

The IAAE Canada

Summer 2016

# AIRPORT MAGAZINE

An official publication of the International Association of Airport Executives Canada



2016



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### Published for: IAAE Canada

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### Printed by:

**Matrix Group Publishing Inc.**  
309 Youville Street  
Winnipeg, MB R2H 2S9  
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Toll-free fax: (866) 244-2544  
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**Cuyler Green, A.A.E.**  
 Chair, IAAE Canada  
 Director of Operations  
 Prince George Airport Authority

I joined the board of IAAE Canada in September 2003, and during the 12-plus years since then, I have served in many official roles available to board members: accreditation chair, audit/treasurer, vice-chair, and for the last four years as chair. My time on the board of IAAE Canada has been rewarding both professionally and personally.

I have benefited professionally from the experience, knowledge and wisdom of many airport professionals from across Canada. I have benefited personally from the friendships that have developed as a result of my participation on the board and the opportunities it has provided for meeting new people throughout North America.

As my term on the board and as chair ends in June 2016, I want to thank all those who have served as directors and members for their support, time and energy in promoting and growing the profession of airport management in Canada over the last 12 years.

During my time on the board, I have been fortunate to be a part of the significant growth and change in both the organization and the industry. Since 2003, IAAE Canada has continued to provide greater value to its members while holding annual dues at the level introduced over 10 years ago. IAAE Canada has introduced and then improved its regular communication

# A Message from IAAE Canada

## Growth and Evolution of a Successful Association

to its members in both traditional and electronic media.

In 2003, the only training course offered was the accreditation program. Since then, the board, committee members, regular members and staff have all contributed to find instructors for courses our members were asking for, or have created courses and content for the benefit of IAAE Canada and its membership. Our training courses now number almost 50, and there are additional courses being prepared for future release.

Our members tell us that one of the highest valued benefits of being an IAAE Canada member is the networking opportunities. To meet that need, IAAE Canada began presenting its Facilities, Operations and Airport Managers (FOAM) Conference in Winnipeg in 2006. Since then, the FOAM Conference has been presented and continued to grow every year.

In 2012, IAAE Canada, AAAE and IAAE partnered to present the first international conference, The Evolution of the Airport and Air Carrier Industry, in Montreal. It was a critical success and we have built it into a biennial conference with the third conference being held in Ottawa in 2016.

I am very proud to be associated with IAAE Canada, its accomplishments and its growth over the last 12 years. I have been privileged to serve the association, along with a great many other equally passionate and dedicated directors, committee and regular members both in Canada and the U.S.

The IAAE Canada model is held up as a success as an airport management

professional development association throughout the world. The association has grown as an institution and is more than the sum of the efforts and the personalities of the individuals who contributed to IAAE Canada's growth and progression.

I leave knowing that I have been able to contribute to IAAE Canada building a solid reputation in Canada and the world as a leader in the professional development of airport managers.

### MEET THE IAAE CANADA BOARD OF DIRECTORS

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# Why Should You be a Part of IAAE 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](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.

## THE IAAE CANADA AIRPORT MAGAZINE

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## THE IAAE CANADA ANNUAL FACILITY, OPERATIONS & AIRPORT MANAGERS CONFERENCE

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

## TRAINING DISCOUNT

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



# Everything You Need to Know About the Unconference

By Joe Mauro, Executive Director, IAAE Canada



If there is one thing aviation industry folks know probably just as well as aviation, it has to be conferences. It's estimated that in any given year, over 10,000 airport and aviation executives will attend a training session or conference.

Have you ever been to a conference and realized your most valuable conversations happened during the coffee breaks? Well, you're not alone! Back in the early

'90s Harrison Owen, a meeting facilitator, noticed that feedback from conference attendees were highlighting coffee breaks and social time as the best part of their attendance.

And Open Space Technology (OST) was born. Open Space attempts to harness the energy of those coffee breaks and turn it into an engaging meeting structure that taps into the group's creativity.

It is based on four principles, including:

- 1. Whoever comes are the right people:** The group size or stature of members doesn't matter nearly as much as having people who want to be there and engage in discussions about the theme.
- 2. Whatever happens is the only thing that could have:** The outcome is never pre-determined



and often people are surprised by the results. Real learning happens when we suspend judgment and open ourselves to new ideas.

**3. When it starts is the right time:**

The creative spirit has its own time, and our task is to make our best contribution and enter the flow of creativity when it starts.

**4. When it's over, it's over:** Creativity and group energy is not governed by the clock. Groups get down to work at their own unique pace. As a result, discussion group schedules are fluid.

Holding all of this together is The Law of Two Feet. It states any time you're in a group where you're not contributing nor adding value, you are encouraged to use your two feet and find a group where you can. In other words, if it's not meaningful and you're not doing your part to make it meaningful, move on.

*The group size or stature of members doesn't matter nearly as much as having people who want to be there and engage in discussions about the theme.*

**HERE'S HOW IT WORKS**

Participants form a circle of chairs and the facilitator warms up the group ("opens the space") with a quick review of the topic, how the process will go, and an exercise to help the group focus.

Then, the group members self-identify the urgent topics and issues for discussion in relation to the agreed-to theme or purpose. These topics are written on paper and posted on a board. Each of these topics becomes the focus for a breakout session.

These breakout sessions will generate ideas and suggestions, along with a report of each breakout group discussion from the proceedings of the meeting. These are available to all participants very soon after the session is completed.

These proceedings, owned by all present, become the foundation for future action.


Joe Mauro, Executive Director of IAAE Canada, experienced OST firsthand.

"I took part in Open Space five years ago as part of the companion animal industry, a group not known for being collaborative," he says. "At the beginning of the meeting, people—myself included!—were looking around, rolling their eyes, saying, 'What is this circle? What do you mean I have to create the agenda?' However, I was soon leading a conversation and sharing insights and ideas. Once the barriers

started coming down, we realized we shared a common vision and goal."

It is a model that fits any purpose of meeting, as long as there is a real reason to meet and there is real interest.


And you'll be able to experience it firsthand at the AAAE/IAAE/IAAE Canada Unconference, which will be held August 23 to 25 at the Marriott Delta Ottawa City Centre Hotel in Ottawa, ON.

For more details, go to [www.aaae.org/AAAE/AAAEMemberResponsive/Events/2016/08/160801/CCO\\_Master.aspx](http://www.aaae.org/AAAE/AAAEMemberResponsive/Events/2016/08/160801/CCO_Master.aspx). 

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# Announcing

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## Mark your calendars!

Aviation industry professionals from across Canada will convene in Calgary in June 2017 for the 11th Annual Facility, Operations & Airport Managers Conference. Join us for three days of informative workshops and timely discussions on industry issues that matter most to you!

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

*"The conference is well-structured, has a great value for like-minded persons of similar decision-making levels and provides a great forum for information sharing among peers."*

**Dennis Sandoff, Regina Airport Authority**

*"This was one of the best conferences that I have attended in a long time. Material presented was both timely and well-presented. The trade-fair was balanced and well-represented by industry and was therefore very worthwhile for me."*

**Lee Stroman C.M., Yellowknife Airport**





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# The 10<sup>th</sup> Annual FOAM Conference:

## Meet New People, Expand Your Professional Network, Learn What Others are Doing

By Sam Samaddar, A.A.E., Airport Director, Kelowna International Airport & Board Member, IAAE Canada Board of Directors



Since 2007, IAAE Canada has delivered its annual Facility, Operations & Airport Managers (FOAM) Conference as a premier networking and professional development event for the aviation industry across Canada. In that time, we have welcomed over 1,000 delegates, exhibitors, sponsors and speakers in eight beautiful cities in every region of Canada.

This year marks our 10th anniversary, and we are hosting the FOAM Conference in Quebec City to celebrate this momentous occasion with the unique, beautiful hospitality and culture you find in the Province of Quebec.

Over the years, the organizing committee has taken great pride in developing conference programs that balance the needs for technical knowledge with soft skills. As a consequence, topics have been diverse in nature, from managing facilities for the disabled to eclectic (creative

leadership), from airfield electrical safety to applied SMS technology.

The value proposition of attending a conference such as FOAM cannot be taken lightly, as delegates, vendors and exhibitors are expending significant money and time to attend; therefore, the topics need to be timely and worthwhile for the audience. There are several factors to consider, such as money, travel time and days away from work, however, the benefits of attending a conference like FOAM can far outweigh the costs associated with it.

As we look at the 10th year of hosting this conference, I can't express enough why attending this conference is so important and why it is of value for the participants.

Professional development conferences such as FOAM are an opportunity to learn more about the field you work in. Conference presentations allow you to engage in topics you may not have personally researched. Along with the diverse education sessions,

FOAM brings you exceptional speakers, allowing delegates the chance to learn from inspirational individuals about current issues.

They create learning communities that bring together delegates from like-minded disciplines. The learning environment encourages delegates to exchange experiences, ideas and practices from their own aviation experiences.

These events are very appropriate in an era in which people do not have time to read a number of books written by experts. They can spend a reasonably short period of time and get substantial information on a topic they have an interest in. The speakers, who specialize in these fields, have already done the sifting and selection of information from a wide variety of sources.

A professional conference can be an excellent chance to network with other people in your field, allowing you to feel more integrated into your professional community. Many would argue that this is one of the

most important benefits of attending FOAM. Having a diverse professional network can be useful for not only your current position, but for helping you learn what other opportunities might be available to you, should the time come when you are ready for a change.

Attending a conference may give you the opportunity to learn about a new place or culture, especially if it is taking place in a culturally-diverse location like Quebec City. Use conferences as an opportunity not only for professional development, but as a chance to develop personally, too.

Take advantage of conference exhibitors. With close to 26 organizations exhibiting, FOAM can be a chance for you to learn what new products and services are available that could be of use to you or your organization. Our vendors are great supporters of the conference and have the worldwide experiences one needs to take advantage of.

Be social. FOAM brings together many people from diverse organizations and backgrounds. Look at a conference as a chance to meet new people, expand your professional network, and learn what other people in your field are doing.

Finally, try to think of a conference as a small part of advancing the ultimate goal of your organization. Ultimately, the value of any conference comes from what you bring back and share. Returning with just one great idea truly makes

the investment in time and money spent worthwhile. In essence, the conference shouldn't have an end date, but should be a springboard toward future ideas that can be tailored to the needs of your staff and organization. ★

The image shows a promotional graphic for LRI. At the top, a green bar contains the text 'CODE ENGINEERING', 'LIFE SAFETY', and 'SYSTEMS ENGINEERING'. Below this is a large green circle with 'LRI' in white. Underneath the circle, it says 'FIRE PROTECTION & BUILDING CODE ENGINEERS • SINCE 1986'. At the bottom, another green bar contains contact information for three locations: TORONTO (phone: 416.515.9331), OTTAWA (email: info@lrifire.com), and CAMBRIDGE (website: www.LRIFire.com, social media: @LRIFire).

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# Emerging Technologies: STOP, Hangar Time!

## Hangars and the use of foam-based fire suppression systems

By Nate Simpson, C.E.T., LRI Engineering Inc.

**W**hen considering what constitutes “emerging technologies,” our thoughts can default to those of new materials and advancements in computer processing technologies that allow us to fly faster, longer, and higher. Across the airport landscape, new passenger terminal buildings, hangars and other ground-side and air-side facilities embody state-of-the-art design, functionality, efficiency and are viewed as hallmarks of progress.

Existing facilities may be impacted by advancements in technologies that force their upgrade and rehabilitation, the designs for which can precipitate a need for the inclusion of new technologies. This exact scenario, as it relates to hangars and the use of foam-based fire suppression systems, is the focus of this article.

With advancements in aeronautical engineering, design and materials, the age of long-range, wide-bodied aircraft is upon us. To accommodate these behemoths, several existing Group I hangars, as classified under NFPA 409 “Standard on Aircraft Hangars,” are undergoing extensive renovation. In many cases, Group I hangars were constructed 30 or more years ago, with fire protection systems reflecting both the fire protection standards and technology available in the era of their construction or substantial retrofits over time.

Typically, wet pipe or dry pipe sprinkler systems at the ceiling level, designed in conformance with NFPA 13 Standard for the Installation of Sprinkler Systems, are required for compliance with the building code. In some designs, sprinkler protection is also installed for the safeguard of elements (i.e. columns) forming part of the hangar’s structure. Foam-based suppression systems are employed as



supplemental protection against the specific hazard of fuselage fuel-spill fires. Advancements in fire protection technology in regards to detection, suppression, foam and control systems elements have allowed these systems to be more reliable and responsive.

Microprocessor advancements have yielded improvements in fire alarm control panel logic processing. This permits more nuanced control over foam protection systems to allow for, under certain protocols, the activation of only a portion of the total system. Further advancements in controls provide the opportunity to employ “discharge suspend” features in foam protection systems. This combines technology with formalized response protocols for authorized personnel, as part of the building’s fire safety plan, to temporarily

suspend discharge to minimize damaging and costly nuisance activations.

Infrared flame detectors, such as the “Triple IR” type commonly employed in hangars, have seen marked improvements in sensitivity at longer distances to the standard one-square-foot heptane fire design benchmark, resulting in fewer detectors being needed to cover a given area. Greater microprocessing power has improved fire-signature discrimination from earlier-generation detectors, which has decreased the probability of nuisance activations.

New installations and retrofits now commonly comprise wall-mounted monitors and, in some cases, floor-mounted dispersion nozzles. Advancements in computer modeling technology have allowed greater throw and flow rates (i.e., now up to 1,000 gallons per minute). Improved coverage



and flow dynamics result in the need for fewer monitor and nozzle locations. Floor-level nozzle design has come a long way, now with heads that are virtually flush to the hangar floor. This reduces obstructions and interference with aircraft run lines and the placement of service equipment and vehicles than was previously the case with prior “pop-up” or domed nozzles.

Other potential opportunities for future advancement in hangar fuel-spill fire protection include:

- **Water Mist:** Although currently employed in limited areas, highly specialized protection applications and potential advancements resulting in greater coverage with decreased material/design requirements may provide opportunities to expand its use

and application into general hangar protection roles.

- **H/EX Foam Systems:** Current standards require the use 100 per cent outside air as part of the foam production process. Throughout Canada, this poses a risk to sprinkler piping and other critical equipment during cold-weather periods. Preliminary studies are being conducted on the use of “inside air” to reduce or eliminate the need for outside air. One of the key issues under evaluation is the impact of contaminants within the inside-sourced air on the production and quality of foam.

Although this article has focused on the impact of technology on fire protection systems serving Group I hangars, the underlying themes are relatable to hangars

of all descriptions. Potential “trickle-down” advancements in aircraft technology to smaller aircraft, increase in demand for more regionalized air service, population growth and densification around existing (once-rural, or city-limits) airfields, intensification of insurers’ requirements, among other potential factors and trends may give rise to the need to employ fire detection and protection systems technologies like those discussed above. ✈

*Nate Simpson, C.E.T., is Manager, Business Development, at LRI Engineering Inc., a wholly-Canadian-owned fire protection engineering, building code consulting and emergency planning firm. LRI is involved in providing fire protection engineering and design services for hangar renewal projects for Air Canada.*

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# ADB Group and Safegate Group Unite to Form ADB Safegate



By Allan Fletcher, President, Liberty Airport Systems

**A**DB Airfield Solutions and Liberty Airport Systems, as part of the Safegate Group, are on an exciting new journey together. The acquisition of Safegate Group by private equity firm PAI Partners and ADB Airfield Solutions was announced earlier this year, and a new company, ADB Safegate, was born.

What does this mean for ADB Airfield Solutions and Liberty Airport Systems' customers in Canada? The merger has created a renewed focus on serving the Canadian market. We will consolidate our Canadian offices at the Liberty location in Burlington and, together, we will have over 30 sales, engineering, manufacturing and field service staff in Canada. With our combined strengths, we will offer a greater product assortment, more TP312-specific training and an increased range of services and support.

As ADB Safegate, we are a full-service airfield lighting supplier and a global leader in intelligent, integrated systems that boost efficiency, improve safety, raise environmental sustainability and reduce operational costs at airports. ADB Safegate solutions

tackles every aspect of air traffic handling and guidance, including one seamless solution for the control and monitoring of approach and ground lighting, intelligent routing and guidance, tower-based traffic control systems and automated docking and gate solutions.

As integrators, we are helping airports prepare for increased traffic demands by optimizing existing systems, infrastructure, procedures, personnel and the communication between them. We help link the different parts of your airport to ensure your people and your systems work better together to increase efficiency and profitability without compromising safety.

The ADB Safegate team in Canada is truly looking forward to these exciting changes and the opportunities we will bring to our customers. ✈️

*Allan Fletcher is President of Liberty Airport Systems, an ADB Safegate company.*

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# Warren Thompson, Stantec Consulting



By Simon Peacock

**W**arren Thompson, A.A.E., is an aviation expert with over 30 years of experience in the industry. He began his career in the air transport business in 1984 as an analyst with the International Air Transport Association. He then joined Transport Canada’s Airports Group and played key roles in the planning and development of Winnipeg International Airport, including advancing the cargo potential for Winnipeg, establishing the city as an international air cargo trans-shipment centre.

Warren is currently employed with Stantec Consulting Ltd. as a Principal and he is a certified management consultant in the project delivery office in Winnipeg, where he provides management consultation and strategy development for regional clients and airports in Canada, the U.S. and the Caribbean. One of Warren’s biggest accomplishments with the firm so far has been leading the Stantec team in the Bahamas Family Islands Airport Project.

“The initial project was an optimization strategy for the 28 Family Islands Airports owned by the government,” says Warren. “Its impact and influence on the aviation environment in the Bahamas has been significant and we have since completed four airport master plans and continue with project oversight and other development program initiatives.”

Closer to home, Warren and the Stantec team have played a role in the planned expansion of the Iqaluit Airport, helping move the project forward in two capacities. First, they assisted the expansion in becoming eligible for P3 Canada status, which gave the project the necessary funding to move forward.

“I was on the project eligibility team as a technical advisor, and together with PWC, the team established eligibility for the P3 Canada Funding for Public Infrastructure program and secured 25 per cent of project funding support,” says Warren. “This was for the entire airport capital funding requirements for the next 30 years and the specific project components such as the terminal, combined services building and airfield infrastructure.”

Stantec was also the design architect for the airport terminal building. Construction for the expansion began in the spring of 2014 and is expected to be completed by the end of 2017. The Stantec Consulting team also has several other airport development projects that have taken flight recently and are under construction.

When it comes to planning for the construction of an airport, Warren is focused on the long-term sustainability of airports and encourages clients to go beyond the initial capital cost in their planning and decision-making.

“I am passionate about broadening the concepts of sustainable airport master planning that looks at the airport and its infrastructure capacity in a more holistic way,” Warren says. “This includes incorporating the aviation community’s impacts on the environment and social elements of air travel from a community.”

Outside of his work with Stantec, Warren has served on the Board of Directors for the Winnipeg Airports Authority (WAA), the non-share corporation that manages and operates the Winnipeg James Armstrong Richardson International Airport. Warren currently serves on the board of directors for the International Association of

*Continued on page 18*



Warren and the Stantec team helped move the Iqaluit Airport expansion project forward, ensuring its eligibility for P3 Canada Funding for Public Infrastructure. The project is expected to be complete in 2017.



Warren Thompson, A.A.E.,  
Principal, Stantec Consulting Ltd.





Continued from page 17

Airport Executives Canada and is also on the board of the Great Lakes Chapter of the American Association of Airport Executives. He also serves as the provincial registrar for the Institute of Certified Management Consultants of Manitoba.

*“I am passionate about broadening the concepts of sustainable airport master planning that looks at the airport and its infrastructure capacity in a more holistic way.”*

As an Accredited Airport Executive, Warren was in the first class of accredited members in Canada in 1995. He holds a Bachelor's degree in Mathematics and an MBA in Marketing from the University of Manitoba.

Warren and his wife Kelly have been happily married for over 30 years. They have two sons, aged 24 and 27. In their leisure time, Warren and his family enjoy spending time at their Lake of the Woods summer cottage, squeezing in as much time for fishing and boating as they can. Warren also enjoys curling, golf and supporting the city's sports teams, the Winnipeg Jets and the Blue Bombers.

This year promises exciting new challenges for Warren as the chair of the Assiniboia Chamber of Commerce. Using the same drive and determination from his successful career in the aviation industry, Warren will look to protect and promote the business community of Winnipeg's West End, including both WAA and CentrePort in its catchment area.



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