

The IAAE Canada

Winter 2015

# AIRPORT MAGAZINE

An official publication of the International Association of Airport Executives Canada



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**Cuyler Green, A.A.E.**  
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# A Message from IAAE Canada

## Building Your Team, Keeping Your Team

Growing the volume of business you have with an existing customer always costs less, generates greater profits and creates a stronger relationship than finding new customers. The same principle applies to your workforce. It is always less costly and disruptive and takes less time to reach full potential when you promote or move an existing staff member into a new role than if you hire from outside of the organization. It costs three times as much to recruit, hire, onboard and train a new worker than it does to retain and reassign an existing worker.

It is becoming increasingly important to retain your existing workforce, as the ability to find workers with all of the qualifications, skills and experience that organizations want is becoming harder. It's not just the scarcity of qualified workers that is becoming an issue; the pool of workers itself is becoming smaller, and replacing workers at all levels of skill and education will become more difficult.

The key to retention is encouraging the continued development and training of your existing staff and provide them with the opportunity to grow, regardless of their official job title or position. Workers who are able to grow within their companies stay an average of 200 per cent longer than those who feel the need to move out in order to be able to move up. By leveraging your existing experienced and qualified workforce for a longer period, organizations will be better able to meet goals and objectives without the disruption of lost production due to reduced staff and the time required to bring new staff up to their full capabilities.

Regardless of your position or level in your company, you will have an impact on your organization's ability to succeed in the work environment of the future. Start by identifying who within your group has the potential to move into new or expanded roles. Do an inventory of the skills they have and what training is required to bring their capabilities in line with what potential new roles require, then find ways to provide the training and experience they need.

By becoming active in the success of your co-workers, you will improve not only

their capabilities but the capabilities of the company and of yourself, too. Being able to grow and develop your existing workers makes it easy to demonstrate to future hires from your community and industry that your group is an attractive place to work and will make finding new, quality workers easier.

As members of IAAE Canada, you have recognized the benefits of membership for developing your own career. IAAE Canada has the training, networking and development programs to help your staff succeed. By promoting and providing those skill development opportunities to others in your organization, you will be contributing to the creation of a positive workplace and a resilient and capable workforce. Those capable workers will mean that your company can continue to meet its goals and grow, and you will be able to grow along with it.

**T**he majority of members belonging to the International Association of Airport Executives Canada (IAAE Canada) are leaders in their companies, gaining experience to become leaders or aspiring to become more senior leaders. If you are a leader in your company, a portion of your job is talent management. But what is talent management?

Talent management is an integrated approach in which your company's policies and your actions as a manager are designed to attract, develop, motivate and retain a productive and engaged workforce.

The idea that an organization needs to manage how it is perceived by potential workers even before those workers have been hired is relatively new, but it is the reality for many industries. It will become more important, as there are currently fewer workers entering the workforce compared to the numbers leaving, and this trend will only be exacerbated over the next 20 years.

This new competition among employers for workers is a change from the dynamic of the previous decades, during which workers primarily competed among themselves for the opportunity to work for an employer. This new dynamic calls for creating and implementing policies aimed at increasing your organization's ability to retain its workforce, and will make it easier to attract quality workers when they are needed in the future.

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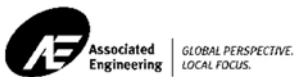
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# Why Should You be a Part of IAAE Canada?

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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

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## 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. ✈

# NAV Canada's Obstacle Evaluation Solution (OES): How OES Will Improve Obstacle Proposal Management in Canada

By Christopher Csatlos, Project Manager, AIM, NAV Canada



The Land Use Office coordinates the assessment of approximately 5,000 proposals per year that may interfere with NAV Canada's ability to provide air navigation services.

The way NAV Canada receives, reviews, and distributes information about proposals for new, man-made obstacles is set to change in fall 2015. Under development since summer 2014, the Obstacle Evaluation Solution

(OES) project helps improve operational efficiency through technology.

OES will allow proponents to see and manage their obstacle inventory and provide access to all data that the Land Use Office has related to their structures. This will enable them

to trigger updates based on change of ownership, modifications that extend the horizontal or vertical extent of the structure, or provide notice they have dismantled the structure.

NAV Canada believes in the importance of involving proponents and stakeholders in

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a transparent way throughout the assessment process and keeping aerodrome operators up-to-date about construction activities in their immediate vicinity.

Through pre-defined consultation areas, OES can automatically notify aerodromes about new nearby proposals and provide direct access to most information submitted as part of the proposal. Broader areas of interest can also be defined, in order to extract all obstacle data in the vicinity of the aerodrome in the form of raw data or through an interactive charting tool resembling an International Civil Aviation Organization (ICAO) Type A chart.

Each year, the Land Use Office coordinates the assessment of approximately 5,000 proposals that may interfere with NAV Canada's ability to provide air navigation services. Each obstacle is evaluated against existing and in-progress instrument flight procedures, impacts to communication equipment such as Very-High Frequency (VHF) / Ultra-High Frequency, navigation facilities such as VHF OmniRange or Instrument Landing System, and surveillance sites like Radio Detection & Ranging (RADAR), Multilateration, and Automatic Dependent Surveillance-B; line-of-sight and visibility issues from control towers or flight service stations at nearby airports are also reviewed.

OES will support NAV Canada's future compliance with ICAO Annex 15 standards and recommended practices for collection of electronic terrain and obstacle data (eTOD).

While the scope of NAV Canada's evaluation is limited to its own provision of air navigation services, OES will provide aerodrome operators with the opportunity to submit comments for inclusion in the final response letter sent to the applicant.

Beyond improving process efficiency, OES will support NAV Canada's future compliance with ICAO Annex 15 standards and recommended practices for collection of electronic terrain and obstacle data (eTOD).

The ICAO standards define eTOD obstacle collection areas, along with

associated data accuracy requirements for both horizontal and vertical positions. OES will start collecting obstacle accuracy data as part of the submission process, in order to support design of instrument flight procedures and ICAO Annex 15 eTOD compliance.

OES will enable the Land Use Office to more efficiently and expeditiously distribute information to stakeholders, collect and send responses, organize issues and mitigations and assist, and assist with the follow-up of proposals nearing construction. NAV Canada looks forward to the implementation

of OES and working with aerodrome operators, proponents, and municipalities to manage obstacle in the safest and most efficient way possible. ✈

Additional information about OES and NAV Canada's obstacle management activities can be obtained from Christopher Csatlos, OES Project Manager, at [chris.csatlos@navcanada.ca](mailto:chris.csatlos@navcanada.ca). Should you have inquiries about obstacles or the Land Use process, contact the Land Use Office directly at [landuse@navcanada.ca](mailto:landuse@navcanada.ca) or toll-free by calling (866) 577-0247.



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

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*"Well organized and provides for great networking with other airport personnel, companies, organizations and TC. Keep up the great work."* **Lindell Smith, Deer Lake Regional Airport**



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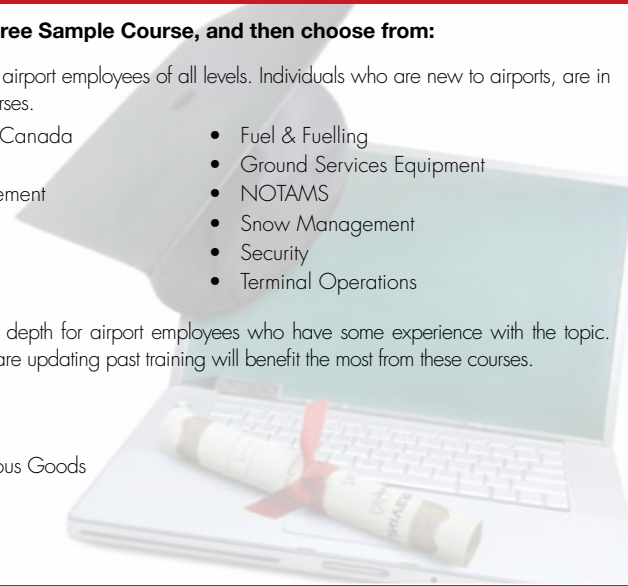
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# Connecting Toronto's Mainland with the Island: New Pedestrian Tunnel to Billy Bishop Toronto City Airport

By Mike Karsseboom, A.A.E, General Manager Airport Operations, Billy Bishop Toronto City Airport

**O**n July 30, 2015, PortsToronto opened the new pedestrian tunnel to Billy Bishop Toronto City Airport, providing travellers with a fast, reliable and convenient way to access the airport.

Since it was first opened in 1939, Billy Bishop Airport has only been accessible by ferry. Now, a new 853-foot pedestrian tunnel runs across the Western Channel of Lake Ontario, constructed in the bedrock 100 feet beneath the surface of the lake. The tunnel will serve as the first land-link between Toronto's mainland and the island, which was constructed by Toronto Harbour

Commissioners, a predecessor agency of PortsToronto, in the 1930s using land reclaimed from Toronto Harbour.

"The tunnel will improve the already swift travel experience for the two million local passengers who pass through our airport each year en route to destinations around the world," says Mark McQueen, Chairman of PortsToronto.

"That PortsToronto was able to deliver this unique piece of infrastructure without a penny of taxpayer money is just the icing on the cake."

The tunnel, which cost \$82.5 million to build, was funded through a public-private

partnership between PortsToronto, Forum Equity Partners and lead contractor PCL. Ultimately, the cost of the tunnel will be paid for by airport users via a portion of the existing Airport Improvement Fee.

Travellers arriving from the mainland now enter a new, one-storey pavilion that serves as the entryway to the tunnel. From a bank of six elevators inside the pavilion, they descend 100 feet to access the tunnel and travel along the horizontal passageway via four automated sidewalks moving at a speed of 2.3 kilometres per hour.

At the south end of the horizontal expanse of the tunnel, travellers can choose to ascend to the island atrium and airport's check-in area using one of the longest escalator systems in Canada, one of two elevators, or a staircase of 153 steps. The complete journey through the tunnel takes less than six minutes and dramatically improves passenger flow.

Since the start of its construction, the tunnel's unique design and construction have won it the International Tunneling & Underground Space Association's 2014 Specialist Tunneling Project of the Year Award and the Tunneling Association of Canada's 2014 Canadian Project of the Year Award.



Preparing to break ground on the new pedestrian tunnel to Billy Bishop Toronto City Airport in 2012.

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The 853-foot pedestrian tunnel runs across the Western Channel of Lake Ontario, constructed within the bedrock 100 feet beneath the surface of the lake. The tunnel is the first landlink between Toronto's mainland and the island.



The pedestrian tunnel is named after William Avery "Billy" Bishop (1894-1956), a Canadian flying ace with the Royal Canadian Air Force and Victoria Cross recipient of the First World War. Bishop, of Owen Sound, ON, was the top Canadian air marshal of the war, with 72 official victories.

"The design of the tunnel marks the first time in Canada that a drift system was used to construct the arched crown design of the main tunnel," says Geoffrey Wilson, CEO, PortsToronto.

"This innovative design provided for the incorporation of three City of Toronto water and sewer mains to service Toronto Island and, in so doing, saved Toronto taxpayers over \$10 million in duplicate construction costs. We are immensely proud of the

collaboration that was involved in building this tunnel—be it with the city, our construction partners or stakeholders—and of our efforts to complete the project with as little disruption as possible to the surrounding community. We are looking forward to realizing the benefits this tunnel will have on our travellers, our operations and Toronto overall." ✈

For more information on the Pedestrian Tunnel, visit [www.portstoronto.com](http://www.portstoronto.com).

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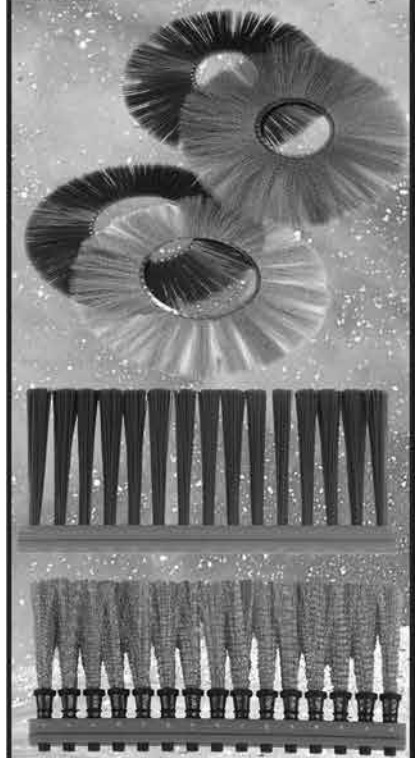
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# Meet Joe Mauro, IAAE Canada's First Executive Director

By Paul Adair

In May 2015, Joe Mauro joined the International Association of Airport Executives Canada (IAAE Canada) as its first Executive Director, a newly formed role created in the wake of the departing executive coordinator position. With a background in non-profit management and membership-based organizations, Joe previously served for seven years as Chief Executive Officer for the Canadian Kennel Club.

Aviation is something that has always been interesting to Joe, and he jumped at the opportunity to work with the airport industry managers and executive members of IAAE Canada.

"What you find with airport executives is that they tend not to get bogged down in minor details and instead move onto higher-level conversations about the issues at hand," says Joe. "They also have a

willingness to be open and collaborate and this is what I found to be quite refreshing about IAAE Canada."

Seeing a need in his time with the association thus far, Joe has a goal of establishing a very clear curriculum for IAAE Canada's 2016 slate of training programs.

"If there is one thing I have found missing, it is that we haven't had a concise calendar with various times, dates, or locations for our courses in advance of the year starting," says Joe. "I am looking forward to being able to put some structure and very fine definition to the programs that we have at IAAE Canada and create more of a curriculum that people will understand and know."

Joe also wishes to address the challenge of attracting younger members to IAAE Canada, showing them the value in membership and illustrating the merit of enrollment in the training and accreditation programs

provided by the association. In doing so, Joe hopes to maintain the association's vibrancy and creativity into the future.

Networking with IAAE Canada members and the Canadian Aviation Industry is also a top priority for Joe. He has been connecting with student, airport, industry and corporate members to gauge how IAAE Canada can better serve the industry.

Married and with two young children, Joe enjoys gourmet cooking and playing goal for an amateur hockey team in his free time, and he is a die-hard Toronto Maple Leafs fan.

"I am a Leafs season ticket holder," says Joe. "It has taught me patience and given me an understanding that there are going to be bumps along the way, but as long as you have a solid plan, things will work out." ✈



Joe Mauro

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# Emerging Technologies: Leveraging Connectivity

By Kerr Lammie, Airbiz Aviation Strategies

**S**martphones are revolutionizing how the airport and airlines, retailers and passengers interact. As the need for connectivity rises, airports and airlines have a unique opportunity to collaborate in the provision of Wi-Fi services and smartphone applications. This will enable a direct engagement with the passenger while online to provide real-time travel information and communicate relevant services, tenant or retail service if appropriate opt-in mechanisms are in place.

Airport, airlines, retailers and government agencies all compete for the attention of customers and are constantly developing solutions that fit their specific needs. The outcome may be an overlap of tools that, while achieving their intended purposes, miss an opportunity to enhance the overall passenger experience by those services being deployed as part of a broader customer experience strategy.

## MEET THE INTELLIGENT AIRPORT

An intelligent airport is about giving airports, airlines, agencies, retailers and passengers consolidated, timely and location-specific information that allows them to make informed decisions. While, for the passenger, this will mean providing the relevant information at each step of its journey, for airports, this includes collecting and analyzing a wealth of data, enabling day-to-day operational decisions and long-term planning decisions.

Realtime data and predictive analytics can assist airports and stakeholders in making decisions more effectively, in terms of staffing and gate allocation, to mitigate projected reductions in the Level of Service during busy periods. While this may appear to be an unrealistic or costly objective, most airports have often started this journey without realizing it.



*An intelligent airport gives airports, airlines, agencies, retailers and passengers consolidated, timely and location-specific information that allows them to make informed decisions.*

## GETTING THERE

Airports often underestimate the range of data already being produced within their facilities. Whether it is from flight information displays, a common-use check-in platform, security screening checkpoints assessments or duty-free sales, all available information should be identified as a first step in consolidating data. Similarly, an inventory of existing IT and mobile infrastructure should be undertaken to identify opportunities and possible operational risks.

Wi-Fi service enables a broader set of operating information, as well as commercial and revenue generation opportunities. The use of Low-Energy Bluetooth beacons and Stereoscopic sensors are increasingly used to complement traditional Wi-Fi services; both are tools used to realize the intelligent airport.

The deployment of beacons must be linked to a thorough strategy to ensure location, range and targeted uses are properly established by the airport and stakeholders through the use of a shared registry. While beacons will only capture

a portion of passenger operations, stereoscopic sensors provide an accurate assessment and count of passenger wait times, queues and flows.

Although the intelligent airport offers possibilities for the enhancement of day-to-day operations, we foresee great benefits for long-term planning exercises as the wealth of information collected will identify the level of service not only during peak operational periods, but at any time. This enables airport operators to plan infrastructure and process improvements with a clear understanding of the dynamics of daily, weekly and seasonal demand. ✈

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*Kerr Lammie is Principal of North America at Airbiz Aviation Strategies. As an independent aviation consultancy, Airbiz provides product-agnostic performance specifications which ensure the focus of the development of an intelligent airport strategy is on end-results, rather than capabilities of specific products. Learn more at [www.airbiz.aero](http://www.airbiz.aero).*



# Georgian College, Canadian Aviation Institute

By Derrick G. Todd, Canadian Aviation Institute

The Georgian College Aviation Management program has been running for 29 years! In that time, we have placed over 1,300 graduates into the aviation industry, many of whom are now in the position of hiring the program's current graduates.

I would like to focus on an amazing partnership through our articulation agreement with Griffith University in Australia. The Georgian College Aviation Management program is the only three-year college program in Canada that allows students to enroll directly into the Griffith University Master in Aviation degree program. This degree takes approximately one-and-a-half years of full-time studies to complete and can be taken online or

at the campus in Brisbane, Australia. Due to the increased popularity of this option, our enrollments have increased by 20 per cent this year.

Our articulation agreement with Embry Riddle Aeronautical University in Daytona Beach, FL is another popular program at Georgian. Here, our students have the choice of two Bachelor of Science degrees; one in Technical Management and the other in Aerobatics. Both can be completed in one year. These pathways are exciting options that continue to grow in popularity. ✈

*Derrick G. Todd, MAvnMgt, BBA, AME.E, is Professor/Program Co-ordinator Aviation Management at the Canadian Aviation Institute.*



The Canadian Aviation Institute at Georgian College is pleased to announce its partnership with Griffith University in Australia.



Over the past 29 years, the Georgian College Aviation Management program has placed over 1,300 graduates into the aviation industry.



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# Mike Seabrook, London International Airport

By Paul Adair

**M**ike Seabrook, A.A.E., joined the London International Airport in 1990, starting out as Manager of Commercial Services in charge of overseeing business operations. Over the next 25 years, Mike took on various positions of greater responsibility, and he is now the Chief Executive Officer at the airport; a title he has held for the last three years.

"I received my pilot license when I was in my late teens and have flown most of my life—aviation's in my blood," says Mike. "It comes down to the old adage, 'You find a job in an industry that you love, and then you find some way to get paid for it.' And that's what I've done."

With approximately 500,000 passengers each year, the London International Airport is rated in the top 20 busiest Canadian airports, in terms of airport movements. The London International Airport is a relatively small, yet profitable company, with about \$14 million in annual sales and about 50 staff members.

One of the larger challenges Mike looks to address is the phenomenon known as leakage, where travellers avoid using the local airports to take advantage of perceived lower fares and convenient airport services. Situated in close proximity to the cities of Toronto and Detroit, the London International Airport strives to differentiate itself from its neighbours by

branding itself as "the easy and comfortable airport," free of the stress, any confusion, and traffic congestion common with larger centres.

"We are trying to give people—through our brand—compelling reasons why they should be using our airport," says Mike. "It's a challenge that we'll never completely overcome but it's a carrot that's dangled ahead of us; one that we will keep trying to grab."

Mike sees the development and growth of air services at the airport to be among the most significant successes during his time at YXU. The number of travellers has almost doubled over the last 10 years and the airport is now a home to Western University and Fanshawe College aviation programming. A new cargo facility that was built at the airport five years ago is starting to pay dividends as the cargo volumes are starting to build.

Mike is particularly proud of the changes in the culture at London International Airport, where, little by little, the brand has evolved the way the airport does business, becoming more passenger-friendly and passenger-orientated.

"We are always striving to position ourselves as that simple and convenient airport for passenger to use, and that is where we are having our most success," says Mike.

"I received my pilot license when I was in my late teens and have flown most of my life—aviation's in my blood."



*Mike Seabrook, A.A.E., President & CEO, London International Airport*

"We are building an airport and every year, we are getting better at it. We have a bright future ahead of us and I enjoy being the architect responsible for helping us get there."

Mike is an Accredited Airport Executive through IAAE Canada since 1997 and is currently a member of the IAAE Canada Board of Directors. He has an Honours B.A. from Western University and an MBA from the Ivey School of Business.

Mike has been married for 30 years and has three children. He is a golfer, plays hockey, and follows the Montreal Canadiens during the NHL season. When he is able, Mike loves to take to the air in his homebuilt RV-8 aircraft and reconnect with what initially brought him into the aviation industry and to London International Airport. ✈



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