

INTRODUCTION

At a time when few airports worldwide had attempted a comprehensive facility activation program, the Greater Toronto Airports Authority (GTAA) fine-tuned its techniques and culminated an expert body of knowledge throughout three substantial stages of its Airport Development Project. Since then, various airports that are also expanding to meet the demands of growing markets have approached the GTAA to request assistance and expertise. The GTAA's experiences opening a terminal – trials, stakeholder collaboration, training, relocation and transition management – has been a comfort to those approaching the project for the first time, and for those looking for an objective assessment of their program by an experienced airport operator.

The GTAA also has been increasingly recognized for success in key airport operations, emergency response, and irregular operations. It has been acknowledged as the most reliable winter operation in the North American continent, and operates with a strong concept of centralized command and control under specific incident management guidelines. Toronto Pearson has developed a comprehensive safety management system to support Transport Canada and International Civil Aviation Organization (ICAO) standards, and has taken an innovative approach to the customer experience.

Consultancy services are versatile in meeting the particular needs of each airport project, with requirements for support varying from a peer review during the planning process,



to workshops and training, to extensive project management. Partnering with GTAA Consulting Services gives you the peace of mind of having skilled professionals available to help your project succeed.

In the first year of equipping airports with consulting services, the GTAA has provided substantial support at four significant sites: Dubai's Terminal 3/Concourse 2, JFK's Terminal 5, Heathrow's Terminal 5 and Winnipeg's newest terminal. For more information about the services offered, contact Steve.Silverhart@GTAA.com.

OUR TEAM

Stephen Silverhart

General Manager, Consulting Services

Stephen Silverhart has over 30 years of airport experience, including Airport Duty Manager, Manager of Airport Operations, General Manager of the Operations Control Centre, General Manager of Facility Activation and currently General Manager of Consulting Services.

He has been a key figure in developing many of Toronto Pearson's unique programs, such as aircraft recovery, crisis and incident management, irregular operations, and multi-faith and family support. Stephen was directly responsible for the successful activation of an 11-gate facility and subsequently a 25-gate facility, including training and emergency response. With extensive knowledge in these areas, he has been invited to speak at various conferences to discuss disaster management, aircraft recovery, irregular operations and facility activation.

Since the successful opening of Toronto Pearson's Terminal 1, he has worked on activation programs at JFK (JetBlue's Terminal 5), Dubai (Terminal 3/ Concourse C), Heathrow (Terminal 5), and Winnipeg Airport.

Stephen holds an undergraduate degree in Political Science, a Masters degree in Criminology, a certificate in Crisis Support Management and an International Association of Airport Executives (IAAE) certification. He has lectured extensively at Seneca College and delivered specialized materials as adjunct staff at the University of Toronto.

Chris Wood

Chris Wood has been employed by the Greater Toronto Airports Authority for 11 years, holding positions in Operations, Strategic Planning, Facility Activation and Consulting Services. During the opening of Toronto Pearson's new Terminal 1, he managed the logistics, resources and execution of over 100 trials, and oversaw the shutdown and deactivation process of Terminal 2. Through Consulting Services, Chris has conducted peer reviews for the British Airports Authority and Dubai Department of Civil Aviation, and is managing the activation of Terminal 5 for JetBlue Airways at JFK International Airport.

Chris holds a Bachelor of Science degree in Aviation Technical Management from Embry-Riddle Aeronautical University and an honours diploma in Airport Operations and Management from Georgian College. He is an accredited member of the International Association of Airport Executives (IAAE), and holds a private pilot's licence. Chris teaches various aviation courses at Georgian College, and is a member of the industry-sponsored Aviation Advisory Board.

Brian Kissoon

Brian Kissoon has widespread experience in airport operations, having worked as a Terminal Services Manager, Activation Services Manager, Operations Centre Supervisor and Terminal Officer. For more than thirteen years, he has liaised with air carriers, airport tenants and other airport stakeholders to ensure efficient and successful daily operations, and has documented and executed the departmental training program for Terminal Operations staff. In addition, he coordinated terminal operations requirements for Toronto Pearson's trials program and developed the overall trial management schedule.

Most recently, as Trials and Activation Manager at Dubai International Airport, Brian is responsible for the implementation of all Advanced and Emergency Trials. He works directly with stakeholders to ensure that trials exercise all critical scenarios to prove that the terminal operates as anticipated. Brian has a Bachelors degree in Business and Economics from York University.

Patrick Prades

With over ten years of airport experience, Patrick Prades has extensive knowledge in terminal and airport operations, as well as in facility activation. He supervised the combined Airport and Security Operations Control Centres, overseeing the event management of emergency and operational incidents for Canada's largest airport. In addition, he was a member of a working group that tracked action items regarding the Air France incident in 2005.



OUR TEAM (CONTINUED)

During the activation of Toronto Pearson’s Terminal 1, Patrick assisted with the planning, execution and logistics of trials, the commemorative events marking the tenth anniversary of the GTAA, and the deactivation of Terminal 2.

Patrick’s most recent accomplishments have been in his role as a member of the Operational Readiness and Airport Transition (ORAT) team at Dubai International Airport. His achievements include coordinating, developing and executing trials in preparation for the opening of Terminal 3/ Concourse 2. Patrick holds an Honours Bachelors degree in Biological Sciences and French from the University of Toronto.

Lyla Barrett

Lyla Barrett has been working for GTAA for over six years. During that time, she has gained diverse experience in both airport operations and facility and operational readiness. Initially working on the activation of Toronto Pearson’s Terminal 1, Lyla was involved in the planning, development, scripting, and execution of the Trials, liaising with all stakeholders to ensure their requirements were met. She also worked extensively on developing the Plans of Operations for Terminal 1. Lyla has also worked in the Airport Operations Control Centre, gaining extensive knowledge of all aspects of airport operations.

Most recently, through GTAA’s consulting services, Lyla worked with the British Airports Authority on their extensive trials program for Terminal 5. Following that, she worked on the Operational Readiness and Airport Transition team at Dubai International Airport. In Dubai, she developed a Plan of Operations for the Airport, successfully led an operational team and an infrastructure team that developed and opened a Joint Operations Control Centre, and performed key functions as required in script production, trial management and logistics support for the Terminal 3 / Concourse 2 Trials program.

Lyla holds an Honours Bachelor of Arts degree with a double major in Mass Communications and Linguistics from York University, a Master of Arts degree in Linguistics from the University of Toronto, and a Technical Communications Certificate from Seneca @ York.

Jana Schmidt

During her five years with the GTAA, Jana Schmidt has participated in five facility openings: Toronto Pearson’s Terminal 1 (stages 1, 2B and 2C), Toronto Pearson’s automated people mover, and London Heathrow’s Terminal 5. She has documented dependencies to monitor facility readiness, tracked trial issues to completion, managed trial script distribution and provided familiarization training. In addition, she documented plans and procedures relating to the ongoing operation and maintenance of the facilities, working closely with stakeholders and identifying potential gaps in processes to ensure a successful opening.

Jana has a BA in English, Rhetoric and Professional Writing from the University of Waterloo, and works as a Technical Writer for the GTAA.

Nadia Lucivero

Nadia Lucivero has more than ten years of experience as a technical writer and has worked for the Greater Toronto Airports Authority for nearly seven years. She has provided training, trials, and documentation support for various activation projects at Toronto Pearson, including the Infield Terminal and Terminal 1—Piers D, E, and F. She completed an Interim Plan of Operations for Terminal 1 which played a key role in obtaining the building occupancy permit. Nadia has comprehensive experience developing and executing a large-scale training program that included training additional trainers, and training hundreds of front-line airport employees with advanced expertise about airside, groundside, terminal, and baggage operations at the Infield Terminal, Terminal 1, and Terminal 2. She has developed plans of operations for all aspects of Toronto Pearson processes.

She assisted in documentation development for various Satellite Primary Inspection Lines in Terminal 1, which facilitate Canadian Border Services Agency processing of connecting International passengers and drastically decrease connection times. Toronto Pearson is the first airport in Canada to offer this service to its customers.

She recently developed an employee guidebook for JetBlue Airways employees at JFK International Airport, Terminal 5.

Nadia holds an Honours Bachelors of Arts degree in Applied Studies and Co-operative Education from the University of Waterloo. She has a double major in Rhetoric and Professional Writing and in Applied Studies, and a minor in Psychology.



SUCCESS STORIES

Dubai

Dubai International Airport approached the development of their Terminal 3/Concourse C facility with substantial experience in design and construction, but with limited experience in organizing extensive testing of operational processes. They have engaged the GTAA, working as subcontractor to Arup, to deliver the Trials and Activation program. Since June 2007, four staff have been located in Dubai full time, with additional specialists providing expertise on specific projects as required. The scope of activities includes managing the trials process, trial logistics, scripting volunteer packages and chairing stakeholder focus groups. In addition, the GTAA has provided guidance for the Dubai Airports' Organization Management structure, operational training, designing the Operations Centre and overnight transition and command and control techniques.



New York

While the testing of a facility's processes requires considerable resources, JetBlue as a low-cost carrier was not anxious to develop a large team with little know-how. They were looking for a small team to develop an effective activation program in an economical manner. The GTAA has partnered with the international engineering firm Arup to develop the activation and trials programs for JetBlue's new terminal building at JFK International Airport, which will be ready for operations in November 2008. The GTAA is managing trials development, execution, scripting, documentation and logistical support, and is overseeing the operational readiness process.



SUCCESS STORIES (CONTINUED)

London

During the planning stage of Heathrow's Terminal 5, the British Airports Authority (BAA) and British Airways (BA) were curious to see first-hand what trials might look like. The GTAA welcomed staff to observe Toronto Pearson's baggage and advanced trials. The GTAA worked with BAA and BA to adopt various aspects of the GTAA's trials program into the distinct testing scenarios at Heathrow's T5. Subsequently, GTAA staff were invited to work on the T5 Trials program and to conduct a number of workshops and operational readiness reviews, including volunteer management, transition management, trial logistics, and command and control.



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Winnipeg

Winnipeg International Airport is developing their second terminal, scheduled to open in 2010. As with many airports worldwide, Winnipeg has not had the opportunity to perform a trials program, and is eager to ensure that their terminal building is ready to successfully process passengers and flights without a glitch on opening day. In 2008–9, the GTAA will support Marshall Macklin Monaghan in the activation of Winnipeg's new terminal building, acting as subject matter experts throughout trials, training, operational readiness and transition.



FACILITY ACTIVATION/ OPERATIONAL READINESS

TRIALS, TRAINING & TRANSITION MANAGEMENT

In the past, airports simply opened when facilities were ready. Too often, details were missed, equipment capability was misunderstood, and elements of complex procedures were overlooked, resulting in an unsatisfactory opening day that is memorable for the wrong reasons. Carefully planned programs for airport facility activation have become the norm rather than the exception: a necessity rather than a luxury.

At a time when few airports had established a strong activation program, the GTAA developed a series of well defined, finely tuned operational trials based on stakeholder input, consultation and stated performance indices. Trials can be designed in various manners, from the confirmation of basic single operational processes in a controlled environment, to advanced operational trials involving hundreds or even thousands of community members and simulating end-to-end operational processes according to various scenarios. A varied trial palette allows for a realistic assessment of opening day activities and a verification of training programs, information technology tools and infrastructure, processes, and passenger and employee flows in advance of opening.

The trials program cannot, however, stand alone. A new terminal generally uses new forms of technology, operates differently from existing terminals, and is furnished with new equipment. These changes leave employees with a significant learning curve. Comprehensive training programs ensure that employees from various air carriers, agencies, airport



operators and tenants are trained with the requisite knowledge and skills to perform successfully in their new settings. In addition, common training reassures airport operators that all stakeholders have a consistent understanding of and competency level with operations.

While trials identify gaps and problem areas, transition management offers quantifiable assurance that the building will be ready on opening day. Transition management is the critical phase that tracks stakeholder requirements, construction schedules, deficiency lists and trial results. Countdown checklists for the period leading up to opening are developed to confirm operational readiness, and a method of command and control for the turnover period is developed.

AREAS OF EXPERTISE

The GTAA has excelled in a wide range of airport operational programs, all of which are based on best practices and have the flexibility to be customized according to client needs.

Throughout the years, the GTAA has implemented a number of industry leading programs in emergency response. The GTAA is prepared to audit, document and advise on the following operational areas.

- aircraft recovery
- centralized command and control
- family and multi-faith support; the GTAA offers a joint program with the University of Toronto in Crisis Support Management
- fire emergency; training provided at the Fire and Emergency Services Training Institute (FESTI)
- medical and HAZMAT response; training is to National Fire Protection Association (NFPA) standards
- training and empowerment at the responder level
- communicable disease response
- irregular operations and recovery

The GTAA has also been praised for continuing to operate the airport during situations of irregular operations and in a manner which is least disruptive to the passengers. This skill is particularly evident during its winter operations and management of snow and storms.

The GTAA has been active in enhancing all areas of regular operations at the airport.

- airport-wide safety management systems – Transport Canada and International Civil Aviation Organization (ICAO) standards
- security audits and reviews
- terminal and resource management and training
- apron management and positive aircraft control
- Category III airfield and system certification
- airport-wide common use and IT backbone network
- ensuring high customer service and improving the customer experience

