critical resources; and
3. Improve the passenger experience by reducing queues and waiting times and using technology to reduce the intrusiveness and time consumption of security screening.

To achieve these goals, the "Smart Security" program is focusing efforts on validating the security effectiveness and operational efficiencies in the following areas:

The global aviation industry is in agreement that today's model is not sustainable in the long-term.

- Passenger security scanners (e.g. latest generation of scanners);
- Behaviour analysis;
- Risk-based security (e.g. biometric authentication and verification);
- Cabin baggage screening solutions (e.g. advanced detection algorithms);
- Centralized image processing (e.g. auto clear software);
- Explosive trace detection;
- Lane design and automation; and
- Checkpoint real-time monitoring.

Overseeing the project is the Smart Security Management Group (SSMG), which brings together five global airlines, five international hub airports (including Toronto Pearson) and five government authorities (including CATSA and Transport Canada). The SSMG is tasked to provide high level guidance, as well as detailed policy and technical and operational requirements to ensure all global

and stakeholder interests are considered in the design of Smart Security solutions.

To date, proof-of-concept projects are underway in several major airports including Amsterdam and London Heathrow. Positive impacts have been noted in dynamic screening equipment and risk based differentiation, centralized image processing, auto-clear software and innovative lane design such as parallel divesting and repacking.

Based on the success of these trials, Melbourne, Doha, Vancouver, Toronto and Dublin airports will join, or have joined, the program to launch new initiatives to challenge the status quo and redesign this half-century old process. ★

Jennifer Sullivan is the Director of Corporate Safety and Security, Governance, Corporate Safety and Security at the Greater Toronto Airports Authority.

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Smart Security is presented as a menu of options that can be selected to meet unique regulatory and operational requirements

<p>Passenger security scanners</p> <p>The latest generation of passenger security scanners can detect both metallic and non-metallic threats, reduce the need for intrusive pat-downs by automatically locating concealed objects and minimize privacy concerns by displaying an anonymized stick figure rather than detailed images of the body. The use of millimeter wave technology has been evaluated as safe and recent innovations including reductions in size and weight, as well as process improvements from multiple resolution screens, have helped increase the throughput rate to meet the requirements of a highly efficient checkpoint.</p>	<p>Cabin baggage screening solutions</p> <p>Multi-view X-ray equipment allows screeners to inspect items from different angles improving threat detection ability and can run algorithms that assist the operator with the detection of guns and explosives. Emerging technologies such as CT, diffraction X-ray and liquid explosive detection systems will further enhance these screening capabilities, and offer the potential for passengers to leave liquids, laptops and other electronics in their bags.</p>	<p>Centralized Image Processing</p> <p>Centralized Image Processing (CIP) involves the physical networking of X-ray screening equipment with the X-ray images sent to a location away from the checkpoint for inspection. Screeners operate in a calmer environment and are able to make decisions without the distractions of the checkpoint. A network ensures that bags requiring secondary inspection are automatically requeued for search and the image returned to the correct lane. Trials have demonstrated that significant operational efficiencies can be achieved with CIP.</p>	
<p>Behavior analysis</p> <p>The observation and analysis of both positive and negative passenger behaviors can assist in the evaluation of an individual's risk and their potential intent to commit unlawful interference on board the aircraft. Behavior analysis has often been used to detect individuals of elevated concern, but has recently also been explored for those passengers who may be offered a faster screening experience. Behavior analysis provides a means to conduct differentiated screening without the use of personal data but should only be undertaken by trained individuals.</p>			<p>Explosive Trace Detection</p> <p>Explosive residue left from manufacturing, handling or transporting explosives is hard to remove. Explosive Trace Detection (ETD) equipment provides an effective means to detect items and individuals who may pose a threat to the security of a flight. ETD has been used in some countries for a number of years, and more recently its adoption has been encouraged in several more. A number of ETD solutions are available and their portability makes them an ideal and efficient way to introduce unpredictability across the checkpoint. It is likely that ETD may be integrated with other solutions such as the X-ray or access gate in the future.</p>
<p>Risk-based security</p> <p>Risk-based security involves the use of technologies and processes that make the checkpoint more unpredictable and adaptable to an increasingly dynamic threat environment. Examples include flexible use of screening technologies that focus on the primary threats to aviation and the use of techniques that consider the risk of an individual, or group of passengers, or their travel characteristics to determine appropriate screening measures (i.e. differentiated screening).</p>			<p>Checkpoint real-time monitoring</p> <p>The networking of security equipment, supported by a dynamic IT infrastructure, can help to better coordinate and share important checkpoint information among stakeholders, from security supervisors to equipment manufacturers. Additionally, it can enable real time monitoring of key performance indicators. Through a dashboard control system, operational decisions can be made efficiently, with the impact on passengers minimized through the quicker identification of issues. Real time monitoring can provide support to all levels of operational management and ensure service levels for passengers are maintained.</p>

Strengthening Security — Increasing Operational Efficiency — Improving the Passenger Experience

Smart Security provides options to meet unique regulatory and operational requirements. Smart Security is an initiative of the Airports Council International (ACI) and the International Air Transport Association (IATA).

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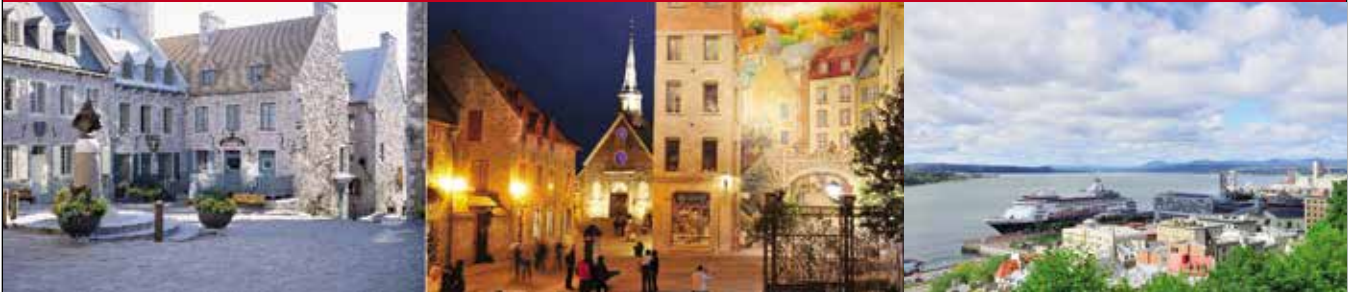


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Since 2007, IAAE Canada has delivered its annual Facility, Operations & Airport Managers (FOAM) Conference as a premier networking and professional development event for airport personnel across Canada. In that time, we have welcomed approximately 900 delegates, over 130 speakers and called seven of Canada's greatest cities our home.

In 2016, we will mark our 10th year. Delivering this conference to the Canadian Aviation Industry is a source of pride for us. We hope you can join us to celebrate this momentous occasion in June 2016 and benefit from yet another opportunity to build your knowledge and share information with industry colleagues!



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Innovation From Within: How YVR is Expanding its Home-Grown Border Technology Internationally

By Paul Mewett

International airports, major airlines and airport authorities recognize the importance of improving overall passenger experience, specifically during border processing. In 2009, the Innovative Travel Solutions (INV) team at Vancouver Airport Authority, the not-for-profit organization responsible for managing Vancouver International Airport (YVR), faced a costly expansion of its customs processing area to facilitate the increase in international travellers.

Instead of opting for a multi-million dollar construction project that would do nothing more than provide additional facilities for storing queues, YVR's INV team set out to leverage technology to alleviate congestion and improve the airport experience.

YVR developed its first application of the technology in partnership with Canada Border Services Agency, designed to expedite the border clearance process for returning Canadians at YVR.

Encouraged by the success of the solution, named Automated Border Clearance (ABC), YVR next collaborated with U.S. Customs and Border Protection (CBP) to create a solution customized for entry into the U.S., later called Automated Passport Control (APC). YVR designed the kiosks, developed the software and manages all deployments and maintenance and support.

That success, combined with the overwhelmingly positive response from passengers, airlines, airport officials and government agencies, led to the global expansion of this approach to border management, now known as BORDERXPRESS™, the world's first self-service border control solution that accepts all passports, doesn't require pre-registration or fees and can be configured to meet the needs of virtually any government in the world. The core idea behind the technology is that it is designed to process the many, and not just a few.



A passenger uses a BORDERXPRESS™ kiosk.

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Early adopters, many of which have been using BORDERXPRESS™ kiosks for more than a year now, reported significant competitive advantage and happier international travellers. In the first 40 days of operation, passengers using the kiosks at Chicago O'Hare took an average of just four minutes to proceed through Customs, while non-kiosk users spent 38 minutes. In addition, peak wait times were reduced by 33 per cent for all passengers. Compared to 2012, waits of more than 60 minutes were reduced by 58 per cent overall, and missed connections were reduced by 62 per cent.




Paul Mewett.




BORDERXPRESS™ Kiosks at Vancouver International Airport.

As the BORDERXPRESS™ product expands into international markets in the coming years, YVR's reputation for airport excellence and innovation continues to drive its spirit of customer service and passion for improving how airports operate, in all regions. After all, our technology is "Built by an airport, for airports." ✈

Paul Mewett is the Director of Innovative Travel Solutions (INV) at the Vancouver Airport Authority.





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Emerging Technologies: EFC is Fuelling the New Industrial Charter Model

By Wayne Smook

Today, innovation is all around us as new technologies are being developed on a daily basis and industries can change overnight. At Executive Flight Centre (EFC), we have created an industrial charter business model that is both adaptive and flexible. Having a singular focus on aviation has led us to develop creative solutions for our customers and be able to support an ever changing market.

Successful airport operations are the result of a coordinated effort from multiple groups seamlessly performing the movement of passengers, aircraft, aircraft fuelling and ground handling operations. EFC has designed each of our airport services to complement each other, so they work together to become a one-stop shop for all industrial charter user needs. Customers no longer need to outsource to



The security screening area at Edmonton International Airport's Terminal 4. Photos provided by Executive Flight Centre.



The passenger check-in area at Edmonton International Airport's Terminal 4.

multiple companies for their day to day operations.

EFC has taken an all-inclusive approach to channel these moving parts into our industrial charter model. The result is a solution that offers our expertise across a variety of services including airport management,

facility development, property management, aviation fuel, ground handling and security services.

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The passenger lounge at Edmonton International Airport's Terminal 4.

in Edmonton, Calgary, Fort McMurray, Fort St. John, Terrace and Kamloops are unique to their location and customized to meet the demand of that area. These facilities have been specifically designed to respond to the needs of the fly-in, fly-out operations.

EFC's goal is to leave lasting impressions with the passengers that move through our industrial charter terminals. Each facility enhances the end-user experience by improving passenger flow, operational requirements, like

security and providing a high level of comfort. Our industrial charter terminals are also modernized to meet the needs of today's passengers. With multi-functional lounges, passengers are apt to find a peaceful corner to relax in or use productive work spaces located throughout the terminal.

The same high level of customer service is experienced by all customers that travel through our network. Our excellent customer service is continuously being enhanced through the development of a

Disney-inspired quality service program that encourages our team members to go above and beyond and to always provide friendly and efficient service in our bright, clean terminals.

To improve the functionality of our facilities, we have also implemented green initiatives to not only ease our effect on the environment but reduce our yearly operational costs. As we move forward with each new project, we continue to incorporate new environmentally friendly resources into our facilities to help extend their lifetime.

Years of experience have taught us the importance of investing our resources into our employees, facilities and equipment to ensure EFC provides top quality fuel, facilities, safety and service. The result is an organization ready to embrace the challenges of change.

Please contact us today to learn more about the EFC difference 888-299-2825 or visit the Executive Flight Centre website, www.efcaviation.ca. ✈

Wayne Smook is the COO of Executive Flight Centre.



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ATS Services Ltd.: Meteorological Instrumentation Tailored to Meet Your Needs

By David Macphail

ATS Services Ltd. is a Canadian-owned company specializing in air traffic services, meteorological observations, the sales of meteorological instrumentation as well as a variety of related training programs. ATS represents several world-class manufacturers of state-of-the-art meteorological instrumentation, which allows ATS to provide a range of professional grade, reliable, sensors and systems. In order to complement and support the services and systems provided by our company, ATS also provides a wide range of training programs available at our training centers or at your location.

ATS was established in Yellowknife, Northwest Territories in 1998 and incorporated in 2000. ATS's beginnings were with a single operation at the Fort Smith Community Aerodrome Radio Station, providing a regimen of aviation communications and meteorological observing services.

ATS has continued to expand over the years to include over 60 similar operations, coast to coast to coast. These services are provided to NavCanada and government agencies, as well as the mining sector, oil and gas sector, and private airport operators.

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in the U.S., ATS established a sister company, ATS Meteorology USA, which was incorporated in 2012. We are proud to provide organizations such as the National Oceanic and Atmospheric Administration, the National Aeronautics and Space Administration, the United States Air Force and universities with world-class instrumentation.

We attribute our success to the strength of our management team and responsiveness to client needs. ATS believes that in order to effectively

manage aviation communication and meteorological services, management staff must be fully trained and certified operators who fully understand every aspect of the industry. As a result, our management team brings decades of broad and progressive air traffic and meteorological skills to the day-to-day oversight of our operations. When you have a need at your location, contact us! ✈

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Randy McGill, A.A.E.

By Paul Adair

Randy McGill, A.A.E., came into the world of airports in a roundabout way. Growing up in Moose Jaw, SK, home of the Snowbirds and CFB Moose Jaw, Randy always held a fascination with aircraft, but it was his interest in the natural environment that found him working as a warden in the mountains with Parks Canada for the better part of a decade before making the move to the aviation industry in 1990.

"I noticed a two-year term job posting for Transport Canada in Toronto doing a full environmental assessment for the addition of new runways," says Randy. "I knew that, at the very least, I would qualify for an interview and a flight to Toronto. I ended up getting the job."

In Toronto, Randy was forced to hit the tarmac running. Transport Canada had brought in the best from around the industry for the environmental assessment, including the foremost noise, social, and engineering consultants, as well as the top project managers in the field.

"I had the best—and I mean the best—on-the-job training," says Randy. "I was taught or had to learn about everything about an airport, how it worked, and about local and regional planning."

After serving over 25 years as General Manager of Environmental Stewardship with the Greater Toronto Airports Authority, Randy is now retired. In his time within the industry, Randy believes that decisiveness can be one of the most valuable lessons for those in aviation to learn.

"Make a decision—just make a decision," says Randy. "There are so many checks and balances in aviation that it's tough to do something wrong. Just make a decision. Why should it take a committee to decide if a word is spelled 'de-icing' or 'deicing?'"

The GTAA has seen a number of projects and achievements come to fruition under the watch of Randy. He was instrumental in establishing environmental assessments for new runways, oversaw the first ISO 14001 Environmental Management

In Toronto, Randy was forced to hit the tarmac running. "I had the best—and I mean the best—on-the-job training."



Randy McGill.


at an airport in North America, helped create the 3.5-kilometre hiking and biking trail through the airport property and saw GTAA rank first in 2013 for sustainability reporting in Canada for a medium-sized company.

Looking ahead, Randy sees the largest challenges for aviation coming from climate change and continuing social unrest around the world. He also anticipates some additional hurdles for aviation to clear, as technologies struggle to keep up with an expectant boom in aviation usage.

"If I were to project the future, I would go back 25 years and look at the changes that have occurred up to now," says Randy. "Twenty million passengers in 1990, 40 million passengers in 2015, and an estimated 60 million passengers at Pearson by 2033, tripling the numbers of passengers flying over the same region. The most unexpected change in aviation will be that your IT budget could soon exceed your annual capital budget."



With over two decades of experience in aviation, Randy still believes that it is the human resource that has made his career so rewarding.

"It's the staff, the people I worked with, and their expertise," says Randy. "I came for two years and was asked to stay. Twenty years later, I looked up and truly saw what a truly great airport we had built together." 



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Logan Boyd, Medicine Hat Regional Airport

By Paul Adair

Former IAAE Canada student member Logan Boyd never foresaw himself as one of those “pilot-guys” working in aviation. In fact, his interest in aviation was not evident until late in high school, when a trip through Europe allowed him the opportunity to experience some of the largest and grandest airports in the world.

“For me, this was cooler than checking out the Eiffel Tower,” says Logan, Airport Operations Coordinator at Medicine Hat Regional Airport. “The sheer scale of these airports just piqued my interest, making me think that aviation is something that I should look into doing as a career.”

Logan graduated from Georgian College in Barrie, ON last August, receiving his advanced diploma in Aviation Management. He now calls Alberta home, where his duties focus on maintaining operating documents, liaising



Logan Boyd.

with airport tenants, and managing programs at Medicine Hat Regional Airport. However, his favourite tasks may come as a surprise to anyone familiar with Alberta’s cold, mid-January climate.

“I love doing winter operations,” says Logan. “I enjoy being busy and dealing with everything winter throws

at us because you can see that what you are doing has a tangible effect and really makes a difference, in that planes are able to arrive and depart safely.”

Working at the airport in Medicine Hat has allowed Logan opportunities and experiences that he may have missed out on, should he have started out in a larger city, such as Toronto. A smaller airport has given him the chance to be part of the many facets of airport operations and obtain an appreciation for how everything comes together and to be a part of the action.

“You really need to be on your toes 24/7, as something is always coming up,” says Logan. “A lot of these things are out of your control, like weather and emergencies, but even when you are not the cause of the problem, you will find that your airport is often part of the solution.” ✈

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