

The IAAE Canada

Winter 2016

AIRPORT MAGAZINE

An official publication of the International Association of Airport Executives Canada



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Paul Ritchi, A.A.E.
 Chairman, IAAE Canada
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A Message from IAAE Canada's Chairman

A Dynamic, Evolving Aviation Industry

building professional relationships that lead to exchange visits, to peer review panels or joint projects.

It is important that IAAE Canada understands the needs and wants of its members. This information will help craft future membership services and offerings. Communication is the key,

and we would like to hear from YOU, our members. As your new Chairman, I invite you directly to ask a question, share ideas or let us know how we can potentially improve.

Please feel free to contact me at paul.ritchi@iaaecanada.org. I look forward to hearing from you!

The Canadian aviation industry is dynamic and it is undergoing consistent change and evolution. Airports facilitate and enable fundamental economic benefits to those living in the local community and beyond. Airport managers need to diversify their experience and skill base in order to best contribute to their airport while developing their own personal career upward to meet greater challenges and opportunities.

The International Association of Airport Executives (IAAE) Canada continues to look for opportunities to serve its members better, to bring a greater return on your membership investment. IAAE Canada is not a lobby or policy organization—it exists to better the skill-sets of those airport professionals who ensure safe and effective daily airport operations and services.

IAAE Canada offers a wide suite of training, with a particular strength for in-classroom training, through which one gets to interact not only with the instructor but also with fellow course participants.

IAAE Canada helps its members to network with one another and share operational, facility, promotional and other ideas through various forums, from conferences and local chapter meetings, to training or

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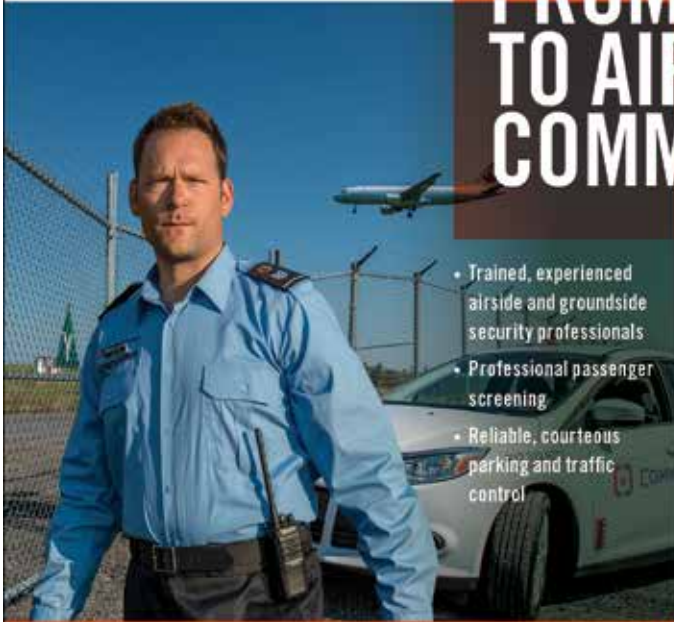
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Joe Mauro
Executive Director, IAAE Canada

A Message from IAAE Canada's Executive Director

Working Collaboratively to Deliver the Training and Networking You Want

Time has really flown by, as it has been 18 months since I took on the role of executive director of the International Association of Airport Executives Canada. In that time, I have witnessed a staff and board of directors who work collaboratively

in an effort to deliver valued benefits to the membership and find the right training and networking opportunities you require.

I also notice interest in IAAE Canada training within the Canadian aviation industry. Both our regulated training and professional development training opportunities are good, but I sense a craving for more—more offerings at varied times and locations and interest in better ways to deliver training that overcomes the financial and distance challenges which many airports face.

Determining the correct timing and location, as well as presenting the courses you need, is our primary focus. The yearly

lifecycle of a Canadian airport dictates the type of training that is required, but it is your feedback to our surveys that decides our training plans. We've created a Training Calendar for 2017 based on your feedback in 2016 and we will distribute it in the fall. Look for it on our website and continue to check the weekly e-Report for the current schedule of available courses.

Feel free to contact me directly at jmauro@iaaecanada.org with any input or suggestions regarding our training courses. We always do our best to be flexible and hope that we are meeting, and continue to meet, your training needs. ✈

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Director, Planning and Development



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ACCREDITATION PROGRAMS A.A.E. – THE MARK OF AN AIRPORT PROFESSIONAL

The IAAE Canada Accreditation Program (A.A.E.) is the **industry standard for airport executives and equivalent of a fourth-year university academic level.** It challenges the candidates to prove their knowledge and skills in three distinct ways: passing the exam, researching and writing a management paper and passing the Board of Examiners panel interview. Candidates are given three years to complete the program.

A.A.P. – THE ACCREDITATION AIRPORT PROFESSIONAL PROGRAM FOR INDUSTRY PROFESSIONALS

The IAAE Canada Accredited Airport Professional (A.A.P.) is a program for Industry Members. It is similar to the A.A.E. program in that the candidate has three years to complete and there are three phases, which are: **passing the exam, researching and writing an article that is approved by the Board of Examiners, and having it published in an industry magazine,** and completing any two of the following: attending an IAAE Canada Conference, successfully completing an IAAE Canada course of your choice, or successfully completing any 10 of IAAE Canada's online courses.

Upon successful completion of the requirements, the Accredited Airport Executive or Accredited Airport Professional may use their new

designation of A.A.E. or A.A.P. as applicable after his/her name.

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Your gateway to the most up-to-date **industry news, business opportunities, upcoming training, conferences employment opportunities and more!** Delivered directly to your inbox!

THE IAAE CANADA WEBSITE & FORUM

IAAE Canada members have access to the Members Only area of IAAE Canada's website, called the Forum, where they can interact with other members, search our members' database, and much more. The website also provides detailed information on **upcoming courses, conferences, employment opportunities, membership lists and a list of our corporate partners.**

ONLINE TRAINING

IAAE Canada's Online Training is designed for new entrants into the airport industry. Short lessons, affordable but very valuable information. Online, on-call, anywhere, anytime.

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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. ✈

Hamilton International Airport Strategically Positioned for Leisure and Business Passengers

By Ashley Rapley, Coordinator of Marketing & Communications, Hamilton International Airport



The City of Hamilton, ON and Hamilton International Airport now have the carrier services to accommodate different types of passenger markets, from business and affordable leisure travel, to ultra-low cost carrier service.

Hamilton, ON, a large city with a diverse customer base, and Hamilton International Airport now have the carrier services to accommodate different types of passenger markets, from business and affordable leisure travel, to ultra low-cost carrier (ULCC) service.

With its airline partners, Hamilton International is able to offer a diverse roster of destinations to its passengers. WestJet, which started flying out of Hamilton in 2000, provides service to year-round destination Calgary, as well as the seasonal destinations of Halifax, NS; Edmonton, AB; and Vancouver, BC in the summer, and sun destinations

Orlando, FL and Cancun, Mexico during the winter months.

Air Canada entered the Hamilton market in May, with twice daily, non-stop year-round service to Montreal, catering to both business and leisure passengers, and providing connections from Air Canada's Montreal hub to Eastern Canada and Europe.

In the winter months, Hamilton International welcomes its seasonal charter service partners Air Transat, Sunwing and Celebrity Cruises, providing direct service to destinations found throughout Florida, Mexico and the Caribbean.

And now, new travel provider, NewLeaf Travel Company, is operating ultra-low

cost service for the Hamilton market, helping meet additional passenger demand by providing service to a number of different destinations throughout Canada.

NewLeaf, in partnership with Flair Air, began flying ultra-low cost flight options for Canadian travellers from regional airports this past summer; NewLeaf's inaugural flight F8-001 departed from Hamilton on July 25, 2016, with direct service to Winnipeg. In addition to direct Hamilton-to-Winnipeg service, NewLeaf launched its operation from Hamilton with direct service to Edmonton, Halifax, Moncton, and Saskatoon and one-stop service to Kelowna.

With over two million passengers in the Greater Golden Horseshoe region, Hamilton International Airport is well positioned to support all types of carrier services, as was seen in the past with low-cost service from Flyglobespan and long-serving partner WestJet, which brought Hamilton International upwards of one million passengers in 2003, proving there is still a large untapped market in Hamilton.

The entrance of multiple new carriers and flights this year to Hamilton International is a huge win for the local community and region. With over 2,700 total jobs created through activity at the airport each year, new services, like those announced by NewLeaf as well as Air Canada and the expansion of WestJet to new markets like Vancouver, will only contribute to additional jobs and economic activity for the city and its broader region.

We believe there is a market for ULCC and low-cost carrier service in Canada that can stimulate more travel and demand for travel by Canadians.

Hamilton International is excited to continue its partnership with NewLeaf into the fall and winter seasons, with additional destination offerings for domestic service available from coast to coast.

We believe there is a market for ULCC and low-cost carrier service in Canada that can stimulate more travel and demand for travel by Canadians, as has been seen by the success of carriers in other markets, such as in the U.S. with Spirit or Allegiant and in Europe with Ryanair and EasyJet.

Hamilton International is strategically positioned to help all carrier services tap into the Greater Toronto Hamilton Area and provide access to a significant population base from an uncongested, lower-cost facility. As with any airport, there's room for ULCCs to co-exist with other low-cost and legacy airline models, catering to all types of passengers; by working with NewLeaf and our other airline partners, we are experiencing this now in Hamilton, strengthening the Airport's destination offering and allowing Hamilton International to reach a more diverse market. ✈



Hamilton International Airport is strategically positioned to help all carrier services tap into the Greater Toronto Hamilton Area and provide access to a significant population base from an uncongested, lower-cost facility.

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CANADA

The 11th Annual FOAM Conference, June 2017



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

Dennis Sandoff, Regina Airport Authority

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

Lee Stroman C.M., Yellowknife Airport

Unconference 2016: The Airport Industry Embraces Open Space

We didn't know what to expect or what would happen, but we did know the Unconference would bring together some great people with great thoughts.

The tone was set by the opening day's CEO Panel, during which Lance Lytle, managing director of the aviation division for the Port of Seattle; Chellie Cameron, CEO of Philadelphia International Airport; Susan Kurland, deputy commissioner of air services development for O'Hare and Midway International Airports; Andrew O'Brian, president and CEO of the Quito International Airport; Tom Rut, president and CEO of Edmonton Airports; Joyce Carter, president and CEO of Halifax International Airport; and Bonnie Allin, A.A.E., president and CEO of Tucson International Airport, offered frank opinion and advice.

The panel was ably led by Marc Laroche, president and CEO of the hosting airport, Macdonald-Cartier International Airport. Laroche delivered some very thought-provoking questions to the group. It then carried on under the capable direction of our facilitator and executive coach, Karen Dawson, and the unconference was underway.

Each day began with a series of presentations focused on a specific topic area. Day One focused on customer service and automation, day-of flight operations, and baggage handling. Day Two examined human resources, the airport as a responsible neighbor, and aircraft servicing.

Then, in the afternoons Open Space took centre stage. The beginning was a bit awkward, as people were unsure how things would play out. But as soon as the first person said, 'I want to talk about...' and posted their topic on the wall, the conversations started. The freewheeling format generated over a dozen conversations, some of which carried on past the allotted time.

Reaction to the Unconference was positive, and many attendees found the format interesting and fun. Many felt it stimulated their thinking and provided opportunities to express thoughts in ways that aren't possible at a typical conference. Who knows? Your next aviation conference could be an unconference!



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Is a New Era Coming to Airports in Canada? Are we Evolving to Airports 2.0?

By Bill Newman, A.A.E., Past Chair, IAAE Canada

Like the building of the transcontinental railroad in the 19th century and the St. Lawrence Seaway in the 20th, the development of Canada's aviation system has played a formative role in the country's economic growth, northern development and international competitiveness.

Beginning with the construction of the Trans-Canada Airway in the 1930s and the upgrading of airports during World War II under the Commonwealth Air Training Plan, Canadian aviation blossomed in the post-war decades to become an important enabler of economic activity. Under the protection and support of the Federal Government's ownership and operation, a national system

of airports and air navigation facilities was developed and gained international recognition for its safety and operational efficiency.

While the aviation system continued to grow in breadth and importance, government policy pertaining to the system tended to be piecemeal.

The first comprehensive statement of government policy on the national transportation system, including aviation, came in the form of National Transportation Act 1967, which, among other provisions, introduced the concepts of user pay and cost recovery. The Act was revised in 1987 to inject market forces and competition into the Canadian transportation system under the banner of Freedom to Move.

The revised Act also served as a catalyst for the privatization of Air Canada in 1989, the transfer of airports from government management and control to not-for-profit airport authorities under the National Airports Policy, and the transfer of the air navigation system to a not-for-profit corporation in the form of Nav Canada. The Act was further updated and consolidated in 1996, presented as the Canada Transportation Act, which remains in effect to this day.

In June 2014, the Federal Government initiated a full review of the Canada Transportation Act, the first since 2001. Led by David Emerson, a former cabinet minister and president of the Vancouver Airport Authority (YVR), the review examined the performance of the various modes



comprising Canada's national transportation system and looked ahead by 20 to 30 years to identify priorities and opportunities for the system to support the country's long-term economic well-being.

Tabled in Parliament in February 2016, the two-volume review report entitled *Pathways: Connecting Canada's Transportation System to the World* acknowledges that the Canada Transportation Act has enabled the creation of excellent airports and air navigation facilities but warns that the competitive position of Canadian airports is being threatened by high costs compared to other national jurisdictions. Canada runs the risk of foregoing opportunities to grow its share of international air traffic, with its manifold benefits for the Canadian economy, if policy changes are not adopted.

Canada runs the risk of foregoing opportunities to grow its share of international air traffic, with its manifold benefits for the Canadian economy, if policy changes are not adopted.

To improve the cost competitiveness of Canadian airports, the review offered a number of recommendations. Notable among them were proposals to phase out airport rents, increase capital funding available to smaller airports, reduce the Air Travellers Security Charge, re-invest fuel tax revenues in safety, security and reliability improvements at smaller airports and foster the development of global hubs.

The review also suggested that Canada's airports would be best positioned for the future by moving to a new form of governance. Specifically, it was recommended the Federal Government divest itself of the remaining federally-owned airports to the provinces, municipalities or First Nations with one-time payments for safety investments. The airports comprising the National Airports System would move within three years to become share capital corporations, providing them with access to equity-based financing.

Thus far, reaction to the review recommendations has been mixed. The Canadian Airports Council, representing the country's airports, has urged the retention of the non-share, not-for-profit corporate model combined with provisions for recurring lease renewals or the buy-out of airport leases by airport authorities. Some airports have expressed their individual views, including YVR favouring the current governance model and Aéroports de Montréal voicing support for a change.

Think-tanks such as the Frontier Centre for Public Policy and the C.D. Howe Institute,

even before the issuance of the report recommendations, were advocating for the full privatization of our airports. The Federal Government, for its part, has indicated that it is studying the recommendations and undertaking a consultation process with Canadians before making any decisions.

At the end of the process, will Canada's airports evolve to a new form of governance and organization—Airports 2.0—to enhance their role as economic engines for our country and to better compete in a global air travel market? We will all need to keep an abiding watch. ✈

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Emerging Technologies: Drones



By Bruce McPherson, President, Clarion Drone Academy

Drones or unmanned aerial vehicles (UAV) were, at one time, the stuff of science fiction and dreams. For those who are hobbyists, they have become affordable and readily available.

For the commercial operator, drones are now opening doors into new avenues of work every day. There isn't a day that goes by that some new drone or application for a drone isn't making headlines. For most, the growing trend is fun and adventurous, and by the FAA's admission, there are approximately 260,165 manned aircraft in the U.S. In comparison, there are now 2,000 registrations each and every day to the FAA for a drone permit, with approximately 550,000 drones already registered. The FAA now forecasts there will be more than 1.3 million licensed drone pilots by 2020. Those types of statistics have not yet been released here at home in Canada, but you can be sure

as the sun will rise tomorrow and we will be right there leading this world growth in the unmanned aircraft industry.

Clarion Drone Academy was created to work in this growth area of aviation. Don't be fooled by the toys and gadgets in the drone world—this is aviation, and the commercial realm of drone aircraft is growing faster by the day. Unmanned aircraft are used today in various commercial applications such as building inspections, real estate promotions, farming and agriculture, land surveying, search and rescue, motor vehicle accident investigations, movie sets, and commercials.

Most recently, the season opener for *Dancing with the Stars* was completely shot with an unmanned aerial vehicle and the footage was amazing. I am not saying I am into dancing or that I would know the difference between the Cha Cha or the Samba, but I do know that the video achieved

with a drone is unparalleled by any other means. So, what does this mean to us in the aviation field? It means we have to learn to work together and embrace this new technology. Drone pilots and crews need to be trained and need to be accepted into the aviation field.

This goes against what many believe in the manned aviation world. They feel that drones will take away work, but I believe the opposite is true. Some work will never be replaced by drones and some will. Knowing the difference and preparing now for this is the key to our success.

At Clarion, our staff members have many years of Approved Maintenance Organization and manufacturing experience under Transport Canada and have used this knowledge to train drone pilots and crews for the last two-and-a-half years. Our students come from all walks of life, from engineers, architects and

civil planners, to teachers and students in college and university, to construction trades and real estate, just to name a few. They range in age from 13 years old to 74 years young.

Younger students wanting to work in the UAV field are encouraged to take the full training to begin work as fully trained observers. We offer courses on drone safety and operation, ranging from introductory to advanced four-day programs. Unmanned aircraft ground school is achieved through our proprietary online learning platform. We partnered with Desire 2 Learn in Kitchener, ON and decided to use its platform for learning, since many government, universities and colleges have already done the same.

For those drone operators wanting to act as lone wolves, we all must be vigilant in our effort to keep the skies safe. This is also why we partnered with Drone Tracker out of California, where we can use stationary day and night-vision cameras along with sonar and Wi-Fi antennas to detect small hobby or commercial drones flying where they are not supposed to be. Applications for the Drone Tracker can range



Bruce McPherson of Clarion Drone Academy shows off an unmanned aerial vehicle. Photo credit: Brent Davis, Record staff.

from airports or prisons, to office buildings or forest fires.

Clarion Drone Academy Inc. has students from all across Canada and trained pilots on staff who can travel to our clients to teach or complete aerial work as needed. It is this depth of knowledge and experience

that has led myself to have the honour to lead the Training Sub-committee for UAV Training for Unmanned Systems Canada. It is an exciting time to be in aviation. I encourage you all to embrace it as we chart new pathways into the Unmanned realm of aviation. ✈

 An advertisement for Black & McDonald. The background shows a white service truck with the company logo and the number 649599. Two workers in hard hats and safety vests are standing near the truck. In the background, an airplane is visible on a runway. The text on the right lists services under "AIRSIDE" and "GROUNDSIDE".

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WSP proudly works with Indigenous communities to understand their unique needs and provide practical aviation solutions for any project.

Over the last 20 years, WSP has completed over 120 aviation-related assignments supporting air transportation for Indigenous communities throughout Canada. Our firm understands

the importance of providing sound airport infrastructure to remote Indigenous communities, many of which rely on aviation to support essential services such as Nutrition North Canada (formerly Food Mail) and

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WSP's participation in aviation-related assignments supporting Indigenous communities includes, but is not limited to, the development of government transportation strategies, airport development plans, master plans, air service studies, level of service reviews, air terminal designs, civil engineering, construction management and commissioning of facilities.


WSP's work in remote and northern communities and its interactions with local community members have afforded us the opportunity to gain an understanding and appreciation of the importance of respecting local customs while providing the much-valued service of reliable, year-round access to many remote communities.



WSP is engaged in supporting aviation development in remote Indigenous communities, including Pangnirtung, NU (pictured here).



WSP values the many unique partnerships it has been fortunate to develop with Indigenous peoples and communities across Canada. The firm's participation in remote and northern aviation projects has improved economic opportunities for Indigenous peoples and has proven to enhance their quality of life.

WSP is currently engaged in many assignments supporting aviation development in Indigenous communities, including but not limited to, Fort Albany First Nation in northeastern Ontario, Webequie First Nation in southern Ontario, and communities in Nunavut, like Iqaluit, Taloyoak, and Pangnirtung. ✈



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Terry Bos, Sault Ste. Marie Airport Development Corp.

By Paul Adair



Photo by Northern Lense.

Terry Bos A.A.E., president and CEO at the Sault Ste. Marie Airport Development Corp. (SSMADC), first came to SSMADC in early 1999 to assist in the creation of its first business and land use master plan following the privatization and takeover of the airport from Transport Canada a year earlier.

“My interest in the industry was borne out of this one-year contract with the SSMADC to assist in the completion of their master plan,” says Bos. “At the time, it was a great opportunity for employment in my field of business, but the dynamics of an airport operation quickly piqued my interest and I have been hooked into aviation ever since.”

Following the completion of the master plan, Bos found a home in a newly created marketing position at SSMADC before being promoted to manager of finance and administration in 2002, airport manager in 2004, accountable executive in 2008, and CEO in 2010 before the role was expanded to president and CEO in 2015.

Bos is also the past-president at the Airport Management Council of Ontario

(AMCO), a position he has held since 2014. He previously served as president of AMCO for four years. Bos joined the International Association of Airport Executives Canada board of directors in 2015, and in 2016, he was selected as the chair of the association’s Accreditation Committee.

Bos sees his position at SSMADC as a way to help improve the quality of life for Sault Ste. Marie by expanding airport operations and flight abilities that give people the chance to be increasingly connected to all parts of the world. He also values the ability to live and work in the community in which he was born and raised, and he appreciates the wide range of challenges offered by Sault Ste. Marie’s

aviation industry, from airline mergers, to 9/11, to the most recent recession. Bos and SSMADC have worked to overcome these challenges by coming up with creative incentives to help attract new airlines and routes to Sault Ste. Marie. These efforts have helped to greatly reduce air fares and have led to an uptick in SSMADC’s passenger levels from 119,000 in 2010, to over 200,000 within just five years.

“The most valuable thing I have learned in my time in this industry is to take advantage of opportunities to interact with my peers at other airports, so I can learn of their issues and how they have dealt with them,” says Bos.

“We are all part of the same industry, and we have dealt with many of the same

“We are all part of the same industry, and we have dealt with many of the same issues. Because of this, we can be of great assistance to each other.”



Above images: Taking part in Algoma Aviation Week, which was held in August 2016. Photos by Sault Ste. Marie Airport Development Corp.



Making a charitable cheque presentation to Community Living Algoma at the SSMADC's annual charity golf tournament. Photo by Community Living Algoma.

issues. Because of this, we can be of great assistance to each other."

This ability to network with partners is going to become more and more important for SSMADC, as there are sizeable hurdles to clear on the horizon, such as the retirement and loss of very knowledgeable airport personnel and the management of the very different operating systems between Canada and the U.S., which keeps the Canadian market much more expensive than it is south of the border.

In spite of these challenges, Bos sees a bright future for Canadian aviation and the airport at Sault Ste. Marie. During his time in the industry, Bos has witnessed the bankruptcy of Air Canada and the subsequent merger of the national airlines, followed by the return to a multiple carrier environment with Westjet against Air Canada and now regional passenger carrier, Porter. Bos sees further expansion within the industry as demand steadily increases.

"In the future, the aviation industry will continue to show growth as it has over the past many years," says Bos. "Toronto, in particular, will continue to show amazing growth, and there will be an increased need to relieve passenger levels off Pearson to the airports in the surrounding area, such as here at Sault Ste. Marie." ✈

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