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Winter 2018

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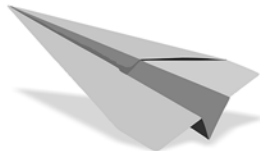
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A Message from IAAE Canada's Chairman



Paul Ritchi, A.A.E.
Chairman, IAAE Canada

Working Together Brings More Value for Members

- **Quality Assurance Auditing:** Help safeguard one's operation while looking for ways to improve efficiencies and also potentially reducing unit costs.
- **Rotary Mowing:** Effective cutting of grass within restricted areas under varied weather conditions.
- **Basic Airport Winter Operations Specialist:** Responding to winter weather in an effective manner using best practices will be addressed in this course, which will be offered this fall at Toronto Pearson International Airport.

As airports grow, new hires come into our industry with little or no airport experience or knowledge about the basic ins and outs that need to come together for a safe and efficient airport. Unnecessary mistakes, avoidable costs, and lost revenue opportunities may be encountered as a result. IAAE Canada offers its Accreditation Academy as the best tool in the industry to promptly provide our peers with the right information at the right level. Please encourage newcomers to airports to enroll in our next Accreditation Academy, which is scheduled for October 22 to 26, 2018 in Calgary, Alberta.

IAAE Canada offers its yearly Facility, Operations & Airport Managers (FOAM) Conference as an effective method to expand industry networks and to stay informed about pressing industry trends, developments, challenges, opportunities, or threats. This year's FOAM conference in Toronto was the most successful one yet. The 2019 FOAM conference is scheduled for the late spring of 2019 in Montreal. Be sure to mark this one on your calendar!

IAAE Canada is driven by industry volunteers for you, our members. IAAE Canada can only do as well as its members actively engage and support IAAE Canada. Every IAAE Canada member is asked to help the association by recruiting one new member to join, arranging to attend—or have one of your peers attend—an upcoming IAAE Canada training course, and by planning to attend the 2019 FOAM conference in Montreal. Only by working together can we bring more value to our members.

Thank you for your continued support! ✈

As our industry continues to evolve, so does the International Association of Airport Executives (IAAE) Canada to meet the needs of our members. Airport management teams, regardless of the airport size, need to be increasingly agile, nimble, quick, well-organized, and forward thinkers. Their team members need the latest training and technology development to meet the needs of growing passenger numbers, adverse weather challenges, and increased operational demands and complexities.

IAAE Canada is moving aggressively by not only continuing to offer its stable of training programs but also introducing new offerings, including:



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A Message from IAAE Canada's Executive Director



Joe Mauro
Executive Director, IAAE Canada

The Snow Academy is Coming to Canada!

This fall, the International Association of Airport Executives (IAAE) Canada, in partnership with the American Association of Airport Executives (AAAE) and the AAAE Northeast Chapter, are bringing winter operations training to the Great White North.

A first for Canada, the Basic Airport Winter Operations Specialist course offered

through the Northeast Chapter is now available here, but with a twist! It has been modified to be a Canadian version, with Canadian regulatory requirements and operational standards as part of the curriculum.

The Basic Airport Winter Operations Specialist course educates airport employees, including snowplow and airport equipment operators, on how to use best practices while performing snow and ice control measures on airports during winter operations. Completion of the course will also enhance airfield safety during the winter months.

Included in the basic curriculum are material resource applications, a communication module, current equipment designs, weather forecasting, human resource

factors, and current Canadian regulatory requirements.

For many years, airports have been sending their staff to Buffalo, NY to take the AAAE course, often questioning why there wasn't a Canadian version. Well, now there is. Working with AAAE and the Northeast Chapter, we were able to create this very Canadian answer to a Canadian fact of life—airport runways get snow on them during the winter months.

The first course was held in Toronto, Ontario from September 24 to 26. Be sure to check out the IAAE Canada website, www.iaaecanada.org, for details and other course date offerings as they become available. ✈

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

THE TOP FIVE REASONS MEMBERS JOIN:

1. Industry-approved **training programs**.
2. **Networking** opportunities with industry peers.
3. Accreditation programs for **A.A.E. and A.A.P. designations**.
4. Access to the IAAE Canada weekly **e-Report and Airport Magazine**.
5. **Member discounts** on meetings, products and services.

ACCREDITATION PROGRAMS FOR A.A.E. AND A.A.P.

Obtaining an IAAE Canada designation is a great way to command respect in the airport industry. Since 1994, IAAE Canada has been committed to the advancement of aviation professionals by granting certified designations to individuals who demonstrate an ability to handle the challenges and responsibilities of airport management. The program is open to members of IAAE Canada and there are two streams:

1. The Accredited Airport Executive (A.A.E.) is for current airport members; and
2. The Accredited Airport Professional (A.A.P) is available to current industry and corporate members.

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TRAINING DISCOUNT

All members get **the discounted rate for all courses and conferences offered by both IAAE Canada and the American Association of Airport Executives.** If you are not attending, you have the option of lending your training discount to a fellow employee for the purpose of attending courses or conferences at the same reduced cost.

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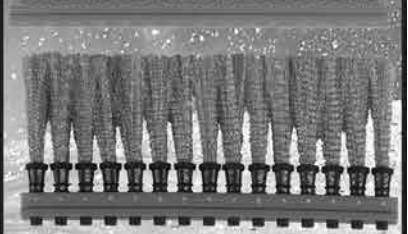


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Aerodrome Meets Home: Continued Growth Brings Certification Online

By Joe Mauro, Executive Director, IAAE Canada

Are you up-to-date on all the information in ICAO Annex 14? Need training? The International Aerodrome Certified Employee (IACE) course prepares you with the latest information available from ICAO Annex 14 and related documents and provides resources that help ensure your airport functions at the highest levels of safety and efficiency.

ICAO is an agency of the United Nations meant to uphold the Convention on International Civil Aviation (Chicago Convention). It develops standards with the primary goal of harmonizing civil aviation standards worldwide, especially for the 191 ICAO member nations, which include Canada and the United States. ICAO standards are found in references known as annexes.

ICAO is not a regulatory organization. Rather, it facilitates consensus among its members for the development of standards and recommended practices (SARPs), which form the basis for national procedures, practices, services, facilities, and regulations that will meet the objective of the standard or recommended practice. The goal for ICAO is to facilitate the harmonization of aviation operations internationally.

The IACE training, created by the American Association of Airport Executives (AAAE) / the International Association of Airport Executives (IAAE) and endorsed by IAAE Canada, focuses on the requirements for aerodrome operations, the standards, and the recommended practices under ICAO Annex 14 with an emphasis on key operations and safety issues. You will cover a variety of aerodrome topics, including aerodrome key elements, airfield physical characteristics, aerodrome operations and maintenance, obstructions, environmental issues related to aerodrome operations, visual aids for navigation, security issues related to airport operations, emergency planning, and emerging issues in aerodrome operations.

The IACE course is offered in an unprecedented interactive format that you can complete on your own schedule. Once you pass the final test, you will be able to print the IACE certificate and use the IACE designation.

IAAE Canada encourages you to take advantage of this online training, which is accessible through the IAAE Canada website, www.iaaecanada.org. It is an efficient way to earn your IACE certification in as little as seven-and-a-half hours. Pay, log in, complete the course, and you're done. ✈



We are pleased to invite you to the 13th Annual Facility, Operations & Airport Managers Conference



Join your aviation industry professionals across Canada in Montreal
Spring 2019

Three days of informative workshops, engaging industry panels, and an interactive trade show.

Join your aviation industry peers in Montreal. Don't miss out!

Three days of informative and timely discussions on the industry issues that matter most to you.

Details will be available soon at www.iaaecanada.org

"This was only my second FOAM Conference. The topics presented were excellent! I can't think of anything to add."

—Robert Nesbitt, Brandon Municipal Airport

"I enjoyed this year's speakers and session information. Overall, FOAM is a great way to obtain and share information with my peers as well as other aviation leaders. Another great conference—congrats to the organizers!"

—Lindell Smith, Deer Lake Regional Airport



IAAE Canada: Your Training Solution



New Training Course: First Time in Canada!

Basic Airport Winter Operations Specialist (Snow Academy – Canadian Edition)

September 24 to 25, 2018 | Toronto, ON

The Basic Airport Winter Operations Specialist (Snow Academy – Canadian Edition) is a two-day course that educates airport employees, including snowplow and airport equipment operators on how to use best practices while performing snow and ice control measures at airports during winter operations.



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Navigating Cyber Security & Making a Safe Landing



By Sean McKim, CISSP, Director of Security & Technology, Regina Airport Authority

Imagine this scenario, if you will: Pat is going through e-mail at the end of a busy day. Among the meeting invitations, questions from coworkers, and spam, Pat finds an e-mail sent from a large retail chain. Pat is the recipient of a limited time offer. All Pat needs to do, right now, is click a link in the e-mail and accept the offer. Sounds legit, right?

Pat tosses caution to the wind and clicks the link. A website opens and shows a page indicating that Pat has been awarded the offer and to check e-mail for the coupon that will be sent. Meanwhile, programming code executes in the background, installing remote control software that Pat's anti-virus doesn't detect, and someone, somewhere, is notified that Pat's computer is ready for further instructions.

It literally happens just that easily and just that quickly.

There are many examples around the world where companies and critical infrastructure have been completely

exposed to, and infiltrated by, attackers using spear-phishing methods such as the one described above. There are countless examples of ransomware used by criminals for financial gain and examples of international attacks (even part of a military invasion) that cripple critical infrastructure. It isn't theory. It can—and does—happen.

So, what? What can you do? Here are some ideas to consider that may help you understand and reduce your risks.

IDENTIFY AND CLASSIFY

Determine your most critical services and functions, identify the assets involved in those services and functions, and classify or categorize those assets. Then, you'll know what you need to care about most.

RISK ASSESSMENT

Once you know what you need to care about most, assess the risks that may affect what you care about, map

them out (see Figure 1, an illustrated heat map example), and start developing plans to reduce or even eliminate risks that are not acceptable to the organization. By the way, it's alright to accept risks, but it's not alright to outright ignore them.

PREVENT, DETECT, CORRECT

Security measures usually fall into three categories: prevent, detect, correct. In the physical world, we think gates, guards, and guns. In the cyber world, it becomes more abstract.

Prevent what you can by making people aware of things like spear-phishing, so they're less likely to be taken advantage of by a potential attacker. Use forms of prevention technology to help manage certain cyber security risks. A determined attacker with sufficient time and resources is highly likely to find a way in, and that's when you need more than prevention.

If someone gets by your prevention, you need to be able to detect them. There

are many different detection solutions, and you're going to have to consider which ones make sense for you based on what you identified and determined are at the highest risk for you. Ideally, your prevention measures slow an attacker down enough, so you can detect the issue, and then you need to have the next set of measures in place.

If prevention fails and detection alarms of an intruder, your ability to respond to and correct the situation is the most important set of measures. If your alarm goes off and no one is listening for or hearing it—or if no one is tooled adequately to act on it—your efforts have likely been in vain. Ensure you give diligent consideration and planning regarding your response capabilities based on your risk exposure.

CYBER SECURITY INSURANCE

Consider managing cyber security risk through insurance if that is appropriate for your business. Your insurance should include help when an incident occurs, especially the inclusion of a qualified "breach coach" assigned to you when needed. If you can

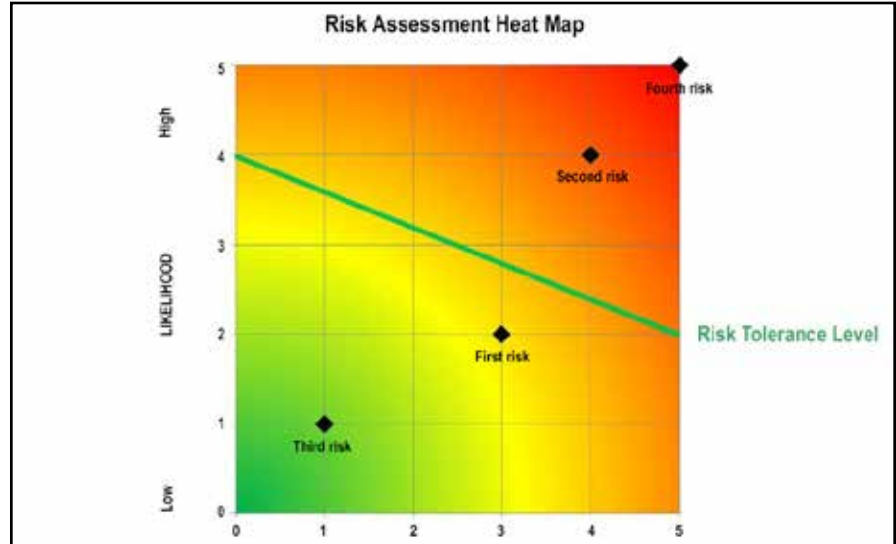


Figure 1. Risk Assessment: Map out the risks and develop plans to reduce or eliminate unacceptable risks.

also acquire an incident response service through that policy, you should, if you don't have internal expertise and capacity for that function.

You can manage your cyber security risks appropriately if you understand the important things in your organization,

understand what risks those things are exposed to, put in place reasonable security measures based on those risks, and apply appropriate coverage where you determine it is needed.

You definitely don't have to fly blind through a potential cyber security storm. ✈

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Accreditation: Helping Your Career Take Off



By Michelle Cretzman,
Member Services Coordinator,
IAAE Canada

Have you noticed the A.A.E. and / or A.A.P. designations attached to the names of your peers? What is an accreditation? Accreditation means that an individual has volunteered to undergo a challenging, comprehensive evaluation. It stimulates self-evaluation, development, and self-directed improvement.

Becoming an Accredited Airport Executive (A.A.E.) or an Accredited Airport Professional (A.A.P.) through the International Association of Airport Executives (IAAE) Canada commands respect and official recognition both in Canada and internationally.

It is a declaration and demonstration of high-quality standards of training and practice, and it demonstrates a true commitment to continuous professional development and adherence to codes of conduct, resulting in both respect in the airport industry and peer recognition.

How does that apply to the Canadian aviation industry? Well, it can help your career take off! Having an industry-specific accreditation program signifies that operators understand and comply with a recognized standard. It also validates that operators are adhering to the highest standards for the industry.

"I chose to obtain A.A.E. accreditation as the logical next step in my aviation career, as it demonstrates that an individual has achieved an industry-recognized level of knowledge and experience in airport management and operations," says Currie Russell, A.A.E., manager of the Toronto Pearson Safety Program for the Greater Toronto Airports Authority.

"Since returning to Georgian College to complete my aviation management

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diploma in 2000, I have been privileged to have many accredited members invest in my career and to, in turn, be able to invest in others, continuing the transfer of knowledge and experience that is vitally important in our industry and which IAAE Canada stands for," adds Russell.

Darryl Dowd, A.A.E., director of operations for the Winnipeg Airports Authority, first learned about IAAE Canada at Georgian College.

"I always aspired to earn my A.A.E. designation over the course of my career," says Dowd. "As a newly minted A.A.E., I'm happy to support an organization that facilitates the valuable exchange of knowledge in the industry while maintaining an incredible network of industry peers."

I have been privileged to have many accredited members invest in my career and to, in turn, be able to invest in others...

Accredited members are more likely to be recognized by employers. Many of those who run and manage our airports in Canada are accredited through IAAE Canada. And many Canadian airports require it for top management positions.

Having an A.A.E. or A.A.P. status is a recognizable sign of a high-level depth and breadth of airport knowledge, which can help differentiate you from other candidates. In some instances, it results in an upgraded title and the compensation that goes with it.

Over the years, IAAE Canada has awarded accreditation to over 130 members in the industry. In 2017, the association had a banner year for accreditation, awarding 12 members with an accreditation. Four of those were the first A.A.P. designations ever.

IAAE Canada has assisted airport personnel to achieve "the mark of an airport professional" since 1995. If you have any questions or want more information on how accreditation will benefit you, just give us a call at (905) 297-2236. ✈

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Emerging Technologies: Krown Rust Control

By Craig Shuttleworth, Marketing Director,
Krown Rust Control

Krown Rust Control is best known in Canada for its automotive rust protection services. The extreme changes in temperature and aggressive chemicals used to remove ice and snow contribute an ongoing corrosion issue in many parts of the country.

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A World Leader in Deicing Management: JCAII[®] AVIATION TRANSPORTATION INFORMATION SYSTEMS

By Kelvin Williamson, Chief Operating Officer, JCAII

Jeff Campbell and Associates International Inc. (JCAII) draws from a dedicated team of aviation deicing specialists, mechanical engineers, and software developers. This Canadian team has extensive airport experience combined with an in-depth understanding of airside procedures and protocols. JCAII is a world leader in the emerging market of deicing management and is expanding within North America and beyond, working with major hub airports and some of the world's largest airlines.

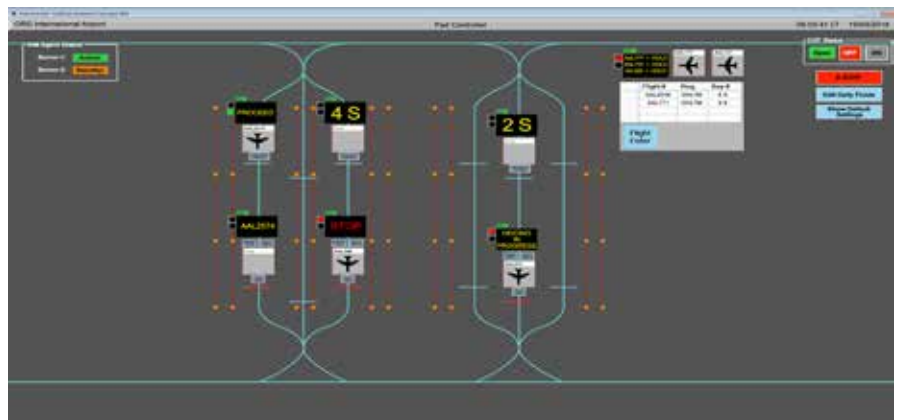
JCAII is currently implementing its suite of deicing management tools, which help coordinate the dispatch of aircraft requiring deicing, with real-time data and visibility over resources and assets.

With a completely integrated Bay Management system, SmartPad message boards, and surface guidance, aircraft can be processed at a deicing facility 40 per cent more efficiently and, ultimately, more safely than with current procedures. Unprecedented levels of visibility and operational scalability and flexibility are being praised by customers with quotes such as, "With SmartPad, it's like it isn't even snowing," and, "Rarely does a partner affect an airline operation as comprehensively as JCAII has."

The patented Icelink[®] software platform is now a proven and effective tool that connects dispatchers, deicers, and pilots, allowing for instant operational adjustments and oversight, which improves decision-making and also reduces administrative workloads. The move to a paperless environment through the Icelink[®] software establishes accurate auditable records, which are instantly available at customers' fingertips. This innovative use



The Icelink app connects dispatchers, deicers, and pilots, allowing for instant operational adjustments and oversight.



With integrated Bay Management system, SmartPad message boards, and surface guidance, JCAII's software helps process aircraft 40 per cent more efficiently.

of technology provides enhanced safety through reduced verbal communication and automation. With the pilot application of Icelink[®], the flight crew can now request and monitor the deicing process in real-time as deicers deliver the requested treatment to their aircraft. The awareness level this brings to the crew is unique.

System connectivity to the deicing community through real-time data management helps mitigate operating costs associated to aircraft de-icing and deliver maximum airport efficiency during a snow event. JCAII's mission is to organize deicing operations through technology in the safest, most user-friendly, efficient way. ✈



Darryl Dowd, A.A.E., Director of Operations, Winnipeg Airports Authority



Darryl Dowd, A.A.E.

By Simon Peacock, *IAAE Canada Airport Magazine* Writer

For over 15 years, Darryl Dowd, A.A.E., has been working in the aviation management industry in varying positions. From humble beginnings providing construction escort services and driving a Cobus 3000 at the Toronto Pearson International Airport, he is now director of operations at the Winnipeg Airports Authority, a position he has held since 2013.

Born in Sudbury, ON and later moving to Barrie, Darryl always had a passion for aircraft and aviation, with early aspirations of becoming a pilot.

“My goal, initially, was to work toward a career as a pilot, following in the footsteps of my grandfather,” says Dowd. “The events of September 11, 2001 and the opportunities as a new graduate at Toronto Pearson around the same time altered my course from airlines to airports.”

In his final year in the aviation management program at Georgian College in Barrie, Darryl landed a part-time job as a pass office clerk with the Greater Toronto Airports Authority (GTAA). Upon graduation, he was hired into the new

resource management unit as a resource coordinator with the GTAA in 2003 and, eventually, he rose to the Airport Operations Control Centre. Within these two positions, he learned about gate planning, baggage systems, passenger flows, and below-the-wing operations, giving him a well-rounded foundation of knowledge on airport management.

In his later years with the GTAA, Darryl moved to airside operations while simultaneously completing his Master of Aviation Management degree through Griffith University of Australia. With this distinction, he landed the role of manager of strategic planning and analysis with the GTAA. It was in this position that Darryl discovered his most fulfilling achievement.

“In terms of having a broad impact on the industry, the most significant accomplishment I’ve contributed to is probably the role I played in the development of Toronto Pearson’s hub strategy from 2008 to 2013,” he says. “It’s pretty humbling to see the growth at Pearson today, which had its foundation in the hub strategy.”

Now, as director of operations with the Winnipeg Airports Authority, Darryl tackles new challenges and has exciting expectations for the future. Most recently, that included facing the labour disruption at the WAA in late 2017, which saw 150 airport employees go on strike.

“Keeping the airport operating was a significant logistical undertaking,” he says. “In the end, I came away with a new appreciation for the work that goes



From humble beginnings, Darryl has a well-rounded foundation of knowledge on airport management, from gate planning and baggage systems, to passenger flows, and below-the-wing operations, and more.

“My goal, initially, was to work toward a career as a pilot, following in the footsteps of my grandfather. The events of September 11, 2001 and the opportunities as a new graduate at Toronto Pearson around the same time altered my course from airlines to airports.”

on day-to-day, keeping the lights on and airplanes coming and going.”

As for the future of the WAA and the airport management industry as a whole, Darryl is excited for the technological advancements on the horizon. With the recent developments that are being made in autonomous vehicle operations, the WAA hopes to eventually implement this technology to assist with runway snow removal and shuttle buses moving around the airfield.

Darryl also expects to see tremendous developments in the field of predictive analytics, which has the potential to keep airport operations running smoother than ever.

“Tools like Airport Collaborative Decision Making (A-CDM) and historical airport data will help identify probable scenarios for how an operational day will unfold, given a large number of external inputs and past experience,” he says.

A-CDM is widely used throughout European airports and the WAA is hoping to execute this system in the Winnipeg James Armstrong Richardson International Airport in the near future.

As his career continues to flourish, Darryl doesn't see himself straying too far from the airport management business anytime soon.

“I've learned over the course of my career that you never really know when



Darryl is excited for the possible technological advancements on the horizon. The WAA hopes to implement autonomous vehicle technology to assist with runway snow removal and shuttle buses moving around the airfield.

or where opportunity will come from,” he says. “It's more important to have the courage to embrace the opportunities that come your way.” ✈

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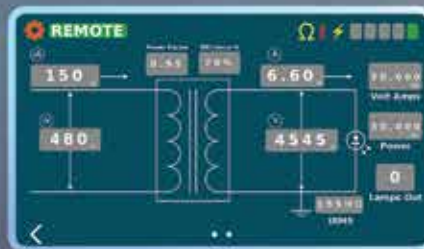
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