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Winter 2012

AIRPORT MAGAZINE

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A Message from IAAE Canada

Cuyler Green, A.A.E.

Chair, IAAE Canada

Director of Operations, Prince George Airport Authority

Welcome to my first message from the Chair of IAAE Canada. Writers are encouraged to write about what they know, and so by way of introduction, I will write a little about myself.

My regular job is as the Director of Operations for the Prince George Airport Authority. I began my aviation career in 1988 and since then, I have worked at a number of airports across Canada, performing many different roles and tasks, obtained a pilot's license and attended school in Canada and the United States. I joined IAAE Canada in 1998 and earned the Accredited Airport Executive (A.A.E.) designation in 2003. I was elected to the Board of IAAE Canada that same year and have been active as the Chair of the Accreditation Committee and Board of Examiners, the Chair of the Audit Committee, Vice Chair and recently was elected Chair at the association's 2012 Annual General Meeting in Victoria, BC.

During my brief 20-year history in aviation, there have been incredible changes to our industry. The air carriers were deregulated in 1987, paving the way for free market airline competition. In 1992, the National Airports Policy was introduced and airports changed dramatically in the facilities and services they provide to their communities and how they are funded and operated.

How we train and develop our people has changed as well. The Transport Canada Training Institute (TCTI) is no longer a source of technical training and professional development for the airport industry.

Today, IAAE Canada provides a wide range of training and education programs to develop our future airport leaders and enhance the skills of our current ones.

IAAE Canada has changed, too. From a small association in 1994 of less than 100 members run solely by a volunteer Board of Directors offering the Accreditation Program to established airport leaders, IAAE Canada has grown to an association of over 300 members and two

full-time staff, offering a suite of training and education services to our members and the industry as a whole. One thing has remained unchanged, though—the dedication and passion of the volunteer board in serving the association and its membership.

Today, IAAE Canada provides a wide range of training and education programs to develop our future airport leaders and enhance the skills of our current ones. We are continuously evaluating the training and education needs of our members and the industry to develop new courses and ways to deliver those courses. Together, with the Canadian Council for Aviation & Aerospace, we are working to develop an industry job profile of airside workers. Every other industry has a profile for the skills and knowledge required for a particular job and IAAE Canada is pleased to be part of the development of the first airside workers job profile.

In 2014, IAAE Canada will celebrate its 20th anniversary and I am honoured to have been elected as the Chair of IAAE Canada to guide the association past that landmark. I look forward to building upon our past successes and working with the Board and staff in providing a growing suite of services to meet your airport training and education needs for the next 20 years and beyond.



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

ACCREDITATION PROGRAM

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

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

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

AIRPORT MANAGEMENT LIBRARY

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

First Bi-annual IAAE Canada /AAAE / IAAE International Conference: The Evolution of the Airport & Air Carrier Industry

By Paul Ritchi, A.A.E.



Conferences come and conferences go. Some are memorable for all of the wrong reasons and others leave a positive impression as useful, enlightening and informative. This unique pioneering conference in Montreal in August 2012 not only exceeded conference participants' expectations but also helped set a very high baseline for IAAE Canada and its partners to reach in 2014.

Our aviation industry is a surprisingly small one. We are fortunate enough to encounter many of the same leaders over the years as airports and air carriers and each of us evolve to tackle more of the same and yet ever more complex and difficult challenges and opportunities.

IAAE Canada and its sister organizations—the AAEE and IAAE International—consistently reach out to help not only to inform, educate, promote and communicate airport-related business but now, as demonstrated through this conference, to actively bring together those who work in and use airport facilities, such as air carriers and government agencies (regulatory and enforcement, i.e., CBSA).

Planning for this first time conference began in early 2011 with a dedicated team spread out throughout North America. One may ask what participants took away from this conference. Interaction with senior leaders from airports, aviation's world-leading consulting companies, government agencies such as Transport Canada, the FAA, NTSB,

Educational Institutions with subject matter experts such as MIT, Industry Trade representatives such as IATA, ICAO, A4A, NAC, Cargo Airline Association and air carriers.

It was exciting to witness the delivery of their shared message presented independent of each other—which is that in order to truly grow and succeed in this ever more complex and evolving industry, we need to work together and understand each other better in a consistent and proactive manner. Not doing so will only add costs and generally be a disservice to the customer that we collectively interact with—the flying public.

A sampling of some highlights of interest to airport operators as represented through IAAE Canada commenced with the opening presentation by Larry Cox, President and CEO of the Memphis Shelby County Airport Authority. He cited the importance of working together. As the airport authority of the day saw great promise in a totally new and foreign concept of overnight delivery of envelopes and small packages for an unknown firm called FedEx.

Memphis Airport funded the first sorting facility for FedEx when no bank would loan Fred Smith the money. By realizing a unique opportunity shunned by others, the net benefit to the airport, the community and country has been exceptional and exciting. Only by working together (airports and air carriers) can both benefit from collective success and profitability while further enhancing the customer experience from airport arrival

to the flight being airborne, or in reverse for arriving customers.

Airports that are home to dominant hubs for mega carriers benefit measurably when business is good but suffer as no real serious competition can enter the market. This potentially harms the local community through typically higher airfares and, in the event of a hub pull-down, measurably increased underutilization of airport facilities such as aircraft parking stands. As air carriers merge and realign their focus cities (or hubs), service reductions occur, especially through the Chapter 11 process, reducing the operation to a small shell of itself, as was seen in Pittsburgh, Raleigh-Durham, Memphis and Cincinnati.

The Air Service Development aspect from an airport operator perspective has taken on a whole new sense of urgency. Carrier alliances and economic conditions drive carriers to become increasingly focused on where they fly, how often and what the net margin is on flights to and from airport ABC must be before new services commence or current services can be maintained.

Airports are conducting market research more often while establishing potential partnerships with business and government leaders to attract air services to their airports, especially long-haul wide body aircraft services. The low-cost carrier impact cannot be underestimated, including driving competitive response from legacy carriers



Attendees at the First Bi-annual IAAE Canada/AAAE/IAAE International Conference.



Bill Newman, A.A.E. (left) and Bonnie Allin, A.A.E. (right) speak to delegates at the conference.



Nancy Graham (left), Cuyler Green, A.A.E. (middle) and Larry Cox, A.A.E.

that may help stimulate additional demand for service offered. In the last 12 years, low cost carriers increased their routes flown by roughly 7,748 while legacy carriers did so by only about 4,633 routes!

Government agencies such as the FAA and Transport Canada looked at the industry from a slightly different perspective: "safety." How, together, do we take safety up to the next level? How can we help airports raise non-aeronautical revenue and what changes need to be made to the tool box available to airports and the regulatory bodies for mutual benefit while ensuring the security and safety of airport and air carrier staff and members of the travelling public? The importance of developing CARS or other regulations aligned with industry needs and experiences in a consultative manner was also promoted. Modernization of the aviation industry system, while doing more with less, are realities that need a collaborative, proactive and informed set of actions.

ICAO is moving forward with industry standards that directly impact airport operators, including RESA, runway incursion issues and runway surface reporting assessment determination and reporting. Air traffic will grow at an ever faster rate in the next couple of decades. Are airports and their related infrastructure ready and able to meet the sustained surge in demand for airport facilities and aircraft movement areas?

Others talked about airports and how their value for their respective communities

equal direct jobs plus building global connectivity plus customer satisfaction plus financial sustainability. It was interesting to note that true success means working in a collaborative and shared manner while understanding the various challenges faced by each party. Is there a way to reduce the problem or even remove it altogether?

Aircraft manufacturers enlightened the group with their insights in new product development, the impact on the environment, increased customer comfort and expanded long-haul flying on thin routes that will either help your airport or perhaps take away from others in the future as it relates to direct air services.

The "so what" of this particular conference focused around one particular them: "To truly succeed, we need to break down the barriers and sincerely look for ways to understand each other while looking for ways to work together for mutual and collective benefit while always respecting the competitive nature that drives good business, customer service and a fair return on one's investment—to make a profit. Upon polling the delegates and asking if they would attend a future version of this type of themed conference, the answer was an overwhelming, YES! ✈

Paul Ritchie, A.A.E., PMP is Senior Manager of Strategy Development for the Greater Toronto Airports Authority.



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“Excellent mix of topics and use of both industry and government speakers.”

Ash Mohtadi, Airside Manager, Comox Valley Airport

“Thank you, for the effort in making yet another outstanding event . . . look forward to next year’s event in Saskatoon.”

Mike Whalley, C.M., Manager, Finance and Operations, North Peace Airport Services Ltd.

We Want Your Opinions

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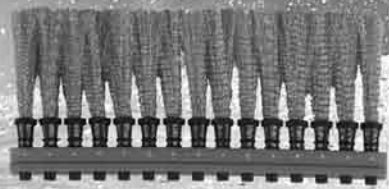
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Successful PFOS Contamination Management Requires Highly Specialized Assessment

By Jon Spalding

Globally, many airports are grappling with perfluorooctanesulfonic acid or perfluorooctane sulfonate (PFOS) contamination due to its extensive past use in firefighting foams. PFOS is a man-made fluorosurfactant and global pollutant and is part of a broader group of compounds called perfluorochemicals (PFCs), which have been used in the food packaging industry and the manufacture of water-resistant products by clothing, fire suppression, furniture and other industries since discovery of its unique properties in 1940.

Recent toxicological studies have identified PFOS as potentially toxic at low concentrations, and due to its unique chemical

properties is persistent in the environment, as well as bio-accumulating in organisms. As a result of these studies, Environment Canada has issued interim standards for drinking water and plans to issue further guidance in the near future. DuPont, an American manufacturer of PFOS, has agreed to a voluntary phase-out production by 2015.

Eleven Canadian airports, thought to have sites with PFOS contamination of firefighting training sites, are in the challenging position of assessing their options for remediation. PFOS contamination resists traditional approaches in that it is very stable; it does not breakdown. The only known method of destruction, incineration

at very high temperatures, is prohibitively expensive. Efforts to manage PFOS are further confounded by the challenge of measuring it.

continued on page 16



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Brad MacLean, a senior hydrogeochemist with Dillon Consulting Ltd., observes that “the very nature of PFOS can make it extremely difficult to obtain a representative sample and we have found substantive variability in PFOS concentrations from samples extracted from the same sample container due to partitioning and stratification.” Additionally, due to the widespread use of PFOS in consumer products (e.g., soaps and shampoos), there is a high potential for “false positives” when sampling.

To help airport clients identify the extent of contamination in soil and groundwater, Dillon Consulting collaborated with laboratories and government scientists (including representatives from Environment Canada, Health Canada, USEPA and the Minnesota Department of Health) to develop state-of-the-art practice sampling methodologies. These protocols are aimed at producing defensible results that environmental decision makers can use to interpret the data, delineate the extent of PFCs in complex subsurface conditions, model PFC fate and transport, and ultimately develop effective risk management and remedial solutions.

Dillon, in helping Canadian airport clients manage the potential risk posed by these compounds, has successfully implemented multi-media (i.e., surface water, groundwater, soil and sediment) sampling programs for areas historically exposed to PFOS, supported the siting of new potable water supplies, mitigated potential human exposure to PFOS and other PFCs, and recommended risk management strategies that were more cost-effective than the traditional “dig and dump” approach.

Andrew Thalheimer, P.Eng., Dillon’s Geoscience Practice Lead, recently commented that “the challenge for the airports in the future is not simply to replace PFOS-laden materials in operations, but is to manage their facility’s potential ongoing liabilities associated with these persistent compounds, which likely remain either in the environment where they were used or within the infrastructure used in their application.” ✈

Jon Spalding is an Airport Specialist at Dillon Consulting Ltd. For more information about Dillon Consulting’s work with PFOS, you can contact him at (604) 278-7847 or jsplading@dillon.com.

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Training Students for the Ever-Changing Aviation Industry

By Jeff Barrow, A.A.E.



Jeff Barrow, A.A.E., graduate of University of Western Ontario.



For 13 years, the Commercial Aviation Management Program at the University of Western Ontario in London has been training students for careers in the ever-changing Aviation Industry.

The Commercial Aviation Management Program (CAM) is divided into two streams: Flight and Non-Flight. Each graduating student (Flight or Non-Flight) graduates with a Bachelor's Degree in Management and Organizational Studies (BMOS), with specialized courses in aviation management. The University of Western Ontario is the first Canadian University to provide such an aviation management program and is the only Canadian University where you can obtain a 4-year degree in Aviation Management.

The flight option provides students who are interested in becoming professional pilots the opportunity to receive their Integrated Commercial Pilot's License (ICPL) with a multi-engine and Instrument Rating. Student training is provided by Diamond Flight Centre, which is located at the London International Airport.

Students who have completed their degree have a wide variety of career options available to them. The aviation industry is more than Bush/Airline flying and Air Traffic Control. Rather, graduating students can combine their passion for aviation to find a job they will enjoy for the rest of their careers.

For example, management-oriented students may venture in Safety Management



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With CAM's dedicated professors and industry professionals, students have been inspired to continue their education to MBA and LLB designations. Michael Seabrook, MBA, A.A.E., CEO of the London International Airport and current member of the IAAE Canada Board of Directors, was a lecturer in the Airport Planning and Management Course from 2002 to 2011.

Students interested in commercial flight have typically progressed by obtaining their instructor/float ratings and built their flying hours through many outfits and professional flight schools all throughout Canada. A total of 177 students have completed the Commercial Aviation Management Program. Currently, there are 109 students in the program and 35 are currently in flight training.

We have past CAM alumni who currently work as line pilots for Canadian commuters like Air Canada Jazz, Porter Airlines, Wasaya, Air Tindi, Bearskin and Air Bravo to name just a few. We are starting to see some early graduates work their way to national carriers like Air Canada and WestJet as Professional Airline Pilots.

Alumni who were management-oriented have recently landed jobs at the Discovery Air, Porter, Sun Wing, Air Canada Jazz, Westjet and Cathay Pacific doing some interesting work in all departments. What also makes the CAM program so diverse is the group of military ROTP students who will be the future pilots for our Canadian Forces.

The IAAE Canada Student Chapter at The University of Western Ontario has grown since its inception three years ago and focuses on giving students exclusive networking access to current industry leaders, listing current employment opportunities to keep students up-to-date on who's hiring and what the industry demands of its upcoming employees, and providing weekly news on the trends and issues that are transpiring in the Canadian Aviation Industry. ✈

Jeff Barrow, A.A.E., is Senior Manager of Air Service Development at the Greater Toronto Airports Authority. For more information on programs, contact Joan at finegan@uwo.ca.

Airport Engineering

Associated Engineering is an employee-owned, Canadian consulting firm providing services in the transportation, water, infrastructure, environmental, energy, building, and asset management sectors. A leader in airport engineering, we offer a wide range of airport engineering services including:

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Corporate Corner: Tradewind Scientific Ltd.

By Leonard Taylor, President, Tradewind Scientific Ltd.


Tradewind Scientific Ltd. is a leading Canadian aerospace company focused on airport safety and environment-related products and services. Our dedicated and versatile team of scientists, engineers and technicians has extensive experience with airfield project work. We work closely with civil, military and private airports in Canada, the United States, the Caribbean, Europe and Scandinavia to develop and implement a wide range of customized and cost-effective technologies for airport applications.

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- As part of Canada’s move towards harmonization with ICAO standards, the next generation of TRACR II® Airfield Surface Condition Reporting Systems is currently being deployed nationally. By leveraging Tradewind’s extensive experience with end-to-end electronic AMSCR and SNOWTAM systems in Scandinavia and elsewhere, we have been able to create an innovative new platform for report generation and distribution.
- Significant enhancements have also been made to our “best-in-class” TRACR II® Airfield Inspection Module (AIM), which provides a rich user interface for efficient and reliable tracking of airfield deficiencies and inspections, to help ensure airport compliance with new safety management systems (SMS) regulations.



- We also remain an exclusive provider of sales and support in North America for our principal friction measurement products. We are currently partnered with SARSYS AB (Scandinavian Airport and Road Systems) Volvo, Saab, and STFT Surface Friction Testers, Findlay Irvine Ltd. GripTester Trailers and TES Instruments Electronic Decelerometers.

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BILL RESTALL, A.A.E.

After 37 years in the industry, Bill Restall is retiring. He leaves behind a solid foundation of growth in the thriving city of Saskatoon.

By Jim Taylor

Bill Restall is a busy man and he wouldn't have it any other way. The A.A.E., President & CEO of the Saskatoon Airport Authority and immediate past Chair of the Canadian Airports Council (CAC), is clearly passionate about what he does, and his enthusiasm has served him well over his 37-year career. All the same, Bill can't help but remember a vow he made to himself when he was just getting started in the industry.

"I promised myself that when I turned 50, I'd go off and do something different," he recalls. "I'm 62 now. I stayed around because I was doing something I loved."

The time has come to make good on that promise and Bill leaves behind a legacy of growth in a city he loves. Before taking over as CEO of the Saskatoon Airport Authority, Bill served in a variety of capacities, including Duty Manager at the Winnipeg International Airport, and Airport Manager in both Churchill, Manitoba and Whitehorse, Yukon. When he arrived in Saskatoon, he thought he'd be in for a much shorter stint.

"I came to Saskatoon when I was 35 and thought I was only going stay for three to five years," he chuckles as he looks back, 27 years later. "I ended up staying because I enjoy the community. It really is a first-class place to live."

Bill credits George Elliot, former General Manager of the Winnipeg International Airport, for sparking his interest in airports. "George gave me a chance to really explore airports. I enjoyed the fire-kicking aspect of the job—that's what kept me coming back."

During his far-reaching career, it's no surprise Bill has seen a lot of changes.



One that he cites in particular is the role of the operator. "We've seen it evolve from being a facility provider to one where we're much more involved in the flying experience as a whole," he says.

The industry has also seen an increase in the reasons why people fly. "Aviation has become the backbone of travel, whether for business, pleasure, or leisure," he says, and it's this constant evolution of the industry that Bill finds exciting. "We're just scratching the surface of the potential this industry holds."

One thing that's never changed, however, is the focus on safety and security.



Bill Restall gives back to the community through fundraisers like Tim Hortons Camp Day.



"The priority on safety management systems is as strong today as it's always been," he says, "we're just packaging it a little differently."

Bill does see some challenges on the horizon for the airport industry. Increased air service is needed for Western Canada, for starters. "When I started, there were about 600,000 people coming through (Saskatoon's) airport," he remarks. "Now we're seeing around 1.3 million. Here, we have some of the lowest, most cost-effective rates in the country. But it needs to happen country-wide."

Despite these issues, he's confident that the community within the industry will keep the future for airports bright. "We understand that we all depend on each other, and that's helped us grow in the way we communicate. We help one another."

Bill will continue to serve the Saskatoon Airport Authority until the end 2012. These are eventful years for Saskatoon's Airport, which is in Phase One of a \$53-million expansion. Bill played a crucial part in planning this project and is looking



Bill Restall and other members of the West Jet team sporting their hockey jerseys.

forward to seeing its completion in 2014. Immediately following his retirement, Bill plans to travel, then head back to Saskatoon and get busy "doing something different."

"I always tell my kids that if you do something you love, it gets in your blood," he reminisces. "I've spent my entire career doing something that I love." ✈

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