

The IAAE Canada

Winter 2013

AIRPORT MAGAZINE

An official publication of the International Association of Airport Executives Canada



Départs Departures

Hourly	Destination	Vol	Satellite	Observation
Schedule	Destination	Flight	Satellite	Remarks
18:15	MADRID	IB1433	6	**
18:30	MUNICH	LH5765	6	**
18:35	LONDRES	BD 182	3	**
18:45	AMSTERDAM	LL1240	7	**
18:55	COLOGNE	LH1853	6	**
19:00	ATHENES	GA 206	6	**
19:05	AIRSES	JAR135	3	**
19:10	PARIS	AF1135	3	**
19:15	BRUXELLES	SA 373	4	**
19:20	BRUXELLES	SA 373	4	**
19:25	BRUXELLES	SA 373	4	**
19:30	BRUXELLES	SA 373	4	**
19:35	BRUXELLES	SA 373	4	**
19:40	BRUXELLES	SA 373	4	**
19:45	DANOEVER	EW 526	6	**
19:50	NUREMBERG	EW 379	0	**
20:00	EIBROVE	KL1972	7	**
20:00	EINDHOVEN	KL1972	7	**
20:00	HAMBURG	LH4203	6	**
20:00	TOKYO	NH 206	3	**
20:00	COPENHAGEN	SE 388	7	**
20:05	OSLO	SE 370	7	**
20:10	BAERNA	LH4099	6	**
20:10	VERONE	LH266	6	**
20:10	COLUMBO	UL		
20:15	BRISTOL	BA		
20:20	LONDRES	BA1809	3	**
20:25	STUTTGART	LH1779	4	**
20:30	LONDRES	BA1809	3	**





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The IAAE Airport Magazine

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

A Message from IAAE Canada

Are you a leader? That may be an unusual question—but is it really? We are all leaders in some aspect of our lives. At work, we may be called Directors, Managers or Supervisors. At home, we are parents or pack leaders for our pets. At play, we are coaches, volunteers, helpers and coordinators. We may have no title at all, but we can still be a leader. Leadership in its most basic definition is, “The ability to influence others to aid and support the accomplishment of a common task,”¹ (Chemers 1997).

Many of us “influence others” as part of our jobs and we generally think that we do it well, but how did you become a leader? Did you take a training course? Were you promoted and found yourself having to coach and lead people to perform tasks, when previously you only had to worry about your own tasks? Many of us have had the benefit of years of experience in our job before we were tasked with a leadership role. This gave us time, and our bosses’ time to try out our leadership skills in small ways before moving into full-time leadership positions. Due to changing demographics, many of the current and future leaders at airports will not have the benefit of years of job experience before they are given leadership roles.

Have you thought about who will replace you in your organization? Have

you thought about who will replace the person who replaces you? How we identify future leaders and develop them will have lasting impacts on our organizations. As leaders in our organizations, we need to ensure that we are prepared for the future, and taking care of future leaders is critical to that success.

As leaders in our organizations, we need to ensure that we are prepared for the future, and taking care of future leaders is critical to that success.

Identifying future leaders can be difficult. A person’s strong skills in their current position, may not translate into being strong skills in the next position. Leadership skills are much more than technical. So what can we look for? Recent research in leadership potential has identified four main skills and traits that all strong leaders possess, and those skills and traits are readily observed in people who may or may not currently be in leadership positions.

Those skills and traits include the following:

- Analytical skill. Does a person have intellectual curiosity about the world around them? Do they think strategically? Do they have good decision making and problem-solving skills?
- Learning agility. Are they adaptable? Do they display emotional intelligence and have a willingness to learn?
- Drive. Does the person have high energy and persevere through difficult assignments? Are they results-oriented and show dedication to the team?
- Emergent leadership. Does the person show an interest in leading? Do they volunteer for roles and tasks that allow them to stretch their abilities and lead a team or project? Are they sensitive to other stakeholders’ needs and concerns? Do they have confidence in themselves?²

By identifying our future leaders and developing their technical and leadership skills, we are ensuring that our organizations are prepared for the changes they will face. Perhaps more importantly, by developing our future leaders, we—as current leaders—will be able to confidently move to our next leadership challenge, knowing that we are leaving the place in good hands. ✈

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1. Chemers, M. 1997. An integrative theory of leadership. Lawrence Erlbaum Associates, Publishers.
2. Dries, N., & Pepermans, R. 2012. How to identify leadership potential: Development and testing of a consensus model. *Human Resource Management*, 51(3).



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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.



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The Rundown: Calgary Airport Runway Development Project

By Joe MacNeil, PMP



Joe MacNeil, PMP

YYC is growing! The first of two major projects will be in full service in Spring 2014. YYC's new 4.2 kilometre parallel runway will be ready to welcome more airlines and even larger aircraft that are flying to the many destinations YYC services around the globe. This \$620-million project will essentially double the airport's airfield capacity.



The YYC's \$620-million runway project will double the airport's airfield capacity.

This is the largest civil project in the YYC's history and will also gain notoriety as the longest runway in Canada. Given the unprecedented growth YYC experienced over the last decade, the \$2.20-billion Airport Development Program was approved and broke ground in 2011. The Program includes expanding the current terminal building by adding nearly two-million square feet and the addition of a new runway, which involves adding an entirely new airfield system to YYC's current infrastructure. There are many components to completing this project on time and within budget for Spring 2014.

The new runway (17L-35R) has all the bells and whistles, including high-tech Navigational Aids with 20 array localizers, an advanced airfield lighting control system and LED lighting.

The new runway (17L-35R) has all the bells and whistles, including high-tech Navigational Aids with 20 array localizers (the first of its kind in Canada), an advanced airfield lighting control system and LED lighting. Additionally, a new central Airport Control Tower had to be constructed to oversee the expanded airfield. At 300 feet, Canada's tallest free-standing control tower—which is operated by Nav Canada—was constructed and put into service in May 2013.



A new central Airport Control Tower was constructed to oversee the expanded airfield. At 300 feet, it is Canada's tallest free-standing control tower.

The Runway Development Project has faced some challenges. The concrete design requires careful planning and construction as Calgary has an ever-changing weather climate, making it difficult to construct the cement concrete runways and taxiways. To date, Calgary has experienced higher than average precipitation but the construction team diligently came up with work-around plans to keep things moving and on schedule for its opening.



The concrete design requires careful planning and construction as Calgary has an ever-changing weather climate, making it difficult to construct the cement concrete runways and taxiways.

"These are exciting times," says Joe MacNeil, Director of the Runway Development Project. "The work is nearing completion and we are excited to open the runway in 2014." ✈️

Joe MacNeil, PMP, is Director of Runway Development Projects at the Calgary Airport Authority.

Union Pearson Connection



Iouri Moutine, B.Eng., C.E.T., A.A.E.

By Iouri Moutine B.Eng., C.E.T., A.A.E.

Air Rail Link (ARL) history goes back to 2001, when the Canadian government advised the Greater Toronto Airport Authority (GTAA) that it was envisioning a double-track diesel, multiple unit, direct connection between downtown Toronto and Pearson Airport. During the Airport Development Program (ADP), the GTAA undertook a feasibility study for such a connection at the airport and, subsequently, developed a preliminary design, including potential technologies, an Airport Rail Link (ARL) protected corridor through the airport and definition of ARL elements, which were later constructed as part of the Automated People Movers (APM) program.

Over 11 years later, the long-awaited construction of the ARL connecting Union

Station in downtown Toronto with Terminal 1 at Toronto Pearson Airport began in May 2012 and was supported by the commitment of the Premier of Ontario to deliver the project for the 2015 Pan/Parapan American Games hosted by Toronto.

The construction of the ARL branded Union Pearson Express (UPE) is driven by the Ontario Government and Metrolinx's strategy for transportation system development, called The Big Move. Airlinx Transit Partners (consortium of Aecon and Dufferin) was awarded the ARL construction contract in 2011.

The GTAA is one of the main stakeholders of the project—a significant portion of the ARL construction work will have to be

done on airport property. In particular, a new train station will be constructed as a linear extension of the existing APM station at Terminal 1, providing a future convenient connection for passengers between the APM LINK and ARL. The new three-kilometre spur line will connect the new train station at Terminal 1 with the existing GO Kitchener corridor. UPE operation will include 18 two-car express trains departing from Pearson Airport every 15 minutes, with an average travel time of about 25 minutes.

To be able to accommodate construction of the ARL station and guideway, GTAA's LINK train system needed to be taken out of service on March 18, 2013 for seven months. The GTAA arranged bussing service to substitute the trains between both Terminal 1 and Terminal 3 and a remote Value Park garage for the duration of the LINK shutdown. The bussing service matches train waiting and travel times to ensure the GTAA maintains its high level of service to customers and the airport community.

The new 2013 project will extend each train from six to seven cabins, increasing the LINK design capacity to 2,500 passengers per hour per direction...

Future operation of large systems, such as the LINK and ARL, from the same platform is quite a unique arrangement and will have challenges due to the close proximity of the systems, and in managing safety during operation and maintenance. Based on preliminary reviews, a number of existing GTAA LINK operating and maintenance procedures and protocols



Air Rail Link construction, as seen from the Terminal 1 Apron Tower.



Construction of Air Rail Link pier bents.

need to be revised to take into consideration different technologies types, applicable codes and different standard operating procedures and common practices. One of the first GTAA tasks is to revise the hazard and risk analysis for both systems to ensure no conflicts exist with subsequent development of amalgamated operating and safety protocol between the LINK and UPE.

With the construction of the ARL on its way to Pearson, GTAA has contracted DCC Doppelmayr to increase LINK capacity by adding one more cabin to each train. The original 2006 LINK design included seven cabin trains; however, only six cabin trains were originally supplied. The new 2013 project will extend each train from six to seven cabins, increasing the LINK design capacity to 2,500 passengers per hour per direction—sufficient to support additional passenger demand from future UPE. The project will be completed, with the subsequent LINK having reopened for the public by the end of October 2013.

Without doubt, the long-term plans at Toronto Pearson have now come to



Installation of the platform door for Automated People Movers LINK 7th cabin project.

realization, in respect to construction of the direct train link to downtown Toronto and maximizing the APM LINK capacity. The new infrastructure will present numerous opportunities for business and for service enhancements for travelers and commuters. The new Terminal 1 station shared between the APM and ARL systems will become a hub that will conveniently

connect passengers from downtown Toronto to Pearson Airport and beyond. ✈

louri Moutine, B.End., C.E.T., A.A.E., is Manager of Mechanical Systems Facilities for the Greater Toronto Airports Authority. Moutine sends special thanks to Alex Tzatzanis from DCC for taking pictures of ARL and APM.

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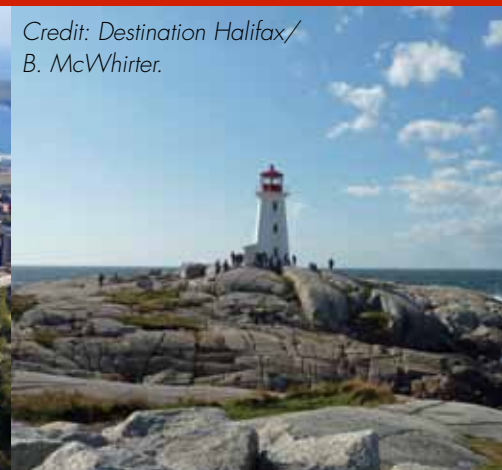
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The Westin Nova Scotia will be our host and home away from home. The agenda planning is underway and will be posted online soon at www.iaaecanada.org.

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"Great format, informative and enjoyable. Special thank you to the organizing committee!"
-Dale Flette, Calgary Airport Authority

"I was very impressed with the quality and variety of speakers. Well done."
-Ash Mohtadi, Comox Valley Airport

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The International Association of Airport Executives Canada, IAAE International and the American Association of Airport Executives are pleased to present this International Conference from the Americas: **The 2nd Bi-Annual Evolution of the Airport and Air Carrier Industry**, on Harnessing the Power of Partnerships. The conference will be held in the majestic mountains surrounding Tucson, Arizona at the Loews Ventana Canyon Resort and Spa on March 10-12, 2014.

The evolution of flight quietly, but irreversibly changed the fabric of our lives. It also created three powerhouses: airlines, airports and regulators/governments. In order for the aviation industry to succeed, each partner had to develop, grow and excel. The organizational objectives and financial perspectives of each entity were unique and sometimes divergent, but the need for the finest aviation system possible was a common goal that tied them together.

History tells us that these powerhouses were most successful when they worked together. They didn't always choose to do so, but when they did, all were richly rewarded. Airports became the dynamic arteries through which the daily commerce of goods and passenger flowed. The airlines provided the transport connectors that link city after city; made distances manageable; and delivered travelers and cargos to their destinations. The regulators injected the safety and security standards; controlled the airspace; and managed the playing field.

This aviation industry evolution conference is about partnerships. However, the purpose of the Tucson Conference is to go one step further and explore concepts for "Harnessing the Power of Partnerships." If the industry powerhouses intentionally work together, what are the possibilities? Specifically, what more can aviation do to address global transportation needs? What will the preferred airport of choice look like in 2025? Can we mutually define new working formulas that improve trade and tourism? How will we structure tomorrow's safety and security plans? What aircraft will become the industry's workhorse and what services will describe the best airline?

The funding of tomorrow's airport system and the financing of the air carriers must also be discussed if we hope to reach our dreams. Since the start of the 20th Century, controlled powered flight has challenged, amazed, excited and simply delighted people around the world. It is our turn to build on the past. As the authors of tomorrow's aviation story, we must begin to write the next chapter in the very local, yet global, business we call air transportation.

The backdrop for this unique aviation conference will be the culturally-rich desert city of Tucson, Arizona. Ringed by mountains and coloured by the sun, this cosmopolitan city sits within a stone's throw of the Mexican border. Make your plans today to join colleagues and friends in the great southwest.

The conference will begin at 6:00 p.m. on Monday evening, March 10, with an opening reception. It will include two full days of general and breakout sessions, as well as an exhibition area for up to 15 table-top displays. Formal sessions will end on Wednesday evening, March 12, at 5:00 p.m.

**Visit www.iaaecanada.org in the coming months
to get all of the information for this exciting event!**



Cutting-Edge Technology for the Inset Industry

By Elizabeth Sheelan

Eaton's Crouse-Hinds Airport Lighting Products is leading the advancement in power efficiency for airfield lighting applications. The company has recently launched its new energy-efficient PRO APF inset LED fixtures; these lights are the ideal replacement for outdated halogen and incandescent fixtures.

The new PRO APF inset LED fixtures bring cutting-edge technology to the inset industry, reducing energy consumption up to 88 per cent and keeping airports operational for over 50,000 hours.

Eaton's Crouse-Hinds Pro APF fixtures attain this kind of energy efficiency by using a patent pending Wavetrac™ technology; it's the most innovative way to supply power to LED devices. Its non-linear architecture enables up to 88 per cent energy savings over incandescent light sources and up to 56 per cent savings over competitive LED products.

Engineered to optimize the power losses generated by the 6.6A airfield power supplies, the PRO APF LED fixtures boast an industry-leading power factor using the industry's first Wavetrac™ technology. The power factor is virtually perfect under all loads and conditions.

These improvements can help airfields reduce operating costs and lower the total cost of ownership while still providing the required photometric performance. The power consumption of the PRO APF Series taxiway centerline light is only 8VA per



The new PRO APF inset LED fixtures reduce energy consumption up to 88 per cent, keeping airports operational for over 50,000 hours.

side, compared to the 16VA of competitive LED products and 64W for halogen alternatives.

Eaton's Crouse-Hinds Wavetrac™ technology is designed with a military-grade concept for reliability, which ensures the fixture will be operational under extreme environmental conditions according to

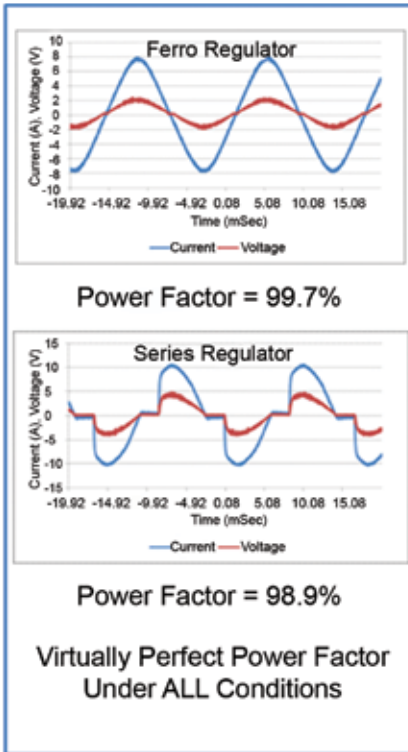
ICAO and IEC, and exceeding FAA specifications.

To achieve high processing power, the Wavetrac™ technology uses micro-controllers to monitor and control all of its functionality. In case of power supply or LED failure, the system provides effective indication of what corrective action is needed to keep the airfield operational at the specified visibility range during peak manoeuvre times.

The Pro APF is also intended to provide versatility and commonality of parts with fewer parts and modular assembly, letting airports fully optimize inventory of spare parts while standardizing maintenance and repair procedures.

"We are committed to helping airfields lower their airfield lighting energy costs

These improvements can help airfields reduce operating costs and lower the total cost of ownership while still providing the required photometric performance.



The PRO APF LED fixtures use the industry's first Wavetrac™ technology, resulting in a power factor that is virtually perfect under all loads and conditions.

and maintenance expenses," says Vini Petroni, Commercial Manager of Airport Lighting at Eaton's Crouse-Hinds. "The increased performance of the new PRO APF inset LED series can reduce capital costs in electrical infrastructure up to 50 per cent when compared to similar products available in the market. These cost savings can greatly benefit airports and free up money for other expenses."

The Pro APF LED inset fixtures are now available for runway centerlines, touch-down zone lights, taxiway centerlines and stop bar lights." ✈️

Elizabeth Sheelan is Associate Product Line Manager at Eaton's Crouse-Hinds Business. Eaton's Crouse-Hinds Airport Lighting Products is a global provider of airport lighting equipment. With over 80 years' airport lighting experience, CHALP is a trusted manufacturer and valued supplier of airport lights, constant current regulators, airfield lighting control systems, PAPI precision approach systems, airfield guidance signs, runway and taxiway lights, and lamps, lenses and maintenance supplies.

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HMM's Charlottetown Airport Runway Rehab

By Rob McLure

The crosswind Charlottetown Airport Runway 10-28 has been subject to limited use during severe weather conditions and has also fallen victim to significant environmental degradation after 27 years of service without major rehabilitation. Hatch Mott MacDonald (HMM) was awarded the project for all aspects of rehabilitation planning, preliminary design and detailed design, with Rob McLure, Vice-President and Division Manager of HMM's Atlantic office, at the project's helm.

The Charlottetown Airport Authority's goal was to develop an efficient and cost-effective rehabilitation program that met immediate and future needs, including meeting budgetary and schedule constraints while maintaining full airport operations. The scope of the assignment involved, first, understanding the pavement deterioration issues, and then consulting with the stakeholders to develop a plan for improvement.

To provide a cost-effective rehabilitation design solution, only the flight travel path (center section) of the runway was fully milled and repaved. Due to uneven thickness of the asphalt on the existing runway in the center 30-m wide section, portions of the gravel base were disturbed during milling. The exposed gravel base was unsuitable for direct application of the planned asphalt base due to the gradation or sizing of the gravel particles. Rather than remove the asphalt base, HMM devised a plan to reuse the asphalt millings to prepare the surface for asphalt placement, which minimized delays and controlled project costs.

Paving at the intersection of the two runways was coordinated with airport management to minimize interference with air traffic. Work was completed at specific time periods around the clock over three days, and no large planes could land during this period. The final paving of the intersection took place between



Rob McLure.

midnight and 7:00 a.m. on September 6, 2012. To mitigate the threat of rain delays while completing the asphalt seal coat, a portable heater from a nearby ice arena was used to dry the base asphalt surface, which allowed paving to continue as scheduled.



Before its facelift, the runway saw significant environmental degradation—a result of 27 years of service without major rehabilitation.



The crosswind Charlottetown Airport Runway 10-28 has been subject to limited use during severe weather conditions.

The rehabilitation set the stage for the eventual extension of Runway 10-28, which will increase airport capacity and make it more competitive with other regional air service providers. This runway rehabilitation project also represented a significant contribution to local economic development. The construction contract adhered to the Prince Edward Island Environment Act and Regulations,

The rehabilitation set the stage for the eventual extension of Runway 10-28, which will increase airport capacity and make it more competitive with other regional air service providers.

the Canadian Environment Act and Regulations, the Federal Fisheries Act and the Canadian Environmental Assessment Act.

HMM's careful planning and staging ensured that the project went smoothly. These innovations through design and construction allowed the project to stay on budget and on schedule and to meet the needs of the client. Local communities benefited from the work and there was no harm to the environment. ✈

Rob McLure is Vice-President and Division Manager of Hatch Mott MacDonald's Atlantic office.

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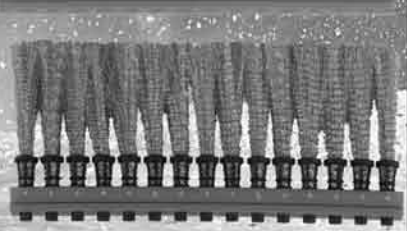
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Passing on Passion for Aviation: Philip Van Manen, Georgian College

By Drew Kozub

The phrase, “Those who can, do; and those who can’t, teach,” does not fit Philip Van Manen. He currently works as a professor in the Aviation Management Program at Georgian College’s Canadian Aviation Institute, but over his 17-year career, he has seen a lot. Starting his career as an airport planner at Marshall Macklin Monaghan, managing the Toronto City Airport through 9/11 and the SARS crisis, and leaving his friends and family behind to move to India for a three-year race against the clock to complete New Delhi’s Indira Gandhi International Airport’s new terminal and expanded airside ahead of the 2010 commonwealth games, he shares stories and experience with his students they just won’t find in their textbooks.

“The challenges of teaching are somewhat different from the industry,” Philip says about the difference between academia and the workforce. “I’m not paying students for their work with dollars, but with grades. However, as with any good supervisor-employee relationship, the quality of students’ work is very much dependent on the quality and sincerity of my preparation and an engaging approach to learning in the classroom.”

Philip finds as many opportunities as possible to connect his students with the airport industry by touring them through airports and bringing International Association of Airport Executives (IAAE) Canada student members to emergency exercises, like the one held last September at the Hamilton International Airport. By experiencing these activities, students apply their learned knowledge to real-life scenarios, helping them successfully work through difficult projects and understand new concepts, opening his students to the possibilities that await them in the industry upon graduation.

When he first started in the industry, Philip did not plan on ending up where



Philip with his first-year students on tour at the Firehall at Hamilton International Airport in March 2013.

he is today. Like many people who have a passion for aviation, Philip thought his first job would be as a pilot; however, his six-foot-six frame made him too tall for the air force, so he figured flying a C-172 was the next best thing. After obtaining his private pilot’s license, Philip began

working his way through classes at Georgian College and understanding just how many opportunities could be ahead of him working in aviation. Working in many different roles at different airports in Ontario, Philip’s most unique and challenging project actually took place more than 7,000



Philip leads the airside training program for ground handlers and airport staff in New Delhi, India during the summer of 2010.



Philip with the airside operations readiness and training team upon successful arrival on a large new runway and the terminal bridge connecting Emirates Airlines A380 at New Delhi—a first at IGI Airport, in 2010.

miles from home, as a planner and project advisor in New Dehli, India.

“Not only was the environment totally opposite to Canada’s, but the culture and way in which work was done was very different,” recalls Philip. “I was blessed to

be part of a dedicated team of professionals—both Indian and expats—to resolve problems by thinking outside the box and often using my own Ontario airports experience. This once-in-a-lifetime opportunity garnered in me a renewed appreciation

for the world outside of Canada; a tremendously challenging exposure to a rich cultural heritage and wide variety of people, food, weather and spirituality.”

It took Philip about six months of learning to get used to working and living in

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such a different locale. The six- and seven-day work weeks were a bit of an adjustment but the project was successful, and he was pleased to return home and start his career at the college and reconnect with his peers in the IAAE Canada.

"IAAE Canada has been an important association to me for a number of reasons," says Philip. "First and foremost, I was able to take specific and practical courses in areas that were not taught in college or university. The short courses and meetings provide great opportunities to connect and share experiences with colleagues from other airports I never would have met otherwise."

Working in many different roles at different airports in Ontario, Philip's most unique and challenging project actually took place more than 7,000 miles from home, as a planner and project advisor in New Dehli, India.

Philip also appreciates the networking opportunities, support and camaraderie that come with being a member of a professional association, like IAAE Canada. "One airport can be a small place sometimes, and the chance to discuss challenges with friends around the country is invaluable," says Philip. "It is also very important we meet face-to-face occasionally to solidify these essential relationships."


Through his career, Philip has seen the industry go through many changes, including the advent of safety management systems and the change in approach by Transport Canada, with respect to airport inspections and regulatory compliance. In addition, one of the biggest changes he sees coming is the focus on environmental sustainability. Philip says airports, airlines and other aviation organizations must work together to be part of the solution to reduce greenhouse gas emissions and reduce their carbon footprint.

"In order to be successful today, I believe that continuing education is integral to sustainable airport development," says Philip. "Airports need to ensure they have safe, efficient and environmentally-sound operations managed by qualified and capable people."


With no plans to retire from the industry anytime soon, Philip is excited about the possibilities ahead for his students and colleagues in aviation. He will remain connected to his friends and colleagues in IAAE Canada through his work at the Canadian Aviation Institute at Georgian College, and he hopes airports will

continue to find opportunities for the IAAE Canada student chapters through cooperative work experiences and invitations to industry events, to keep these young minds engaged and excited about the happenings within this sector.


"I would encourage more sponsorships and investments in our students, even when they may go on to different airports, airlines and other aviation organizations for their careers," says Philip. "It is important to support students with these amazing work experiences, as they change lives and inspire the next generation of airport managers." ✈



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