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Paul Ritchi, A.A.E.
 Chairman, IAAE Canada
 Senior Manager
 Strategic Program Development
 Greater Toronto Airports Authority

A Message from IAAE Canada's Chairman

Continually Seeking Ways to Better Support Members

cost. These are challenges that need to be faced head-on in a proactive manner by our professional airport management and support teams. Who are these people? They are you, members of the International Association of Airport Executives (IAAE) Canada.

IAAE Canada continues to seek ways to better support its members. We are working on a user-friendly directory along with future mini-bios that will better enable networking opportunities to help you reach out to your peers at other airports to share ideas, experiences, and lessons learned.

Our Accreditation Academy is rated among the best in the industry. Through this extensive, in-class session, you are introduced to a 360-degree perspective of an airport. The airport system, master planning, environmental, financial, managing growth,

administrative, and operational best practices are just a few of the topics covered in depth.

Winter weather is a fact here in Canada. The effective management of winter operations, regardless of the size of the airport, is so very important. We will soon be announcing the dates for a Snow Academy to help your airport understand and to deploy best industry standards to keep your airport operating even more effectively during winter weather events.

Stay tuned for more IAAE Canada initiatives and training courses, including an international conference planned for the week of February 10, 2019 in Tucson, Arizona. You are encouraged to register for IAAE Canada courses, conferences, and, as appropriate, the academy so you can stay one step ahead in your career development and knowledge base. ✈

While the industry is relatively small as compared to others, the impact it has on the public, the economy, and employment numbers are quite profound and closely linked to GDP, global trade, tourism, and security.

Airport operations continue to ramp up, as do the demands, complexities, and

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MOVING YOUR BUSINESS FORWARD



A Message from IAAE Canada's Executive Director

Evolving to Meet the Demanding Skills Development & Critical Training of Today



Joe Mauro
Executive Director, IAAE Canada

Tell me and I forget, teach me and I may remember, involve me and I learn," Benjamin Franklin was quoted as saying.

The International Association of Airport Executives (IAAE) Canada is looking to bring to you a better learning experience. The upcoming year will see several new course offerings to augment our "tried and true" training programs.

We will endeavour to create training experiences that fit with the needs of airports and their personnel. So, it may be in-class, online, or through an interactive webinar; IAAE Canada will find the right platform for you.

"Involve me and I learn." Well, IAAE Canada is doing just that with its emergency management training. Working with The Loomex Group, IAAE Canada can now offer emergency training that includes realtime simulations. This three-day course includes exercises with Loomex's 44-foot JetStar fuselage, with an interior finished as a private-jet. The entire experience is just \$900 (\$1,000 for non-members). Check it out this summer, from June 18 to 20, in Winnipeg.

In addition, IAAE Canada and Team Eagle are developing a series of

equipment-based training modules to better prepare field staff on the proper operation of the maintenance equipment found on the airfield. The first of these will be ready this spring and will deal with rotary mowers.

And this fall, IAAE Canada will launch a made-in Canada Winter Operations program. Be sure to check our website for details as they become available.

We are modernizing our offerings to meet the evolving, and increasingly demanding skills development needs of the airport industry by delivering more tailored content that addresses the industry's most timely and critical training issues.

Our goal is to add flexibility and efficiency to your training options. ✈

Why Should You be a Part of IAAE Canada?



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 log on to www.iaaecanada.org to apply for / renew your membership.

THE TOP FIVE REASONS MEMBERS JOIN:

1. Industry-approved **training programs**.
2. **Networking** opportunities with industry peers.
3. Accreditation programs for **A.A.E. and A.A.P. designations**.
4. Access to the IAAE Canada weekly **e-Report and Airport Magazine**.
5. **Member discounts** on meetings, products and services.

ACCREDITATION PROGRAMS FOR A.A.E. AND A.A.P.

Obtaining an IAAE Canada designation is a great way to command respect in the airport industry. Since 1994, IAAE Canada has been committed to the advancement of aviation professionals by granting certified designations to individuals who demonstrate an ability to handle the challenges and responsibilities of airport management. The program is open to members of IAAE Canada and there are two streams:

1. The Accredited Airport Executive (A.A.E.) is for current airport members; and
2. The Accredited Airport Professional (A.A.P) is available to current industry and corporate members.

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What the Aviation Industry Expects of You



By Trent Gervais, CMMIII, EMP, President & CEO, The Loomex Group

Throughout my career, I have been involved in hundreds of interviews. The process usually starts with a Human Resources (HR) screening and short-listing of resumes for key interviewers to perform another screening.

In the many hours I have spent interviewing, I have thought long and hard on what makes the ideal candidate. If you had to rank the specific skills, what would they be? Experience, training, education, or personality? Is there a benefit to hiring someone who has recently graduated from a recognized university or college program vs. hiring a candidate who has gained their experience from working in the field? Of

course, both avenues offer pros and cons, so as an employer, you need to consider the right fit for the position.

In Canada, the industry is fortunate to have some great university and college programs. They are producing graduates who have been trained by industry leaders and, in most cases, have had the opportunity to work in the field as part of their training. Understanding the complexities of regulations, planning, and safety management systems can be a daunting and time-consuming task. Hiring graduates who have been provided with the appropriate level of training can be a great asset to the organization.

When reviewing resumes of potential candidates, I look beyond the experience to see what else they have to offer. Are they contributing to their community in some way? Do they want to grow with your organization, or is it a stepping-stone to somewhere else? Will they integrate into the team and, more importantly, are they willing to do their time in a potentially low-entry position? Have they been involved in organizations like The International Association of Airport Executives (IAAE) Canada, which is providing them with the tools and networking opportunities that are critical to be cutting-edge in the industry?

Aviation students and graduates need to look around at their peers and decide what is going to separate them from the others in the interview.

Hiring young graduates can be a wise move for airports. They want to work for an organization that fosters innovation and one that offers growth and advancement sooner than Baby Boomers or Gen X-ers. It is also important to provide new staff with clear and defined projects or goals with set deadlines and frequent feedback.

What does this mean for the organizations? It means that all HR departments need to reconsider what needs to be included in job descriptions, how responsibilities are assigned, and how compensation packages and hours of work will be defined.



Hiring young graduates can be a wise move for airports. They want to work for an organization that fosters innovation and one that offers growth and advancement.

Organizations need to consider recruiting young candidates while they are still in school. Consider taking co-op placement students or attend job fairs and industry events like the Facility, Operations & Airport Managers Conference to find your next employee.

Recently, I read a CareerBuilder survey that showed 45 per cent of employees plan to stay with their current employer for less than two years. It is estimated that 23 per cent of younger generations are working for themselves. Organizations need to consider recruiting young candidates while they are still in school. Consider taking co-op placement students or attend job fairs and industry events like the Facility, Operations & Airport Managers Conference to find your next employee.

Once they are hired, remember these points:

- Make them feel like they are part of the team;



HR departments need to reconsider job descriptions, how responsibilities are assigned, and how compensation packages and hours of work will be defined.

- Give assurance that their ideas are being heard and are considered important;
 - Give a clear vision of what opportunities for advancement are possible;
 - Position title, compensation, and clear direction of what is expected of them are important to the candidate; and
 - Be clear that training and professional development are not only important but are also an expectation.
- As it has been commonly said, people are the best asset of any organization. It is of utmost importance to invest the time to create your strategy to recruit and retain the best of the best. ✈

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—Robert Nesbitt, Brandon Municipal Airport

"Another great FOAM Conference this year. Looking forward to YYZ. Thanks!"

—Lindell Smith, Deer Lake Regional Airport



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The Accredited Airport Executive (A.A.E.) and Accredited Airport Professional (A.A.P.) are internationally recognized designations of a comprehensive professional development program designed to cover all aspects of airport management.

“I was nearing the mid-point of my career before I made the transition into the airport industry. While I was comfortable in my ability to deliver on my core duties, I felt I lacked the deep understanding of the industry that was shared by many of my peers. I quickly recognized that if I was to advance in this industry, I needed to build a sound foundation of industry knowledge.

“After some consideration, I decided to enroll in the Accreditation Academy and pursue the Accredited Airport Executive (A.A.E.) accreditation. In hindsight, this was the best move that I could have made. Not only have I gained the knowledge necessary to help support my career goals, but I have earned a highly regarded accreditation and built an invaluable network of professional contacts.”

—Stephen Burbridge, P.Eng., A.A.E.

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How to **Avoid Costly Re-Work** for Airfield Lighting Projects



By Sébastien Kornel, Business Development Officer, Seguin Morris

The obvious objective for any airport building a new runway or refurbishing an existing one is to install an airfield lighting system that will perform the way it is supposed to. But things don't always go according to plan, so here are a few ways you can avoid

costly re-work that will impact both the contractor and the airport.

First and foremost, you or your general contractor need to select a qualified electrical contractor with airport expertise and specific knowledge of the equipment they will be installing. Choosing the right

contractor can sometimes be a challenge but getting it right will save a lot of time and money at the end of a project.

Airport managers should always consider implementing a pre-qualification process for the contractors they will invite to bid on the job. This preliminary evaluation is critical to ensuring the contractors you choose have the necessary experience and certifications to complete the project. Don't be afraid to ask for things like the history of the company as well as resumes of managers and all electricians working on your project. A list of previous airport projects undertaken and reference letters from past clients should also be included in your prequal documents.

Just because someone is a certified electrical contractor does not mean they will have qualified electricians with the necessary airfield lighting experience. Airport managers should also verify that the contractors they choose have excellent working relationships with the approved supplier, as this will help streamline logistics and ensure that only certified and approved equipment is installed, such as:



Any airport building a new runway or refurbishing an existing one should install an airfield lighting system that will perform the way it is supposed to. Doing so will help avoid costly re-work that will impact both the contractor and the airport.



Airport managers should verify that the contractors they choose have excellent working relationships with the approved supplier, as this will help streamline logistics and ensure that only certified and approved equipment is installed.

- Use of OEM equipment only;
- Products that are Electrical Testing Labs- and Federal Aviation Administration-certified; and
- Products are certified and tested as per TP-312 5th edition.

Your supplier should always complete and provide a factory acceptance test for

the regulators and airfield lighting control and monitoring system. Did you know LED products have to be burned in and tested for a minimum of 24 hours by the supplier prior to shipment? These tests ensure that faulty equipment can be identified prior to shipping and, therefore, avoid any re-work once the product has been installed.

Just because someone is a certified electrical contractor does not mean they will have qualified electricians with the necessary airfield lighting experience.

The electrical contractor should always perform circuit testing prior to energizing new equipment. This ensures the circuits are continuous, free of shorts, and are connected according to the applicable wiring diagrams of the equipment. Contractors should use a 5kV Megger to test the resistance to ground of circuits, and those results should not be less than 1 gig-Ohm.

It is strongly suggested that all airports use an electrical pre-tender bid for any future projects—doing so will only be a value-added benefit to the airport and its project management team. ✈

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Cleared for Take-Off:

How to Make the **Leap** from Student to Employee



By Kevin Greatrix, Assistant Compliance Coordinator, The Loomex Group & Logan Boyd, Airport Operations Coordinator, Medicine Hat Regional Airport

It is widely believed that obtaining that hard-earned diploma or degree is the primary step in making the leap from graduate to employee. If you have decided to pursue a career in airport management, here are six key things to keep in mind as you work toward making that transition.

1 MAKE THE MOST OF YOUR TIME AT SCHOOL

Hitting the books is important, but so is being active and involved outside of the classroom.

Becoming a Student Member of the International Association of Airport Executives (IAAE) Canada allows students to stay informed of industry-related events and seminars they can attend. Taking advantage of these opportunities and using your time as a student to explore all sides of the industry will be of benefit as you commence your professional career.

2 PRACTICAL EXPERIENCE IS CRITICAL

After the semester is completed, your focus should be turned to securing a worthwhile cooperative (co-op) work placement within the industry. A quality co-op placement adds strength to your CV and can help you to jump the line when applying for those "entry level" job opportunities post-graduation.

Keep in mind that a co-op should be about the practical experience, first and foremost. The location or the starting wage should not be top-of-mind when applying for these positions. The

development of your industry-related skills and knowledge should be the priority when choosing a placement. Treat it as such and a dream job will be yours in no time.

3 BE A CONSUMMATE PROFESSIONAL

To be taken seriously by prospective employers, it is important to demonstrate a professional attitude. When applying for job opportunities, your cover letter and resume should be insightful and carefully proofread. A resume filled with errors and inaccuracies does not reflect well on your candidacy. Help break the Millennial stereotype by always dressing in proper attire and showing up on time. This reflects your ability to be a responsible and productive team member in the workplace.

4 NETWORK, NETWORK, NETWORK

It is a well-known fact that the aviation industry is very small, especially in Canada. Networking within the industry will have an impact on your job search success. Attending aviation-related events, like emergency exercises, charity events, conferences, and expositions will give you the opportunity to meet potential employers. Cold-calling is also a great way to make connections. Seeking out an employer directly demonstrates an eagerness to develop industry contacts and potential employment. Show your initiative by having business cards designed and printed. With a business card, contact information can be exchanged easily and can leave potential employers with a lasting impression.



Kevin Greatrix, Aviation Management graduate. Graduation Date: August 2017 | Employment Date: September 2017.



Logan Boyd, Aviation Management graduate. Graduation Date: August 2014 | Employment Date: September 2014.

5 HAVE THE RIGHT ATTITUDE

Knowledge and skills are important job requirements but being effective also means having the right attitude. Show prospective employers that you are the best candidate for the job. Having a positive attitude means you are accountable, flexible, eager to learn, and willing to accept criticism.

6 STAY CURRENT

Continuous education is important beyond initial post-secondary education in order to continually evolve as a professional and remain current within the ever-changing aviation

industry. Stay up-to-date with the most current publications, procedures, and manuals. Subscribing to industry magazines (like the very magazine you're reading right now) and newsletters (such as the IAAE Canada weekly e-Report) will help keep you informed, wise, and wellread.

The real transition from student to employee begins in your last semester. Before applying for a job, ensure your resume and portfolio are updated and reflect your accomplishments. Practice and refine interview skills and techniques. Diligently monitor the job boards and employer websites for suitable job opportunities. Now that you are cleared for take-off, be confident in your abilities and make the leap! ✈

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Responding to Airside Emergencies: Intensive Emergency Management Training

By The Loomex Group & Emergency Preparedness Consultants Inc.



The emergency management training course will train participants how to respond to an airside emergency and allow them to practice their skills in three different, interactive, full-scale exercises using the on-site jet simulator.

The Loomex Group and Emergency Preparedness Consultants Inc., have joined forces to present three interactive days of intensive emergency management training.

This three-day emergency management training course will give participants an understanding of how to respond to an airside emergency and the opportunity to practice their skills in three different,

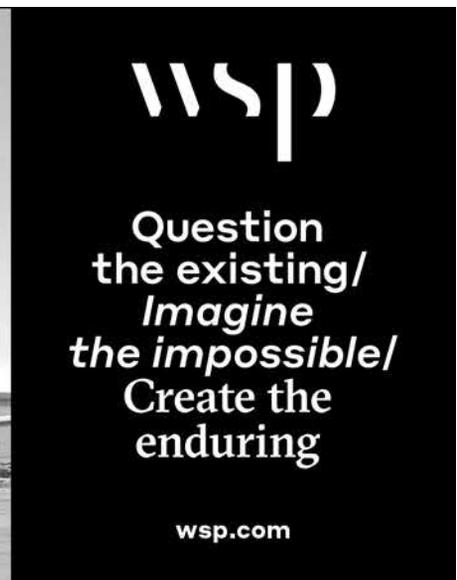
interactive, full-scale exercises using the on-site jet simulator.

The course combines classroom and participatory learning situations that will address working airside, incident management systems, and the role of the on-scene controller. It will further review hazards, resources, different types of incidents, and the strategies and tactics needed to resolve them successfully.

Accident investigation, including the importance of effective note-taking, crisis communications, witness statements, and document management, will be discussed, followed by identifying the purpose and layout of the emergency operation centre and the review of key components of a regulated Canadian Aviation Regulations emergency response plan.

An interactive case study and paper exercise are followed by three participative live emergency exercises which incorporate the on-site jet simulator. Each exercise is followed up with an interactive exercise hot wash. Participants will complete the course with increased knowledge and confidence in airport emergency response gained through their interactive learning and exercise participation.

With offices located on the grounds of the Peterborough Airport, The Loomex Group specializes in aviation management, training, and emergency management. With a team of dedicated experts comprised of pilots, airport managers, former fire chiefs, and community emergency management coordinators, the Loomex team has an unwavering focus on airport safety and emergency planning, ensuring clients

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The team at The Loomex Group has created the country's only portable business jet crash site simulator using a Lockheed JetStar fuselage.

are prepared—not just for **if** but **when** an emergency happens. Clients include both public and private enterprise across Canada.

Emergency Preparedness Consultants Inc. (EPC Inc.) is a Greater Toronto Area-based firm that offers specialized consulting services in security and emergency management. With a team of highly skilled and experienced professionals, EPC Inc. assists in the development, the management, and the improvement of security and emergency management programs. With a proven track record for excellence, EPC Inc. provides leading-edge best practices to its clientele, which includes both government and private sector clients. ✈



The course combines classroom and participatory learning situations that will address working airside, incident management systems, and the role of the on-scene controller. It will also review hazards, resources, different types of incidents, and the strategies and tactics needed to resolve them successfully.

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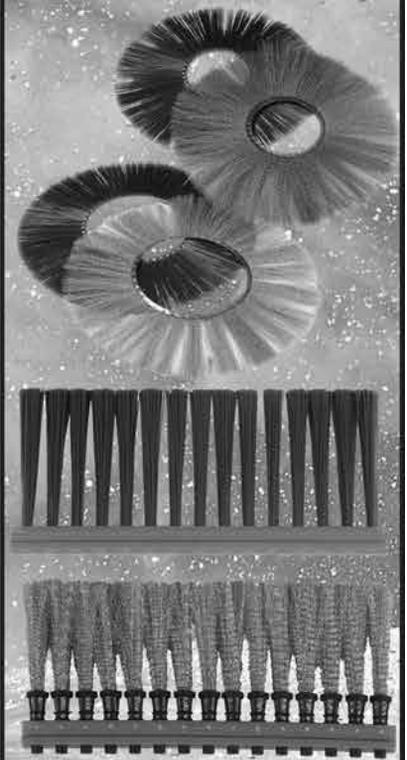
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2018 Winds of Change at J.A. Larue Inc.



By Stéphane Rousselle, Sales & Technical Support Representative, J.A. Larue Inc.

This year marks the 45th anniversary of J.A. Larue Inc., which was proudly founded in 1973 by Andre Larue and is now managed by his two sons, Denis Larue, President, and Louis Larue, Vice-President.

Larue Inc. has engineered a variety of innovative machines. Season after season, its snow removal products have weathered all challenges and environmental extremes. With a focus on continual innovation, the company has produced some of the most powerful products available on the snow removal market today.

The Quebec City plant is undergoing a major expansion, moving from 27,000 square feet of space up to 70,000 square feet to accommodate the industry demand. With completion projected for the summer of 2018, the expansion is in keeping with company growth focus.

The expansion will include a new paint shop, increased manufacturing square footage, a product show room, and an enlarged parts management department. Plant expansion, overall growth, and continued customer satisfaction, along with staying current with regulatory mandates, are in the sights of J.A. Larue Inc. in the upcoming year.

In addition, 2018 environmental laws bring new manufacturing criteria to the industry. New environmental laws dictate that all truck

chassis built after January 1, 2018, must adhere to environmental laws to meet a conscious Tier 4 final engine. With this change at task, J.A. Larue's engineering department has evaluated the current mechanical specifications and decided it was an effective time to upgrade the new chassis snow blowers with a new cab design. All airports and municipal blower chassis built after January 1, 2018 will now have a similar cab, including the following truck models: T-60, T-70, T-85, and T-95.

This new chassis snow blower cab will enhance the overall performance achievable, and with the latest technologies from the market, it will be more comfortable, quiet, and ergonomic, and better able to provide improved user visibility.

This new cab structure will give J.A. Larue Inc. the market advantage to be one of the best snow equipment manufacturers in the world. On the loader mount snow blowers, all Tier 4 final engines are supplied from Cummins & Caterpillar engine groups.

Larue's airport and municipal divisions manufacture a complete line of custom chassis and components, including dedicated plow and front mount broom, multi-purpose, multi-tasking combinations, high-capacity dedicated snow blowers (up to 7,500 tph at 25 mph) for airports, the Canadian Department of National Defense, and Highway Maintenance Departments throughout North America. ✈



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Ian Darling, A.A.E., Airport Manager, Dawson Creek Regional Airport

By Paul Adair, IAAE Canada Airport Magazine Writer

Ian Darling was introduced to the world of aviation at an early age, having been born and raised just below the Runway 30 approach of Edmonton City Centre (Blatchford Field) Airport. In a place where many people would become oblivious to the sound of air traffic, Darling always took the time to glance up in amazement at the aircrafts that were landing and taking off. He may not have known it at the time, but aviation was in his blood.

Darling's family ran a trucking company and it was expected he would follow suit and contribute in some way to the business. Darling played the part and took up the tools, pursuing a career as a heavy-duty mechanic and fully expecting to keep his feet firmly on terra firma. He could be forgiven, then, for putting off getting in the air—in spite of his interest in airplanes—until later in life.

"Oddly, it wasn't until the age of 21 that I had my first ride on an aircraft," says Darling. "I went on a Boeing 737-200 Combi aircraft to an old Sikorsky helicopter that was riding on top of a lot of beer going into a dam construction site in northern Saskatchewan. A few years later, opportunity knocked after a job opening came up for a heavy-duty mechanic at the

Sandspit Airport here in British Columbia. I applied, won the job, and have never looked back."

Although he was starting out as a heavy-duty mechanic, Darling took every opportunity to advance within the industry, progressing from mechanic, to airport manager, to regional manager of airport operations, to becoming the successful owner of his own airport management consulting business, Taygus Management Ltd. If that weren't enough, Darling is also currently a director with the Kativik Regional Government, Transportation Department.

Looking back on his career thus far, Darling greatly values his time in aviation, despite—or perhaps because of—the industry's many pressing challenges. Darling is also proud of his 16-year affiliation with the British Columbia Institute of Technology as an active member of the program advisory board in airport management studies, where he lent his time to mentoring students in their studies and provided practicum opportunities.

"The challenges that we face are, to say the least, exhilarating," says Darling. "Gaining the friendship of colleagues who are of the same mindset and working with organizations that can have a real impact on regulations—every day that I have been a part of this industry has been rewarding."

Looking ahead, Darling sees a number of new challenges for the aviation industry that are quickly coming up on the horizon such as the pervasiveness of "regulation creep," as airports have evolved from being government-operated to being government-regulated, where every new regulation introduced to the industry has a price to attached that adds to the ever-increasing cost of flying.

Another major concern for Darling surrounds the aging of the sector's workforce as they get ever-closer to retirement coupled with the apparent lack of succession planning to deal with it. That being said, Darling knows that in the world of aviation, the glass is neither half-full nor half-empty, and the industry's future can be looked at through two different lenses.

"The short-term does not appear rosy, as there will be a real shortage of pilots in the growing passenger market," says Darling. "And the same can be said about airport management. There will be left a huge void that is going to be hard to fill. But, over the long-term? Maybe we'll see pilotless passenger aircrafts traversing across the sky? Airports will have to look to the future—where the passenger market will be and what type of aircraft will be used in the years to come. Airports will then have to be able to adapt to those changes." ✈



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