

The IAAE Canada

Winter 2014

AIRPORT MAGAZINE

An official publication of the International Association of Airport Executives Canada





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

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

A Message from IAAE Canada

IAAE Canada: The Next 20 Years

how we will work in the future that indicate what some of those changes will be.

In transportation, air travel continues to be more and more common place. More of us are flying and we are flying more often. Asia, South and Latin America and Africa are all showing significant growth. As our personal and business relationships around the world increase, the need to maintain those relationships means that we will be travelling by air even more in the future. As airport managers, we need to be prepared to see more people move through our facilities, arriving in larger aircrafts, requiring us to manage airport capacity to a greater degree.

In business, as connections and contacts increase in the global market, our ability to compete and provide the products and services that our customers want will touch us all regardless of where we are on the planet. This means that we can no longer think in terms of regional, domestic or continental markets; we will need to think globally as our customers and our competitors will be global. As a result,

there will be a need for collaboration on a global scale, particularly in airports as we compete for passengers and air carriers from around the world. We can serve those customers better by collaborating in safety, security, operations and developing best in-class customer services.

In education, the rise in the capability and quality of distance, self-paced learning is changing how education and training is delivered. This makes it available to more people as high speed data capacity increases throughout the world. This is a major breakthrough for delivering airport management and technical skills to airport workers. As our profession does not have the same number of practitioners as compared to medicine or law, an effective and cost efficient method of providing training and continuing education is critical to the continued development of the profession.

How we interact with our co-workers and employers is changing too. Our work relationships are becoming less hierarchical

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MEET THE IAAE CANADA BOARD OF DIRECTORS

- Cuyler Green, A.A.E., Chairman
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and more collaborative and co-operative. Lateral moves to gain skills are becoming common place and the focus of previous generations on promotions as a measure of success is waning. Employers will provide the required training for the job, but it is up to each individual to grow their own career.


What do these changes mean for you, our members? It means that, as the nature of our work and industry changes, we need to adapt our approach, education and skills to meet those changes. As the only individual member airport professional

development organization in Canada, we are here to help you and your organization grow.

IAAE Canada provides the training and development opportunities to take control of your own career destiny. We are constantly evaluating the needs of the industry and of our members and developing programs to meet those needs.

How will you prepare to meet the challenges of the next 20 years? At IAAE Canada, we are planning for the future and are here to help our members succeed, because that is our purpose. ✈




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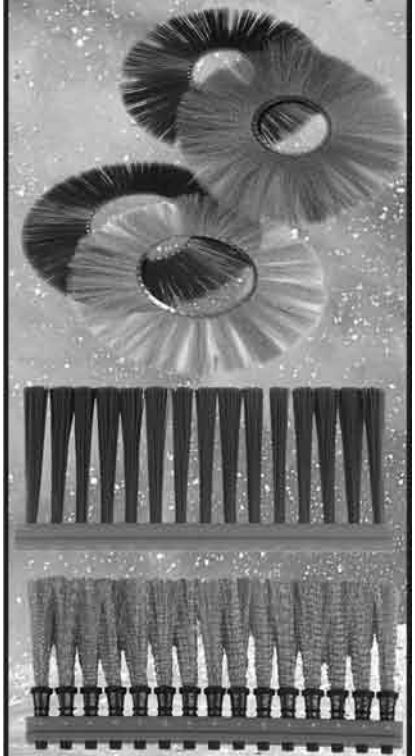
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The IAAE Canada Accreditation Program (A.A.E.) is the **industry standard for airport executives and equivalent of a fourth-year university academic level**. It challenges the candidates to prove their knowledge and skills in three distinct ways: passing 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.

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Distributed annually 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 LIBRARIES

These libraries contain numerous reports, surveys and other current written materials. The libraries can be accessed through the IAAE Canada and AAAE websites. They provide extensive information on all aspects of airport operations. 

Toronto Pearson Airport Celebrates 75 Years

By Bill Newman, A.A.E., Principal, Newman Aviation Insights Inc.

January 24, 2014 marked the beginning of Toronto Pearson's 75th year as a licensed aerodrome. Known originally as Toronto Municipal Airport, the facility was developed in 1937 by the City of Toronto through the purchase of nine farm properties totaling 1,050 acres near the village of Malton. By the following year, two hard surface runways, plus a grass strip, had been constructed.

The first terminal building was a renovated farmhouse (the Chapman farmhouse) located near the current Airport Road. The city, assisted by grants from the federal government, constructed the new airport and another on Toronto Island for the gargantuan sum of \$1.8 million. A Department of Transport (DOT) report from the time commented that the Malton Airport was, "a good site, well removed from city smog and fog."

While the city owned the site, it assigned the operation and management of it to the Toronto Harbour Commission (THC). On January 24, 1939, the THC received its aerodrome licence from the DOT. In the same month, however, the THC leased the operation of the airport to the DOT. A new wooden terminal building, identical to one constructed at the same time at the Toronto

Island Airport, was also completed in 1939. The THC continued to hold the aerodrome licence until November 30, 1961, when the DOT assumed full ownership of the airport through purchase of the lands from the City of Toronto.

Through the Second World War, Malton contributed to Canada's war effort as a centre for large scale aircraft production and air crew training under the Commonwealth Air Training Plan. The post-war years saw steady passenger growth with flights to the United States and then, in 1960, the introduction of international services by British Overseas Airways Corporation. To keep pace with the growing activity, improvements were made to the airport's runways, navigational aids and terminal facilities.

On February 28, 1964, Prime Minister Lester B. Pearson officially opened Terminal One, a circular terminal building, which was unique in design at the time. Further growth in traffic prompted the construction of Terminal Two in 1972. Its linear design ultimately expanded to more than a mile long. Terminal Three was built in 1991 and was Canada's first privately owned and financed terminal building.

Fast forwarding to today, Toronto Pearson International Airport is Canada's

largest airport, the principal hub of the Canadian air transportation system and a leading North American gateway airport. It is operated and managed by the Greater Toronto Airports Authority (GTAA) under a long term lease with the DOT, which came into effect on December 2, 1996, under the National Airports Policy. Soon after assuming management control, the GTAA undertook a 10-year, \$4.4-billion expansion and revitalization of the airport, known as the Airport Development Program.

Now 75 years later, Toronto Pearson has evolved from that initial two runway, grass strip aerodrome to a five runway, two terminal international hub that accommodates 36 million passengers and 433,000 aircraft movements per year. It is ranked 35th busiest in the world. The same DOT report quoted above noted, "with Malton and Toronto Island, Toronto is now perhaps better equipped than any other city in North America." The validity and foresight of that comment still applies today.

From the first official landing at the airport by an American Airlines DC-3 in 1938 through the maiden flight of the Avro Arrow in 1958 and the advent of the Concorde in 1983 and the A-380 in 2009, Toronto Pearson's rich history is one of repeated success and accomplishment. As the 21st century advances, the airport will continue to evolve and grow in the pursuit of its vision of becoming North America's pre-eminent international gateway.

Happy 75th anniversary, Toronto Pearson! 

Bill Newman, A.A.E., is the past chair of IAAE Canada. He is currently the Principal of Newman Aviation Insights Inc.



Bill Newman, A.A.E.



The Malton Airport airfield in 1939. Both photos courtesy of the Greater Toronto Airports Authority.



Toronto Pearson Airport today.

SOURCE

McGrath, T.M. History of Canadian Airports. Ottawa: Lugus Publications, 1992 www.TorontoPearson.com.

New Standards Do Not Mean Tossing the Old



John Smyth.

By John Smyth

It has been a long time coming, but a draft version of the 5th edition of TP312, Aerodrome Standards and Recommended Practices, is finally here. While the title remains the same, the document itself includes standards only and no recommended practices.

The 5th edition is operationally based and intended to be adaptable to the needs and objectives of airport operators, whereas the 3rd and 4th editions are design-based and not easily adaptable.

In this edition, we move away from the familiar Reference Code and instead use Aircraft Group Number (AGN). This change in concept requires a mindset change for those who use the standard. With Reference Code we identify the critical aircraft and then, based on aircraft dimensions and reference field length (runway length), determine the Reference Code and consistently use that Reference Code throughout the document to determine the required physical characteristics, obstacle limitation surface dimensions, etc.

With Aircraft Group Number, this one-size-fits-all methodology no longer applies. The AGN is determined, in accordance with the characteristics of the critical aircraft, for each part of the maneuvering area. For a particular aircraft, the AGN may change according to the specific physical characteristic of the airport. You will want to make the two tables (one shown here) in chapter 1 of the standard your new best friends. Almost all of the other tables in the document will refer you to one of these two tables to determine the AGN for the specific physical characteristic in question.

There are a number of standards in the 5th edition which were recommended practices in earlier editions; however,

TABLE 1-1 (Runway Environment)		
Column I	Column II	Column III
Aircraft Group Number	Wing Span	Outer Main Gear Span (a)
I (for approach speed category C or D use AGN IIIB)	Less than 14.94 m	Less than 4.5 m
II (for approach speed category C or D use AGN IIIB)	14.94 m up to but not including 24.10 m	4.5 m up to but not including 6 m
IIIA (for approach speed category C or D use AGN IIIB)	24.10 m up to but not including 36.00 m	6 m up to but not including 9 m
IIIB (Includes Groups I - IIIA with C & D approach speeds)	24.10 m up to but not including 36.00 m	6 m up to but not including 9 m
IV	36.00 m up to but not including 52.12 m	9 m up to but not including 14 m
V	52.12 m up to but not including 65.23 m	9 m up to but not including 14 m
VI	65.23 m up to but not including 79.86 m	14 m up to but not including 16 m

Runway environment table from the 5th edition of TP312.

many of the recommended practices did not make it into this edition. So, do not throw away your earlier editions; the recommended practices that did not make the cut provide good guidance.

It is incumbent upon pilots to ensure the airport they are using is suitable for the intended operation. To facilitate pilot decision-making, airport operators will be required to publish the certification level of service for each part of the maneuvering area in the Canada Flight Supplement. Transport Canada is finalizing the associated specifics and looking at a three year phase-in for this particular requirement.

As with the 4th edition, the 5th edition will be grandfathered; in other words, existing airports will not be required to comply with 5th until they replace or improve part of the facility and then only with the applicable sections of the standard. There are airports now certified to 3rd edition for some parts and 4th for other parts.

It is quite conceivable that we will soon see airports certified to 3rd, 4th and 5th editions. Transport Canada's challenge in all of this will be to ensure consistent interpretation and application across the regions with respect to grandfathering—when does it apply, when does it not?

The writing style in the 5th edition will take a little getting used to. The use of the word "shall" to identify a standard is no longer there. But of course, everything in the 5th edition is a standard, except the notes, and it is simply written in the present tense.

As noted at the outset, it has been a long time coming and the current group at Transport Canada must be congratulated for bringing it to fruition. All that is required is one last push to finalize the document. ✈️

John Smyth is the president of JJS Aviation Consulting Inc.



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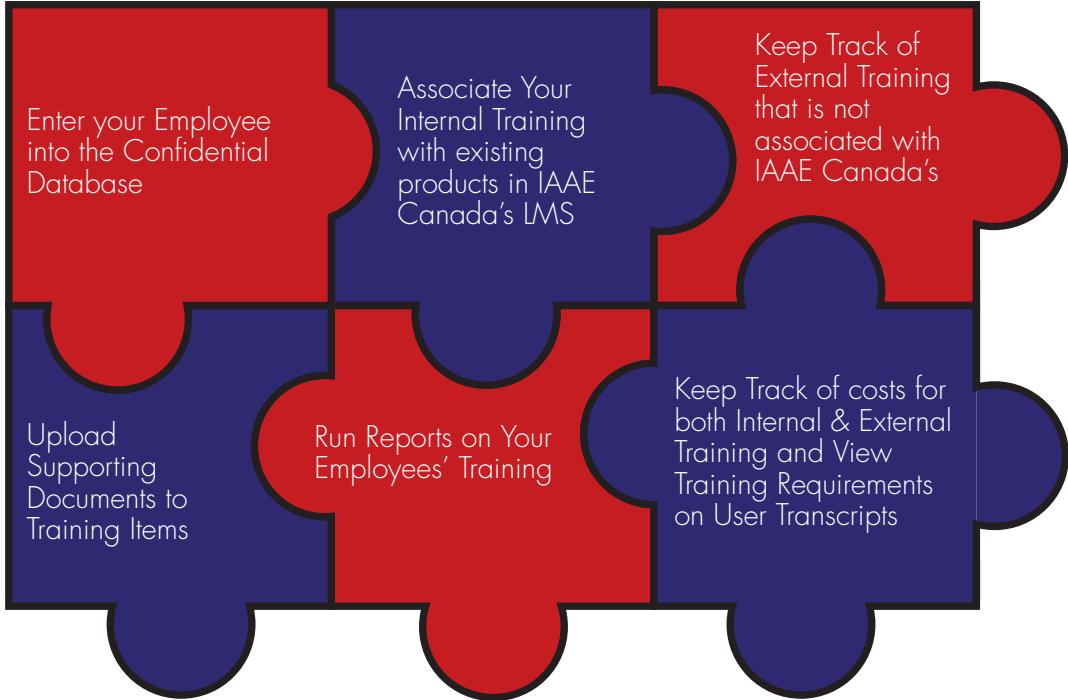
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Emerging Technologies: A Better Management System

By Greg Winfield

Everyone agrees that when it comes to managing activities efficiently at an airport, software is crucial. The software you use, its abilities and how you use it are all important. AIRMAN, a Volairus product, was created by Air Ops International professionals specifically for airport use in 1999. It has remained an essential tool incorporating evolving requirements driven by SMS and SeMS, as well as distinct requests by airport managers and staff.

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Greg Winfield is the president of Volairus Management Systems Inc.

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From all of us at Regina Airport Authority congratulations IAAE Canada on 20 years of aviation excellence and in assisting airport executives in fulfilling their responsibilities to the airports and communities they serve.



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Team Eagle

By Steve McKeown

Team Eagle continues to focus on integrating technology, equipment and human resources to provide solutions for incursions, excursions, SMS, situational awareness and airfield snow and ice control.

When Team Eagle became a member of IAAE Canada in May 2002, the company's products concentrated mainly on snow and ice control vehicles, with three primary lines of equipment. Today, Team Eagle's list of products is much more comprehensive.

Team Eagle offers and services more than a dozen brands of leading airfield snow and maintenance equipment, including Oshkosh vehicles, MB Sweepers, EPOKE chemical applicators, Multihog multipurpose vehicles, Cyclone rubber/paint removal equipment and Raiko icebreakers. It also provides a suite GIS/GPS software to support improved airfield safety and efficiency.

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Asset Tracking and Incursion Management is a GIS/GPS software program designed to help airfield operators with improved situational awareness in order to reduce vehicle incursions.



The team at Team Eagle Inc.

The EagleEye Driver's Enhanced Vision System is an aircraft rescue and firefighting focused tool used to help emergency responders navigate to and from an accident scene in low to no visibility conditions.

A growing focus on research and development has Team Eagle working with all of the major global regulatory agencies, including the Federal Aviation Administration.

Team Eagle now has three corporate offices across North America. They are located in Ontario, Washington State and New Hampshire. There are also several home-based offices that continue to visit and serve its airport customer base.

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Steve McKeown is the Chief Executive Officer of Team Eagle Inc.

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Cameron Nicolson, A.A.E., Calgary Airport Authority

By Meg Crane

Cameron Nicolson has come a long way in the industry in a short time.

In 2003, Nicolson took a term position at the Calgary Airport as an equipment operator with no experience in aviation. An executive member at the airport noticed that the young man plowing snow and fixing fences was overqualified. Nicolson was pulled from the runway and became the Manager of Safety. Today he is Director of Safety.

"I've got a pretty interesting job. I've got a pretty diverse job as well," says Nicolson. His favourite part of his current job is that he does not know what it will entail from day to day. Nicolson and his team oversee workplace health and safety for the airport's employees, contractors

and the public. He and his team also plan for emergencies and ensure the airport's fire fighters and paramedics are ready to respond.

"In this role you have to see what might be happening in the future and see where things might end up going wrong," says Nicolson.

Since 2001, a lot has changed in airports. Nicolson says some changes, such as lower operational costs and better technology, have been good for the industry. But the challenge of efficiently complying with many of the regulations can be frustrating. Nicolson envisions a future in which airport customers feel safe and secure, but also enjoy their time at the airport. "We have to avoid an institutional



Cameron Nicolson at work at the Calgary Airport.

and sterile approach and keep focused on customer service and experience to make sure passengers enjoy the time they spend in airports."

One major change that is guaranteed to come to airports, according to Nicolson, is the loss of experience from the baby boom generation who worked with, and were trained by, Transport Canada. Those training programs were great, says Nicolson, but now people have to find
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training elsewhere. He thinks the next generation of airport professionals need to seek out and participate in organizations that support the growth of people in the industry.

"I have great expectations for the next generation. And the one after that," says Nicolson. He thinks the industry will be in good hands because people from the next generations who he works with are so clever.

Nicolson really threw himself into the airport industry without any prior experience. He even joined the International Association for Airport Executives Canada (IAAE Canada) because he felt he did not have enough knowledge about aviation. Initially, with encouragement from his boss and mentor, Nicolson took courses through IAAE Canada and learned as much in the classes as he did from the people he met in the classes. From his growing network of airport employees, he learned about how other airports across the country worked.

But when he joined the IAAE Canada board in 2006, he started interacting with people in higher positions who had more knowledge of the airport industry than he did. He met people who ran big airports, as well as very successful small airports from all over the world. "That pushed me to learn more and consider new concepts in airport management," says Nicolson.

Now Nicolson is helping others get industry training; he became the chair of the training committee for IAAE Canada. "My goal is to expand the training opportunities for our members, and also for people who may not be members, but are people working in airports or even in the aviation industry." He is diversifying the training by developing Canadian airport-focused online courses that appeal to senior and executive level management, and introducing courses in subjects not directly related to airport operations, such as airport marketing.

Currently, Nicolson is the Vice-Chair of IAAE Canada and is slated to become the Chair in 2015.

His true commitment to the industry and to IAAE Canada has the power to inspire and prepare some of the next generations entering the field and fulfill Nicolson's optimistic expectations. ✈




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